

LONJA

A virtual shop assistant for everyday commerce

Built into a modular All-in-one solution

Executive thesis

Lonja's core product is a virtual shop assistant that flexibly fits the merchant's everyday use cases. All-in-one provides the modular foundation for answering questions, recommending products, helping customers choose, receiving orders and coordinating next steps. The merchant remains the seller and controls products, prices, availability, order acceptance and fulfilment.

The assistant can fit everyday touchpoints—in-store, web, chat, phone or a customer's own agent—to answer questions, support a decision and continue a purchase. A shop-window photo is a complementary entry point; after-hours orders and home delivery depend on the merchant's ability to confirm and fulfil them.

Working document · Valencia, Spain · 14 October 2026

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1. Executive summary

The opportunity is to give every shop a virtual assistant that fits daily interactions without requiring staff to answer every question manually. The assistant uses confirmed information to answer, compare and recommend; the modular All-in-one foundation connects this support to orders, payment and shop operations.

What the product solves

Need	Lonja response	Control boundary
Questions about the shop and products	A conversation grounded in confirmed shop information and catalogue; recommends and compares options.	The assistant does not invent availability or terms; the merchant confirms them.
Purchase friction	Presents product, variant, total price and terms before the shopper approves.	The shopper gives explicit approval; the merchant accepts and prepares.
Help while the shop is closed	The assistant can answer and receive an order request.	Stock confirmation, acceptance, delivery and returns require local capability.

Revenue thesis: start with an 8% fee on attributed completed sales; offer a €50/month alternative and evaluate a €20/store/month long-term plan, passing payment processing costs through as Shopify does. These are pricing hypotheses, not current revenue. Progress depends on CPI, GPI, CVR, repeat use and contribution per order.

Status: payments have been tested in test mode; merchant and real-sale validation remain ahead. The plan keeps global marketing from Y1 to pursue scale, with Valencia as the first operating pilot and transactions enabled market by market.

The virtual assistant: everyday use cases

The product supports real merchant conversations and tasks. A shop-window photo is one possible entry point; the assistant is designed to address different needs and reach a confirmed action.

Experiences to prioritise

Experience	How the assistant helps	Status / boundary
Find who sells it	The shopper describes a need or follows a recommendation; Lonja helps find a local shop, specialist or product and continue the conversation.	Needs reliable offers, location and catalogue data. Broad discovery is a product phase.
Advice before buying	Ask about size, materials, compatibility, availability or alternatives. The assistant compares options and explains price and terms.	Ground answers in merchant data; confirm availability before charging.
Start from an image	A shop-window or product photo identifies candidates and opens a shopping conversation.	A complementary entry point; do not promise accuracy without evaluation.
Buy while the shop is closed	The assistant answers and captures a request, showing variant, total and delivery. The merchant accepts and prepares it later.	After-hours does not mean guaranteed stock or automatic acceptance.
Repeat, personalise or book	Repeat a purchase, prepare a gift or request an appointment/service when the merchant offers it.	Use preferences with consent; booking and post-sale need later modules.
Choose a channel	The merchant website, chat, phone or the shopper's personal agent can start the conversation.	Each channel needs its own integration and authorisation; not all are deployed.

Product principle: one assistant and modular foundation for different cases; merchants control catalogue, price, availability, acceptance and fulfilment.

Merchant onboarding and integration strategy

All-in-one starts as a complete, modular solution built on Lonja’s own core. The goal is not to rebuild all of Shopify: build the pieces the assistant needs to inform, quote, sell and operate reliably.

Two starting points, one modular product

Starting point	Onboarding flow	What Lonja owns
Shop with no system	A setup agent guides the merchant through identity and business details, catalogue, options/variants, prices, policies, pickup/delivery areas and payment readiness. The seller reviews and confirms before publishing.	Catalogue and channels; merchant profile; confirmed availability; orders and approval; connected payments; operations console.
Shop with an existing platform	First connect product, variant, price and inventory data; bring shopper questions to the assistant; create an order or hand off to the platform checkout, subject to integration and permissions.	Assistant, attribution and interaction metrics; each source remains authoritative for price, stock, order and payment.
Service or booking	Set up services, time slots and terms when a use case calls for them.	Later module; validate demand before expanding scope.

Secuencia recomendada

Pilot: All-in-one with one merchant and confirmed catalogue in Valencia. First validate onboarding, questions, quote, approval, payment and pickup. Then add web/chat/voice and after-hours orders; enable delivery where an operator and clear margin exist. Growth connects existing platforms when merchant demand warrants it.

Connector candidates (technical options, not partnerships or shipped work)

Platform	Potential Lonja use	Proposed priority
Shopify	Catalogue/variants through Admin GraphQL; checkout and order handling depend on merchant permissions and model.	First if Growth demand emerges; Shopify Agentic at €0/month raises the value bar.
WooCommerce	REST API for products and orders; webhooks and plugins may vary by installation.	Broad open alternative; measure version-support costs.
Wix eCommerce	Catalogue and order APIs for shops already using Wix.	After pilot, if merchant volume justifies it.
PrestaShop	CRUD Webservice; requires enabling service and managing keys/permissions.	Demand-led connector with more setup work.

Fuentes técnicas oficiales consultadas el 14/10/2026: Shopify Admin GraphQL shopify.dev/docs/api/admin-graphql/latest · WooCommerce REST API woocommerce.github.io/woocommerce-rest-api-docs · Wix REST API dev.wix.com/docs/api-reference · PrestaShop Webservice devdocs.prestashop-project.org/9/webservice.

4. Illustrative transaction economics

This sensitivity uses an assumed €45 average order value. It is not a forecast, approved target, budget or evidence of demand. Figures show gross hypothetical commission before costs, VAT, refunds or discounts.

Orders / month	Illustrative GMV	5% fee	10% fee	15% fee
50	€2,250	€112	€225	€338
200	€9,000	€450	€900	€1,350
500	€22,500	€1,125	€2,250	€3,375

At 200 orders a month, €45 per order implies €9,000 monthly GMV. A 10% take rate would produce €900 gross hypothetical commission before any costs. The 5%, 10% and 15% rates are sensitivity points, not recommended prices.

Measure next. Eligible orders net of cancellations/refunds; attributed GMV; effective take rate; payment fees and losses; variable AI, messaging, infrastructure and support costs; contribution margin per order; and incremental sales versus a baseline or control.

5. Initial market and go-to-market

Lonja will begin global marketing and demand tests in Y1 to pursue scale economies in product, content and acquisition. Valencia is the first end-to-end operating pilot; it does not limit global promotion or merchant outreach. Transactions are enabled country by country when payments, seller terms, local obligations and service are ready.

Entry sequence

Stage	Work	Gate to advance
1. Controlled demo	Complete the real-host flow with a Valencia pilot merchant; rehearse retries and recovery.	Correct price, approval, receipt and notification.
2. Pilot	Run low-cost global promotion and merchant outreach; validate purchase operations in enabled markets.	Active merchants and test orders with manageable support.
3. Monetisation	Measure fee and conversion by channel and market; charge only where merchants and jurisdictions are ready.	Repeat use and positive contribution per order.
4. Expansion	Increase spend in markets with attractive CAC, conversion, repeat use and margin. Localise payments and support as demand warrants.	Verified quality and sustainable acquisition/service costs.

Supply funnel

Supply funnel: listings located → claims → verification → confirmed profile and catalogue → payments enabled → first sale → repeat use. Directory listings are not participating merchants. Commercial activation is measured by country; global marketing may create demand before every market can transact.

Channels to test

- Global digital marketing and multilingual content experiments from Y1, using controlled budgets to compare CAC and demand by market.
- Direct outreach and support for the Valencia operating pilot.
- Regional agents and partners once integration and attribution are verifiable.
- Website index for discovery, with attribution and incomplete-data notices.

Strategic implication

Pursue scale economies through a shared platform, tools, analytics and reusable content. No CAC reduction is assumed achieved: marketing, localisation, compliance, payments and international support are not fully costed in the financial scenario. Expand campaigns based on CPI, CAC, CVR, GPI, repeat use and per-order margin.

6. Position and alternatives

Lonja combines structured merchant data with an agent-executable purchase action requiring explicit consent. Potential alternatives include maps/directories, phone or messaging, traditional marketplaces, merchant-owned websites and doing nothing.

Potential advantage. The underlying technology is replicable. A durable advantage could come from dense merchant coverage, reliable catalogues, conversion history by channel, agent integrations and low-cost onboarding. That advantage only emerges through merchant participation, repeat demand and data quality. A public index alone is not a strong moat.

Strategic implication. Early on, local density and verified catalogue quality matter more than broad geographic coverage.

Metrics and instrumentation status

The local code now records provider usage and estimated spend, journey/interaction IDs in key flows and a local command centre. This is partial instrumentation, not commercial evidence or complete unit economics.

Metric	Formula / criterion	Current availability
CPI · Cost per Interaction	Fully loaded attributed operating cost ÷ qualifying interactions. Include abandoned journeys and fixed-cost allocation.	Provider use and estimated spend exist; full payment, support, fixed-cost and abandoned-journey allocation remains open.
GPI · Gain per Interaction	(Net attributed commission – fully loaded attributed cost) ÷ qualifying interactions. Lonja-defined metric.	No net sale allocation, billed subscription or complete cost set; do not report an observed value yet.
CVR · Conversion Rate	100 × distinct closing interactions ÷ qualifying interactions.	Stage events and payment associations exist in code; end-to-end production instrumentation remains unvalidated.
AI cost per journey	Usage/model, tokens, images, latency, retries and estimated cost; reconcile invoices separately.	Durable events and local panel implemented; compare to actual invoices and validate provider/host costs.
Sales and refunds	Confirmed payment linked to interaction; deduplicate, attribute and reverse commission on refund.	Association to approval/payment and refund modeled; no real sales or operational financial attribution.

Qué ya mide el centro de mandos

Estimated provider/model spend and calls; p50/p95 latency; retries; images/bytes; estimates versus imported spend. Business events cover search, match, offer, selection, quote, approval and merchant confirmation. The panel is local: it is not public operations or payment reconciliation.

Decision: keep CPI, GPI and CVR as defined metrics; publish values only after payments, refunds, attribution, fully loaded cost and denominator reconcile by cohort.

Risks and gates before scaling

Implemented flows do not equal a validated product, real transactions or readiness to operate in every market. Keep an explicit gate for each risk.

Risk	Current status	Gate to advance
Product readiness	Local demo is not ready; no real sale is validated. Some flows/tests use synthetic fixtures; host/public environment is not fully validated.	Complete normal merchant onboarding, Stripe test Connect and host rehearsal; record failures and recovery.
Payments and monetisation	Stripe test; platform commission and fees remain hypotheses. No billed subscriptions or reconciled Lonja revenue.	Agree Connect flow, refunds, disputes, PSP allocation and attributed revenue before live charges.
Legal and tax role	Contract, seller of record, invoicing/VAT, consumer and privacy duties need review.	Obtain specialist review by model and jurisdiction before real sales.
Catalogue and availability	Confirmed catalogue depends on the merchant; live stock can expire. A local directory is not an onboarded merchant base.	Pilot with confirmed catalogue, price, variants and availability; define expiry and cancellation policy.
Integrations and agents	Shopify/WooCommerce/Wix/PrestaShop connectors are candidates; host compatibility and permissions are unvalidated.	Prioritise by demand; test end to end and define authority for stock, price, order and payment.
Unit economics	€0.35/order and five-year scenarios are assumptions; CAC and abandoned-journey cost remain incomplete.	Measure CPI, GPI, CVR, repeat and contribution by market before expanding operations.

9. Work plan and decisions

P0. Choose Connect model and assign fees, disputes, refunds and responsibilities. Complete an end-to-end demo on the real host. Recruit pilot merchants and confirm their catalogues in one microzone.

P1. Instrument attribution and unit economics. Test fee sensitivity and incremental merchant sales. Complete review of the combined index and ODbL-compatible distribution.

P2. Decide on subscription, hybrid pricing, commercial API and geographic expansion based on repeat use, margin and support costs.

Questions for the team. What counts as a Lonja-attributed sale, and for how long? Which fee leaves positive margin for the merchant and Lonja? Who is the seller to the buyer and who handles VAT, invoices, refunds and support? Can Lonja show incremental and repeat sales without manual assistance? Which channel brings demand?

Scope, assumptions and glossary

Business plan reviewed on 14 October 2026. Standalone document covering product, use cases, packages, five-year plan, cost model, metrics, risks and decisions. It does not depend on other files.

Supuestos de planificación

Illustrative €45 average order value; hypothetical 8% commission from Y2; merchant/order targets by year and €0.35 variable cost per order. One founder plus AI tools; no additional payroll or office. Global scenario, with transactions enabled market by market as readiness allows. No volume, price or margin is validated. Not all payment, tax, refund, fraud, support, acquisition or abandonment costs are included.

Glosario

- API — interface for systems to connect and exchange data or actions.
- CPI (Cost per Interaction) — fully loaded attributed operating cost divided by qualifying interactions.
- CVR (Conversion Rate) — percentage of qualifying interactions that close in a paid sale.
- GPI (Gain per Interaction) — (net attributed commission – fully loaded attributed cost) divided by qualifying interactions; defined by Lonja.
- GMV (Gross Merchandise Volume) — gross value of sales processed before fees and costs.
- PSP (Payment Service Provider) — provider that processes payments.
- Take rate — percentage of eligible GMV retained as Lonja commission.

Five-year business plan

Global marketing from Y1; first validate the modular All-in-one product in Valencia. Growth, Custom and further operations follow demand and local readiness.

Phase / target	Business work	Decision gate
Y1 • All-in-one	10 merchants; target 4 monthly orders each. Validate storefront, catalogue, orders, payments and assistant with a Valencia pilot.	CAC and conversion by channel; real sale, operations and cost/order measured.
Y2 • Growth connectors	50 merchants in enabled markets; 8 monthly orders. Add Shopify or other connectors to win existing shops and test gradual migration to Lonja.	Repeat use, connector adoption and positive contribution per order.
Y3 • Europe and Custom	200 merchants. Expand All-in-one and Custom adaptations in markets with stronger CAC, CVR, retention and margin; localise as demand warrants.	Compliance and positive unit economics per operating country.
Y4 • Modular scale	600 merchants in priority markets. Reuse modules and connectors; scale channels only with viable payback.	Sustainable CAC, support and margin per market; observable scale economies.
Y5 • Global scale	1,500 merchants across priority global markets; modular platform with All-in-one, Growth and Custom as demand warrants.	Sustain profitable growth; local payments, currency, tax, privacy and support ready in each market.

Commercial sequence

Build All-in-one first on a modular core and validate the complete flow with a Valencia merchant. Y2 adds connectors such as Shopify to win existing shops and enable gradual migration. Y3–Y4 expand modules, connectors and markets when CAC and margin justify it. Y5 scales priority global markets without assuming uniform coverage or operations in every country.

Scenario impact

Financial assumption: merchant and order targets remain scenario inputs without a predetermined geographic mix. The cost model includes an aggregate acquisition/growth allowance rising from €18k to €180k/year, but no country-level marketing budget or CAC. Localisation, compliance, cross-border payments and regional support remain incomplete; no scale economy is assumed achieved.

Illustrative five-year financial scenario

Not actual performance, guidance or a funding forecast. Values are planning assumptions for discussion.

Metric	Y1	Y2	Y3	Y4	Y5
Average active merchants	10	50	200	600	1,500
Orders/merchant/month	4	8	12	15	18
Orders/year	480	4,800	28,800	108,000	324,000
Annual GMV	€21.6k	€216k	€1.296m	€4.86m	€14.58m
Assumed commission	0%	8%	8%	8%	8%
Annual gross commission	€0	€17.3k	€103.7k	€388.8k	€1.166m

Formula: average active merchants × monthly orders per merchant × 12 × assumed €45 average order value (EUR equivalent in every market). Gross commission equals annual GMV × assumed take rate.

Not included: payment processing, refunds, FX, chargebacks, tax treatment, AI and messaging, hosting, support, merchant acquisition, staffing, legal costs or API/subscription revenue.

Interpretation: Y5's €1.166m is gross hypothetical commission before variable and operating costs. It does not imply profit or break-even.

Investment gate: establish CAC, retention, cost per order, headcount and cash runway during Y1–Y2. Set a funding amount and break-even year only after those are measured.

Pricing assumption: the 8% rate is a scenario input, not a recommended or approved price. Y1 assumes 0% live monetisation while the pilot remains in test.

Costs and margin with one person + AI

Planning scenario, not a vendor quote. One founder; automation and AI agents; merchants/local agents handle inventory and delivery. No additional staff. Euros, excluding VAT.

Annual fixed cost: €60k loaded cost for the person (assumed €45k gross salary plus employer charges); €12k AI tools/models; €12k cloud, monitoring and base services; plus accounting, legal/compliance, travel and acquisition as expansion grows.

€k, unless stated	Y1	Y2	Y3	Y4	Y5
Gross commission revenue	0	17.3	103.7	388.8	1,166.4
Fixed cost (person, AI, cloud, admin/growth)	102	114	149	199	264
Variable AI + cloud/messaging (€0.35/order)	0.2	1.7	10.1	37.8	113.4
Operating result before payment fees/tax	-102.2	-98.4	-55.4	152.0	789.0
Result if Lonja pays processing*	-102.6	-102.8	-82.0	52.1	489.3

Read-through: first positive operating result is Y4: €152k before processing/tax (39% of gross commission); €52k (13%) if Lonja absorbs processing. Y5 is €789k (68%) before processing/tax, or €489k (42%) if it pays processing. These are scenario operating margins, not after-tax net profit.

Indicative cash need: cumulative operating losses of about €201k through the end of Y2 before payment fees and contingency. A 15–20% reserve puts the cash target at roughly €230–240k. Excludes exceptional launch investment.

Assumptions/limits: €45 order value; 8% fee from Y2; €0.35 variable cost/order; processing estimated at standard EEA cards at 1.5% + €0.25 (about €0.93 per €45 order). Excludes fraud, refunds, chargebacks, FX, VAT/corporate tax and exceptional product costs. The global case of 324,000 orders/year requires agents and merchants to absorb local operations; one person cannot manually serve that volume.

Model choice: if merchants bear processing through Connect direct charges, result is closer to the pre-processing row; if Lonja pays it, use the bottom row. Confirm Connect configuration and fee allocation before setting the price.

Interaction metrics

CPI, GPI and CVR use the same set of qualifying interactions. Calculate them before income taxes; commission excludes VAT and is net of cancellations and refunds.

Variables

Symbol	Definition
I	Number of qualifying interactions in the period or cohort.
C	Fully loaded operating costs attributed to those interactions. Includes direct variable costs and allocated fixed costs.
R	Net commission from completed sales attributed to those interactions; each sale is credited only once in total.
S	Distinct closing interactions: a qualifying action that initiates an order that becomes paid. Count each closing interaction once.

Formulas

Metric	Formula
CPI · Cost per Interaction	$CPI = C / I$
GPI · Gain per Interaction (Lonja-defined)	$GPI = (R / I) - CPI = (R - C) / I$
CVR · Conversion Rate	$CVR (\%) = 100 \times S / I$

Attribution rules

A qualifying interaction requests a business operation or changes the purchase journey: storefront discovery, product matching, selection, quote, payment approval, or pickup confirmation. Exclude passive views, polling, webhooks, background jobs and retries from the denominator; assign retry cost to the original interaction.

Link actions to a journey_id with a seven-day attribution window. Split net commission from a sale equally across the qualifying interactions in that journey; total attributed commission must equal the commission earned exactly once. CVR counts only the interaction that closes the confirmed payment, not every assisted step. A journey with five interactions and one paid sale has $CVR = 100 \times 1 / 5 = 20\%$.

Illustrative example, direct variable costs only

A €45 order at an 8% take rate earns €3.60 commission. Across five interactions, $R/I = €0.72$ per interaction. If direct variable order cost is €0.35 and Lonja pays €0.925 processing, variable $CPI = (€0.35 + €0.925) / 5 = €0.255$; variable $GPI = €0.72 - €0.255 = €0.465$ per interaction. Allocated fixed costs are excluded, so this is not fully loaded GPI, a Lonja-defined metric.

To assess full operating profitability, use fully loaded CPI/GPI: include founder compensation, administration, base software, legal, acquisition, and other allocated operating costs. Values remain illustrative until actual token and cost usage is instrumented.

Google Ads uses CVR for Conversion Rate. Lonja limits the numerator to distinct closing interactions. Source: <https://support.google.com/google-ads/answer/9427120>

Cost optimisation: shipped and still open

Technical update as of 14 October 2026. Changes reduce avoidable work and add observability; cash savings and profitability have not yet been demonstrated.

Lever	Current status	Limit / next measure
Visual search	Reusable catalogue embeddings and top-5 shortlist; comparator receives up to 11 rather than 25 images (–56% maximum).	Not a 56% cost cut: shopper photo embedding is added; verify quality and actual spend.
Deduplication, limits and quotas	Short-lived photo dedupe; weighted image/work budgets per journey; unknown prices fail closed.	Measure full journey cost, not just vision calls; controls must preserve quote and payment flows.
Images and retries	JPEG normalisation, upload cap, EXIF/GPS removal; stable retry IDs and daily quotas.	Benchmark latency, cost and accuracy on labelled data; do not assume savings without evidence.
Local command centre	Estimated cost by provider, model, usage, retries, latency and estimate vs imported invoice; journey/interaction IDs.	Not a publicly deployed dashboard; persisted anomalies and per-sale financial reconciliation remain open.
CPI / GPI / CVR	Definitions and partial events implemented; payments/refunds link to journeys.	Full cost, net commission allocation, billed subscriptions, abandonment and commercial validation remain open.

Impacto en el escenario financiero

Keep €0.35/order as an AI/cloud placeholder, with no optimisation discount applied. Host-model calls, abandoned journeys, support, fraud, refunds and actual payment costs remain incomplete. Y4 break-even depends on unvalidated assumptions and is not an expected result.

Pricing and positioning against Shopify

Shopify remains a reference for full commerce platforms and integrations. Its Agentic plan changes the comparison: as checked, Shopify lists the Agentic channel at €0/month and pay-per-sale, with applicable processing fees.

Lonja package	Pricing hypothesis	What it must justify
All-in-one · pilot	8% per attributed completed sale or €50/month; alternatives, not stacked.	Guided setup, catalogue, multichannel assistant, orders, payments and operations for shops without a system.
Growth · later	Price TBD; integrate only platforms prioritised by demand.	Extend the assistant to installed platforms; preserve source-of-truth and migration options.
Custom	Scoped project pricing.	Specific integrations and requirements; protect the core roadmap.
Store seat · long term	€20/store/month plus processing charged by the PSP to the merchant; no Lonja payment margin.	Do not charge only for agent presence: differentiate through service, recommendations, workflows and shop operations.

Implicación estratégica

The €20 fee is a long-term hypothesis, not a price advantage. Lonja must support work before and after checkout: find options, advise, check availability, accept orders and follow up. Shopify offers a broader commerce suite and a free Agentic channel; Lonja must prove incremental value or focus on merchants underserved by those flows.

Referencia de mercado (consulta 14/10/2026)

Shopify Spain’s page lists Agentic at €0/month, with payment when a sale occurs and processing subject to current rates and location. Do not assume card rates shown for another region apply in Spain. The Agentic plan is not equivalent to Lonja All-in-one.

Fuentes: shopify.com/es-es/precios · shopify.com/es-es/agentic-plan. No hay acuerdo de partnership ni ingresos de referidos asumidos.

Shop online while the store is closed

The virtual shop assistant answers questions and guides shopping even while the shop is closed. Shoppers ask about products, variants, stock, delivery and returns; the merchant keeps the decision to accept and validate the order. Shop-window discovery remains a complementary feature.

Customer journey

1. Ask the virtual assistant about products and terms. 2. Confirm item, address, fee and total before payment. 3. The merchant accepts and prepares the order. 4. The merchant or operator delivers and reports status; Lonja records the outcome.

Roadmap and gates

Stage	Experience	Gate to advance
Y1 · Local pilot	Confirmed catalogue, product questions, exact quote, approved payment and pickup. Test after-hours requests only when the shop confirms stock.	Reconciled payment, acceptance and inventory; channel-level CPI, GPI and CVR.
Y2 · Spain	Optional local delivery with visible fee and window, status, proof, cancellations and refunds.	Margin after PSP and delivery costs; on-time and incident rates.
Y3 · Europe	Expand to selected cities and countries with local currency, language, tax, payment and delivery partners.	Sustainable contribution and support per country.
Y4–Y5 · Scale	Merchant and agent tools; expand across Europe, then priority global markets.	Quality, conversion, repeat use and margin per market.

Operations and responsibilities

No Lonja-owned fleet or manual handling of every order is assumed. The merchant or partner prepares and delivers. Delivery is charged separately by agreement; any Lonja margin requires a contract. The merchant remains seller and handles applicable sales, invoicing/VAT, availability, delivery and returns obligations.

Metrics

The command center separates pickup and delivery: qualifying questions, quotes, paid conversion, cancellations, refunds, on-time delivery, CPI, net commission, GPI, CVR, repeat use and per-order margin. Automated checks, webhooks and retries do not count as new interactions.

Product extension; depends on merchant acceptance, integrations, local compliance and unit economics. Not presented as a deployed capability or current sale.

An opportunity conditional on agent adoption

The signal is here; mass adoption is not.

- 1** Personal agents such as Instinct already demonstrate shopping tasks; OpenAI has introduced dots as persistent personal agents. These are signals of how consumer interfaces may evolve.
- 2** They do not show that most people routinely shop through agents, or that broad demand for Lonja already exists. Adoption, trust, payment permissions and merchant connections are still maturing.
- 3** The long-term opportunity has an explicit condition: using an agent to discover, ask about and buy local products must become an everyday behavior. Until then, the plan is to validate the merchant workflow, measure conversion and prove positive per-order economics before scaling.