



# **Deskia Consult**

Business and Engineering Consultancy

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## Introduction

Deskia Consult is a self-funded consulting company created in Madrid by Alba María Sandá Estévez (experienced business consultant) and Xosé Manuel Carreira (seasoned generalist engineer).

The Deskia Consult team contains pool of qualified and experienced collaborators that are proven in their field. The purpose of this business plan is to show the philosophy of the company and also show the clients all the attractive services that Deskia Consult offers.

## Market Analysis

### Market overview and trends

In the past most of the companies, especially the small and medium sized ones weren't interested in paying money for a professional opinion and help about their business. That was normal because the environment was stable and there were not as many changes happening as today. However, today it is much different as changes happen every day and the companies are affected by them. Most of the owners understood how important business consultancy is and they know that every company needs a professional advice in order to improve its position on the market or even remain competitive, regardless of its size.

The consulting market is growing each year. In Eastern Europe it grew on average by 10 percent last year driven mainly driven by the strong economies making it worth more than €1.7bn. The growth rates were significantly lower and concentrated in the largest consulting sectors: energy and resources, manufacturing and financial services. Major drivers of these trends were the desire to modernize, improve efficiency and compete globally. The demand for consulting service is also increasing in South Europe and Latin America. A lot of the countries offer financial help for those who want to start a new business. Most of the companies know that a professional advice is a must in order to stay competitive and stable on the market today since over 50% of the new businesses fail in the first 5 years and the main reason is incompetence.

### Market segments

The consulting market is big but it can be divided in four main segments:

a) Consulting services helping private and public organizations to analyze and redefine their strategies in order to improve their efficiency of business operations and optimize the use of technical and human resources. This is one of the biggest and most important segments of the market since every company has employees and the quality and the efficiency of the human recourses is related to the success of the company.

b) Assistance concerning the development and integration of new applications, functionalities and services. In order to stay competitive, a company has to change and develop, regardless of its size and industry.

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c) Advisory on outsourcing of IT management services, applied management services and business process services.

d) Complementary services such as training, engineering consulting, outplacement, executive selection and recruitment and audit and accounting.

Among the market segments Business Consulting is the most robust one having increased its share to 50% of the MC Market followed by Development & Integration segment (19%), IT Consulting (15%), Outsourcing (12%) and Other Services (4%).

### Main factors affecting the service buying decision

The four main market forces that affect the ability of the Deskia Consult to succeed are:

1. A lot of the less-developed countries all over the world offer help for new businesses and that's why the number of new businesses is increasing which leads to increased demand for consulting services.
2. The need for competitiveness improvement on a global stage, beyond cost cutting strategies.
3. The dominance of the market by a number of high-profile expensive and theoretical management and marketing consulting firms.
4. The easy access of the market by new entrants as there are very few barriers. This means that those companies that already exist need a professional advice in order to stay competitive.

### Recommended targets

The main corporate targets of Deskia Consult can be summarized in the expansion of the consulting team with new consultants who bring various skill sets to the company. These additions will assist Deskia Consult to ameliorate existing services and launch new innovative ones. The more services Deskia Consult can offer, the more potential clients there are on the market.

Deskia Consult will also pursue strong and long term alliances with Venture Capital firms assisting small and new businesses to gain access to supplementary capital and expertise.

## Competitive Analysis

### Competition overview and trends

The business consulting industry is dominated by several large multi-national companies. However, there are many smaller (and often more specialized) firms occupy their market niches. Most of these small firms are made by ex-employees at big consulting companies that open their own company once they get to know how everything works. Major management consulting companies provide services to companies of different sizes and industries. At the same time, numerous firms and individual business consultants prosper in the market niches that bigger players consider unprofitable to enter.

Competitors in the forefront of the marketplace typically offer information-based consulting, integration and management services. Consulting services are becoming more focused on technology-based solutions to help clients improve cost management, quality,

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service, and research and development to obtain differentiation and competitive advantage. E-strategy services are being provided to business and IT executives with education, insights, and include executive visioning, business strategy, planning for e-business initiatives, user design, and intellectual capital formation. IT strategy consulting services are focusing on the use of IT to support business goals and to leverage the power of the Internet to transform the way products and services are distributed and retailed.

### Opportunities, threats and risks

While any start-up consultancy company necessitates a high degree of risk, Deskia Consult is self-funded, using any funds received conservatively and wisely. Despite the financial crisis the absence of physical headquarters limits the level of country risk that is diversified respectively by internationalizing the services offered, collaborating with foreign counterparts. In the less-developed countries, the foreign companies are more respected than the domestic ones. Also, the Deskia Consult team members speak both English and Spanish fluently which allows this company to work with companies from all over the world.

One of the threats is the fluctuation of the currencies when working with an international company. The amount of companies that create their own knowledge centers is increasing. These centers research information, analyze the current situation of the company and work on a strategy that will help them to stay competitive or even improve their position on the market.

Different countries do not allow PayPal payments because of the exchange control policy which can make doing business a bit harder. The elections often bring regulations and law changes that can lead obstacles to foreign companies which makes it much harder to compete with the domestic ones.

### Recommended competitive strategy

Since there are many consultancy firms, the competition is on a high level and in order a consulting company to be successful, it has to be much better than the other ones. After exploring the opportunities and threats the following Key Success Factors emerge:

- Creation of a diversified portfolio of clients focusing on SMEs.
- Associations of neighbours.
- Great customers-relationship service including availability to communicate and solve all doubts and concerns that clients may have.
- Non-government organizations and foundations.
- Cooperation with new skilled collaborators.
- Team of experienced people that will research and contact the new business owners.
- Offering services on online platforms such as Odesk and Elance in order to attract new clients.
- Partners that offer same or similar service in another region.
- Affordable pricing structure.
- Quality service with minimal costs.
- Clear value proposition communicated into target market.
- Core competencies in marketing and strategy.
- Recognition as leading trade mark.
- Venture Capitalist relationships.

## Services

### Service description

Everybody is familiar with the 20/80 rule, which means 20% of the things you do account for 80% of the results. That means that only because you are busy working, does not mean you are being productive. Deskia Consult helps companies to focus on the 20% that really matter. The amazing team of experienced professionals allows Deskia Consult to specialize in many fields and offer the following services:

- Business planning & feasibility studies
- Analytical accounting
- Extreme cost control and reengineering
- Rational decision making & risk assessment
- Project management & project rescue
- Business process modeling
- Stability and financial turnaround
- Hard skills development
- IT & engineering management services (General basic engineering & conceptual design, data merge & consolidation)
- Outsourcing and offshoring
- Human resource management

### Competitive evaluation of services

Services provided offer multiple benefits for potential clients as every situation is treated as unique offering personalized solutions in contrast to the majority of the similar internet based competitors that use predefined templates.

Our diversified team of collaborators and consultants enables Deskia Consult to treat a wide range of different cases pursuing the involvement with the client building long term relationships. Opposed to the major players in the market our expanded network of collaborators enable us to offer a 24/7, one to one, lean and agile service charging at the same time low fees.

### Recommended lines of services

Companies from Eastern Europe and Latin America face major opportunities to bring their products and services under the attention of major foreign investors. The facilitation of commerce between these countries and the European economies alleviated the need for competitive products and services that meet the stringent European standards of quality. These new market conditions make necessary the provision of specialized services in many different fields of foreign direct investments such as:

- Fundraising Quality certification
- International commerce
- Efficiency and productivity improvement.

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Apart from these fields of foreign direct investment, writing business plan is also one of the main lines of service. Having a good business plan is very important for every company regardless of its size and industry. It is a document mostly used for getting a bank loan, but it is also used to attract business angels or a partner. There are not a lot of people that have all the required skills to write a good business plan and that are why business plan writing is also one of the recommended lines of services.

Rational decision making and risk assessment is also very important and most of the companies realize how important it is. Using the instinct to make decisions is not as good as it was in the past. There are a lot more changes happening each day and most of the companies prefer to use information given by professional that has spent some time analyzing the current situation and creating the right solution.

Outsourcing is useful to many companies and what they require is to identify the jobs that they should outsource that will bring them more profit and also how to lead the whole outsource process.

## Marketing and sales

### General marketing strategy

The aim that Deskia Consult has is *“to Inform target audience about features and benefits of our product and its competitive advantage, leading to a 10 percent increase in sales for the first 5 years”*. The targeted audience will be selected either by conventional means, namely the index of chamber of commerce, or more modern ones such as Odesk and Elance customers. In addition to the direct contact, the Deskia Consult site and blog will be hosted in selected web sites that promote entrepreneurship, communicating the success stories and the virtues of the company as long as its expertise’s directly to potential clients.

### Recommended sales tactics

Deskia Consult should seek to establish its products among the competition by creating an initial database of customers which will increase gradually expanding both in number of customers and number of services offered.

There will be a trial period for the basic services provided that will be with no charge. After this period satisfied clients will be charged either as table or per use price for a predefined period of time. There will be offers for long period contracts with major discounts. During these periods of time, the customer will have access to other services taking advantage of provided special offers. In this way Deskia Consult will be able to develop the right cadence for monitoring the results of customer-facing selling efforts in a timely way, and then reinforce it with effective forecasting, more back-office services and support, using optimized tools and procedures: Once Deskia Consult has established its services in the eyes of new clients, it will begin raising its prices accordingly.

The publicity can be increased using Internet Marketing, Adwords, Facebook ads and the social networks. This way, Deskia Consult also reaches a lot of users that are potential clients.

Affiliate marketing is a great way to find other people to work for you basically for a percentage of the money you get by the client they bring you. This means you pay nothing upfront and you do not pay for someone who has “tried”. Affiliate program is very useful since there are lot of freelancers that are looking for a job and will promote Deskia Consult.

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Online trainings and online seminars are also very popular and very useful way to attract companies. This is a great way to introduce the services to a lot of big companies at once and convince them that Deskia Consult is the right company for them.

The business plan was written by Martha Politou - External consultant and financial advisor from Greece, Kostadin Ristovski - External consultant and business writer from Macedonia, Santiago Ponte - External consultant and market researcher from Argentina.

Co-writers of the business plan are the owners of Deskia Consult, Alba María Sandá Estévez and Xosé Manuel Carreira.