



The Silicon Valley Insights Report

The key themes, decision frameworks, and workshop guides for tech and AI leaders scaling across Europe

March 2026

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The Week at a Glance

MONDAY 2 MARCH | San Francisco

Bobby Napiltonia, Founder, The GTM Firm: *Supercharging Go-to-Market Execution*

Benjamin Mann, Co-Founder, Anthropic: *Inside Anthropic: Building AI That Actually Works*

Bruce Cleveland, Author and Entrepreneur, Traction Gap Partners: *Engineering Market Leadership Workshop*

R. Martin Chavez, Partner and Vice-Chairman, Sixth Street, Board member, Alphabet Inc: *The Future of AI*

TUESDAY 3 MARCH | San Francisco

Frederic Kerrest, Co-Founder and Co-Chair, OKTA: *Scaling Okta - Zero to IPO and Beyond*

Martin W. Korman, Partner, Wilson Sonsini Goodrich & Rosati: *Behind the 'io' Deal*

Richard Socher, Co-Founder and CEO, you.com: *AI Innovation Lessons from Silicon Valley*

Kathryn Parsons Co-Founder and CEO, Decodedd, Co-Chair, GBx and **Mark Charkin**, Executive Director, GBx: *Scaling in the US*

WEDNESDAY 4 MARCH | Sand Hill Road & Livermore

George Roberts, Co-Founder and Chief Executive Chairman, KKR: *Leadership & Growth – an intimate lunch with KKR*

Anu Bharadwaj (former President, Atlassian), **Basil Shikin** (CTO, AppLovin), **Jared Qunicy Davis** (Founder and CEO, Mithril): *AI in Practice in association with KKR and Deloitte*

Wente Vineyards: *Cave tour, wine pairings, and the conversations between sessions*

THURSDAY 5 MARCH | Redwood City & Stanford

Amy Wilkinson, CEO, Ingenuity and Lecturer, Stanford GSB: *The Creator's Code in Action*

Hannah Mayer, Partner, McKinsey & Company: *AI Adoption in the Workplace: From Readiness to Real Results*

Phill Robinson, Co-Founder and Chair, Boardwave, **Kath Easthope**, Co-Founder and CEO, **Jean-Philippe Courtois**, President and Co-Founder, Live For Good: *From SV Insight to Action*

Robert Bland, Chief Growth Officer, Metropolis: *Leadership in Action in the AI-Powered Physical World*

FRIDAY 6 MARCH | Menlo Park

Vishal Shah, VP of AI Products for Product & Applied Research, Meta: *Personal Superintelligence*

Justin Osofsky, VP of Partnerships & Business Development, Meta: *People Build the Business*

Product demo team: *Ray-Ban Meta smart glasses & Orion AR prototype*

01

What Changed This Week

The seven convictions that emerged when twenty speakers, none of whom coordinated with each other, arrived at the same conclusions from completely different starting points.

1. Pure software is no longer defensible

What attributes make a company defensible in 2026? With Benjamin Mann saying that AI can rebuild any software product from scratch near-instantly this was one of the core questions of the week. Bruce Cleveland's view is that your only moat is expertise. R. Martin Chavez said thin wrappers on LLMs are completely uninvestable. Richard Socher said if Claude Code can rebuild it in an evening, it is not a moat. The consensus: technology moats and business model moats are gone. What remains is expertise, proprietary data, physical infrastructure, expertise, and relationships.

2. The old SaaS playbook was designed to raise money, not to win

Bobby Napiltonia was explicit: the layered sales motion of SDRs, BDRs, AEs, and CSMs was invented to make the business legible to VCs, not because it was efficient. Bruce Cleveland showed that 90% of new products fail because there is no market need, yet companies spend nothing on market engineering. Frederic Kerrest added that 95% of enterprise AI purchases last year were effectively wasted. The playbook worked for its era. That era is ending.

3. AI adoption is a leadership challenge, not a technology challenge

This was the thread that ran through more sessions than any other. Anu Bharadwaj collapsed five engineering roles into one at Atlassian and said the hard part was organisational, not technical. Kathryn Parsons described unprecedented fear in workforces. George Roberts' KKR team said the last mile of getting AI tools actually used inside real enterprises is where all the value will be created. Robert Bland described spending a year replacing half his headquarters team. The technology is ready. The humans are not.

4. Enterprise AI will be bought like enterprise software

Frederic Kerrest was the most direct: procurement cycles, security reviews, and budget processes are not going away. R. Martin Chavez said AI will disappear under the hood as

workflow orchestration, not as chat interfaces. George Roberts said the market will sort it out, but it will take longer than the hype suggests. The monkey knows there is something great inside the coconut. It is still figuring out how to open it.

5. Culture is the only competitive advantage that cannot be copied

George Roberts, when asked about his legacy after fifty years of building KKR, did not mention returns or deal volume. He said: what we stand for, how our people conduct themselves, how we treat each other. Frederic Kerrest defined culture as how people behave when you are not watching. Benjamin Mann attributed Anthropic's retention to cultural alignment. Every speaker who touched on culture arrived at the same place.

6. If you want to scale in the US, you have to be in the US

Bobby Napiltonia, Frederic Kerrest, George Roberts, Kathryn Parsons, and Mark Charkin all said versions of this. The specific advice was consistent: send a senior culture carrier for at least two years. Do not remote-control a US expansion. Build relationships with the AI platform teams now because they compound. The opportunity for European AI companies is real and US investors are paying attention, but presence is non-negotiable.

7. The window to position yourself is now

Benjamin Mann said superintelligence is a small handful of years away. Marty Chavez said the exponential will be killed by electricity before it is killed by technology limits. George Roberts said 50 years of technology cycles tells him the market always sorts it out. But across the board, the message was clear: the companies that will lead in three years are making their moves today. Waiting for clarity is a strategy for falling behind.

02

The Big Reframe

From optimisation to transformation

The single most important shift in thinking from the week was articulated most clearly by Anu Bharadwaj. Three years ago, when Atlassian began its AI transformation, LLM tokens

cost \$20 per million. Today they cost 7 cents. That is a 300x cost reduction. The implication changes everything.

Whereas previously AI was a precious commodity to overlay on existing workflows, teams quickly realised it is a building material to reconstruct entire products and businesses from the ground up.

Most companies in Europe are still in the optimisation phase: using AI to make existing processes slightly faster. The speakers were broadly aligned that this is necessary but insufficient. The companies pulling ahead are in the transformation phase: fundamentally rethinking what they build, how they build it, who builds it, and what they charge for it.

The Optimisation Trap

Anu described how developers using AI coding tools reported feeling 25% more productive, but actual measurement showed they were 19% slower. The perception gap is dangerous because it creates a false sense of progress. Top-down mandates to “use AI” generate theatre: 90% of people claim to be using it, but most are not using it effectively. The best people get dramatically better. The rest produce more mediocre output faster. That is optimisation, not transformation.

What Transformation Looks Like

Atlassian collapsed five distinct roles (UX researcher, designer, front-end engineer, back-end engineer, DevOps) into a single generalist role. Metropolis bought its own customers to deploy AI technology faster than those customers could ever adopt it themselves. Anthropic is closing the loop on production monitoring where AI watches logs, diagnoses problems, writes fixes, and submits them for human review. These are not incremental improvements to existing processes. They are fundamental reconstructions of how work gets done.

A recurring view from investors and operators alike was that enterprise AI adoption may be messy and uneven, but the value inside it is too significant for the market not to keep pushing towards practical breakthroughs.

03

Where the Speakers Debated

The tensions worth sitting with

A playbook that only presents consensus is not honest. The week surfaced genuine disagreements between speakers of extraordinary calibre. These tensions are not problems to resolve. They are among the most important strategic questions for any CEO to form a view on.

Is scaling all you need, or do we need a scientific breakthrough?

Benjamin Mann said the scaling laws have held across many orders of magnitude with no sign of slowing, and Anthropic's internal planning horizon for superintelligence is a small handful of years. R. Martin Chavez said this is a ridiculous assumption: we need at least one more scientific breakthrough, possibly several, in areas like neurosymbolic systems and causal reasoning. Jared Quincy Davis said it almost does not matter because the models are already good enough to be transformative. Your strategic planning needs to account for both possibilities.

Is enterprise AI adoption imminent or years away?

Bobby Napiltonia said anything a human does on a screen should be on a path to agent automation today. Frederic Kerrest said 95% of enterprise AI purchases last year were wasted and enterprise AI will be bought exactly like enterprise software: slowly, through procurement cycles and security reviews. George Roberts' KKR team said the last mile is genuinely hard. The timeline depends entirely on your market and your customers.

Will there be massive job displacement, or will the market absorb it?

Benjamin Mann said most current jobs will not exist in their current form within a decade. George Roberts said AI will be deflationary and create net new consumer spending power. Frederic Kerrest was sanguine, noting that software developer job openings are still rising. The honest answer: nobody knows the timing or the scale, but planning for workforce transformation now is prudent regardless.

Is open source the equilibrium, or will frontier models remain proprietary?

Jared Quincy Davis argued that frontier models will command enormous premiums because even a marginal quality improvement can justify a materially higher price. The practical implication for leaders is to build for model agnosticism, use multiple models, and avoid betting architecture on a single provider.

Are your employees ahead of you, or behind you?

Hannah Mayer's McKinsey data showed that employees are significantly more bullish on AI than their leaders expect. A useful tension here is that employees want tools that make their work easier, while leaders want AI that transforms business outcomes. These overlap but are not the same. Meanwhile, shadow AI usage, where people use AI but do not disclose it for fear of being given more work or having their expertise questioned. The risk is that your workforce is already further ahead than you know, but you have no visibility into it and cannot build on it. Hannah Mayer's data shows the 35-50 age group is the most bullish, most sought-after, and most active on AI adoption. They have the organisational access and the technology literacy from previous transitions. Invest in them specifically rather than assuming adoption will be led by junior digital natives.

Healthy Scepticism in a Hype Cycle

During Amy Wilkinson's workshop, one analogy sparked a useful debate: AI can often resemble an exceptionally articulate teenager, impressive in fluency but still prone to blind spots. Because it speaks with the confidence of an expert, the risk is that leaders fail to apply the same healthy scepticism they would bring to a junior colleague offering strategic advice.

That view was challenged, constructively, by the pace of model improvement. What matters is not a static assessment of capability but an evolving discipline: use AI to challenge your own thinking, find the holes in your arguments, and surface the questions you forgot to ask. Do not outsource judgement. But do not dismiss the tool because it is imperfect today. A useful working conclusion is this: for structured, verifiable tasks, trust AI and automate aggressively. For complex strategy, treat it as a sparring partner that is getting sharper every month. Calibrate scepticism to the task, not to a fixed view of what AI can do.

04

Decision Frameworks

Five decision tools to apply in your business

The Verification Function Test

R. Martin Chavez, Partner and Vice-Chairman, Sixth Street, Board member, Alphabet Inc

If there is a boolean function (a rule that takes inputs that are only true/false) that returns true when the answer is correct, AI will solve it. Do not compete. If the verification function requires waiting years or involves non-stationary distributions (“is this a good investment?”), AI cannot touch it. Apply this to every product line and every service you offer. The lines that pass the verification test need to be automated or rebuilt before a competitor does it. The lines that fail the test are where your human expertise creates durable value.

The Automation Prediction Framework

Richard Socher, Co-Founder and CEO, You.com

Three variables predict how quickly a job or task will be automated: (1) how expensive it is to do manually, (2) how frequently it needs to be done, and (3) how much training data exists for it. Tasks at the intersection of high cost, high frequency, and abundant data go first. Apply this to every function in your organisation to assess where AI will hit hardest and where human roles remain safe.

The Three Documents of Market Engineering

Bruce Cleveland, Author and Entrepreneur, Traction Gap Partners

Every company needs three foundational documents: the Market Blueprint (the landscape, the category, the problem you solve — not about your company), the Messaging Matrix (how your company fits into that market, your positioning, your new vocabulary), and the Market Charter/Manifesto (your reason for existing beyond your product). If you do not have these, or if they are more than 12 months old, rebuild them.

The Cannibalisation Question

Anu Bharadwaj, former President, Atlassian

Every business has parts that AI will strengthen and parts that need to be cannibalised. The CEO must be the chief courageous officer: honest about which is which, willing to make the hard calls, and brave enough to act while the existing business is still generating revenue. Specifically, ask: if we were starting this company from scratch today, would we build it this way? If not, what would we build instead?

The 70% Decision Rule

Amy Wilkinson, CEO, Ingenuity and Lecturer, Stanford GSB

From Jeff Bezos via the Creator's Code framework: make decisions with 70% of the information you would like to have. Three methods to identify the 70% point: measure time instead of information (if it should take 10 days, decide at day 7), use a checklist (when 70% is ticked, decide), or outsource the estimation (ask someone who has been through it before). Most decisions are two-way doors that can be reversed.

05

The Europe Question

What every speaker said about building and scaling from Europe

This was not a planned theme of the week, but it became one. Almost every speaker offered a perspective on why Europe has not produced technology companies at the same scale as the US, and what European founders can do about it. The views were remarkably consistent.

The Structural Barriers

Fragmentation. 27 countries, different languages, different cultures, different regulations. It is not one marketplace.

Regulatory friction. Germany's tax on unrealised startup equity gains as a single rule is putting their startup ecosystem in jeopardy. Germany's work council regulations and thin public market liquidity are examples of the highest-impact targets for reform.

Capital availability and ambition. European VCs translate venture capital as "risk capital" in German. Nobody wants to invest in that category. The capital exists in Europe but the willingness to deploy it aggressively does not.

The equity flywheel is broken. In Silicon Valley, employee equity creates exits, exits create angels, angels fund the next generation. In Europe, tax structures prevent this cycle from forming. People can end up with eight or nine unicorns in a portfolio from investing in the smartest interns and colleagues. That reinvestment cycle barely exists in most of Europe.

Cultural orientation towards the past. In Europe, beautiful history and culture mean people spend time thinking about the past. In Silicon Valley, which has almost no history, people spend all their time thinking about the future. The mindset is therefore always about breaking new ground and what's next, not what has happened before.

What Europe Gets Right

The conversation was not all negative. Kathryn Parsons argued that the UK is number one for talent and uniquely positioned to lead on trust and responsible AI governance. GBx data showed that nearly 40% of European companies successfully expanding into the US are from the UK, noting growing US investor appetite for European AI companies, driven by a perception that European businesses are undervalued and approaching inflection points. George Roberts said KKR loves investing in Europe and sees great opportunities. The talent is there. The conditions need to change.

The Practical Playbook for US Expansion

Send a culture carrier. Several experts said this: relocate a senior leader who embodies your company's values for at least two years. Not a local hire. Someone from your team who knows everyone at HQ.

Follow your existing clients. Kathryn Parsons' advice: take UK clients who also operate in the US and serve them there first. That is your beachhead.

Answer remote emails first. Frederic Kerrest's specific rule: if you get two emails, one local and one from six time zones away, answer the remote one first. Time zone lag kills deals.

Build platform relationships now. Mark Charkin: having a senior presence building relationships with the product teams at OpenAI, Anthropic, and the major platforms is increasingly non-negotiable.

Use equity to attract and retain. Frederic Kerrest: small equity grants in Europe go further than you think because they are more than anyone else offers. Make your best people owners.

06

Action Agenda

Priority actions for this week, this quarter, and this year

Now

- Download Claude, Gemini, and ChatGPT (if you haven't already) and use each for a real work task. Experiment with Claude co-work and code. Frederic Kerrest's recommendation: use Gemini for anything involving proprietary data (only provider that explicitly commits to not training on your data in the paid tier).
- Use the tools yourself, visibly. One of the clearest lessons from the sessions was that AI adoption accelerates when leaders model it personally in their own work: writing updates, preparing for meetings, and automating routine communications. One example discussed was a CEO who drove engineering adoption by spending a weekend using Lovable to rebuild a competitor's product, then showing it to the team. AI adoption cannot be delegated entirely; it has to be modelled from the top.
- Identify your internal AI champions. Benjamin Mann: every company has a small group of people already on the cutting edge. Find them, give them a pedestal, cut the red tape, give them the corporate card.
- Create a don't-do list. What meetings, processes, and habits have existed for more than 12 months without being questioned? Kill the ones that no longer serve you.
- Run the verification function test on every product line and major service offering. Which ones can AI solve? Which ones require human judgement that takes years to verify?

Next Quarter

- Rebuild your three market engineering documents (blueprint, messaging matrix, market charter). If they are more than 12 months old, they are obsolete.
- Run Richard Socher's automation framework across every function: cost of manual labour, frequency, availability of training data. Map which roles are at risk, which are safe, and which are enhanced.
- Empower your middle managers as AI adoption leaders. Hannah Mayer's data shows the 35-50 age group is the most bullish, most sought-after, and most active

on AI adoption. They have the organisational access and the technology literacy from previous transitions. Invest in them specifically rather than assuming adoption will be led by junior digital natives.

- Assess your pricing model. If you are still on pure seat-based licensing, start planning the transition. Nobody has cracked outcome-based pricing yet, but usage-based and consumption-based models are the clear direction.
- Hold the first of the four workshops described in Section 07 with your senior team.
- Add non-revenue metrics to your board deck: company name search volume, LLM mentions, time-on-site, bounce rates. Bruce Cleveland: these are the leading indicators.
- Run a red team / blue team exercise on your core product. One team takes the evolutionary path: augment the current product with AI. The other takes the revolutionary path: rebuild from scratch as if you were starting today. Compare the outputs by a fixed date and make a decision.

Next 12 Months

- Make your scale, sale, or bail decision. Bobby Napiltonia: in 24 months, the AI-native companies will have reshaped the competitive landscape. Decide your trajectory deliberately.
- If US expansion is on your roadmap, identify your culture carrier and begin the relocation process. Commit to them being there for two years minimum.
- Recompose at least one function in your organisation. Start where the collaboration tax is highest. Measure end-to-end customer delivery, not individual productivity.
- Plan for the talent pyramid becoming a diamond. Hannah Mayer: Amazon stopped entry-level developer hiring eighteen months ago. AI fluency in US job postings has increased sevenfold in two years. Your hiring profiles, your career frameworks, and your workforce planning all need to reflect a world where fewer junior roles exist and AI fluency is the baseline expectation at every level.
- Explore inorganic growth. Marty Korman: every major US technology company grows through acquisition. In Europe, this conversation is largely absent. Put it on the agenda.
- Build or commission an AI evaluation benchmark specific to your business. Richard Socher: having a measurable test set is one of the biggest predictors of whether your company will succeed with AI.

07

Workshop Guides

Four workshops to run with your senior team

These workshops are designed to translate the key session insights into company-specific action. Each can be run in 2–3 hours with a leadership team. They are sequenced to build on each other but can also be run independently.

Workshop 1: The AI Audit

Where does AI strengthen us, and where does it threaten us?

2–3 hours | Full leadership team | Whiteboard + laptops

- Pre-work: Each leader runs the verification function test and the automation prediction framework on their function. Bring the results.
- Part 1 (45 min): Map every product line and service offering on a 2x2 matrix: AI-enhanced vs AI-threatened on one axis, high revenue vs low revenue on the other. The top-right quadrant (AI-threatened, high revenue) is where you need to act first.
- Part 2 (45 min): For each item in the threat quadrant, ask: if we were building this from scratch today, what would it look like? What would we cannibalise? What would we keep?
- Part 3 (45 min): Identify your internal AI champions. Plan how to amplify them: budget, platform, permission to lead adoption.
- Output: A prioritised list of transformation initiatives, a cannibalisation plan with timelines, and named AI champions with mandates.

Workshop 2: The Market Engineering Reset

How are we talking about ourselves, and does it still work?

3 hours | CEO + marketing + product + sales leads | Bruce Cleveland's framework

- Pre-work: Pull your current website messaging, investor deck, and sales collateral. Have each leader independently write down: what category are we in? What are the three attributes? Who else is in the category?

- Part 1 (60 min): Compare answers. If they are not aligned, that is your first problem. Discuss: are we playing in our own stadium, or someone else's?
- Part 2 (60 min): Draft a new Market Blueprint. Describe the market (not your company): the landscape, the problem, the buyer personas, the competitive map.
- Part 3 (60 min): Draft a Messaging Matrix. How does your company fit into the market? What is your positioning? What is the new language you want the market to use?
- Output: Draft Market Blueprint and Messaging Matrix. Schedule a follow-up to refine and begin the Market Charter/Manifesto.

Workshop 3: The Pricing & Business Model Stress Test

Is our pricing model fit for the AI era?

2 hours | CEO + CFO + product + sales leads

- Pre-work: Pull your current pricing structure, average deal size, net revenue retention, and CAC.
- Part 1 (45 min): Model the scenario where AI enables your customers to need 30–50% fewer seats. What happens to your revenue? Where does the value accrue?
- Part 2 (45 min): Explore alternative vectors: usage-based, consumption-based, outcome-based, the AI Trojan horse model (R. Martin Chavez). Which fits your product and market?
- Part 3 (30 min): Identify the first product line or customer segment where you could pilot a new pricing model. Set a 90-day experiment.
- Output: A pricing risk assessment, one or two alternative model candidates, and a pilot plan.

Workshop 4: The US Expansion Decision

Should we be in the US, and if so, how?

2 hours | CEO + board representative + commercial leads

- Pre-work: Map your current US revenue, customers, and pipeline. Identify your three strongest UK/European clients that also operate in the US.
- Part 1 (45 min): Apply Bobby Napiltonia's competitive landscape framework. Who is your competition? What is the price of entry? Can you get 10 customers in 12 months?
- Part 2 (45 min): Identify your culture carrier. Who embodies your values, knows everyone at HQ, and could relocate for two years?

- Part 3 (30 min): Design your beachhead. Follow existing clients or target a specific underserved segment. Set a 12-month milestone.
- Output: A go/no-go recommendation, a named culture carrier candidate, and a beachhead plan with milestones.

08

Reading & Listening

Speaker-recommended resources from across the week

Essential Reading

[AI 2027](#) The public forecasting document Ben Mann called the best available analysis of how AI will unfold. Two endings: one where safety is solved, one where it is not.

[Market Engineering](#) by Bruce Cleveland. The recipe book for category design, positioning, messaging, and storytelling. Includes the three foundational document templates.

[Zero to IPO](#) by Frederic Kerrest. The guidebook for scaling an enterprise software company from founding through public listing.

[Traversing the Traction Gap](#) by Bruce Cleveland. The framework for navigating from idea to scale.

[The Creator's Code](#) by Amy Wilkinson. Six essential skills from 200 top US entrepreneurs. The sunbird/architect/integrator framework and the OODA loop analysis.

[Machines of Loving Grace](#) by Dario Amodei. Anthropic's CEO on how AI could transform the world for the better.

[The State of Generative AI in the Enterprise](#) (Menlo Ventures). 97% of enterprises experimenting with AI but only 10% reaching production.

Podcasts (Frederic Kerrest's Recommendations)

TVPN Daily three-hour show with a 20-minute recap. Everyone in tech goes on to announce things.

Stratechery by Ben Thompson. Subscription only but worth it. Thoughtful analysis of technology strategy.

a16z Newsletter Very good for keeping up with trends with strong guests.

All-In The guests who come on to announce things are valuable.

Lex Fridman Long-form interviews. Frederic's SV valley pace advice? If you're short on time, listen at 1.5x speed while commuting.

09

Leadership Discussion Prompts

Questions to take into your next leadership discussion

The value of these insights lies in what leaders do next. The session summaries and this playbook are reference material. Before you close this document, note three priorities: one thing to do this week, one thing to change this quarter, and one thing to start building this year.

Immediate priority:

.....
.....

Quarterly shift:

.....
.....

This year, I will start:

.....
.....

Next steps

Use the questions and workshop guides in this playbook as prompts for your next leadership meeting, board discussion, or strategy offsite. The most valuable next step is to turn insight into action while the strategic implications are still fresh.

Boardwave will continue to convene all of our members and partners around the themes that emerged most strongly during the week, including AI adoption, go-to-market redesign, international expansion, M&A, and leadership through transformation.

How Boardwave Can Help

The SV Insider Week is a catalyst, not a one-off event. Boardwave exists to give European tech leaders the connections, insights, and peer support to scale faster. Here is how the community can support the actions in this playbook.

Peer groups and mentoring. Every action item in this playbook is harder alone. Boardwave's peer groups and mentoring programme connect you with leaders who have been through the same challenges.

The network. One of Boardwave's core advantages is access to peers, operators, and partners who have faced similar growth questions before. Use the community actively: compare notes, pressure-test decisions, and ask for relevant introductions.

Events and masterclasses. Boardwave runs regular events on the themes highlighted in this playbook: AI adoption, go-to-market strategy, international expansion, M&A, and board effectiveness. If any of the workshop formats in this document would benefit from a facilitator or guest speaker, please get in touch with us.

The Boardwave platform. We've got 2000+ members and partners across Europe in our online directory that can be filtered by location, expertise, and ARR. Please reach out directly or get in touch with us if you'd like a 1-2-1 introduction.

A Final Word

Over five days in San Francisco and Silicon Valley, Boardwave convened discussions with leaders who have built, backed, and advised some of the most consequential technology companies of the past two decades.

The discussions were held under Chatham House Rule, but several clear themes ran through them. AI is not a layer you add. It is the material you rebuild with. The old playbooks were designed for a different era. Culture is the only competitive advantage that cannot be copied. And the window to position yourself is now.

A recurring theme across the sessions was that markets ultimately sort themselves out, but the leaders who build extraordinary companies are the ones who act before that sorting is complete.

We hope the ideas in this report help inform sharper conversations, bolder decisions, and faster execution across the Boardwave community.

We would like to extend a big thank you to our event partners for their continued support of the Boardwave mission. Their collaboration is essential in enabling us to deliver this high-impact programme and to connect our members with the best in the industry.

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& Company

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