
RB's partner speaks of consulting business



What are the reasons companies have to hire a consultant?

The most common may be financial, associated with the difficulty of solving the problem with the structure itself. When the entrepreneur realizes that if there are no changes, the results will get worse, so they evaluate the alternatives. When there is no collaborator with time available in the company itself and, depending on the problem, consulting can be a good option. Motivation can also be linked to the solution to a given question. A downsizing process would be an example, because if this work were performed by an employee of the company itself, probably the choice of names that would be disconnected from the company would suffer influence from personal involvement with co-workers. The consultancy is void of such interests.

Are there other reasons to hire a consultant? Yes. In fact, the earliest time to hire a consultant would be even before the company starts its activities, still in the planning phase of the business. In addition to technical training, assessments of a consultant are devoid of the enthusiasm of the partners, common at this stage. Impartiality

is key to identifying risks and proposing mitigating actions. The consultant, by exercising the activity, also contributes with suggestions for the definition and structuring of the business. One of the great advantages of a consultant is the ability to make diagnoses and find suitable solutions. Being outside the company also helps in this process.

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Have you had any interesting experience with a company in its initial phase? Recently we developed a viability of a restaurant in a new mall in Rio. Our hiring was imposed by the partner-investor. In the end, the work showed how many daily sales would be necessary for the business to generate a satisfactory result. Afraid of the movement of people at the mall, the customer decided to postpone the opening of the restaurant even before the partner-investor received the appraisal report. A complete feasibility study is not restricted to assessing viability. It is possible to identify the expenses and

revenues that most impact the result and to analyze strategies that reduce the risks and take advantage of business opportunities. It contributes effectively to the negotiation of a point or the purchase of a land, for example. The feasibility study is also important to predict the need for resources over the months. Many profitable businesses break down due to lack of cash planning.

Why some companies resist hire services of consulting? It is natural for human beings to try to face their challenges on their own. This issue may be associated with our instinct for survival and a certain degree of pleasure in solving problems ourselves. There are also more particular reasons. Some companies are afraid to share data with third parties. I have heard a businessman say that no one would be more apt to deal with his company's problems. The company's culture and the profile of its leaders also influence this decision. Another hypothesis is the financial aspect - the perception that there are other priorities. Eventually a frustrating experience can leave traces. Anyway, the reasons are varied for some companies not to be thrilled with the idea.

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What would be considered when choosing a consulting firm?

Although it seems obvious that every consultant has great technical knowledge, it is worth checking your experience, résumé and the comments of clients and partners. Another key aspect is that the company be 100% trustful since the company will share their business data. The third factor is the affinity of communication. Some consultants are not flexible with their clients, they are very strict with their processes. Last, but not least, is the price factor and the payment terms.

Are the demands for consultancies in any way related to the size of the contractors?

I believe so. Large companies tend to hire larger consultancies as well. Of course there are

exceptions. Medium-sized companies are looking for consulting companies with the same technical capacity as the best known, but with better prices and less rigid processes. In small companies, the criterion of choice is generally the price. Some do not even realize that there are worthwhile consultancies at affordable cost.

Speaking now of RB Treinamento e Consultoria, what are the strengths you would highlight?

I would start with integrity, which is a personal trait of mine that has been incorporated into company values. We do not always agree with the customer and we are not afraid to make suggestions that may displease them. Our service is another point that I consider strong. Because it is a service, each contact with the customer is an unique experience, seen by us as opportunities to deliver a better job. It is also part of the quest for excellence in customer service to our methodological working flexibility. Each client has a way and each company, a culture and lives a specific moment. We try to adapt our proposal of work to these

questions. One last point would be the price. Since RB has an extremely lean structure, we have been able to work within a range of prices.

Could you tell us a bit about the growth strategy for RB?

To deliver what we promise, we will grow organically, betting on the spontaneous advertising of clients and eventually having partner consultants that have characteristics that line up with our values.

Do you have any final words for anyone looking for a consult?

Depending on the challenge the company has, consulting can be an interesting path. Before searching by the names of consultants, the company should think about which type of consultancy is best suited to help. I also suggest talking to at least two or three selected people to try to feel if work will flow well. Usually the success of a consulting job depends on building a relationship between the consultant and the hiring firm.