APPLICATION — STARTUP PARTNERSHIPS, FRANCE & SOUTHERN EUROPE

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COVER LETTER

Artificial intelligence already fascinated me as an engineering student: I was convinced it would be the next great revolution, and that it would help answer some of the world's hardest problems. In 2017, after two years in consulting, I joined a startup building conversational agents on the earliest NLP and dialogue-engine components. The technology was crude, but what people did with it was already producing results.

I then joined **Google** to work on the other subject that fascinates me: entrepreneurship and startups. My job was to help the most promising French startups adopt the latest marketing technology, AI-driven targeting included, and to significantly grow what they invested with Google. A role halfway between product expertise, partnerships and sales, with companies like Doctolib, Virtuo, Superprof and PayFit.

After a stint at **Pinterest** as Strategic Partnerships Manager for France, I co-founded **Ostrea**, an industrial startup making a surface material from recycled shellfish waste, to answer both an environmental problem and the growing demand for low-carbon materials. With no experience in the sector. In four years: a patent filed in France and internationally, close to **€9M raised**, **25 employees**, two production sites and €1M in annual revenue.

Nine years after I first started on these subjects, Claude is what made me measure how much AI could already transform society as we know it. And, on my own scale, much of how my company operates, along with my own role as its managing director. We were already using OpenAI, but it was **Claude Code's agentic model** that took us to a different level: internal applications multiplied, paid software replaced by tools we built ourselves for pipeline and operations management, a step change in our reporting to investors. That consolidated their confidence, and with it our ability to keep funding the business. I have been through, as a customer, the very conversion this role exists to create for other founders.

Ostrea is now entering a different chapter: the plant is running, the distribution network is in place, but production margins are below our forecasts. The company is moving into financial discipline and measured growth, a different job from the one I did for four years. Building a company is still fascinating work, but I feel I am watching from the sidelines the revolution I have been waiting for since the start of my career.

I was not actively looking when I came across the “Startup Partnerships, France & Southern Europe” posting. Reading it, I had the impression it had been written for me. I know what VCs expect, because I have raised from them. I understand what founders are dealing with, because I am one. And I have deployed AI inside my own teams, after four years spent driving technology adoption at Google and Pinterest.

I am not actively looking to leave Ostrea, and I am not applying to any other AI company. **Anthropic is the only one for which I would consider it**: the only one that made the societal stakes and the safety of AI its starting concern, and proved it when that came at a cost.

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