

Lawra

- 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.

- 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.

- 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, Pagediff for search.
- The Lawa 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.

- 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.

- 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.

- Self-serve on law.i.a, 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.

- 律师与律师事务所
- 自由职业者与独立专业人士
- 大型企业
- 中小企业
- 初创企业
- 政府与公共部门
- 银行与金融机构
- 教育工作者与教育机构

- 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.

- 订阅 (SaaS、会员制)
- 产品销售
- 服务销售
- 咨询
- 许可与版权
- 培训与活动
- 免费——无直接收入

Lean Canvas

Lawra

问题

- 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.

解决方案

- 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

独特价值主张

- 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.

非对称优势

- 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.

客户细分

- 律师与律师事务所
- 自由职业者与独立专业人士
- 大型企业
- 中小企业
- 初创企业
- 政府与公共部门
- 银行与金融机构
- 教育工作者与教育机构

关键指标

- 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.

渠道

- 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.

成本结构

- 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.

收入来源

- 订阅（SaaS、会员制）
- 产品销售
- 服务销售
- 咨询
- 许可与版权
- 培训与活动
- 免费——无直接收入

Value Proposition Canvas — 律师与律师事务所

Lawra · 细分市场: 律师与律师事务所

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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.
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客户画像

收益 · 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. 痛点 · 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.	任务 · 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.
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Value Proposition Canvas — 自由职业者与独立专业人士

Lawra · 细分市场: 自由职业者与独立专业人士

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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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客户画像



Value Proposition Canvas — 大型企业

Lawra · 细分市场: 大型企业

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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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收益 · 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. 痛点 · 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.	任务 · 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.
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Value Proposition Canvas — 中小企业

Lawra · 细分市场: 中小企业

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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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Value Proposition Canvas — 初创企业

Lawra · 细分市场: 初创企业

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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.
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客户画像

收益 · 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.	任务 · 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.
痛点 · 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 — 政府与公共部门

Lawra · 细分市场: 政府与公共部门

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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.
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Value Proposition Canvas — 银行与金融机构

Lawra · 细分市场: 银行与金融机构

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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.
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客户画像



Value Proposition Canvas — 教育工作者与教育机构

Lawra · 细分市场: 教育工作者与教育机构

价值地图

产品与服务 · 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.	收益创造方案 · 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. 痛点缓解方案 · 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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客户画像

收益 · 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.	任务 · 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.
痛点 · 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.	