



Instituto de Tecnologia e Liderança

Public Report

Students: Kathlyn Diwan,
Matheus Fidelis dos Santos,
Mateus Almeida Pinto,
Rodrigo Moraes Martins,
Stefano Tosi Butori
Advisor: Prof. José Romualdo

São Paulo, 2025.

Contents

1. Introduction/Executive Summary.....	3
2. Market Analysis and Gap.....	4
2.1. Identified Challenges	4
2.2. Economic Context.....	4
3. Enterprise Description.....	5
3.1. Innovation in Real Estate Contracts	5
3.2. AI-Driven Solutions	5
3.3. Target Audience	5
4. Business Model and Value Proposition.....	6
4.1. Value Proposition	6
4.2. Product Portfolio Development Timeline.....	6
5. Financial Analysis	8
5.1. Cost Structure Comparison.....	8
5.2. Revenue Structure	8
5.3. Profitability Analysis	9
6. Personas and Market Validation	9
6.1. Senior Homeowner.....	9
6.2. Young Professional.....	9
6.3. Institutional Partner.....	10
7. Roadmap and Timeline.....	10
8. Success Metrics and KPIs.....	11
8.1. Business Metrics.....	11
8.2. Technical Performance.....	11
8.3. Financial Targets.....	11
8.4. Social Impact.....	11
9. References.....	12

1. Introduction/Executive Summary

This document consolidates the development of an innovative PropTech aimed at revolutionizing the Brazilian real estate market through the adaptation of the French Viager model, enhanced by Artificial Intelligence technology. The project seeks to address structural challenges in the sector by offering more flexible and efficient financing alternatives.

The central problem addressed is the rigidity of the Brazilian real estate market, characterized by high interest rates (Selic projected at 15% for 2025) and a mismatch between the needs of different generations: elderly with underutilized properties seeking supplementary income, and young people facing barriers to property acquisition.

Demographic data reinforces the opportunity: by 2070, 37.8% of the Brazilian population will be over 60 (IBGE), while the fertility rate is expected to drop to 1.53 children per woman in 2025. Meanwhile, 43% of Brazilians plan to buy property, with special focus on the 16-34 age group.

The main objective is to develop a platform that:

- Adapts the French Viager model to the Brazilian context
- Automates legal and contractual analyses through AI
- Connects elderly sellers with young buyers
- Reduces operational costs and bureaucracy

2. Market Analysis and Gap

The Brazilian real estate market faces structural challenges exacerbated by macroeconomic pressures and significant demographic changes.

2.1. Identified Challenges

Rigidity and Bureaucracy

- High costs with interest rates (Selic) projected at 15% for 2025
- Bureaucratic processes hindering asset monetization for the elderly
- Entry barriers for young buyers

Demographic Pressures

- Rapidly aging population (37.8% above 60 by 2070)
- Fertility rate dropping to 1.53 children per woman
- Pent-up demand: 43% of Brazilians plan to buy properties

Operational Inefficiencies

- Slow and costly legal analyses
- Lack of automation in repetitive processes
- Operational costs 15-20% higher due to delays

2.2. Economic Context

Indicator	2025 Projection	Source
Selic Rate	15-15.5%	Central Bank of Brazil
Inflation (IPCA)	4.99-6.1%	Focus Report
USD/BRL Exchange Rate	R\$6.00-6.20	Bloomberg
Population Above 60 (2070)	37.8%	IBGE
Life Expectancy	76.8 years	IBGE

3. Enterprise Description

Our PropTech revolutionizes the Brazilian real estate market by combining advanced technology with innovative business models. The platform operates on two main fronts:

3.1. Innovation in Real Estate Contracts

- Adaptation of the French Viager model to the Brazilian context
- Implementation of reverse mortgage solutions
- Automation and acceleration of contractual processes

3.2. AI-Driven Solutions

- AI-powered contract management platform
- Analysis and automation of judicial processes
- Scalable solutions for real estate companies, brokers, and investors

3.3. Target Audience

Our solution serves multiple stakeholders in the real estate sector:

- Real estate companies and brokers
- Investors
- Property owners (especially elderly)
- Young buyers seeking financing alternatives
- Law firms specializing in real estate law

4. Business Model and Value Proposition

4.1. Value Proposition

Our startup presents an innovative solution to structural challenges in the Brazilian real estate market by combining:

- For Seniors:

- - Secure mechanism for monetizing real estate assets
- - Lifetime income guarantee
- - Property usage rights maintenance
- - Fraud-proof contracts through AI verification

- - For Young Buyers:

- - Alternative financing options
- - Lower initial investment requirements
- - Reduced bureaucracy
- - AI-powered matching system

- For the Real Estate Ecosystem:

- - 80% reduction in transaction time
- - Automated legal analysis with 80% accuracy
- - Reduced risk of legal inconsistencies
- - Scalable technology platform

4.2. Product Portfolio Development Timeline

Phase 1 - Year 1 (Validation and MVP)

- Q1-Q2:

- Market research and validation
- Pilot partnerships with real estate agencies
- Core AI Agent development for document analysis

- Q3-Q4:

- MVP launch with essential features

- Lifetime income simulator
- Buyer-seller matching module

Phase 2 - Year 2 (Controlled Scaling)

- Integration with public sector systems
- Hybrid financing models introduction
- Expansion to 1-2 cities with high senior concentration

Phase 3 - Year 3+ (Consolidation)

- Platform-as-a-Service offering
- Predictive property pricing system
- Financial institution partnerships

5. Financial Analysis

5.1. Cost Structure Comparison

Initial Investment Comparison

Category	Traditional Model (R\$)	Proposed Model (R\$)	Variation
Legal & Regulatory Setup	11,500 – 23,000	6,000 – 15,000	Reduction
Digital Platform Development	50,000 – 150,000	20,000 – 50,000	Reduction
Server & API Infrastructure	950 – 3,100	15,000 – 50,000	Increase
Marketing & Customer Acquisition	3,500 – 11,500	3,500 – 11,500	No change
Total Initial Investment	65,950 – 187,600	44,500 – 126,500	Reduction

5.2. Revenue Structure

Transaction Revenue Model

Based on FipeZAP Index data for December 2024:

- Average property price per square meter: R\$ 9,366
- Average property size: 70 m²
- Average property value: R\$ 655,620

Revenue Components:

1. Initial Payment (Bouquet)

- 20% of property value: R\$ 131,124
- Company commission: 1%

2. Monthly Payments

- Remaining value: R\$ 524,496
- Monthly rate: 0.5%
- Monthly payment: R\$ 2,622.48

3. Administration Fee

- 1% of property value: R\$ 6,556.20 monthly

- Total monthly revenue per contract: R\$ 9,178.68

5.3. Profitability Analysis

Scale Comparison

Clients	Monthly Revenue (R\$)	Traditional Costs (R\$)	AI Model Costs (R\$)	AI Model Profit (R\$)
1	9,178.68	10,450 – 24,100	14,500 – 31,000	-5,321 to -21,821
100	917,868	1,045,000 – 2,410,000	18,000 – 35,000	882,868 to 899,868
1,000	9,178,680	10,450,000 – 24,100,000	25,000 – 50,000	9,153,680 to 9,128,680

Fee Structure Optimization

Administration Fee Monthly Profit per Client (R\$)

1% (Current)	6,556.20
0.75%	4,917.15
0.50%	3,278.10

6. Personas and Market Validation

Our market research identified three key personas:

6.1. Senior Homeowner

****Carlos Silva, 72****

- Retired history teacher
- Owns property but needs additional income
- Concerned about maintaining living rights
- Seeks financial security

6.2. Young Professional

****Estela Morro, 29****

- Marketing analyst
- Seeking property investment

- Limited initial capital
- Open to alternative financing

6.3. Institutional Partner

****CrediSenior S.A.****

- Financial institution
- Focus on innovative products
- Regulatory compliance priority
- Risk management expertise

7. Roadmap and Timeline

7.1. Module 1: Market Validation & Core AI Planning (Sprints 1-5)

Sprint	Focus	Deliverables
1	Business Model & Research	- Localized Viager model canvas - Market data report
2	User Personas & Legal	- Senior/buyer personas - Legal feasibility report
3	Pilot Partnerships	- 1-2 signed partnerships - Contract prototypes
4	AI Design & Planning	- AI architecture blueprint - Technical feasibility assessment
5	Hypothesis Validation	- Survey results - Competitive analysis

7.2. Module 2: MVP Development (Sprints 6-10)

Sprint	Focus	Deliverables
6	MVP Architecture	- Feature list - High-fidelity wireframes
7	Income Simulator	- Lifetime calculator - Financial projection engine
8	AI Integration	- Legal analysis module (90% accuracy) - Fraud-proof templates
9	Internal Testing	- Usability tests - Feedback report
10	Pre-Launch Refinements	- AI accuracy improvements - Matching algorithm beta

7.3. Module 3: Product Development (Sprints 11-15)

Sprint	Focus	Deliverables
11	Scalable Infrastructure	- Backend optimization - Cloud deployment
12	Security & Compliance	- Data encryption - LGPD compliance
13	Usability Testing	- Diverse user group tests - Accessibility audit
14	Market Fit Analysis	- Product-market fit validation - Customer feedback
15	Technical Refinements	- Stability updates - Performance optimization

8. Success Metrics and KPIs

8.1. Business Metrics

- Number of active users
- Number of active institutions
- Volume of transactions
- Customer satisfaction rates

8.2. Technical Performance

- Platform availability: >99.5%
- Mean Time to Recovery: <2 hours
- API response time: <300ms
- Code coverage: >70%

8.3. Financial Targets

Year 1:

- Process 10-20 contracts
- Maintain development costs below R\$400,000
- Achieve 85% platform uptime

Year 2:

- Break-even achievement
- Reduce administration fees to 0.75%
- Scale to 100+ active contracts

8.4. Social Impact

- Enable 2-3 pilot transactions for seniors
- Document 4-10% cost reduction vs traditional methods
- Improve access to housing for young professionals

9. References

Connexion France. (n.d.). Buying and selling a home in France: What is the viager system?

Connexion France. <https://www.connexionfrance.com/practical/buying-and-selling-a-home-in-france-what-is-the-viager-system/590575>

Auction House. (n.d.). Auction House website. Auction House. <https://www.auctionhouse.co.uk/>

Banco Central do Brasil. (n.d.). Official website of the Central Bank of Brazil. Banco Central do Brasil. <https://www.bcb.gov.br/>

PagSeguro. (n.d.). Taxa Selic: O que é e como afeta seus investimentos? PagSeguro Blog. <https://blog.pagseguro.uol.com.br/taxa-selic/>

Olhar Digital. (2025, January 1). Nova cara do Brasil em 2025: Mais idosos, menos crianças e vida mais longa. Olhar Digital. <https://olhardigital.com.br/2025/01/01/medicina-e-saude/nova-cara-do-brasil-em-2025-mais-idosos-menos-criancas-e-vida-mais-longa/>

InfoMoney. (n.d.). O que esperar do câmbio, inflação e Selic em 2025? InfoMoney. <https://www.infomoney.com.br/economia/o-que-esperar-do-cambio-inflacao-e-selic-em-2025/>

ABECIP. (n.d.). Fraudes imobiliárias: Dicas para reconhecer e se proteger durante negociações de imóveis. ABECIP. <https://www.abecip.org.br/imprensa/noticias/fraudes-imobiliarias-dicas-para-reconhecer-e-se-proteger-durante-negociacoes-de-imoveis-exame>