A&CE Go-To-Market Strategy

AI-Native Engineering Insights & Analytics for Offshore Energy

Prepared: February 16, 2026

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1. Target Company List

Tier 1: Offshore Engineering Consultancies (Highest Fit)

1. Subsea7

- **Why they'd care:** Actively hiring "Digital Solutions Engineer (OrcaFlex/Abaqus)" — they're building exactly the capability A&CE already has. Strong offshore wind + oil & gas presence. Need to digitize engineering workflows at scale.
- **Key contact:** John Evans (CEO); target VP Engineering or Head of Digital Solutions (search LinkedIn for "Subsea7 digital solutions director")
- **Best outreach:** LinkedIn + OTC Houston booth visit
- **Fit score: 5/5** — They're literally hiring for what A&CE does

2. Wood plc

- **Why they'd care:** 25+ years in digital engineering, appointed first CTO (Darren Martin) to drive digital transformation. Heavily invested in digital asset management and DataOps. Being pursued for acquisition by Sidara — in flux, may want to bolster capabilities.
- **Key contact:** Darren Martin, CTO
- **Best outreach:** LinkedIn, direct email
- **Fit score: 5/5** — Active digital transformation, offshore engineering core business

3. Worley

- **Why they'd care:** Just appointed Laura Leonard as Chief AI & Enterprise Services Officer (Nov 2025) and Executive Group Director of Worley Digital (July 2025). Actively restructuring around AI transformation. Chris Ashton (CEO) announced group executive changes to "simplify, accelerate AI transformation."
- **Key contact:** Laura Leonard, Chief AI & Enterprise Services Officer / Executive Group Director, Worley Digital
- **Best outreach:** LinkedIn (Laura is new in role and likely building her team/capabilities)
- **Fit score: 5/5** — Literally reorganizing around AI + digital engineering

4. TechnipFMC

- **Why they'd care:** Major subsea player (Subsea 2.0® platform), heavy investment in digital transformation. OrcaFlex/AQWA automation directly relevant to their subsea engineering workflows.
- **Key contact:** Justin Rounce, EVP & Chief Technology Officer
- **Best outreach:** LinkedIn + OTC Houston
- **Fit score: 4/5** — Strong subsea fit, less focus on consulting/analytics

5. 2H Offshore (Acteon Group)

- **Why they'd care:** Riser and conductor specialists already doing ML-enhanced fatigue prediction for flexible risers, digital twins, real-time fatigue tracking. They published a paper on ANN for riser digital twins. A&CE's 221 S-N curves and fatigue automation would supercharge their capability.
- **Key contact:** Search LinkedIn for "2H Offshore" Managing Director or Head of Digital — note their focus on "machine learning and automation technology to improve speed and accuracy of structural analysis"
- **Best outreach:** LinkedIn + direct email (smaller firm, more accessible)
- **Fit score: 5/5** — Nearly identical focus areas, natural acqui-hire fit

6. McDermott International

- **Why they'd care:** EPCI provider investing in digital engineering, partnered with Aize for digital project execution. Houston-based — local proximity advantage.
- **Key contact:** Search LinkedIn for "McDermott VP Digital" or "VP Technology"
- **Best outreach:** LinkedIn + OTC Houston (McDermott always has large presence)
- **Fit score: 4/5** — More construction-focused but values digital engineering

7. Saipem

- **Why they'd care:** "Committed to digital tools, technologies, and processes" per their own messaging. Major offshore contractor needing engineering automation.
- **Key contact:** Search LinkedIn for "Saipem Chief Digital Officer" or "VP Technology"
- **Best outreach:** LinkedIn, OTC

- **Fit score: 3/5** — Large org, slower acquisition process

Tier 2: Classification Societies & Engineering Software

8. DNV (Digital Solutions Division)

- **Why they'd care:** World's largest provider of offshore engineering software (Sesam, Phast, Synergi). Their Digital Solutions division is a natural home for A&CE's analytics capabilities. 221 S-N curves from 17 standards aligns directly with DNV's standards-centric business.
- **Key contact:** Search LinkedIn for "DNV Digital Solutions" VP or Director of Product
- **Best outreach:** LinkedIn + OMAE conference
- **Fit score: 5/5** — Perfect alignment: standards, software, offshore engineering

9. ABS (American Bureau of Shipping)

- **Why they'd care:** Patrick Ryan, SVP Global Technology & Digital Products / CTO, is focused on digital technology impacts and investments. Houston-based. ABS is investing heavily in digital classification and engineering automation.
- **Key contact:** Patrick Ryan, SVP & CTO
- **Best outreach:** LinkedIn + OTC Houston (ABS always has major presence)
- **Fit score: 4/5** — Classification society expanding into digital services

10. Bureau Veritas (Marine & Offshore)

- **Why they'd care:** Expanding digital capabilities in marine & offshore classification. Recently made leadership appointments to drive transformation.
- **Key contact:** Search LinkedIn for BV Marine & Offshore digital leadership
- **Best outreach:** LinkedIn
- **Fit score: 3/5** — European HQ may slow process

11. Akselos

- **Why they'd care:** Swiss startup doing structural performance management with digital twins for offshore (oil & gas + wind). MIT-origin reduced-basis FEA. A&CE's fatigue and S-N curve library would complement their structural simulation platform perfectly.
- **Key contact:** Thomas Leurent, CEO & Co-Founder; Amine Boumnijel, Offshore Structures SME & Product Owner
- **Best outreach:** LinkedIn (startup — founders are accessible)
- **Fit score: 5/5** — Complementary technology, startup acquisition speed

12. Cognite

- **Why they'd care:** Industrial data platform used by Ørsted,

TotalEnergies, and other major energy companies. Expanding into offshore engineering analytics. A&CE's domain expertise + code could become Cognite modules.
- **Key contact:** Search LinkedIn for Cognite VP of Energy or Head of Partnerships
- **Best outreach:** LinkedIn
- **Fit score: 4/5** — Platform play, would need A&CE to adapt to their data model

Tier 3: Offshore Wind Developers

13. Ørsted

- **Why they'd care:** World's largest offshore wind developer. Launched UK Digital Innovation Challenge (2025) actively seeking digital technology innovations. 1,300+ turbines generating sensor data needing analysis.
- **Key contact:** Alex Louden, Head of UK&IE Innovation Hub; search LinkedIn for "Ørsted VP Engineering" or "Head of Digital"
- **Best outreach:** Apply to their Digital Innovation Challenge + LinkedIn
- **Fit score: 4/5** — Would need to adapt pitch to wind-specific use cases

14. Equinor (Renewables)

- **Why they'd care:** 50+ years of ocean engineering expertise being applied to offshore wind. Operating the Offshore Wind Innovation Hub with NYU — actively partnering with innovators. Strong US presence (Empire Wind, Beacon Wind).
- **Key contact:** Search LinkedIn for "Equinor VP Digital" or Innovation Hub program manager
- **Best outreach:** Apply to Offshore Wind Innovation Hub + LinkedIn
- **Fit score: 4/5** — Wind foundations and structural analysis directly relevant

15. Dominion Energy (CVOW)

- **Why they'd care:** Building the largest offshore wind farm in the US (Coastal Virginia Offshore Wind). Actively hiring offshore engineering talent. Massive engineering analysis needs for 176 turbines.
- **Key contact:** Search LinkedIn for "Dominion Energy CVOW Engineering Manager"
- **Best outreach:** LinkedIn + IPF Conference
- **Fit score: 3/5** — Utility company, may prefer to contract than acquire

Tier 4: Oil Majors (Acqui-Hire Potential)

16. Shell

- **Why they'd care:** Extended Wood's contract for brownfield engineering. Active in deep-water GoM, North Sea. Internal engineering teams could benefit from automation.
- **Key contact:** Search LinkedIn for "Shell VP Subsea Engineering" or

"Head of Digital Engineering"
- **Best outreach:** LinkedIn + OTC
- **Fit score: 3/5** — Large org, slow process but deep pockets

17. Chevron

- **Why they'd care:** Major GoM presence, just awarded TechnipFMC the Gorgon Stage 3 contract. Internal engineering teams would benefit from automation.
- **Key contact:** Search LinkedIn for "Chevron VP Subsea" or "Digital Engineering Manager"
- **Best outreach:** LinkedIn + OTC
- **Fit score: 3/5** — Similar to Shell

18. BP

- **Why they'd care:** Significant offshore operations, investing in digital transformation across upstream.
- **Key contact:** Search LinkedIn for "BP Head of Digital Engineering" or "VP Technology"
- **Best outreach:** LinkedIn
- **Fit score: 3/5** — Currently refocusing on oil & gas, may invest in engineering efficiency

Tier 5: Specialist Firms (Niche but High-Probability)

19. Oceaneering (Integrity Management & Digital Solutions)

- **Why they'd care:** Has a dedicated "Integrity Management and Digital Solutions" business segment. Acquired Global Design Innovation Ltd (UK digital solutions firm) in 2024 — actively acquiring digital engineering capabilities.
- **Key contact:** Search LinkedIn for "Oceaneering VP Integrity Management & Digital Solutions"
- **Best outreach:** LinkedIn + OTC Houston (Oceaneering is HQ'd in Houston)
- **Fit score: 4/5** — Actively acquiring, integrity management is a core A&CE strength

20. Intecsea (Advisian/Worley)

- **Why they'd care:** Specialist offshore engineering consultancy within Worley family. Focus on subsea, pipelines, offshore wind. Smaller team more likely to value A&CE's automation capabilities.
- **Key contact:** Reach through Worley/Laura Leonard's organization, or search LinkedIn for "Intecsea Managing Director"
- **Best outreach:** LinkedIn
- **Fit score: 4/5** — Directly relevant work, part of Worley digital transformation

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2. The Pitch

a) 30-Second Elevator Pitch

(For LinkedIn messages or brief intros — under 300 words)

> A&CE delivers AI-native engineering analytics for offshore energy. We've built 704+ production Python modules that automate OrcaFlex/AQWA workflows, fatigue assessment, and structural analysis — cutting typical analysis time by 60-80%.
>
> Our library includes 221 S-N curves from 17 international standards, ML-enhanced fatigue assessment (85% time reduction, 23% accuracy improvement), and batch automation that processes 50 configurations in 4 hours instead of 50.
>
> We're looking for an engineering firm that wants to own this capability — not just license it. Interested in a conversation?

b) 2-Minute Pitch

(For email or longer LinkedIn messages)

> **A&CE: AI-Native Engineering Insights & Analytics for Offshore Energy**
>
> We've spent years building what most offshore engineering firms say they want but can't seem to build in-house: a production-grade, AI-powered engineering automation platform.
>
> **What we've built:** - **704+ production Python modules** covering structural analysis, fatigue assessment, hydrodynamics, and field economics - **221 S-N curves from 17 international standards** (DNV, API, ABS, BSI, and more) — the most comprehensive open library in the industry - **OrcaFlex/AQWA batch automation** — 50 configurations processed in 4 hours vs. 50 hours manually - **ML-enhanced fatigue assessment** — 85% time reduction with 23% accuracy improvement over conventional methods - **AI agent orchestration** — Claude for architecture, Codex for implementation, Gemini for research — a working model for AI-augmented engineering
>
> **Proven on real projects:** - Platform life extension assessments - Subsea FEA automation - Offshore wind turbine foundation design - Riser sensitivity studies - BSEE field economics analysis - Marine safety correlation studies
>
> **Why this matters now:** Every major engineering firm is talking about digital transformation, but few have production-ready tools that actually save engineers 60-80% of their analysis time. A&CE isn't a concept or a pitch deck — it's working code deployed on real projects.

> We're exploring strategic options: acquisition, sponsorship, or deep partnership with an engineering firm that wants to leapfrog its digital capabilities. Would you be open to a 30-minute conversation?

c) Executive Summary (1-Page)

(For formal introductions — PDF-ready)

A&CE — AI-Native Engineering Insights & Analytics for Offshore Energy

aceengineer.com

The Opportunity

The offshore energy industry faces a critical productivity gap. Engineering analysis workflows — fatigue assessment, hydrodynamic modeling, structural integrity evaluation — remain largely manual, repetitive, and time-intensive. Firms investing in digital transformation typically spend 2-3 years and millions to build internal tools that deliver incremental improvements. A&CE offers a shortcut.

What A&CE Has Built

A&CE is a production-grade engineering analytics platform purpose-built for offshore energy:

Capability	Detail
Codebase	704+ production Python modules
S-N Curve Library	221 curves from 17 international standards (DNV, API, ABS, BSI, IIW, etc.)
Analysis Automation	OrcaFlex & AQWA batch processing — 50 configs in 4 hrs (vs. 50 hrs manual)
ML Fatigue	85% time reduction, 23% accuracy improvement
Time Savings	60-80% on typical engineering analyses
AI Integration	Multi-model orchestration (Claude, Codex, Gemini) for engineering workflows

Proven Track Record

- **Platform life extension:** Automated structural integrity assessment for aging offshore platforms
- **Subsea FEA:** Batch finite element analysis automation for subsea components
- **Wind foundations:** Design optimization for offshore wind turbine support structures

- **Riser analysis:** Sensitivity studies and fatigue life prediction
- **Field economics:** BSEE production and economic modeling
- **Marine safety:** Statistical correlation analysis for offshore incidents

Strategic Value

An acquiring firm gains: 1. **Immediate capability** — Production code, not prototypes 2. **Domain expertise** — Deep offshore engineering knowledge embedded in every module 3. **AI-native workflow** — A working model for AI-augmented engineering that can be scaled across the organization 4. **Competitive differentiation** — Offer clients faster, more accurate engineering deliverables 5. **Talent** — A founder-engineer who bridges offshore engineering and AI/ML

What We're Looking For

A&CE is exploring acquisition, sponsorship, or strategic partnership with an engineering firm that wants to: - Accelerate digital transformation with production-ready tools - Differentiate through AI-enhanced engineering services - Acquire deep offshore engineering + AI/ML expertise

Contact: Vamsee Achanta, Founder — aceengineer.com

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3. Outreach Templates

a) LinkedIn Connection Request Message

(300 character limit)

Version 1 — For VP Engineering / CTO: > Hi [Name], I've built an AI-native offshore engineering platform (700+ Python modules, OrcaFlex/AQWA automation, 221 S-N curves). Looking to connect with leaders driving digital transformation in offshore energy. Would love to share what we've built.

Version 2 — For Digital/Innovation Leaders: > Hi [Name], I lead A&CE — we automate offshore engineering analysis with AI (60-80% time savings). Saw [Company]'s push into digital engineering and think there's strong alignment. Would welcome a conversation.

Version 3 — For M&A / Corporate Development: > Hi [Name], I run A&CE, an AI-native offshore engineering analytics firm (700+ production Python modules). Exploring strategic options including acquisition. Would value connecting with [Company]'s corp dev team.

b) LinkedIn Follow-Up After Connection Accepted

> Thanks for connecting, [Name].

> Quick context on A&CE — we've built a production-grade engineering analytics platform focused on offshore energy. The headline numbers:
>
> • 704+ Python modules for structural, fatigue, and hydrodynamic analysis • 221 S-N curves from 17 international standards • OrcaFlex/AQWA batch automation: 50 configs in 4 hours (vs. 50 hours) • ML-enhanced fatigue: 85% time reduction, 23% better accuracy
>
> We've deployed this on real projects — platform life extension, subsea FEA, wind foundations, riser analysis.
>
> I'm exploring whether [Company] might be interested in acquiring or partnering on this capability. The code is production-ready, not a pilot.
>
> Would you have 30 minutes for a call this week or next? Happy to share a demo or walkthrough of the platform.
>
> Best, Vamsee

c) Cold Email — VP Engineering / Head of Digital

Subject: AI-powered offshore engineering automation — 60-80% time savings on typical analyses

> Dear [Name],
>
> I'm reaching out because [Company]'s investment in digital engineering capabilities caught my attention — specifically [mention something specific: their digital transformation initiative, a recent hire, a published article, etc.].
>
> I'm the founder of A&CE (aceengineer.com), and I've built what I believe is the most comprehensive AI-native engineering analytics platform for offshore energy:
>
> • **704+ production Python modules** — structural analysis, fatigue, hydrodynamics, field economics • **221 S-N curves from 17 international standards** — DNV, API, ABS, BSI, IIW, and more • **OrcaFlex/AQWA batch automation** — 50 configurations in 4 hours vs. 50 hours manually • **ML-enhanced fatigue assessment** — 85% time reduction with 23% accuracy improvement • **AI agent orchestration** — Claude, Codex, and Gemini integrated into engineering workflows
>
> This isn't a concept — it's working code deployed on real offshore projects including platform life extension, subsea FEA, wind turbine foundations, and riser sensitivity studies.
>
> I'm exploring strategic options for A&CE, including acquisition or strategic partnership with a firm that wants to accelerate its digital engineering capabilities. An acqui-hire would give [Company] both

> the production-ready platform and the engineering + AI expertise to scale it.
>
> Would you have 30 minutes for an introductory call? I'd be happy to walk through a demo.
>
> Best regards, Vamsee Achanta Founder, A&CE aceengineer.com

d) Cold Email — M&A / Corporate Development

Subject: Acquisition opportunity — AI-native offshore engineering analytics platform

> Dear [Name],
>
> I'm the founder of A&CE, an AI-native engineering analytics firm focused on offshore energy. I'm writing to explore whether [Company] would be interested in acquiring our capabilities.
>
> **What A&CE offers:** A production-grade platform of 704+ Python modules that automates offshore engineering workflows — fatigue assessment (221 S-N curves from 17 international standards), OrcaFlex/AQWA batch processing, structural analysis, and ML-enhanced analytics. Our tools deliver 60-80% time savings on typical analyses, with ML-enhanced fatigue achieving 85% time reduction and 23% accuracy improvement.
>
> **Strategic rationale for [Company]:** - Immediate digital engineering capability (production code, not prototypes) - Competitive differentiation through AI-augmented engineering services - Deep domain expertise bridging offshore engineering and AI/ML - Proven on real projects: platform life extension, subsea FEA, wind foundations, riser analysis, BSEE field economics
>
> **What I'm looking for:** An acqui-hire or strategic acquisition that provides the right home for this technology — a firm with the project pipeline and client base to deploy these tools at scale.
>
> I'm a solo founder with full IP ownership and no outside investors, which makes for a clean transaction.
>
> Would your team be open to an exploratory conversation?
>
> Best regards, Vamsee Achanta Founder, A&CE aceengineer.com

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4. Anthropic Outreach

a) Alex Albert (@alexalbert__ on X) — Claude Relations, Anthropic

Option 1: Public Tweet / Quote Tweet > @alexalbert__ Built something wild with Claude Code: a workspace-hub orchestrating 704+ Python modules for offshore engineering analysis. Claude handles architecture,

Codex handles implementation, Gemini handles research — all coordinated through Claude Code as the central brain. > > 221 S-N fatigue curves from 17 international standards, OrcaFlex/AQWA batch automation, ML-enhanced fatigue assessment. Real engineering, real production code, real 60-80% time savings. > > Claude Code isn't just a coding assistant — it's become the operating system for an entire engineering firm. Thread below

Option 2: X DM > Hey Alex — I've been using Claude Code as the central orchestrator for my offshore engineering firm (A&CE). Quick stats: > > - 704+ production Python modules managed through Claude Code > - AI agent orchestration: Claude (architecture) + Codex (implementation) + Gemini (research) > - Domain: offshore energy — fatigue analysis, structural engineering, OrcaFlex automation > - Real results: 60-80% time savings, 23% accuracy improvement on ML fatigue > > The workspace-hub pattern might be interesting for Anthropic's developer community — it's Claude Code as an engineering firm's operating system, not just a code assistant. > > Happy to do a writeup or demo if this is the kind of use case you'd want to showcase. Open to chatting?

b) Boris Cherny (Creator of Claude Code) — LinkedIn

> Hi Boris — I'm a power user of Claude Code running an unusual setup: an offshore engineering firm where Claude Code orchestrates 704+ production Python modules.
>
> The architecture pattern that might interest you: - Claude Code as the central "brain" managing the workspace - Multi-agent orchestration: Claude for architecture decisions, Codex for parallel implementation, Gemini for research - Domain: offshore energy — fatigue analysis (221 S-N curves from 17 standards), OrcaFlex/AQWA batch automation, ML-enhanced structural assessment - AGENTS.md and workspace conventions as the connective tissue
>
> The result: a solo engineer operating with the throughput of a team of 10, with 60-80% time savings on typical offshore engineering analyses.
>
> This is Claude Code as an "engineering firm operating system" — not just coding assistance. Would love to share the workspace pattern if it's useful for the Claude Code community. Open to a technical deep-dive conversation?

c) Irina Ghose (Managing Director, Anthropic India) — LinkedIn

> Hi Irina — Congratulations on the Anthropic India role! I read about your focus on Indian enterprises using Claude for mission-critical use cases.

> I run A&CE, an offshore engineering analytics firm built entirely on Claude Code. The use case: - 704+ production Python modules for offshore energy (fatigue, structural, hydrodynamic analysis) - Claude as the architectural brain orchestrating multi-agent engineering workflows - Deployed on real offshore projects globally
>
> India has a massive offshore engineering services industry (L&T, Worley India, TechnipFMC India, Wood India) that could adopt this AI-native engineering model. This could be a compelling "mission-critical" enterprise use case for the India market.
>
> Would welcome a conversation about how Anthropic India might support or showcase this kind of deep engineering application.

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5. Conferences & Visibility Quick Wins

Upcoming Conferences (Next 6 Months: Feb–Aug 2026)

1. IPF 2026 — International Partnering Forum

- **Dates:** February 9-12, 2026 (THIS WEEK — attend if possible!)
- **Location:** New York City
- **Organizer:** Oceantic Network
- **Relevance:** Premier offshore wind conference in the Americas. Perfect for connecting with Ørsted, Equinor, Dominion Energy, and the entire offshore wind supply chain.
- **CFP Deadline:** Likely passed, but attendance + networking is high-value
- **Action:** Register ASAP if still possible. Even a day pass would be valuable.

2. OTC 2026 — Offshore Technology Conference

- **Dates:** May 4-7, 2026
- **Location:** Houston, TX (NRG Park)
- **Relevance:** THE conference for offshore energy. Every target company on this list will have a booth or delegation. 100+ countries represented.
- **CFP Deadline:** Typically closes ~6 months before (likely Nov 2025 — may be closed). Check 2026.otcnet.org
- **Action:** Register to attend. Walk the floor, target specific company booths. Consider a poster presentation or panel proposal on "AI in Offshore Engineering."

3. ISOPE 2026 — International Offshore and Polar Engineering Conference

- **Dates:** May 31 – June 5, 2026
- **Location:** Orlando, Florida, USA
- **Relevance:** Technical conference — ideal for presenting A&CE's ML-enhanced fatigue methodology or S-N curve library as a peer-reviewed paper.

- **CFP Status:** FIRST CALL FOR PAPERS IS OPEN — Submit abstracts online at isope.org
- **Action:** ⚡ SUBMIT AN ABSTRACT NOW. Suggested topics:
  - "ML-Enhanced Fatigue Assessment for Offshore Structures: An Open S-N Curve Library"
  - "AI Agent Orchestration for Automated OrcaFlex Analysis Workflows"

4. OMAE 2026 — International Conference on Ocean, Offshore & Arctic Engineering

- **Dates:** June 7-12, 2026
- **Location:** Tokyo, Japan
- **Relevance:** Premier academic/technical conference. DNV, classification societies, and research institutions all attend. Great for credibility and publishing.
- **CFP Deadline:** October 20, 2025 (CLOSED — but papers may still be possible as late submissions or poster presentations)
- **Action:** Check if late submissions or poster sessions are available. Plan for OMAE 2027.

5. WindEurope Annual Event 2026

- **Dates:** April 21-23, 2026
- **Location:** TBD (likely European city)
- **Relevance:** If targeting European wind companies (Ørsted, Equinor, Siemens Gamesa)
- **Action:** Consider if budget allows European travel

6. SPE Europe Energy Conference 2026

- **CFP Deadline:** January 16, 2026 (CLOSED)
- **Relevance:** SPE conferences good for oil & gas contacts
- **Action:** Look for upcoming SPE events with open CFPs

Quick Win Visibility Actions (Do This Week)

1. **ISOPE 2026 Abstract** — Submit immediately. Orlando in June is accessible. Paper on ML fatigue or AI agent orchestration would position A&CE as a thought leader.

2. **OTC 2026 Registration** — Register for Houston in May. Plan targeted meetings with Subsea7, Wood, Worley, TechnipFMC, McDermott, Oceaneering, ABS.

3. **LinkedIn Content Series** — Start posting weekly about:

   - "How I automated 50 OrcaFlex configs in 4 hours"
   - "Building the largest open S-N curve library (221 curves, 17 standards)"
   - "AI agents for offshore engineering — what works and what doesn't"
   - "ML vs. traditional fatigue assessment: real numbers"

4. **aceengineer.com Refresh** — Ensure the website reflects the executive summary pitch above. Add case studies, proof points, and a clear "Strategic Partnerships" or "Work With Us" page.
5. **Equinor Offshore Wind Innovation Hub** — Check if the 2026 call is open. Equinor actively partners with innovators through this program.
6. **Ørsted Digital Innovation Challenge** — The 2025 cycle winners were announced in early 2026. Watch for the next cycle and apply.

Priority Action Matrix

Action	Priority	Timeline	Impact
LinkedIn outreach to Laura Leonard (Worley)	HIGH	This week	She's new in role, building capabilities
LinkedIn outreach to Subsea7 hiring manager	HIGH	This week	They're hiring for A&CE's exact skillset
Submit ISOPE 2026 abstract	HIGH	This week	Publication credibility
Register for OTC 2026	HIGH	This month	Networking with all targets
LinkedIn outreach to Thomas Leurent (Akselos)	HIGH	This week	Startup, fast decision-making
Cold email to Patrick Ryan (ABS CTO)	🟡 MEDIUM	This month	Houston-based, accessible
LinkedIn outreach to Justin Rounce (TechnipFMC CTO)	🟡 MEDIUM	This month	Large org but relevant
Tweet at Alex Albert (Anthropic)	🟡 MEDIUM	This week	Visibility + potential showcase
LinkedIn to Boris Cherny	🟡 MEDIUM	This week	Claude Code community
LinkedIn outreach to 2H Offshore	🟡 MEDIUM	This month	High fit, smaller firm
Cold email to			Active

Oceaneering digital team	🟡 MEDIUM	This month	acquirer
LinkedIn content series	🟢 ONGOING	Start this week	Long-term visibility
Website refresh	🟢 ONGOING	This month	Foundation for all outreach

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This document is designed to be actionable. Copy-paste the templates, customize the [bracketed] fields, and start sending today.