Business Plan

Liora - Digital Fashion Assistent

Founders: Gabriel Elias Carneiro, Sarah de Miranda Ribeiro

São Paulo - 2025

Summary

1. Executive Summary

This Business Plan was structured based on the model proposed by SEBRAE, with adaptations to the academic and conceptual context of this project, aiming to provide a comprehensive and practical strategic vision for the creation and development of Liora. The document is intended to guide the implementation and validation of an innovative digital fashion assistant, integrated with WhatsApp, combining advanced artificial intelligence technologies with the real and observable needs of Brazilian consumers.

Liora is a WhatsApp-based fashion assistant designed to solve a daily friction point: deciding what to wear. The platform helps users digitize their wardrobes, generate outfit combinations, and receive AI-powered recommendations tailored to their personal style and existing clothing. The primary target audience consists of young urban adults between 20 and 35 years old, active WhatsApp users who value practicality, aesthetics, and more conscious consumption habits. The company is planned to be registered as a limited liability company (LLC) and headquartered in São Paulo, Brazil.

Our mission is to simplify daily clothing decisions by helping people make better use of what they already own. This means less time wasted on outfit selection, fewer impulse purchases driven by wardrobe uncertainty, and more confidence in personal style choices. Its vision is to become the leading virtual fashion assistant in Brazil by 2027, democratizing access to intelligent and personalized fashion guidance. The company's core values are continuous innovation, usability and simplicity, personalization, and sustainability in consumption.

Among Liora's main competitive advantages are its native integration with WhatsApp, which significantly lowers adoption barriers in the Brazilian market; the use of proprietary artificial intelligence models for garment analysis and recommendation generation; the conversational nature of the interface, which enables intuitive and low-friction interactions; and a strategic focus on optimizing what users already own rather than promoting excessive consumption.

Liora operates under two complementary business models. The first is a Business-to-Consumer (B2C) model, offering a freemium service directly to end users through WhatsApp. This model includes basic wardrobe

organization and outfit recommendations at no cost, with optional premium subscription plans that unlock advanced features, higher usage limits, and personalized styling support. The second is a Business-to-Business (B2B) model, in which Liora partners with fashion brands and retailers to provide white-label solutions and API integrations, allowing e-commerce platforms to deliver wardrobe-aware and highly personalized product recommendations to their customers.

The beta launch in November 2025 served as our first real-world validation. Without any paid marketing, we attracted approximately 100 users who collectively uploaded over 700 clothing items and generated more than 40 outfit recommendations daily. While these numbers don't yet represent commercial scale, they confirmed three critical assumptions: users are willing to invest time digitizing their wardrobes, they return to request recommendations repeatedly, and the conversational interface via WhatsApp lowers adoption barriers significantly.

2. Products and Services

2.1 Overview of the solution

Liora tackles a problem most people face but few products address effectively: wardrobe paralysis. Despite owning dozens or hundreds of clothing items, many people struggle to visualize combinations, remember what they own, or feel confident in their styling choices. Liora transforms this manual, time-consuming process into a guided, data-driven experience. The solution combines artificial intelligence, computer vision, and conversational interfaces to transform a traditionally manual and time-consuming activity—choosing what to wear—into a simple, guided, and data-driven experience.

The product operates primarily through WhatsApp, which serves as the main interaction layer between users and the system. By using a familiar messaging platform, Liora significantly reduces adoption barriers and eliminates the need for users to learn a new interface or download a dedicated mobile application. The service is complemented by a web-based interface that allows users to visualize and manage their digital wardrobe in a more structured way.

Liora’s offering is structured around two complementary products: a Business-to-Consumer (B2C) solution aimed at individual users and a Business-to-Business (B2B) solution designed for fashion brands and retailers.

2.2 Liora B2C

The B2C product is Liora's core offering and represents the primary entry point for users. Through WhatsApp, users interact with a conversational AI that guides them through the process of digitizing their wardrobe and generating outfit recommendations. Core functionalities include:

- **Wardrobe Digitization:** Users upload photos of their clothing items directly via WhatsApp and computer vision models analyze each image and extract structured attributes such as garment type, color, pattern, material, and style.
- **Outfit recommendations:** Based on the user's wardrobe data and contextual inputs (such as occasion or preferences expressed in conversation), Liora generates outfit combinations that optimize the use of existing clothing items.

The B2C solution follows a **freemium model**, in which essential features—such as basic wardrobe organization and a limited number of recommendations—are available at no cost. Paid subscription tiers unlock higher usage limits, advanced recommendation capabilities, and more personalized styling support. This structure lowers the barrier to entry while enabling monetization as user engagement grows.

The effectiveness of the B2C product was validated during Liora's beta launch in November 2025. The beta attracted approximately 100 users organically, who collectively uploaded more than 700 clothing items and generated an average of over 40 outfit recommendations per day. These results demonstrate user willingness to digitize their wardrobes and repeatedly engage with the recommendation system, indicating a strong initial fit between the product and its intended use cases.

2.3 Liora B2B

In addition to its consumer-facing solution, Liora offers a B2B product aimed at fashion brands, retailers, and e-commerce platforms. This solution extends Liora's recommendation engine beyond individual users and enables companies to deliver more contextual and personalized shopping experiences.

The B2B offering is designed as a **white-label and API-based solution**, allowing partners to integrate Liora's technology into their existing digital channels. Through these integrations, brands can:

- Match their product catalogs with real wardrobe data (at an aggregated or user-consented level), enabling recommendations that are compatible with what customers already own.
- Improve conversion rates by offering more relevant suggestions during the shopping journey.

From a strategic perspective, the B2B product complements the B2C model by creating a data-driven ecosystem in which user wardrobe insights and retailer inventories reinforce one another. While the B2B solution is not the primary focus of the beta phase, it represents an important medium-term revenue stream and a natural extension of Liora's core technology.

3. Company Description

The company's core activity is the development and operation of a digital fashion assistant delivered primarily through WhatsApp. This positioning reflects a strategic choice to align the product with existing user habits in Brazil, reducing friction in adoption and enabling scalable user engagement without the need for proprietary mobile applications.

3.1 Legal Structure and Location

For the purposes of this business plan, Liora is planned to be established as a limited liability company (LLC). This legal structure was selected due to its flexibility, suitability for early-stage startups, and compatibility with both B2C and B2B operations.

The company is based in São Paulo, Brazil, a strategic location that concentrates a large portion of the country's technology ecosystem, fashion industry, and digital consumer market. Operating from São Paulo facilitates access to potential partners, talent, and early adopters relevant to Liora's target audience.

3.2 Stage of Development

At the time of this business plan, Liora is in an early validation stage, with a functional beta version already launched and tested in real-world conditions. The beta version was released in November 2025, without paid marketing or acquisition campaigns.

During the beta phase, Liora reached approximately 100 users, who collectively uploaded more than 700 clothing items to the platform and generated an average of over 40 outfit recommendations per day. These results indicate active engagement

and demonstrate that users were willing to invest time in digitizing their wardrobes and repeatedly interacting with the recommendation system.

From an academic and strategic perspective, this stage represents a proof of concept rather than commercial scale. The beta results were used to validate core assumptions related to usability, perceived value, and operational feasibility, and they inform subsequent decisions regarding product refinement, positioning, and scalability.

4. Operational Plan

Liora operates as a digital, cloud-based service with a lightweight and highly automated operational structure. The core of the operation is centered on software systems that handle user interactions, data processing, and recommendation generation, minimizing the need for manual intervention.

User interaction begins through WhatsApp, which serves as the primary communication channel. Messages, images, and requests are processed automatically by backend workflows that classify user intent, analyze garment images, retrieve relevant wardrobe data, and generate personalized responses. This end-to-end flow enables Liora to operate continuously, providing 24/7 availability without requiring human operators for routine interactions.

4.1 Founding Team and Responsibilities

Liora was founded by Gabriel Elias Carneiro and Sarah de Miranda Ribeiro. The founders combine complementary backgrounds in technology, product development, and business strategy, which supports both the technical implementation and strategic direction of the project.

At the current stage, responsibilities are divided to ensure efficient development and validation of the platform. One founder focuses primarily on product design, system architecture, and AI integration, while the other concentrates on strategic planning, market analysis, and user research. This division of roles enables rapid iteration and informed decision-making, which is essential for an early-stage digital product.

4.2 Compliance and Data Protection Operations

Operational processes are designed to comply with data protection regulations, particularly Brazil's Lei Geral de Proteção de Dados (LGPD). Data collection and processing follow privacy-by-design principles, including data minimization, restricted access controls, and defined retention periods.

Image processing workflows are structured to reduce the storage of unnecessary personal data, and access to user information is limited to what is required for service delivery. These operational safeguards are essential to maintaining user trust and ensuring regulatory compliance as the platform scales.

5. Market Analysis

5.1 Industry Overview

The integration of artificial intelligence (AI) within the fashion industry has exhibited exponential growth. According to Statista Research[1] in 2018, the global AI-in-fashion market was valued at USD 270 million, with projections estimating a rise to USD 4.4 billion by 2027, representing a compound annual growth rate (CAGR) of approximately 42%.

This growth is driven by:

- Growing demand for personalized shopping experiences
- Advances in computer vision and natural language processing
- Massive investments from luxury conglomerates (e.g., LVMH)
- Post-pandemic shifts in consumer behavior

In Brazil, the adoption of AI-driven fashion solutions is accelerating, driven by the country's high social media engagement and digitally savvy consumers. One of the strongest digital trends is the increasing role of WhatsApp in commerce, with Brazilians spending over 30 hours per month on the platform[2].

5.2 Target Market and Consumer Behavior

Liora primarily targets young urban adults between the ages of 20 and 35 who are digitally active, value practicality, and engage with fashion as part of their daily

identity. This segment often faces time constraints, decision fatigue, and difficulty maximizing the use of existing wardrobe items.

Consumer behavior analysis indicates that many individuals own more clothing than they actively use, yet continue to make new purchases due to uncertainty about outfit combinations and lack of confidence in styling decisions. Digital solutions that reduce cognitive effort and provide contextual guidance therefore address a concrete and recurring need.

Insights from Liora's beta phase reinforce this analysis. The organic adoption of the platform and the high volume of wardrobe uploads suggest that users perceive sufficient value to invest time in digitizing their clothing.

5.3 Competitive Landscape

Three principal global digital fashion-assistant platforms were identified. Examining these solutions provides critical benchmarks for assessing user engagement, feature adoption, and market positioning, thereby guiding Liora's research methodology and strategic decisions:

Company/App	Description	Key Features	Technology (AI or non-AI)	Market Presence	Strengths	Weaknesses	WhatsApp Integration	Relevance to Liora
Acloset	Digital closet & styling app	Wardrobe organization, outfit planning, cost-per-wear tracking	AI-powered	Global, limited traction in Brazil	Strong AI styling, free to use	No WhatsApp, occasional AI inaccuracies	❌ No	Strong competitor in wardrobe management but lacks WhatsApp integration
Style DNA	AI-driven personal stylist	Color analysis, style guides, shopping integration	AI-powered	Primarily English-speaking markets	Personalized styling, shopping assistance	Manual wardrobe input required	❌ No	More focused on styling tips than wardrobe organization
Stylebook	Classic wardrobe organizer	Closet cataloging, outfit planning, packing lists	Manual input	iOS only, long-standing reputation	Comprehensive wardrobe management	No AI, no Android support, outdated UX	❌ No	Liora offers AI-powered automation, a key differentiator

- **Acloset**: Launched in 2021, Acloset has achieved 2.5 million downloads worldwide and processes approximately 70,000 wardrobe-item uploads per day.

  In Brazil, Android installations ranged from 700 to 1,300 between January and March 2024, with active users increasing from 2,200 to 2,500 over the same period.

- **Style DNA**: A style-analysis and outfit-recommendation application exceeding 1 million downloads in official app stores, though detailed public metrics are not available.
- **Stylebook**: An iOS-based wardrobe-management and outfit-planning tool with a strong presence in the United States.

While there is interest, the penetration of these apps in the Brazilian market is still limited. Factors such as language barriers, cultural preferences, and the need for localization for the Brazilian audience may influence adoption.

However none of these solutions utilize WhatsApp as their primary platform, unlike Liora's proposed conversational-AI engine, thereby confirming a strategic gap that Liora can exploit as the first conversational-AI fashion engine in Brazil.

5.4 TAM, SAM, SOM: Market Potential for Liora

To evaluate Liora's market potential, the Total Addressable Market (TAM), Serviceable Available Market (SAM), and Serviceable Obtainable Market (SOM) framework was applied.

Indicator	Description	Estimated Value
TAM (Total Addressable Market – Global)	Potential market size of AI applied to fashion	**USD 270 million** (2018, conservative estimate)
SAM (Serviceable Available Market – Brazil)	1% of TAM, estimated based on Brazil's representation in the global fashion industry	**USD 2.7 million**
SOM (Serviceable Obtainable Market – Liora, 3-Year Outlook)	Conservative projection of capturing 5% of SAM	**USD 135,000** (~BRL 800,000)

The Total Addressable Market (TAM) represents the overall revenue opportunity for a product or service if it captures 100% of its potential market—assuming no competition or external barriers. According to , the global AI-driven fashion market was valued at $270 million USD in 2018, with projections reaching billions of dollars in the coming years.

The Serviceable Addressable Market (SAM) is a refined portion of the TAM that Liora can realistically target, considering factors like geography, consumer behavior, and product-market fit. To estimate the AI-powered fashion market within Brazil, we apply this 1% proportion to the global AI-driven fashion market ($270 million USD). This results in a projected SAM of $2.7 million USD, representing the potential revenue opportunity for AI-powered fashion solutions in Brazil.

The Serviceable Obtainable Market (SOM) represents the realistic portion of the SAM that Liora can capture in the near term, considering factors like competition, adoption rates, market penetration, and brand awareness. Liora has the opportunity to be a pioneer in the Brazilian market, leveraging WhatsApp as a core platform, which no other AI-powered fashion assistant currently does. By investing in a robust marketing campaign and cutting-edge AI technology, Liora could realistically capture 5% of the Brazilian AI-fashion market within three years. Being conservative, this would represent: 5% of $2.7 million USD = $135,000 USD (~R$800K BRL) in market valuation.

5.5 Market Opportunity and Validation

The convergence of three factors creates a favorable market opportunity for Liora: the growth of AI-driven personalization in fashion, the central role of WhatsApp in Brazilian digital behavior, and the limited localization of existing fashion-tech solutions.

Liora’s beta launch provides early empirical validation of this opportunity. Organic user acquisition, active engagement, and repeated daily usage suggest that a conversational fashion assistant addresses a real and unmet need. Although the beta results do not represent commercial scale, they reduce uncertainty related to user adoption and strengthen the strategic rationale for further development.

Together, the market analysis and beta insights indicate that Liora is well positioned to explore a niche at the intersection of fashion, artificial intelligence, and conversational platforms, with potential for gradual and sustainable growth as the product evolves.

6. Marketing Plan

Liora's marketing strategy is designed to support three primary objectives. The first is to build brand awareness among young urban adults who actively use WhatsApp and engage with fashion in their daily routines. The second is to educate this audience about common wardrobe-related pain points—such as decision fatigue and underutilization of existing clothing—and position Liora as a practical AI-driven solution. The third objective is to encourage trial and repeated use, gradually converting engaged users into paid subscribers as perceived value increases.

6.1 Target Audience and Positioning

Liora's primary target audience consists of digitally active individuals between the ages of 20 and 35 who live in urban environments and value practicality, aesthetics, and efficiency. This group is highly familiar with messaging platforms and tends to prioritize solutions that integrate seamlessly into existing habits.

From a positioning perspective, Liora is presented as a *WhatsApp-first digital fashion assistant* that helps users dress better with less effort by maximizing the use of what they already own. Unlike traditional fashion apps that emphasize trends or encourage frequent purchases, Liora positions itself around everyday utility, personalization, and conscious consumption.

6.2 Acquisition Channels

Liora's acquisition strategy combines organic growth with selective paid media, prioritizing channels that align with its target audience and conversational product flow.

Key acquisition channels include:

- **Social media advertising (Meta and TikTok):** Used to reach users interested in fashion, lifestyle, and productivity, with calls to action that lead directly to WhatsApp conversations.
- **Search advertising:** Targeting intent-driven queries related to outfit ideas, wardrobe organization, and styling assistance.
- **Influencer and creator partnerships:** Collaboration with micro-influencers in fashion and lifestyle niches to generate authentic demonstrations of the product's use.

The beta phase demonstrated that Liora can attract users organically, suggesting that word-of-mouth and content-driven discovery may play an important role in early growth. Paid channels are therefore viewed as complementary rather than central during initial stages.

6.3 Founder-Led Growth and Transparency-Based Marketing

In its early-stage marketing strategy, Liora adopts a founder-led and transparency-based approach to growth. Rather than relying primarily on paid acquisition, the founders actively participate in product communication, education, and relationship-building with users and potential partners.

This strategy emphasizes public documentation of the product's development process, design decisions, and learnings obtained during the beta phase. By openly sharing progress and challenges, Liora aims to build trust, reduce perceived risk associated with AI-driven solutions, and foster a sense of community among early adopters.

Founder-led communication also plays a strategic role in both B2C and B2B contexts. On the consumer side, it humanizes the product and reinforces authenticity. On the business side, it facilitates direct dialogue with brands and retailers, supporting partnership discussions and knowledge exchange.

The organic adoption observed during the beta phase suggests that transparency and founder involvement contribute positively to awareness, credibility, and early engagement, making this approach a suitable and cost-efficient strategy for Liora's current stage of development.

7. Finance Plan

This section presents the principal operational cost assumptions, the projected expense profile under a “Growth” scenario, and the tiered pricing structure designed to ensure financial sustainability and attractive margins for Liora.

7.1 Financial Assumptions

The following assumptions govern the estimation of monthly infrastructure and service expenses:

- **Workflow Orchestration (Railway):** billed at US $20 per vCPU·month and US $10 per GB RAM·month. Under the Hobby plan (US $5/month, inclusive of US $5 in credits), a single n8n instance operates with modest resources at minimal fixed cost.

- **WhatsApp Messaging (EvolutionAPI):** self-hosting incurs no fee; managed service begins at US $29/month.

- **Database & Backend (Supabase):** free tier provides 0.5 GB of Postgres storage and 1 GB of file storage; the Pro tier (US $25/month) expands capacity to 8 GB of database storage, 100 GB of file storage, and 2 million edge-function invocations.

- **LLM Usage (GPT-4o mini):** charged at US $0.15 per million input tokens and US $0.60 per million output tokens.

- **Additional Binary Storage (Supabase):** US $0.021 per GB·month beyond the free quota.

7.2 “Growth” Scenario: Cost Projections

Under a representative “Growth” scenario—20 000 active users each sending 300 WhatsApp messages per month and consuming roughly 1 000 000 tokens—the estimated monthly expenditures are:

- **Compute (Railway):** approximately US $3.60 (equivalent to ~48 vCPU·hours and 2.4 GB·hours)
- **LLM Fees (GPT-4o mini):** approximately US $0.75
- **Messaging Costs:** zero when EvolutionAPI is self-hosted

Consequently, total core infrastructure spend remains under US $5 per month (i.e. less than US $0.01 per active user). Should workflow concurrency exceed ~220 executions/sec, additional Railway workers may be provisioned at US $0.000463 per vCPU·minute (≈ US $0.67/day) to maintain performance.

This scenario illustrates that Liora's operational design supports scalability with minimal cost pressure, making the business model resilient to growth in user activity.

7.3 Tiered Pricing Model & Margins

To translate operational expenses into customer plans while preserving robust profitability, a four-level subscription model has been defined:

Plan	Monthly Limits	Cost to Liora	Customer Price	Approximate Margin
Freemium	Up to 60 messages, 30 000 tokens, 30 wardrobe photos	< US $0.60	Free	–
Starter	Up to 300 messages, 150 000 tokens, 200 photos	≈ US $1.65	US $9	> 80 %

Growth	Up to 3 000 messages, 1 000 000 tokens, 1 000 photos	< US $5.00	US $29	> 80 %
Business	Up to 10 000 messages, 3 000 000 tokens, 5 000 photos + priority support	≈ US $14.00	US $79	> 80 %

Even at the highest permitted usage, the per-user cost remains justified by the pricing level and associated service-level commitments.

7.4 Cost Prioritization & Mapping

The above framework reflects a deliberate prioritization of:

1. **Minimization of initial capital outlay**, leveraging free or low-cost tiers during demand validation.

2. **Predictable, granular scaling**, with resource-based billing (vCPU, RAM, tokens) to enable precise cost-component mapping.

3. **Incremental growth capacity**, including self-hosted messaging and serverless functions to maintain near-zero marginal costs.

4. **High operational margins**, achieved by calibrating usage thresholds and pricing to encourage plan upgrades without undermining profitability.

This formalized financial plan aligns projected costs with revenue generation, thereby underpinning Liora’s long-term economic viability.

8. Risks and Limitations

8.1 Market and Adoption Risks

One of the primary risks for Liora relates to user adoption and long-term engagement. Although the beta phase demonstrated organic interest and recurring usage, scaling beyond early adopters may present challenges. Users may abandon the product if the perceived value does not consistently outweigh the effort required to digitize and maintain a virtual wardrobe.

Additionally, fashion preferences are subjective and highly personal. If recommendations are perceived as generic or misaligned with users' identities, trust in the assistant may decline. This risk reinforces the importance of continuous improvement in personalization logic and onboarding clarity.

8.2 Technological Risks

Liora's value proposition is strongly dependent on the performance of artificial intelligence systems, including computer vision models and large language models. Errors in garment recognition, attribute extraction, or recommendation logic may negatively affect user confidence and satisfaction. Changes in pricing, availability, or performance of external AI services could impact operational costs or system reliability. While the current architecture minimizes these risks through modular design, full control over all technological dependencies is not feasible at this stage.

8.3 Data Protection and Regulatory Risks

Liora processes user-generated images and personal data, which introduces regulatory and reputational risks related to data protection. Compliance with Brazil's Lei Geral de Proteção de Dados (LGPD) is essential, and failures in data handling could undermine user trust and expose the project to legal consequences.

Although privacy-by-design principles were incorporated into the operational model, regulatory requirements may evolve, requiring ongoing monitoring and potential adjustments to data storage, processing, and consent mechanisms.

8.4 Platform Dependency Risks

A significant strategic risk is Liora's reliance on WhatsApp as its primary interaction channel. Changes in platform policies, pricing structures, or technical limitations imposed by messaging providers could affect service continuity or scalability.

However, this dependency is partially mitigated by Liora's parallel web-based application. The webapp replicates core conversational functionalities available on WhatsApp while additionally offering a visual interface that allows users to browse and manage their wardrobes as a virtual portfolio. This alternative interaction layer reduces reliance on a single third-party platform and provides greater flexibility for future distribution strategies.

9. Conclusion

This business plan set out to analyze the feasibility and strategic coherence of Liora, a digital fashion assistant that combines artificial intelligence, conversational interfaces, and wardrobe intelligence to address everyday challenges related to outfit decision-making. The analyses presented throughout the plan indicate that Liora addresses a concrete and recurring problem faced by urban consumers: the difficulty of efficiently using existing wardrobes despite owning numerous clothing items. Market research demonstrates that this problem is amplified by growing demand for personalization, digital convenience, and conscious consumption. Liora's WhatsApp-first approach aligns closely with Brazilian digital habits, while its complementary web-based application expands flexibility and reduces dependency on a single platform.

From a product and operational perspective, the beta launch provided meaningful validation of Liora's core assumptions. Organic adoption, active wardrobe digitization, and recurring daily recommendations suggest that users perceive clear value in the solution. These results, while limited in scale, confirm the technical viability of the platform, the usability of its conversational interface, and the feasibility of its automated operational model.

The financial analysis reinforces this conclusion by demonstrating that Liora can operate with a lean cost structure and low marginal costs per user. The combination of scalable cloud infrastructure, automated workflows, and

tiered subscription pricing supports economic sustainability without reliance on aggressive growth strategies or significant upfront investment.

In summary, this business plan concludes that Liora represents a viable and coherent early-stage digital product, both from a technological and strategic standpoint. While further development, testing, and refinement are necessary before large-scale commercialization, the evidence presented supports the conclusion that a conversational, AI-driven fashion assistant integrated into everyday digital platforms has the potential to deliver sustained user value.

---

[1]SMITH, P. Artificial intelligence in the global fashion market value 2027. Disponível em: <https://www.statista.com/statistics/1070736/global-artificial-intelligence-fashion-market-size/>

[2]MARKETING WOZTELL. Partner Talks chapter 2: WhatsApp in Brazil by ItGoal. Disponível em: <https://woztell.com/partner-talks-chapter-2-whatsapp-in-brazil-by-itgoal/>