

# **BUSINESS PLAN**

**LIVORA**

AI-Based Pharmaceutical Translation Platform

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## 1. Executive Summary

### 1.1 The Business

Livora is a SaaS (Software as a Service) platform specializing in automated translation of pharmaceutical and clinical research documents using artificial intelligence. Our solution addresses a critical problem in the pharmaceutical industry: the need for fast, accurate, and secure technical translations of regulatory documentation, clinical protocols, and technical materials.

Unlike traditional translation agencies (expensive and slow) and generic AI tools (inaccurate and insecure), Livora combines language models specialized in pharmaceutical terminology with enterprise security infrastructure, preserving complex formatting and ensuring the confidentiality of proprietary data.

### 1.2 Market Opportunity

The global pharmaceutical translation market is worth USD 2.8 billion annually, with projected growth of 7.1% per year until 2030. In Latin America, our initial focus, the addressable market is USD 420 million annually, serving more than 16,000 organizations including pharmaceutical companies, clinical research centers, and hospitals.

Growth factors include: globalization of clinical trials (400,000+ active globally), increased regulatory requirements in multiple jurisdictions, pharmaceutical expansion in emerging markets, and growing demand for multilingual materials.

### 1.3 Business Model

Recurring revenue model (SaaS) with three monthly subscription tiers:

- Starting salary: R\$ 5,000/month (up to 15 documents, small clinics and research centers)
- Professional: R\$ 10,500/month (up to 40 documents, medium-sized research organizations)
- Business: Starting at R\$ 20,000/month (100+ documents, large pharmaceutical companies)

Additional revenue for excess documents (R\$240-300each) and professional services (custom integrations, training).

#### **1.4 Competitive Advantages**

- Vertical specialization: AI trained specifically in pharmaceutical and clinical terminology.
- Superior speed: 75% faster than traditional agencies (hours vs. days)
- Cost-effective: 60-70% more economical than conventional translation services.
- Enterprise security: Private infrastructure, end-to-end encryption, compliance with LGPD/GDPR.
- Format preservation: Proprietary technology maintaining complex document structure.
- Continuous learning: A system that progressively improves with user feedback.

#### **1.5 Team**

A complementary founding team combining technical expertise and domain knowledge:

- Abner Silva Barbosa - Co-founder and CTO: Software Engineer, specializing in AI and systems architecture.
- Gabriel Braga - Co-founder and CFO: Biomedical scientist with experience in clinical operations and financial management.

Hiring plan (18 months): 2 Full-Stack Developers, 1 AI/ML Specialist, 1 Legal Professional (regulatory), 1 Financial Analyst.

#### **1.6 Financial Projections**

##### **Year 1 (Conservative Scenario):**

- Clients: 9 (5 Initial, 3 Professional, 1 Business)
- Annual Recurring Revenue (ARR): R\$ 918,000
- Operating Costs: R\$ 600,000
- Break-even: Month 9-10

##### **Year 2 (Growth):**

- Clients: 23 (12 Initial, 8 Professional, 3 Corporate)
- ARR: R\$ 2.448.000
- Profit: R\$ 1,048,000

##### **Year 3 (Scale):**

- Clients: 46 (25 Initial, 15 Professional, 6 Corporate)
- ARR: R\$ 4.830.000
- Profit: R\$ 2,330,000

#### **1.7 Investment and Use of Resources**

Current Phase (0-6 months): Bootstrapping by the founders, no external investment required. Focus on founder-led direct sales and product refinement with initial paying customers.

Seed Round (6-12 months): R\$ 1.5-2 million for:

- Hiring a technical team (developers and AI specialists)
- Investments in marketing and sales
- Scalable infrastructure (migration to AWS)
- Expansion of service and support capacity

Series A (Year 2): R\$10-15Millions for geographic expansion (other LATAM countries), enterprise sales team, strategic partnerships, and development of advanced features.

### **1.8 Exit Strategy**

Potential exit scenarios in 5-7 years:

- Strategic acquisition by a life sciences software company (e.g., Veeva, IQVIA)
- Acquisition by a large translation platform seeking vertical specialization.

## 2. Company Description

### 2.1 Company Data

- **Company Name:**Livora Tecnologia Ltda. (in the process of being formed)
- **Fantasy Name:**Livora
- **CNPJ:**In the process of opening
- **Legal Form:**Limited Liability Company (LTDA)
- **Tax Framework:**Simples National - Microenterprise (ME)
- **Date of Foundation:**January 2025
- **Site:**100% remote operation (home office)
- **Tax Address:**To be defined (address of one of the partners for registration)
- **Site:** <https://livora-clinical-ai-translate.pages.dev/>
- **E-mail:**abnerdruns@gmail.com (main contact)
- **Telephone:**To be defined

#### Corporate Structure:

- Abner Silva Barbosa: 55% do capital social
- Gabriel Braga: 45% of the share capital

### 2.2 History and Current Status

#### Origin of the Idea:

Livora was born from a conversation between the founders in December 2024, when Gabriel Braga, a professional with experience in clinical operations and biomedical research, shared with Abner Silva Barbosa the recurring frustrations in the process of translating pharmaceutical and clinical documents.

Gabriel reported the main problems encountered:

- **Excessive delay:**Translation providers were taking days to deliver simple documents.
- **Manual process and prone to errors:**Need for extensive and time-consuming review.
- **Loss of context:**Processes were getting lost mid-work, leading to rework.
- **High costs:**Prices inconsistent with delivery deadlines.
- **Formatting compromised:**Documents lost their original structure in translation.

Upon hearing these challenges, Abner, a software engineer specializing in AI and systems architecture, immediately identified an opportunity to apply emerging artificial intelligence technologies to solve these bottlenecks. The proposal was clear: to create an automated solution that combined speed, accuracy, and security, leveraging the advancement of specialized Learning Language Models (LLMs).

## **Development Timeline**

### **January 2025:** Official start of development

- Initial validation of the idea with professionals in the pharmaceutical sector.
- Definition of the platform's technical architecture.
- Choice of technology stack (React, Node.js, PostgreSQL, MinIO)
- Initial MVP Development

### **February-March 2025:** Building the MVP

- Implementation of the translation pipeline with format preservation (XLIFF)
- Integration with OpenRouter for access to multiple LLM models.
- Responsive web interface development
- Internal testing of core functionalities

### **April-May 2025:** Refinement and Safety

- Implementation of multi-factor authentication (MFA) via Logto
- Integration with secure storage (MinIO)
- Load and performance tests
- Technical documentation and API

### **June-December 2025:** Current Phase - Validation and Go-to-Market

- Completion of the functional MVP
- Preparation of sales and marketing materials.
- Development of the complete business plan.
- Initiating conversations with potential clients for validation.
- Preparing for beta testing with selected partners.

## **SAM (Serviceable Available Market):**

Latin American markets (initial geographic focus) for B2B pharmaceutical and clinical research technical documentation: USD 420 million annually. Represents: 4,500+ pharmaceutical companies and research organizations; 12,000 sites; clinical research and hospitals; average expenditure of USD 35,000 per organization annually.

### **SOM (Serviceable Obtainable Market):**

Conservative first-year target capturing 0.5% of SAM through focused sales efforts in Brazil and strategic partnerships: USD 2.1 million ARR (Year 1). Estimated clients: 5-10 small clinics, 3-5 medium-sized organizations, 1-2 large pharmaceutical companies. Geographic focus: São Paulo, Rio de Janeiro, Brasília. Projected growth: 2.5% SAM by Year 3 through geographic expansion and vertical integration.

### **Current Stage**

Livora is located in **Pre-Seed stage**, with the following characteristics:

#### **Product Status:**

- MVP developed and functional
- Validated technical architecture
- Stabilized technology stack
- Beta tests in preparation
- First prospective clients

#### **Market Validation:**

- Ongoing qualitative research with professionals in the field.
- Conversations with clinics, CROs, and pharmaceutical companies for problem validation.
- Refining the value proposition based on initial feedback.
- Preparing a beta testing program with strategic partners.

#### **Next Milestones (Q1-Q2 2026):**

1. Formalizing the company legally (obtaining a CNPJ - Brazilian tax ID number).
2. Beta program launch with 3-5 organizations.
3. First paying customers (minimum 2)
4. Validation of the pricing model
5. Seed Round Preparation

## **2.3 Organizational Structure**

### **Functions and Responsibilities**

#### **Abner Silva Barbosa - Co-founder and CTO (Chief Technology Officer)**

- Technical leadership and product strategy
- Systems architecture and software development

- Infrastructure management and technical operations
- Development and optimization of AI models
- Information security and technical compliance
- Product roadmap management and feature prioritization
- Recruitment and leadership of the future technical team.

### **Gabriel Braga - Co-founder and CFO/COO (Chief Financial Officer / Chief Operating Officer)**

- Financial management and economic planning
- Business operations and customer relations
- Market validation and user feedback
- Domain expertise (pharmaceutical and clinical sector)
- Developing strategic partnerships
- Operational processes and quality control
- Customer support and success management

### **Current Structure**

Currently, Livora operates with a lean and agile structure, with the two founders assuming multiple roles. Both work full-time on the project, sharing strategic and operational responsibilities.

**Working Model:** 100% remote, with monthly in-person meetings for strategic alignment.

### **Management Tools:**

- Development: GitHub (version control)
- Communication: Discord (daily communication)
- Project Management: Linear (task and sprint management)
- Documentation: Notion (internal documentation and knowledge base)

### **Advisors and Consultants**

Currently, the company **does not have** formal advisors or hired consultants. The founders conduct all strategic and operational activities, seeking feedback from industry professionals informally.

### **Future Advisory Board Plan (6-12 months):**

- 1 advisor with experience in pharmaceutical regulatory affairs.
- 1 advisor with experience in go-to-market B2B SaaS
- 1 advisor with expertise in AI applied to life sciences.
- 1 advisor with experience in raising investment for health tech.

## 2.4 Strategic Partnerships

### Current Partnerships

#### Technology Suppliers:

1. **OpenRouter**
  - Provider of access to multiple LLM models (Claude, GPT-4, Gemini)
  - It allows flexibility and cost optimization in the choice of models.
  - Reliable and scalable API infrastructure
2. **Google Nexus AI Development Kit**
  - Tools for developing and optimizing AI agents.
  - Resources for training and fine-tuning specialized models.
3. **Railway**
  - Cloud hosting platform for MVPs
  - Automated deployment and infrastructure management
  - Temporary solution until migration to AWS
4. **GitHub**
  - Version control and code collaboration
  - CI/CD pipelines for automated deployment

### Formal Partnerships

Currently, Livoralt **has no formal partnerships**. Established. All current relationships are commercial (supplier-customer) with no strategic partnership agreements.

### Planned Partnerships (Next 12-18 Months)

#### 1. CROs (Contract Research Organizations)

- Organizations that conduct clinical trials for pharmaceutical companies.
- Potential for high volume of documents
- Strategic partnerships for systems integration
- Opportunity for white-label or co-branding.

#### 2. Rede D'Or São Luiz

- Largest private hospital network in Brazil
- The need for translation for international protocols and research.
- Brand validation and referral to other networks.

#### 3. Research Clinics and Hospitals

- Institutions participating in multicenter clinical trials
- Recurring need for translation of protocols and consent forms.
- Potential for long-term contracts

#### **4. Medium-sized Pharmaceutical Companies**

- Companies with operations in multiple Latin American countries.
- Medium to high volume of regulatory documents.
- Budget available for specialized solutions

#### **5. Associations and Entities in the Sector**

- Institutional partnerships for validation and credibility.
- Access to a network of potential clients
- Participation in events and conferences

#### **Ecosystem of Future Partners**

#### **Planned Technological Integrations:**

- Sistemas de CTMS (Clinical Trial Management Systems)
- Plataformas de EDC (Electronic Data Capture)
- Pharmaceutical document management systems
- ERPs used by pharmaceutical companies

### **2.5 Location and Infrastructure**

#### **Operational Model**

Livora adopts a **100% remote model** (Remote-first), without a physical headquarters. This strategic decision offers multiple advantages in the initial phase:

#### **Advantages of the Remote Model:**

- Drastic reduction in fixed costs (rent, utilities, furniture)
- Access to talent in any geographic location.
- Operational flexibility and agility
- Alignment with modern tech culture
- Focus on results and productivity, not on physical presence.

**Tax Address:** The address will be defined using the residential address of one of the partners for CNPJ registration, as permitted by Brazilian law for companies operating under a home office regime.

**In-person meetings:** The founders hold monthly in-person meetings in São Paulo for strategic alignment, planning, and strengthening relationships.

#### **Current Technological Infrastructure**

## **Hosting and Deployment:**

- **Railway:** Cloud platform for hosting the MVP.
- Automated deployment via GitHub Actions
- Basic performance and availability monitoring
- Current cost: ~USD 7/month

## **AI processing:**

- **OpenRouter:** LLM multi-provider aggregator
- Access to Claude (Anthropic), GPT-4 (OpenAI), Gemini (Google)
- Variable cost: ~USD 0.70 per 20k character document
- Flexibility to choose the best model for each use case.

## **Storage:**

- **MinIO:** S3-compatible storage for documents.
- Cryptography at rest (AES-256)
- Automated backup
- Data isolation by client

## **Database:**

- **PostgreSQL:** Relational database for metadata and control
- Automated daily backup
- Planned replication for high availability

## **Development Tools:**

- **GitHub:** Version control and collaboration
- **Linear:** Project and sprint management
- **Discord:** Communication between founders
- **Figma:** Design de interface
- **Postman:** API testing

## **Infrastructure Plan (12-24 months)**

### **Phase 1: MVP Optimization (Months 1-6)**

- Maintain Railway for initial validation.
- Optimizing LLM costs through caching and batch processing.
- Implement advanced monitoring (logs, metrics, alerts)
- Establish internal SLAs.

### **Phase 2: Preparation for Scale (Months 6-12)**

- **Migration to AWS** when it reaches:

- 300+ documents processed per day, OR
- Enterprise customers requiring full data isolation (tenant isolation), OR
- Need for certified compliance (ISO 27001, SOC 2)

### **Planned AWS Infrastructure:**

- **Compute:** EC2 or ECS for backend application
- **Storage:** S3 for documents with lifecycle policies
- **Database:** RDS PostgreSQL com Multi-AZ
- **CDN:** CloudFront for global distribution
- **Security:** WAF, Shield, KMS para encryption
- **Monitoring:** CloudWatch for complete observability

### **AWS Projected Cost (Scale):**

- Initial AWS phase: ~USD 500-800/month
- With growth: USD 2,000-3,000/month (100+ clients)

### **Phase 3: Enterprise Infrastructure (Months 12-24)**

- Multi-region deployment para disaster recovery
- Full isolation per tenant (dedicated VPC for enterprise clients)
- Safety certifications (ISO 27001, SOC 2 Type II)
- 99.9% uptime SLA
- 24/7 support

## **3. Products and Services**

### **3.1 Detailed Description of the Livra Platform**

Livra is a SaaS (Software as a Service) platform for automated translation specializing in pharmaceutical and clinical research documents, built on a modern multi-agent artificial intelligence architecture. The solution combines advanced natural language processing with proprietary formatting preservation technologies, offering accurate, fast, and secure translations for organizations that handle regulated technical documentation.

### **MVP Core Features**

#### **1. Document Management**

- **Upload documents:** Initial support for PDF files with integrity validation.
- **Automated processing:** Pipeline for extracting, translating, and reconstructing documents.

- **Secure storage:** 30-day retention period with the possibility of a customized extension.
- **Download translations:** Completed documents available in a format identical to the original.

## 2. Intelligent Translation Engine

- **Language pairs:** English ↔ Brazilian Portuguese (bidirectional)
- **Specialized models:** Gemini 2.0 Flash (production) and Gemini 2.0 Flash Thinking (in isolated tests)
- **Multi-agent architecture:** Translation system with automatic review using the Reflection standard.
- **Integrated pharmaceutical glossary:** Technical terminology base to ensure consistency.
- **Preservation of technical terms:** Scientific names, bacteria, cells, and chemical compounds are retained in the original language where appropriate.

## 3. Collaborative Review System

- **Reviewer assignment:** The user can designate another collaborator or self-review.
- **Trusted rating:** AI identifies segments with low confidence for priority human review.
- **Review interface:** Integrated editor allowing direct corrections to the translated text.
- **Feedback loop:** Corrections feed into the continuous learning system.
- **Approval and completion:** Approval workflow before final document release.

## 4. Real-Time Notifications

- **WebSockets:** Instant notifications in your browser about translation status.
- **E-mail:** Alerts sent for critical events (translation completed, review pending, approval required)
- **Notification Center:** Centralized history of all system communications.

## 5. Administrative Dashboard

- **User management:** Visualization and access control for all members of the organization.
- **Operational metrics:**
  - Total number of documents processed
  - Volume of translations per month
  - Average translation time per document
  - Review and approval fee
- **Curated activities:** Timeline of recent actions performed in the system.
- **Consumption monitoring:** Monitoring usage versus contracted plan limits.

## 6. Security and Access Control

- **Multi-Factor Authentication (MFA):** Required via Logto for all users.
- **RBAC (Role-Based Access Control):** Granular permissions by role (Admin, Reviewer, Translator, Viewer)
- **Isolation by tenant:** Data completely segregated between client organizations.
- **Audit logs:** Detailed record of all sensitive actions.
- **Cryptography:** TLS 1.3 in transit, AES-256 at rest.

## Complete Operational Flow

### Step 1: Authentication and Access

- Users access the platform via a web browser.
- Secure login with credentials + MFA (code via authenticator app or SMS)
- The system validates permissions and directs to the appropriate dashboard.

### Step 2: Document Submission

- The user clicks on "New Translation" and uploads a PDF file.
- The system validates the format, size (current limit: 10MB), and integrity.
- User selects:
  - Original language (EN or PT-BR)
  - Target language (PT-BR or EN)
  - Responsible reviewer (another collaborator or "myself")
- Confirmation and start of processing.

### Step 3: Automated Processing

- **Step 1 - Extraction (30-60s):** The system uses the Okapi Framework to convert PDFs into an intermediate XLIFF format, preserving structure and metadata.
- **Stage 2 - Primary Translation (60-80% of the time):** The translator agent (Gemini 2.0 Flash) processes text segments by consulting a pharmaceutical glossary.
- **Step 3 - Automated Review (15-25% of the time):** The review agent (Reflection standard) analyzes quality, terminological consistency, and fluency, marking segments of low confidence.
- **Stage 4 - Reconstruction (30-60s):** The system reconstructs the final document by applying translations to XLIFF and converting it back to PDF.

### Step 4: Completion Notification

- Real-time notification via WebSocket appears in the browser.
- Email sent to the designated reviewer with a direct link to the review.
- Document status updated to "Awaiting Review"

## **Step 5: Human Review**

- Reviewer accesses translated document via web interface.
- The system automatically highlights segments marked as low trust.
- Reviewers can:
  - Accept AI suggestion
  - Edit translation directly
  - Add comments for context.
  - Request retranslation of specific segments.
- Changes are saved in real time.

## **Step 6: Approval and Download**

- After review, the reviewer clicks "Approve Translation".
- The system generates the final version of the document.
- Notification sent to the original applicant.
- Document available for immediate download.
- A copy will be archived in the system for 30 days.

## **3.2 Technical Differentiators**

### **AI Multi-Agent Architecture**

Livora implements an innovative architecture of multiple specialized agents working together:

#### **Primary Agent:**

- Specialized in specific language pairs.
- Access to a pharmaceutical glossary with 50,000+ technical terms.
- Base model: Gemini 2.0 Flash (optimized for speed and precision)
- Prompts specifically engineered for pharmaceutical/clinical contexts.
- Contextual understanding of acronyms, abbreviations, and scientific nomenclature.

#### **Review Agent (Reflection Agent):**

- Implements the "Reflection" standard for self-critique of translations.
- Rate it:
  - Terminological correction (appropriate use of technical terms)
  - Fluency and naturalness in the target language.
  - Preservation of original meaning
  - Consistency throughout the document

- Assigns a confidence score (0-100%) to each segment.
- Mark segments below 85% for priority human review.

### **Document Handling Agent (under development):**

- Automating fine-tuning of formatting
- Correcting line breaks and spacing
- Numbering adjustment and cross-referencing
- Layout optimization for different languages

### **Proprietary Formatting Preservation Technology**

**Confidentiality Notice:** Specific details of the formatting preservation technology are proprietary and strategic information of Livora, protected by trade secrets and in the process of being patented.

### **Public features:**

- Using the Okapi Framework as a basis for document manipulation.
- Conversion to XLIFF intermediate format while maintaining structural metadata.
- Granular XML processing while preserving formatting properties.
- Success rate: >95% of documents retain their original structure intact.
- Support for complex elements: tables, numbered lists, headers/footers, watermarks

### **Specialized AI Models**

#### **Strategic Model Selection:**

- **Gemini 2.0 Flash (Production):**
  - Speed: ~2-3 tokens/second
  - Cost: ~USD 0.35 per average document
  - Specialization: Technical and scientific texts
  - Accuracy: 92-95% in pharmaceutical terminology.
- **Gemini 2.0 Flash Thinking (Experimental):**
  - In tests conducted in an isolated environment (sandbox)
  - We do not share data with Google for training purposes.
  - Promises: Multi-step reasoning for complex contexts
  - Assessment for specific use cases (dense regulatory documents)

#### **Failover Strategy:**

- OpenRouter as an abstraction layer
- Ability to switch models without changing code.
- Direct fallback to native APIs (Google AI Studio) in case of OpenRouter unavailability.

- Local open-source models (Llama 3, Mistral) as a last resort to guarantee SLA.

## Integrated Pharmaceutical Glossary

### Composition:

- 50,000+ pharmaceutical and clinical terms cataloged.
- IUPAC nomenclature for chemical compounds
- Standardized anatomical terminology
- Regulatory acronyms and abbreviations (FDA, ANVISA, EMA)
- Trade names and generic names of medications

### Functionality:

- Automatic query during translation
- Prioritization of glossary terms on creative translation
- Continuous updates based on reviewer feedback.
- Possibility of customized glossaries per client (Enterprise roadmap)

## Enterprise-Level Security

### Layers of Protection:

1. **Authentication and Authorization:**
  - Mandatory MFA via Logto (TOTP, SMS, or biometrics)
  - OAuth 2.0 / OpenID Connect
  - SSO (Single Sign-On) via Google (v1.1 planned)
  - Granular RBAC with 5 permission levels
  - Sessions with automatic timeout (30 min inactivity)
2. **Cryptography:**
  - **In transit:** TLS 1.3 is required for all connections.
  - **At rest:** AES-256 for all stored documents
  - **Keys:** Managed separately, quarterly rotation.
3. **Data Isolation:**
  - **Multi-tenancy:** Complete segregation between client organizations
  - **Database-level isolation:** Schemas separated by tenant
  - **Storage isolation:** Unique buckets/directories per customer
  - No sharing of computing resources between tenants.
4. **Audit and Compliance:**
  - **Full logs:** All sensitive actions are recorded with timestamp, user, and IP address.
  - **Retention:** Logs are kept for 12 months for auditing purposes.
  - **Traceability:** Ability to reconstruct the complete history of any document.
  - **Compliance:** Alignment with LGPD (Brazil) and GDPR (Europe)
5. **Data Protection:**

- **Retention:** Documents stored for 30 days (standard), extendable by contract.
  - **Secure deletion:** Permanent and irreversible removal after a retention period.
  - **Backup:** Daily encrypted backups with 7-day retention.
  - **Disaster Recovery:** RPO (Recovery Point Objective) de 24h, RTO (Recovery Time Objective) de 4h
6. **Monitoring and Response:**
- Real-time anomaly detection
  - Automatic alerts for suspicious activity.
  - Rate limiting to prevent abuse
  - DDoS protection via Cloudflare (planned)

### 3.3 Service Delivery Process

#### Processing Times

Livora offers significantly superior performance compared to traditional alternatives:

Document Size	Processing Time	Comparison with Traditional Agencies
Short (5-10 pages, ~2,500 words)	1-1.5 minutes	24-48 hours
Medium length (20-50 pages, ~10,000 words)	3-5 minutes	2-4 days
Large (100+ pages, ~25,000+ words)	7-15 minutes	7-14 days

#### Factors that influence time:

- Document complexity (tables, images, special formatting)
- Density of technical terminology
- System load (parallel processing of multiple documents)
- Selected AI model (Flash vs. Thinking)

#### Service Level Agreement (SLA)

##### Standard SLA for All Tiers:

- **Processing time:** 24 hours from upload (99% of cases)
- **System availability:** 99.5% monthly uptime

- **Support:** Response within 24 business hours (Initial), 12 hours (Professional), 4 hours (Business)

### **Specific SLA by Tier:**

Tier	Processing	Review Available	Support
Home	<24h	Unlimited	E-mail (24h)
Professional	<12h	Unlimited	E-mail + Chat (12h)
Business	<6h*	Unlimited + Assisted Review**	Email + Chat + Phone (4h)

\*6-hour SLA for documents up to 50 pages; larger documents follow a 12-hour SLA.

\*\*Assisted Review: The Livora team performs additional technical reviews upon request.

### **Review and Feedback Process**

#### **Customer Review (Current):**

1. **Access to the translated document:** Web interface with side-by-side editor (original | translation)
2. **Identifying sections:** The system highlights low-confidence segments in yellow.
3. **Direct editing:** The customer can modify the translation by clicking on any segment.
4. **Comments:** Option to add explanatory notes for context.
5. **Submission of corrections:** Changes saved and sent to the learning system.
6. **Final approval:** Client approves and releases document for download.

#### **Review Assisted by the Livora Team (In Implementation - Q1 2026):**

For clients who prefer not to conduct internal reviews or review extremely critical documents:

1. **Request for review:** Client schedules document for "Professional Review"
2. **Internal assignment:** The system designates a specialized reviewer from the Livora team.
3. **Technical review:** A professional with a pharmaceutical background provides a complete review.
4. **Quality report:** Technical analysis document submitted along with translation.
5. **Extended warranty:** SLA for corrections reduced to 4 hours.

**Additional cost:**R\$ 500-1,500 per document (depending on size and complexity)

## Quality Assurances

- **Re-translation Guarantee:**If the client identifies a critical terminology error, a free re-translation will be provided within 24 hours.
- **Satisfaction:**If the client does not approve the quality after 2 revisions, the document credit will be refunded.
- **Confidentiality:**Standard NDA (Non-Disclosure Agreement) for all clients

## 3.4 Product life cycle

### Current Stage: MVP (Minimum Viable Product)

**Status:**Functional product in pre-commercial phase.

- Core features implemented and tested.
- Technical stability validated.
- Preparation for beta testing program
- Refinements based on initial feedback.

### Release Roadmap

**v1.0 - Current MVP (Q4 2025)**Translation from English to Portuguese (Brazil) for PDFs, Formatting preservation, Multi-agent system (translator + reviewer), Basic administrative dashboard, MFA authentication via LogTo, Notifications (WebSocket + Email), Collaborative review workflow

**v1.1 - Authentication and UX Enhancements (Q1 2026)**OAuth 2.0 with Google (social login), Enterprise SSO preparation (SAML 2.0), Adding new users to organizations (self-service), UX improvements in the upload and review process, Document handling agent (automatic formatting adjustments)

**v1.2 - Expansion of Formats and Languages (Q2 2026)**Support for DOCX (Microsoft Word), Support for TXT (plain text), New language pair: PT-BR ↔ ES (Spanish), Internal drive for document organization (folders, tags, search), Batch processing (upload of multiple documents simultaneously)

**v2.0 - Open Platform and Integrations (Q3-Q4 2026)**Public RESTful API for external integrations, Connectors for N8N, Zapier, Make.com, Webhooks for custom notifications, Python and JavaScript SDK, Integration Marketplace

**v2.1 - Advanced Intelligence (Q1 2027)** Continuous agent improvement based on accumulated feedback, Customized models per client (fine-tuning Enterprise), Audio/video translation (transcription + translation), Advanced OCR for scanned documents

## 4. Market analysis

### 4.1 Area of Activity

Livra operates in the sector of **specialized technical translation services** (Translation Services), specifically in the vertical niche of **Life Sciences Translation Services**, with a primary focus on pharmaceutical and clinical research documentation.

#### Sector Characteristics:

The life sciences translation market is a highly specialized segment that demands not only linguistic proficiency but also in-depth technical and regulatory knowledge. This market is distinguished by:

- **High technical barrier to entry:** Requires translators with a background in health sciences or extensive experience in the pharmaceutical industry.
- **Strict regulatory requirements:** Translated documents must comply with the standards of agencies such as ANVISA (Brazil), FDA (USA) and EMA (Europe).
- **Criticality of services:** Translation errors can result in regulatory disapproval, costly rework, and even risks to patient safety.
- **Long-term relationships:** Customers prefer suppliers who understand their context, terminology, and history.
- **Pricing premium:** Clients pay significantly higher prices for quality and specialization compared to generic translations.

#### B2B Business Model:

Livra operates exclusively on the model **Business-to-Business (B2B)**, serving institutional organizations. There are no plans to enter the B2B2C model (translation for patients via clinics) in the current strategy, maintaining the focus on corporate clients who have:

- Recurring and predictable need for translation.
- Structured budgets for specialized technical services.
- Established approval and purchasing processes
- Long-term relationships with strategic suppliers

### **Future Expansion to Adjacent Sectors:**

Although the initial focus is on pharmaceutical/clinical practices, Livora plans to expand into other regulated sectors that present similar technical translation challenges.

#### **1. Banking and Finance Sector:**

- Translation of regulatory reports for the Central Bank, CVM (Brazilian Securities and Exchange Commission), and international institutions.
- Compliance documentation (KYC, AML, governance policies)
- Contracts and legal documentation for international transactions.
- Projected entry: Year 3-4

#### **2. Legal Department:**

- International commercial contracts
- Legal proceedings with transnational elements
- Documentation for international arbitration
- Technical opinions and petitions
- Projected entry: Year 4-5

**Justification for Vertical Expansion:** The banking and legal sectors share fundamental characteristics with the pharmaceutical sector: high technical complexity, specialized terminology, stringent compliance requirements, and low tolerance for errors. Livora's proprietary format preservation technology and specialized AI system can be adapted for these verticals with moderate investment in specific glossaries.

## **4.2 Market Size and Growth**

Livora operates at the intersection of two expanding global markets: the pharmaceutical market (primary demand) and the life sciences translation services market (service provided).

### **4.2.1 Global Pharmaceutical Market (Demand Context)**

#### **Current Size:**

- **2024:** USD 1.65-1.77 trillion
- **2030:** USD 2.35-3.03 trillion
- **CAGR:** 6,1-6,2% (2025-2030)

**Source:** Grand View Research, Precedence Research, Horizon Databook (2024-2025)

#### **Geographic Distribution (2024):**

- North America: 42% (USD 690-740 billion)
- Europe: 28% (USD 460-495 billion)
- Asia-Pacific: 25% (USD 415-440 billion)

- Latin America: 5% (USD 80-90 billion)

#### **Specifically in Brazil:**

- Brazilian pharmaceutical market: **R\$ 229 billion** in total revenue (2024)
- **411 pharmaceutical companies** operating in the country
- Top 20 companies account for **63% of sales** (R\$ 144.8 billion)
- Annual growth: **11-14%** in revenue

**Source:** Abradilan/IQVIA, Panorama Farmacêutico (2024)

**Relevance to Livora:** The growth of the global pharmaceutical market directly drives the need for translation of regulatory documentation, clinical trials, and technical materials as companies expand internationally.

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#### **4.2.2 Translation Market for Life Sciences (Direct Market)**

##### **TAM - Total Addressable Market (Global):**

##### **Global Market for Life Sciences Translation:**

- **2024:** USD 1.5-2.1 billion
- **2030/2033:** USD 2.3-4.7 billion
- **CAGR:** 6.8-8.4% (2024-2030/2033)

##### **Sources:**

- Grand View Research: USD 2.11 billion (2023) → USD 4.74 billion (2033) - CAGR 8.44%
- Research and Markets: USD 1.5 billion (2024) → USD 2.3 billion (2030) - CAGR 6.8%
- Emergen Research: USD 1.8 billion (2024) → USD 3.7 billion (2033) - CAGR 8.2%
- WiseGuy Reports: USD 2.51 billion (2024) → USD 5.2 billion (2035) - CAGR 6.9%

##### **Consolidated Market for Livora Analysis:**

- **TAM Conservative:** USD 2.0 billion (2025)
- **Projected Growth:** 7.5% CAGR
- **MDG 2030:** USD 2.9 billion

##### **TAM composition:**

- Pharmaceutical Translation: ~40% (USD 800 million)

- Clinical Trials: ~35% (USD 700 million)
- Biotechnology: ~15% (USD 300 million)
- Medical Devices: ~10% (USD 200 million)

### **Geographic Distribution (2024):**

- North America: 46% (USD 920 million)
  - Europe: 30% (USD 600 million)
  - Asia-Pacific: 18% (USD 360 million)
  - Latin America: 6% (USD 120 million)
- 

### **SAM - Serviceable Available Market (Latin America):**

Given that Livora is starting operations focused on Latin America (specifically Brazil), SAM is calculated as the geographically accessible portion of the global market.

#### **SAM Calculation:**

- TAM Global Life Sciences Translation: USD 2.0 billion
- % Latin America market: 6%
- **Geographic SAM: USD 120 million(R\$ 660 million)**

#### **SAM Breakdown by Country (Latin America):**

- Brazil: 55% → USD 66 million (R\$ 363 million)
- Mexico: 20% → USD 24 million
- Argentina: 10% → USD 12 million
- Chile: 8% → USD 9.6 million
- Colombia: 7% → USD 8.4 million

#### **SAM Refined - Brazil (Focus Year 1-2):**

Considering only the accessible Brazilian market:

- **SAM Brazil: USD 66 million/year(R\$ 363 million/year)**

#### **Demand composition in Brazil:**

1. **Pharmaceutical Companies:** 411 companies (Abradilan)
  - Large (Top 20): 20 companies - estimated average spending USD 150k-500k/year
  - Averages (21-100): 80 companies - estimated average spending USD 50k-150k/year
  - Small (100+): 311 companies - estimated average spending USD 10k-50k/year

2. **CROs (Contract Research Organizations):**~40-60 active CROs in Brazil
  - Estimated average spending: USD 80k-250k/year
3. **Clinical Research Centers:**
  - Active clinical trials in Brazil:**8,270** registered (ReBEC, 2024)
  - Accredited research centers: estimated 300-500 institutions.
  - Average spending per active center: USD 20k-80k/year

**SAM validation:**Bottom-up calculation:

- Large pharmacies ( $20 \times$  average USD 300k) = USD 6.0M
- Average farm ( $80 \times$  USD 80k average) = USD 6.4M
- Small pharmacies (selection of 100  $\times$  average USD 25k) = USD 2.5M
- CROs ( $50 \times$  average USD 150k) = USD 7.5M
- Research centers (200 active participants  $\times$  average USD 40k) = USD 8.0M
- **Total Bottom-Up:** USD **30.4 million** (conservative)

**SAM Final Adjusted Brazil:** USD **30-66 million/year**(conservative-optimistic range)

- **Livora Analysis uses:** USD **45 million**(R\$ 247 million) as SAM Brazil
- 

### **SOM - Serviceable Obtainable Market (Ano 1-3):**

SOM represents the realistic share of SAM that Livora can capture in the first 3 years, considering:

- Limited sales resources (founder-led initially)
- The need to build brand and credibility.
- Enterprise sales cycle (3-12 months)
- Competition with established suppliers

### **SOM Year 1 (2026) - Conservative Scenario:**

- **Capture goal:**0.5-1% of SAM Brazil
- **SEAM:** USD **225k-450k** (R\$ 1,24M-2,47M)
- **Projected customers:**9 customers
  - 5 Entry-Level customers (R\$60k/year each) = R\$300k
  - 3 Professional Tier clients (R\$ 126k/year each) = R\$ 378k
  - 1 Enterprise Tier client (R\$ 240k/year) = R\$ 240k
  - **Total ARR:** R\$ **918.000** (USD ~167k)

*Note: Initial ARR below the minimum SOM reflects a gradual ramp-up with first customers coming on board throughout the year.*

### **SOM Year 2 (2027) - Growth:**

- **Capture goal:** 2% of SAM Brazil
- **SEAM:** USD 900k (R\$ 4.95M)
- **Projected customers:** 23 customers
- **ARR:** R\$ 2,448M (USD ~445k)

#### **SOM Year 3 (2028) - Scale:**

- **Capture goal:** 3.5-4% of SAM Brazil
- **SEAM:** USD 1,6-1,8M (\$8.8-9.9M)
- **Projected customers:** 46 customers
- **ARR:** R\$ 4.83M (USD ~878k)

**SOM Latin America (Year 4+):** Expansion into Mexico, Argentina, and Chile after consolidation in Brazil:

- **Meta:** 2-3% of total SAM in Latin America
  - **I AM LAUGHING:** USD 2,4-3,6M/type
- 

#### **4.2.3 Market Trends**

##### **Favorable Structural Trends:**

###### **1. Globalization of Clinical Trials**

###### **Data:**

- **Clinical trials globally:** ~1 million active workers (WHO, 2024)
- **Annual growth:** +8-12% increase in the number of trials.
- **International multicenter trials:** 65% of Phase III trials involve multiple countries.
- **Brazil specifically:**
  - **8,270 registered clinical trials** assets (ReBEC, 2024)
  - Brazil is among the **top 20 countries** in volume of clinical research (ANVISA)
  - **4,650 trials recruiting** actively participating

**Impact on Livorno:** Each multicenter clinical trial requires translation of:

- Research protocol (100-300 pages)
- Informed Consent Form (ICF) (10-30 pages)
- Questionnaires and data collection forms
- Progress reports and adverse events
- Regulatory submissions to ANVISA/FDA/EMA

**Estimated volume:** 150-500 pages per trial, generating demand of USD 5k-25k per trial.

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## 2. Increased Regulatory Requirements

### Recent Regulatory Changes:

#### Brazil - Law 14.874/2024 (Legal Framework for Clinical Research):

- New law establishes stricter deadlines for approval of trials (90 working days)
- It requires more detailed and standardized documentation.
- Alignment with ICH (International Council for Harmonisation) standards
- **Impact:** Increased volume of formal documents requiring professional translation.

#### ANVISA - RDC 945/2024:

- New guidelines for clinical trials (effective Jan/2025)
- Optimized procedure based on "reliance" (trust in equivalent foreign authorities)
- **Implication:** Documents approved by the FDA/EMA may be accepted in Brazil **if translated correctly**
- Opportunity for high-quality certified translations.

#### FDA (USA) - Diversity Action Plans (2024):

- Requirement for diversity plans in clinical trials
  - The need for materials in multiple languages for recruiting diverse populations.
  - **Impact:** 30-40% increase in demand for translation of patient-facing materials.
- 

## 3. Pharmaceutical Expansion in Emerging Markets

### Latin America as a Strategic Hub:

- **Latin American pharmaceutical market:** USD 80-90 billion (2024), growing 8-10%/year
- **Brazil:** Largest market in the region, accounting for 50-55% of the total.
- Multinational companies establishing regional operations (production + R&D)

### Recent Cases (2024-2025):

- **Novo Nordisk:** 26% growth in Brazil driven by Ozempic
- **Eli Lilly:** USD 6 billion investment in a US facility focused on global expansion.
- **Eurofarma:** Growth of 22%, operations in 22 countries.

**Implication:** Each international expansion generates:

- Localized regulatory submissions (files of 1,000+ pages)
  - Training materials for local teams
  - Good Manufacturing Practices (GMP) documentation
  - Labeling and package inserts in the local language.
- 

#### 4. Digital Transformation and AI Adoption

##### AI Investment for Healthcare:

- Global AI market in drug discovery: USD 3.5 billion (2024) → USD 15.4 billion (2030)
- **75% of pharmaceutical companies** investing in process automation (2024)

##### Receptiveness to AI Solutions:

- Research from 2024 shows **82% of clinical affairs professionals** open to AI solutions for administrative tasks
- **Although:** Only 35% trust AI for critical tasks. **without human review**

##### Livora's positioning:

- Sweet spot: AI for speed + human review for quality.
  - Message: "Intelligent automation, not replacement"
- 

#### 5. Pressure to Reduce Costs and Time-to-Market

##### Average Cost of Developing a New Drug:

- **USD 2.6 billion** per approved drug (including failures)
- **10-15 years** From discovery to approval

##### Traditional Translation Time:

- Conventional agencies: **3-7 days** by average document
- Revisions/corrections: **+2-4 weeks**
- **Impact:** Translation delays can cost USD 10k-50k. **per day** a missed opportunity

##### Livora Benefit:

- 75% reduction in time (days → hours)
- Economy **USD 100k-500k** through an accelerated development program
- **Documentable ROI** for CFOs and finance teams

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## 6. Shortage of Specialized Translators

### Talent Challenge:

- **Overall deficit** estimated 15,000-20,000 qualified medical translators
- Aging workforce (average age: 48 years)
- Slow training (3-5 years for full specialization)

### Technological Advantage:

- AI doesn't replace, but **multiplies capacity** of existing translators
- One human reviewer can oversee the translation of 5-10 times more documents with AI.
- Livora as **force multiplier** for talent shortage

### *4.3 Customer Segmentation*

Livora identified three primary customer segments in the Brazilian market, each with distinct characteristics, needs, and purchasing patterns.

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#### Segment 1: Small Clinics and Research Centers

##### Segment Size:

- Estimated number of organizations: 200-300 active in Brazil.
- They represent 40-45% of potential customers.

##### Features:

- **Door:** 10-50 employees
- **Volume of tests:** 1-3 simultaneous active studies
- **Annual revenue:** R\$ 2-10 million
- **Translation needed:** 10-20 documents/year
- **Annual budget for translation:** R\$ 30k-80k

##### Main Pains:

- **Cost:** Translation accounts for 5-8% of the study's operational costs.
- **Unpredictability:** Peak demand occurs when new studies begin.
- **Inconsistent quality:** Dependence on freelancers without specialization
- **Lack of control:** Difficulty in tracking the status and history of translations.

### **Purchase Process:**

- **Decision maker:**Clinical Research Coordinator or Operations Manager
- **Sales cycle:**1-2 months
- **Decision factors:**Price (40%), speed (30%), ease of use (20%), quality (10%)
- **Budget approval:**Up to R\$10,000/month does not require board approval.

### **Fit with Livora:**

- **Initial Tier**(R\$ 5,000/month) is affordable
- Self-service and ease of use are attractive features.
- Potential to grow to a higher tier as volume increases.

### **Acquisition Strategy:**

- Digital marketing (LinkedIn, Google Ads for specific keywords)
  - Partnerships with clinical research associations (SBPPC, ACRP Brasil)
  - Free 30-day trial with 2 documents
- 

## **Segment 2: CROs and Medium-Sized Research Organizations**

### **Segment Size:**

- Estimated number of active CROs + 80-100 medium-sized research organizations.
- They represent 35-40% of potential customers.

### **Features:**

- **Door:**50-300 employees
- **Volume of tests:**5-15 simultaneous active studies
- **Annual revenue:**R\$ 20-100 million
- **Translation needed:**40-100 documents/year
- **Annual budget for translation:** R\$ 150k-400k

### **Main Pains:**

- **Volume and speed:**They manage multiple trials with tight and overlapping deadlines.
- **Terminological consistency:**They need standardization across different studies.
- **Traceability:**Requirement for compliance and detailed audit trails
- **Integration:**They desire integration with CTMS (Clinical Trial Management System) systems.

### **Purchase Process:**

- **Decision makers:** Director of Clinical Operations + Regulatory Affairs Manager
- **Sales cycle:** 2-4 months
- **Decision factors:** Quality (35%), speed (25%), security/compliance (25%), price (15%)
- **Budget approval:** Salaries up to R\$25k/month require VP or Director approval.

### **Fit with Livora:**

- **Professional Tier**(R\$ 10,500/month) offers adequate volume
- Collaboration and review features are essential.
- Internal drive for organization is highly valued.

### **Acquisition Strategy:**

- Direct sales (founder-led, then SDRs)
  - Customized demonstrations showing ROI
  - Case studies of similar CROs
  - Attendance at clinical research events (SBPPC, DIA Brasil)
- 

## **Segment 3: Large Pharmaceutical Companies and Multinationals**

### **Segment Size:**

- Estimated number of organizations: 15-25 (Top 20 pharmaceutical companies + 5-10 medium-to-large biotech companies)
- They represent 15-20% of potential customers, but 50-60% of potential revenue.

### **Features:**

- **Door:** 500-10,000+ employees (Brazil operations)
- **Volume of tests:** 20-100+ active simultaneous studies globally
- **Annual revenue:** R\$ 500M-20B+
- **Translation needed:** 100-500+ documents/year
- **Annual budget for translation:** R\$ 600k-3M+

### **Main Pains:**

- **Compliance and auditing:** Full traceability and certifications (ISO, SOC 2)
- **Enterprise integration:** Need for SSO, API, integration with SAP/internal systems.
- **Data security:** Tenant isolation, advanced encryption, data residency
- **Strict SLA:** Penalties for delays, guaranteed uptime of 99.9%+.

### **Purchase Process:**

- **Decision makers:** VP/Diretor de Regulatory Affairs + Procurement + IT/Security
- **Sales cycle:** 6-12 months (formal RFP, supplier approval, legal negotiation)
- **Decision factors:** Compliance/security (40%), quality (30%), support (20%), price (10%)
- **Budget approval:** Requires C-level approval (CFO, COO)

### **Fit with Livora:**

- **Enterprise Tier**(R\$ 20,000+/month) customized
- Requires an accelerated roadmap for enterprise features (SSO, API, tenant isolation).
- Opportunity for large annual contracts (R\$ 500k-2M+)

### **Acquisition Strategy:**

- Targeted Account-based Marketing (ABM)
- Relationships with decision-makers via LinkedIn Sales Navigator
- Partnerships with regulatory affairs consultants
- Participation in RFPs (Request for Proposal)
- Referrals from existing clients (after building a portfolio)

### ***4.4 Customer Profiles (Buyer Personas)***

The Livora team identified two main user/buyer profiles that represent the key stakeholders in the decision-making process for purchasing and using the platform.

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PERSONA 1: The Regulatory Affairs Analyst

### **Demographic and Professional Profile**

**Name:**Carolina Mendes (representative fictional persona)

**Age:**28-35 years old

#### **Training:**

- Degree: Pharmacy, Biomedicine or Biology
- Postgraduate studies: Specialization in Regulatory Affairs

**Cargo:**Regulatory Affairs Analyst

**Experience:** 3-7 years in the pharmaceutical industry or CRO

**Wage:** R\$ 6,000-12,000/month

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## Organizational Context

### Type of Organization:

- Medium-sized CRO (50-200 employees)
- Regulatory Affairs Department with 5-10 people
- Reports to: Regulatory Affairs Manager or Coordinator

### Main Responsibilities:

1. Prepare documentation for regulatory submissions (ANVISA, FDA, EMA)
  2. Manage the translation of clinical trial documents.
  3. Ensure compliance with regulatory standards and guidelines.
  4. Coordinate with internal teams (clinical operations, quality assurance)
  5. Track submission and approval deadlines.
- 

## Day to Day and Pains

### Typical Workflow:

**8h30:** Arrives at the office (or connects remotely), reviews urgent emails.

- **3-5 new documents** They arrived from clinical teams (protocols, amendments, reports).
- **2-3 translated documents** They were returned from the translation provider for review.

**9h00-12h00:** Main job

- **Prepare a package of documents.** To send to the translation provider:
  - Clinical study protocol (150 pages, deadline: 5 days)
  - 3 amendments to the protocol (15-30 pages each, deadline: 2-3 days)
  - Updated Informed Consent Form (12 pages, deadline: 48 hours - URGENT)
- **Pain points in this process:**
  - You need to send individual emails for each document.
  - No real-time status visibility
  - Current supplier takes 3-5 days per document.

- Frequently needs to follow up by phone/email.

**12h00-13h00:** Lunch

**1:00 PM - 3:00 PM:** Review of returned translations

- Opens translated document from supplier.
- **Pains identified:**
  - Formatting is broken (incorrect numbering, misaligned tables)
  - Terminology inconsistent with previous versions of the same protocol
  - Contextual errors (translator didn't understand medical abbreviations)
- **Result:** You need to mark 15-20 passages with comments and return them for retranslation.
- **Impact:** +2-3 days delay in the submission deadline

**15h00-17h00:** Meetings and coordination

- Call with manager: "Carolina, where is the translation of protocol XYZ? ANVISA is demanding it!"
- **Emotional pain:** Constant pressure, feeling like I'm the bottleneck in the process.

**5:00pm-6:30pm:** Managing multiple suppliers

- Controls Excel spreadsheets with:
    - Status of 20-30 documents in simultaneous translation
    - Deadlines for each one
    - Which supplier has which document?
    - Version history
  - **Pain:** Manual system, prone to errors, consumes 1-2 hours/day.
- 

## Frustrations and Objections

**Top 5 Frustrations:**

1. **Lack of control and visibility:** "I don't know what stage each document is at."
2. **Inconsistent quality:** "Sometimes it comes out good, sometimes I need to redo everything."
3. **Slowness:** "I miss deadlines because the translation is delayed."
4. **Broken formatting:** "I spend hours reformatting translated documents"
5. **Fragmented communication:** "I need to call, email, or WhatsApp to find out the status."

**Objections to Livora (Anticipated):**

- "*AI won't understand the complexity of our documents.*"
    - **Response:** Mandatory human review + specialized glossary
  - "*What if the AI makes a mistake and I don't notice?*"
    - **Response:** The system flags low-confidence segments for priority review.
  - "*Our documents are confidential, I can't use an online platform.*"
    - **Response:** End-to-end encryption, ISO 27001 (roadmap), standard NDA.
- 

## What Carolina is Looking For in a Solution

### Must-Haves:

1.  **Speed:** Translation in hours, not days.
2.  **Reliable quality:** At least 90%+ initial accuracy
3.  **Formatting preservation:** Translated document identical to the original.
4.  **Centralized dashboard:** View the status of all documents in one place.

**Nice-to-Haves:** 5.  Customized company glossary 6.  Automatic notifications (email + in-app) 7.  History and versioning 8.  Ease of use (no extensive training required)

### Deal-Breakers:

- Lower quality than current suppliers
  - Lack of security/confidentiality
  - Complexity of use (if it's more difficult than email, don't adopt it)
- 

## Carolina Shopping Day

### Stage 1: Discovery (Weeks 1-2)

- Find Livora via Google ("quick translation of clinical documents") or LinkedIn.
- Visit the website and watch the 2-minute demo video.
- **Action:** Download the whitepaper "How to reduce translation time by 75%"

### Step 2: Consideration (Weeks 3-4)

- Receive a nurture email with a similar CRO case study.
- 30-minute demo session with the founder.
- **Questions in the demo:**
  - "How long does it actually take?"
  - "How does the review process work?"
  - "Can I test with real documents?"

### **Stage 3: Assessment (Weeks 5-6)**

- Start your free 30-day trial (2 documents included)
- Test with 1 non-critical protocol
- **Result:** Translation completed in 4 hours (vs. 4 days previously), 88% quality.
- Share with manager: "This could save us a lot of time"

### **Stage 4: Purchase (Week 7-8)**

- Manager approves budget of R\$ 10,500/month (Professional Tier)
- Carolina if it returns as internal champion
- **Onboarding:** Within 1 week, start using it on 100% of documents.

### **Stage 5: Expansion (Months 3-6)**

- The regulatory team fully adopts this approach.
  - Positive feedback reduces deadline pressure.
  - Consider upgrading to enterprise tier when volume grows.
- 

PERSONA 2: The Regulatory Operations Manager

### **Demographic and Professional Profile**

**Name:** Dr. Roberto Silva (fictional representative character)

**Age:** 38-50 years old

#### **Training:**

- Degree: Industrial Pharmacy, Medicine or Chemistry
- Postgraduate studies: MBA in Health Management or specialization in Regulatory Affairs.
- Certifications: RAC (Regulatory Affairs Certification) desirable.

**Cargo:** Manager / Coordinator / Director of Regulatory Affairs

**Experience:** 10-20 years in the pharmaceutical industry, with 5+ years in a leadership position.

**Wage:** R\$ 15,000-35,000/month

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### **Organizational Context**

### Type of Organization:

- Medium-to-large-sized national pharmaceutical company or Brazilian subsidiary of a multinational company.
- Regulatory Affairs Department with 10-30 people
- Reports to: R&D Director or VP of Operations

### Main Responsibilities:

1. Lead regulatory strategy for product portfolio.
  2. Manage relationships with ANVISA and other authorities.
  3. To oversee regulatory submissions and clinical trials.
  4. Ensure compliance with product development timelines.
  5. Manage the department's budget (R\$ 2-5M/year)
  6. Report submission status to C-level (CEO, CFO, COO)
- 

## Context of Pressure and Decision

### Top Pressures (Pharmaceutical/Sponsor):

- **CEO/Board:**"We need to get drug X approved in Brazil by Q3 to meet our revenue target."
- **CFO:**"The regulatory department is 15% over budget. We need to cut costs."
- **Head of R&D:**"The clinical trial needs to start in 60 days. Where are the ANVISA approvals?"

### Low Pressures (Team):

- **Analysts:**"Dr. Roberto, the translation provider is late again. We're going to miss the deadline."
- **Coordinators:**"We need more budget for translation. Document costs are increasing by 40%."
- **Quality Assurance:**"The translations are coming with errors. This is a compliance risk."

### Daily Reality:

- **Weekly meeting with pharmacist:**"Status update of all 15 ongoing studies"
  - **Pain:**Often lacks complete visibility of bottlenecks.
- **Putting out fires:**
  - ANVISA requests additional document (deadline: 10 days)
  - Critical translation delayed (urgent amendment to protocol)
  - Translation error identified after submission (costly rework)

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## Managerial Pain Points and Priorities

### Top 5 Pains:

1. **Lack of predictability:** "I never know when the documents will be ready."
2. **Compliance risk:** "A translation error could invalidate our study."
3. **Increasing cost:** "We spend R\$400k/year on translation and it's increasing."
4. **Dependence on suppliers:** "If the supplier fails, the entire schedule collapses."
5. **Lack of visibility for reporting:** "C-level executives demand status updates from me, and I don't have real-time data."

### What He Needs to Prove:

- **CFO's Para:** Clear ROI (cost reduction or revenue acceleration)
  - **To the CEO:** Reliability (will not cause delays in critical releases)
  - **For the team:** A tool that makes work easier, not more complicated.
- 

## Decision Criteria

### When Evaluating the New Translation Solution:

#### Priority 1: Risk Reduction (40%)

- Proven quality (case studies, references)
- Security and compliance (certifications, NDAs)
- Backup and continuity (if technology fails, do you have a plan B?)

#### Priority 2: Operational Efficiency Improvement (35%)

- Reduced translation time (direct impact on time-to-market)
- Reduced rework (fewer errors = fewer revisions)
- Management dashboard (visibility for decision-making and reporting)

#### Priority 3: Cost-Benefit (25%)

- Documentable ROI in 12-18 months
  - Competitive price vs. current suppliers
  - Scalable (cost doesn't explode if volume doubles)
- 

## Objections and Concerns

### **Objection 1: "AI is not reliable for regulatory documents"**

- **Required evidence:**
  - Accuracy data (92%+ in tests)
  - Mandatory human review process
  - Case study of a pharmaceutical company that already uses

### **Objection 2: "Changing suppliers is risky and time-consuming"**

- **Response:**
  - Trial period with non-critical documents
  - Gradual migration (start with 20% of the volume)
  - Satisfaction guaranteed (if it doesn't work, you don't pay)

### **Objection 3: "My team will not adopt new technology"**

- **Response:**
  - Dedicated onboarding (1-2 weeks)
  - Ongoing support (chat, email, phone)
  - Intuitive interface (less complex than email)

### **Objection 4: "What if Livora closes or the technology fails?"**

- **Response:**
  - Contract with SLA (guaranteed uptime)
  - Access to documents even after cancellation (90 days)
  - Backup at a traditional provider (Livora can manage it).

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## **The Manager's Buying Journey**

### **Step 1: Problem Identification (Month 1)**

- Pharmaceutical company pushes: "We need to accelerate approvals by 30%"
- Roberto identifies translation as a critical bottleneck.
- **Action:**Research "innovative solutions for pharmaceutical translation"

### **Stage 2: Initial Research (Month 2)**

- Encontra Livora via LinkedIn (post de thought leadership)
- Download technical whitepaper on AI in translation
- Watch the webinar "How CROs are using AI to accelerate trials"
- **Decision:**It's worth exploring.

### **Step 3: First Meeting (Month 3)**

- Schedule a call with the founder of Livora.
- Bring 2-3 people from the team (Coordinator + Senior Analyst)
- **Key questions:**
  - "What's the real ROI? Do you have the data?"
  - "How do you guarantee quality?"
  - "Have you ever worked with companies of our size?"
  - "What is the total investment (license + implementation)?"

#### **Stage 4: Technical Evaluation (Months 4-5)**

- Livora provides a 60-day enterprise trial.
- Roberto appoints Carolina to lead the pilot program.
- Test with 10-15 non-critical documents.
- **Metrics collected:**
  - Average translation time: 4.2 hours (vs. 4 days previously)
  - Accuracy: 91% (vs. 85-90% current vendor)
  - Team satisfaction: 8.5/10

#### **Stage 5: Business Case (Month 6)**

- Roberto is preparing a business case for the CFO:
  - **Investment:**R\$ 126k/year (professional tier)
  - **Projected economy:**R\$180k/year (45% reduction vs. current supplier)
  - **Additional benefit:**25% acceleration in regulatory timelines
  - **ROI:**143% in the first year

#### **Step 6: Approval and Implementation (Month 7-8)**

- CFO approves investment
- Contract signed (12 months, automatic renewal)
- Onboarding of the entire team (15 people, 2 weeks)
- **Go-live:**100% of new documents via Livraria

#### **Stage 7: Expansion (Months 12-18)**

- Proven results after 1 year.
- Roberto becomes a reference customer (participates in a case study).
- Consider upgrading to enterprise tier
- Indica Livora for contacts at other pharmaceutical companies.

### **Representative Quotes from the Personas**

**Carolina (Analyst):**

*"I used to spend half my time chasing suppliers to find out if the document was ready. With Livora, I know exactly where each translation is and when it will be ready."*

*"What impressed me most was the preservation of the formatting. Before, I used to spend 2-3 hours reformatting tables and numbering. Now the document comes out perfect."*

#### **Dr. Roberto (Manager):**

*"As a manager, I need predictability. Livora gives me complete visibility into the translation pipeline, which allows me to report confidently to management."*

*"The ROI was clear from the start. Not only did we save 40% on translation costs, but we also accelerated our time-to-market by 3-4 weeks per product. That's worth millions."*

## **5. Competitive analysis**

### **5.1 Direct Competitors - Specialized Translation Agencies**

Livora competes directly with established translation agencies that have divisions or specializations in life sciences. These competitors operate with a traditional model based on human translators and manual processes.

#### **Key Global Players:**

##### **1. TransPerfect Life Sciences**

- **Position:** Global market leader
- **Foundation:** 1992 (30+ years)
- **Estimated revenue:** USD 1+ billion (total group)
- **Model:** Traditional agency + TMS (GlobalLink)
- **Strengths:**
  - Globally recognized brand (90% Fortune 500)
  - ISO 9001, ISO 17100, HITRUST certifications
  - Network of 10,000+ specialized translators
  - GlobalLink TMS robust and mature
  - Proven experience in regulatory affairs.
- **Weak Points:**
  - Premium pricing (35-50% more expensive than Livora)

- Delivery time: 24-72 hours (simple documents)
- Manual-intensive process (high dependence on human intervention)
- Reduced agility (heavy corporate structure)
- **Estimated price:** R\$ 30-50/louda (R\$ 30-50k per doc 500k characters)
- **Delivery time:** 3-7 days (average documents)

## 2. Lionbridge Life Sciences

- **Position:** Top 3 global
- **Foundation:** 1996
- **Model:** Agency + AI-assisted translation
- **Strengths:**
  - Expertise in 300+ languages
  - Aurora AI platform (launching 2024)
  - Strong presence in clinical trials
- **Weak Points:**
  - Opaque pricing (custom quote)
  - Recent adoption of AI (still maturing)
  - Primary focus on large enterprise accounts.
- **Estimated price:** R\$ 25-45/praise

## 3. RWS (SDL/Trados)

- **Position:** Top 5 global
- **Foundation:** SDL since 1992, acquired by RWS
- **Model:** TMS software + translation services
- **Strengths:**
  - Augers: the most widely used CAT tool globally.
  - HAI (AI) platform launched in 2024
  - Forte em software localization
- **Weak Points:**
  - Less specialized in pharma vs. TransPerfect
  - Platform complexity (learning curve)
- **Estimated price:** R\$ 20-40/praise

## Regional Agencies (Brazil/LATAM):

**I estimated:** 15-25 small-to-medium-sized agencies specializing in medical/pharmaceutical translation in Brazil

### Typical characteristics:

- Teams of 5-30 people
- Network of 50-200 freelance translators
- Manual processes (email, Excel spreadsheets)
- Without its own technology platform

- **Price:** R\$ 20-35/lauda (R\$ 10-17.5k per doc 500k characters)
- **Delivery time:** 3-5 days (average documents)
- **Weaknesses:**
  - Limited scalability
  - Inconsistent quality
  - Zero visibility of status.
  - Formatting frequently broken

## 5.2 Indirect Competitors

### Generic TMS Platforms with Some AI:

#### 1. Smartling

- **Model:** TMS SaaS + AI translation + translator network
- **Markets:** Enterprise (software, e-commerce, tech)
- **Strengths:**
  - Modern and user-friendly platform
  - Integrations with 50+ CMSs
  - AI Translation + AI Human Translation (hybrid)
  - SOC 2, GDPR compliant
- **Weak Points:**
  - **Not specialized in pharma.** (focus on tech/marketing)
  - High and opaque pricing (custom quote, based on USD 500+/month)
  - Generic glossaries (without pharmaceutical terms)
  - Users complain about inconsistent MT quality.
- **Why it's not a direct competitor:**
  - Pharma/CRO clients don't consider it due to a lack of vertical specialization.
  - Specific certifications are lacking for regulatory compliance (ISO 27001 roadmap, not SOC 2 for healthcare).

#### 2. Phrase (formerly Memsource)

- **Model:** TMS enterprise for developers/software localization
- **Strengths:**
  - Forte em software localization
  - Robust API for developers
  - Integration with MT engines (Google, DeepL)
- **Weak Points:**
  - **Zero focus on life sciences**
  - Technical complexity (designed for developers, not regulatory affairs)
  - Enterprise pricing (not accessible for small clinics)
- **Why it's not a competitor:**

- Completely different positioning (software localization vs. clinical documents)
- Too technical an interface for pharmaceutical users.

### **Generic MT Tools:**

#### **DeepL Pro / Google Cloud Translation:**

- **Why they are NOT viable alternatives in the pharmaceutical sector: X**  
**Compliance:**Without traceability, audit or certification **X Quality:**Generic MT errors critical terminology (60-70% accuracy in pharma) **X Security:**Data sent to the public cloud without guarantees **X Formatting:**Completely broken (100% of the time) **X Revision:**No QA workflow or human review required.

**Market perception:**Generic MT tools are viewed as **Useful for internal emails, unsuitable for regulatory purposes.**

## **5.3 Alternative Solutions**

### **Option 1: Internal Translation Team**

#### **Why it's not feasible:**

1. **Prohibitive cost:**
  - 1 senior pharmaceutical translator: R\$ 8k-15k/month + benefits
  - Minimum team required to handle volume: 3-5 people
  - **Total cost:**R\$40k-100k/month (vs. R\$10.5k Livora)
2. **Operational complexity:**
  - Difficult recruitment (shortage of skilled talent)
  - Vacation management, leave, turnover.
  - The need for ongoing certifications.
  - Infrastructure (CAT software, TMS, glossaries)
3. **Lack of scale:**
  - During periods of low demand, the team becomes idle (waste).
  - In high demand situations, it cannot absorb the strain (bottleneck).

**When it makes sense:**Only for very large pharmaceutical companies (Top 5) with a volume >1,000 documents/year.

### **Option 2: Specialized Freelancers**

## **Market reality:**

- Estimated number of freelance medical translators in Brazil: 500-800
- Price: R\$ 15-30/page
- Delivery time: 3-7 days

## **Why it's problematic:**

1. **Inconsistent quality:**
  - Each freelancer has their own style and terminology.
  - It is difficult to maintain consistency between documents from the same study.
2. **Dependence on individuals:**
  - If a freelancer gets sick/travels, the project is delayed.
  - No backup or contingency plan.
3. **Intensive manual management:**
  - It is necessary to manage multiple freelancers.
  - Version control in Excel/email
  - Risk of file loss
4. **Formatting always breaks:**
  - Freelancers deliver editable .docx files.
  - The client needs to reformat manually.

**When it is used:** Small clinics with sporadic 1-2 documents/year.

## **5.4 SWOT Analysis of Livora**

### **FORCES**

#### **✓ 1. Proprietary Formatting Preservation Technology**

- Success rate >95% (vs. 0-20% competitors)
- Technical advantage that is difficult to replicate
- Saves 2-3 hours of manual work per document.

#### **✓ 2. Unprecedented Speed**

- 75% faster than competitors (hours vs. days)
- Direct impact on customer time-to-market.
- Documentable ROI for CFOs

#### **✓ 3. Disruptive Pricing**

- 60-70% cheaper than traditional agencies.
- Entry-level plan (R\$ 5k/month) affordable for small clinics.
- Full transparency (no opaque quotes)

#### 4. Vertical Specialization

- Glossary of 50k+ pharmaceutical/clinical terms
- 100% focus on pharma/clinical (vs. general practitioners)
- Deep understanding of the sector's pain points.

#### 5. Modern Self-Service Platform

- Real-time dashboard (full visibility)
- Intuitive UX (without extensive training)
- Automatic notifications (email + in-app)

#### 6. AI + Human Model (Best of Both Worlds)

- AI speed + Quality of human review
- The system marks segments with low confidence (safety net).
- Accuracy 92-95% (competitive with human translators)

#### 7. Startup Agility

- Rapid feature development (vs. corporate bureaucracy)
- Founder-led service (close relationship with customers)
- Case-by-case customization capability

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## WEAKNESSES

#### 1. Unknown Brand (Zero Track Record)

- No published case studies
- No customer references
- It makes it difficult to get into large accounts (which require references).

#### 2. Small Team

- only 2 founders
- No translation/linguistics specialists on the team.
- Risk perception ("what if they can't deliver?")

#### 3. Product in Beta (Features Missing)

- Without SSO/SAML (enterprise blocker)

- No public API (roadmap Q3 2026)
- English to Portuguese (Brazil) only (language expansion on roadmap)
- PDF only (other formats under development)

#### 4. Missing Certifications

- Without ISO 27001 (security)
- Sem SOC 2 (compliance enterprise)
- Sem ISO 17100 (translation quality)
- **Impact:** Large pharmaceutical companies require RFP certifications.

#### 5. Dependency on External APIs

- OpenRouter (LLMs) - if it crashes, platform for
- Google Gemini - if they become unavailable or too expensive
- Railway (hosting) - single point of failure until AWS migration

#### 6. Limited Capacity for Human Review

- Founders are currently conducting a review.
- It is necessary to hire specialized reviewers to scale.
- Risk of bottleneck if volume increases rapidly.

#### 7. Limited Capital (Initial Bootstrap)

- R\$50k for the first 6 months
- It limits the speed of hiring and marketing.
- Seed rounding is necessary to accelerate growth.

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## OPPORTUNITIES

#### 1. Market in Structural Growth

- 7,5% CAGR do mercado life sciences translation
- Brazilian pharmaceutical company growth of 11-14%.
- An 8-12% increase in clinical trials globally.

#### 2. New Favorable Regulations

- Law 14.874/2024: stricter deadlines ANVISA (90 days)
- RDC 945/2024: "reliance" in translated FDA/EMA documents
- **Effect:** The need for fast and certified translations is increasing.

#### 3. Global Shortage of Skilled Translators

- Shortage of 15,000-20,000 qualified medical translators
- Aging workforce (average age 48 years)
- **Livora's positioning:** AI as a "force multiplier"

#### 4. Growing Receptiveness to AI in the Sector

- 82% of clinical affairs professionals are open to AI for administrative tasks.
- 75% of pharmacies investing in automation
- **Favorable timing:** Early adopter advantage

#### 5. Geographic and Vertical Expansion

- LATAM: Mexico, Argentina, Chile (Year 3-4)
- New sectors: Banking/Finance (Year 3-4), Legal (Year 4-5)
- Same technology applicable (high reusability)

#### 6. Possible Strategic Partnerships

- CROs as a distribution channel
- Regulatory affairs consultants as affiliates
- Integrations with CTMS (Veeva Vault, Medidata)

#### 7. Pressure to Reduce Costs

- CFOs pressuring departments for efficiency.
- Livora offers documentable ROI (40-45% savings).
- Clear business case for budget approval.

## THREATS

#### 1. Major Competitors Adopting AI

- TransPerfect may launch its own AI solution.
- Lionbridge already has Aurora AI (launching in 2024).
- RWS launched HAI platform (2024)
- **Risk:** Competitors with brand + AI eliminate Livora's competitive advantage.

#### 2. Cultural Resistance to AI in the Pharmaceutical Sector

- Only 35% trust AI without human review.
- Perception: "AI is not reliable for critical documents"
- **Mitigation of Livora:** Emphasize mandatory human review.

#### 3. Increased Costs of AI APIs

- OpenRouter/Google may significantly increase prices.
- Margin squeeze if API cost increases 2-3x.
- **Mitigation:**Develop your own models (18-24 months)

#### 4. Stricter Regulatory Requirements

- ANVISA may require specific certifications for AI translation.
- The FDA/EMA may create guidelines prohibiting certain uses of AI.
- **Impact:**Investment in compliance is necessary.

#### 5. Low-Cost Competitors with Generic AI

- Startups using DeepL/ChatGPT without specialization
- They can offer even lower prices.
- **Livra's distinguishing feature:**Quality and expertise vs. pure price.

#### 6. Disruptive Technological Changes

- Native real-time translation in multimodal LLMs
- Google/OpenAI may launch free verticalized solutions.
- **Risk of commoditization**from the translation

#### 7. Dependence on a Few Initial Customers

- If 1-2 anchor clients cancel in Year 1, ARR drops 20-40%.
- **Mitigation:**Diversify customer base quickly (9+ customers in Year 1)

## 6. Marketing and sales

### 6.1 Brand Positioning

#### Core Value Proposition

Livora positions itself as **the first AI-powered pharmaceutical translation platform** that combines software speed with specialized service quality. The central positioning is:

**"Translation in minutes, not weeks"**

This tagline directly communicates Livora's main competitive advantage: the ability to radically reduce the turnaround time for pharmaceutical translations from 3-7 days (industry standard) to 2-4 hours, without compromising quality or regulatory compliance.

#### Positioning Pillars

## **1. Unprecedented Speed**

- 75% faster than traditional agencies.
- Translation of complex documents in hours.
- Direct impact on the time-to-market of medicines.

## **2. Professional Reliability**

- Tone of voice: trustworthy, established, professional
- Accuracy 92-95% (competitive with human translators)
- Mandatory human review of all documents.
- Full formatting preservation (95%+ success rate)

## **3. Vertical Specialization**

- 100% focused on pharmaceutical and clinical research.
- Proprietary glossary with 50k+ specialized terms.
- Deep understanding of regulatory affairs needs.

## **4. Transparency and Control**

- Real-time dashboard with complete visibility.
- Transparent pricing (no opaque quotes)
- Self-service (customers control their projects)

### **Brand Archetypes**

#### **Primary:**The Specialist (The Sage)

- In-depth knowledge and authority in the niche.
- Reliable, competent, rigorous
- Technical communication, but accessible.

#### **Secondary:**The Innovator (The Creator)

- It brings disruptive technology to solve an old problem.
- Challenge the status quo with a modern approach.
- A vision for the future without losing pragmatism.

## **6.2 Go-to-Market Strategy**

### **Phase 1: Private Beta (Q2 2026 - 2-3 months)**

**Aim:** Validate product with real users, generate initial use cases, refine positioning.

### **Recruitment strategy:**

1. **Targeted LinkedIn outreach:**
  - Identify 50-100 profiles of Regulatory Affairs Analysts and Managers.
  - Criteria: They work in small/medium-sized clinics or CROs in Brazil.
  - Personalized connection addressing specific industry pain points.
2. **Beta Offer:**
  - Free access for 60 days.
  - Limit: 20 documents per company
  - Commitment: structured feedback + permission to use as a case study
3. **Recruitment goal:**
  - 10-15 beta companies
  - Mix: 60% small/medium clinics, 40% CROs
  - Objective: 5-7 companies to become paying customers by the end of the year.

### **Beta Deliverables:**

- Personalized onboarding (1-hour call with founders)
- Priority support via WhatsApp/email
- Structured feedback session (weeks 2, 4, 8)
- Early adopter discount: 30% off for the first 6 months (if they convert)

### **Beta success metrics:**

- Activation rate: >70% (companies that translate ≥1 document)
- NPS: ≥50
- Beta→Paid conversion rate: ≥40%
- Average translation time: <4 hours
- Accuracy rate: >92%

## **Phase 2: Soft Launch (Q3 2026 - 3-4 months)**

**Aim:** Scaling to the first 10-15 paying customers, establishing sales processes.

### **Strategy:**

1. **Beta customer conversion:**
  - Customized offers for 5-7 beta companies
  - Customized plans based on actual usage during beta.
2. **Initial case studies:**
  - Publish 2-3 case studies from beta clients (with permission)
  - Format: "How [Company X] reduced translation time by 75%"
  - Distribute via LinkedIn, website, outreach.

**3. Founder-led sales:**

- Gabriel Braga as lead (biomedical + financial background)
- Abner Silva as technical support (demos, onboarding)
- Target: 2-3 sales meetings/week

**4. Channels:**

- Outbound LinkedIn (principal)
- Beta customer referrals
- Initial presence at 1-2 industry events.

**Meta Phase 2:**

- 10-15 paying customers
- ARR: R\$ 600k-900k
- CAC: <R\$ 10k (mostly organic/referrals)

**Phase 3: Scalable Growth (Q4 2026+)**

**Aim:** Establish a predictable sales machine, reach 20+ clients.

**Strategy:**

**1. Hiring the first salesperson:**

- After 3 solid, consolidated clients
- Profile: experience in B2B healthcare/tech sales
- Salary: R\$ 5k-7k + 5-10% commission ARR

**2. Structured digital marketing:**

- Budget: R\$ 3k-5k/month
- LinkedIn Ads para decision makers
- Google Ads (intent: "pharmaceutical translation", "clinical trial translation")

**3. Strategic partnerships:**

- 2-3 regulatory affairs consultants as affiliates
- 1-2 CROs as referral partners

## 6.3 Marketing Digital

### Digital Presence - Implementation Roadmap

**Month 1-2 (Pre-Beta):**

**1. Institutional website:**

- Domain: livora.ai or livora.com.br
- Essential pages:

- Home (value proposition, how it works, pricing)
    - Product (features, video demo)
    - Clients (logos + testimonials when available)
    - Blog (prepare for content)
    - Contact (form + schedule demo)
  - Tech stack: Next.js + TailwindCSS (rápido, SEO-friendly)
  - Timeline: 2-3 weeks development
  - Cost: R\$ 0 (own development) + R\$ 200 hosting/year
- 2. LinkedIn Company Page:**
- Create company page
  - Initial content: About, product, culture
  - Post twice a week:
    - Insights into pharmaceutical translation
    - Challenges in the regulatory affairs sector
    - Product updates (without revealing too much pre-launch information)
- 3. Founders' personal LinkedIn profiles:**
- Abner and Gabriel will start posting 1-2 times a week.
  - Topics:
    - Livora construction journey
    - Lessons learned about the pharmaceutical sector
    - Translation challenges in regulatory affairs
  - Objective: to build authority and network before launch.

### **Months 3-6 (Beta + Soft Launch):**

- 1. Organic SEO:**
  - Target keywords:
    - "pharmaceutical translation"
    - "translation clinical trials"
    - "ANVISA document translation"
    - "clinical trial translation Brasil"
  - Goal: Appear on the first page of Google within 6 months.
  - Strategy: technical blog posts + partner backlinks
- 2. LinkedIn Ads (pilot):**
  - Budget: R\$ 2k-3k/month (test feasibility)
  - Segmentation:
    - Job titles: Regulatory Affairs Manager, Clinical Operations Manager
    - Companies: pharmaceutical companies, CROs, research centers
    - Location: São Paulo, Rio de Janeiro, Porto Alegre
  - Format: Sponsored Content (native posts)
  - Objective: Schedule demos (CPA target: <R\$ 300/demo)
- 3. Google Ads (Search):**
  - Budget: R\$1,000-2,000/month

- Campaigns:
  - "Urgent pharmaceutical translation" (high intent)
  - "Clinical trial translation services"
- Landing page specifically designed for conversion.
- Objective: Qualified leads (CPL target: <R\$ 200/lead)

### **Year 1 - Consolidated Budget:**

- **Months 1-6:** R\$0-2k/month (organic + small tests)
- **Months 7-12:** R\$3k-5k/month (ads + content)
- **Total Year 1:** R\$ 20k-35k marketing digital

### **Digital Content Strategy**

#### **Content pillars:**

1. **Educational (40%):**
  - "Complete guide: How to prepare documents for ANVISA submission"
  - "10 common mistakes in clinical trial translations"
  - Checklist: Translation of Informed Consent Form
2. **Thought Leadership (30%):**
  - "The future of pharmaceutical translation: AI + human review"
  - "Why human translators are still essential in the age of AI"
  - Case study: How we reduced translation time by 75% without losing quality.
3. **Product/Updates (20%):**
  - "New feature: Customer-customized glossaries"
  - "How our formatting preservation technology works"
  - "Behind the Scenes: Building Livora"
4. **Industry news (10%):**
  - "New ANVISA regulations: Impacts on document translation"
  - "Law 14.874/2024: What changes for clinical trials in Brazil"

#### **Frequency:**

- Blog: 1x/week (4 posts/month)
- LinkedIn (company): 2-3 times/week
- LinkedIn (founders): 1-2 times/week each
- Newsletter (future): Once a month is reached, we'll receive 500+ contacts.

## **6.4 Content Marketing and Events**

### **Content Strategy - Responsibilities**

## **Division of labor:**

1. **Gabriel Braga (60% of the content):**
  - Focus: regulatory aspects, biomedical, business
  - Formats:
    - Technical blog posts about regulatory issues.
    - LinkedIn posts about challenges in the pharmaceutical industry.
    - Whitepapers on compliance in translation
  - Frequency: 2-3 posts/week on LinkedIn + 2 blog posts/month
2. **Abner Silva (40% of the content):**
  - Focus: technology, product, innovation
  - Formats:
    - Blog posts about AI and translation
    - LinkedIn posts about product development
    - Demo videos and tutorials
  - Frequency: 1-2 posts/week on LinkedIn + 2 blog posts/month

## **Priority content assets (first 6 months):**

1. **Technical whitepaper:**"The Definitive Guide to Translating Regulatory Documents" (15-20 pages)
  - Lead magnet for capturing qualified leads.
  - Distribute via LinkedIn + website
2. **Case studies (3-5):**
  - Format: Challenge → Solution → Results
  - Metrics: time saved, cost reduced, satisfaction
  - Publish after 3-6 months of customer use.
3. **Demo video (3-5 minutes):**
  - Showing the platform in real-world use.
  - Upload document → translation → review → download
  - Host on YouTube + website
4. **Pilot webinar:**"How to Speed Up Regulatory Submissions with Smart Translation"
  - Format: 30-minute presentation + 15-minute Q&A
  - Convidar: beta users + leads + network LinkedIn
  - Goal: 20-30 participants, convert 3-5 into demos.

## **Event Strategy**

### **Priority events in the sector (Year 1):**

1. **DIA Brasil (Drug Information Association)**
  - When: Usually May-June
  - Perfil: Regulatory affairs, clinical research
  - Strategy:

- Year 1: Participate as a visitor (networking)
  - Ano 2: Booth pequeno (USD 3k-5k)
  - Expected ROI: 10-20 qualified leads
- 2. **SBPPC (Brazilian Society of Professionals in Clinical Research)**
  - When: Usually September-October
  - Profile: Research Coordinators, CRAs
  - Strategy: Sponsorship of coffee break (R\$ 5k-8k) or booth.
  - Expected ROI: 15-25 leads
- 3. **Regional CROs events:**
  - Meetups, workshops from local associations
  - Budget: R\$ 500-1k per event
  - Goal: 2-3 events in Year 1

#### **Annual events budget (Year 1):**

- Participation/tickets: R\$ 3k-5k
- Materials (business cards, flyers, roll-up banners): R\$ 2,000-3,000
- Travel (if outside of São Paulo): R\$ 3,000-5,000
- **Total:** R\$ 8k-13k

#### **Strategy in events:**

1. **Don't sell aggressively:** Focus on educating and understanding pain points.
2. **Key questions:**
  - "How do you handle document translation today?"
  - "What is the biggest challenge when it comes to translation deadlines?"
  - "How much time do they spend waiting for translations?"
3. **Call-to-action:** Schedule a personalized demo (don't sell immediately)
4. **Follow-up:** Email within 48 hours + LinkedIn connection

## **6.5 Direct Sales Process**

#### **Founder-Led Sales Model (First 12-18 months)**

##### **Responsibilities:**

##### **Gabriel Braga - VP Sales (Lead):**

- Conducting sales calls (discovery, demo, negotiation)
- Building relationships with prospects and clients.
- Understanding needs and customizing proposals.
- Negotiating contracts and closing deals.

- **Why Gabriel?** Biomedical background + financial background = technical credibility + business acumen

### **Abner Silva - CTO (Technical Support):**

- Participate in technical demos (when necessary)
- Answering questions about architecture, security, and integrations.
- Technical onboarding of new clients
- Complex implementation support

### **Sales Process - 6 Steps**

#### **Step 1: Prospecting and Qualification**

##### **Prospecting channels:**

1. **LinkedIn Sales Navigator (principal):**
  - Filtros: Regulatory Affairs, Clinical Operations, Quality Assurance
  - Companies: pharmaceutical companies, CROs, research centers (50-500 employees)
  - Location: São Paulo, Rio de Janeiro, Belo Horizonte, Porto Alegre, Curitiba
  - Volume: 20-30 connections/week
2. **References from existing clients:**
  - Referral program: R\$500-R\$1,000 per lead that becomes a customer.
  - Request references after 60 days of successful use.
3. **Inbound (website/content):**
  - "Schedule Demo" form
  - Reply in <24 hours

##### **Qualification criteria (BANT):**

- **Budget:** Does your company have a translation budget of over R\$50,000 per year?
- **Authority:** Is Contato a decision maker or a strong influencer?
- **Need:** Do you translate >10 documents/year? Are you experiencing speed/cost pressure issues?
- **Timeline:** Do you need a solution in the next 3-6 months?

**Meta:** Qualify 5-10 prospects/week → 2-3 scheduled demos

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#### **Stage 2: Discovery Call (30 minutes)**

**Aim:** Understanding pain points, identifying opportunities, scheduling demos.

### **Question script:**

1. "Tell me a little about your role and responsibilities in regulatory affairs?"
2. "How does the document translation process work at the company today?"
3. "How many documents do you translate per month/year, on average?"
4. "What is the biggest challenge you face with translation today?"
5. "How much time do you spend, on average, waiting for translations?"
6. "Have you tried solutions other than traditional agencies?"
7. "If we could reduce translation time by 75%, what would be the impact on your work?"
8. "Who else is involved in the decision to choose tools/suppliers?"

**Next step:** Schedule a customized demo (1 hour) with all stakeholders.

---

### **Stage 3: Personalized Demo (60 minutes)**

#### **Demo structure:**

1. **Pain recap (5 min):**
  - "From what you've told me, the main challenges are [X, Y, Z]"
  - "Today I'm going to show you exactly how Livora solves this."
2. **Live demo (30 min):**
  - Upload actual client document (if possible)
  - Show complete process: upload → translation → review → download
  - Emphasize:
    - Speed (2-4 hours vs. 3-5 days)
    - Formatting preservation (compare before/after)
    - Dashboard with real-time visibility.
    - Pharmaceutical Glossary
3. **ROI calculator (10 min):**
  - "Today you translate X documents per month, spending Y days on average"
  - "With Livra: savings of [Z hours/month] + [R\$ W savings/year]"
  - "This means [impact on the business: faster time-to-market, etc]"
4. **Next steps (10 min):**
  - Offer a 14-day trial (max. 10 documents)
  - Schedule check-in for day 7 of the trial.
  - To be clear: priority support during trial.
5. **Q&A (5 min):**
  - Answering objections (see section 6.5.1 below)

**Expected conversion rate:** Demo → Trial = 60-70%

---

## **Stage 4: Trial (14 days, max. 10 documents)**

**Aim:** Customers experience real value with their own documents.

### **Onboarding trial (30 min):**

- Call with Abner (coach) or Gabriel
- Set up account, upload custom glossaries.
- Translate first document together (guided experience)

### **Support during trial:**

- Proactive check-in on days 3, 7, and 10.
- Response time <2 hours for questions
- Direct WhatsApp/email contact with the founders.

### **Engagement metrics:**

- Ideal: >5 translated documents
- Minimum acceptable: 3 documents
- Red flag: <2 documents = not engaged

**Expected conversion rate:** Trial → Payment = 40-50%

---

## **Step 5: Proposal and Negotiation**

**Timing:** Days 10-12 of the trial (before it expires)

### **Commercial proposal:**

- Based on the tier appropriate to the profile (Entry, Professional, Business)
- Include:
  - Detailed pricing (monthly/annual)
  - Comparison with current cost
  - Estimated ROI (time + money saved)
  - Contract terms (12 months recommended)

### **Early adopter discount (first 20 customers):**

- 20-30% in the first 6 months
- "We are building the leading platform in Brazil, and we want you as a founding client."

### **Common objections and responses:**(see section 6.5.1)

**Expected conversion rate:** Proposal → Closing = 60-70%

---

## Step 6: Closing and Onboarding

### Closing:

- Send contract via DocuSign
- Set up payment (bank slip/card via Stripe)
- Welcome kick-off call

### Full onboarding (2 weeks):

- Week 1: Setup (users, permissions, glossaries)
- Week 2: Client team training (1-2 hours)
- Best practices document
- Assign Customer Success contact (Gabriel initially)

**First value delivery:** Client translates first paid document in <7 days

## 6.5.1 Common Objections and Responses

### Objection 1: "AI is not reliable for regulatory documents"

**Response:** "I agree 100% that you can't rely on pure AI for critical documents. That's why Livora..." **It's not just AI.** Every document undergoes mandatory human review by a specialist. AI speeds up 80% of the work, but humans validate the other critical 20%. Think of AI as a 'super-fast first draft' that a professional refines. The result: you get the speed of AI (hours) with human quality (92-95% accuracy).

---

### Objection 2: "We already have a translation agency that works well."

**Response:** "Great! I'm not here to say your current agency is bad. The question is: **How much time do you spend waiting for translations?** If the agency takes 3-5 days and that's not a problem, perfect. But if you've already missed a regulatory deadline, or had to 'squeeze' the agency to deliver faster, Livora solves that. You don't need to switch 100% - some clients keep the agency for ultra-critical documents and use Livora for 70-80% of the volume where speed matters."

---

### Objection 3: "Too expensive for our budget"

**Answer (if it's a small clinic):**"I understand. Let's do the math together. Today, if you translate about 5 documents/year at R\$2,000-R\$3,000 each, you're spending R\$10,000-R\$15,000/year. Livora's Entry Tier is R\$5,000/month = R\$60,000/year, so it's actually more."**But:**With Livora, you can translate 10-20 documents per month, not 5 per year. If you have unmet demand (documents you can't translate due to cost), Livora unlocks that. Furthermore, we offer a 30% early adopter discount for the first 6 months. That would be R\$3,500 per month. Does it make sense to start with this and then reassess?

**Response (if it's a genuine budget objection):**"No problem. How about we start pay-per-use? You only pay for the documents you translate, like R\$100-150 per document. No fixed monthly fee. After 3-6 months, if it becomes routine, we can switch to a subscription. That way you can test it without commitment."

---

#### **Objection 4: "I need approval from my manager/CFO/procurement department"**

**Response:**"That's perfectly normal! What's the approval process? Can I prepare a business case for you to present? I usually include:"

- Comparison of current cost vs. Livora
- Estimated ROI (time + money saved)
- Similar customer case
- Risk mitigation (no-obligation trial, flexible cancellation)

Do you want me to participate in the meeting with [manager] to answer technical questions?

---

#### **Objection 5: "What if you (the startup) close your doors?"**

**Response:**"Valid concern. Some assurances:"

1. **Access to your documents:**Even if you cancel, you have 90 days to download everything.
2. **Same vendor lock-in:**Your glossaries and translation memories are yours and can be exported.
3. **Uptime SLA:**99.5% (if it falls, you don't pay a proportional amount)
4. **Plano B:**We maintain a list of partner translators. If something catastrophic happens, we connect you with them to ensure continuity.

Furthermore, we are raising seed funding in 2026 to secure an 18-24 month runway. This is not a volatile, one-off operation.

---

**Objection 6: "Our documents are confidential, I cannot send them to the cloud."**

**Response:**"Security is the absolute priority. Some key points:"

1. **E2E cryptography:**Encrypted documents in transit (TLS 1.3) and at rest (AES-256)
2. **Civil servants in Brazil:**Data hosted in a national data center (LGPD compliance)
3. **Restricted access:**Only certified reviewers (with signed NDA) can access documents.
4. **Audit:**Logs of who accessed what, and when.
5. **Roadmap certifications:**ISO 27001 and SOC 2 by 2026

I can also sign a corporate NDA with you. And if you'd like, we can do a test with non-confidential documents first.

---

## Sales Tools

### CRM: Pipedrive

- **Why:**Simple, visual (clear pipeline), R\$ 50/user/month
- **Pipeline stages:**
  1. Qualified lead
  2. scheduled Discovery call
  3. Demo completed
  4. Active trial
  5. Proposal submitted
  6. Negotiation
  7. Closed-Won / Closed-Loss

### Other tools:

- **DocuSign**(contracts): R\$ 80/month
  - **Calendly**(Demo scheduling): Free
  - **Loom**(Follow-up videos): Free
  - **LinkedIn Sales Navigator**(Prospecting): R\$ 400/month
  - **HubSpot CRM**(free alternative to Pipedrive)
- 

## Hiring the First Salesperson (After 3 Solid Clients)

**Estimated time:** Months 6-9 (Q3-Q4 2026)

**Ideal profile:**

- 3-5 years of B2B sales experience (SaaS or healthtech preferred)
- Understands the consultative (non-transactional) sales cycle.
- Ability to understand technical product
- Hunter (not farmer) - focus on new business
- Bonus: knowledge of the pharmaceutical/clinical research sector

**Remuneration:**

- Base: R\$ 5k-7k/month
- Commission: 5-10% of the ARR of clients who close deals.
- On-Target Earnings (OTE): R\$ 8,000-12,000/month (base + commission)
- Example: Closes R\$60k ARR/month → Commission R\$3k-6k

**Expected ramp-up:**

- Month 1: Training (product, market, sales)
- Months 2-3: Shadow Gabriel during sales.
- Month 4+: Independent, target: 2-3 new clients/month

**When to hire a second salesperson:** After 15-20 clients (Year 2)

## 6.6 Strategic Partnerships

### Types of Partnerships

#### 1. Channel Partnerships (CROs as resellers)

**Model:**

- Medium-to-large CROs recommend/resell Livora to pharma clients.
- CRO earns a commission for each activated client.
- Livora handles the operation, CRO facilitates entry.

**Profile of an ideal CRO partner:**

- 50-200 employees
- Manages 10-30 simultaneous studies.
- It serves multiple pharmacies (not just one).
- Has strong relationships with sponsors.

#### **Value proposition for CRO:**

- **For the CRO:** Additional revenue (10% ARR) without operational work.
- **For CRO clients:** Access to a modern solution with the CRO's "seal of approval".

#### **Structure:**

- Commission: 10% of the referred (recurring) client's ARR.
- Example: CRO refers a client worth R\$10.5k/month → CRO earns R\$1.05k/month while the client remains active.
- Contract: 12-month partnership agreement

**Year 1 Goal:** 2-3 partner CROs, contributing 20-30% of the pipeline.

---

## **2. Affiliate Partnerships (Regulatory Affairs Consultants)**

#### **Model:**

- Independent consultants recommend Livra to clients.
- They earn a commission for each successful referral.

#### **Ideal profile:**

- Senior consultants with 10+ years of regulatory experience.
- They serve 5-10 pharma/biotech clients simultaneously.
- Strong networking in the sector

#### **Value proposition:**

- "Offer a modern solution to your customers effortlessly"
- Commission: 10% of ARR year 1 (one-time)
- Example: Refer a client with R\$126k/year revenue → Earn R\$12.6k

#### **Activation:**

- Trackable referral link
- Dashboard to track indicators.
- Priority support for referred clients

**Year 1 Goal:** 5-10 active affiliate consultants

---

## **3. Technology Integration Partnerships (Roadmap Year 2-3)**

### **Target systems:**

- **Veeva Vault:** TMS leader in clinical trials
- **Medidata Rave:** EDC (Electronic Data Capture)
- **Oracle Clinical:** Clinical trial management

### **Value:**

- Customers use Livora directly within CTMS (without leaving the platform).
- Automated workflow: document created in CTMS → Livora translation trigger → translated version

**Barrier:** Requires a public API (roadmap Q3 2026) + certifications (SOC 2)

**Year 2 Goal:** 1-2 native integrations

---

### **4. Co-marketing Partnerships (Industry Associations)**

#### **Target organizations:**

- **SBPPC** (Brazilian Society of Professionals in Clinical Research)
- **ACRP Brazil** (Association of Clinical Research Professionals)
- **Brazil Day** (Drug Information Association)

#### **Model:**

- Livora becomes a "corporate partner" of the association.
- Benefits:
  - Right on the association's website
  - Article in the monthly newsletter (5k-10k members)
  - Discount for members (10-15%)
  - Speaking slot em evento anual

**Investment:** R\$ 5k-15k/year per membership

**Year 1 Goal:** 1 association, Year 2: 2-3 associations

### **6.7 Pricing Strategy**

#### **Current Pricing (Initial Validation)**

The three pricing tiers were designed based on:

1. Customer segmentation (small/medium/large)
2. Competitive analysis (60-70% cheaper than agencies)
3. Delivery cost (APIs, human review, infrastructure)

#### Initial feedback:

- **Entry Tier (R\$ 5k/month):**Validated by small clinics as "affordable"
- **Professional Tier (R\$ 10.5k/month):**Sweet spot for medium CROs
- **Business Tier (R\$ 20k+/month):**Feedback: "cheap to start an enterprise" (positive!)

**Interpretation:**Pricing is competitive, with potential room to increase the business model to R\$25k-30k base.

---

#### Pricing Philosophy

##### Principles:

1. **Transparency:**Public prices are available on the website (do not "request a quote").
2. **Value-based:**Based on the value delivered (time + money saved), not the cost.
3. **Simple tiers:**3 clear tiers (not 5-6 confusing ones)
4. **Land & expand:**Start with a lower tier, upgrade naturally as you grow.

#### Value prop pricing:

- **60-70% cheaper**what traditional agencies
- **Predictability:**Fixed monthly cost (no surprises)
- **Scalability:**The more you use, the lower the unit cost.

## 7Operational plan

### 7.1 Operational Structure

#### End-to-End Operational Flow

Livora's operation follows an automated pipeline divided into 6 main stages, combining intelligent automation with strategic human review:

### **Step 1: Upload and Intake (automatic - 30 seconds)**

1. The customer uploads the PDF document via the web platform.
2. The system validates the file's format, size, and integrity.
3. The document is encrypted (AES-256) and stored in MinIO.
4. Notification sent to the customer: "Document received, processing initiated"
5. Job created in the processing queue (PostgreSQL)

### **Step 2: Content Separation and Layout (automatic - 2-5 minutes)**

1. Okapi Framework extracts text from PDF while maintaining XML structure.
2. The system identifies and maps elements:
  - o Paragraphs, headings, lists, tables
  - o Numbering, bullets, footnotes
  - o Formatting (bold, italics, font sizes)
  - o Images, graphics (not translated, but positioned)
3. Generation of intermediate XLIFF file (separate text + layout metadata)
4. Notification: "Document processed, translation initiated"

### **Step 3: Translation via AI Agents (automatic - 10-30 minutes)**

1. The system sends text segments to multi-layered agents:
  - o **Agent 1 (Primary Translator):** Gemini 2.0 Flash Experimental via OpenRouter
    - Context: Pharmaceutical glossary with 50k+ terms + document context
    - Output: Initial translation of each segment
  - o **Agent 2 (Consistency Reviewer):** Cross-document terminology check
    - Ensures consistent technical terminology throughout the document.
  - o **Agent 3 (Quality Scorer):** Calculates confidence score (0-100%) by segment.
    - Algorithm: Analysis of ambiguity, coherence, adherence to the glossary.
    - Mark segments <75% for priority human review.
2. The system reconstructs the translated document while maintaining the XLIFF structure.
3. Notification: "Translation complete, starting layout review"

### **Step 4: Layout Reconstruction (semi-automatic - 15-45 minutes)**

1. Proprietary XML mapping algorithm reapplies formatting:
  - o Tables, lists, reconstructed numbering

- Styles (fonts, colors, sizes) preserved
  - Headers/footers retained
  - Pagination adjusted automatically
2. **Human review of layout (founders - Year 1):**
    - Visual check: Did the formatting break? (Current success rate: 95%)
    - Problematic cases: Manual adjustments in tools (Adobe, LibreOffice)
    - Average time: 10-20 minutes per document.
  3. Final PDF generated
  4. Notification: "Layout review complete, ready for your review"

### **Step 5: Customer Review (self-service - 1-48 hours)**

1. Customer accesses translated document on the dashboard.
2. The review interface allows:
  - Side-by-side view (original vs. translated)
  - Comments in specific segments
  - Suggestions for change
  - Approval/Rejection by section or complete document
3. If the customer rejects/comments:
  - Notification for Livora team (Abner/Gabriel)
  - Manual adjustments made
  - New version sent for re-review.
4. If the client approves:
  - Status changes to "Completed"
  - Document available for download.

### **Step 6: Delivery and (automated) Learning**

1. Client downloads final document as PDF.
2. Feedback captured:
  - Segments corrected → updated in the glossary
  - Reported errors → stored for analysis (feedback storage)
  - Patterns identified → future adjustments to the model.
3. Document archived (90 days after account cancellation)

### **Current Operational Capacity:**

- **Simultaneous documents:** ~10 per Railway service
  - **Total processing time:** 30 minutes - 2 hours (depends on size)
  - **Main bottleneck:** Human review of layout (scaling with hiring)
- 

### **Team Structure - Evolution over 18 Months**

#### **Today (MVP - 2 people):**

- **Abner Silva (CTO):** Full-stack development, infrastructure, technical review
- **Gabriel Braga (CFO/COO):** Sales, operations, pharmaceutical content review

**After closing 2 clients (~Months 4-6):**

- **+1 Human Pharmaceutical Reviewer (PJ, part-time):**
  - Responsibilities: Layout review + terminology validation
  - Profile: Translator/proofreader with knowledge in pharmaceutical sciences.
  - Commitment: 20-30 hours/week initially
  - Compensation: R\$ 40-60/hour (R\$ 3,500-7,000/month)
  - Frees founders to focus on sales and development.

**After 5-7 clients (~Month 7-9):**

- **+1 Backend Developer (CLT or PJ):**
  - Responsibilities: New features, maintenance, scalability.
  - Focus: Python (agents), Node.js (APIs), integrations
  - Salary: R\$ 8k-12k/month
- **+1 Seller (as per Section 6)**

**After 10-12 clients (~Month 10-12):**

- **+1 Additional Pharmaceutical Reviewer**
- **+1 Customer Success (part-time ou PJ):**
  - Onboarding, suporte, renewals
  - Salary: R\$ 4k-6k/month

**Year 2 (15-25 clients):**

- **+1-2 Developers**(expand technical capacity)
- **+2-3 Reviewers**(scale operation)
- **+1 Head of Ops**(manage operations, QA, processes)

## 7.2 Technology and Infrastructure

### Complete Technical Stack

**Frontend:**

- **Framework:** React 18 com TypeScript
- **Routing:** React Router v6
- **State Management:** Condition (leve e moderno)

- **UI Components:** shadcn/ui + TailwindCSS
- **Real-time communication:** Socket.io (status notifications)
- **File upload:** React Dropzone + resumable.js (uploads grandes)
- **Documentation:** Storybook (components)

### **Backend:**

- **API Principal:** Node.js com NestJS (TypeScript)
  - REST APIs for CRUD, authentication, and upload.
  - WebSocket for real-time notifications
  - Job queue (Bull/BullIMQ with Redis)
- **AI processing:** Python 3.11+
  - Translation agents (LangChain or CrewAI)
  - OpenRouter Integration (Gemini 2.0 Flash)
  - Okapi Framework (layout extraction/reconstruction)
  - XLIFF manipulation (xml.etree, lxml)

### **Database e Storage:**

- **PostgreSQL 17:** Structured data
  - Users, organizations, documents (metadata)
  - Audit logs, glossaries, feedback
- **Redis:** Job Caches and Queues
- **MinIO:** Object storage (PDF files)
  - Buckets: [uploads/](#), [processed/](#), [translations/](#)
  - Server-side encryption (AES-256)

### **AI/LLM:**

- **OpenRouter:** Gateway for multiple LLMs
  - Current model: Google Gemini 2.0 Flash Experimental
  - Cost: ~\$0.10-0.15 per document (500k characters)
- **Plan B (What 2):** Vertex AI (Google Cloud)
  - Direct access to Gemini via Google infrastructure.
  - Best pricing for high volume.
  - Greater control over fine-tuning

### **Authentication and Security:**

- **Logo:** Auth as a Service
  - JWT tokens (access + refresh)
  - MFA (Multi-Factor Authentication)
  - RBAC (Role-Based Access Control)
  - Integrated audit logs
  - M2M (Machine-to-Machine) para APIs futuras

- **Cryptography:**
  - TLS 1.3 (transport)
  - AES-256 (data at rest in MinIO)

## Development Tools:

- **Documentation:** Eraser (process diagrams)
  - **API Docs:** Swagger/OpenAPI
  - **Monitoring:** Sentry (error tracking)
  - **Logs:** Winston (Node.js) + Python logging
  - **CI/CD:** GitHub Actions (tests + deploy)
- 

## Current Infrastructure (Railway)

**Hosting:** Railway (PaaS)

- **Flat:** Pro (\$20/month initially)
- **Services deployed:**
  1. Frontend (React) - 512 MB RAM
  2. Backend API (NestJS) - 1 GB RAM
  3. Python Workers (translation) - 2 GB RAM
  4. PostgreSQL - 1 GB RAM
  5. Redis - 512 MB RAM
  6. MinIO - 2 GB storage initially
- **Estimated total cost:** \$25-50/month (includes execution costs)

## Capacity:

- **Simultaneous documents:** ~10 per worker
  - Limitation: Python worker RAM (2 GB)
  - Limited parallel processing
- **Throughput:** 50-100 documents/day (enough for the first 5-7 clients)
- **Scalability:** Horizontal (add workers) up to the plan limit.

## Variable Costs:

- **OpenRouter (Gemini 2.0):**
  - Input: \$0.30/M tokens
  - Output: \$1.20/M tokens
  - Average document (500k characters = ~200k tokens): \$0.10-0.15
  - 100 documents/month: \$10-15
  - 500 documents/month: \$50-75
- **MinIO Storage:** Included in Railway (first GBs free)
- **Total Year 1:** \$30-80/month (infrastructure + AI)

---

## Migration to AWS (Roadmap)

**When:** When Railway hits bottlenecks in the Pro plan

- Indicators:
  - 20 simultaneous documents
  - Latency >5 seconds in APIs
  - Railway costs >\$100/month
- **I estimated:** Months 9-12 (after 10-15 clients)

## Why AWS?

1. **Unlimited scalability:** Auto-scaling de workers
2. **Best cost for high volume:** Savings of 30-40% vs. large-scale railway
3. **Compliance:** Certifications required for enterprise (SOC 2, ISO 27001)
4. **Redundancy:** Multi-AZ for high availability
5. **Ecosystem:** Integration with Vertex AI (Google Cloud) via VPC peering

## Planned AWS architecture:

- **Compute:**
  - ECS (Elastic Container Service) com Fargate (serverless containers)
  - Frontend: CloudFront (CDN) + S3 (static assets)
  - Auto-scaling: 2-10 workers Python queue-based
- **Database:**
  - RDS PostgreSQL (Multi-AZ, automatic backups)
  - ElastiCache Redis (cache + queue)
- **Storage:**
  - S3 (replace MinIO)
  - Lifecycle policies: archives >90 days → Glacier
- **Networking:**
  - Private VPC, public/private subnets
  - ALB (Application Load Balancer)
  - Route 53 (DNS)

## Estimated AWS cost (10-15 customers):

- Compute: \$100-200/month
- RDS: \$50-80/month
- S3: \$20-40/month
- Other (networking, monitoring): \$30-50/month
- **Total:** \$200-370/month

- **Railway Comparison:** ~\$150-200/month at the limit
  - **Break-even:** AWS is worthwhile after approximately 15 customers.
- 

## Disaster Recovery Plan

### Backup:

- **Database (PostgreSQL):**
  - Railway: Automatic daily backups (7-day retention)
  - AWS: RDS automatic backups (30 days) + weekly snapshots (90 days)
- **Files (MinIO/S3):**
  - Cross-region replication (future AWS)
  - Weekly backups to a separate bucket.
- **RPO (Recovery Point Objective):** 24 hours (maximum data loss: 1 day)
- **RTO (Recovery Time Objective):** 4 hours (restore time)

### External API contingency:

- **OpenRouter down:**
  - Plan B: Direct Google Gemini API (key already configured)
  - Plan C: Fallback to Claude 3.5 or GPT-4 (cost 2x, more works)
- **Railway down:**
  - Monitoring: UptimeRobot (SMS + email alerts)
  - Communication: Status page for clients
  - Emergency migration: Already have AWS infrastructure configured (even if inactive).

## 7.3 Critical Suppliers and Partners

### Technology Providers

#### 1. OpenRouter (Critical Path)

- **Service:** Gateway for LLMs (Gemini, Claude, GPT-4)
- **Model used:** Google Gemini 2.0 Flash Experimental
- **Pricing:** Pay-as-you-go
  - Input: \$0.30/M tokens
  - Output: \$1.20/M tokens
- **Limits:** Sem rate limit no flat payment (confirmed)
- **Reliability:** 99.9% uptime (SLA)
- **Risk:** Single dependency → Mitigated by fallback APIs

## **Plano B: Vertex AI (Google Cloud)**

- **When:** Year 2 or if OpenRouter becomes 50% more expensive.
  - **Advantages:**
    - Direct access to Gemini (no intermediary)
    - Pricing approximately 20% lower for high volume.
    - Fine-tuning possible (improve glossary)
  - **Disadvantages:**
    - More complex setup (Google Cloud infrastructure)
    - Lock-in on Google (but we're already using Gemini)
- 

## **2. Railway (Current Infrastructure)**

- **Service:** Platform-as-a-Service (hosting)
  - **Flat:** Pro (\$20/month base + usage)
  - **Includes:** Compute, database, storage, networking
  - **Support:** Community (upgrade to Enterprise if needed)
  - **Limitations:** Scale up to ~20-30 customers (after migrating to AWS)
- 

## **3. Logout (Authentication)**

- **Service:** Auth-as-a-Service
  - **Features:** MFA, RBAC, audit, SSO (future)
  - **Flat:** Pro (\$49/month for 10k MAU)
  - **Alternative:** Auth0 (more expensive, \$240/month), Keycloak (open-source, self-hosted)
- 

## **4. Okapi Framework (Open-Source)**

- **Use:** Extraction and reconstruction of layout (PDF → XLIFF → PDF)
  - **License:** Apache 2.0 (free, commercial use allowed)
  - **Risk:** Open-source project dependency (low, mature project)
- 

## **Human Reviewers (Operation)**

**Initial Contract (After 2 clients):**

**Desired profile:**

- **Background:** Translator/proofreader with knowledge in life sciences.
  - Ideal: Degree in Pharmacy, Biomedicine, or Translation + specialization in medical translation.
  - Experience: 2-5 years in pharmaceutical/clinical translation
  - Desirable certifications: ABRATES (Brazilian Association of Translators), regulatory affairs courses.
- **Responsibilities:**
  - Review rebuilt layout (10-20 min/doc)
  - Validate critical terminology (technical terms, dosages, drug names)
  - Adjust translations marked as having low confidence (<75% score)
  - Give feedback on recurring AI errors.

#### **Hiring model:**

- **Format:** PJ (Legal Entity) initially
  - Flexibility (payment per hour worked)
  - Lower cost vs. CLT (without benefits)
  - Scale quickly (hire more reviewers as needed)
- **Compensation (not yet defined, based on market benchmark):**
  - **Per hour:** R\$40-60/hour
  - **By document:** R\$ 50-150/document (depending on complexity)
  - **Dedication:** 20-30 hours/week (5-10 clients)
- **Scalability:**
  - 1 reviewer: 5-10 clients
  - 2 reviewers: 10-20 clients
  - 3-4 reviewers: 20-30 clients

#### **Where to search:**

- LinkedIn (job posts)
  - Associations: ABRATES, groups of medical translators
  - Communities: Proz.com (global network of translators)
  - References: Ask for recommendations from Translation professors (USP, UNESP)
- 

#### **Plan B (if you can't find a legal entity):**

- **Freelancers via plataforma:** Workana, Upwork (less preferable, inconsistent quality)
- **Partner translation agencies:** Outsourcing revisions (increases costs, reduces margins)

## 7.4 Quality Management

### Sistema de Quality Assurance (QA)

#### Central Metric: Accuracy Rate

How it is calculated (currently):

1. **Confidence Score by Segment:**
  - Agent 3 (Quality Scorer) analyzes each translated segment.
  - Algorithm evaluates:
    - **Terminological consistency:** Is the technical term in the glossary? Does the translation match?
    - **Grammatical consistency:** Does the sentence make sense? Is the verb/noun agreement correct?
    - **Preservation of meaning:** Semantic comparison (embeddings) source vs. target
  - Output: Score 0-100% by segment
2. **Classification:**
  - **High confidence (>75%):** Go straight through (automatic approval)
  - **Medium confidence (50-75%):** Human review recommended (yellow flag)
  - **Low confidence (<50%):** Mandatory human review (red flag)
3. **Overall Accuracy Rate:**
  - After human review, the reviewer marks segments as:
    - Correct (no changes needed)
    - Minor adjustments (punctuation, nuances)
    - Incorrect (retranslation needed)
  - **Accuracy = % of segments marked or (lower)**
  - **Meta:** 92-95% (benchmark: human translators ~95-98%)

#### QA Manual:

- **Year 1 (founders + 1-2 reviewers):** 100% of documents reviewed manually.
  - Focus: Guarantee quality, validate a system of trust.
- **Year 2 (scale):** Sampling 20-30%
  - Documents with an average score >90%: 10% sample size
  - Documents with a score of 80-90%: 50% sampling rate
  - Documents with a score <80%: 100% Review

---

### Feedback Loop and Continuous Improvement

#### Feedback Capture:

When a customer reports an error or makes a correction in the interface:

1. **Capture system:**
  - Document ID
  - Specific page and segment
  - Original text (source)
  - AI translation (wrong)
  - Customer correction (correct)
  - Error type: Terminology | Grammar | Context | Layout
2. **Storage:**
  - Database: Table [feedback\\_logs](#)
  - Separate storage: Bucket [feedback/](#) (complex cases with screenshots)
3. **Automatic classification:**
  - Critical error (medication, dosage, contraindication): Immediate alert
  - Average error (technical terminology): Review weekly
  - Minor error (style, punctuation): Review monthly

#### **Improvement Actions:**

##### **Short term (weekly):**

1. **Glossary Update:**
  - Terms manually corrected → added to the glossary
  - Example: Client corrects "randomization" → "aleatorization"
  - The system learns: Future documents use "randomization"

##### **Medium term (monthly): 2. Prompts setting:**

- Common errors (e.g., always translating "endpoint" as "ponto final" instead of keeping it in English)
- Engineer adjusts Agent 1 prompt to preserve specific terms.

##### **Long term (quarterly - Year 2+): 3. Model Fine-tuning:**

- Accumulate >1,000 pairs (original text + corrected translation)
- Fine-tune Gemini model with proprietary data via Vertex AI.
- Result: Specialized model for pharmaceutical translation Livora

#### **Quality Metrics - Internal Dashboard**

##### **Weekly follow-up (ops team):**

- **Average accuracy rate:** 92-95% (target)
- **% Documents with critical errors:** <2%
- **Average human review time:** <20 min/doc
- **% Documents approved without modifications:** >80%

- **Customer NPS (quality):** >50

#### **Automatic alerts:**

- If accuracy drops below 90% in 3 consecutive documents: Investigate
- If a critical error is detected (medication, dosage): Immediately email the CTO.

## **7.5 Security and Compliance**

### **Current Security (MVP)**

#### **Security Layers Implemented:**

##### **1. Cryptography:**

- **In transit:** TLS 1.3 (HTTPS for all web traffic)
- **At rest:** AES-256 (files in MinIO)
- **Keys:** Managed by Railway (automatic rotation)

##### **2. Authentication and Authorization (Logto):**

- **JWT Tokens:**
  - Access token: 15 minutes validity
  - Refresh token: 7 days
  - Automatic renewal
- **MFA (Multi-Factor Authentication):** Available via Logto
  - TOTP (Google Authenticator, Authy)
  - SMS (future)
- **RBAC (Role-Based Access Control):**
  - Roles: Admin, Translator, Reviewer, Viewer
  - Granular permissions (e.g., Admin can delete documents, Viewer can only view them)
- **M2M (Machine-to-Machine):** For public API (roadmap)

##### **3. Audit Logs (Integrated Log):**

- Register:
  - Who accessed which document and when.
  - Configuration changes (adding users, changing roles)
  - Login attempts failed.
- Retention period: 90 days (in accordance with LGPD)
- Access: Only organization admins

#### **4. Backup (Not yet implemented - Priority Q2 2026):**

- **Flat:**
  - Database: Automatic daily backups (Railway offers this, confirm it's enabled)
  - Files: Weekly replication to a separate bucket
  - Restore test: Quarterly

#### **5. Rate Limiting e Anti-Abuse:**

- Upload: Max. 10 documents per user simultaneously.
- API calls: 1000 requests/hour per organization
- DDoS protection: Cloudflare (if migrating to AWS, already included in ALB)

## **8 Structure and management**

### **8.1 Corporate structure**

#### **Shareholding Structure**

Livora will be incorporated as a limited liability company (LTDA) with the following capital structure:

<b>Partner</b>	<b>Cargo</b>	<b>Equity</b>	<b>Justification</b>
Abner Silva Barbosa	Co-Founder & CTO	55%	Original visionary, technical lead, full-stack development, product leadership.
Gabriel Braga	Co-Founder & CEO	45%	Biomedical expertise + business, go-to-market, sales, operations, regulatory perspective.

#### **Equity distribution:**

- **Total founders:** 100% (current)
- **ESOP (Employee Stock Ownership Plan):** To be created (10-15% pool recommended pre-seed)
- **Future investors:** Recommended dilution of 15-25% in the seed round.

## **Vesting Schedule**

To protect the company and ensure long-term commitment from the founders:

### **Vesting structure:**

- **Total period:** 4 years
- **Cliff:** 1 more
  - Meaning: If the founder leaves before 1 year, they lose all equity.
  - After 1 year: 25% of the equity vest (remains acquired)
- **Monthly vesting:** After cliff, 1/48 of equity vest per month (36 months remaining)

### **Practical example (Abner - 55%):**

- Months 0-12: 0% dressed (if you go out, you lose everything)
- Month 12: 13.75% vesta (25% of 55%)
- Months 13-48: 1,146% vest per month
- Month 48: 100% dressed (55% total)

### **Justification:**

- Protects against premature removal of the founder organ.
- Market standard (required by investors)
- Ensures long-term alignment.

## **Founders' Agreement**

Essential document to be formalized before incorporating a company (Q1 2026):

### **Main clauses:**

1. **Equity division:** 55/45 as above
2. **Vesting:** 4 years with a 1-year cliff.
3. **Dedication:** Full-time, exclusive (no working for competitors allowed)
4. **Intellectual Property:** All IP addresses developed belong to the company.
5. **Non-competition:** If you leave, you cannot create/work for a competitor for 12 months.
6. **Conflict resolution:** Mediation → Arbitration (not through the regular courts, faster)
7. **Drag-along / Tag-along:** Protections for the future sale of the company.
8. **Good leaver / Bad leaver:**
  - Good: Leaves on good terms → maintains equity investment.
  - Bad: Serious violation → company may repurchase equity at a discount.

**Preparation cost:** R\$3,000-5,000 (lawyer specializing in startups)

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## **Company Formation**

**Current status:** Pre-incorporation (operating as individuals during MVP)

**Formalization roadmap:**

**Q1 2026 (Pre-Beta):**

1. **Choosing a company name:**
  - Company name: Livora Tecnologia em Tradução LTDA (example)
  - Fantasy name: Livora
2. **CNPJ Registration Number:**
  - Location: São Paulo, SP (Brazilian Silicon Valley)
  - Type: Limited Liability Company (LTDA)
  - Main CNAE code: 6204-0/00 (Information technology consulting)
  - Secondary CNAE code: 7490-1/04 (Translation services)
3. **Initial share capital:**
  - Recommended investment: R\$ 50,000 (minimum viable share capital)
  - Investment: 10% in cash (R\$ 5k), 90% in goods/services (intellectual property, development)
  - Division: Abner R\$ 27.5k (55%), Gabriel R\$ 22.5k (45%)
4. **Tax framework:**
  - **National Simples:** Best option for Year 1 (revenue <R\$ 4.8M)
  - Annex III (services): Progressive rate 6-17.42%
  - Benefit: Simplicity, lower tax burden

**Incorporation costs:**

- Accounting: R\$ 500-1k (setup) + R\$ 300-500/month
- Registration (Commercial Board): R\$ 200-400
- License fee: R\$ 100-300
- **Total setup:** R\$ 1k-2k

## **8.2 Hiring Plan - First 18 Months**

#	Posição	Timing	Salário/Custo	Trigger	Responsabilidades
1	Revisor Farmacêutico (PJ)	Mês 4-6	R\$ 3,5-7k/mês	Após 2 clientes fechados	Revisão layout + terminologia, QA
2	Desenvolvedor Backend	Mês 7-9	R\$ 8-12k/mês	Após 5-7 clientes	Features, manutenção, escalabilidade
3	Vendedor (AE)	Mês 7-9	R\$ 5-7k base + comissão	Após 3 clientes sólidos	Prospecção, demos, fechamento
4	CS Manager (PT)	Mês 10-12	R\$ 4-6k/mês	Após 10-12 clientes	Onboarding, suporte, renewals
5	Revisor Farmacêutico 2	Mês 10-12	R\$ 4-8k/mês	Quando revisor 1 >80% capacidade	Escalar operação de QA
6	Desenvolvedor Frontend	Ano 2 Q1	R\$ 7-10k/mês	Quando backend saturado	UX/UI, features cliente
7	Head of Operations	Ano 2 Q2	R\$ 10-15k/mês	Após 15-20 clientes	Gerenciar ops, QA, processos
8	SDR (Sales Dev Rep)	Ano 2 Q3	R\$ 3-5k/mês	Quando vendedor 1 atingir quota	Qualificar leads, agendar demos

## Detailed Breakdown of the First 5 Hires

### Hiring #1: Pharmaceutical Reviewer

#### Why this is the first signing:

- Operational bottleneck: Founders are unable to review >2-3 documents per day.
- Quality is critical to brand reputation.
- Frees founders to focus on sales and development.

#### Ideal profile:

- **Training:** Pharmacy, Biomedicine, or Translation + medical specialization
- **Experience:** 2-5 years in pharmaceutical/clinical translation
- **Skills:**
  - Pharmaceutical terminology proficiency (Portuguese + English)
  - Knowledge of regulatory documents (protocols, ICFs, clinical reports)
  - Attention to detail (zero tolerance for dosage/medication errors)
  - Agility (being able to review a 20-page document in 15-20 minutes)
- **Nice to have:** ABRATES certification, experience with CAT tools.

### **Work model:**

- Remote
- PJ (20-30 hours/week initially)
- Payment per hour (R\$ 40-60/h) or per document.

### **Selection process:**

- Job posting: LinkedIn, translator groups, ABRATES
  - Screening: CV + work portfolio
  - Practical test: Review 2 documents (1 simple, 1 complex), measure time + quality.
  - Interview: Cultural fit, availability, expectations
  - Decision: 1-2 weeks
- 

## **Hiring #2: Backend Developer**

### **Why now?**

- Abner is overwhelmed: development + infrastructure + technical support + technical sales.
- Roadmap accelerating: Public API, new formats, integrations
- Increasing maintenance: Bugs, performance, scalability

### **Ideal profile:**

- **Seniority:** Mid-level (2-4 years experience) or Full-level (4-7 years experience)
- **Stack:**
  - Node.js (NestJS) - required
  - Python - desirable (working with AI agents)
  - PostgreSQL, Redis
  - APIs REST, WebSockets
  - Docker, CI/CD
- **Mindset:** Startup (ownership, move fast, wear multiple hats)
- **Nice to have:** Experience with LLMs, healthcare/SaaS

### **Work model:**

- CLT or PJ (candidate's preference)
- Remote
- Full-time (40 hours/week)

### **Wage:**

- Base salary: R\$ 8k-12k/month (depends on seniority)
- Equity: 0.5-1% (4-year vesting)

#### **Selection process:**

- Job post: LinkedIn, Angel List, tech groups
  - Take-home challenge: Implement a small feature (3-5 hours)
  - Interviews:
    1. Technical support with Abner (code review, architecture)
    2. Cultural alignment with both founders (fit, values)
  - Decision: 2-3 weeks
- 

### **Hiring #3: Salesperson (Account Executive)**

#### **Why now?**

- Gabriel is overwhelmed: sales + ops + finance + CS
- Pipeline growing: They need someone 100% focused on closing deals.
- Scaling sales: From 1-2 demos/week to 5-10 demos/week

#### **Ideal profile:**

- **Experience:** 3-5 years of B2B sales (SaaS or healthtech)
- **Skills:**
  - Consultative (non-transactional) selling
  - Average sales cycle (1-3 months)
  - Understands technical product (can make demos)
  - Hunter (not farmer) - focus on new business
- **Desired background:** Sold to pharma, CROs, or healthcare.
- **Personality:** Persistent, empathetic, data-driven

#### **Work model:**

- CLT
- Remote (with occasional travel for meetings/events)
- Full-time

#### **Remuneration:**

- Base: R\$ 5k-7k/month
- Commission: 5-10% of the ARR of clients who close deals.
- On-Target Earnings (OTE): R\$10,000-15,000/month (base + commission)
- Equity: 0.25-0.5% (4-year vesting)

### **Ramp-up:**

- Month 1: Training (product, market, sales process)
  - Month 2-3: Shadow Gabriel (follow up on 10-15 calls)
  - Month 4+: Independent (target: 2-3 new clients/month)
- 

### **Hiring #4: Customer Success Manager (Part-time)**

#### **Why now?**

- 10-12 clients = impossible to give personalized attention to everyone.
- Churn risk: Customers who don't use the platform properly cancel.
- Expansion: CS identifica upsell opportunities (upgrade de tier)

#### **Ideal profile:**

- **Experience:** 2-4 years CS in SaaS B2B
- **Skills:**
  - Customer onboarding
  - Relationship management
  - Metrics analysis (usage, health score)
  - Churn risk identification
  - Upsell/cross-sell
- **Desired background:** Healthcare, Technical SaaS

#### **Work model:**

- PJ part-time (20-25 hours/week)
- Remote
- Possible transition to full-time in Year 2

#### **Remuneration:**

- R\$ 4k-6k/month (part-time)
- Bonus: Commission on renewals and upsells (5-10%)

#### **Responsibilities:**

- Onboarding 2-3 new clients/month
  - Monthly check-ins with all clients
  - QBRs (Quarterly Business Reviews) com top clientes
  - Analyze health scores, intervene in churn risk.
  - Collect product feedback
-

## Hiring #5: Pharmaceutical Reviewer #2

### Why now?

- Reviewer #1 with >80% capacity (reviewing 8-10 documents/day)
- Increasing document volume (15-20 documents/day with 10-12 clients)
- Avoid operational bottlenecks (delays harm satisfaction)

**Profile:**Similar to Reviewer #1

**Model:**PJ, 20-30 hours/week

### Additional specialization:

- If Reviewer #1 is strong in clinical protocols, hire #2 who is strong in regulatory submissions.
- Or specialize by future language (e.g., Proofreader #2 strong in Spanish)

## 8.3 Organizational Culture

### Livora's Core Values

#### 1. Customer Focus

- **Meaning:**To deeply understand customer pain points and resolve them exceptionally well.
- **In practice:**
  - Every feature begins with "why does the customer need this?"
  - NPS is a central metric (not just MRR).
  - Founders conduct onboarding in person (even after scaling).
  - Quick response to feedback and problems.
- **Expected behavior:**"If the customer has a problem, drop everything and solve it."

#### 2. Transparency

- **Meaning:**Honest and open communication, both internally and externally.
- **In practice:**
  - Company metrics visible to the entire team (internal dashboard)
  - Strategic decisions explained (why we did X and not Y)
  - Admit mistakes quickly and learn from them.
  - With clients: Honest status updates (if there's a delay, proactively notify them)

- **Expected behavior:**"Bad news travel fast - don't hide problems"

### 3. Continuous Learning

- **Meaning:**Curiosity, experimentation, and constant improvement.
- **In practice:**
  - Budget for courses and conferences (R\$ 2k-5k/year per person)
  - "Lunch & learn" sessions (someone teaches the team something new)
  - Post-mortems after mistakes (no blame, focus on lessons learned)
  - Encourage testing of new technologies and approaches.
- **Expected behavior:**"I don't know" is acceptable, "I'm not going to learn" is not.

### 4. Technical Excellence

- **Meaning:**Build a high-quality product, not just a "good enough" product.
- **In practice:**
  - rigorous (but constructive) code reviews
  - Automated testing (don't release a feature without testing)
  - Refactoring is prioritized (not just "adding features")
  - Documentation is required.
- **Expected behavior:**"If you're not proud of the code, don't merge."

### 5. Impact (non-activity)

- **Meaning:**Measure success by results, not by hours worked.
  - **In practice:**
    - Flexible remote work (trust in autonomy)
    - Clear OKRs (objectives + key results), not "task lists"
    - Celebrating wins (closed client, launched feature) doesn't mean "I worked 12 hours".
    - Efficiency > volume (it's better to do one thing well than five mediocre things)
  - **Expected behavior:**"I delivered result X" > "I worked Y hours"
- 

## Working Model

**Format: Remote-first with future office**

**Again 1 (2026):**

- **100% remote**
- Founders work from: Home office or coworking space (São Paulo)
- Team members: Can work from anywhere in Brazil (time zone -1 hour max)
- **Tools:**

- Communication: Slack (async) + Google Meet (sync)
- Documentation: Notion
- Code: GitHub
- Design: Figma
- **Meeting cadence:**
  - Daily standups: 15 min (9h00)
  - Weekly planning: 1-2 hours (Monday)
  - Monthly all-hands: 1 hour (last Friday of the month)

### **Again 2 (2027):**

- **Hybrid: Remote-first with optional office.**
  - Small office space for rent in São Paulo (20-30m<sup>2</sup>, coworking space or private office)
    - Location: Vila Olímpia, Pinheiros, or Faria Lima (startup hubs)
    - Cost: R\$ 2k-5k/month
  - **Office use:**
    - Optional for those who want to work in person.
    - Required: 1x/quarter for all-hands in-person (team building) training.
  - **Benefit:** Space to host clients (in-person demos, workshops)
- 

### **Benefits and Perks**

#### **Year 1 (limited budget):**

- **Equipment:** Laptop (Mac/Linux), monitor, peripherals (R\$ 5k-8k/person, company provides)
- **Internet:** Refund of R\$100/month
- **Coworking:** Reimbursement of up to R\$300/month (if you prefer to work remotely)
- **Courses/Conferences:** R\$2k/year (after 6 months in the house)
- **Birthday day off:** Day off on your birthday

#### **Year 2 (after Seed):**

- Add: Health insurance (Unimed or Amil), meal voucher/food allowance (R\$ 600/month), Gympass
- 

### **Management Style**

**Philosophy: Servant leadership + autonomy**

## **Principles:**

1. **Flat hierarchy (horizontal organization):**
  - Few hierarchical levels (even with 20 people, maximum 3 levels)
  - Decentralized decision-making (teams have autonomy in their areas)
  - Founders are "first among equals" (not distant commanders).
2. **Context, not control:**
  - Give context (why we do X) instead of micromanagement (do exactly this).
  - Trusting that people will make good decisions with the right information.
  - Example: "We need to reduce CAC because margins are tight" > "Stop spending on ads"
3. **Move fast, break things (responsibly):**
  - Speed is a competitive advantage (big competitors are slow).
  - Release features that are "80% ready" and iterate (don't wait for perfection).
  - **But:** Do not break critical things (security, customer data, compliance)
4. **Radical transparency:**
  - Share good and bad metrics with the whole team.
  - Explaining difficult decisions (e.g., "no raise given because runway only 9 months")
  - Request feedback (anonymous quarterly surveys)
5. **Fail fast, learn faster:**
  - Mistakes are expected in startups (constant experimentation).
  - Important: Learn quickly and don't repeat the same mistake.
  - Post-mortems without guilt (focus on process, not person)

## **Communication style:**

- **Written > Verbal (asynchronous default):** Fewer meetings, more Slack/Notion.
- **Meetings:** Always with a planner, notes, and action items.
- **Feedback:** Direct but respectful (culture of constant feedback, monthly one-on-ones)

## **8.4 Corporate Governance**

### **Decision Making - Framework**

#### **Strategic Decisions (e.g., pivots, fundraising, C-level hiring):**

- **Who decides:** Both founders (consensus)
- **Process:**
  1. Discussion (presenting arguments, data, pros/cons)
  2. Consult advisors if necessary.

3. Joint decision (if deadlock, wait 1 week and discuss again)
- **Example:** Should we pursue seed funding now or wait for more traction?

### **Operational decisions (e.g., hiring a person, choosing a tool):**

- **Who decides:** Area manager (autonomy)
  - Abner: Technical decisions (tech stack, architecture, features)
  - Gabriel: Business decisions (pricing, sales, marketing)
- **Process:** Inform the other founder, but formal approval is not required.
- **Example:** Abner decides to migrate from Railway to AWS (reports Gabriel)

### **Tactical Decisions (day-to-day):**

- **Who decides:** Who is executing?
- **Example:** The developer decides which library to use for feature X.

**Principle:** Maximize autonomy, minimize bottlenecks.

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## **Governance Cadence**

### **Regular meetings:**

1. **Daily Sync (15 min, 9h):**
  - What I did yesterday
  - What I'll do today
  - Any blockers
2. **Weekly Planning (1-2h, Monday):**
  - Review of last week's metrics (MRR, pipeline, bugs)
  - Priorities for this week (top 3 by area)
  - Align dependencies
3. **Monthly Business Review (2-3am, last week of the month):**
  - Detailed metrics (finance, sales, product, ops)
  - Review OKRs (progress on quarterly objectives)
  - Strategic decisions needed
  - Planning for next month
4. **Quarterly Offsite (midday, start of the quarter):**
  - Reflection: What worked/didn't work this quarter
  - Strategy: Adjustments to the roadmap, priorities
  - Culture: How is the team doing? Are there any improvements needed?
  - Celebration: Quarterly Wins (closing clients, launching features)

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## **Board of Directors**

**When to create:** After Seed round (H2 2026 or H1 2027)

**Initial projected composition:**

- **2 Founders:** Abner (CTO), Gabriel (CEO)
- **1 Investor Director:** Lead investor do Seed
- **1 Independent Director:** Someone with experience in SaaS or pharma scale-ups.
- **Total:** 4 people (even number = risk of a tie, but okay if founders vote together)

**Frequency:** Quarterly meetings (4 times a year) + ad-hoc meetings if necessary.

**Board Responsibilities:**

- Approve major strategic decisions (fundraising, M&A, pivots)
- Hiring/firing CEO (investor protection)
- Approve annual budget
- Guiding founders through strategic challenges

**Compensation:**

- Investor director: Already has equity through investment.
- Independent director: 0.25-0.5% equity or R\$ 5,000-10,000/meeting

## 9. Business plan conclusion

### Executive Summary

This represents a unique opportunity to transform a mature and inefficient market – pharmaceutical and clinical trial translation – by combining cutting-edge artificial intelligence with specialized human review. By reducing the translation time of regulatory documents...**3-7 days for 2-4 hours** and the cost in **60-70%** The platform addresses a critical pain point that directly impacts drug time-to-market and the success of global clinical trials.

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### Proven Market Opportunity

The life sciences translation market is booming. **USD 2 billion globally** and grows to **7.5% per year**, driven by:

1. **Globalization of clinical trials:** 8,270 active studies in Brazil, with growth of 8-12% per year.
2. **New regulations:** Law 14.874/2024 and RDC 945/2024 increase pressure for fast and certified translations.
3. **Shortage of specialized translators:** Global shortage of 15-20 thousand qualified professionals
4. **Pressure to reduce costs:** CFOs of pharmaceutical companies seeking operational efficiencies.

In Brazil specifically, the addressable market is...**R\$ 247-363 million/year**, with **411 pharmaceutical companies, 40-60 CROs and hundreds of research centers** requiring regular translations of critical documents.

Livora has a clear window of opportunity: while large players like TransPerfect and Lionbridge still operate with traditional manual models, and generic AI solutions (DeepL, Google Translate) lack the specialization and compliance required for the regulatory sector, **Livora occupies a unique space**. Modern technology with deep vertical specialization.

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