

2026-2028

Operating and Investment Roadmap

A founder-led, AI-operated route from paid tender desk to procurement intelligence platform.

REPORT THESIS

Revenue should precede software scale. Start as a paid bid-readiness service, capture structured evidence and outcomes, then productize the workflow that customers repeatedly buy.

Executive model

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FOUNDER OPERATOR

Commercial authority and quality control.

6

CORE AI AGENTS

Ingestion, fit, evidence, partners, authoring, QA.

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PAID ENTRY PRODUCTS

Readiness, monitored desk and bid sprint.

90 days

VALIDATION WINDOW

Revenue and repeatability before fundraising.

EU + EEA

LONG-TERM COVERAGE

Country connectors added by paid demand.

Human

APPROVAL AUTHORITY

Outreach, commitments and submissions.

Core proposition

BidCarta finds relevant public opportunities, qualifies the supplier against exact requirements, organizes reusable proof and coordinates the route to submission - including partner gaps where needed.

BUILD ORDER

- Sell a fixed-scope readiness review before building a broad SaaS platform.
- Convert repeated client work into structured data, templates and automated agent steps.
- Add portals and sectors only when a paying use case requires them.
- Raise capital for repeatable distribution and proprietary data loops, not for untested product breadth.

Portal coverage strategy

Use the European Commission country directory as the coverage index. Each connector should have a source owner, update cadence, field map, document access pattern and health metric.

Priority	Sources	Purpose
P0	TED Search API; TED notices and award records	EU-wide backbone, above-threshold discovery and buyer history.
P0	EU Funding & Tenders Portal	EU institution procurement and programme opportunities.
P1	Hilma, TenderNed, eTenders Ireland, Belgium e-Procurement	Launch markets with structured digital access and English-friendly selling.
P1	BOAMP and PLACE France; Spain procurement platform; Germany e-Vergabe	Large markets requiring language and local-source handling.
P2	Poland e-Zamowienia, Portugal BASE, Italy ANAC, Nordic portals	Expansion by sector demand and partner availability.
Control	Official notice and buyer documents	Deadline and requirement authority for every workflow.

Connector gate

A source enters production only after duplicate handling, timestamp capture, document retrieval and correction detection pass a defined test set.

How to find paying companies

START FROM EVIDENCE, NOT COMPANY SIZE

The ideal first customer already sells B2B and can prove delivery.

Signal	How to find it	Why it converts
Relevant private references	Company case studies, partner pages, ISO directories.	Public requirements can be supported with existing proof.
Past public awards	TED award notices and national award records.	The supplier understands procurement but may lack coverage.
Cross-border intent	Export programmes, trade missions, distributor searches.	Geographic expansion has an active sponsor.
Framework adjacency	Incumbents, subcontractors and complementary CPV suppliers.	A partner route may be faster than a prime bid.
Repeatable documents	Certifications, CVs, product sheets, financial capacity.	Automation yields immediate time savings.

WEEKLY ACQUISITION LOOP

- Select one sector, two countries and 25 high-fit suppliers.
- Attach one live opportunity and one evidence observation to each outreach message.
- Offer a paid 48-hour readiness review; do not begin with a broad software demo.
- Convert the review into a 30-day monitored desk or a fixed bid sprint.
- Record every rejection reason to improve fit scoring and market segmentation.

Agent operating system

SIX BOUNDED AGENTS

Agent	Responsibility	Required output
Source Scout	Ingest new, changed and awarded notices.	Canonical record with provenance and timestamps.
Fit Analyst	Apply hard gates, then commercial scoring.	Reasoned rank and bid/no-bid recommendation.
Evidence Curator	Map requirements to current supplier proof.	Traceable matrix with expiry and ownership.
Partner Mapper	Identify capability and geography gaps.	Short partner brief and ranked candidates.
Response Builder	Compose evidence-grounded response sections.	Requirement-linked content blocks.
Consistency Reviewer	Check claims, dates, names, totals and document versions.	Exception list for authorised review.

Non-negotiable control

Agents can prepare, rank and recommend. Only an authorised person approves outreach, partner commitments, pricing representations and tender submission.

Data model and automation

MINIMUM PROPRIETARY GRAPH

Link the market event to the proof required to win.

Entity	Core fields	Relationship
Opportunity	Source, notice ID, buyer, lots, CPV, value, deadline.	Has requirements; follows prior and correction records.
Requirement	Category, text, threshold, evidence type, scoring weight.	Supported by evidence; assigned to an owner.
Supplier	Capabilities, countries, capacity, exclusions, preferences.	Owns evidence; fits opportunities.
Evidence	Document, claim, date, expiry, source, approved use.	Supports one or more requirements.
Partner	Capability, geography, references, consent, status.	Closes a defined supplier gap.
Outcome	Decision, submission, score, award, reason, effort.	Improves filters and pricing.

AUTOMATION ORDER

- 1. Source ingestion and change detection.
- 2. Hard eligibility filters and deadline gating.
- 3. Evidence mapping with citations to owned documents.
- 4. Ranked shortlist and memo generation.
- 5. Partner-gap routing and response authoring after approval.
- 6. Outcome capture and evaluation against actual decisions.

Products and pricing

Pricing below is an operating hypothesis for validation. Taxes, local contracting rules, success-fee restrictions and the client's procurement policy can change the commercial structure.

Offer	Scope	Indicative price
Capability Passport	Supplier profile, evidence vault, capability map and reusable proof index.	EUR 1,500
Tender Radar	Daily source coverage, ranked matches and weekly decision shortlist.	EUR 349 / month
Full bid service	Requirement matrix, workplan, response support and consistency review.	EUR 2,500 average
Partner match	Defined capability gap, candidate research and consent-based introductions.	EUR 500-1,000
Success-linked component	Only where permitted and contractually defined.	Case-specific

Cash discipline

Collect the readiness review before work starts, monthly desk fees in advance and bid-sprint milestones against defined deliverables.

UNIT ECONOMICS TO TRACK

- Analyst-equivalent minutes per reviewed opportunity.
- Accepted shortlist rate and readiness-review conversion.
- Evidence reuse rate across opportunities.
- Gross contribution after model, data and specialist costs.

The first 90 days

Window	Build	Sell	Proof
Days 1-14	One ICP, three CPV families, TED + Hilma connector, Passport template.	Build 300-company list; 15 calls; offer 10 opportunity scans.	One clear segment and ranked sales list.
Days 15-30	Change detection, evidence vault and lightweight client workspace.	Convert scans into 2-3 paid pilots.	At least one live bid in the workflow.
Days 31-60	Partner-gap workflow, second source depth and outcome capture.	Evidence-led outbound and referral asks.	5-8 clients and three paid bid files.
Days 61-90	Quality dashboard, repeatable onboarding and operator runbook.	Case-led outreach to advisers and associations.	10-15 paying clients; EUR 8k-15k new monthly bookings target.

DAY-90 DECISION

- Scale the segment when recurring revenue, evidence reuse and shortlist acceptance move together.
- Change the segment when buyers like the idea but will not pay for the readiness review.
- Keep service delivery narrow until the same workflow repeats across at least five customers.

Validation standard

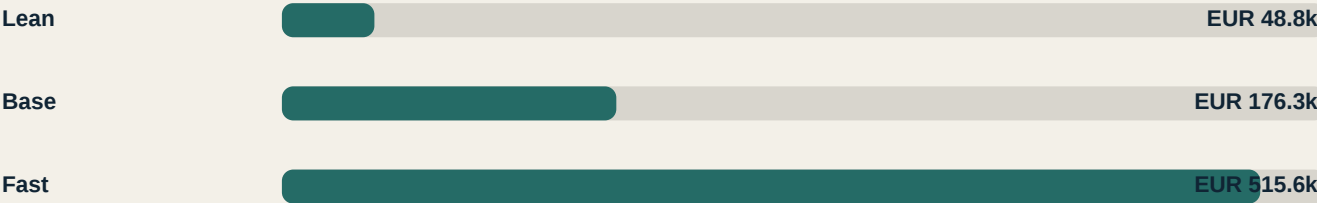
Do not use total procurement value as traction. Traction is paid recurring use, retained clients, controlled delivery effort and measurable bid decisions.



Twelve-month revenue scenarios

These are planning scenarios, not forecasts. New customers are added evenly through the year and the subscription column represents average active subscribers. Specialist support is purchased only against client work.

Scenario	Operating assumption	12-month revenue
Lean	8 new customers; 4 average subscriptions; 8 full bids.	EUR 48,752
Base	24 new customers; 12 average subscriptions; 36 full bids.	EUR 176,256
Fast	60 new customers; 30 average subscriptions; 120 full bids.	EUR 515,640



ASSUMPTION BASIS

- All scenarios use EUR 1,500 Capability Passport, EUR 349 monthly Radar and EUR 2,500 average full bid.
- Illustrative variable cost: EUR 600 per full bid plus EUR 50 per active customer-month for software and AI.
- Estimated gross margin: approximately 85% Lean, 84% Base and 83% Fast.
- Revenue and gross margin exclude founder compensation, sales, tax, general overhead and partner-match fees.

Investment path

CAPITAL IS OPTIONAL BEFORE PRODUCT-MARKET PROOF

Fund the data loop only after customers pay for it.

Gate	Evidence	Capital posture
Idea and site	Positioning and product concept without paying customers.	Low fundability; stay customer-funded.
Pre-seed gate	15-30 paying customers; EUR 10k-20k MRR; over 70% gross margin; repeatable sales in two countries.	Indicative EUR 0.5m-1.5m.
Seed gate	EUR 50k+ MRR, strong retention and measured win-rate or shortlist uplift.	Indicative EUR 2m-5m.
Use of funds	Connector reliability, security, workflow product and repeatable distribution.	Scale proven loops, not broad experimentation.

Investor narrative

BidCarta is an AI-operated procurement intelligence network with service revenue, proprietary evidence graphs and an expansion path from supplier desk to cross-border transaction infrastructure.

COMPARABLE SIGNALS

- pWin.ai announced a USD 10 million seed round in 2025 for AI proposal and capture software.
- AutogenAI announced a USD 39.5 million Series B; Loopio announced a USD 200 million growth investment.
- Company announcements are planning benchmarks; they do not establish BidCarta's valuation or funding outcome.

No-employees operating model

FOUNDER PLUS CONTROLLED CAPACITY

A salaried team is not required for the first revenue stage.

Function	Default owner	Escalation
Sales and approval	Founder	Authorised client decision-maker.
Daily monitoring	Automated agents	Founder reviews exceptions and top matches.
Evidence operations	Automated extraction and structured vault	Client approves claims and document use.
Legal or jurisdictional issue	Outside specialist purchased per case	Written scope before reliance.
Language quality	Model-assisted translation	Native specialist for high-risk or scored text.
Submission	Client-owned account and authority	BidCarta supports but does not impersonate authority.

MONTHLY FIXED STACK

- Cloud database, encrypted document storage, workflow automation and model usage.
- CRM with account, opportunity, evidence and outcome entities.
- Accounting, insurance and specialist retainers only when justified by revenue.
- No speculative local office, large sales team or full-country portal build.

Risk controls and scorecard

Risk	Control	Metric
False opportunity fit	Hard gates before model scoring; source-linked reasoning.	Accepted shortlist rate.
Unsupported claim	Every response claim linked to client-approved evidence.	Claims with traceable support.
Deadline or correction miss	Source timestamps, change detection and client calendar.	On-time controlled submissions.
Data exposure	Least privilege, tenant separation, retention and deletion rules.	Access and incident logs.
Unauthorized commitment	Approval gates for outreach, pricing, partners and submission.	Recorded approvals.
Low-margin service work	Fixed scope, change control and automation-time tracking.	Contribution margin and cycle time.

BOARD-LEVEL MONTHLY SCORECARD

- MRR, cash collected, retained clients and revenue concentration.
- Qualified opportunities delivered, shortlist acceptance and go/no-go turnaround.
- Readiness-review conversion, bid-sprint conversion and observed award outcomes.
- Evidence reuse, operator minutes per opportunity and contribution margin.
- Connector uptime, correction detection and controlled submission rate.

Sources and modelling basis

Market facts use official EU and TED sources. Pricing, revenue scenarios and funding gates are BidCarta operating hypotheses. They are designed for staged validation and are not promises of revenue, investment or tender awards.

PRIMARY SOURCES AND DATA NOTES

European Commission - Public procurement overview

https://single-market-economy.ec.europa.eu/single-market/public-procurement_en

TED - European public procurement overview

<https://ted.europa.eu/en/simap/european-public-procurement>

TED Search API documentation

<https://docs.ted.europa.eu/api/latest/search.html>

European Commission - Evaluation of EU public procurement directives

https://single-market-economy.ec.europa.eu/news/commission-publishes-evaluation-eu-public-procurement-directives-2025-10-14_en

European Commission - National public procurement portals directory

https://commission.europa.eu/funding-and-tenders/tools-public-buyers/public-procurement-eu-countries_en

pWin.ai - announced USD 10m seed round

<https://www.pwin.ai/resource/genai-software-company-pwin-ai-raises-10m-in-seed-funding/>

AutogenAI - announced USD 39.5m Series B

<https://autogenai.com/news/autogenai-raises-39-5m-series-b/>

Loopio - announced USD 200m growth investment

<https://loopio.com/blog/loopio-200m-investment/>

Operating boundary

BidCarta provides procurement intelligence and workflow support. The supplier retains responsibility for its eligibility, representations, pricing, legal review and submission authority.