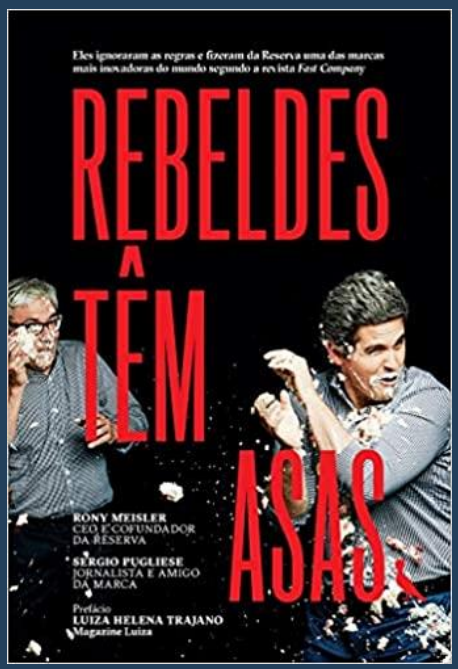

Rebels Have Wings

Rebeldes têm asas
Year of publication: 2017
Author: Rony Meisler
448 pages
Link for purchase: https://amzn.to/348amEF

"Rebels Have Wings" was published in 2017 by author Rony Meisler; The purpose of the book is to show that everyone can undertake as well as tell the whole story of how the Reserve did it.
The book's content is divided into the author's life story (creator of the Reserve), the brand's history and its business culture. In addition, the book is full of well-crafted and creative images.
What's more, for each book sold, the Reserva provides 5 food dishes for the hungry in Brazil.

Score

9

8 Aplicability
10 Inspiration
9 Innovation
8 Impact on results
9 Structure

Main ideias of the book

- Spreadsheet and ears accept everything, drop them and take action;
- Undertaking is working madly to put your dreams on your feet and never give up;
- The Reserve started with multi-brands and, after escalating sales volumes, went to retail;
- If the advice is good, the example drags on;
- Being a person who understands nothing about a particular market can be a great competitive advantage;
- Rules must be broken to achieve innovation;
- The environmental purpose must be greater than the financial purpose;
- Management model is based on "why we do it" rather than "what we do";
- Projects with positive social impact make a profit;
- The union of people is accomplished through purposes;
- Horizontal environment and constant feedbacks.

For whom is this book suitable?

The book's content is ideal for those who want inspiration to turn their entrepreneurial dreams into business.

Also, if you're already an entrepreneur, here you'll find ways on how to develop new business models, turn crises into opportunities, and have startup thinking with little money and whatever your industry.

Overview of the book

The Entrepreneur

In this first part, Ron tells a lot about his family and his childhood. He says one of the main inspirers in his story is his grandfather, Benjamin. He was an excellent salesman and was delighted with his grandson's achievements.
Ron tells a lot about his relationship with his parents and siblings, as well as his marriage to his best friend.
All his education as a child and adolescent was in Jewish school, the result of his family culture. Influenced by his father, he went to do Engineering at PUC-Rio. He says it was a difficult step, he had no taste for study and his choice of profession was wrong.
From an early age he was awakened by entrepreneurship; Ron realized that he loved to sell, and more, he liked to know about people and their interests. To get an idea, he sold shampoos to himself in front of the mirror.
Soon, at age 19, he opened his first business, nomoney.com.br, a barter site. He says that the business did not escalate, but it was an indispensable step, as he obtained a lot of learning.

"Reserva," came from a decision as to which beach he and his friends would go to the next day. One of them made the suggestion, "So why isn't the brand called a Reserva?" And then everyone accepted.

In addition, shortly after graduating from college, she began an internship at Accenture, a multinational consultant. Ron points out that this step was very important for him to know what he didn't want from life, and this consulting life was one of them. He was a guy who enjoyed "deep diving".

A Reserva

The beginning

At twenty-four, she carried a restlessness, feeling that something would come. And it really came, called D-day, the day Ron and his friend, Nandão, observed 5 young men wearing the same shorts. With that, they had the insight to design and produce beach shorts, after all it was a product that would have potential consumers.
That done, the vendor they had chosen delivered 300 shorts, all the same. Sales were in the car, on the beach, at the gym, and among friends.
He tells us that the name, "Reserva," came from a decision as to which beach he and his friends would go to the next day. One of them made the suggestion, "So why isn't the brand called a Reserva?" And then everyone accepted.
Things were flowing, they launched the first collection of the brand that was considered a success and was able to draw valuable lessons, especially that customers were looking for a good experience, an unusual place and that it would be much more than the best. clothes, would be a means to communicate with your consumers.
They passed into the head of Ron and Nandão the opening of a store, but they discarded because:

- They had no money;
- They worked with outsourced production;
- The product was not good (they didn't understand anything about fashion).

Growth and learning

The strategy used in this first stage was the wholesale sale of clothes, preferably for the multi-brands of opinion-forming cities (it would be easier to disseminate the brand later), and they also had showrooms to showcase the products.
There were joint meetings with suppliers and retailers to set up the collection. And, they said, they sold their dreams, with all the love in the world, because their products were worse than other brands.
Ron says he worked hard and teamed up with creative people to try to get a foothold in Fashion Rio, the national fashion circuit. Until they succeeded, and satisfied the audience, making the external curiosity only increased.
With all the repercussions, it was time to increase sales, and this made them open the first street store.
In parallel, the Reserva needed a greater identity as a mascot, so they hired Marcia Cabral to design, while Nandão and Ron built the brand. With that came the woodpecker, Ron said it was love at first sight and this would become the new facade of the Reserva.
To continue prospecting, salespeople had to be on the team. But take it easy, because they did not see salespeople as responsible for selling a product, but rather as friends of customers, besides being committed people.
It was a success just opening the first store, the customers were people not interested in the Reserva product, because the product was not good, there were better, but they were interested in the experience that Reserva provides.
Good quality music, cold beer, mirror in the sales room, customers were surprised ... these were just some of their experiences.
According to Ron, building your dream team is critical for your business to succeed, it is done very rigorously in the Reserva and is time consuming. Because they only choose people with sparkles in their eyes.
So it went on to build the team, hiring good people for critical business functions, making the growth process totally efficient. In 2008 there were 8 stores, and later in 2017 there would be 65 stores.
One of Brazil's most famous TV presenters, Luciano Huck, was one of the brand's first poster boys, spontaneously. And it worked so well that Luciano eventually became a partner of the brand, bought 10% of the capital.
Another two crucial points for the Reserva to achieve success was the adhesion of a textile printer, making production happen on demand, the only stock they had were plain basic shirts, so the process was: bought, printed, delivered.
The second point is the creation of t-shirt stores integrated with content channels, mainly YouTube, thus creating more than 30 stores where everything was printed and produced on demand.
Thus, the Reserve was expanding its niches were created:

- Reserva +: a carioca point, a kind of bar with shows;
- Reserve T.T. Burger: Burger;
- Reserva Mini: Reserva miniature, with complete collections for infants up to 12 years old;
- Eva: women's fashion brand;
- Penetras: It has accessories and shoes of other brands that are resold in their stores.

The brand's great purpose is to "care for, thrill and surprise people every day."

The Reserva Philosophy

The Reserva was created without thinking about what other brands did, the purpose of its founders is just to do what they like, that's exactly why they are considered different, because:

- Stores are like your best friend's house, where you feel comfortable, drink beer and have a good conversation;
- The protagonists are the salesmen, not the designers;
- They are traders who have the hobby of surprising consumers;
- They focus not only on clothing, but on topics relevant to society;
- Concern with the surrounding community and not just with traders;
- They are true.

In addition, the brand's great purpose is to "care for, thrill and surprise people every day." And they intend to do so by offering the best experience, building and maintaining true, individual and respectful relationships.

Comercial

The first step of the Reserva was to stimulate its sales team, it was necessary to arouse the love and pride for what the sellers did, and to create a relationship of mutual affection between them and the customers.
Its business philosophy followed the following values:

- *Proactivity rather than reactivity;*
- *Relationships instead of business transactions;*
- *Freedom to customize over ready-made lists of services;*
- *Touching the heart instead of selling to people;*
- *Entrepreneurs instead of salespeople;*
- *People who do, instead of people who give advice;*
- *Selling to them instead of just to them.*

Marketing and Communication

At this stage, Ron says that the rules the Reserva followed were not written, she followed a model that replicated everything she agreed to and did something different that she didn't agree with. With this, they became known as "Rebels" for breaking all the rules that other brands followed. Therefore, their philosophy is based on:

- *Dialogue instead of fashion image;*
- *Magazine instead of catalog;*
- *Storydoing instead of storytelling;*
- *Focus on consumers rather than focus on critics;*

- *Find ways to talk to customers where they least expect them;*
- *Create a new way to connect with what we live;*
- *Be bold and transparent.*

Logistics

Reserva offers a list of customized products delivered to your own home, thanks to the recognition of habits, subjects and customers' purchase history.
Also, for Ron, using the internet as a single channel, according to the creation of consumer habits, will become a unique model in the future.
There is even an option to buy online and withdraw through the store, so you can try and exchange your order at the store itself.
Some deliveries at strategic locations are made within 3 hours by bicycle. That's right, the project is called the “Courier Cycle Reserve”.

Management

Many of the ideas, not only of management, but of the Reserva in general, were copied and adapted from great business books.
And one of the key insights the Reserva had was that the group can deliver much more value beyond its products. Not only for customers, but also for suppliers, employees and the community.
One of them is the “Reserva 1P5P”, which consists of delivering 5 plates of food to the hungry for every 1 piece sold.
In addition, it uses a meritocracy-based model to create a business owner. These beneficiaries reach this position through evaluations of group members and also become members, helping to build this dream.
Finally, the Reserva offers its employees an entire nutritional and physical activity assessment, with a total focus on their health.
A very interesting information is about the publicity of the Reserve; There are very few investments in this area, as the funds for this sector are intended for employee benefits; The project is called “boot in the window” and its main objective is to fulfill the wishes of its employees.

What other authors say about it?

In the book, “Exponential Organizations,” the authors state that we are moving to an information-based paradigm. In this way, the information-based environment provides disruptive opportunities, changing the trajectory of your business to develop with exponential growth and increase price / performance.

Already in the book, “The Head of Steve Jobs,” Leander Kahney states that one of the causes of Apple's success is that Steve Jobs places the user experience on top priority. This shows us that the main teaching and best benefit is what your customer understands as added value to the product.

Finally, the author, Chris Anderson, in his work, "The Long Tail," states that the explosion of the Internet has created a new kind of market where there are always consumers for products, because there are infinite niches in which you can operate. For Chris, customers are the new preference makers.

Okay, but how can I apply this in my life?

As we can conclude, the Reserva has changed: from a simple idea to one of the most innovative companies in the world.

But Ron tells us that at first it was nothing like that, he was discouraged, listening to phrases like, “You guys are crazy! Man doesn't buy clothes...” and in some cases even humiliated, and you know what he did?

It took all that energy and negativity and turned it into inspiration and a lot of willpower, love and courage to put your dream into action.

I hope you have a "Ron" inside you, and with a huge desire to put your dreams to your feet. So even without the necessary resources, go ahead. For when the dream is good, nothing can stop it.

The final tip is: What do you love to do most when you're not working? The answer is exactly what you should do too when you are working.

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