

Azaan *Feroz Sait*

BUILDER

FRONTIER ARCHITECT

FOUNDER, THE HUB BENGALURU



2026 SHIFT

Intention *over Attention.*

A 32-year-old Indian builder on a mission to create impact in the business of life. At 22, among the first to launch a startup studio in Bangalore. He built The Hub under that venture, convinced it would fail. It didn't. Nine years and a million-dollar run rate later, he unwound the traditional model by design – replacing his team with AI agents and open-sourcing the entire build. Today he is positioning The Hub Bengaluru as the world's first frontier human lab.

His builds are not separate projects – they are organs in one living system, The Hubverse: spaces, media, studios, experiments and ventures circulating people, ideas and opportunities through a single centre of gravity in Bengaluru.

“The world is token-maxing machines. I’m token-maxing humans. The unit of optimization isn’t productivity. It’s aliveness.”

500M+

IMPRESSIONS / YEAR

100K+PEOPLE BROUGHT
TOGETHER**1,000+**

OFFLINE EXPERIENCES

\$1M+

REVENUE GENERATED

HIS BUILDS

[The Hub Bengaluru](#) · [Fully Opinionated](#) · [Night School](#) · [Human Residency](#) · [Hub Studios](#) · [Phooling Around](#) · [Giving Collab](#) · [Safina Ventures](#)

Prophecy & Outlook.

01

Token-maxing humans

Frontier AI labs ask how to extract more intelligence from compute. Azaan asks how to unlock more humanity from humans. The world is token-maxing machines. He is token-maxing humans. The unit of optimization isn't productivity – it's aliveness.

02

Intention over attention

The same engine that could reach a million people a day now reaches ten thousand on purpose. Smaller number, changed minds. When content becomes infinite, mindshare gets cheap – heart share becomes the moat.

03

Trust is the post-AI moat

When content is abundant, perspective, provenance and lived experience matter more than distribution. The next wave of influence belongs to those who built the deepest trust – people will still need people who were actually there.

04

The frontier human lab

In a world rushing to invest in frontier AI, Azaan is doubling down on people – building physical infrastructure to study and prototype the human side of technological change. The next icons won't come from Bollywood. They'll come from the startup ecosystem and the streets of Bengaluru.

“I didn't burn out. I chose to evolve.”

THE ONE ARGUMENT

A different way of building is possible – and proof, not persuasion, is how you demonstrate it. Every build in this kit is evidence for that single sentence. He's not writing from the other side of the story. He's writing from the middle. That's the whole point.

FEATURED IN

Times of India · Financial Express BrandWagon · Business Insider India · ET Brand

Equity · Mint · YourStory · HRWorld · Realty+ · BW Marketing World · [AFS In-Depth Profile →](#)

“A beautiful relationship with failure.” 0 → 32.

The Kid

Age 7–18

Diagnosed with ADHD. Bounced between systems not built for minds like his. Learned early that the rules were written by people who weren't like him. That was fine.

The Builder

Age 22–30

1,000+ offline experiences. Brought NAS Summit to India. Built one of Bangalore's most recognised wedding businesses. Launched Night School. Hit \$1M+ revenue with a team of seventy.

The Evolution

Age 32 · Now

Unwound the model he built – seventy people to zero by design, replaced with AI agents. The math was obvious. The grief wasn't. He's still sitting with that. Not burnout. Evolution.

The First Bet

Age 22

Launched one of Bangalore's first startup studios. Backed a wild idea: a community hub. Everyone said it would fail. It didn't. The Hub Bengaluru was born – inside Safina Plaza, on seven generations of family ground.

The Creator

Age 28–32

Began documenting the journey: vlogs, newsletters, voice notes. Crossed 500M+ impressions a year. Became the person his younger self needed to find.

Seven Generations

The Ground

Cutchi Memon family, roughly four centuries in Bangalore. His grandfather facilitated the city's first traffic light in 1963 and built Safina Plaza – widely called its first mall. Same job, different century: he wired the city with concrete. Azaan is wiring what comes after the startup.

“The math was obvious. The grief wasn't. I'm still sitting with that.”

FRIENDS OF AFS *The people who walked alongside.*

Mahdi Saad · Venu · Varun Raj · Vaibhav · Nas · Colin & Samir · Richard Branson · Hajee · *Grand Dad*

Learn. Work. *Connect. Build.*

LEARN

Night School

Learning as recursive conversation, not instruction. Curious humans around prompts, disagreements and lived updates – after dark by design. You leave with better questions, not more content. Azaan couldn't sit still in a classroom. He was one of them.

CONNECT

Human Residency

The flagship: 111 days, time-bound, selected, with missions, rituals and documentation. No jobs – only loops. The metric is the resident delta: who leaves more capable, connected and purposeful than they arrived. Proof: 300M+ reach for one resident, ₹23L revenue in 60 days for another.

WORK

Transformational Workshops

High-intensity sessions for teams and founders. Sharp thinking, real outcomes, no slides you'll ignore by Monday.

BUILD

Open-Source Building

Build in public. Make the process legible. Turn the work into proof and let transparency become distribution. The vlogs, the pivots, the mess, the wins – anyone can build with him, no one works for him.

C Creator: Fully Opinionated & Digital

500M+ impressions/yr across 100+ channels. Fully Opinionated – the question engine, 362K+ Instagram, 3M+ monthly reach. Key decision-makers, founders, and Gen Z builders shaping India's future.

B Builder: The Brands

The Hub · Night School · Fully Opinionated · Hub Studios · Phooling Around · Safina Banquets · Giving Collab · Safina Towers

What he says yes to

Builder-first hosts. Rooms where the audience can actually build with him. Features that make room for the contradiction instead of flattening it. Journalism that treats the builds as one organism, not separate logos.

What he says no to

Puff pieces. "Young founder success" framing. Panels with no point of view. Anything that requires him to pretend the pivot is resolved.

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[Instagram](#) · [LinkedIn](#) · [YouTube](#) · [Website](#) · [Substack](#)

Shirley Lalrinsangi

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★ OPEN-SOURCED HIS BRAIN

Talk to a *second* Azaan.

24/7 AI trained on everything Azaan has written, thought and built. Always on.

→ azaanferozsait.com