

Business Model Canvas

Lawra

PARTNER CHIAVE

- Model and infrastructure suppliers, named as suppliers and not as partners: Google today (Gemini API, Firebase, Cloud Functions), with Anthropic's Claude and OpenAI planned behind the multi-provider proxy the round funds.
- Stripe for payments and Pagefind for search.
- Microsoft AppSource as the listing route for the planned Word and Outlook add-ins — a platform listing, not a commercial agreement.
- Compliance tooling and counsel: the SOC 2 audit platform named in the use of funds (Vanta or Drata) and outside legal counsel.
- CEMI as the parent ecosystem, whose shared platform, personas and group round Lawra sits alongside.
- No customer, channel or distribution partnership is claimed: none is signed, and this block will name one only when one is.

ATTIVITÀ CHIAVE

- Publishing and translating the content and education corpus in nine languages — the activity that produces the funnel for every paid line.
- Building and calibrating the tool and agent catalog, including adapting openly released legal agents to civil-law jurisdictions and to the nine languages; Anthropic's claude-for-legal, open-sourced in April 2026, is the named upstream.
- Delivering the service lines: assessment, training, consulting, case implementation and Digital Twin.
- Jurisdictional and doctrinal configuration — doctrine packs, the jurisprudence corpus and the Council of Jurists.
- Compliance work the regulated lines depend on: SOC 2 readiness and audit, ISO 27001 and 42001 preparation, international trademark filings.
- Multi-provider platform engineering: the payroll and subscription gating, the model proxy, search and infrastructure.

RISORSE CHIAVE

- The published corpus — 1,950+ pages across nine languages — and the translation practice that keeps it in all of them.
- The live product catalog itself: 50+ tools and 10+ autonomous agents, operational rather than promised.
- The jurisprudence corpus, the framework libraries and the Council of Jurists.
- The founder's legal and regulatory practice and his speaking platform, which is the company's main distribution today.
- The shared CEMI platform: the personas and registry sources of truth, and the group's engineering practice.
- Firebase and Google Cloud infrastructure, Stripe for payments, Pagefind for search.
- The Lawra name and marks, with international trademark filings planned (USPTO, EUIPO, INPI BR, IMPI MX) and funded by the current round.
- A multi-provider architecture that is not bound to one model vendor, and a deployment path that runs inside the client's own infrastructure — which is what makes regulated and public-sector buyers reachable at all.

PROPOSTE DI VALORE

- An end-to-end AI ecosystem for legal practice that is multilingual, agentic and sovereign-deployable — tools, autonomous agents, education and consulting in one place, in nine native languages including civil-law jurisdictions the English-first incumbents do not serve, at mid-market prices and with the option to run entirely inside the client's own infrastructure.

RELAZIONI CON I CLIENTI

- Self-serve and software-only for the subscription tiers: sign in, choose a tier, speak to nobody.
- A free public education layer open to everyone, with no account and no purchase — the relationship starts before any money does.
- Scoped, dedicated engagement for consulting, case implementation, Digital Twin and sovereign deployment, priced per engagement.
- Cohort relationships in training, from free self-paced modules to custom cohorts with coaching.
- Land-and-expand: the individual practitioner remains the entry point, the firm becomes the account.

CANALI

- Self-serve on lawra.io, published in nine languages: the free content and the free tools are the first contact, and the entry subscription tier needs no sales call.
- The founder's speaking circuit and legal conferences in Latin America — the use of funds names CEDEX, ABA LatAm and LegalTech Forum BR as the events the round buys presence at.
- Outbound sales to mid-size firms in Mexico, Colombia, Brazil, Peru and Argentina, and in Iberia, once the round funds the commercial hires.
- Land-and-expand inside a firm: one lawyer's own use becomes a firm assessment, then training, then a firm tier of the AI Suite.
- Microsoft Word and Outlook add-ins on AppSource, and the Lawra.app mobile application — both on the published roadmap, neither shipped yet.
- Opinion articles, the newsletter and the wider CEMI ecosystem of sister sites.

SEGMENTI DI CLIENTELA

- Avvocati e studi legali
- Liberi professionisti e professionisti indipendenti
- Grandi aziende
- PMI
- Startup
- Governo e settore pubblico
- Banche e istituzioni finanziarie
- Educatori e istituzioni educative

STRUTTURA DEI COSTI

- Cloud infrastructure and model API usage — the main variable cost, and the reason the multi-provider proxy exists; in a sovereign deployment the client pays the model API costs directly.
- Salaries: the founding team, plus the two to three commercial hires the round funds — an enterprise sales lead for Latin America, a customer success manager and a demand-generation specialist.
- Content and translation production across nine languages.
- Compliance and legal: the SOC 2 Type II audit, ISO 27001 and 42001 preparation, international trademark filings, ongoing counsel and the formalization of Lawra, S.R.L.
- Marketing and conference presence, including the launch campaign the round funds.
- Service delivery, which is people-time: consulting, training and implementation carry a cost of delivery that subscriptions do not, which is why the plan treats them as a ramp into recurring revenue rather than the end state.

LINEE DI RICAVO

- Abbonamenti (SaaS, membership)
- Vendita di prodotti
- Vendita di servizi
- Consulenza
- Licenze e royalty
- Formazione ed eventi
- Gratuito — senza reddito diretto

Lean Canvas

Lawra

PROBLEMA

- Legal AI is being built for large English-speaking common-law firms. Lawyers who work in Spanish, Portuguese, French, Arabic, Chinese, Japanese, German or Italian, in civil-law jurisdictions, in small and mid-size practices or in-house teams, get translation overlays of tools that were never designed for their doctrine, at enterprise prices, on clouds their regulators may not accept. They are also expected to adopt AI without ever being taught how — the tools are sold, the capability is not built.

SOLUZIONE

- Lawra AI Suite
- Lawra Incorporate
- Founders Package
- Sovereign Suite
- Consulting and AI transformation
- AI readiness assessment
- Training programmes
- Case implementation
- Digital Twin
- Speaking
- Lawra.io content and education platform

METRICHE CHIAVE

- Annual recurring revenue against the published target of \$1M ARR by month 18.
- Months to break-even against the published plan of month 14–16.
- Paid conversion out of the free layers — the free tool layer and the free Incorporate tier into a one-time unlock or a subscription. Not yet measured: Lawra is pre-revenue.
- Enterprise pilots opened and enterprise pilots converted.
- Revenue mix against the published Year-3 plan, which ranks consulting at 41%, case implementation at 15%, AI Suite subscriptions at 11%, assessment at 11%, training at 10%, speaking at 6% and Digital Twin at 5%.
- Net revenue retention once subscriptions exist — not yet measurable.

PROPOSTA DI VALORE UNICA

- An end-to-end AI ecosystem for legal practice that is multilingual, agentic and sovereign-deployable — tools, autonomous agents, education and consulting in one place, in nine native languages including civil-law jurisdictions the English-first incumbents do not serve, at mid-market prices and with the option to run entirely inside the client's own infrastructure.

VANTAGGIO SLEALE

- Not a proprietary corpus: a multilingual education, tooling and consulting platform that makes legal AI usable across jurisdictions, doctrines and firm sizes. Corpora commoditize; expertise compounds. The 1,950+ pages in nine languages, built over years, are the part a competitor cannot buy this quarter.

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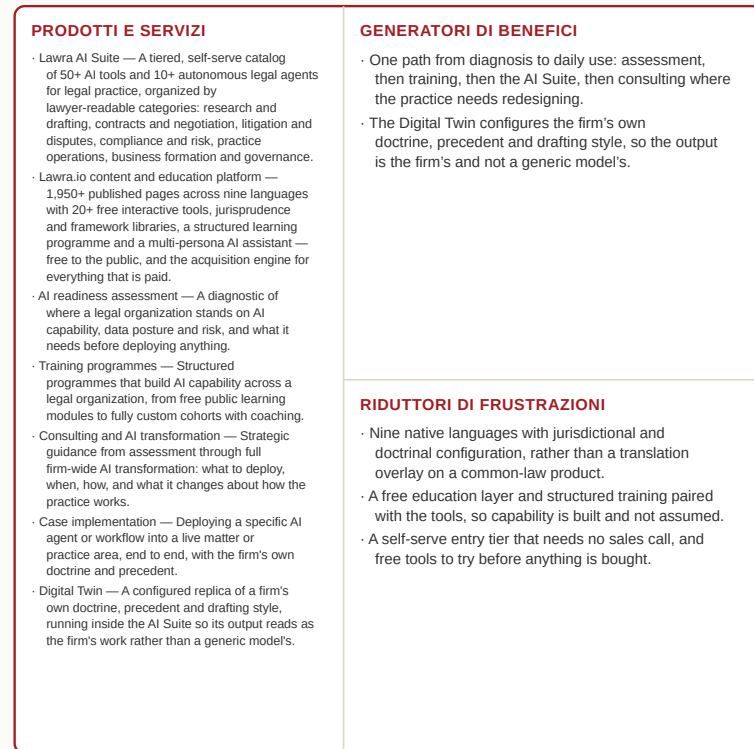
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Value Proposition Canvas — Avvocati e studi legali

Lawra · Segmento: Avvocati e studi legali

Mappa del valore



Profilo del cliente



Value Proposition Canvas — Liberi professionisti e professionisti indipendenti

Lawra · Segmento: Liberi professionisti e professionisti indipendenti

Mapa del valore

PRODOTTI E SERVIZI · Lawra.io content and education platform — 1,950+ published pages across nine languages with 20+ free interactive tools, jurisprudence and framework libraries, a structured learning programme and a multi-persona AI assistant — free to the public, and the acquisition engine for everything that is paid. · Lawra AI Suite — A tiered, self-serve catalog of 50+ AI tools and 10+ autonomous legal agents for legal practice, organized by lawyer-readable categories: research and drafting, contracts and negotiation, litigation and disputes, compliance and risk, practice operations, business formation and governance. · Lawra Incorporate — A tiered incorporation package generator that produces a 95+ document corporate package in one workflow, from a free sign-in tier to a complete one-time unlock or an unlimited monthly bundle. · Founders Package — The founder scaffold — services contract, IP assignment and a side letter capturing the expectations that do not fit the main agreement — generated as one package. · Training programmes — Structured programmes that build AI capability across a legal organization, from free public learning modules to fully custom cohorts with coaching.	GENERATORI DI BENEFICI · Tools and agents that do the volume work — research, drafting, review — inside the practice areas a solo lawyer actually bills. · Free learning modules that turn the tools into capability without a course fee. RIDUTTORI DI FRUSTRAZIONI · A free layer that needs no account, a sign-in tier that costs nothing, and a self-serve entry subscription with no sales process. · One-time unlocks for document work, so a solo practitioner is never forced into a subscription to serve one client.
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Profilo del cliente



Value Proposition Canvas — Grandi aziende

Lawra · Segmento: Grandi aziende

Mapa del valore

PRODOTTI E SERVIZI · Sovereign Suite — Deployment of the Lawra platform inside the client's own infrastructure, multi-provider and data-resident, with the client paying model API costs directly — for regulated buyers who cannot send matter data to a vendor's cloud. · Lawra AI Suite — A tiered, self-serve catalog of 50+ AI tools and 10+ autonomous legal agents for legal practice, organized by lawyer-readable categories: research and drafting, contracts and negotiation, litigation and disputes, compliance and risk, practice operations, business formation and governance. · AI readiness assessment — A diagnostic of where a legal organization stands on AI capability, data posture and risk, and what it needs before deploying anything. · Training programmes — Structured programmes that build AI capability across a legal organization, from free public learning modules to fully custom cohorts with coaching. · Consulting and AI transformation — Strategic guidance from assessment through full firm-wide AI transformation: what to deploy, when, how, and what it changes about how the practice works. · Case implementation — Deploying a specific AI agent or workflow into a live matter or practice area, end to end, with the firm's own doctrine and precedent. · Digital Twin — A configured replica of a firm's own doctrine, precedent and drafting style, running inside the AI Suite so its output reads as the firm's work rather than a generic model's.	GENERATORI DI BENEFICI · Case implementation puts a specific agent or workflow into a live matter end to end, rather than leaving a licence to be figured out. · Training builds the capability across the function, so the deployment survives the people who requested it. RIDUTTORI DI FRUSTRAZIONI · The Sovereign Suite deploys inside the client's infrastructure, multi-provider and data-resident, with the client paying model API costs directly. · The compliance work the round funds — SOC 2 Type II, ISO 27001 and 42001 preparation — is aimed squarely at this buyer's review process. · Nine languages and jurisdictional configuration cover a legal function that is not single-country.
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Profilo del cliente

BENEFICI · Run the platform inside their own infrastructure, on their own terms, with data residency. · A legal function whose capability is built once and used across countries.	COMPITI · Absorb contract and matter volume with a fixed in-house headcount, and control outside-counsel spend. · Pass security, privacy and procurement review before any tool touches a matter. · Work across the jurisdictions and languages the group actually operates in.
FRUSTRAZIONI · Matter data cannot leave the perimeter, which rules out most vendor-cloud legal AI outright. · Per-seat enterprise pricing scales badly across a multi-country legal function. · No audit trail of where an answer came from.	

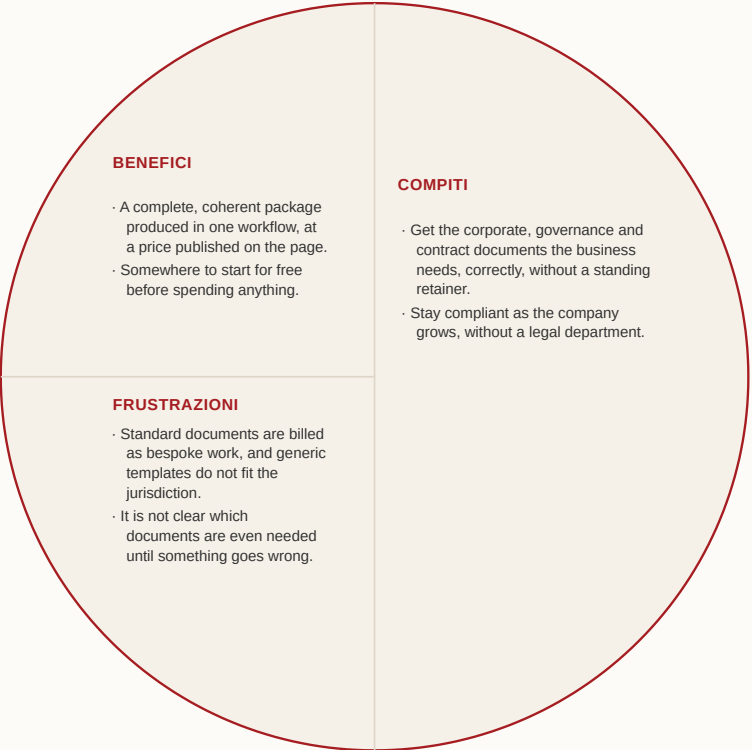
Value Proposition Canvas — PMI

Lawra · Segmento: PMI

Mapa del valore

PRODOTTI E SERVIZI · Lawra Incorporate — A tiered incorporation package generator that produces a 95+ document corporate package in one workflow, from a free sign-in tier to a complete one-time unlock or an unlimited monthly bundle. · Founders Package — The founder scaffold — services contract, IP assignment and a side letter capturing the expectations that do not fit the main agreement — generated as one package. · Lawra AI Suite — A tiered, self-serve catalog of 50+ AI tools and 10+ autonomous legal agents for legal practice, organized by lawyer-readable categories: research and drafting, contracts and negotiation, litigation and disputes, compliance and risk, practice operations, business formation and governance. · Lawra.io content and education platform — 1,950+ published pages across nine languages with 20+ free interactive tools, jurisprudence and framework libraries, a structured learning programme and a multi-persona AI assistant — free to the public, and the acquisition engine for everything that is paid.	GENERATORI DI BENEFICI · The published price is on the product page, so the cost is known before the work starts. · The same account then reaches the tool catalog for the contract and compliance work that follows. RIDUTTORI DI FRUSTRAZIONI · Lawra Incorporate generates a 95+ document corporate package in one workflow, tiered from a free sign-in tier to a one-time unlock or a monthly bundle. · The workflow itself tells the company which documents the package contains and why, instead of assuming it already knows.
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Profilo del cliente



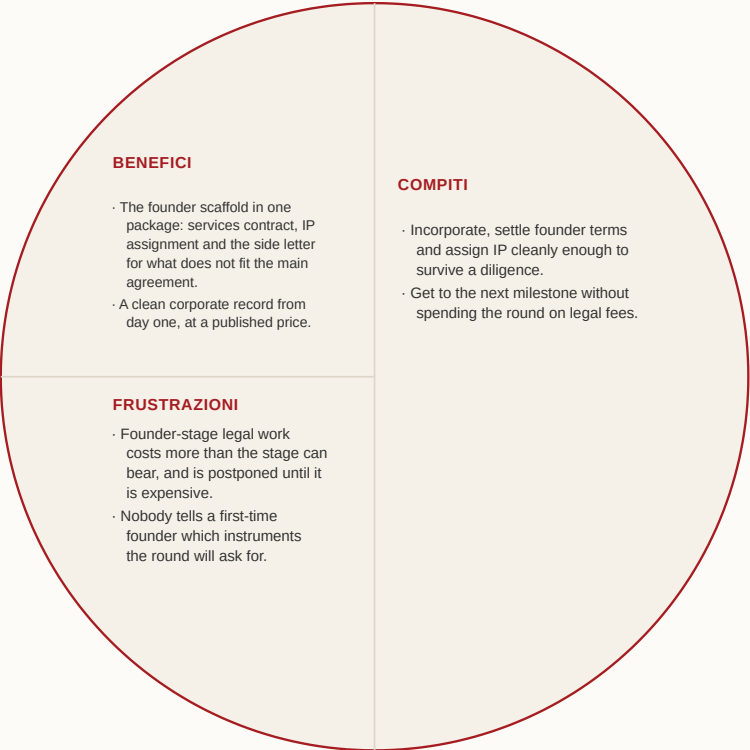
Value Proposition Canvas — Startup

Lawra · Segmento: Startup

Mappa del valore

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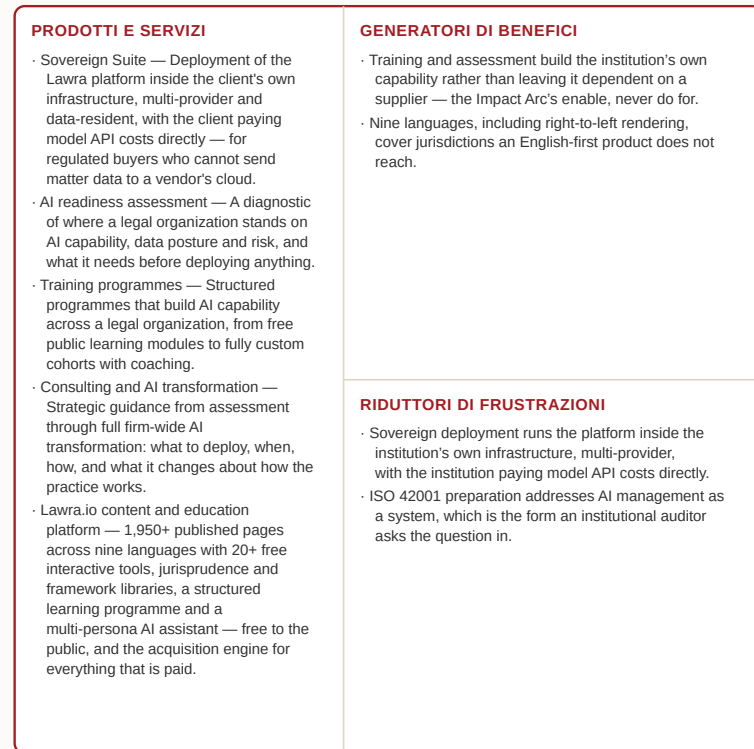
Profilo del cliente



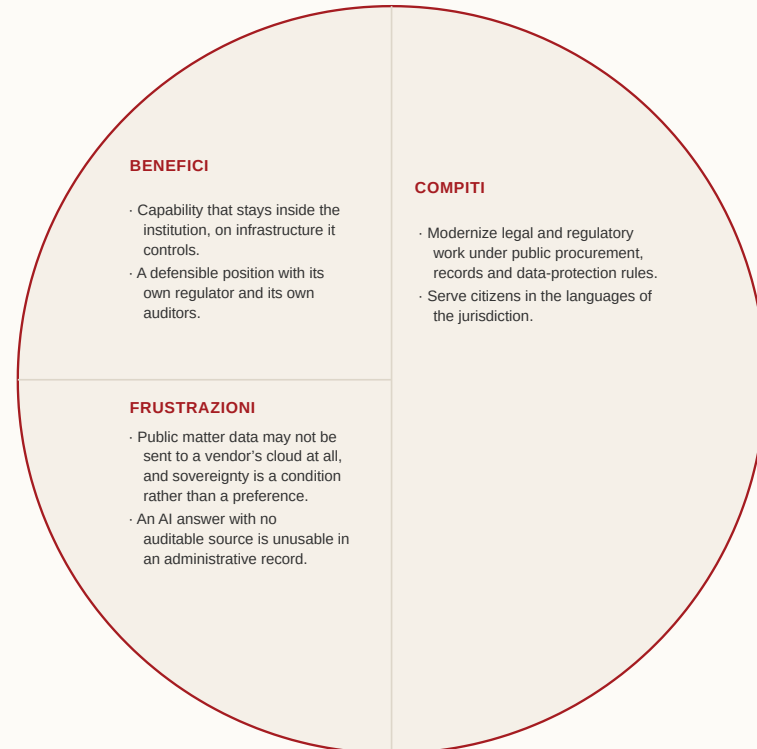
Value Proposition Canvas — Governo e settore pubblico

Lawra · Segmento: Governo e settore pubblico

Mapa del valore



Profilo del cliente



Value Proposition Canvas — Banche e istituzioni finanziarie

Lawra · Segmento: Banche e istituzioni finanziarie

Mapa del valore

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Profilo del cliente

BENEFICI · Data residency and an auditable trail, without giving up the productivity. · Obligation tracking that a compliance function can show its supervisor.	COMPITI · Review contract and obligation volume under a supervisor who audits how it was done. · Track regulatory obligations as they change, across the markets the institution operates in.
FRUSTRAZIONI · The supervisor may not accept a vendor cloud for matter or customer data, which removes most of the market. · An unexplainable output is an audit finding waiting to happen.	

Value Proposition Canvas — Educatori e istituzioni educative

Lawra · Segmento: Educatori e istituzioni educative

Mappa del valore

PRODOTTI E SERVIZI · Lawra.io content and education platform — 1,950+ published pages across nine languages with 20+ free interactive tools, jurisprudence and framework libraries, a structured learning programme and a multi-persona AI assistant — free to the public, and the acquisition engine for everything that is paid. · Training programmes — Structured programmes that build AI capability across a legal organization, from free public learning modules to fully custom cohorts with coaching. · Speaking — Conference keynotes and executive sessions on AI in legal practice, in nine languages. · Lawra AI Suite — A tiered, self-serve catalog of 50+ AI tools and 10+ autonomous legal agents for legal practice, organized by lawyer-readable categories: research and drafting, contracts and negotiation, litigation and disputes, compliance and risk, practice operations, business formation and governance.	GENERATORI DI BENEFICI · Structured programmes and custom cohorts with coaching where an institution wants more than self-paced material. · Interactive exercises — the simulators and calculators in the free layer — give learners something to practise on rather than watch. RIDUTTORI DI FRUSTRAZIONI · The whole education layer is free and published in nine languages — 1,950+ pages, 20+ interactive tools, a structured learning programme, jurisprudence and framework libraries. · Learning is organized around what the learner can do afterwards, not around a product tour.
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Profilo del cliente

BENEFICI · A learner who can judge, use and refuse these tools on their own, and can show the work. · Material and exercises ready to teach with, in the institution's language, at no cost to the learner.	COMPITI · Help law students and practising lawyers actually learn to use AI in legal work — not watch a demonstration of it. · Build a curriculum in the institution's own language and legal tradition, and keep it current.
FRUSTRAZIONI · Teaching material on legal AI is written in English for common-law practice, and goes stale between terms. · Vendor training teaches a product; what the learner needs is judgement that outlasts the product.	