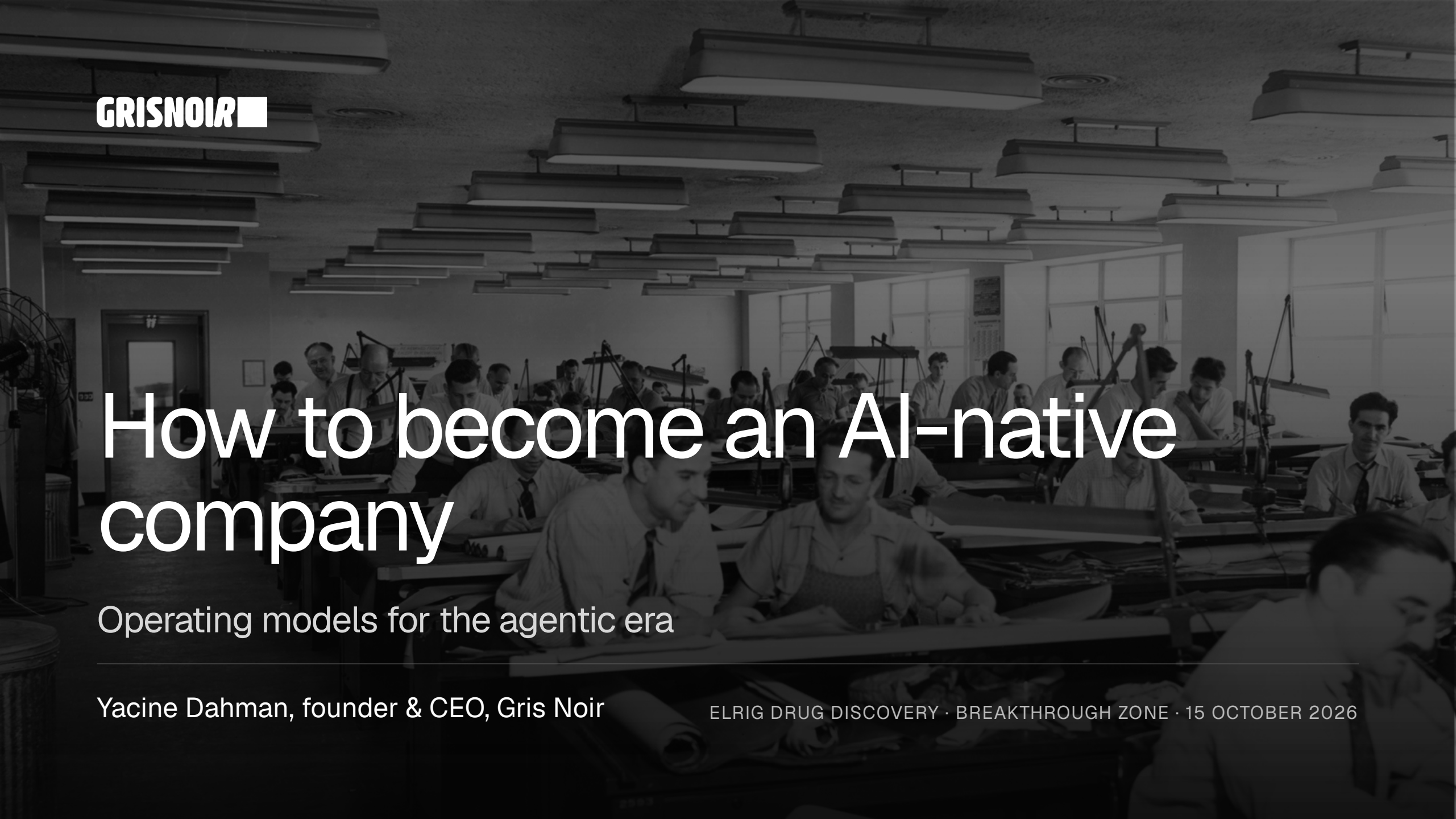


GRISNOIR

How to become an AI-native company

Operating models for the agentic era

Yacine Dahman, founder & CEO, Gris Noir

ELRIG DRUG DISCOVERY · BREAKTHROUGH ZONE · 15 OCTOBER 2026

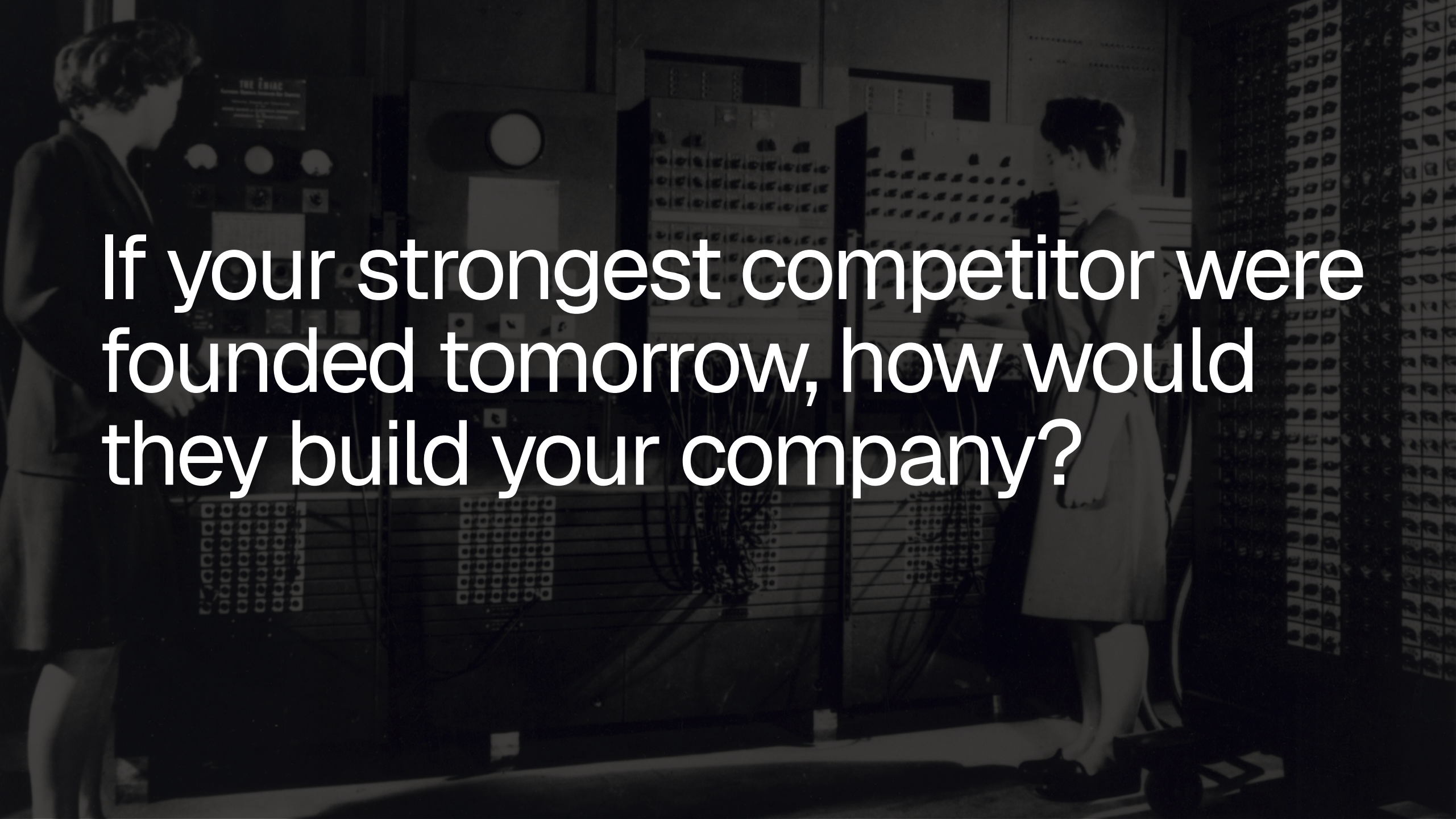
Today’s talk

01 Why becoming AI-native matters now

02 What changes inside an AI-native company

03 A practical route to becoming AI-native

04 How the advantage compounds


If your strongest competitor were founded tomorrow, how would they build your company?

A competitor founded tomorrow starts differently

	BUILT EARLIER	FOUNDED TOMORROW
Hiring	More people, more capacity	Hire for judgement first
Software	One tool per function	Systems agents can use
Workflows	Handed on by email	Designed end to end
Coordination	People chase status	Context travels with the work



Running it dependably still takes engineering.

The competitive shift is already visible

AWS, JUNE 2026

156%

Average annual revenue growth reported by AI-native startups, versus 65% for startups overall.

AWS research

MCKINSEY, JULY 2026

11%

Of surveyed leaders say their organisations are reinventing work around AI.

McKinsey research

An AI-native company **designs its operations** so software can **carry out more of the work**, while **people stay accountable** for the consequential decisions.

Redesign how the work moves



ONE CLIENT REQUEST, TODAY	THE SAME REQUEST, REDESIGNED
Request arrives by email	History arrives with the request
Someone rebuilds the history	An agent drafts the scope
The scope waits for approval	A named person approves it
Review happens at the end	Checks run before delivery

The same design applies to scientific work, customer operations and internal delivery.

One operation, then the company

ONE HIGH-VALUE OPERATION

THE COMPANY

Understand

How the work really gets done.

Prioritise

Where AI creates real leverage.

Redesign

The path of the work, end to end.

Deploy and prove

In production, against a baseline.

Scale

The operating model, across the company.

The first four change one operation. The fifth changes how the company works.

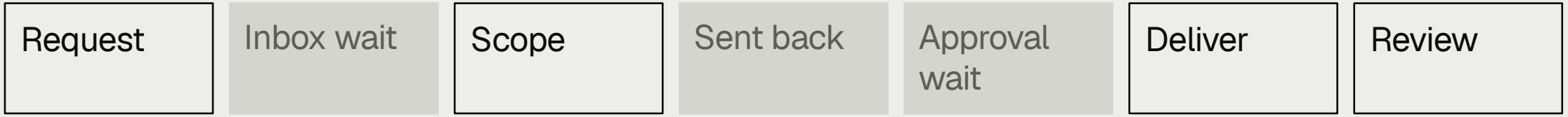
UNDERSTAND

The documented process hides the waiting

AS DOCUMENTED



AS PERFORMED

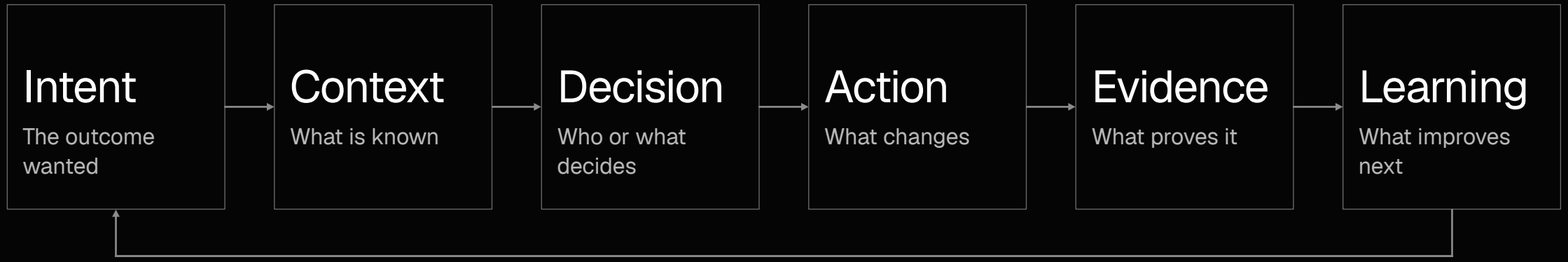


Ask the people who do the work where it waits.

Pick the operation the business depends on

	A general assistant	Request to delivery
Value	Hard to tie to an outcome	Every client waits on it
Owner	Nobody in particular	The head of delivery
Baseline	None	Days from request to scope
Risk	Unknown	A person approves each scope

The delay is often between the steps



Work waits in a queue, loses its context at a handoff, or stalls on a decision nobody owns.

Rules-based software, agents and people

PREDICTABLE WORK

Rules-based software

Fetches the client's records and checks the request is complete.

FLEXIBLE WORK

An agent

Reads the request and drafts a scope from the evidence.

CONSEQUENTIAL DECISIONS

A person

Approves the scope, the price and the quality.

If a rule can do the step, use the rule.

Engineer reliability before expanding autonomy

Context

An out-of-date price list produces a confident, wrong quote.

Authority

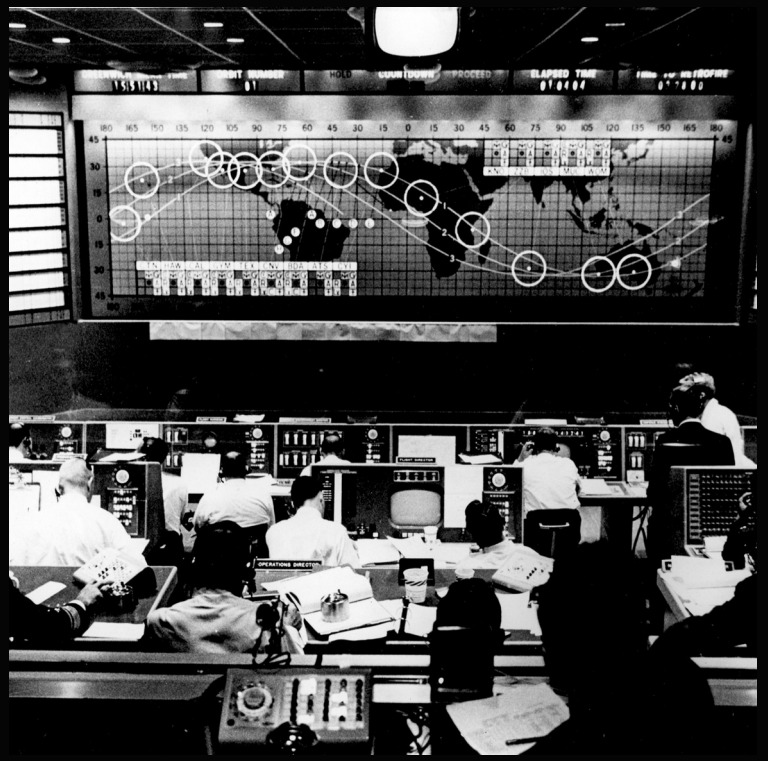
The agent drafts the quote. A person sends it.

Verification

Each draft is checked against the client's contract.

Escalation

An unusual request reaches a named owner, with the reason.



REDESIGN

Remove the handoffs, then assign the work

RULES-BASED	AGENT	PERSON	TEAM	RULES-BASED
Gather	**Draft**	**Approve**	**Deliver**	**Record**
The history arrives with the request	A scope, from the evidence	Scope and price	With the context to hand	Decisions and evidence kept

The inbox wait and the send-back are designed out. The approval stays.

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DEPLOY AND PROVE

Autonomy is earned in production

FIRST

Read and draft

A person reviews every draft.

THEN

Act on routine cases

Once drafts pass review consistently.

LATER

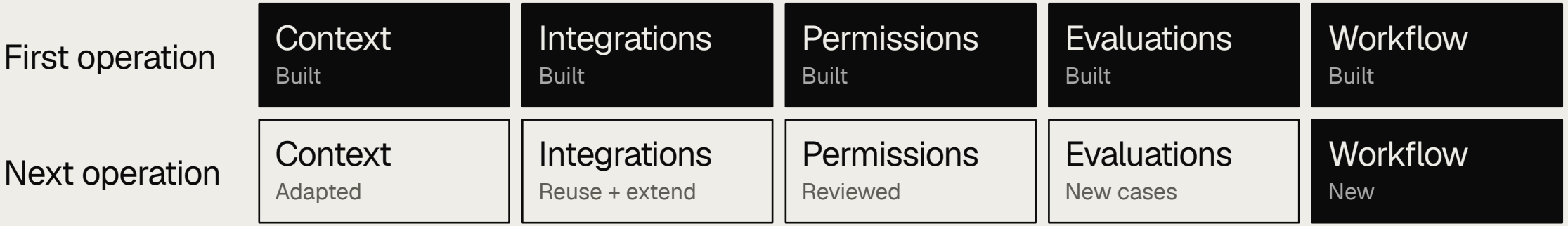
Take on more

When results beat the baseline.

Measured against the baseline: elapsed time, cost per outcome, rework.

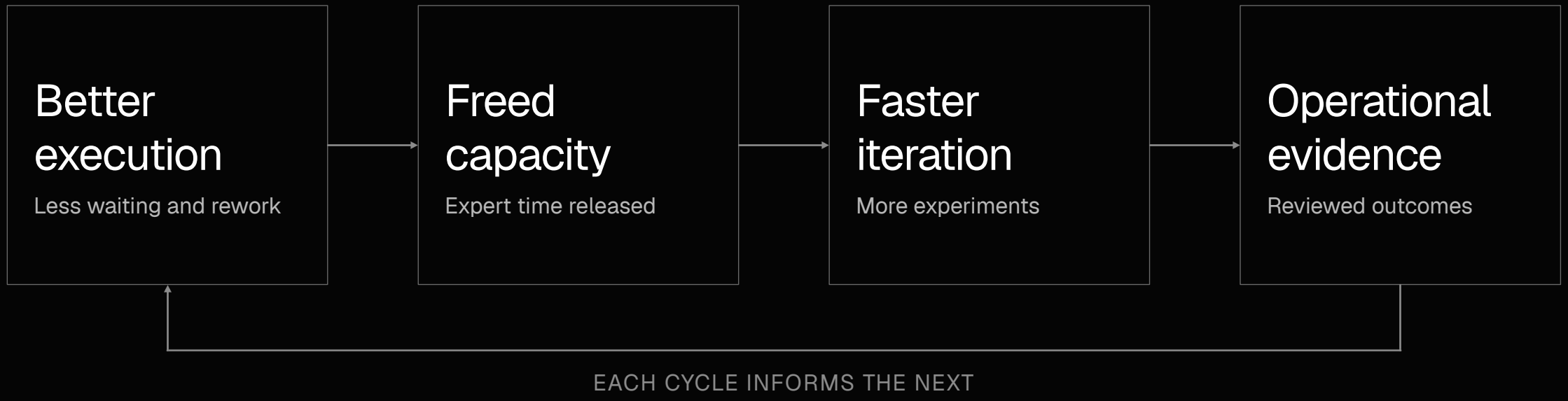
SCALE

Make the second deployment easier than the first



Named owners maintain the foundations and choose the next investment.

Better operations create capacity for the next improvement



It compounds only where the capacity is in demand and the evidence is reviewed.

The first deployment improves an operation.

What you build around it determines
whether the company becomes AI-native.

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Questions

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