PATCHWORK 3-Year GTM Strategy and Investment Case

STAGE: EARLY TRACTION · B2B SAAS · CONTRACT REVIEW AUTOMATION · CORE SKILL: GTM PLANNING AND EXECUTIVE COMMUNICATION

EXECUTIVE SUMMARY

PATCHWORK has demonstrated product value, but has yet to prove a repeatable business model. Four paying customers have reduced contract review time by up to 60%, generating $120K ARR in ten months. However, every customer came through the founder's network. We have not validated the $30K price beyond those relationships, quantified the financial value of time saved, or established which customer segment offers the strongest path to repeatable growth.

The timing is significant. Contract review automation is gaining traction within the $1.45B legal workflow automation market, growing at 12% annually. But competition is intensifying, with Checkbox, Streamline AI and BRYTER raising a combined $125M. Product capability alone will not secure PATCHWORK's position. We need to establish a differentiated commercial proposition and prove that customers will consistently pay for it.

THE BRIEF

PATCHWORK is an early-traction B2B SaaS company offering contract review automation that reduces review time by up to 60%. The board requires a one-to-three-year GTM roadmap that sequences target segments, sales motions, investment and milestones into an executable growth plan.

WHAT THE BRIEF REQUIRES

- Diagnose the situation.
- Demonstrate the core PMM skill.
- Build the highest-leverage asset.
- Show where AI contributed.

RECOMMENDATION

I recommend building a three-year GTM roadmap with an integrated investment case.

RATIONALE

PATCHWORK has evidence that its product solves a real problem, but insufficient evidence to justify scaling its current acquisition model. The immediate priority is to establish which buyers have the strongest need, can demonstrate measurable economic value and will pay for the solution.

The roadmap therefore sequences investment around three commercial priorities: prove the market and pricing assumptions, build a repeatable sales engine, and scale acquisition and account expansion.

However, a roadmap alone tells the board what the company intends to do, not what capital is required or what evidence justifies further spending. The investment case closes that gap by attaching funding to measurable release gates.

1

Company and Product Context

FOUNDED	PRODUCT LAUNCH	OPERATING HISTORY	BUSINESS MODEL	CURRENT ARR
2024	**Q1 2026**	**About 10 months in market**	**B2B SaaS, annual subscriptions**	$120K at $30K average contract value

COMPANY	Early-stage company providing workflow automation, focused first on contract review.
PRODUCT	Built and commercially available. Moves each contract from request to sign-off without manual chasing.
PRODUCT CAPABILITIES	Intake, routing, approvals, reminders and escalation, status tracking, audit trail and cycle-time reporting. Integrates with email, Word, Slack, Teams and CRM.
CURRENT FOCUS	Contract review, the workflow our customers bought. Review time cut by up to 60% across our first four customers.
EXPANSION PATH	Non-disclosure agreement (NDA) and vendor intake, procurement approvals, sales legal requests and policy sign-offs, on the same workflow engine.
TEAM	Founder/CEO, product lead, one software engineer and one customer success lead. No sales team.
FUNDING STAGE	Pre-seed
COMMERCIAL TRACTION	Four paying customers, all founder-led and relationship-sourced. Each was an in-market buyer with high contract volume, spread across different company stages and sectors.
MARKET CATEGORY	Legal workflow automation, specialising in the contract review subcategory.

2

Market Context

MARKET DEFINITION	MARKET SIZE, 2025	MARKET SIZE, 2032	GROWTH RATE
Legal workflow automation	**$1.45B** legal workflow automation software	**$3.21B**	12.05% CAGR

MARKET DYNAMICS	In-house legal teams are moving contract work off email and spreadsheets into structured intake and workflow, and AI adoption is accelerating the shift. Integration, security and change management remain the main barriers.
CORE CUSTOMER NEEDS	Faster turnaround, visibility of where every contract sits, consistent handoffs and approvals, and lower legal cost.

OPPORTUNITIES	Mid-market legal teams still running review on email and shared folders, and pressure to raise legal throughput without adding headcount.
BARRIERS	Entrenched email-based habits, integration with Word, email and CRM, data security, and broad intake platforms expanding into review.
COMPETITORS	• **Checkbox** AI-powered front door for in-house legal intake and workflow. $23M Series A, 2026. • **Streamline AI** Intake and matter management for in-house legal and legal operations. $14M raised. • **BRYTER** No-code legal workflow automation. $88M raised.
WHERE WE SIT	Intake platforms route every legal request. We go deep on one workflow, contract review, and automate the handoffs and approvals that slow it down.

3

Diagnosis

01

Traction is not yet repeatable

Every deal was founder-led and relationship-sourced. We have never found, reached or converted a buyer who did not know the founder, so we have no acquisition motion a team can repeat and no shared segment to aim one at.

02

Unit economics are unproven

Four customers are too few to read retention, acquisition cost or payback, so we cannot yet show the board what a customer is worth or what one costs to win.

03

The value proposition is not yet commercial

We sell time saved, and our best result, a 60% cut in contract review time, comes from four customers. Without a money figure, faster review is the weakest claim in a business case, and no buyer outside the founder's network has tested our $30K price.

04

Better-funded rivals can outspend us

BRYTER has raised $88M, Checkbox $23M in 2026 and Streamline AI $14M. They can absorb a failed channel or a failed hire; our runway cannot.

WHY WE NEED A GTM STRATEGY NOW

Our four customers were in-market buyers who reached us through the founder's network. We captured demand that already existed; we have not yet shown we can create it. A GTM strategy gives the business what it lacks today: one target segment, proof that the review-time cut holds beyond four accounts, a price buyers will pay, and a sales process that does not depend on the founder. It also shows the board what each dollar buys, and when to stop.

ALTERNATIVES CONSIDERED

1 **Positioning work alone.** Tempting because a sharper message would help every deal. It falls short because positioning is an input to a GTM plan, not a substitute: it defines how we win, but not which segment to enter first, which motion to fund or what the board should spend.

2 **Scaling now with sales hires and demand generation.** Tempting because the founder is the bottleneck and rivals are outspending us. It falls short because it would scale a sales motion that has not yet worked

beyond the founder's network.

3 **Building an ROI model first.** Tempting because it closes our biggest gap, the missing dollar figure. It falls short because four founder-sourced customers are too few for a defensible model; the figure has to come from new customers' contracts.

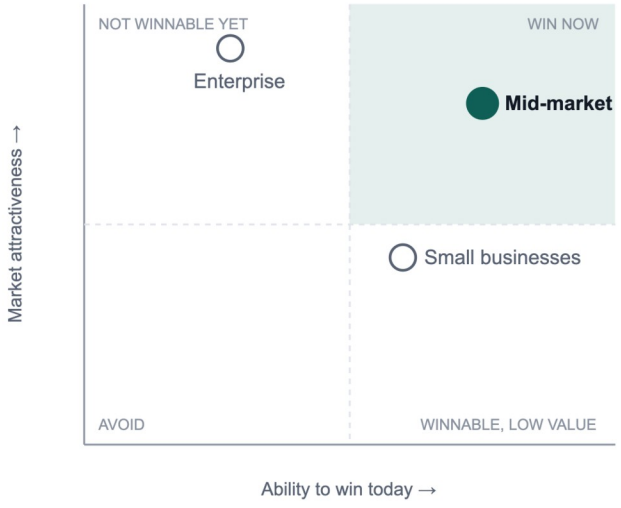
4 **More product.** Tempting because rivals compete on features. It falls short because the product already works; every problem in the diagnosis is commercial.

Only a GTM strategy sequences segment, motion and spend against proof.

4

Where to Compete

I scored each segment on how attractive the market is and how able we are to win it today.



Mid-market 4.1 · 4.0 LEAD HERE	Recurring review volume, budget to fix it, and buyers we can reach in a short cycle.
Enterprise 4.6 · 2.1 DEFER	The most valuable market, but its security, integration and procurement demands are beyond what we can carry today.
Small businesses 2.7 · 3.4 DO NOT LEAD	Easy to reach, but too few contracts and too little budget to justify our price.

HOW WE SCORED

Attractiveness: problem intensity 25%, economic value 25%, contract volume 20%, willingness to pay 20%, expansion 10%.

Ability to win: product fit 25%, buyer access 20%, implementation simplicity 20%, sales cycle 15%, differentiation 10%, resources 10%.

Scores run 1 to 5, attractiveness first.

WHY MID-MARKET BEFORE ENTERPRISE

Enterprise is the most attractive market we scored, 4.6 against mid-market's 4.1, yet we lead with mid-market. Enterprise scores only 2.1 on ability to win, because its long security reviews and procurement cycles are beyond what a four-person team can support. Mid-market scores 4.0, with enough reachable buyers to prove our value and test our price quickly. I used AI to model leading with each segment before deciding. Enterprise stays deferred until we have security credentials, customer references and a sales team.

4.1 Recommended Primary Ideal Customer Profile (ICP)

PROFILE	B2B technology and professional services companies with 200 to 2,000 employees and an in-house legal team that reviews 40 or more commercial contracts a month.
MUST HAVE	Contract review managed in email, Word and shared folders; a Legal or Operations leader who owns the process; a budget holder for $30K a year.
DISQUALIFY	Fewer than 200 employees, enterprise-scale procurement, highly regulated sectors, no budget holder, or security requirements we cannot yet meet.
BUYING TRIGGERS	Rising contract volume, a growing review backlog, delayed sales or supplier onboarding, or a mandate to add capacity without adding headcount.
DECISION-MAKER	Head of Legal Operations or senior in-house counsel, reporting to the General Counsel or COO and leading a team of one to five. They own the problem and lead the purchase; the CFO approves the $30K spend.
PRESSURE POINTS	Legal is blamed for slowing revenue and supplier onboarding while sales and procurement chase every contract. The leader needs visibility, an audit trail and a business case that clears security and procurement.
WHERE THEY LISTEN	CLOC (Corporate Legal Operations Consortium), the Association of Corporate Counsel, Legaltech News and legal operations communities on LinkedIn.

5

Positioning, Messaging & Pricing

5.1 Positioning (Based on April Dunford's Framework)

01 Competitive Alternatives

What a mid-market legal team uses today, and where each fails them.

Email, Word and shared folders	No one can see where a contract sits. Reviews stall in inboxes, legal is blamed for the backlog, and there is no audit trail.
External law firms	Adds review capacity at hourly rates. The workflow stays broken, and legal spend rises with every contract.
Broad legal intake platforms	Checkbox, Streamline AI and BRYTER route every legal request. Contract review gets the same general handling as any other ticket.

Workflow inside contract platforms	Means buying a full lifecycle platform, typically a three to six month rollout in the mid-market, to fix one bottleneck.

02 Unique Attributes

What sets us apart from each alternative.

Built for contract review	One workflow engine built around contract review, from request through routing, approvals and escalation to sign-off.
Measurement built in	Cycle-time reporting tracks every contract from request to sign-off, so time saved is measured on the customer's own contracts.
Works with existing tools	Connects to email, Word, Slack, Teams and CRM, so customers keep their systems.

03 Value

One lead value and two supporting values, each built on the attributes above.

Faster deals and supplier onboarding	**Lead value.** Contracts move from request to sign-off without manual chasing, so sales deals and supplier onboarding are no longer held up by legal review.
Low-risk adoption	Adoption needs no platform replacement: teams keep the tools they use today, and IT and security review an integration rather than a new system.
Provable return	**(Being validated)** We measure review time on each customer's own contracts and express the saving as ROI, so their CFO approves the spend on evidence from their own business, not on our claims.

04 Best-Fit Customers

Who cares most, and why.

Mid-market companies of 200 to 2,000 employees in B2B technology and professional services, reviewing 40 or more commercial contracts a month on email and shared folders, with a legal or operations leader who owns the process. Slow review delays their revenue and supplier onboarding, so they value a fix that works alongside current tools over a platform rollout.

05 Market Category

Legal workflow automation, specialising in contract review.

We compete in legal workflow automation, a category legal operations buyers already budget for and know how to evaluate. Within it, we specialise in the contract review subcategory. The main intake platforms, Checkbox, Streamline AI and BRYTER, are built to capture and route every type of legal request, so contract review is handled like any other ticket. PATCHWORK is built for contract review alone: it moves each contract from request through routing, approvals and escalation to sign-off, and measures how long review takes. That focus sets us apart, and it lets us sell into a category buyers already understand rather than explain a new one. We will not position as a contract lifecycle platform, because buyers would expect drafting, signature and repository features we do not offer yet.

06 Relevant Trend

Why now.

Four trends are pushing legal teams to automate contract review.

1. **Legal demand is outgrowing legal headcount.** In 2024, nearly 80% of legal teams saw work volumes rise, while 58% held budgets flat or cut them and 67% did the same with lawyer headcount (Thomson Reuters).
2. **Work is moving in-house.** Companies are cutting spend on external law firms (Harbor, 2025), landing more contracts on small legal teams.
3. **Legal is run as a business function.** Teams are now measured on cycle time and cost.
4. **AI adoption is accelerating.** It is speeding the move off email and spreadsheets.

We meet that demand without asking lawyers to hand legal judgment to AI.

5.2 Messaging EACH MESSAGE TRACES TO A POSITIONING DECISION

CORE MESSAGE

Take the waiting out of contract review.

Drawn from our lead value, faster deals and supplier onboarding, and our category choice: we specialise in the contract review workflow, so we name the pain that focus solves.

MESSAGE PILLAR	WHAT WE SAY	PROOF
Contracts stop waiting	Every contract moves to sign-off without anyone chasing it, so sales and procurement stop waiting on legal.	Review time cut by up to 60% across our four paying customers.
Nothing to replace	Works alongside the email, Word, Slack and Teams your team already uses, without a platform replacement.	All four customers went live on their existing tools, through integration, configuration and their own security review.
A saving the CFO can approve	**(Being validated)** Every contract's review time is tracked, so you see the saving in your own numbers, not a vendor benchmark.	Cycle-time reporting on every contract, from request to sign-off. The dollar figure comes next, measured on each customer's own contracts.

WHO SIGNS OR CAN BLOCK	WHAT WE SAY
Legal or Operations lead Champion	See where every contract sits, and stop legal being blamed for slow deals.
General Counsel Executive sponsor	Take routing and chasing off your lawyers without adding headcount.
CFO Approves the spend	Approve the spend on your own numbers: time saved is measured on your contracts, not quoted from a benchmark.
IT, Security and incumbent tool owners Can block	Works alongside the systems you already run, with a full audit trail; implementation covers integration, configuration and your security review.

WHAT WE WILL NOT CLAIM

- **Speed comparisons with rivals.** We quote review-time results only as measured on a customer's own contracts.
- **AI that reviews contracts.** Our category is the workflow, and lawyers keep the judgment.
- **A full contract lifecycle platform.** We rejected that category.
- **Cost savings before they are measured on the customer's own contracts.**

SUCCESS MEASURES

- **Higher conversion** from first meeting to paid contract, quarter on quarter.
- **Win and loss reasons** that cite the workflow, not speed.
- **A shorter sales cycle**, quarter on quarter.

5.3 Pricing

We sell PATCHWORK as an annual subscription, priced on contract volume and workflow scope rather than seats, because contract review spans legal, sales and procurement and a per-seat price would penalise wider adoption.

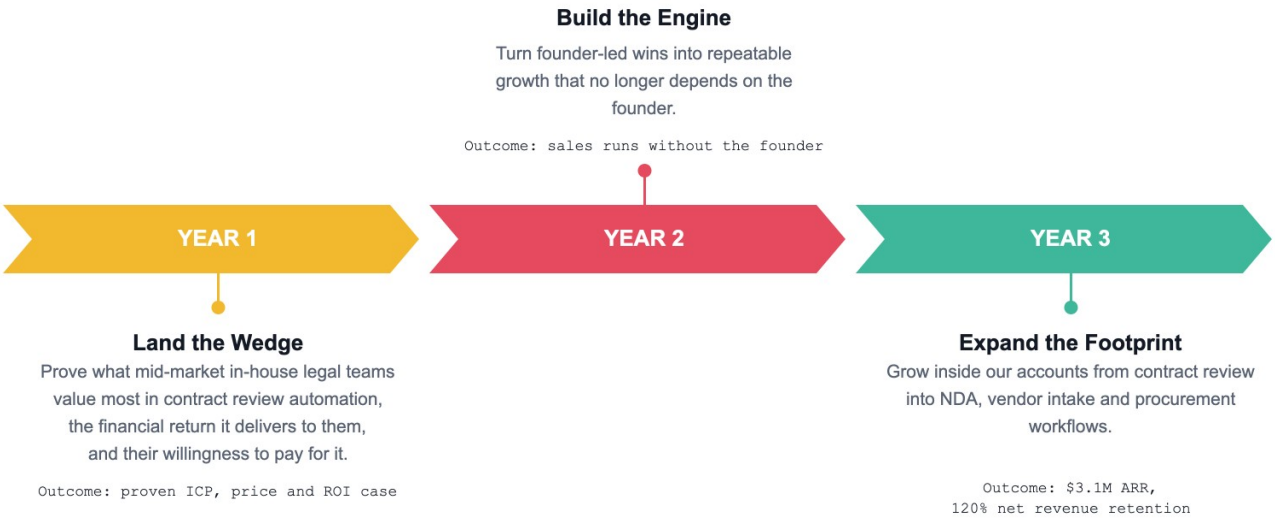
The base subscription is $30K a year, matching our current average contract value, and covers contract review for up to 100 contracts a month, with higher volumes priced by tier. Each additional workflow adds $10K a year, so accounts expand into NDA and vendor intake, procurement approvals and sales legal requests on the same engine.

New customers start with a 60-day paid pilot at $5K, credited against the first-year subscription on conversion.

6

GTM Strategy

A three-year GTM plan, quarter by quarter, with investment released at each gate, to move PATCHWORK from early traction to repeatable, scalable revenue.



6.1 GTM Motion Choice CONSIDERED ACROSS ALL THREE YEARS

LEAD RECOMMENDATION

Founder-led sales, targeted outbound and paid pilots.

Each motion closes a gap the diagnosis exposed. The founder has closed all four customers and holds the buyer knowledge, so the founder leads every deal until that knowledge is written into a playbook. Targeted outbound takes our ICP to buyers outside the founder's network and tests it one account at a time. Paid pilots then turn interest into evidence: they verify the review-time cut on each buyer's own contracts and show whether buyers will pay our price. Together, these motions give the board proof of value, demand and price before any spend is scaled.

ALTERNATIVES I TESTED

1 **Sales team first.** This was the strongest alternative and the hardest to reject. The founder is the sales bottleneck, and a team would relieve that pressure. Reps hired now, however, would inherit no playbook, because the founder won all four customers through personal relationships and there is no repeatable

process to hand over. Once the ICP is proven and our value and price are confirmed, the case for a sales team becomes stronger.

2 **Demand generation first.** Demand generation amplifies a message, so it pays only once that message converts. Our ICP, value and price are still untested beyond the founder's network, and spending to amplify them now would buy reach without conversion.

3 **Self-serve first.** Our buyers do not purchase this way. Mid-market legal teams run security and legal reviews before they sign, and those reviews need a seller to guide them through.

MOTION	YEAR 1	YEAR 2	YEAR 3
Founder-led sales	**Lead**	Oversee	Strategic deals
Targeted outbound	**Lead**	Support	Support
Paid pilots	**Lead**	Entry offer	Entry offer
References and referrals	From Q3	Support	Support
Dedicated sales team	One account executive	**Lead, after Gate 1**	**Scale**
Demand generation	Not yet	Focused	**Scale**
Account expansion	Not yet	Support	**Lead**
Partnerships	Not yet	Not yet	Selective
Product-led self-serve	Not now	Not now	Test only

6.2 Year-by-Year Plan

HOW WE PLAN FOR CHURN

We plan for churn every year, and work to prevent it the year before.

Contracts are annual, so a customer can only leave at renewal. Each year, the customers we carry in come up for renewal, and we plan to lose 10% of them, in line with our 90% gross revenue retention target. Every revenue target below already absorbs that loss. Year 2 starts with 10 customers, loses one ($30K) at renewal, recovers that $30K through expansion, and adds 31 new customers to close at 40 customers and $1.23M ARR. Year 3 starts with 40, loses four ($120K), adds $370K of expansion and 54 new customers, and closes at 90 customers and $3.1M ARR. Year 1 starts with only our four founding customers, where 10% is less than one customer, so we plan for none.

Retention work starts the year a customer joins. Paid pilots prove the review-time cut on each customer's own contracts before they sign, every new customer is onboarded within 30 days, and account health is tracked so at-risk accounts are found well before renewal, not at it.

YEAR 1 · 2027

Land the Wedge

GOAL	Prove what mid-market in-house legal teams value most in contract review automation, the financial return it delivers to them, and their willingness to pay for it.
TACTICS	• **Founder-led sales, with our first account executive.** The founder leads discovery and the first deals, recording each call so the objections, buying steps and winning arguments become the first sales playbook. The account executive joins in Q1 and works every deal alongside the founder. By year-end, the account executive closes two deals alone, the first proof that the playbook works without the founder. • **Targeted outbound.** We build a named list of mid-market companies that fit the ICP and reach their Heads of Legal Operations through LinkedIn and email sequences, backed by founder posts in the legal operations communities where they listen, on LinkedIn and at CLOC. • **Paid pilots.** Each qualified buyer runs a 60-day paid pilot on its own live contracts, inside the email, Word and Slack it already uses. Review time is measured against the customer's prior 90 days, and at day 60 the result goes to the legal lead and the CFO as the business case for the annual contract. • **Pricing.** Every deal tests the $30K annual price, and win and loss reasons on price are logged to set Year 2 pricing. • **References.** From Q3, as the first pilots convert, each new customer provides a written case study and takes reference calls for later prospects.
KPIS	65 sales-qualified opportunities (SQOs) · 20 paid pilots completed by year-end · 30%+ pilot-to-paid conversion · Review-time cut verified on customer contracts · Two deals closed without the founder · $3.33 GTM spend per $1 of net new ARR
REVENUE	**+$180K net new ARR** from 6 new customers; $300K ARR and 10 customers at year-end.
FUNDING	**$600K**, released on approval.
GATE 1	$300K ARR, 10 customers, 30%+ pilot conversion, two deals closed without the founder.

YEAR 2 · 2028

Build the Engine

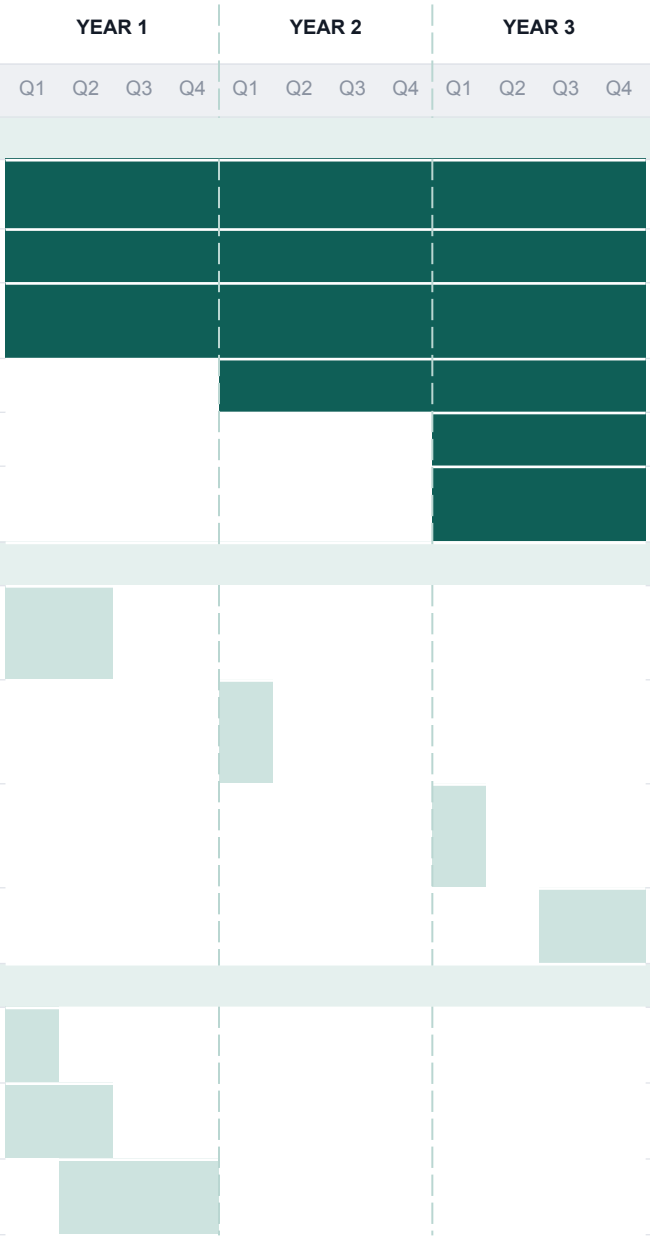
GOAL	Turn founder-led wins into repeatable growth that no longer depends on the founder.
TACTICS	• **Sales team.** The first account executive, now ramped, and a second hired after Gate 1 run the full sales cycle from the Year 1 playbook. The founder moves to oversight and joins only strategic deals. • **Vertical focus.** Outbound and campaigns concentrate on the vertical, B2B technology or professional services, that converted best in Year 1, with messaging written for that vertical's buyers. • **Focused demand generation.** The IC PMM, the individual-contributor product marketing manager hired in Year 1, runs targeted LinkedIn campaigns to Heads of Legal Operations in that vertical and takes a presence at CLOC and legal operations events, each campaign built on a converted customer's measured result. • **Case studies and references.** Each Year 1 customer's before-and-after review time becomes a case study, approved by its legal lead, and reference calls support late-stage deals. Together with event pipeline, these sources win about 15 of the year's 31 new customers. • **Paid pilots.** Pilots remain the entry offer for new buyers: about 40 run during the year, converting at 40% as the playbook matures. • **Onboarding and retention.** Customer success onboards each new customer within 30 days using a standard playbook and tracks account health to keep gross revenue retention above 90%.
KPIS	260 marketing-qualified leads (MQLs) · 25% MQL-to-SQO conversion · 130 SQOs: 65 from marketing, 65 from outbound and references · 40% pilot-to-paid conversion · $400K+ new ARR per ramped account executive · Founder in under 25% of closed deals · Onboarding within 30 days · 90%+ gross revenue retention · $0.97 GTM spend per $1 of net new ARR
REVENUE	**+$930K net new ARR** from 31 new customers, after 10% churn at renewal, offset by expansion; $1.23M ARR and 40 customers at year-end.
FUNDING	**$900K**, released on Gate 1.
GATE 2	$1.2M ARR, 90%+ gross revenue retention, 100%+ net revenue retention, CAC payback within 15 months, $400K+ per ramped account executive.

YEAR 3 · 2029

Expand the Footprint

GOAL	Grow inside our accounts from contract review into NDA, vendor intake and procurement workflows.
TACTICS	• **Sales team.** A third account executive joins and the founder works only strategic deals. The two ramped account executives close about $800K, the third about $290K while ramping, and the founder about $240K. • **Partners.** Selected legal operations consultancies refer and co-sell, adding about $290K of new business. • **Demand generation at scale.** The IC PMM scales the campaigns that pay back and cuts any channel above 18 months' CAC payback each quarter. • **Account expansion.** Customer success, joined by a customer success manager, expands accounts from contract review into NDA, vendor intake and procurement workflows on the same workflow engine, adding about $370K. These workflows use the integrations the product lead built in the second half of Year 2. • **Adjacent vertical.** One structured experiment tests the next vertical before any further spend is committed, alongside a small self-serve test.
KPIS	540 MQLs · 225 SQOs: 135 from marketing, 90 from outbound, partners and references · CAC payback within 15 months by channel · 120% net revenue retention · $400K+ new ARR per ramped account executive · Pilot conversion in the adjacent vertical · $0.67 GTM spend per $1 of net new ARR
REVENUE	**+$1.87M net new ARR**: $1.62M from 54 new customers and $370K from expansion, less $120K of churn at renewal; $3.1M ARR and 90 customers at year-end.
FUNDING	**$1.25M**, released on Gate 2.

6.3 Execution Plan ACTIVITY, OWNER, MILESTONE, TIMING AND COST



ACTIVITY	OWNER	MILESTONE	Y1	Y2	Y3
					COST
PEOPLE (NEW HIRES)					
Account executive	Founder/CEO	Hired Y1 Q1; closes two deals alone by Y1 Q4	$180K	$180K	$180K
IC PMM	Founder/CEO	Hired Y1 Q1	$170K	$170K	$170K
Integrations and reliability engineer	Product lead	Hired Y1 Q1	$130K	$130K	$130K
Second account executive	Founder/CEO	Hired Y2 Q1, after Gate 1		$180K	$180K
Third account executive	Founder/CEO	Hired Y3 Q1			$180K
Customer success manager	Customer Success	Hired Y3 Q1			$130K
SALES					
Paid pilot programme and pilot-to-paid process	Founder, Customer Success	20 pilots completed by Y1 Q4; 30%+ convert	$10K		
Sales playbook and account executive enablement	Founder, IC PMM	Second account executive selling from the playbook by Y2 Q2		$20K	
CAC payback and implementation cost tracking	Sales, Customer Success	Payback under 15 months by channel, Y3			$25K
Consultancy referral and co-sell partnerships	Founder	Partners add about $290K by Y3 Q4			$40K
MARKETING					
Founder-led discovery calls	Founder, IC PMM	Buying steps and objections documented, Y1 Q1	$25K		
ICP target list and outbound sequences	IC PMM	65 SQOs in Year 1	$20K		
Objection and competitor playbook	IC PMM	First sales playbook complete, Y1 Q4	$15K		

			YEAR 1				YEAR 2				YEAR 3				COST		
ACTIVITY	OWNER	MILESTONE	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Y1	Y2	Y3
$30K price testing	IC PMM, Finance	Price confirmed for Year 2, Y1 Q3													$15K		
Vertical messaging and customer case studies	IC PMM	Winning vertical chosen; case studies live, Y2 Q2														$40K	
LinkedIn campaigns and CLOC events	IC PMM	260 MQLs and 130 SQOs in Year 2														$80K	
Scale channels under 18-month payback	IC PMM, Sales	540 MQLs; channels over 18 months cut quarterly															$100K
Adjacent-vertical experiment	IC PMM	Go or no-go on the next vertical, Y3 Q3															$50K
CUSTOMER SUCCESS																	
Pilot onboarding and customer references	Customer Success	First references from Y1 Q3													$10K		
30-day onboarding playbook	Customer Success	Every customer onboarded within 30 days, Y2														$30K	
Account health tracking for 90%+ retention	Customer Success	90%+ gross revenue retention (Gate 2), Y2 Q4														$40K	
Expansion into NDA, vendor intake and procurement	Customer Success	$370K expansion; 120% net revenue retention, Y3															$40K
PRODUCT																	
Review-time measurement against a 90-day baseline	Product lead	Method live before the first pilot, Y1 Q1													$25K		
Integrations for new workflows	Product lead	Ready for Year 3 expansion, Y2 Q4														$30K	
Self-serve test	Product lead	Test result and decision, Y3 Q4															$25K
Total, $2.75M over three years															**$600K**	**$900K**	**$1.25M**

■ Headcount ■ Programme Existing team salaries sit outside the ask.

7

Conclusion

Over three years, $2.75M of GTM investment takes PATCHWORK from $120K to $3.1M ARR and from 4 to 90 customers.

By the end of Year 1, the return we mark as being validated today is proven: measured on customers' own contracts, expressed as ROI, and backed by a confirmed ICP and a $30K price buyers pay. By the end of Year 2, account executives sell from a repeatable playbook without the founder in every deal. By the end of Year 3, a team of ten has expanded accounts into non-disclosure agreement, vendor intake and procurement workflows, reaching 120% net revenue retention while GTM spend per $1 of net new ARR falls from $3.33 to $0.67.

The plan does not make PATCHWORK profitable by Year 3, but $3.1M ARR at a 75% gross margin produces about $2.3M of annual gross profit, covering Year 3's $1.25M of GTM spend before core team costs. Net revenue retention above 100% and CAC payback within 15 months are the indicators that this growth can turn profitable after Year 3.

8

Glossary

ARR (ANNUAL RECURRING REVENUE)	The yearly value of all active subscription contracts.
CAC PAYBACK	The months of gross profit from a new customer needed to recover the sales and marketing cost of winning that customer.
CHURN	Customers or revenue lost when contracts are not renewed.
CLOC	The Corporate Legal Operations Consortium, the main professional community for legal operations leaders.
EXPANSION REVENUE	Additional annual revenue from existing customers, mainly from adding workflows.
GATE	The evidence the board reviews before releasing the next tranche of funding.
GRR (GROSS REVENUE RETENTION)	The share of starting revenue kept from existing customers after churn, excluding expansion. It cannot exceed 100%.
GTM (GO-TO-MARKET)	How a company reaches, sells to and keeps its customers.
GTM SPEND PER $1 OF NET NEW ARR	A year's GTM investment divided by the ARR it adds. A planning measure of efficiency, not CAC.
IC PMM	An individual-contributor product marketing manager.
ICP (IDEAL CUSTOMER PROFILE)	The type of company most likely to buy, succeed and stay.
MQL (MARKETING-QUALIFIED LEAD)	A prospect generated by marketing who fits the ICP and shows buying interest.
NDA (NON-DISCLOSURE AGREEMENT)	A confidentiality contract, and one of the workflows we expand into after contract review.

NRR (NET REVENUE RETENTION)	Revenue from existing customers a year later, after churn and including expansion, as a share of their starting revenue. It can exceed 100%.
PAID PILOT	A 60-day paid trial on the customer's own contracts, credited against the first-year subscription.
PILOT-TO-PAID CONVERSION	The share of completed paid pilots that become annual contracts.
ROI (RETURN ON INVESTMENT)	The financial return a customer gets relative to what it pays.
SQO (SALES-QUALIFIED OPPORTUNITY)	A prospect the sales team has qualified as a real buying opportunity.
TRANCHE	One of the three staged releases of the $2.75M investment.

Sources, in the order they appear

1. **Market size and growth.** PMarket Research, Legal Workflow Automation Software Market.
2. **Rival funding.** Business Wire, Checkbox Series A, January 2026; LawNext, Streamline AI funding round, July 2025; CB Insights, BRYTER company profile.
3. **Contract platform rollout times.** Concord, Contract lifecycle management rollout times, 2026; Forsys, Contract lifecycle management in 2026; Legal Technology Journal, Contract lifecycle management implementation in the mid-market, 2026.
4. **Legal workload and budgets.** Thomson Reuters, Legal Department Operations Index, 2024; Harbor, Law Department Survey, 2025.