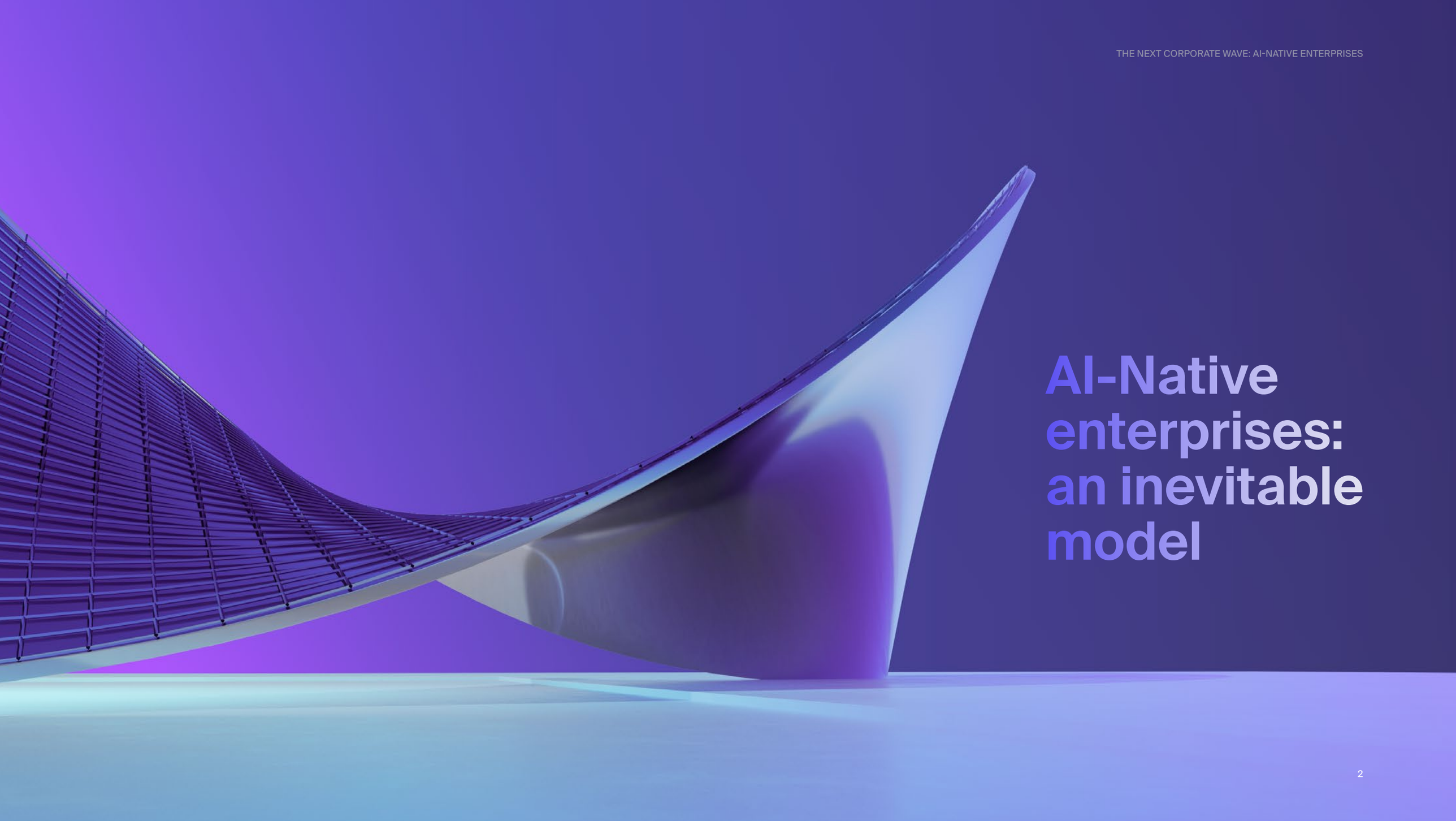
Softtek®

The Next Corporate Wave: AI-Native Enterprises



AI-Native enterprises: an inevitable model

Why the world has changed and this concept is inevitable

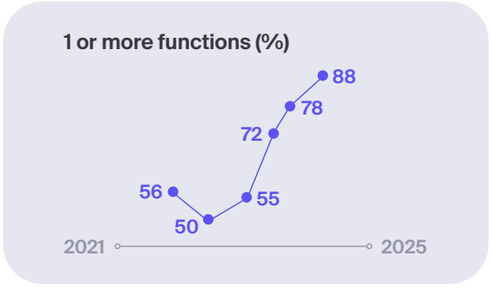
The technology conversation has been dominated by two major obsessions: becoming Digital Native organizations and modernizing legacy architectures toward Cloud Native environments. But these capabilities **may no longer be sufficient in the future**; the new strategic imperative will be to redesign the business around intelligence, transitioning to an AI-Native model.

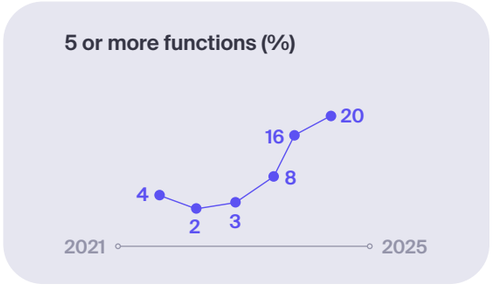
Although artificial intelligence is not new, its large-scale deployment has historically been slow. The technology is available, but the conditions to turn it into **operational capability at scale** have not been.

The massive digitalization driven by mobile devices has generated an enormous volume of usable information; the cloud has democratized access to computing capabilities previously reserved for a few; and the **maturity of global services** has made it possible to standardize architectures, workflows, and tools.

The result is an environment where AI can stop being an experiment ahead of its time and become an enabler for solving real problems with increasing levels of **precision, efficiency, and resilience**.

AI adoption is rapidly expanding, becoming integrated across multiple business functions

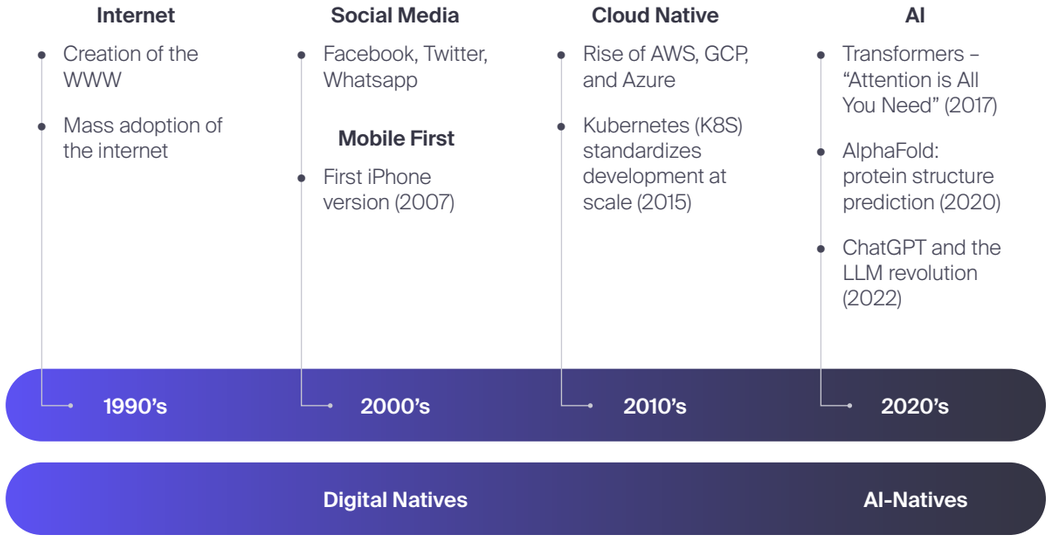




Source: McKinsey

This shift will emerge from a long process, the result of **multiple technology layers** that have been maturing in parallel and are now converging:

- The first major driver is **technical maturity**: models are no longer limited to classifying or predicting simple patterns; they are capable of interpreting, reasoning, learning continuously, and executing at scale.
- The second driver is **development efficiency**, which dramatically lowers the barrier to entry.
- And the third is the **operational superiority of AI**: where randomness, variability, or the difficulty of modeling explicit rules make traditional solutions unviable, modern models thrive.



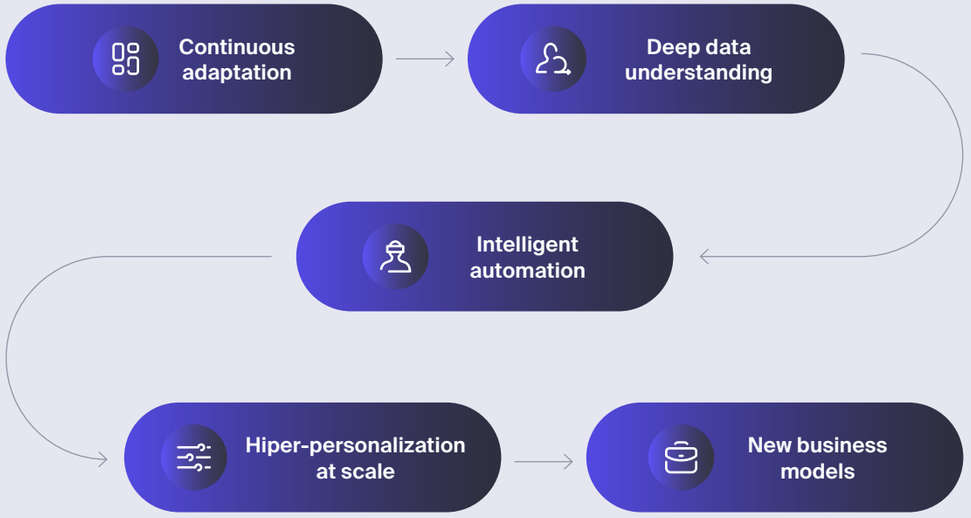
The obsolescence of previous models and the emergence of the new wave

For decades, organizations have operated under paradigms centered on traditional software: systems programmed based on explicit rules, rigid workflows, and automations dependent on human instructions. These approaches have been effective so far, but they share a structural limitation: **they cannot evolve on their own**.

Each improvement requires resources and, as a result, **more technical debt**. The ability to adapt is minimal, personalization becomes a handcrafted process, and innovation advances at the pace allowed by development teams—not by market needs. In this type of architecture, including many labeled as AI Enabled, autonomy is illusory. Data is used but not interpreted; decisions are automated but not optimized; and scalability is constrained by how fast the underlying platform itself can grow.

Against this paradigm, we envision the rise of a new generation of companies that are already being built under a different logic: AI-Native organizations. These do not integrate artificial intelligence as an additional layer, but as the backbone of how they operate. Their advantage does not lie in having more talent or more capital, but in **operating from a model where AI permeates processes, products, channels, and operations with radical efficiency**.

This new wave defines how an organization designed for a **world interpreted and accelerated by intelligence** should function, capable of enabling:



Sources: Ericsson | Microsoft | Statista

Why we believe this will be a structural trend

The signals that distinguish a real trend from a hype-driven vision are clear: technological shifts, sustained capital reallocation, the emergence of new operating models, and growing commercial evidence.

Market growth is the first indicator. The generative AI economy is projected to jump from $59 billion in 2025 to $400 billion by 2031, reflecting real adoption, sustained demand, and operating models that are beginning to generate tangible value.

Added to this is a shift in global capital and commercial traction. Investments in AI-Native startups already exceed $8.5 billion in 2024, and more than 47 GenAI-Native companies have surpassed $25 million in annual recurring revenue.

19	**$100M+** funding rounds for GenAI-Native application companies in 2024 **(+171% year-over-year)**
+47	GenAI-Native application companies generating over **$25M in ARR** as of November 2024
$8.5B	in VC funding for GenAI-Native application companies in 2024 **(+70% year-over-year)**

Source: Sapphire Ventures

The new frontier of expectations: what customers and organizations expect now

In just a few years, artificial intelligence has recalibrated the benchmark for what defines good service, a relevant experience, or an efficient operation. Both consumers and enterprises have grown accustomed to operating in a world where **immediacy, extreme personalization, and anticipation are the minimum viable standard**.

In this context, a **capability is required to close the gap between what the market demands and what a traditional organization can deliver**. Artificial intelligence is the only technology capable of simultaneously sustaining this level of hyper-personalization, autonomy, anticipation, and efficiency that it has itself created.

What customers want

Total anticipation:
address their needs before they even arise

Surgical precision:
hyper-personalized solutions that are instantly relevant

Dynamic adaptation:
services that adjust to their behavior

Seamless experiences:
without friction, repetition, or rigid processes

What organizations are seeking

Structural speed:
the ability to adapt to the pace of the market

Intelligent automation:
models that learn and optimize on their own

Efficient scalability:
grow operations without multiplying costs or resources

Autonomous value generation:
systems that create and capture value automatically

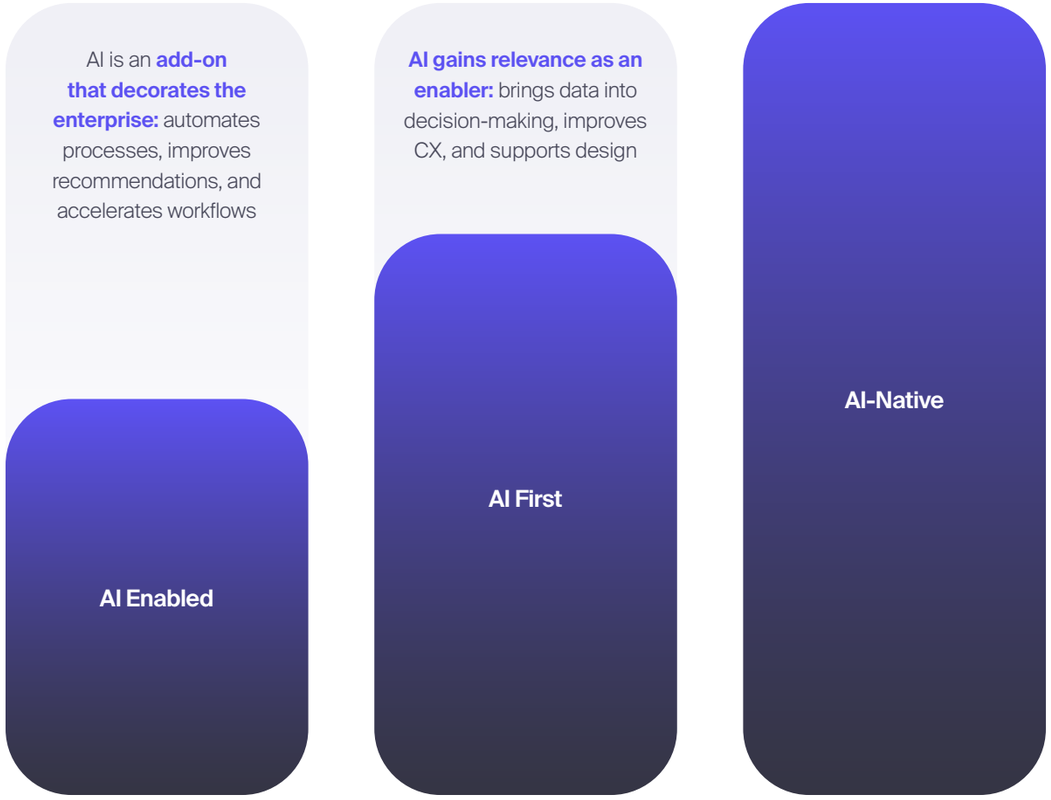
Sources: Gyaco | Accenture | Ericsson

Why depth matters

Artificial intelligence can be integrated in many ways, but not all of them transform an organization. In fact, most companies that claim to be using AI today operate in an intermediate territory that delivers incremental improvements but does not change the dynamics of the business. The magnitude of the impact is directly related to the **depth of integration**.

- At the most superficial end are AI Enabled organizations, which add AI as an accessory while still **operating under traditional models**.
- A more ambitious level is represented by AI First, where **AI already plays a central role in the design of products and processes**, but still relies on legacy systems.

However, neither of these approaches manages to **reinvent how a company operates**; they are limited to generating point advantages and, therefore, will never become the organizational model of the future.



Sources: Gyaco | Accenture | Ericsson

The foundations of an AI-Native enterprise

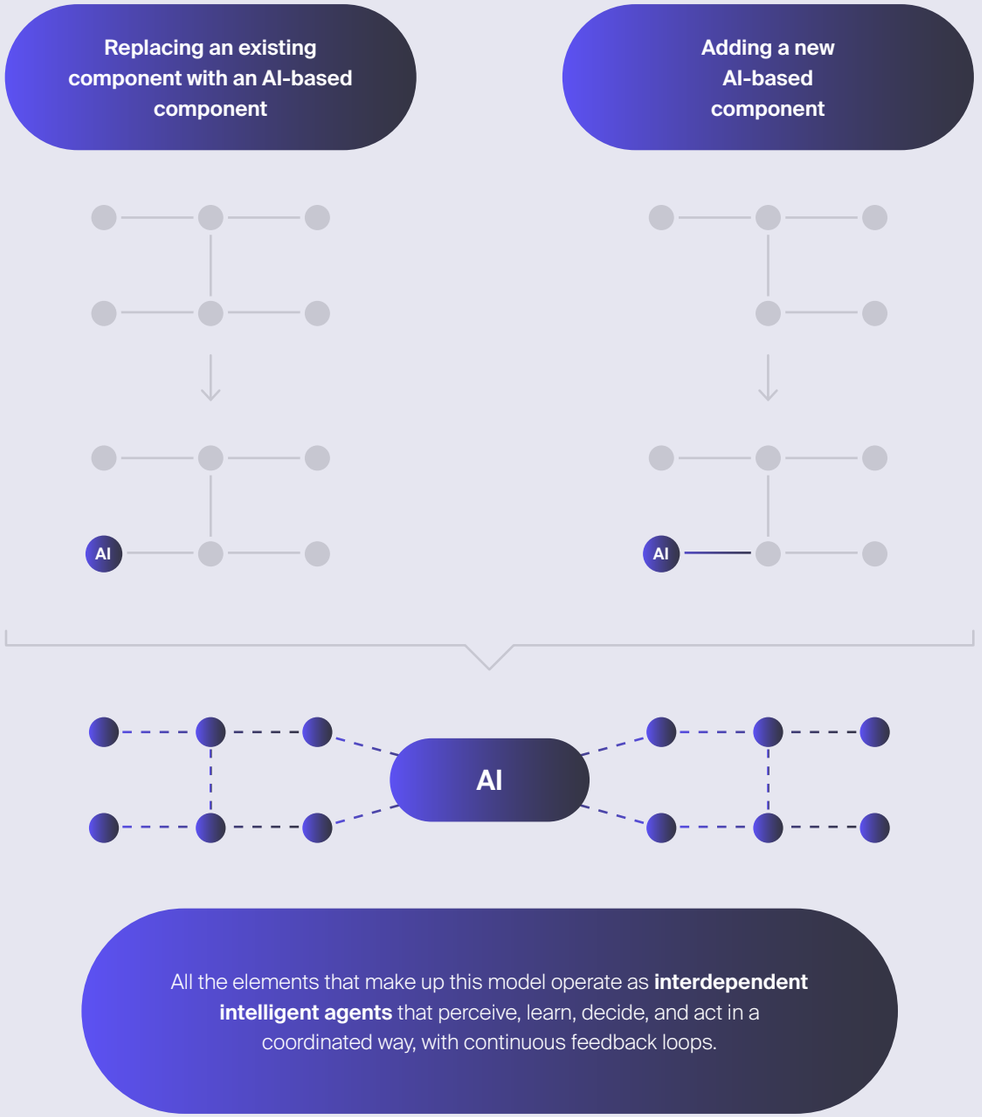
What is an AI-Native organization? The new business archetype

Being AI-Native does not mean using artificial intelligence; it means **existing thanks to it and through it**. The concept is based on the premise that the organization is designed with trusted intelligence capabilities embedded into its structure—from product ideation to day-to-day operations. An AI-Native company operates within a fully data-driven and knowledge-based ecosystem, where information flows are consumed, generated, and refined continuously.

Static, rule-based mechanisms give way to **systems that learn, adapt their behavior, and optimize decisions** without constant human intervention.

The AI-Native concept

Can be defined as the ability to intrinsically possess reliable artificial intelligence capabilities, where AI becomes a natural part of functionalities and of the design, implementation, operation, and maintenance of a living ecosystem.



Sources: Ericsson | LinkedIn

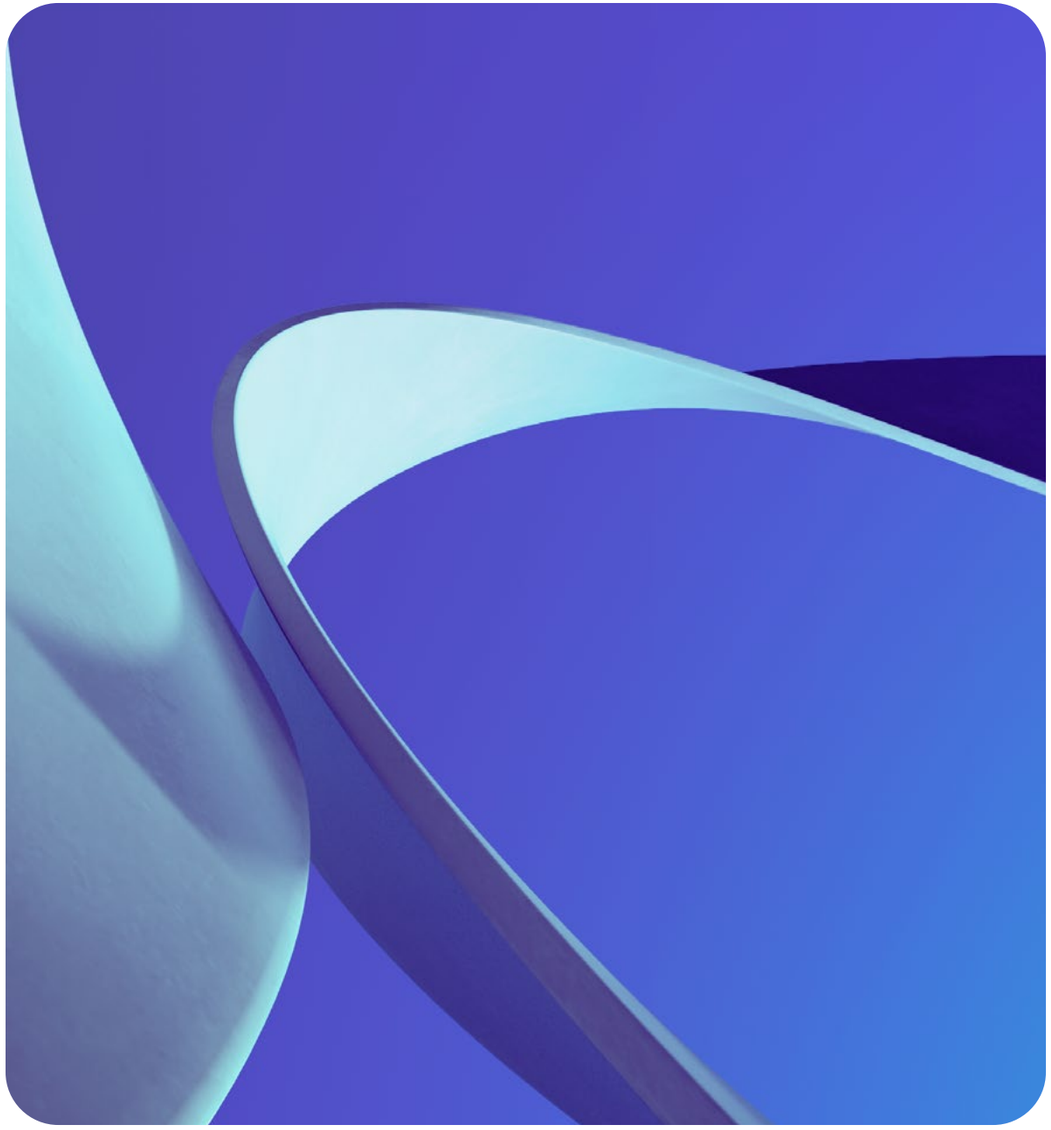
How this organism operates in action

The way these organizations operate has nothing to do with traditional software-based models. They function as a complete cognitive system designed to act autonomously. This process is cyclical and continuous: it always starts from a clear purpose that guides action, captures in real time what is happening in the environment, transforms that perception into intelligence capable of learning and anticipating, relies on a governed system that turns this knowledge into **secure and scalable decisions**, and ultimately executes autonomous outcomes that optimize processes and generate new experiences.

These outcomes then feed back into environmental data, closing a loop that **refines and accelerates with each iteration**.

An AI-Native organism

Is goal-driven, aware of its environment, capable of learning, governed by a trusted system, and designed to generate real operational impact.



Sources: Ericsson | LinkedIn

How an AI-Native ecosystem operates

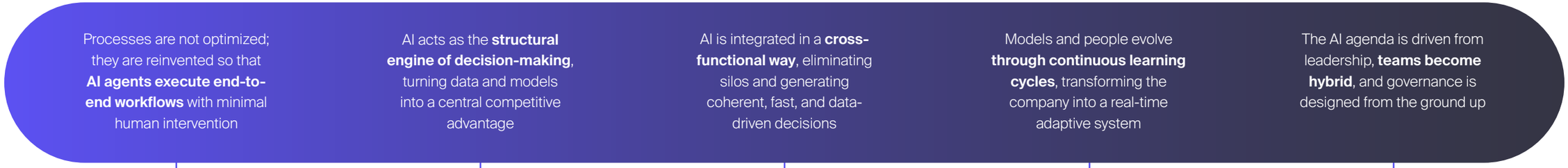
Intelligence	Cognitive	• Actively integrates its own knowledge through observations • Evolves strategies to achieve objectives • Learns and accumulates knowledge over time
Environment	Perceptive	• Has full awareness of the environment and its conditions • Behaves accordingly • Can digitally represent the reality of the network
System	Interactive	• Interacts with other nodes/actors • Generates and shares data/knowledge • Ensures reliability, fairness, and explainability • Enables collaborative intelligence
Purpose	Objective-driven	• Based on the use/consumption of data • Oriented toward fulfilling the objectives of the AI-Native system
Outcome	Enabler	• Provides an autonomous, network-wide view • Through federated cognitive networks • Facilitates the adoption of an AI-Native architecture

Source: Ericsson | LinkedIn

What defines an AI-Native company and how it differs from intermediate models

An AI-Native company stands apart from any other through a set of **cutting-edge characteristics and practices** that make it fundamentally different from traditional enterprises or those that merely “add” AI to existing processes.

The **main distinguishing features** of these organizations are:



The convergence of all these practices transforms an AI-Native company into something that transcends any previous organizational model—**a unique, irreplaceable architecture with a structurally unreachable competitive potential** for its rivals.

By operating from intelligence, and not merely with intelligence, these organizations become living systems capable of learning from every interaction, evolving with context, and generating **new capabilities organically**, without the slow cycles and limitations inherent to traditional software or human intervention.

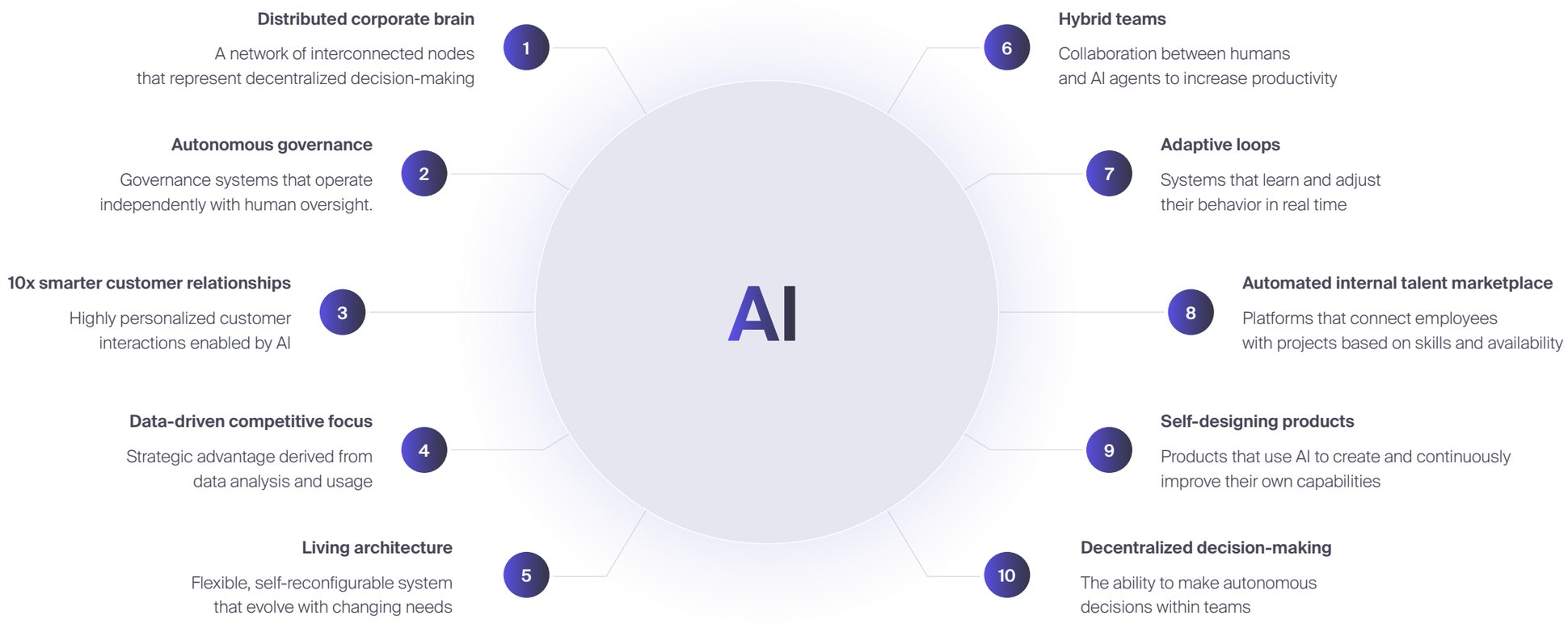
Their pace is set by AI, not by corporate structure, enabling them to **explore previously invisible opportunities**, adapt before the environment demands it, and capture advantages that remain out of reach for any competitor that does not share this cognitive architecture.

Source: CIO Business World

The AI-Native operational experience in practice

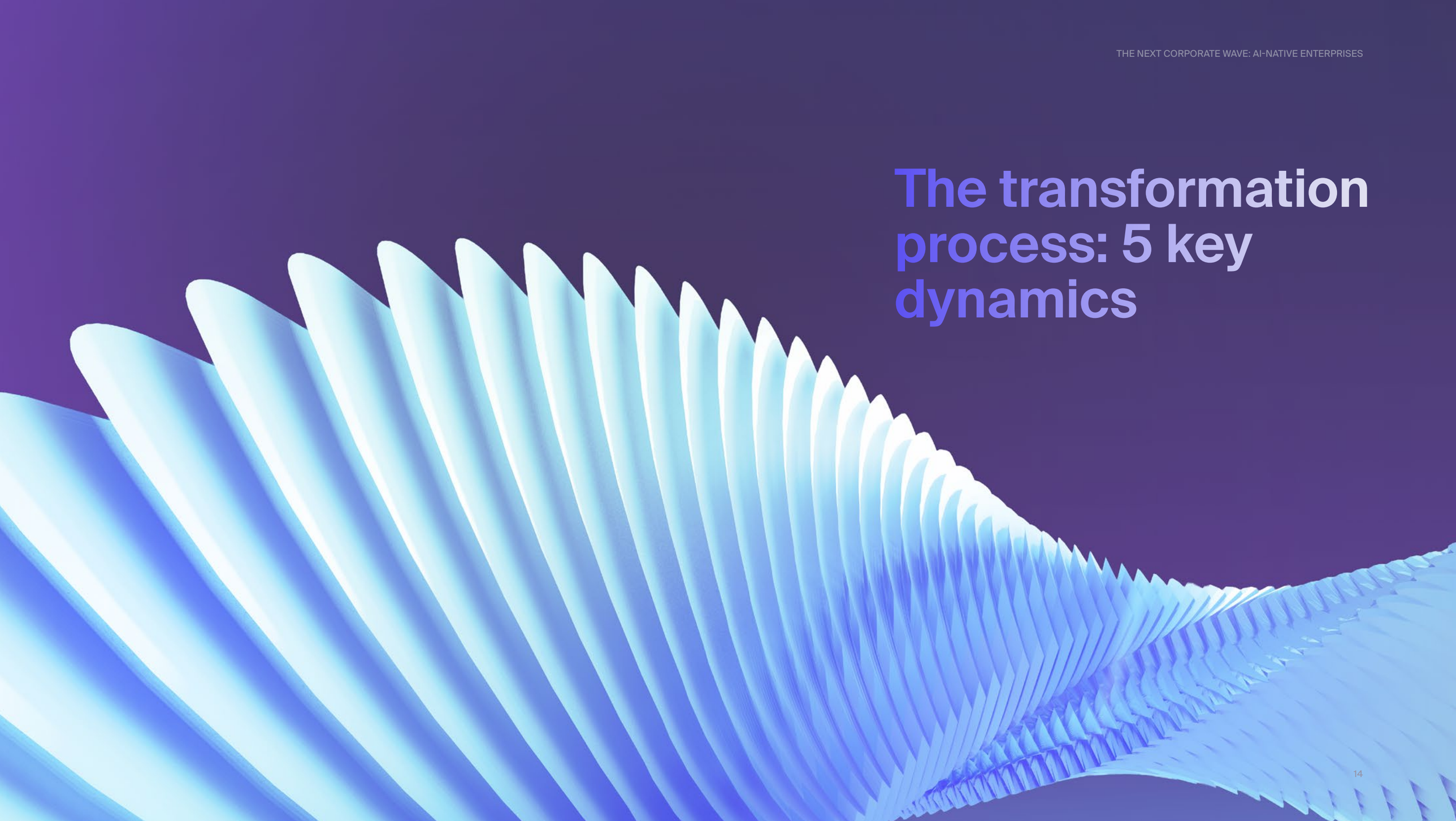
The operating logic that guides the work of these organizations will **break with all the assumptions of management** and enterprise architecture from recent years. What emerges from this model is a completely new way of coordinating talent, technology, and decision-making. Companies will no longer suffer from traditional organizational frictions and barriers and will operate with greater agility and precision.

10 AI-Native organizational capabilities



1. **Distributed corporate brain**
   A network of interconnected nodes that represent decentralized decision-making
2. **Autonomous governance**
   Governance systems that operate independently with human oversight.
3. **10x smarter customer relationships**
   Highly personalized customer interactions enabled by AI
4. **Data-driven competitive focus**
   Strategic advantage derived from data analysis and usage
5. **Living architecture**
   Flexible, self-reconfigurable system that evolve with changing needs
6. **Hybrid teams**
   Collaboration between humans and AI agents to increase productivity
7. **Adaptive loops**
   Systems that learn and adjust their behavior in real time
8. **Automated internal talent marketplace**
   Platforms that connect employees with projects based on skills and availability
9. **Self-designing products**
   Products that use AI to create and continuously improve their own capabilities
10. **Decentralized decision-making**
    The ability to make autonomous decisions within teams

The transformation process: 5 key dynamics



5 dynamics of a future autonomous and self-learning organization

Transforming a traditional company—or even a modern SaaS—into a truly AI-Native organization will be **the greatest structural leap of this decade**. This transition can only be executed through a complete redesign of the company's operating, cultural, and technological model. And although today we are only seeing its earliest manifestations, everything points to future organizations operating under a radically different logic.

This shift will require depth and speed at the same time: rethinking the organization from its core while accelerating the build-out of new AI-based capabilities. Or, more precisely, the emergence of **AI-Native operating dynamics.**

These dynamics will be the forces that govern how intelligence-centered organizations function—and an essential guide for any executive or founder aspiring to make this structural leap.

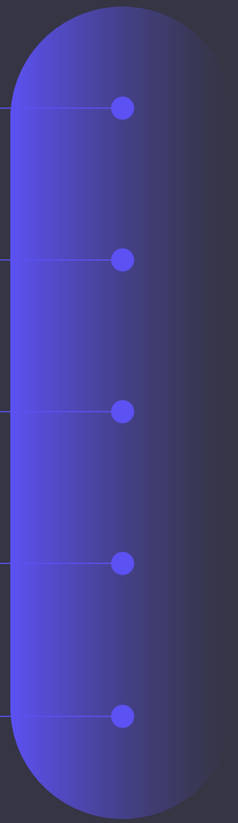
1. **Redesign the operating model**
by centralizing R&D and assigning ownership to critical AI workstreams

2. **Re-architect the technology foundation**
for AI-Native development, treating it as an existential imperative, not an option

3. **Build ahead of current capabilities**
and accelerate with confidence when the technology and product are ready

4. **Align pricing and value**
by transforming the commercial relationship toward models based on real impact

5. **Hire for versatility**
by strengthening generalist profiles and design engineers capable of ideating, building, and scaling rapidly



Sources: BVP | LinkedIn

1 Redesign the operating model

A new intelligent core and a reconfigurable organization

In future AI-Native organizations, the operating model will no longer be built around departments, functions, or hierarchies, but around a **central cognitive core**—a space where research, advanced engineering, and deep learning converge as the primary source of competitive advantage.

This core will not be a traditional team, but a **continuous R&D zone**—a kind of permanent laboratory where artificial intelligence learns, experiments, and generates new capabilities without the constraints of current business cycles. Companies will no longer disperse talent; they will concentrate it. They will create a "gravitational center" of intelligence capable of going beyond incremental improvements and exploring territories we cannot yet imagine.

Advances will no longer emerge from human coordination alone but will move at **the pace of the evolution of artificial intelligence.**

The result is an operating model in which the company reorganizes itself, reshapes teams, reallocates talent, and redefines priorities **without the need for hierarchical intervention. A living structure** driven by a pure intelligence core, whose operation continuously adapts to every new opportunity.

66% of executives have redesigned their organizations around high-impact strategic missions

40% did so to improve decision-making

Sources: BVP | LinkedIn | Fin/Ideas | McKinsey

Redesign of the cognitive core

Centralized cognitive core	They concentrate AI, data, and engineering talent into a single **neural center where intelligence evolves without friction**
Mission-oriented structure	Work is organized around **dynamic, high-impact missions** managed by hybrid teams
Continuous learning and experimentation	Central intelligence drives **fast, autonomous cycles** of ideation, prototyping, validation, and deployment
Intelligent and decentralized ownership	Each mission has a **single accountable owner** (human or agent) with the authority and leadership to execute and decide

2 Re-architect the technology foundation

An architecture rebuilt so intelligence can exist

The technology foundation of these entities will cease to be a collection of legacy systems, historical patches, or hard-to-interpret layers. Instead, a **new generation of architectures** will emerge—designed not to run software, but to be understood, amplified, and transformed by artificial intelligence.

Companies that make this leap will discover that modernization is not a project, but **the minimum condition for the organism to evolve**. Their systems will be legible to AI, flexible like living modules, and capable of reconfiguring themselves based on context.

In this way, companies will no longer be constrained by their legacy architectures; instead, they will **be able to expand thanks to them**.

These are companies that will reach a speed where the time between idea and execution is almost nonexistent, and where **innovation will no longer be slowed by technical complexity**, but instead accelerated by the capabilities of AI.

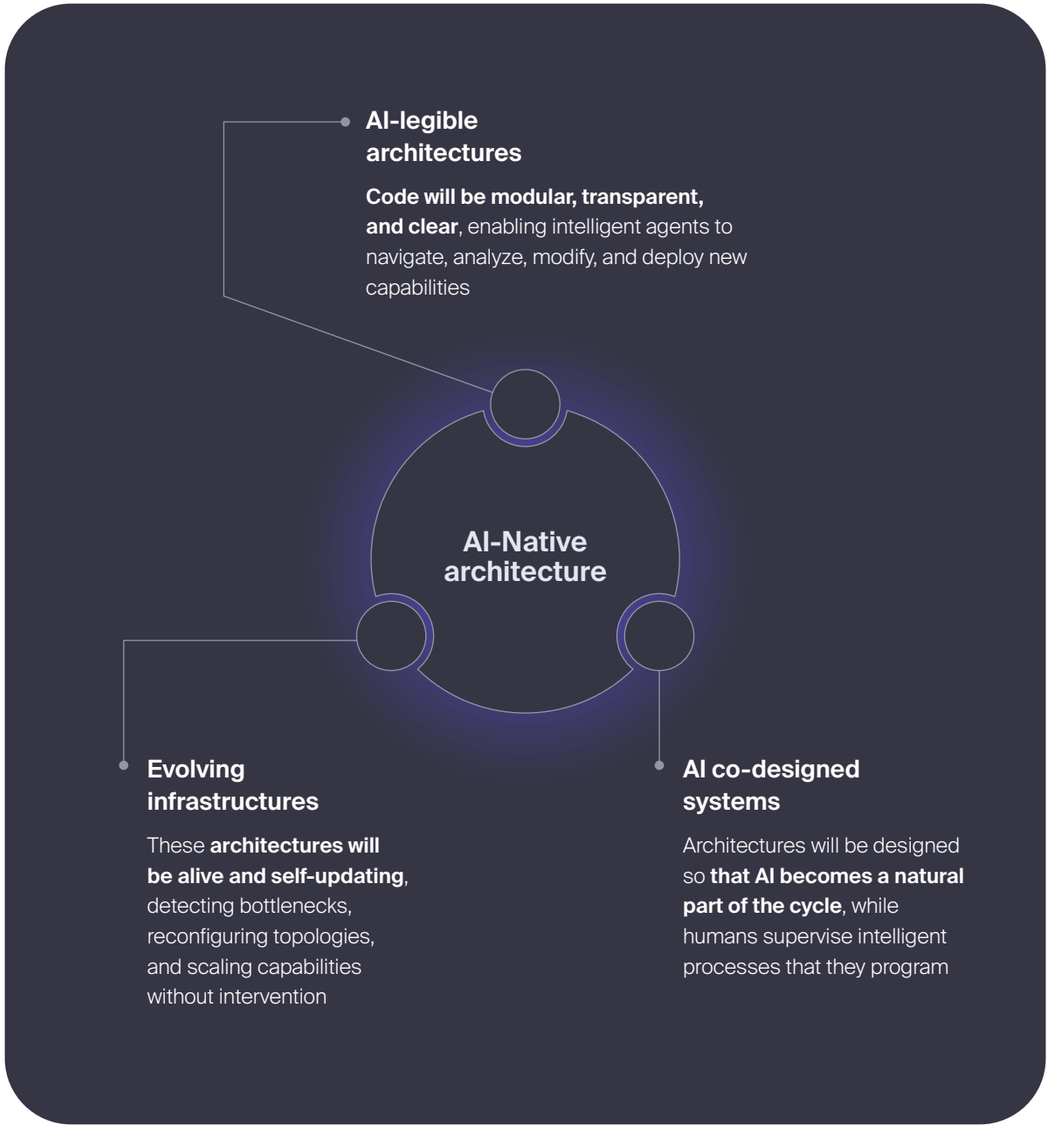
62%
of organizations still rely on legacy systems

73%
are already modernizing those systems to integrate them with AI

27%
have deployed fully AI-ready architectures

Organizations with modern architectures can process up more data

≤275%
of data



Sources: BVP | LinkedIn | Saritasa | Eajournals | Elementor

3 Align pricing and value

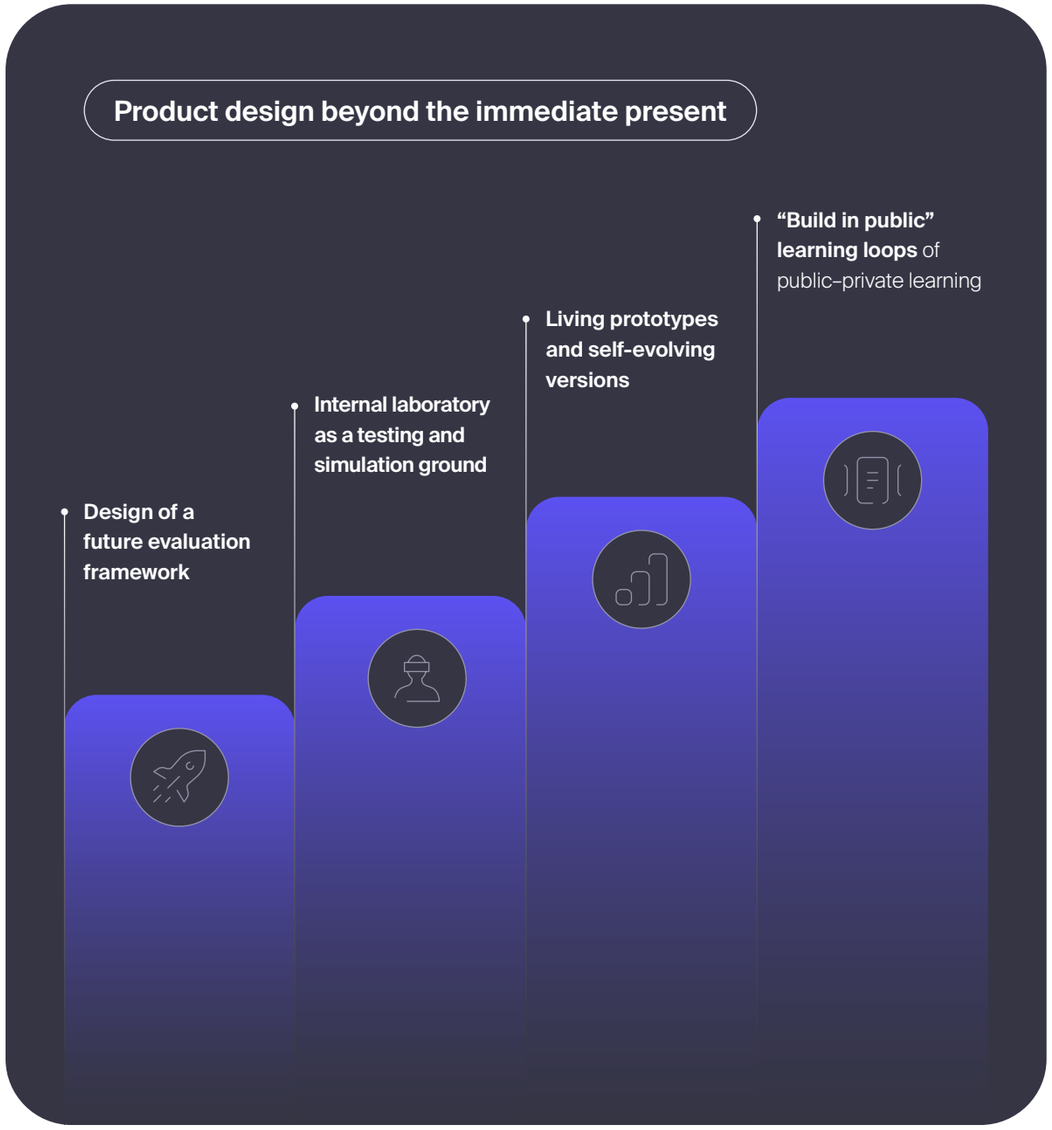
Build ahead of the present and accelerate at the pace of intelligence

Future AI-Native organizations will not develop products based on the current capabilities of technology, but on the **potential capabilities of artificial intelligence**. They will operate permanently ahead of the present, designed for a tomorrow that does not yet exist, and will accelerate only when technology allows it.

In this new model, these companies will create **future-understanding frameworks** rather than finished products. They will build systems capable of evaluating emerging technological advances even before they are stable or market-ready, and will be able to simulate scenarios, project capabilities, stress-test models, and precisely predict when a technological leap is mature enough to be incorporated.

Before showing any new capability to the world, these organizations will **test their ideas internally**. The organization becomes its first user, its most demanding critic, and its most rigorous testing ground. When a prototype demonstrates clear signals of robustness, companies will selectively open it to the market, attracting early adopters who will help shape its evolution. The most advanced users will become co-creators of the next generation of solutions.

- Large technology companies run **tens of thousands of internal experiments per year** before launch
- In AI, **almost all releases go through internal pilots and private sandboxes**



Sources: BVP | LinkedIn | Statsig | Fortune

4 Redesign the operating model

Value becomes the new currency and the commercial relationship is rewritten

The relationship between company and customer will no longer be based on access, licenses, or usage. AI will be so autonomous, so adaptive, and so deeply embedded in the customer's operations that **the commercial model will be completely transformed**. Pricing will no longer reflect what is used, but what is achieved: results, improvements, efficiencies, accelerated decisions, or impact.

AI-Native companies will sell **living capabilities**, not just a tool, system, or solution. These capabilities evolve alongside the customer and generate continuous impact. This will enable incentives to be aligned at a new level: if the customer thrives, the company grows; if not, intelligence adjusts until the right combination is achieved.

Beyond changes in pricing, the idea of a vendor will disappear. Organizations will become **deeply involved strategic partners** in the customer's operations—understanding their flows, reconfiguring data, training teams, adapting models, and optimizing every decision in real time. In other words, the boundary between customer and company will blur, and what was once a commercial contract will become a shared architecture of success.

This will be a profound shift that turns every interaction into improvement, every improvement into impact, and every impact into a **new way of capturing value**.

53% **of SaaS companies already offer usage-based models, with AI providers leading adoption**

25% **potential increase in revenue**

Sources: BVP | LinkedIn | AI Costs | Sidetool

The evolution of pricing and the customer relationship in the AI-Native era

5 Hire for versatility

Hybrid talent that multiplies intelligence and reshapes the organization

In the future, talent will no longer be a collection of static roles and will become a **living ecosystem of skills** that adapts to the pace of artificial intelligence. Teams will no longer be organized by departments or rigid specialties, but by the ability of their members to understand problems end to end, collaborate with intelligent agents, and create solutions in cycles that today would seem impossible.

In this new model, **generalist profiles with a natural understanding of the product** will emerge—capable of navigating from problem to solution without waiting for instructions or validations. Alongside them, new hybrid talents will appear: the design engineers of the future, who will permanently erase the boundary between thinking, prototyping, and building.

Within these organizations, the cognitive core will be sustained by a small group of **specialists in advanced artificial intelligence**, experts in foundation models, deep learning, and autonomous systems. These specialists will be responsible for designing the scientific foundations that enable generalists and hybrids to build rapidly without compromising security, rigor, or stability.

92M **jobs** could be displaced by AI by 2030

170M **new roles** will emerge in parallel

Sources: BVP | LinkedIn | Exploding Topics

The augmented generalist

- **Solves end-to-end problems** with independent judgment and without hierarchical dependencies
- **Orchestrates intelligent agents** as a natural part of their way of working within the workflow
- **Connects transversally** across business, user, and product to decide and move forward quickly

The hybrid talent

- **Fuses design and code** to create functional prototypes at high speed
- **Co-designs with AI** iterating continuously and almost frictionlessly
- **Turns ideas into experiences** eliminating handoffs, barriers, and bottlenecks

The deep specialist

- **Governs advanced models** masters the domain while ensuring scientific rigor and stability
- **Ensures security and quality** enabling speed and aligning the rest of the team
- **Acts as the architect of the core** creating the technical foundations that make everything possible

In the end, the future belongs to those who build beyond today

The inflection point for these entities lies in **daring to build for a future that does not yet exist**. A trap that most present-day organizations will fall into is assuming that the greatest risk is moving too fast, rather than remaining anchored to a present that is already disappearing.

Entire sectors (finance, healthcare, logistics, software, and education) are being **redefined by AI** as the logic that will rewrite what it means to compete, endure, operate, and create value.

Companies that integrate AI in a deep, structural, and deliberate way will ultimately be the ones that define the rules of the market. They will operate in an environment where speed, autonomy, and continuous learning form the foundation of their existence. And, without a doubt, they will become **the organizations that build what everyone else can only attempt to reach.**

Currently, this technology is already capable of generating:

3,7 x

return for every euro invested in generative AI

The AI-Native path: disruption, reset, and creation

Embrace disruption

This transformation must be seen as the price to pay to **aspire to an unimaginable competitive advantage**

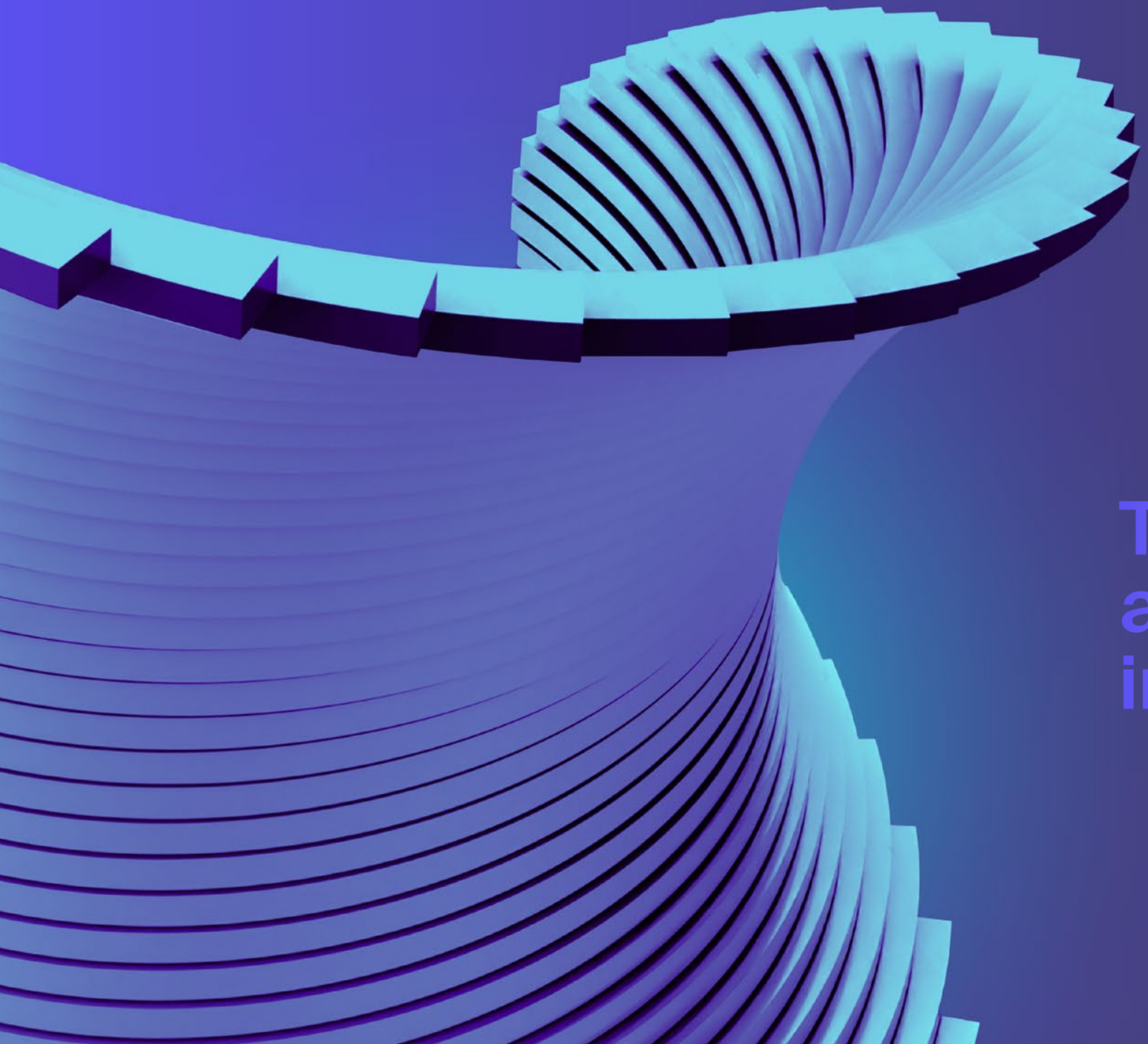
Rethink from scratch

AI will only unlock its full potential in **organizations that dare to reinvent themselves** completely

Build the future today

In a constantly evolving world, the only thing that matters is **preparing for what's coming**

Source: Netguru



The AI-Native world: a future already in the making

The world AI-Native enterprises will build

The continuous and accelerating adoption of artificial intelligence signals a decade of profound transformation in which AI will stop being just another tool and will become a **global cognitive infrastructure**.

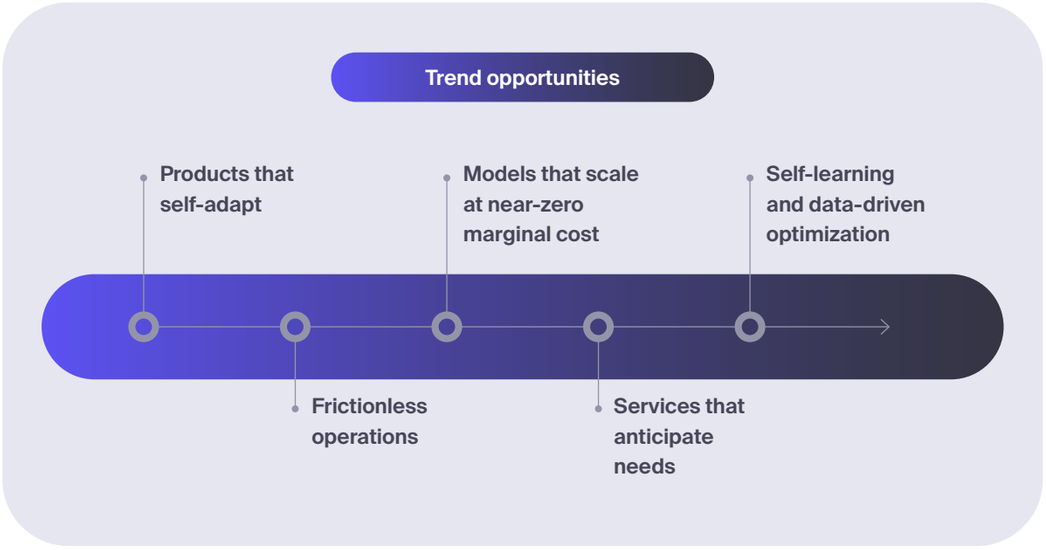
Current and visible trends point to a future where intelligent agents operate entire businesses, decisions are made in milliseconds, and markets are reshaped around platforms and open ecosystems.

For those who know how to build these capabilities, the advantages and opportunities they will discover will keep them in a **position far above the rest**, enabling levels of productivity, creativity, and strategy that will open up new markets.

But this future is not without risks; it will require assuming responsibilities with **rigor and human alignment**, along with a clear understanding of the social impact of these technologies.

This trend opens up a scenario marked by extraordinary opportunities, but also by amplified risks. Society and organizations must **learn to navigate this new balance**, leveraging the transformative power of AI without being exposed to its adverse effects.

The challenge will not be choosing between benefits or risks, but **developing the structures, practices, and responsibilities** that enable maximizing value while containing threats.



Source: Studioglobal

The mental model of the AI-Native future

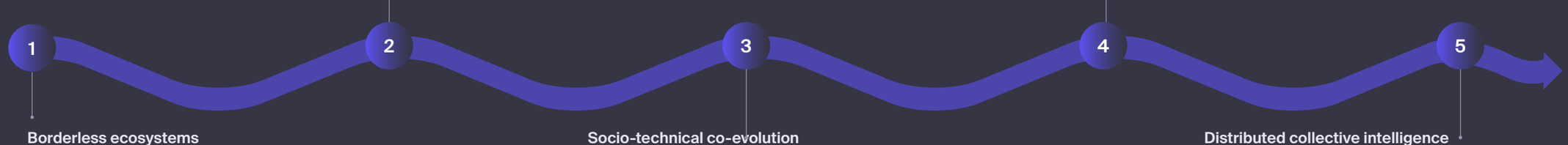
As AI-Native companies amplify their ability to perceive, learn, and act, they stop operating within their own boundaries and begin to actively reshape the ecosystem around them. Their continuous interaction with markets, institutions, and social **systems introduces new logics of coordination, decision-making, and value creation** that transcend the traditional limits of the enterprise.

This is how the **new patterns that will emerge** and interact when enterprise intelligence operates in a distributed and systemic way will be structured.

In this future, AI-Native organizations do not only thrive individually—they **reshape how societies, economies, and institutions function**. Thanks to their ability to perceive, learn, and act in real time, these companies enable more resilient markets, a more sustainable planet, continuously informed collective decisions, and a global system that evolves constantly.

They are not simply more efficient companies—they are the **new engines of the intelligent world to come**.

The interaction of AI-Native organizations in the world around them



Borderless ecosystems

Organizations build interconnected networks where providers, regulators, cities, institutions, and citizens share data, models, and signals in real time

Regenerative economy driven by AI

Sustainability stops being an objective or a reputational impact and becomes an **automated operational practice** that actively contributes to environmental balance

Socio-technical co-evolution

The interaction between humans and intelligent agents reshapes work, education, decision-making, and social structures, generating safer and more accessible processes

Environments that adapt to intelligence

They no longer operate in isolation; systems, adaptive health networks, self-optimizing financial markets, and dynamic regulatory frameworks emerge

Distributed collective intelligence

As agent networks interact with each other and with humans, a layer of collective intelligence emerges that transcends each individual organization

Sources: Snack Agency | Zeigo | AI For Good | akepa

Softtek®

softtek.com