

Business Model Canvas

Lawra

主要パートナー

- 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.

主要活動

- 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.

主要リソース

- 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.

バリュープロポジション

- 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.

顧客との関係

- 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.

チャネル

- 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.

顧客セグメント

- 弁護士および法律事務所
- フリーランサーおよび個人事業主
- 大企業
- 中小企業
- スタートアップ
- 政府および公共部門
- 銀行および金融機関
- 教育者および教育機関

コスト構造

- 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.

収益ライン

- サブスクリプション (SaaS、会員制)
- 製品の販売
- サービスの販売
- コンサルティング
- ライセンスとロイヤリティ
- トレーニングおよびイベント
- 無料——直接収益なし

Lean Canvas

Lawra

課題

- ・ 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.

ソリューション

- ・ 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

独自のバリュープロポジション

- ・ 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.

圧倒的な優位性

- ・ 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.

顧客セグメント

- ・ 弁護士および法律事務所
- ・ フリーランサーおよび個人事業主
- ・ 大企業
- ・ 中小企業
- ・ スタートアップ
- ・ 政府および公共部門
- ・ 銀行および金融機関
- ・ 教育者および教育機関

主要指標

- ・ 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.

チャネル

- ・ 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.

コスト構造

- ・ 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.

収益ライン

- ・ サブスクリプション (SaaS、会員制)
- ・ 製品の販売
- ・ サービスの販売
- ・ コンサルティング
- ・ ライセンスとロイヤリティ
- ・ トレーニングおよびイベント
- ・ 無料——直接収益なし

Value Proposition Canvas — 弁護士および法律事務所

Lawra · セグメント: 弁護士および法律事務所

バリュemap

製品とサービス

- 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.
- 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.

デザインクリエイター

- One path from diagnosis to daily use: assessment, then training, then the AI Suite, then consulting where the practice needs redesigning.
- The Digital Twin configures the firm's own doctrine, precedent and drafting style, so the output is the firm's and not a generic model's.

ペインリリーバー

- Nine native languages with jurisdictional and doctrinal configuration, rather than a translation overlay on a common-law product.
- A free education layer and structured training paired with the tools, so capability is built and not assumed.
- A self-serve entry tier that needs no sales call, and free tools to try before anything is bought.

顧客プロフィール

ゲイン

- Hours back on research and drafting, in their own language, without a platform migration.
- Capability they own — the judgement to use these tools well, including the judgement to refuse one.
- Output that reads as their firm's work, and a price a mid-market practice can actually authorize.

ペイン

- The legal AI they are offered is built for large English-speaking common-law firms, priced for them, and reaches other doctrines as a translation layer.
- They are sold tools and never taught the capability: adoption is assumed, not built.
- They cannot tell whether an output is safe to rely on, or where it came from.

ジョブ

- Research, draft and argue in their own language and under their own doctrine, to a standard a court and a client will accept.
- Handle more matters without adding headcount, and supervise what juniors and tools produce.
- Keep client matter confidential and stay inside professional and bar duties while using AI at all.

Value Proposition Canvas — フリーランサーおよび個人事業主

Lawra · セグメント: フリーランサーおよび個人事業主

バリューマップ

製品とサービス

- 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.

ゲインクリエイター

- 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.

ペインリリーバー

- 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.

顧客プロフィール

ゲイン

- Start today, alone, for nothing, and pay only when a matter justifies it.
- The leverage of a back office without hiring one.

ペイン

- Enterprise seat pricing and annual commitments are out of reach, and there is no IT department to deploy anything.
- No time to learn a platform that does not pay for itself in the first week.

ジョブ

- Run an entire practice alone: intake, drafting, filings, billing and the back office nobody else is doing.
- Compete for work against firms with research departments they do not have.

Value Proposition Canvas — 大企業

Lawra · セグメント: 大企業

バリューマップ

製品とサービス

- 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.

ゲインクリエイター

- 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.

ペインリリーバー

- 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.

顧客プロフィール

ゲイン

- 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.

ペイン

- 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.

ジョブ

- 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.

Value Proposition Canvas — 中小企業

Lawra · セグメント: 中小企業

バリューマップ

製品とサービス

- 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.

ゲインクリエイター

- 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.

ペインリリーバー

- 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.

顧客プロフィール

ゲイン

- A complete, coherent package produced in one workflow, at a price published on the page.
- Somewhere to start for free before spending anything.

ジョブ

- Get the corporate, governance and contract documents the business needs, correctly, without a standing retainer.
- Stay compliant as the company grows, without a legal department.

ペイン

- Standard documents are billed as bespoke work, and generic templates do not fit the jurisdiction.
- It is not clear which documents are even needed until something goes wrong.

Value Proposition Canvas — スタートアップ

Lawra · セグメント: スタートアップ

バリューマップ

製品とサービス

- 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 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.
- 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.

ゲインクリエイター

- The free content layer explains what each instrument does before the founder signs it.
- The same catalog then covers the contract work the company meets next.

ペインリリーパー

- A free tier to start and a one-time unlock to finish, instead of an hourly engagement.
- The package is generated as a set, so the documents are consistent with each other.

顧客プロフィール

ゲイン

- The founder scaffold in one package: services contract, IP assignment and the side letter for what does not fit the main agreement.
- A clean corporate record from day one, at a published price.

ジョブ

- Incorporate, settle founder terms and assign IP cleanly enough to survive a diligence.
- Get to the next milestone without spending the round on legal fees.

ペイン

- Founder-stage legal work costs more than the stage can bear, and is postponed until it is expensive.
- Nobody tells a first-time founder which instruments the round will ask for.

Value Proposition Canvas — 政府および公共部門

Lawra · セグメント: 政府および公共部門

バリューマップ

製品とサービス

- 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.
- 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.
- 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.

ゲインクリエイター

- Training and assessment build the institution's own capability rather than leaving it dependent on a supplier — the Impact Arc's enable, never do for.
- Nine languages, including right-to-left rendering, cover jurisdictions an English-first product does not reach.

ペインリリーバー

- Sovereign deployment runs the platform inside the institution's own infrastructure, multi-provider, with the institution paying model API costs directly.
- ISO 42001 preparation addresses AI management as a system, which is the form an institutional auditor asks the question in.

顧客プロフィール

ゲイン

- Capability that stays inside the institution, on infrastructure it controls.
- A defensible position with its own regulator and its own auditors.

ペイン

- Public matter data may not be sent to a vendor's cloud at all, and sovereignty is a condition rather than a preference.
- An AI answer with no auditable source is unusable in an administrative record.

ジョブ

- Modernize legal and regulatory work under public procurement, records and data-protection rules.
- Serve citizens in the languages of the jurisdiction.

Value Proposition Canvas — 銀行および金融機関

Lawra · セグメント: 銀行および金融機関

バリューマップ

製品とサービス

- 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.
- 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.
- 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.
- 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.

ゲインクリエイター

- An assessment first, so the institution knows what it must fix before any deployment — and can decline the deployment.
- The obligation-tracking mode on the published roadmap is aimed at exactly this work.

ペインリリーバー

- Sovereign deployment keeps matter and customer data inside the institution's perimeter.
- SOC 2 Type II and ISO 27001 readiness, funded by this round, is what a vendor review in this sector actually asks for.

顧客プロフィール

ゲイン

- Data residency and an auditable trail, without giving up the productivity.
- Obligation tracking that a compliance function can show its supervisor.

ペイン

- 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.

ジョブ

- 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.

Value Proposition Canvas — 教育者および教育機関

Lawra · セグメント: 教育者および教育機関

バリューマップ

製品とサービス

- 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.

ゲインクリエイター

- 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.

ペインリリーバー

- 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.

顧客プロフィール

ゲイン

- 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.

ペイン

- 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.

ジョブ

- 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.