Redacy | AI VMs for proprietary processes.

October 2026

Why now

Today AI models, when orchestrated well, can do a company's proprietary processes: the work that sets it apart from its competitors and that its customers pay it for.

It has already happened in software, because every programmer has learned to orchestrate them. In other industries, those who know the process don't know how to use the models, and vice versa.

Companies want to keep this work in-house, so they look for consultants or build internal teams, because off-the-shelf products don't know it. Whoever gets there first can take a much larger share of their industry.

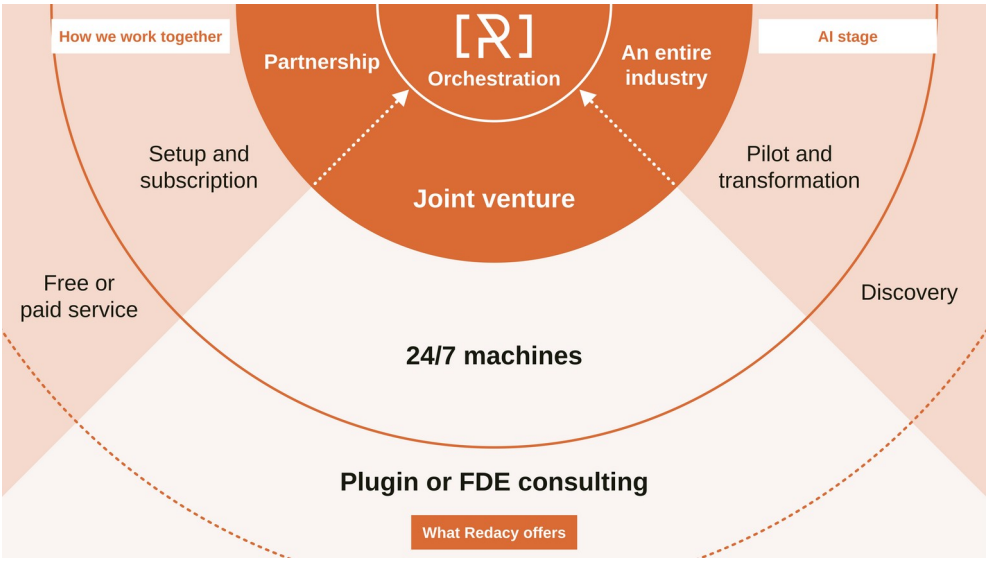
The problem

Industry by industry, the market is polarizing around those who take AI into production, and professionals and SMEs don't have the skills to do it.

The solution

The customer sees a digital employee that becomes specialized in one of their proprietary processes, and the know-how stays theirs. Redacy provides the whole AI orchestration layer, and you can work with us in four ways:

- **Plugin:** it's free, organizes the data for the machine and is the customer's way in.
- **Consulting:** forward deployed engineers (FDEs) support the company all the way. On day one they record the starting point, so the return can be measured.
- **Machines:** the digital employee, working 24/7, sold through a partner, or on-prem or managed (in development).
- **Joint venture:** for an entire industry. The partner brings commercial access and knowledge of the problem, Redacy brings scalability. The first case is a NewCo with an operator that has distribution in the hospitality sector (in development).



What we've done so far

Redacy has been operating since early 2026 and, before the restructuring described in this document, it sold AI agents totaling more than €100k in revenue, across several industries, proving the product's applicability and validity in different use cases.

Completed projects

- **Consulting sector:** the Redacy VM and method applied to a team of startup analysts and consultants, with an 83% process efficiency gain, cutting the time to complete a review from over 30 minutes to just 5-10 minutes.
- **ESCO operators (energy efficiency):** developed an AI agent for an ESCO operator that in 6 weeks learned to analyze energy plants and draft efficiency proposals, all the way to the related commercial proposals, turning a process that took several people across teams, up to 40 hours in total, into just 4 hours of review and approval.
- **EPC operators (energy engineering):** developed AI agents that handle the monitoring of large photovoltaic plants, supporting the work, continuously learning new scenarios and responding proactively in the control room. The process takes 90% less time than the previous one, which ran in Excel and by hand.
- **Professionals, acoustic engineers:** created an agent that works alongside the professional on every activity, for increased productivity. After 1 month of learning, it independently handles 35% of the activities that used to take up the professional's hours.

In the pipeline

- Two energy companies (revenue of €80-100M+), with an offer of €25K each in the first year, for plant management and maintenance processes and energy community development.
- Joint venture with an operator that has distribution in the hospitality sector: new AI products, sold through the partner's network. The partner brings commercial access and knowledge of the problem, Redacy brings scalability.
- Family office, finance sector: an AI platform for comparing investment proposals.

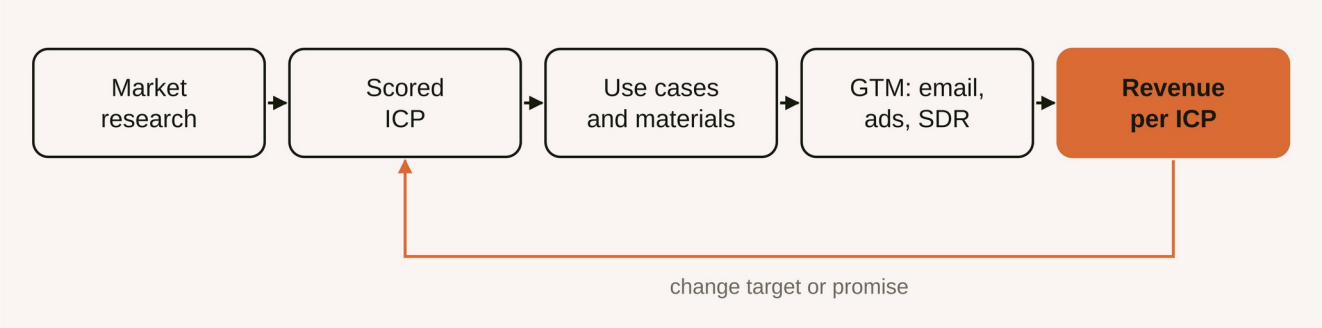
GTM

An AI VM has many applications. The framework, the product and the marketing are 80% reusable in any situation, and every new industry takes 20% customization. In that 20% the data, the policies and the promise change.

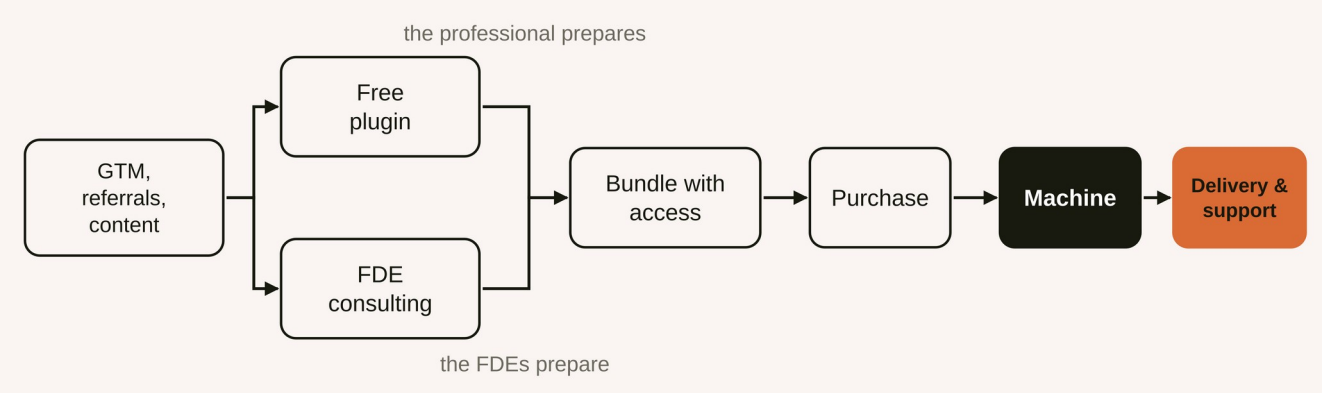
Since Redacy is AI first, agents will run most of the GTM, through email marketing or similar channels. A specialist hire is still to be evaluated. Contacts start at trade shows and trade associations, then professional bodies, funds and software vendors who already have those customers. Outreach leads the professional to the free plugin, their way in. Companies start with FDE consulting.

Either way, we position ourselves in 2 industries a month, each with a vertical solution sold on output: a promise with its own unit of result. Customers keep using the Claude or ChatGPT interface they know. What they buy is the outcome of the work done.

The GTM strategy is iterative. A machine this adaptable lets us test many ICPs fast, like running a hundred startups in one. Each ICP is a hypothesis with its own promise, materials and revenue. The first ones are workplace safety and acoustics consulting professionals, with two already in the pipeline, and ESCOs (in the pipeline), then public-contract service companies and radiation protection experts for dental practices. We pick new ICPs on three things, in this order: speed of acquisition, pain already paid for, and ease of verification and repeatability. We keep what brings revenue. Everything else changes target or promise and goes back into the cycle, as in the diagram below.



The customer journey



The steps every customer takes:

Customer step	AI phase	Done by	What the customer sees	Commercial phase	What the customer thinks
1. Make the process data accessible	Discovery	Professional: alone, with the Codex or Claude plugin · Company: with the FDEs	Claude Code or Codex	Entry point: the plugin is free, outreach leads to it · for companies, a service	Can ChatGPT really handle a job this specific? How does my team do it today, and what does it cost? My data is a mess. Is it too early?
2. Write the policies and the automation target (the eval)	Pilot	The customer, guided by the plugin or the FDEs	Claude Code or Codex	Same as step 1	What I know isn't written down. Who has time to write it? How much work does it have to take off me to be worth it? If I write it down, where does it end up?
3. Move data and policies into the VM and get used to accessing it	Pilot	Redacy moves in data and policies · the customer learns to log in	The VM purchase and management screen, and the Claude Code or Codex desktop app connected to the VM (ssh)	Setup, paid once	My data lives there now. Who can see it? Will I be able to get in on my own? If I stop or switch, do I start over from zero?
4. Follow the agent as it learns, up to the eval target	Pilot	The orchestrator learns · the customer corrects · in companies, the FDEs	The orchestrator proposing and asking for a yes, the logs, the eval progress	Pilot subscription, with support	It still gets things wrong. When will it stop? Does correcting it cost me more than doing it myself? I pay every month. Have I actually seen finished work?
5. Trust the agent and extend it to other processes	Transformation	The customer raises the autonomy · each new process restarts from step 2	Fewer confirmation requests, new agents on other processes	Recurring subscription and expansion · for an industry, the joint venture	If I stop double-checking and it's wrong, do I pay for it? What other work do I give it now? Now I know how to train it. Do I still need the subscription?

Hypotheses and long-term bet

Long-term bet

- Those who use AI only to produce AI will die soon, while those who build relationships that bring the three JV criteria together will thrive for years in a polarized market.
- Companies and professionals buy standard processes and prefer to build core ones. Redacy works alongside them on this build, and the build can become the product of a new company that changes an industry.
- In 2027 the European market is ready to implement AI in a company's core processes.
- The VMs Redacy builds adapt as well as possible to market innovations, allowing scalability that doesn't depend on FDEs. Redacy integrates the technologies already on the market and stays model agnostic.
- Every JV product must collect proprietary data: it is the prerequisite for scalability and what protects the product. Without it, you risk taking six months to develop it and seeing it last two.

Hypotheses

- JVs are the best way to work with customers.
- One agent is enough to run all of a professional's work: the orchestrator does almost everything and learns the boundaries from corrections.
- One FDE stays with one customer and manages to customize the VM in a scalable way.
- When they write the eval, customers buy what the agent proposes at an outcome-based price.

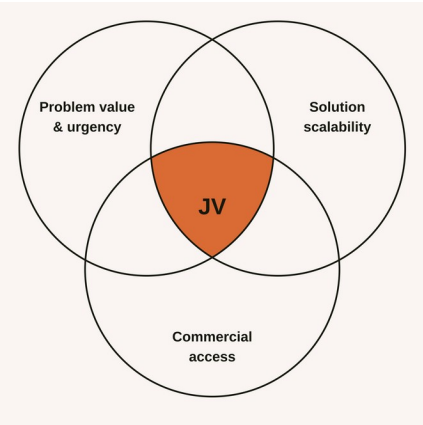
Joint venture

JVs are our long-term bet. Those who do AI for AI, with AI and only AI will die soon. Those who manage to build relationships that bring the three criteria below will thrive for years, in a polarized market.

If Redacy builds successful relationships with its customers, when it meets an entrepreneur with at least some vision it will make them realize something. The automated process that worked for their company, with a few adjustments, can greatly improve or change the business model of the entire industry in many ways, driven by the polarization we discussed earlier.

In this scenario Redacy can move from using AI to build AI to using it to have an impact on the world and do “non-tech” stuff. That's why JVs will also be chosen for the type of impact.

A JV starts where three conditions meet, all together.



- **Problem value and urgency.** The partner brings knowledge of the problem. It's there if cost and impact matter, the need recurs and there's an answer to “why now?”. Without urgency the problem is a nuisance.
- **Solution scalability.** Redacy brings it. It's there if data that is accessible and of good quality, reuse across other customers and resilience hold up, and if the product collects proprietary data, the prerequisite for scalability and what protects the product. Without scalability the work stays consulting.

- **Commercial access.** The partner brings it. It's there if there is a relationship with the decision maker, a budget, a buying path and easy adoption. Without commercial access the product doesn't sell.

Product

The 5 layers

For a company to become AI-native, work has to happen on 5 layers. The examples come from a company that prepares offers on its products.

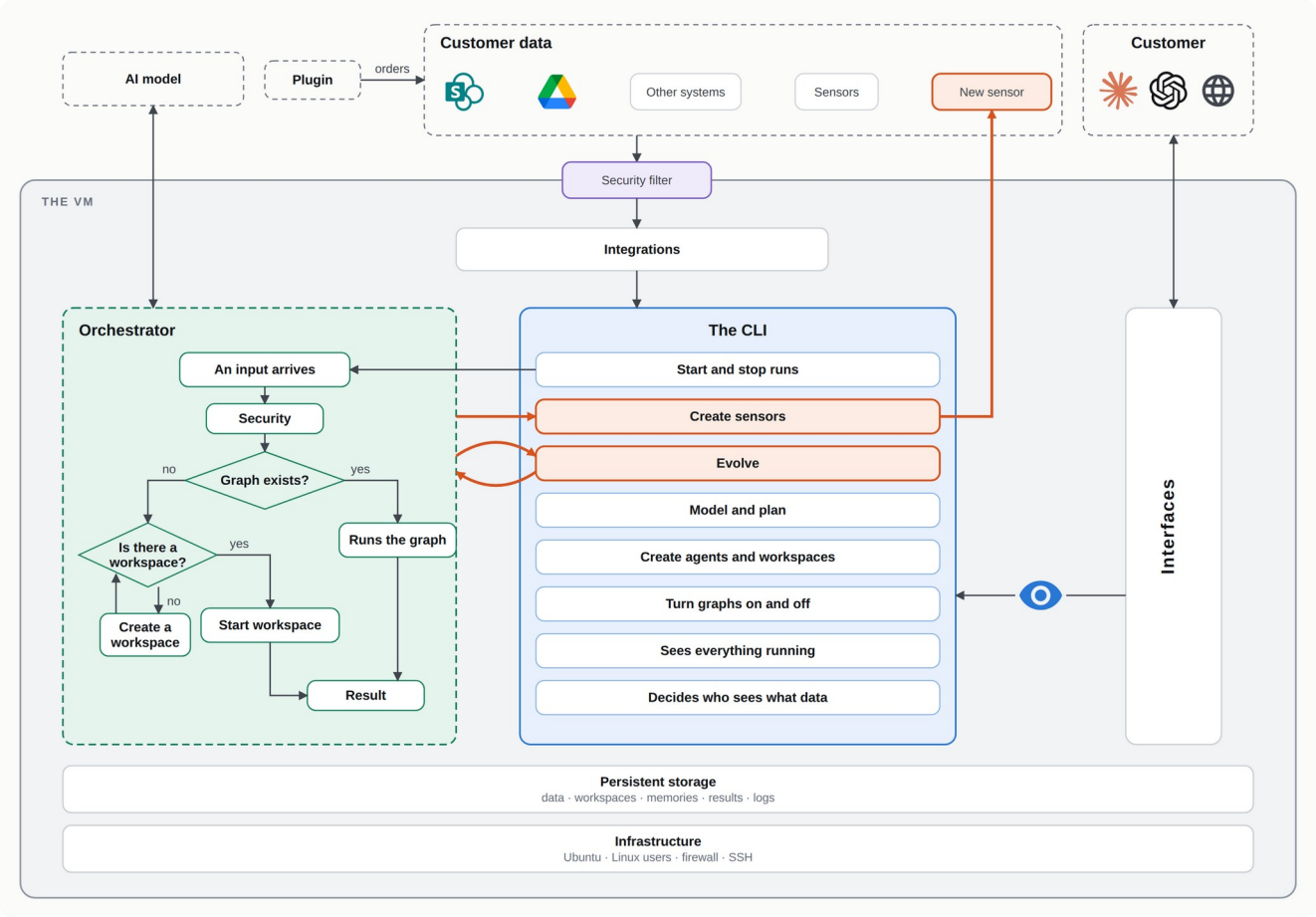
- **Data:** what the AI sees of the work. Past offers and product documents, organized on SharePoint or Drive, plus the sensors that collect new data.
- **Policies:** the rules of the trade, written down. How an offer is prepared and what must always be asked of a person.
- **Tools:** what the AI works with. An agent that prepares the offer, with the skills and programs it needs.
- **Controls:** the checks before an action leaves the company. The eval, meaning the document used to objectively verify whether an offer is well made, and a person's yes before sending.
- **Learning:** what is learned through work goes back into the other four layers. A correction made on one offer serves the next one.

Redacy acts on all 5 with the machine. The plugin or the FDEs help the customer organize the data and write policies and evals. Then the orchestrator, with the CLI, creates and maintains the five layers and proposes new policies and tools to the person.

The machine

The product, in development, is the managed AI machine: one VM per customer, with the orchestrator and the CLI inside. The customer buys the service the machine delivers.

- **The VM:** the computer where everything works. One machine per customer, always on, on-prem or managed by Redacy, with persistent storage for data, workspaces, memories, results and logs. The customer enters via SSH with an expiring certificate, from the Claude Code or Codex desktop app, and sees command results, the logs and their personal folder. They are not root, meaning administrator: with root they could read, copy and replace the code. Redacy sees the machine from outside, read-only.
- **The orchestrator:** a single agent for the whole machine. Every input goes through security, then the orchestrator asks: is there a graph? A graph is a fixed-step process, and if there is one, the orchestrator runs it. If not, it looks for a workspace, a work folder with agents, tools and memory: it starts it, or creates it if there is none. It starts with no graphs or workspaces and is built with the customer's data and policies around the first process to automate, the pilot. It evolves through a periodic reflection: working memories become company knowledge, new workspaces become graphs. It learns the boundaries of the work from corrections.
- **The CLI:** the tool the orchestrator uses to look at the machine and change it. It starts and stops runs, creates sensors, creates agents and workspaces, turns graphs on and off, sees everything running, decides who sees what data, sets model and plan, and makes the system evolve. The interfaces watch it. The orchestrator and the CLI are the only thing unique to the machine: models, cloud and data come from the market and the customer.



Key concepts

- **Model agnostic and customer key:** Redacy integrates the technologies already on the market. The machine works with Claude Code and Codex. The customer pays for the model with their own key, and tokens are not part of the subscription.
- **Autonomy:** it is earned class by class. A class is a type of action, for example sending an offer. At first the orchestrator proposes and asks for a yes. Autonomy rises one class at a time: an error lowers it on its own, raising it is the person's decision. Spending above the threshold, legal actions and irreversible actions stay with the person.
- **Command log:** every call to the CLI leaves a line with who, when, command and outcome. Every change that goes through the CLI is a proposal and is applied only with a person's yes at the terminal. The code refuses any other yes, and this has been tested on two new machines.
- **Data and know-how:** they stay with the customer, connected to SharePoint or Drive. For personal data, a data processing agreement is signed.

People & culture

Redacy is an AI-first company, so by definition:

- It works well with outsourcing and “system integration”: few things are done internally, but super efficiently.
- The team is small but highly skilled. Every position has the job of working with AI agents or looking after the customer relationship.
- The first hires will probably be an FDE with enterprise software and commercial skills.

How we work today

- **The founder:** one agent looks for customers and prepares drafts, Gabriele sends them, one agent follows the relationship, one builds and delivers. Changes on a customer's machine go through Gabriele's yes.

- **Person and agents:** the human chooses the project, the infrastructure and the design, in conversation with the AI. A team of subagents builds, and the human supervises and tests. Building happens in sessions, so what slows things down is the decisions and the steps that depend on the customer.
- **Corrections:** an agent learns the boundaries of the work from the corrections of those who know that work. That's why every agent is built with the people who will use it, and the knowledge stays theirs.
- **Who gets hired:** the first FDE works project by project. A hire comes when the measured hours call for it and the contracts pay for it.

Partners & growth

Redacy works by connecting partners like pieces of a puzzle. These are the partners we're looking for.

- **Cloud partner:** hosts customer VMs and handles their provisioning. We're looking for a partner on a European cloud that can handle provisioning for the first customers and also take on the legal responsibilities.
- **FDE:** forward deployed engineer, the engineer who stays with the company all the way through and records the starting point on day one. We're looking for the first one with enterprise software skills, because that's what makes it possible to support more companies without the founder. They start project by project, not as an employee.
- **Advisors:** experienced people who help with open decisions, starting with legal and corporate structure, two topics already on the table for November.
- **Industry partner:** every vertical needs someone who knows it. The partner brings commercial access and knowledge of the problem, Redacy brings scalability. Those who know the trade open the way to trade associations, professional bodies and trade shows, where contacts start. An industry partner can become a JV partner, where the three conditions meet.
- **Distribution partner:** sells the machines with a Redacy license and invoices the customer. Going through a partner is a good way to find customers, and it sometimes leads to a JV.
- **Data partner:** handles the sync between where the agent works (the VM in the cloud) and where the data lives (the customer's environment). It can even be just a SharePoint. It's needed because every customer starts by making the data of their process accessible.
- **Harnesses, orchestrators and models:** Claude Code, Codex or others. The logic is to integrate and make the best use of the technologies already on the market, staying model agnostic. The customer pays for the model with their own key, Redacy brings the orchestration layer.
- **Sensor partners:** Redacy must be able to build sensors, often with connectors. There are companies specialized in connecting data securely, and it may make sense to go through them.
- **Investors and programs:** conversations to spread the idea, starting in November.

How we want to grow

First of all with partners instead of internal functions: few things done in-house, the rest through outsourcing and system integration, to keep margins high. We start with the plugin or consulting, then move to VMs and, where the opportunity arises, to the JV. The first FDEs work project by project. In January we structure the business model and the plan for any hires, and we scale the line that brings the most euros per founder hour.

Roadmap

November

- Plugin release.
- GTM for the professionals target: workplace safety and acoustics consulting (two already in the pipeline).
- Negotiate and close 2 customers in the energy sector (€25K ticket each).
- Negotiate with a family office customer.

- Find a cloud partner for VM provisioning.
- Legal and corporate structure (in progress).
- Conversations to spread the idea with people, investors, advisors and programs.

December

- Data preparation and consulting for the 2 energy-sector customers, before VM provisioning.
- Find the first FDE with enterprise software skills.
- Test 2 more targets: public-contract service companies and radiation protection experts for dental practices.
- JV interviews with hotels and pools.
- Write the business plan and the JV-specific product.

January

- Sign the first JV agreements.
- Business model structure and plan for any hires.

By Q2

- Between JV and Redacy, €100k in revenue signed for 2027.