

Hello, welcome everyone to another episode of Mentoráveis, a place for interested and interesting people. I am the Robson Host of this podcast and I welcome a very special guest here today. I've known him for a while, right? There are 11 years, 12 around. Atmagic? Yeah, there's already a little bit of history together there, right? And we're going to talk a little bit about sales, about consulting, consultative sales, right? What is it? Where did we get that term from, right? He is a commercial consultant, specialist in consultative sales. He is currently commercial director at Zanzar. In addition, he works with rugby, which we've been talking about for a while. It's moved me as a person for a while, man. It's something I've always liked, it's a sport, man, from Brazil and involved with rugby. Where's the football? That's pretty cool, isn't it, man? I left soccer a little bit, working with sport, which has a lot to teach. Rugby is a project that I learned from you, you told me about it several times. All that complicity behind it, all the teachings that it brings in its base, such. It's not just sport, is it? It has all the values, right? A thing of value, a thing of life, right?

I'm here with Ádria and tell us a little bit about your story. Let's start with the rugby thing, which I like a lot, and then we'll get into the selling part. Of course, of course, of course. Well, first a pleasure to be here, right? You said more than special, you are also a friend more than special, right? We had just met after more than ten years. And the history of rugby is even older, right? Rugby history with me started when I was nine years old, I lived in Alphaville. I still live, right? But I lived in Alphaville and when I was about seven years old, I saw my brother play.

There was still very little talk, right? From sport. And I had my first contact there seeing my brother, who was almost my idol, you know? Older brother, such, Ilha, right? I take the opportunity to send you a hug. And then, when I started to understand the sport better, right? Rugby is very inclusive, right? He has that feature. You don't have just one biotype, do you? The guy who is stronger, he has his position, the one who is faster also has it, and so on. And almost everyone is accepted, right? So I already felt that hug right at the beginning and I was able to live, right? Rugby in its fullness right there, right? So I learned a lot about rugby. Then I became a player in Brazil, right? Even with a certain emphasis, right? Brazil, of course, is not one of the best in the world, nothing. but the question of values is universal. So you learn a lot, right? And I had this opportunity to learn a lot about company, discipline, friendship, overcoming obstacles, right? Rugby brings many lessons, right? Chivalry, you respect the judge, respect the opponent. Because the sport is hard as hell, right? And the guys respect each other. There is contact throughout the game, right? It's the game whole. And you can take these values and bring them to life, right? Bringing it to professional life, I think that's part of it. In Argentina, I've heard that many executives are sometimes hired for also playing rugby, they saw a differential, because the guy knew how to deal with a team, endure the difficulties there, and also know how to respect differences. Yeah, but you have to play for real, right? No use pretending, right? But rugby is a tough sport, but it teaches you a lot, right? Rugby taught me a lot, especially in terms of values. Many of my best friends, right? To this day they are from rugby. And I really try to overcome even my own difficulties, right? Everything I have in life. I try to use the teachings I had there, right? And commercial life is also a struggle, right? So I think there's a link there. Fucked up all the time. Every month, right? There's no past, right? The rugby project for everyone, talk a little about it, how does it work, how, where did this project come from? So, basically, he's a friend of mine too, right? Maurício Fabrício, who was also founded, together with Maurício, this project, right? In Paraisópolis. So, imagine that they did a job in the field of Palmeirinha, which is right in the middle of Paraisópolis. Training, neither?

Underprivileged young people, teaching these values to these young people. And then, for a surprise, right? But, at the same time, knowing the power that these values have, the power that

rugby has, several athletes, right? They were emerging. Today, some are from the Brazilian team, right? There is a girl that is called Bianca, and I am a fan of her. Plays in the Brazilian national team, her first game, which she played in Dubai. Damn. Caught a ball on the edge. The first time she touched the ball in an international game, she shot on the wing against France, which has tradition. And he did a thing, he made a point there that raised the stadium, the crazy lathe was praising and stuff, at the age of 18. So, it's a beautiful project, a project that contributes to the formation of these young people and brings sports, you know, to keep away from the bad things, the dangers that exist in a community like Paraisópolis. And it serves as an example, it serves as a good example, right? So, making a link here with our conversation today, as I really like the commercial part and I'm passionate about rugby, right? I united the two things, which is a happiness for me. And apart from the job I have at Mosquito, a full time job, I do this job for the bonus of getting rugby sponsorships for everyone. You can help in many ways with a legal entity, with individuals, with income tax, anyway. Just everyone, right? Only the PJ does not. You can... Individuals can also put it there, here's the tip, right? And not. Come help, come together. then we say the website too, to show. Let's put it there in the description, after the video, we put it right, leave everything right, who wants to help, who can, right? I think it's cool that you want to know, how does it work, is it possible to know? It's a beautiful project and it works, it works, like, when it's something more focused on a company, what can we combine, right? With more advance, then it is scheduled and we can visit the local and know or visit a training session, for example, viewing a training session, is very cool, a very nice experience. It's because you're young, right? Like, we are more and more there, a lot of information, a lot of technology, a lot of content being generated every second, right? If you disconnect a little from that and focus on something that really matters, health, personal development, man, it's off the charts. And to be able to bring this, this opportunity to these children as well, I think it is a young area, right?

Yes. It's cool as hell, right? And the business that comes from within, thus, ends up impacting society itself, the family, then the community itself. So, the project is very beautiful. For anyone who might know. It's a rugby moment, in Brazil, like, because it had a peak there, when I know, I think mainly that Mandela movie there, where people talked about rugby and stuff, right? And how are you doing today? Today it is growing a lot. Rugby, in fact, when ESPN started broadcasting World Cup games, very high-level games, and Esport TV started showing local games, then a lot of people got in touch with the sport, became interested, and rugby grew a lot at university. So, when you see university teams growing, you start to prepare new athletes to later join the clubs. And it is precisely this increase in new players that makes the level improve, right?

And then, along with that, of course, there's the CBRU, which is the Confederation, Brasília de Rugby, which does a very serious job, back there it had a group called GRAC, which is a support group for Brazilian rugby, GRAB, which had a number of notables there, you can call any of them to chat, which will be very bad. Cool. They are outstanding people from different areas, but who were rugby players and who had this passion in common. One was Pinheiro Neto's lawyer, the other was a guy who wasn't involved in a commercial contract, the other was an advertising guy, in short, everyone was joining forces to support rugby, and there was a very big qualitative leap. This I'm talking about five years ago.

And it's like we said, after Mandela's film, came this story of the GRAB, of the Confederation, committed to the Olympic, recognized rugby as one of the best managed sports in Brazil. This is off the charts, isn't it, man? Such a crazy country there. With so many examples. So many examples. Not so good, you know, there's someone who brings it and it's a good shield, because it comes

from values, right? Sport already generates this, right man, this is cool as hell, right? And no, it's very cool, and so, you asked about the moment, I think the only thing missing was women's rugby, women's rugby in Brazil has advanced even more than men's rugby. So there are some tupis, recently, they themselves, you know, they made a movement, they started to call the team Aras, right? So it gained its own identity. Cool. And the Aras, so shining, are part of the world rugby 7 circuit, you know, which is an Olympic modality. So, it's nice to see the work being done. Cool. Another successful winning project, congratulations man. I already know you, as we said a little earlier, for a long time, 10 years.

I had, when I came, I said, I was talking a little before there, when I came to São Paulo, I had some things in my head, some way of working. I wanted to be a producer, I wanted to make movies, that was my romantic dream when I was young. And life took me down another path, I started to undertake. And one of the turning points I had in my life was really, when we chatted, we worked together, chatted and you...

I remember how I was talking to my... I remember how I was... I remember how I was... I knew how to design your process, how it worked, how you heard the customer waiting, I'm going to say this here, he's going to come this way, I'm going to go here. And he designed a whole commercial and prospecting and sales process, relationship, which I thought was incredible, man. I found that and that marked me, guys, talk a little bit about it. I want to draw that thing again, so I can refresh my memory. Speaking of our program... It's the thing that I love. Man, what mentoring, mentoring is that. Mentors are the people who change our lives. It doesn't have to be a six hour movie, man, three hours, a trilogy. No, it's an incitement, it's a small thing, it's a message that touches us and changes our lives. And that for me is the best mentorship that can happen. And we're going to talk a lot about this there, but I would like, to start with, that you talk like this, how did the guy there, the young athletes, rugby player, get into this commercial life, this salesman's life, right? Sometimes even half... What do you say? Pedestrian!

But then it started much earlier. It started well before. I joke, right? The other day I was at my children's school and my school... People make a presentation saying what they want to be in life, what they dream of being, right? And then he said, oh, I want to be an astronaut, I want to be a soccer player, and you don't hear someone say, I want to be a salesman, right? And I'm going to talk here, on this point, since I was a kid I really liked selling, right? So there is a very curious story that I like to tell you, that when I was little, I lived there on Routes Frances, near Paulista, and I started to play selling the fruits that my mother would bring from a farm, a friend of hers. She brought loads of mango, it was a lot of mango. And I said, well, no one is going to eat all that mango. And there's next to... there was Petrobras over there, on Routes Inglês. I said, hey, I'm going to take advantage of this flow of people at Petrobras, right? And I'm going to sell these mangoes, right? So I put a little white sheet, as I was very young, people also had this side of wanting to help. Almost before? So, like 9 years. Damn. And then it started to be, really. And then I... no, I did it that way by intuition, because it was... there was a flow of big people there, right? And I said, hey, I want to buy mangoes... I remember I used to sell them for, like, 8 reais. And then the guy looked at a mango, 8 reais, but he wanted to help me, right? Because you saw there that I wanted to work, right? I wanted to raise some money. And I didn't lie, right? Tell me, actually, why do you want it? No, to buy a sticker, right? I liked this idea of selling. Then I would go to... there was a bakery there, there was a new charming one. And there was a bank right in front, right? So I had fun with two things. I was skinny, right? I had pistachio ice cream there. It was my dream. With pistachio ice cream. And buy the stickers. So I had this thing early on of wanting to sell to, right?

Do some things I liked and such. Do it there, right? Those things I wanted the most. Self-sufficient there, he was already an independent guy, like, there was no such thing. It wasn't, it wasn't, it wasn't, it wasn't, it wasn't. By the way, he came in scolding. It was the only time I stopped working, because I sold a saint of my mother, who is called Madonna. Oh no. It was a wooden one. Then I raised some money, right? I bought the whole album, I was happy in life. But my mother forgave me later. And I always told this story, because I later... You see how things are, right? I guess I don't believe it. I think I gave the incidents, right?

I came to work as a commercial director at Panini and played at the World Cup in Russia, right? And for me it was a joy, right man? Managed to complete the album. And then I went to a story, but an album like that, kind of a dream, right? This story... Early in the morning I used to love to sell things to buy stickers and stuff. And then I ended up at Panini, which is a big company. It was a very rich experience for me too.

But if you ask me, I've always liked people and I've always liked this commercial activity, right?

But consultative selling, what I designed, that whole story, has a secret too, which is to be genuine. It's not about getting there, just interested in selling. And then I think it's worth commenting on what happened at Incognito, here in our conversation, we were joking there talking about consultative selling itself, what makes it different. And I say a lot that the issue of having a real interest in things, in people,

want to improve processes, improve what the company has been looking for, the other company has been looking for. And for that you really need to be interested. Most people today want to be interesting, but they don't want to be interested.

And very few have this ability to listen, without wanting to be judged, there are already skirts and such. It's nice to really listen, because you start to have an exchange, you start to have it like we always have. And I like that, because you convey some of your knowledge, your personal history, which is also remarkable, you come from the South, with that dream in your head, everything you did. This exchange is very cool, but for that you have to be very concerned about listening. There's an old-fashioned salesperson thing where people say, golden law, two ears, two ears and one mouth. So it's to listen twice as much as you speak. And here there are people who think that selling, coming up and talking, selling and such, telling the story, is not. And especially when talking about B2B. When we talk about a business sale, it is very important, the first point of any activity there, you are prepared to understand, generate a diagnosis, listen to the circumstances, needs, then, understanding the circumstances and needs, then you apply the characteristics and benefits of your product or service, already supported by the need that the customer wants to solve. So I joke and say like this,

you're at... you're at a club, you want to get there to talk to someone, meet someone and everything. If you arrive talking about what you have to offer,

ah, I'm going to go to the beach and stuff, but you don't know if the woman likes it, there are women who like to tile the sand to pass the pottery. It's just that well, not everything that is important to us, right, is important to the other. I remember when I was young too, starting life, I worked at the mall for a month. I worked at the mall for a month. It wasn't for me, it was a kid too, it wasn't in another, another time of my life.

I went there, we talked about from time to time, we learned a thing or two. I understood,

I'm learning at the Leves store, you know, so I understood that my reality is not the reality of others. What I can and what I want is not the reality of the other. So I came there with a sidewalk for 350 reais. Fuck, man, 350 reais for a sidewalk, wow, expensive here, but we got there, bought two, three. And sometimes the seller there, is he even ashamed, afraid to say the price? Yeah, afraid to say it, it's not expensive for you, it's for others. So, instead of focusing on price, focusing on value, what difference will that make in the person's life? The guys will film their pants, the last one went upstairs, sometimes the clothes change, and that's it, we can't sell products. We have to sell transformation, so we have to sell what changes people's lives, so that's what we talked about a little bit, we talked here,

talking about the life he led because he couldn't find it, and man, sometimes it's worth not selling,

It's worth consulting with him, taking him down a different path, knowing that he's going to pay off his business, he's going to prosper, and he's going to get to a point where he's going to need my business, and my business is going to make sense to him. There's a sentence, people say like this, those who sell well always sell, there are many people who sometimes choose to sell, but when it's not in a genuine way, when you're not concerned with the customer's needs, when you're somehow focused only with immediacy, many times it makes only one sale, and then it's not interesting, so I really like that, thinking about it, you sell right and you sell all the time. You sell something because you need to sell it, you need to hit a goal, but you don't deliver value,

you end up wasting a start, wasting a moment, wasting a contact, a network that is so difficult to achieve, to build that true realization, because you wanted to sell but what you knew wouldn't work, you knew it wouldn't work, I knew that you would not be able to achieve as good a result as in another moment. So I think that there are really few who are concerned about this, we are increasingly concerned about the result. We talk about technology, I also see it every day at the branch there, so we think about BI, intelligence, let's sell, let's sell, let's sell more around here, looking for platform and needs, we are a business, we need to earn, you need to sell it, but we need to sell it the right way, and that's exactly it, that's why I said that our conversation, which she sees, has become my life, this thing with two ears here, only one mouth is so-and-so, so-and-so. This is a thing, an old law, people say, but like that, that drawing, I think I can sum it up. I can summarize it in what I believe the BTubi sales process is, I think it's first important to look at who you're talking to and dress for that meeting, you're going to have dinner with the company, you

have to be an A supplier, when I say curve A, that guy demands more, that will push you a lot more, you have to be ready for this encounter, you have to look ideal for him. So you have your company with the right resources, to align what curve A is, what curve B is, what curve C is, for me, I already think it's fundamental, this is fundamental. Now, there is another side, which is that you look for a way to serve that is genuinely concerned with meeting the customer's needs, and that is the presupposition of consultative selling. so you talk

with the client, naturally you start a conversation there, as those from the South say, from your salon conversation, right? And in this conversation, you explore situations, circumstances, pain that the client may be going through, and then with questions, and then there is a methodology that you can ask more open questions, which do not allow yes or no, so when I tell you ah, Roberson, describe your agency to me, there's no way to be that short guy, right? It's an agency, right? Make an advertisement.

Yeah, so this thing of starting the conversation to understand, goes through this technique of knowing how to do intelligent surveys, which is usually like this, right? Or open because they don't allow yes or no, they are more exploratory, after a more closed passage, which can be specific. So, ah, do you have this supplier? What's your experience with him? Is it good?

Then I hear from you how satisfied you are, or not, with the current supplier, an example. Yeah, when did you start, right? What kind of

service do you prefer?

These questions will give you a need, but it's very common, we think we saw the need, even because of that story, we talk like this, and anticipate wanting to talk. So, there is another step that I think is fundamental and few people talk about it, okay? Even if you understand a lot about sales, you want to do the following, I confirm the need. It's as simple as me asking, Robson, I understand what you want

traveling to a beach in the Northeast, you love a place where you can arrive and worry about nothing, including everything else. And that? What time do you speak? Yes, exactly. You delivered everything to me, you delivered exactly what you're looking for. From the moment you gave this yes, naturally you will give other sims until the realization that there was. No, I like it, but I like one, where I have, oh, I'm young, I like a place that has more movement, where I can, I mean, you've already managed to get one more piece of information. And all this you create. Then there are other things, other little things in between that are very nice and very good to be used in people's lives, not just in sales.

That, eventually, you have an objection, or you have some counterpoint. And then, instead of saying no, it's not expensive, an example, right? Typical. No, it's not expensive. You say, I understand, because in fact you understand that people can find that expensive, you joked about jeans, right? An example. Exactly. But like that, you talk, I understand, I understand what you're going through. It has a connecting ability, because when you speak, I understand and I understand right off the bat, I understand. You say no, you're separating. So, this connection ability of using that to bring the conversation back up when you get an objection, stuff like that. And then, you again talk about features and benefits that you have to offer, genuinely, okay? Genuinely. It has to be genuine.

Backed by someone's stated need, it's very powerful. That he already said is to solve that. If you have something that you can really solve, you're putting it together, right? It's the need of someone who needs help and you're helping. This ends up with that point you talked about with me earlier, and sometimes you're ashamed to look for it, it's... thinking it's bothering you, feeling too invasive. When you have this clarity that you can help someone, that in this activity you are understanding what the person needs and then you are positioning what really helps them, you are doing the job in the best possible way. It's not selling, is it? It's helping. That's what makes a lot of difference in business, right? It's being a partner, it's being an arm, it's being the doctor there who will really, like, give you a caress, will pass a hand and say, hey, man, this is it, I want to help you, I want you to go further, huh? But for you, I can help you further. I'm here to keep you satisfied. And I think, man, that for me, in my way of seeing the business, then I think it's not even a sale, right? Like, I'm not selling, because selling, I think this is a bit of prejudice where they talk about selling, people think that's fine, I think they're pushing something. So, like, man, it's not even selling, it's being nice, you're going to be helpful, right? This is out of the series, out of the series and it comes from a lot of what you said, man, it comes a lot, like, from that, it's calvin, to understand, today within startups, within technology, this is much more qualitative, it's much more tangible, right? Because people tell you, right? So, people are there, put the startup, put your means of communication, put a cool CRM, people will tell you, man, I like this, I don't like this, go measure NPS, there are all the aegrinhas there, right? Oh, it's cool here, it's not cool there, you can hear it from the customer, but after the first sale is made, that's it. Before is the hardest, right? Which is the big, the big balcony here, it's like how do I build the first one, right? How do I get there and show him, sometimes he already has it, because sometimes it's just that, very good, sometimes he already has a supplier who has been working with him for a long time, but he has a pain that this supplier you can't see. Yeah, right? And it happens. Quiet. But there are people who don't even have the time to listen, right? Already gives up, already turns, goes to another, anyway. Ah, no, he's already holding back, I'm going to jump, this is difficult, isn't it? Yeah, so, I think, sometimes, they already have a supplier that understands this supply, but then it happens, let's even do it ourselves. Sometimes you're so used to that customer, making those little beans with rice, which is what has to be done, right? Because you can't invent. But we are so used to it that we don't see new things. And then comes innovation, we are not new to sales, right? So, you don't understand his pain at ANTV, Mador, a problem he may be having, a difficulty, because his business is evolving. So, if you don't evolve together, you'll lose, someone will come who will listen, will deliver what you're delivering, right? I think this is off the charts, man. We work with several clients, right? With us work with

several brands, several segments understanding the pain of all of them, right? We have a decision matrix, a different way, right? And we try to sell each one to the public, right? At least trying to help sell. So, like, and this is very complicated, right? So, like, you put yourself in place, start listening, start understanding, start proposing, right? In an environment today, where, like, there are a lot of people proposing a lot of things, all the time. How does it stand out? Well, I think the first point is to be a person who truly seeks to listen and be interested in the customer. This is my first point. Why?

Few people do that. Most people come from what they need and go with the one-sided approach, right? From showing the product, showing the service, opening the laptop and showing the company. And there is this mistake that is very common for you to fall in love with sales and think that you speak very well about your product, speaking very well, it's solved. Want to differentiate? You already have this consultative approach. Already be truly interested in the customer's needs. That's the first point, right? The second

It's after sales. Because a lot of people also take the order, celebrate

and go home. And forget about that sale. It's a very common mistake. Want to differentiate?

After sales are essential. That is, the affection after the sale, it becomes a relationship. It's because it's a treat, right? People don't wait. Huh? People don't expect you to call. Like, what's up? What happened? Suddenly you send someone and I really like that too, you know? To surprise with an increase of experience. Because the guy has, the guy bought a car, right? The guy bought that car so that he

I always dreamed of filling up his garage. It's beautiful, cool, visited with the family, walked around and then it passed, there was a neophoria. Then something different arrives for him and he takes this keychain, right? So how are you doing? Satisfaction arrives. Come here, let's have this champagne to celebrate some more. Wow, man, relive it all over again. It's rare, it's rare. This affection after the sale, generates a true relationship. It generates what we said, right? A construction that makes you not make a single sale. You have repeat sales, you have trust, you have the sympathy of that customer. And in the B2B world this is even more important, right? So I believe that when you genuinely do this, you are already differentiating yourself. Both in the consultative and after-sales approach, right? There are two points that I believe are fundamental. This is really cool that you mentioned B2B, which is a big difference, right? We talk about sales, sales, sales, usually we think about the end customer. The person, like, who's going to buy the... The person and he's going, ah, I want to talk, but for my company it's much more complicated to sell, because we have a sales professional, Adrien, who it's the master, the business wizard, but on the other side there's also the shopping wizard, right? So there's also all the technique, you know how to buy, you know where to run, how I squeeze you here, there, right? And it's different, because to meet the needs of a company that, you know, will fit your product into their product, it's another point of view that has to be taken into account as well. Value proposition, right? Value proposition, understanding the customer's business chain and understanding how your product or service will increase and improve your customer's business with a view to selling. strategic plan of this client, you visit not an area, which is that area that is usually obvious for you to visit, but visit other areas of the company, so I'll give you an example, when I worked at Telecom, right? I worked for many years at Telecom, we answered Carrefour, right? I got to the Crachado customer, right? Carrefour branded as an employee, I stayed there so much, but it was something important, because as I had only one customer,



what I had to vary were the products, right? Do the upselling, the cross selling that people talk about, and you can't do this work without understanding the entire customer chain, understanding the customer's areas, the customer's challenges and

this is very important for you

stand out too, because when you work with a client that has this level of complexity, you can't be simple, right? There is no simple solution for a business that is all complex and then there is an account plan, there is, we didn't talk much about it, but in Bitubi, right? Today, with the evolution of systems, CRM has become a tool that is the best friend of every good sales professional, so the CRM works... Lando is very little used, right? Very few people, but that's the way it is, you... you'll have them at the sale, right? Several different processes, we talked about Bitubi here, there is Bituci, there is Bitubi Uci, right? And when you talk about this sale plus Bitubi, you usually have a flow that is already well known, which is the outbound, which is what we are talking about, right? Going to the market, looking for it, usually through account management, and there's inbound, right? The inbound is that thing that already comes, that the customer touches, right? The phone rings, usually marketing helps with inbound. Sometimes it's good not to love someone, sometimes it's ok

with all the acronyms, so we can explain a little bit, right? Bitubi, Bituci, right? Bitubi is business for business, Bituci is business for the end... Consumer... The other is to reach the final consumer after going through a reminder, but...

This inbound and outbound thing is also an acronym and all, but that's the important thing, right? When the inbound is working, business is arriving, right? When you do the outbound, you're going to get it, right? All of this requires a strategy, a follow-up. The CRM also manages to contribute to the effectiveness of the process. So this is a model there, right? Canvas breasts, right? Which is basically you have a sales mat. And the CRM helps you with that. For each company, it's nice to set up a different one. So what are the phases of my project? For a studio like the one we're at today, it's... when talking, for example, about a service you're going to provide, you can think of the fundamental phase, a visit, my structure, to get to know everything there is. there. For another company, it may have nothing to do with a physical visit. But you are obligatorily important to understand this business to tell my ideal sales process to the client, which is ideal, that's it. It goes through an effective presentation, a videoconference, whether it's a presidential visit or not, it's a negotiation that then heats up and then you'll have the yes, the no and why. And that yes or no because it brings many lessons. The sim will show you what is working. Exactly. They will not teach you what you need to improve. You need to feed back this treadmill to improve. And halfway through, you measure the pace. You will realize how long it takes to go through all these stages of the sale. Eventually because it's stuck at some point there, when you talk about professionals, a large team, you'll realize that some sales cycles are super short, but the average ticket is smaller,

The other takes a little longer, but the average ticket is much higher. And how do you replicate these practices, how do you work on this diversity to achieve ever greater results, even generating sales predictability, which is the most mature model there is. When you have the CRM helping you

in all the processes and you can see more or less from what is in the pipeline, which are the opportunities all added up, what will generate business for you in the month, or next month, or in the next quarter. This is the model that everyone wants to get to. And I think also, you said a little bit earlier, I think it's really cool,

talking about B2B, right, from business to business,

the contact points. The more points of contact you have within the organization that we want to build, which is to be able to achieve, the better, you know, because sometimes, a poorly done point of contact is what hinders your business too. Sometimes, I spoke with the marketing people, but I didn't speak with the HR people, I didn't speak with the finance people. You set an example. Please. Once I learned, I spoke, I spoke, I assisted Carrefour, I assisted Carrefour. Then I got to know the time, Carrefour owned the day Brazil, that sué-mertado day, you know.

And back in the day in Brazil, it had a very old technology, it was a technology based more on the cashier transaction, the card machine. Part of the system itself. Yeah, it's called X25, it's old. Only it was used to make the payment at the card machine.

The point was the following: if you were to change the technology, you would pay 100, right? I'll give you an example here. Okay, 100 from a store, it would jump to 500.

On the technology side, just to swipe the same card and complete the sale in the same way, no one would pay five times as much.

Knowing the client better, understanding, you know, his needs, everything that was happening, we discovered that the worst,

The worst indicator that the day had was from Robo Formiga, which for the market, right, for retail, they call it a loss.

So they were... The Robo Ant, how? The Robo Ant, you don't even notice, but things disappear. It's not a one-box robot, it's a one-item robot. So there, he takes a chocolate, he wants a soba inside the store, he didn't see it, he left. Just when you add it all up, the loss is too great. And then, understanding that, talking to the property security area, they had a project to modernize the stores, and then there was a budget that could contribute to not only solve the matter

security, because it would make it possible to send images, as well as change, you know, the issue of technology for a better one with greater speed.

And we went even further in one house, because then we discovered that in order not to spend too much, we could optimize the process. So, during the day, the necessary band, for you to make this financial transaction, was more than enough.

So, on the night, when there was no financial transaction, because the store was closed, you could send the images that were saved to the customer center.

So then,

then the money appears, but it's not magic, right? It's because you visited other business areas within the client, and then you start to have other budgets, other needs,

In the end, sorry, they may have this direct relationship with the business. If you wanted to get to the opportunity, where suddenly not

there was, here is a little water, a little water for Poda, who started to see. For us to have some ice, the conversation went far, we have to wet our throats otherwise we won't consume it. No, and solve it, right? It's amazing. And that's exactly right, because I've also been there a few times, because sometimes we lose some points of contact, sometimes the guy knows, is already aware of another company, another supplier that has a similar product, it ends up passing and we disappear, we end up missing an opportunity, because the company came in and didn't even see it, and when it saw it, it was gone. So having, increasing, being able to increase these points, that's fundamental, right man? It is to increase these points of contact, to be able to talk to other areas. In addition to holding on to what you already have, you see how he said, man, you can do it, and suddenly, see the opportunity to see something, if you weren't aware, that's cool as hell. And that, you see, I spoke of an example that was connected to telecommunications, right? But when you go to advertising, advertising, I have another example, which is also cool, we are nice there, you know, when you do a project like that that you love, we did a project for shampoo,

and I remember that it was together with Thompson, right? With the Thompson agency. And they had the challenge of giving post-beach and post-party tips. And they had an ambassador, right? A famous hairdresser, such. I won't remember the name now, but he was a mega famous hairdresser from Rio de Janeiro.

And then we managed to do it, at the exit from the beach, there was an asset, right? From Aura of Home, which is what I work for, right? This part today, right? Outdoor media.

Specialized in the Aura of Home. Yeah, I'm done. We got to know each other, we met at a company that was on the same line, and I think there's already a bit of... It's already in the blood. I think if Aura of Home grew up in Brazil, I think it's...

None of that, none of that. Who suddenly made a good contract, right? Already did. I had some good contracts, yes, but

The Aura of Home has really grown. Today it is reaching practically 10% of the advertising budget in Brazil. It stands out, even before the world, right? The Aura of Home in Brazil. It gained a lot of relevance, the companies noticed, right? What the surround effect over there from the OH behind. And... And coming back to this case, the...

The cool thing was that there was a media that was at the end of the beach. Which was a... Call Cuka Fresca, if you press a button and the water comes out, right? To cool off. Cool. And then we put a media...

Static. The time was not digital media. But you were saying there, you just left the beach, do you want to get a tip from the hairdresser?

And then you had the interaction via cell phone to go out with the video, giving post-beach tips. And we mapped in Rio de Janeiro, several ballads and bus shelters, points that were there...

proximity, right? With the departure of the ballads. And you had... You who just left the club, want to get a tip from the hairdresser? And by cell phone he received the video too. But the hairdresser... He recorded a video of him talking about... No, like, the brand had hired this hairdresser to talk like that... You left the club, the woman's hair comes out smelling like cigarettes, these things, right? These are pains that women have, right? And then this brand said, do you want to take good care of your hair now that you left the club? Listen to this... Ali, this is a great reference, right? This hairdresser was a great reference. And he was hired by the brand to give post-beach and post-club tips. And we already located the media so that people would have it at that moment, when she found it at the club. I delivered the right message to... In the right place, at the right time, when the person's hair was full of sand or their hair smelled like cigarettes, right? This is pretty crazy, right? Because we start to think, we start to look, we think,

it's a location. Of course not? That's off and you got it too...

Move to digital through interaction. But today OH is also going digital a lot. A lot is going digital. Location is just that, folks. Think about it so I can find it. I'm going to get the point here, I'm going to trace it and I'm going to deliver my message to whoever is inside this e... And basically it's a GPS, the same thing, right? You took Mapio there, obviously it has a strategy I think is even more complex, right? Because it's different from entering Maps there, understand, right? Platforms that already have everything ready and do it kind of... I don't know if it was a little more in the hands even to understand what it is, research. Any place there that has relevance... So it's a more visual location. Exactly. The relevance of the ballad here at the moment, okay? The beach...

Well, pretty cool. It's pretty cool, right? When we do it with the customer's eyes, not with that one look we have, right?

I'm going to talk a little bit about OH, man. I think that's cool, as hell. We met working in a company with the OH company. Yeah... What grows a lot, it's not new, it's been there forever. But as the radio says it will end, he actually reinvented himself. And it's much better too. I see a lot of that. Man, go to the airport, there the campaigns are huge, the wonderful things, right? It goes through the city of São Paulo, there's the Fichalim law, so there's less, right? So the guys had to be much more creative, to be able to impact and... and draw attention in a more...

organic, I would say, because it cannot disrupt people's lives, it does not end up entering people's lives in a better way. I agree with that, which is part of it, right? Yeah, it's part of everyday life. So people... that became part of people's routine and I think that's really cool, at OH. AND...

To be...

That glimmer there for technology, right? Of how to transit, which is very similar to the radio itself, also transited. From one... it went from... from off to an on, right? OH did the same thing. He's there impacting people, right? In everyday life, in people's lives, on the street, right? But he takes you... The conversation doesn't end there, right? He ends up taking you to another path, to another universe, from life in campaigns and goes much further. Talk a little bit about that, huh? Once, the daughter of the president of a company I worked for, which is also from the South, is...

She captured a very interesting thing. She said that about you, right? And what did she get? I don't know if you've watched a movie that calls it a double whammy, which is with Will Smith. They give a blow there that, in a bet, they say, ah, if you hit the player that is there playing football,

there was only one number to choose from. And he was right, right? And he was right. Then in the car, I don't know if he reminds him of his girlfriend and says, well, how did you manage to make him choose player number 78? If I'm not mistaken, it's number 78.

And he explains, right? That he put that number everywhere, he had it at the newsstand, on the bus, he had it somewhere, right? So Aroforma brings this... this frequency, this visualization of the brand, it brings this notoriety and the frequency of the media makes it have a very large recall. Unconscious, almost. It's more unconscious branding, not even interesting, right? Today, digital even has a concept too, but it's a really cool recall because you've seen it in several places and this obviously influences your concept formation about the brand and everything else. So, the OHL has been gaining space. Digitization of OHL assets is also a very big trend, isn't it? Almost everything is now digital. So... and with digital you bring these geolocation things by using your audience's micro-moments to deliver a targeted message. It's something that you, you know, me, when we were in the media in the early days, we saw it, right? If you talk about that specific moment, right? The elevators and such, the receptivity of this message and such.

But today you have several micro moments and several media in several places, as you mentioned, right? So you have the airport, you have shopping malls, you have residential media, business media, right? In business buildings. AND...

And the urban furniture media you mentioned was created, right? To be just that, to compose with the city to improve the urban furniture of the city to improve the services, right? Like the bus shelter and everything else besides the clock, which also provides an important service for the city of São Paulo. Yeah, it ends up helping the city itself, as an example, right? How to communicate and the like, right? Yeah, pass the government's important visas, anyway. And... And really provide the service, because then there is the time, the temperature warning of the risk of flooding, I mean, without talking, right? Exactly. Exactly. That ends well... It's organic, because that enters your day of entry into your life, like, poh, it's cool, you've learned that there... How many times have I caught myself, the temperature, pof, it's hot as hell, then I'll keep looking for the clock and I'll know what the temperature is. Yeah, it's cool. And for brands too, there are some beautiful campaigns that people make alluding to temperature. So, the temperature went up, I said, look, I'm colder, right? So, it's very interesting, this digital part is bringing many possibilities. And... And I'm very happy to be part of the Zanzar project, right? As an entrepreneur, within the company, right? Because I'm not a founder. Yes. But it's a mining company, right? Which was created with the name Zanzar, precisely because it proposes to work in this segment, which is mobility. So, we only talk about brand and movement, right? That is, you are raising the brand to Zanzar around. Today, to give you an idea in São Paulo, we have more than 5,500 cars. So, this is a good number, I think it is not a very expressive one, right? But how much a little bit of Zanzar? Because I thought it was...

Obviously, later I understood, but I thought that when I first saw it, talking about autoforum, man, it's advertising, right? It's not that, just advertising. And Zanzar gives you a lot more content too. Delivery, delivery. It has... Zanzar has a DNA of delivering service, entertainment and content. And then, 70% of what's on TV Zanzar's programming is basically dedicated to that. And 30% advertising, also in a very organic way. And then, in different formats, we deliver banners, interactive banners that today you can track and know the CTR. You have videos, right? Which has the sound. So, what other media in Zanzar has this possibility, right? If you put on a sound,

because it's a controlled environment, you're inside the car, right? A media that is inside the car. And it all. Most are applications, 100%, 90%, 100% what is it like? 100% app, for one reason only. We are agnostic in relation to what the application is, right? But we need the app to know how long the car has been running or not. Because it wouldn't be fair to also count as delivery the time the screen is there with no one behind it. So, the application log gives us this parameter that, together with the screen working, this intersection is what counts as delivery. You have the screen working and you know that, effectively, a race is taking place. Got the time and got the amount of impact, different people, because every race is a customer. Exactly. So, I managed to have an impact too, having this BI there, we talked about technology, how many people were impacted by that media, for that time. What delights me, specifically about Zanzar and in our conversation about digital hunger, is that Zanzar was born with this DNA, right? So, when you have two data scientists there, working on the BI part, working on the data analysis part, the after-sales service delivers a hit map, you can find out, for example, in which region you had more interactions or less interactions. There was a campaign that was really cool, which was from Burger King, where we saw the curve of interactions with the banner, right? It was BK Original, Propaganda de Volta pro Futuro. I don't know, he even saw the movie and it was beautiful. And you from the banner, right? You had this interaction with the video

and it had traceability. We saw the interaction here on a Monday, it was ten thousand, on Tuesday fourteen, on Thursday twenty and on Friday, it jumped to sixty thousand, right? That is, Friday is officially the day to enjoy, right? From going to the hamburger, going to a fun program, for a snack, and so on, we ended up discovering that for that, a product in particular, which is wonderful, right? So, we did it, right? Their prime time, right? Friday prime burger time. We captured this, of course, with metrics, with these new formats that digital media brings, right? Cool. It's cool. We did a campaign at the agency too. It wasn't Dolfo, but we did it inside Waze, which I thought was cool, he also thought it was really cool, we always use our presentations,

from the geriatric. So the guy was on Waze, he was going home, in São Paulo, Traffic, that thing, we also found some pharmacies along the way, points of sale, right? Sensational. And then, when the guy stopped at the lighthouse, Waze pressed, right? There's a pharmacy over there that sells our diapers, like, you here, we made some jokes in that sense, and it was really cool. All already located. Yeah, all already located, like, don't let it slip away, go there with Relina, we help, because normally, something that we worked on in this campaign, we brought it into this

campaign, was to try to take off this disease image, right? And trying to turn that into something that is part of life, it happens. So don't let the problem get in your way, right? Make it... It doesn't weigh, it's the biggest it's ever been, Zidra. Because normally it was a wheel chair, a nurse on the side, the guy in bed, brarun, already... No, man, right? Life can go on. So there are solutions, there is someone who is thinking about how to help improve their life. And that someone is just the two of them, right? Run there and buy yours. So, like, we used this joke there, some even positive focus on this relationship, something that already brings weight. So it's a question of art, we worked on something more lively, we worked with some illustrations, such. That was really cool, right? One that I use a lot and I like it, like, as we were talking here about understanding the pain, understanding the customer, like, man, how do we understand this? How do we hear? Let's transform this way of talking, does it work, does it not work, it's a test, but I think this is really cool, right? And we manage to give a new life to what exists there and then, up front, we help the customer to see it too, sometimes, we can help them to see their business with different eyes. Yeah, another prism, right? It was very cool. We've seen what we've done, it's very interesting,

even reused, right? Yeah, and the autophone, man, that's right, I've seen several, right? We also worked with another brand there, I saw several campaigns that, whenever we see, wow, the little room, that's a lot... And there are several that even become a meme, you know, on the internet there, there's a very foreign one, I think it's at the eye point, the guys are passing by, then the guy put some speakers in the shelter and then that one

harvesting, it didn't pass the lane, right? It's wonderful, man. There are great ones, like that, but talk a little more about umzaricas, how is it... There's one that, if I'm not mistaken, is from Clear Channel, right? Which is very famous, from British Airways, right?

So, there was a child, like, and they calculated it, made an integration with the flight, so the time the flight left was close to the airport, right? A big panel, like this,

the child was pointing to the plane, saying, look, the next flight is already leaving, he was pointing to the plane while the plane was actually taking off. So you saw the panel, the plane behind, and the child following the plane, right? So, like, there are things from the O.H. which are very cool, very creative, right? And I was commenting, you know, the Anzars, you mentioned that part of the content, maybe there was a lack of emphasis on that point. The mission of the Anzars... Which is not just publicity, right? No, so, it's about bringing a new experience, bringing a new experience to those who use it

app, right? And we know that approval is greater than 90%, we use research, it's a tool that enables geolocation, research, it's digital, online. And it's cheap, because

you see that the Anzacs have this... this in their DNA, okay? To make a different experience for those who are taking the car. So the scores of drivers who have the screen tend to be higher, right?

Because the experience is better, and that's our mission, right?

Allow this...

that the audience there has an experience, right? That, in this journey of mobility, there is a better experience. Because trans has something that bothers you, right? So people, like...



there are even some drawings, I think it was of Goofy, of the pilot Cidade Disney, that when he got in, he was the best person in the world, he treated everyone well, good morning, put... but when he got in the car, he it transformed, it became a hair, and then everyone arrived, right? Because, man, it's wasted time, in a way, right? You want to go from one place to another, and in the middle of that path, there is the trans. Well, in São Paulo, right? In BH... And then, to be able to transform that, it's sensational. Turning it into a cool experience that you can reap, something. I thought that was really cool, right? It's like I have some quizzes, right? So, you get in there, so you can have fun, you can, fuck, acquire knowledge, throw the flag, which I already did with my girths too, have this inside the car, like, how is that? Man, it's cheap, right? It's common for us to talk to... This is the best feedback, right? When you talk to people, you say, no, I've used it and I love it, right? I'm a fan of the flags quiz, I love the gastronomy channel, I mean, everyone has a preference. But...

this is the recipe, right? The recipe is to do it thinking about... In improving the experience during this mobility journey. And you commented, right? About the traffic part, I thought what you said here was super cool, I was holding back to do this poll for you, right? This time I'm going to ask you, okay? Yeah... How long do you think is the average time of an application car here in São Paulo?

Of racing?

Damn... It gets hard, huh? In half an hour? 20 minutes. It's average. There's a race that's close, right? But you see, 20 minutes is enough time for your brand to talk, right? Effectively interact, talk, right? And that's what we propose to do, but in a way that transforms the experience into something better. It has to be organic, right?

I said half an hour, because man, if it's been a... About two, three weeks, I think I went...

I went to a... I went to a fair that was going on and I wanted to see it. There were some partners of ours who were exhibiting there in the north of São Paulo. And it's far, right? And I went, you know, I'm going out later to try to get some kind of off-peak hours. And I left the house, man, around 11 o'clock. In the south zone, close to the... the race track, that's where I live.

And it took me two hours to get there. Two hours to arrive. It's going up there, Medium. Man, I slept, woke up, picked up the cell phone, saw e-mail, exchanged e-mails, sent messages. Man, I never arrived, right? So much so that there, when we got there, and then everything was stopped, because there were a lot of cars, it was a pretty big fair. And then I said to the motorcyclist, man, you can leave me here, can't you? That I... I wish I had to go around to stop in front of the gate, right? That there was a double avenue there, I was saying, let me go down here, I'll cross, man. You can... That's not what's screwed, guys. Yeah... Even a mess with the driver too, that's why... When are you going to pay the eye, huh? Yeah, because... Imagine having your house to pay for the eye. So it is. Our. I don't like it much anymore. It's a long experience, right? AND. And... And that's it, man, it's different. And for the driver, how does it work? Can he, anyone, have it? No, we

had a super strategic partnership, right? Also with VOC. COV is a specialist in motoring and applications, right? Rent cars for motoring and application. And then we gained a lot in terms of... Operational quality. Because, from the moment he... he... rents the car, we can already know who the driver really is, that driver works professionally. This... It's our target too, curve A over there as a driver, right? That guy who often works 11 hours a day, 6, 7 days a week, right? He really lives off the app. He doesn't have... It's a side job. Exactly. We can identify this. And within this curve A, we already offer, in the act of leasing, whether or not to leave with the canvas. And when the driver chooses to leave with the screen, he will have the advantage of having higher grades and participating in a benefits club. In this benefits club, there are a series of discounts, in pharmacies, gains in fuel, right? I can fuel. All this is quite relevant. In addition, we have special projects that have effective remuneration for the driver, right?

But, basically, we do that, okay? We work an A curve for drivers. Today, when the driver chooses to leave with the screen, he already knows right away that he will have a series of benefits that are very sensitive to him. And that, in addition, it will get higher grades, because the experience of those who drive in a car that has a screen is different. The grades are even higher, right? We have this measurement. And in addition, we have already captured in research that people who ride in a car that has a screen also feel safer. And even? I wonder why? Because it is tracked by satellite, it says on the screen that it is tracked by satellite. And it does, right? The impression you have is that you are in a premium car. More professional. More professional. Basically it's the same as when we take a flight, right? Making an analogy here, you take a flight that has a small screen, you already know that your trip will be more pleasant, right? Because it's a better flight. So, yeah... this all helps a lot with the driver and we've been working a lot, right? Focused on the driver and the relationship is getting better. Really cool, Adre, really, really, really, really cool.

What else? What else? Where are we going? Ah, you said that you had received the message from the number of the people from the rugby project, it wasn't the one you mentioned at the beginning, was it another one? What was it like? It wasn't 90, 90...

Ah, it's true, it's a correction here, right? AND. We are talking about more than 300 children, which is a good number... Participating in the rugby project for everyone. I had spoken of 200, right? There are almost 300 already being served by... currently, right? For everyone, we have this expansion plan. Cool, I thought it was... pretty cool. Man, and... You mentioned the books, right? Yeah, so, and I was going to ask you here now about some different references, some more personal references and... yeah...

Say a book that you like, leave a tip for people to also be inspired and be able to bring there what moves you, right? We know a little more about your essence. Oh, I like it, that's a good question. Did you like it? It's not just a pretty face. No, so, I have a book that I really like, which is Endurance. It's a book that tells the story of Sir Ernest Shackleton, I don't know if you've heard of it, but it's a... Not that. It's a ship trying to reach Antarctica, there was a war there, right? You had a dispute, right? Better answer to see who would arrive in Antarctica first, right? If it was the United States, or if it was the Old World there, right? And... and England had sent this ship, Ernest Shackleton fought, right? With the intent to get resources and build a ship to go to Antarctica. Yeah, but when we got there, we had a little problem, the sea froze.

And now? And then they lived, man, more than a year, on top of the ice. But is the story real? It's real. The ship collapsed, right? Ship collapsed. With the issue of ice, right? The material was... was it... Was it deteriorating? Yeah, it deteriorated and they only had to keep the boat alive. Damn. And sleeping on top of the ice, imagine. And then Cháclatham was a leader and they said that he... he had this ability to understand one by one, right? Discuss, understand one by one. And to create routines that were fun, that raised everyone's morale. And this... this side of fun, this side of respecting individualities and this side of creating mechanisms for motivation made me delighted with this story. Well, in the end, okay? No one died. Well, that's setting up the story, right? If he has time to steal. Someone left. If you don't want a spoiler, don't listen now, okay? But no one died, with the boto saved to life, they managed to gather the strongest and even an island that had a fishing activity, right? Whaling. Only when they arrived on the wrong side of the island, they had to climb the entire island. Almost didn't arrive, huh? Because they were in good condition... imagine, right? Very challenging conditions, but they arrived and managed to get everyone alive. Why? So yeah... He already made this trip down there to meet there. I went to a restaurant called Chocoleton, which is delicious. Yeah... And so... A story that inspires me a lot, right?

And... And the coolest thing that this book lasts is if it has pictures, because there was a photographer on the trip. So there's a photo. How much? How much happened, but... I think it's 1914, something like that. Oh, so...

Do it there, right? Do it there. I... Me, speaking of Antarctica, man, I have an old project, people of mine... Mine...

Wanderings there, changes... It's... It's a personal thing that I've always wanted to do. There, like, son. Dream, that boy, huh? It's... No, it was a real project, which was a... That comes from, like, passion. Which was... Doing an... An expedition really, it was... All over America. We would go down from here to São Paulo, and go to Shuaia there, there we would go to Antarctica, to spend some time there. But then with a big team to document all of that, you know? It's already become a... A big movie. Yeah, and then do it, man, and then a bunch of... And then the idea was to generate a lot of content about it. Produce many things. Produce book, produce film, produce, fuck. An exhibition, with the pictures, and fuck. Because he would take a photographer, take a sound guy, and take... Part of... Video capture, production, such. Because, in each place we passed, the idea was to capture the essence of each place we passed. City, but for a small town there, X always has a character. Yet. Everywhere you go, there will always be the city's figurehead, who everyone knows, everyone has a story to tell, right? And then look into it and go slowly. And go through, get to know. What a delight, like this. Yeah, and without times, ok, then time is time, right, man. So, like, there's no time. So, it ended up passing, it was, life changed. I almost tried to reactivate it a while ago, but then, too, life changed again, everything moves a lot. But it's kept there, right? It's saved, right? Who knows, maybe one day it will still be strong. No, but how cool. Because then the guy keeps procrastinating and leaves it for later, for later, life brings other priorities and things go away. But I think, fan, because I don't know, man, I have a charm with Tarta, I don't know what it is, if it's all that white. It is wonderful. I think it must be an out-of-the-ordinary place like that. What caught my attention when I was in that region is that sometimes you look at a Magellan tree, you know, that collapses, for example, that of the moreno expert. Then you look like you're small. And it's not that it's small. It is 100 meters tall. But behind the mountain is 2 kilometers, right? So, it's all very big, it's all very natural, it's very powerful, right?

So, it's a lot, there really is magic there, it has very good energy. I think it must convey a very great human frailty.

Neither?

When we are small, close to all this, right? I look at that, I say, man, look at this huge, this ice desert that must be crazy. First, it's fragile and lonely, right? Because, man, there's hardly anyone there, right? So, why is it inhospitable as hell, right? So, like, I think what that would bring me personally from my life, like, you know, of improvement, of

understanding of how a person, how everything said, talks a little about the book, he talked about leadership, man, this is a topic that I really like, like, I like to understand, I consume a lot of content about it, you know, about

leaders and led, right, man, how people transform themselves in the world through

just words, you know? How, fuck, how many people there, do you see that it has already changed through politics, that's how it is, right? The guy tells you the story, tells his side, makes people believe in him, right? Sometimes for good, sometimes for bad, and you make it happen, you deliver, sometimes, sometimes not, right? So, I think leadership is a very big power, right? People who have the gift of leadership have a lot of power in their hands, right? Being able to touch people and people's feelings, right? And for everything, you know, because a leader can make things happen, if he does it right. It involves a lot, right? There are different styles too, right? Of leadership. But I think it depends a lot on you wanting to serve, right? Wanting to understand each one, serve that side of... That's leadership, right? When it's hard, you show up, right? When it's difficult, leadership appears. This in any field in sports, in business...

Yeah... And can I talk about the second book? Oops! I like it even more. Going back alone, I had the courage to do it, man, and I'm very happy with this project, because it would be wonderful. So, having the opportunity to really save a little more money, why do you have to stop for a while to be able to do this and you can't do it alone, right? I would like to take people with me, having to take some chosen professionals, right? To be able to do it right, right, man? Because then this will generate a lot of time, a lot...

much... much more content, much more... more work. I don't think there is... the journey is just the beginning. More than that. Then it's what's really... it's what's really going to move. But it is...

Too much. Too much. From another time. And, suddenly, they do it together, wow. Congrats on the project, man. I hope to be strong too. Let's go, well, there. I think it would be awesome. Speak up, what would be the second? The book is a very unobvious book, right? I think it's cool to share, because on my visit to Panini, I came across a book called Alvorada, right? It's a story by Chico Bento. It's a comic... By Panini. From Panini. It's a comic, right? History, imagine. From Chico Bento. And is able to...

very emotional. I'm not going to say much about him, because he has a special grace and Maurício de Souza himself, who is a genius, so for me he is an idol, right?

He talks about... how to read this book, right? In the preface he has... He talks, he pays attention to the colors, the transitions, the changes.

And Orlandelli, who is the artist who drew these comics, did it in a genius way. But the story, basically, is not to leave things for later, because there might not be an after, right? And the...

and the symbol, right? Arvorada refers to an IP, right? To a yellow IP. And the story is beautiful. Yeah... I recommend that everyone read it and the main message is that, that some things can... right? If you don't like it now, tomorrow you might not like it anymore. It may no longer be raised.

I liked it, man, I liked it for... Damn, da... When we cry with that face, when we cry with the paquete, these men love it, they love it, very good, very good. The book, I think, man, I think it's the main source of knowledge, right? And that's where we learn much, much more.

We do it... it makes the mind evolve, it makes the body evolve, it does everything, man. I've never been much of a reader, I'm always more of a movie, right? From time to time. You were born multimedia, right? Yeah man. It's like Gen Z. You were born into Gen Z, oops. It will be?

I went... But I think that over time, I don't know, I started to understand that...

which is a very cool universe, right?

Is different. I have one thing, before I make a film, right? We've already worked a lot with the film, and one thing has always bothered me was, oh, I read the book, and the film is completely straight away, the film is not the book, right? They are different media. Delivered, the movie is the way the

director reads the book, man. Don't try to compare, right? The magic of the book is precisely this, it is you imagining the situation, it is you imagining the scene. He takes you to...

Who is creating the scene is who reads. Yeah, ah, I walked onto that lighted road, like, man, what's lighting up? Who will see you, your mind is building that universe over there. So they are totally different media. And I've always liked the movie more, I've always liked it more, I know because I think it's a personal thing. But today I've been looking for myself there, in that other part that I didn't know, I'm getting to know it now, I'm liking it too, and I think it changes a lot. I think we can evolve a lot through good reading. That's why I ask here what your references are, because our mentors, not so much mentoring for free, these guys are beasts, and where did their knowledge come from, it certainly came through the baggage they have there. Adria, we are reaching the end here, I think we can talk a little more about the future here. How do you see the future of the Area?

how do you see

this moment of the commercial, of the sale,

As we are talking, you just talked about a generation, man, it is totally different from a generation. In the old days, 20 years, today from 5 years to 5 years, the guy is 15, another is 20, another 25, it has already changed completely. How do we manage to keep things balanced? How do we manage to stay balanced?

This is very high, right? This is very high. In fact, when you ask me a question about the future, you see, everything changes so fast that we are already hearing about artificial intelligence like we never imagined. And probably, in about 10 years, from today, a lot of things will already be a reality, right? And it's going to impact a lot of industries, a lot of businesses. I don't even dare to think about 10 years, or try to imagine what could happen, right? This story of artificial intelligence. But moving to one side, so that I have a little more control, right? I think that today, regardless of what is happening,

The dispute is for time, right? And we really lack time, for ourselves, to find that balance you mentioned.

And within that vision, I think the change doesn't matter, right? It doesn't matter what happens. It is very important that we are aware, that we are alert to understand that we have only one life, that we have to make something important out of it, that we have to spend our time, that it is our resource that does not come back more valuable. This resource we have to spend on what really matters, right? And then within what I believe is one of the things that bring us that flow, right? That you stay there for hours, right?

Talking about what we were here for today, it seems like ten minutes, right? They are nice things to do, we have to pursue that. It doesn't matter if it's doing a sport, if it's looking at nature, if it's spending time with the child, if it's meeting your best friend, but like this, looking for moments that are really worth it, is collecting these moments of flow, of joy and really spend the time, or really invest the time that really matters to each one. Then

In my view, I love to enjoy my son Rafael, 11 years old, my daughter Ana Beatriz, who is almost 14, my wife, my two puppies over there, which are Jack Russell, Spoleto and such.

I like to enjoy my old friends, my rugby friends who eat my button football, sometimes, whatever the time, which is our friend Cezinha do Temi, our friends, we have a championship, including a button there, this is delicious.

So, I've been trying to establish this relationship of making time for what matters, making time for what makes me really happy and, within work, looking for meaning, right? So, Zamzar, people who already had this story there, back there, right? from Aura of Home and such, participating in this new moment, this innovation for me has a very strong meaning when I try to use the experience, right? commercial to be able to help rugby for everyone. It is something that also gives me great joy.

Everything I do, which has to do with what I love and what I really value, I have the impression that I'm on the right path, right? Regardless of everything that will show up again out there. Guys, this is Adria, right? This beast of business, beast of sales. Dude, thanks. Thanks again for you... I know it was part of our invitations to come here and chat with us. And not find. To deliver a little bit of your tactics, such. I think that's cool as fuck. It is a great, great opportunity that we had. And then from the heart, see. I already said it here, we haven't seen each other for a long time. I said it at the beginning, I said it to the education system, I said it to everyone. In fact, asking the people who work with me the longest here, you know, me and... Oh, I even saw a guy here one day. I saw him drawing, and I said, real as hell, man. This was a change... Daily change, this was a change in seeing the way of eating... in trading itself, in how to deal with it, in not being a strange thing, in being an aggressive thing, and being something that it's the game, it's the business. And no business works without selling, right? If you don't have a sale, you don't have a business. It's over, right? Simple as that, if you don't have a sale, you don't have a business. So, man, thanks for being able to take it. That's mentoring.

It's a project I've been dreaming about for a long time. It's something I've always wanted to do.

But life goes on and on again, like the little trip, to face. We keep procrastinating, priorities change our lives, we leave it for later. And then I talked to Edu, I said, man, I won't be able to do it alone. I

know I'm going to leave it for later, I know I'm going to put something else in front, this is getting left behind, I need someone to help me, to pull me when I can't, and I'm going to pull it and not like that we go together. I spoke with Edu too, a friend of ours for a long time too, he met us together, there at Elemídio, all together there. We were even in the same room, the three of us, that day when I remember he was with us. He accepted the idea, he was super nice too, he understood what I was wanting to build, what I'm wanting to build together, and he's going to help me build it together. This is mentoring, it's mentoring, it's being able to have the opportunity, we can have the opportunity to talk to people that we would hardly have access to. And not a normal business conversation, because that's exactly what we were talking about a little bit earlier. Man, how do we talk to the executives? In a room, talking about a certain objective, a neat format, where we are wanting to do some kind of business, where we are talking about business specifically, or there smoking our usual joint there, having

a weirdo,

and then nobody wants to talk about business. So we want to talk about anything other than business.

In this space here is the space where we will be able to work on something very rare, right? You want to talk about business, build a story there, build this business mentoring thing, but be able to delve into people's lives, which for me is the most important thing.

Understanding how executives became successful executives in their areas, in their lives, which is not by chance. Things happen, as you said there, selling your mango, selling your mother's saint, she's a lady. It must have stopped for a while, but then she didn't forgive. Exactly, you know? Like, this comes from another time. Success comes from your failures, your failures, our failures, our failures, our resilience in trying again, in doing it one more time, and being able to hear it from the mouths of people who really managed to reach a different path, another level, in several different areas, mentoring would be a little bit of that, it would be a business channel, we will talk about business, we will talk about business, not just one area, the idea that we talk about technology, governance, we talk about finance, we talk about everything, including marketing, including sales, but everything, because the business is made of several areas, of several opportunities, of several moments. So this is the type of channel that we are building here, and being able to start this. With your presence, for me, it is an honor. It's our second episode today, and it's already fucking evolving, a previous episode we did with Elvis talking about digital business, about commerce, it's off the charts. Today we receive here too, man, thank you from the bottom of my heart. I hope this positive streak continues. I have no doubt that in our next episode we will talk to a very, very, very incredible person, also about a topic that I also love very much, like the Network, continuing our evolution here.

Continuing the solution, talking about Network, which is something that is also fundamental for business.



Spoiling here, one thing, well, it's here again, I know you don't know it very well, even better than I do, but Network is not who I know.

Well, Network is who knows me, right? Because when we do the Network, he says, I know Adrien, but if Adrien doesn't know me, it's no use, it's worthless to me. Because he won't remember me for nothing. Now, if Adrien gets to know me, if I manage to build a relationship where the other knows me, the other will remember what I do later on. So how does this work? How do we build this? This is next week's chat, don't miss it, right? Come here, come along, give the like, don't forget, because it's important, follow us, follow everything we're going to build, because there's a lot of good things to come forward. We are working hard to make that happen. We are doing a very cool curation and who, especially these first ones, the people we want to bring, obviously, people we already know, already have a closer relationship

cool and also to make it even richer, more and more with the face, that people can understand what we are building here and that they want to follow us, have doubts, ask, we answer, right? I had Adrien a little while ago, today is the first one, but he will certainly come, I will bother you several more times so that you participate much more with us. And that's it, thanks, thanks, thanks for following along so far. To the next.