



ANA FERNANDES:

**Leading people,
developing
potential and
transforming
results**

MARIA MANHIÇA

From curiosity to technological innovation



Her interest in engineering began long before she fully understood what the profession involved. As a child, intrigued by the voices she heard on the radio, she decided to take the device apart to discover where they came from. When her father returned from work, she showed him what she had done and explained that she wanted to understand how the voices reached the radio. Her father's response stayed with her: "You will become an engineer."

At the time, she did not yet know exactly what being an engineer meant, but the word became her standard answer whenever someone asked what she wanted to be when she grew up. Years later, during Year 10, an experience helped transform that curiosity into a more conscious career choice.

The school she attended became involved in the "Women in Engineering" project, promoted by the Faculty of Engineering at Eduardo Mondlane University. The initiative allowed female students to learn about the courses on offer and discover professional opportunities in a field where, according to Maria, many young women were often directed towards the humanities. The visit sparked her particular interest in Electrical Engineering and strengthened her desire to pursue a career in technology.

The path, however, was not straightforward. After applying to Eduardo Mondlane University for three consecutive years without gaining admission, her sister suggested that she consider the Nautical School, which also offered engineering courses. Maria applied and was accepted to study Marine Engineering. Although she did not fully identify with the course, she decided to continue her studies, determined to complete that stage of her education.

In her final year, she and her classmates took part in a project presented at a Science and Technology Fair organised by what was then the Ministry of Science and Technology. During the event, TRANSCOM offered scholarships to candidates who passed online Mathematics and Physics tests. Maria took part, achieved first place and won a scholarship to study Mechanical and Transport Engineering at the Higher Institute of Transport and Communications (ISUTC).

Despite her achievement, she decided to forgo that opportunity in favour of a scholarship for technical training in Computer Systems at the Institute of Transport and Communications (ITC). Her previous experience with mechanical engineering had shown her that she needed to find a field with which she genuinely identified. It was through her exposure to computing that she discovered a new passion.

The curiosity of a child who wanted to discover where the voices on the radio came from would become one of the first clues to a career connected to engineering and innovation. Today, Maria Manhiça is a software engineer, entrepreneur, wife and mother of four. With

around nine years of professional experience, she has built a career marked by perseverance, continuous learning and a desire to develop technological solutions capable of addressing Mozambique's challenges.

Her story is also that of a woman who has learned to balance different responsibilities without abandoning

her own dreams. Guided by integrity, ethics and determination, she believes that circumstances may make the journey more difficult, but should not define the limits of what a person can achieve. For Maria, true success is not limited to individual accomplishments; it is also reflected in the ability to create opportunities and contribute to the transformation of society.

Later, she applied once again to Eduardo Mondlane University, this time for Computer Engineering, and was

software maintenance. These responsibilities have taught her that a system should not be assessed solely on its technical

functionality. It is equally important to understand the problem it is intended to solve, ensure the quality of the



admitted. The opportunity marked a decisive turning point in her journey. What had begun as childhood curiosity became a conscious professional choice, driven by the desire to understand problems and find solutions through technology.

Throughout her education and professional experience, Maria discovered that Computer Engineering offers much more than the opportunity to develop software or systems. What motivates her most is the ability to turn real needs into useful solutions, simplify processes and improve the way people, businesses and institutions carry out their activities.

In her work as an analyst and programmer, she has been involved in requirements analysis, system evaluation, application development, technical documentation, testing, error identification and



solution and make certain that users can benefit from it.

This perspective shapes the way she understands the role of engineering in Mozambique's development. For Maria, technology can help modernise public services, reduce bureaucracy, increase transparency and make business processes more efficient. In education, it can expand learning opportunities; in healthcare, it can support information management and patient monitoring; and in businesses,

it can facilitate resource management and decision-making.

However, she argues that digital transformation requires a genuine understanding of the conditions in which solutions will be used. Internet access, the cost of equipment, digital skills and the economic and social characteristics of communities must all be considered from the earliest stages of project design. An application may deliver excellent technical results, but it is unlikely to have an impact if it does not address its users' needs.

This concern is precisely what guides an important part of her entrepreneurial work. Maria founded MPM Technologies & Business Innovation, a company through which she aims to promote technological innovation, process automation and the development of digital solutions tailored to market challenges. Among the projects on which she is currently focusing her efforts is GWAZO, a platform designed to connect agricultural producers, buyers and service providers.

The initiative addresses a specific challenge in agribusiness: the gap between those who produce and those who need to buy. In certain circumstances, farmers struggle to find buyers in time, while hotels, supermarkets and other operators seek local suppliers capable of meeting their needs. GWAZO aims to facilitate these connections, improve access to information and create new marketing opportunities.

For Maria, the initiative's potential extends beyond the creation of a digital platform. Transforming agribusiness requires an integrated approach in which different fields of engineering and knowledge contribute to improving production, logistics, information flows and market access. Technology can play a decisive role, but results also depend on collaboration between professionals, institutions and economic stakeholders.

Her ability to turn ideas into projects has been recognised on several occasions. In 2024, she won the CEDSIF, IP Innovation Award in the Innovative Product category. In 2026, she also received recognition from the Federation of African Engineering Organisations (FAEO) through its Women in Engineering (WIE) programme. For the engineer, these achievements provide an incentive to continue developing impactful solutions and demonstrating the potential of innovation created by Mozambican women.

Women's participation in technology is, in fact, an issue she considers fundamental to the country's future. In her view, many barriers emerge during childhood, when girls have few female role models in scientific fields or receive insufficient encouragement to explore subjects such as Mathematics, Physics and Computing. These challenges are compounded by financial constraints, unequal access to computers and the internet and, in some contexts, the need for women to repeatedly prove their abilities.

To change this situation, she advocates strengthening technology education from the earliest stages of schooling, creating mentoring programmes, expanding access to scholarships and developing coding and robotics clubs. She also considers it important to connect young women with companies and female professionals already working in the sector, enabling them to discover different career paths and envision tangible professional opportunities.

In her view, women should not be treated as an exception in the technology sector. They should have the conditions to



participate, establish businesses, develop products, lead teams and influence the decisions shaping the digital future. Her own experience has shown her that women's participation in engineering can translate into tangible projects, innovation and opportunities for others.

The rapid development of artificial intelligence, automation and cybersecurity represents another challenge and, at the same time, an opportunity. Maria believes these technologies will transform the labour market, making some processes faster while creating new professional demands. She therefore encourages young people to invest in continuous learning, develop technical skills

and strengthen abilities such as critical thinking, creativity, communication and problem-solving.

She emphasises, however, that keeping up with international trends should not simply mean adopting solutions developed in other countries. Mozambique must also create technology based on its own challenges, developing products and services that address local needs and, when suitable for other contexts, can reach markets across Africa.

Balancing her career, family life and business ventures is one of the most demanding challenges she faces. As a wife and mother of four, Maria recognises the importance of managing

different responsibilities without losing sight of her goals. Experience has taught her that perseverance does not mean always insisting on the same strategy, but rather knowing how to adjust the course, learn from mistakes and remain committed to the vision she wants to realise.

In the coming years, she intends to consolidate MPM Technologies & Business Innovation, develop GWAZO and contribute to training new talent. She aspires to help build a more integrated, inclusive and efficient technology and agri-food ecosystem, capable of generating economic opportunities for farmers, young people and women, including those in rural communities.

To young women considering a career in Computer Engineering, she offers a message of confidence: fear, stereotypes and a lack of role models should not determine their choices. It is possible to begin without mastering every tool or having all the ideal conditions in place. Curiosity, discipline, a willingness to learn and the courage to experiment are important starting points for building an individual career path.

Maria Manhiça's story shows that professional journeys are not always linear. Through repeated attempts, changes of direction and new opportunities, she found in computing the field where she could bring together knowledge, creativity and

purpose. Today, she seeks to channel this combination into projects that address tangible needs and contribute to the country's development.

More than simply keeping pace with digital transformation, Maria wants to play an active role in shaping it. Her ambition is to demonstrate that Mozambique has the capacity to develop technological solutions rooted in its own realities, create opportunities through innovation and prepare a new generation of professionals for the challenges ahead. Because, in her view, technology acquires its true meaning when it ceases to be merely a tool and becomes a means of improving lives.

GABRIELLA

The beauty of continuing to be who we are

At CliniAura, advanced aesthetics goes beyond treatments and visible results. Gabriella advocates an approach centred on individuality, listening and professional responsibility, in which caring for one's appearance means enhancing what makes each person unique, without imposing standards or fuelling insecurities.

In a constantly evolving sector, shaped by new technologies and trends promising increasingly rapid results, Gabriella believes that true transformation begins long before any procedure. It begins with the ability to understand the person in front of the professional, what they are looking for and what their actual needs are.

Her journey into aesthetics was not a straightforward one. With an initial background in mechanical design and drafting, she developed analytical, observational and problem-solving skills that continue to influence her practice. Her transition into a field connected with beauty emerged from a desire to pursue work that would allow her to continue learning, researching and, above all, building direct relationships with people.

It was in aesthetics that she found a balance between analytical thinking and the human dimension. The COVID-19 pandemic, with its periods of lockdown and uncertainty, represented one of the most challenging moments in her professional journey. Forced to adapt and rethink her strategies, Gabriella found an opportunity in adversity to strengthen her resilience and gain a clearer understanding of the purpose she wanted her work to serve.

Faith in God and spirituality also play an important role in the way she views life. She believes

that well-being should not be reduced to physical appearance and that the physical, mental and spiritual dimensions all deserve attention. This outlook is reflected in the way she seeks to understand each client, recognising that an aesthetic concern may be connected to different experiences, expectations and personal circumstances.

At CliniAura, therefore, no treatment should begin simply with the selection of equipment or a protocol. Before any intervention, Gabriella seeks to listen, observe and assess. She wants to understand what concerns the person, what their expectations are and which solution might be most appropriate for their circumstances.

"Technology can be extraordinary, but it remains a tool. The real work begins before we switch on any equipment: it begins when we know how to listen, observe and think critically about the person in front of us," she says.

This approach requires technical knowledge, but also the ability to recognise one's limitations. When a situation falls outside her area of expertise or requires medical investigation, she considers it essential to refer the person to the appropriate professional. For Gabriella, knowing when not to intervene is just as important as understanding the procedures available.

Her philosophy is equally grounded in the defence





Rather than simply recommending products or procedures, she seeks to develop a strategy tailored to individual needs, monitoring progress and making adjustments whenever necessary. The quality of care depends not only on the technology used, but also on the ability to assess, interpret and make informed decisions.

Trusting relationships with clients grow precisely from this transparency. Gabriella understands that listening to someone does not mean automatically agreeing to every request. When expectations do not align with what she considers appropriate, she seeks to explain the possibilities, limitations and alternatives, allowing the decision to be made with full awareness.

“Trust, to me, does not mean always saying ‘yes’. It means being able to explain honestly when we can proceed, when we should adapt and when the best treatment is simply not to treat,” she says.

Throughout her career, some of the most memorable experiences have also been the least visible. Not every story needs to be shared on social media, and not every result should be presented through before-and-after photographs. Gabriella values people's privacy and recognises that certain transformations belong exclusively to the relationship of trust established throughout the treatment process.

For her, the impact of a treatment cannot be measured solely by skin texture, firmness or the difference between two photographs. It may be reflected in the recovery of self-care habits, greater satisfaction with one's appearance or the peace of mind of someone who has started making time for themselves again. These are changes that cannot be reduced to a photograph, yet they help explain the meaning she attaches to her profession.

Technological progress continues to open up new possibilities in advanced aesthetics, but Gabriella maintains a discerning attitude towards new developments. Before introducing a device or technique at CliniAura, she seeks to understand how it works, its indications and contraindications, its limitations and its expected benefits.

Continuous professional development is therefore essential. For her, completing a course or obtaining a certificate represents just one stage in a learning journey that requires ongoing training, research and the ability to question existing knowledge. Technology may expand the possibilities for intervention, but it cannot replace the judgement of the person using it.

The relationship between aesthetics and self-esteem also deserves attention. Gabriella acknowledges that caring for one's appearance can contribute to well-being, but believes it is important to understand where the desire for change comes from. The decision should originate with the individual, rather than from the pressure of beauty standards, comparisons or the need to meet other people's expectations.

Aesthetics does not determine anyone's worth, nor does it replace other forms of healthcare when they are necessary. It should be a conscious choice, made with adequate information and realistic expectations, and never a condition for someone to feel worthy of acceptance.

It is at this point that her approach takes on a dimension that extends beyond procedures. Gabriella encourages women to replace the question, “What do I need to change?” with another: “What do I need to care for?” It is an apparently small change that can transform the way each person relates to their body and appearance.

At the helm of CliniAura, she seeks to establish an approach to aesthetics in which technical knowledge remains inseparable from listening, innovation never takes precedence over ethics, and the pursuit of results does not undermine respect for individuality. Her vision does not promise perfection, but advocates conscious care, tailored to each person's needs and guided by responsibility.

In a world that often encourages constant changes to one's appearance, Gabriella proposes a different perspective: caring for yourself without losing sight of who you are. Because beauty does not need to conform to a standard to have value, and the most meaningful transformation may not be the one that changes the reflection in the mirror, but the one that allows you to look at it with greater confidence, peace of mind and self-acceptance.

of natural beauty. In a context where social media can contribute to the standardisation of aesthetic ideals, the specialist believes that every face and body should be treated according to its own characteristics, without attempting to reproduce a universal model of beauty.

“Just because we can do something does not mean we should,” she maintains.

The statement reflects a conviction she considers essential to the profession: ethics must

take precedence over commercial pressure and the desire to meet every expectation. If a procedure is unnecessary, excessive or compromises a natural appearance, Gabriella prefers to suggest an alternative or simply not proceed.

The aim is not to create an appearance that makes the intervention obvious, but to achieve balanced results while respecting the person's identity. In her view, aesthetics should enhance, not erase; accompany, not impose; and care, rather

than create new insecurities.

This perspective becomes particularly evident when she discusses ageing. Gabriella distinguishes between wanting to care for one's skin and attempting to fight time at all costs. Ageing is a natural process influenced by factors such as genetics, sun exposure, sleep, nutrition, stress and lifestyle habits.

Aesthetic treatments can help people navigate this process, but there is no need to turn age into an adversary. For the

specialist, success does not mean making a 50-year-old woman look 20. It means helping her feel good about herself while preserving her expression and the story her face tells.

Personalised care is another central aspect of her work. Everyone has different routines, expectations, characteristics and circumstances. Gabriella therefore believes that an aesthetic treatment plan only makes sense when it can be integrated into the real life of the person seeking it.

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ALLEN MACUÁCUA

A new generation to transform Africa



On a continent with a predominantly young population, Allen Macuácuá believes that Africa's development requires more than recognising the potential of younger generations: it requires creating tangible opportunities for young people to participate actively in transforming their communities and countries. For the young Mozambican, education, entrepreneurship, leadership and access to decision-making spaces are fundamental pillars for building a more inclusive and sustainable future.

In his view, young people should not be seen merely as the ge-

neration that will assume responsibility tomorrow, but as a force capable of delivering results today. This means investing in skills, facilitating access to funding, encouraging business creation and entrusting young people with genuine responsibilities. Allen argues that ideas need room to develop into concrete initiatives capable of generating employment, fostering innovation and improving living conditions.

His vision for the next decade is of an Africa where opportunities are not determined by social background or country of birth. A continent where education, technology and an entrepreneurial spirit can transform talent into economic development. To achieve this goal, he considers it essential to strengthen institutions, create businesses and establish

partnerships between countries, starting with the communities and organisations where every young person can make a difference.

For Allen, truly African leadership must be rooted in an understanding of local realities, respecting the cultural, economic and social differences of each country. Continental cooperation does not mean applying the same solutions in every context, but rather sharing experiences, adapting good practices and developing responses tailored to each community's needs. He sees this ability to unite diversity around a common purpose as one of Africa's greatest strengths.

His concept of leadership goes beyond motivation and the ability to communicate a

vision. Allen believes that the real difference lies in execution, discipline and consistency. Having good ideas is important, but turning them into results requires responsibility, decision-making skills and perseverance. In his view, the true test of a leader lies not in what they claim they want to build, but in what they manage to accomplish and leave in place to continue delivering results.

Among the essential skills for the next generation of leaders, he highlights critical thinking, emotional intelligence, communication, execution and integrity. He also emphasises financial and digital literacy, recognising that today's challenges demand professionals who are prepared to understand economic and technological trans-

formations. However, he stresses that qualifications must be accompanied by character, since influence only acquires genuine value when exercised with responsibility and a commitment to the common good.

This perspective is also reflected in the way he distinguishes digital influence from effective leadership. For Allen, social media is an important tool for educating, mobilising people and creating opportunities, but visibility should not be confused with impact. "Digital influence measures our ability to capture attention; true leadership is measured by what we manage to build with that attention," he argues. His position is clear: being heard can open doors, but character, hard work and results are what sustain a leader's credibility.

When analysing Africa's challenges, Allen identifies one central

need: transforming existing potential into productivity and development that reaches the population. Youth, natural resources, creativity and entrepreneurial ability represent significant advantages, but they must be supported by education systems aligned with the labour market, accessible financing, effective public policies and institutions capable of supporting sustainable initiatives. For him, this responsibility cannot rest exclusively on young people; governments, businesses, universities and civil society organisations must also help create conditions that encourage innovation.

African leadership networks also occupy an important place in his vision. Allen advocates cooperation that goes beyond simply exchanging contacts and translates into projects, business partnerships, knowledge-sharing and access to new markets.





be present in major discussions about Africa's future through young people who are prepared to put forward proposals, influence decisions and participate in developing solutions.

When reflecting on the legacy he would like to leave, he identifies five principles: integrity, responsibility, competence, service and courage. In his view, these values should guide anyone seeking positions of influence and wishing to contribute to fairer and more pros-

perous societies. Rather than simply encouraging young people to pursue leadership positions, he wants to see them prepared to fulfil these roles with knowledge, humanity and a sense of purpose.

His mission also involves building sustainable initiatives and institutions capable of continuing to create opportunities long beyond the involvement of any single individual. Allen believes that a leader must prepare other leaders by promoting autonomy, knowledge-sharing and the multiplication of impact.

He imagines, for example, young people from different countries combining their skills and resources to create businesses, train other young people and develop solutions that can be applied across various communities. It is in this transition from networking to effective collaboration that he sees the true value of African networks.

As far as Mozambique is concerned, he believes the country is well positioned to play a more significant role in regional and continental development, thanks to its strategic location, agricultural and energy potential, and young population. However, he believes genuine progress will depend on the ability to transform these resources into knowledge,

employment, innovation and improved living conditions. To achieve this, he advocates more exchanges, scholarships, incubators, international forums and partnerships between African youth organisations, while keeping in mind the need to create conditions that allow knowledge acquired abroad to benefit Mozambican communities as well.

As a young Mozambican involved in entrepreneurship, education and youth representation, Allen aims to help ensure that his fellow citizens are recognised not only for their abilities but also for the results they achieve. He believes Mozambique should





At a time when Africa is seeking answers to economic, social and institutional challenges, Allen Macuácu represents a vision of leadership centred on preparation, execution and collective responsibility. His message is an invitation to young people to move beyond the role of spectators and take an active part in shaping the continent. After all, Africa’s future will not be determined solely by the potential of its young population, but by the ability to transform that potential into action, institutions and lasting opportunities.



MOSSA: From remote Zombul to entrepreneurial success

From a life far removed from urban privilege to achieving financial independence, Mossa has turned hard work, academic training and creativity into tools for forging her own path.

A story of determination, resilience and women's entrepreneurship.



The origins of a success story do not always lie in major urban centres, financially privileged families or opportunities that come easily. Sometimes, they begin far from all these advantages, in a community where dreams must travel a long way before the conditions to realise them become available.

This is the context in which the journey of MOSSA unfolds. Born in 1999 in Zombul, an area described as being far from the main urban centres, in Cuedry District, Instu Province, Mossa grew up in an environment where opportunities were not always readily available.

Unlike many young women who benefit from the advantages of city life, Mossa grew up in circumstances where building a future required hard work, perseverance and the ability to make the most of limited opportunities. After completing primary school, she continued her education at the district's secondary school, taking another step along an academic path that would eventually open up new possibilities.

Her story is not simply about money. It is also about education, personal choices, independence and the ability to turn skills into professional opportunities.

THE CHALLENGE OF STARTING WITH LIMITED RESOURCES

For many young people growing up far from major urban centres, progressing to secondary school, completing vocational training or securing employment can be a considerable challenge. Limited access to information, technological resources and professional networks can restrict their opportunities for growth.

Mossa faced a journey shaped by her distance from the opportunities available in cities. Nevertheless, she did not allow her place of origin to define the limits of her ambitions.

After primary school, moving on to secondary education in her district marked another stage in her personal development. Continuing her studies helped lay the foundations for the steps that followed, in a journey in which learning and determination played an important role.

Mossa's experience is a reminder that where a person is born does

not necessarily determine where they will end up. At the same time, it highlights an important reality: individual perseverance does not eliminate the need for better access to education, technology and employment for young people living in remote communities.

FINANCIAL INDEPENDENCE AND PERSONAL CHOICES

In cities and small towns alike, the pursuit of income and better living conditions can leave many young people economically vulnerable. In certain circumstances, financial pressure can contribute to relationships in which material support is conditional on sexual favours.

Mossa's journey presents a different perspective: the pursuit of financial independence through education, skills development and work.

Her story is presented as an example of resisting economic pressure and placing a high value on personal autonomy. Rather than making her future dependent on transactional relationships, Mossa pursued a path grounded in education and the development of professional skills.

This perspective should not be used to judge women facing difficult economic circumstances. Social realities are complex, and each individual faces different challenges. The value of Mossa's experience lies in its potential to demonstrate how professional qualifications, access to opportunities and individual initiative can create pathways towards greater independence.

Financial independence begins with more than earning money. It also requires the ability to manage income, make informed decisions, invest in personal development and establish sustainable sources of revenue.

FROM ACADEMIC TRAINING TO THE LABOUR MARKET

One of the central elements of Mossa's journey is her academic background in Finance and International Trade, completed at UNISTUV.

Education in these fields can provide valuable knowledge for understanding how businesses operate, how financial resources are managed, how commercial transactions work and how economic relationships develop. Combined with practical

skills and adaptability, this knowledge can broaden opportunities for employment and business creation.

In Mossa's case, her professional activities extend into creative and digital fields. She currently works as a graphic designer, editorial designer and content producer, roles that require creativity, proficiency in digital tools and an understanding of the communication needs of different audiences.

The combination of financial knowledge and creative skills provides an interesting foundation for entrepreneurship. Professionals may produce visually appealing work, but they must also understand costs, set prices, organise deadlines, negotiate with clients and assess the profitability of their services.

It is precisely at the intersection of creativity and business management that opportunities for small enterprises can emerge.

GRAPHIC DESIGN AND CONTENT CREATION: OPPORTUNITIES FOR ENTREPRENEURSHIP

The growth of digital communication has created new demands among businesses, institutions, independent professionals and media organisations. Visual identity, advertising materials, publication layout and content production have become important communication needs across a wide range of organisations.

In this market, graphic design encompasses the creation of logos, posters, promotional materials and other visual identity elements. Editorial design, meanwhile, focuses on the visual organisation of newspapers, magazines, books, reports and other publications.

Content production complements these activities by creating and organising material intended to inform audiences, communicate messages, promote products or strengthen the relationship between brands and their target markets.

For those looking to establish businesses in these fields, several opportunities exist. They can work as freelancers, provide services to small businesses, collaborate with media organisations, develop materials for institutions or build a client base through digital platforms.

Mossa's professional experience

fits within this landscape of possibilities. Her work demonstrates how creative skills can be combined with an academic background focused on finance and commerce.

However, building a sustainable business requires more than talent. It calls for continuous learning, keeping pace with technological developments, understanding clients' needs and maintaining consistent quality standards.

MONEY REQUIRES DISCIPLINE AND A LONG-TERM VISION

Financial success is often portrayed as the result of an extraordinary opportunity. In practice, building economic stability tends to depend on a series of decisions accumulated over time.

For aspiring entrepreneurs, one of the first steps is identifying a skill that can be turned into a service or product for which there is genuine demand. The next steps involve understanding costs, setting appropriate prices, finding customers and managing income.

Keeping personal finances separate from business finances is equally important. Without proper financial controls, it becomes difficult to determine whether a business is generating a profit or merely covering immediate expenses.

Mossa's academic training in Finance and International Trade provides a relevant foundation for understanding these issues. Her experience in design and content production adds a practical dimension to the relationship between knowledge, creativity and economic activity.

For young people who look to her journey for inspiration, the main lesson is not to wait for success to happen automatically. It is to acquire useful knowledge, develop practical skills, identify genuine opportunities and learn to manage available resources effectively.

WOMEN'S ENTREPRENEURSHIP BEYOND MAJOR URBAN CENTRES

Mossa's story also provides an opportunity to reflect on the potential of women living outside the country's main cities.

Talent, leadership and creativity are not confined to urban centres. However, access to education, equipment, financing and potential clients can be unevenly distributed.

A young woman seeking to work in graphic design or content production may need a computer, reliable internet access, technical training and the means to promote her work. Without these resources, even a promising idea can take considerable time to become a viable business.

Encouraging women's entrepreneurship therefore requires recognition of both individual initiative and the importance of creating conditions that enable more women to develop their own projects.

Vocational training, financial literacy, access to technology and supportive professional networks can help expand women's opportunities for economic participation.

Mossa's journey, which began in an area far from major urban centres and developed through education and professional skills, can serve as a point of reference for young women seeking to build independent lives.

A MESSAGE FOR THOSE JUST STARTING OUT

Mossa's journey raises an important question for people living in communities where opportunities are limited: what can be achieved with the resources and skills already available?

The answer will not be the same for everyone. Not all individuals have the same family support, financial resources or educational opportunities. Individual effort alone cannot overcome every economic and social barrier.

Nevertheless, learning a trade, improving a skill, seeking guidance, building professional contacts and developing a small project can represent concrete steps towards improving one's living conditions.

Mossa's example highlights the importance of not allowing immediate circumstances to limit ambition. Being born in a remote area does not prevent someone from acquiring knowledge; lacking a large corporate structure does not rule out providing professional services; and academic qualifications can take on new dimensions when combined with practical skills.

Her experience also serves as a reminder that entrepreneurship is not limited to establishing large companies. It can begin with a service delivered to a single client, a project developed from home or a skill that starts generating regular income.

The challenge lies in turning that first opportunity into an organised, responsible and sustainable activity built around quality and continuity.

THE FUTURE CAN ALSO BE BUILT FROM THE PERIPHERY

Born in 1999 in Zombul, Cuedry District, Instu Province, MOSSA DO MEU BAIRRO represents, in this account, the journey of a young woman who has sought to build her independence through education, creativity and work.

With an academic background in Finance and International Trade from UNISTUV and professional activities in graphic design, editorial design and content production, her experience brings together skills that can be applied across different sectors of the economy.

Her story carries a message primarily aimed at young people: wanting a better life is not enough. It is necessary to acquire knowledge, develop capabilities and create the conditions that make progress possible.

Success has no universal formula, nor does it depend exclusively on willpower. However, education, financial discipline, continuous learning and the ability to turn skills into useful solutions can improve the prospects of building a more independent professional life.

For those who start far from major urban centres, distance can be an obstacle. It does not, however, have to become the final limit of their dreams.



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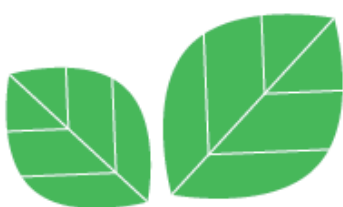


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ANA FERNANDES:

Leading people, developing potential and transforming results



Ana Josefina Dias Fernandes, originally from Nampula, has more than 20 years of experience in the fast-moving consumer goods industry, with a career spanning Production, Logistics and Human Resources. A chemical engineer by training, she found in executive coaching a way to continue pursuing her vocation for human development. She is currently an Executive Coach holding the ACC (Associate Certified Coach) credential from the International Coaching Federation (ICF) and the founder of My Potential, an

initiative dedicated to developing professionals, leaders and organisations.

At 61, Ana Fernandes views her career as a continuous process of learning, adaptation and discovery. Her professional journey has been shaped by demanding environments in which decision-making, operational management and the achievement of results were essential. However, behind her technical expertise and leadership responsibilities, a conviction gradually emerged that would redefine her mission: a leader's true legacy is also measured by the people they help to grow.

The daughter of a Human Resources professional and a lawyer

who began his career as a nurse, she grew up in an environment where respect, care for others and a sense of justice were part of everyday life. These values have accompanied her throughout the years and continue to influence the way she builds relationships, makes decisions and exercises leadership.

"Fundamentally, I consider myself a person who is constantly evolving," she says, explaining that she believes in human growth across the mental, intellectual and spiritual dimensions. This perspective guides the way she seeks to live: learning continuously, sharing knowledge

and making a positive contribution to the development of others.

Her career began to take shape in the textile industry before progressing into the fast-moving consumer goods sector, where she took on responsibilities in Production, Operations and Supply Chain. These were years defined by the demands of daily performance, the need to make quick decisions and the management of processes in which delays or failures could have immediate consequences.

This experience gave her a deep understanding of how organisations operate

and the challenges faced by teams. However, it was a professional change that brought her closer to a different dimension of leadership: people development.

After consolidating her experience in operational roles, Ana was invited to take up the position of Human Resources Director. The company was looking for someone who understood the business and demonstrated a genuine passion for human development. It recognised these qualities in her and opened the door to a new chapter.

The transition represented more than a change of department. It required her to reassess established practices, adapt her pace of work and un-

derstand that challenges involving people do not always lend themselves to the speed of execution that characterises industrial environments.

"I realised that I needed to adjust my pace, devote more time to listening and gain a better understanding of people's needs," she recalls.

This experience reinforced a lesson that now occupies a central place in her work: leadership requires recognising that different contexts call for different approaches. Technical competence remains important, but it is not enough when the aim is to motivate people, develop capabilities and build teams capable of responding to complex challenges.



It was precisely while working in Human Resources that she became more familiar with coaching and discovered a methodology aligned with what she had already been trying to achieve as a leader. Rather than providing ready-made answers, coaching creates the conditions for each person to develop self-awareness, identify their resources and limitations, and find their own answers.

Ana recognised this approach as a way to conti-

When working with her clients, this perspective translates into an approach that pays close attention to each person's individuality, respects their pace and seeks to identify what genuinely needs to change for development to produce tangible results.

This is also the vision that guides My Potential, the initiative through which Ana seeks to support professionals and organisations in recognising and developing their capabilities.

of work. In a constantly changing environment, the ability to manage one's emotions, understand others and collaborate with different people becomes just as important as technical expertise in a particular role.

The question of performance also leads Ana to reflect on organisational culture. At a time when many companies are seeking to increase productivity and achieve increasingly ambitious results, she believes it is essential to recognise that

consistent collective performance. A team may possess considerable talent and experience and still fail to achieve its objectives.

Among the obstacles she identifies are the absence of a shared vision, misaligned priorities, conflicting values, individual egos and siloed working practices. In some organisations, each department seeks to meet its own targets but loses sight of the common objectives.

It is in this space between

achieve and how it will do so.

For Ana Fernandes, a leader who develops people differs from one who merely occupies a position of authority in the way they use their power. While authority may allow someone to issue instructions and resolve immediate problems, development-oriented leadership seeks to prepare people to think, decide and act with greater autonomy.

"A leader's primary role is



nue pursuing her vocation. She therefore decided to invest in training as an executive coach and turn human development into her professional mission.

Her practice, however, led her to a new question: why do some people manage to move forward after recognising what they need to change, while others remain where they are?

This question led her to neuroscience applied to coaching. Keen to better understand the mechanisms that influence thought, emotions, behaviour and habit formation, she sought to deepen her knowledge of what facilitates or hinders the transition from intention to action.

This learning enabled her to approach change processes with greater depth. Understanding what a person knows does not necessarily mean understanding what prevents them from acting. Between knowledge and execution, there may be fears, limiting beliefs, ingrained habits or difficulties with decision-making.

Among the challenges she identifies most frequently are a lack of self-awareness, fear of failure, difficulty maintaining focus, indecision and inconsistency in execution. These issues can affect competent, experienced and knowledgeable professionals who nevertheless struggle to turn their resources into results that reflect their potential.

For Ana, the first step is to increase individual awareness. It is necessary to understand who we are, what our main strengths are, which behaviours enhance our performance and which beliefs may be limiting our growth.

"Often, we know what we should do, but we do not do it," she observes. For this reason, she argues that professional development cannot be limited to acquiring knowledge. That knowledge must be applied to everyday decisions and actions.

Emotional intelligence, resilience, discipline and focus are among the skills she considers essential for the future

people cannot be assessed solely on the basis of the numbers they produce, while ignoring the conditions in which they work.

From her perspective, the balance between performance and well-being begins with recognising that every professional has their own characteristics, needs and motivating factors. It is the leader's responsibility to understand these differences, establish clear expectations, provide appropriate resources and create space for learning and autonomy.

When people understand what is expected of them and have the conditions to take responsibility, accountability no longer depends exclusively on constant pressure. Development becomes part of the working dynamic itself, allowing well-being and results to reinforce one another.

The same logic applies to teams. Bringing together highly qualified professionals does not, in itself, guarantee

individual competence and the ability to work together that team coaching can help strengthen alignment, improve collaboration and build a shared understanding of what the team aims to

to create the conditions for their team to succeed," she maintains.

This perspective requires investment in professional growth, the provision of necessary resources and the



ability to challenge people to find solutions for themselves. Providing every answer may resolve a temporary difficulty, but it does not always prepare a team to face the challenges that follow.

As professionals grow into leadership roles, Ana explains, their results increasingly depend on what they can inspire and mobilise in others. The most important transition occurs when they stop measuring their own value solely by the work they personally accomplish and begin to recognise their contribution through their ability to help those around them grow.

Her experience has also brought her closer to issues relating to women's development and empowerment. Despite the progress achieved, she believes that self-doubt continues to limit many women in the professional world.

Even women with established careers may attribute their achievements primarily to luck, underestimate their own abilities or postpone decisions because they believe they are not yet sufficiently prepared.

This difficulty is compounded by the expectation, which remains present in certain environments, that women must repeatedly prove they deserve to occupy positions of responsibility. Ana acknowledges that many respond to this reality with greater preparation and dedication, but emphasises that their ability to respond does not make the additional demands fair.

Women's advancement therefore depends on two complementary dimensions: recognising their own worth and creating professional environments that value women's skills, recognise their contributions and provide genuine opportunities for growth.

Her own career helps illustrate the importance of this ability to adapt. Her transitions from Production to Logistics and subsequently to Human Resources were challenging moments that required her to acquire new skills and abandon practices that, although effective in previous contexts, no longer met the demands of her new roles.

In Production and Logistics, the pressure to deliver daily results required speed, close monitoring and immediate decisions. In Human Resources, she encountered situations that called for greater reflection, listening and a long-term perspective.

Her commitment to results remained unchanged, but the way she achieved them had to evolve.

This lesson has become a point of reference in the support she now provides to professionals undergoing career transitions or facing

new leadership challenges. Ana knows from personal experience the uncertainty that can accompany entering unfamiliar territory, but she also understands that such changes can reveal abilities that have not yet been explored.

When faced with someone who possesses talent and knowledge but has not yet managed to translate them into results, she does not begin by prescribing a solution. Instead, she prefers to understand their starting point, identify the obstacles and help them define where they want to go.

The questions guiding this process are direct: where am I now, where do I want to go, what

resources do I already have, what is holding me back, and what am I willing to do differently?

From there, the objective is to identify a concrete first action. Awareness helps clarify the path; action initiates change; and consistency makes it possible to sustain that change over time.

It is in this relationship between awareness, decision and execution that one of the central ideas underpinning Ana Fernandes's work can be found. Potential, in itself, represents a possibility. To produce results, it must be accompanied by conscious choices, the courage to confront limitations and the discipline to turn

intentions into behaviours.

At 61, her professional story continues to be written with the same willingness to learn that has accompanied her from the beginning. Engineering gave her the tools to understand processes and systems; her operational experience taught her to work under pressure; Human Resources brought her closer to people; and coaching opened up new possibilities for supporting human growth.

Today, through My Potential, Ana Fernandes seeks to help professionals and organisations recognise their capabilities, overcome barriers and develop more conscious and effective ways of working and leading.

Her journey is a reminder that experience does not eliminate the need to learn and that a change of direction does not necessarily mean breaking with who we have been. Sometimes, it is precisely the knowledge accumulated across different stages of life that enables us to discover a new way of contributing.

At the heart of her mission lies a conviction: true potential begins to produce results when self-awareness becomes a decision, the decision turns into action, and leadership creates the conditions for others to grow as well.



JOSIELI LEVA: GROWING TO HELP OTHERS GROW

“No one becomes great alone”

At 44, Josieli Leva has built a career that extends beyond the boundaries of dentistry. Originally from Paraiso do Norte, in Paraná, Brazil, she is a dental surgeon specialising in Implant Dentistry, Periodontics, Orthodontics and Prosthodontics, and is currently pursuing a master's degree in Orofacial Harmonisation. Yet beyond the healthcare professional, there is a woman, mother and entrepreneur driven by learning, determination and the desire to see others grow.

It was precisely this desire for growth that led her to make one of the most important decisions of her career: gradually stepping away from the dental chair to focus on management. Josieli considers this change her “secret to success”, a decision that allowed her to view the healthcare sector from a broader perspective and transform her clinical knowledge into management and leadership skills.

From that point onwards, she became involved in the implementation and management of clinics and in various business projects, both in Brazil and abroad. She is the founder of Odon-to Gold, with branches in Paraná and Santa Catarina, a business structure that reflects her vision of management focused on solid results, sustainability and continuous growth.

“Good management allows work to be carried out across different areas and even in different countries,” she explains. For Josieli, professional growth is not simply about accumulating roles, but about creating structures capable of operating, evolving and delivering consistent results.

This outlook is also reflected in the way she approaches the balance between professional and personal life. A mother and entrepreneur, she works across several areas, including the



food sector in Portugal, while also taking part in courses, lectures and projects related to her field of training. Time management and setting priorities have therefore become indispensable tools for keeping her various responsibilities moving forward.

Education continues to occupy a central place in her journey. Her master's degree

in Orofacial Harmonisation represents another stage in a career characterised by a constant pursuit of knowledge. At the same time, Josieli serves as a coordinator for an international master's programme in Orofacial Harmonisation promoted by the European and Ícon Institutes in Europe, bringing professionals, knowledge and new training opportunities closer together.

In her view, the development of aesthetics must go hand in hand with health, well-being and self-esteem. Although she acknowledges the growing demand for aesthetic procedures, she maintains that natural-looking results should remain the foundation of every intervention. “Naturalness is our foundation,” she says, emphasising the importance of respecting each person's

identity.

Building a recognised brand, however, did not happen overnight. Josieli attributes a significant part of her achievements to determination, consistency and strategic management, but also to the ability to work as part of a team. For her, no sustainable project can be built by one person alone.



This is where one of the statements that best captures her professional and personal philosophy emerges: “No one becomes great alone.” More than a statement about leadership, it reveals the importance she places on sharing, collaboration and collective growth. Josieli

does not seek to achieve results for herself alone; she also finds fulfilment in empowering others to find their place and stand out in the market.

Behind the entrepreneur is also a woman who values family, faith, reading and travel. Out-

going and passionate about life and people, she sees knowledge as an essential tool for continued personal and professional development. Her story shows that a career can take on new dimensions when there is the courage to change direction, learn new skills and embrace

new challenges.

Today, Josieli Leva looks to the future with the same determination that has characterised the different stages of her journey: to continue growing, sharing knowledge and helping others move forward. Between

dentistry, management, education and entrepreneurship, she has built a professional identity that extends beyond a single occupation.

She believes that her greatest legacy will not lie solely in the businesses she has built or

the qualifications she has earned, but in the people she has inspired and helped to grow. Because, for Josieli Leva, true success is not simply about going further, but about having the ability to bring others along with you.

TSHEGOFATSO KWENAESELE — A YOUNG MODEL WALKING IN PURPOSE

My name is Tshegofatso Kwenaeesele, popularly known as Tshego. I am an 18-year-old model from Bloemfontein, Free State, South Africa, and I am passionate about fashion, modelling, inspiring young people and using my journey to show others what is possible when faith, perseverance and purpose come together.

2026 has been an amazing and significant year in my modelling journey. I have had the opportunity to be part of exciting platforms, including Free State Fashion Week and South Africa Kids Fashion Week. These experiences have allowed me to gain exposure, build my confidence, learn more about the industry and grow into the model I aspire to become. Looking back, I am genuinely proud of how far I have come

most proud of is that I did not allow my height to stop me from pursuing runway modelling. Honestly, there was a time when I never imagined myself becoming a runway model because of my height. I questioned whether I could make it in an industry where certain expectations can sometimes make you doubt yourself. However, instead of giving up before I had even given myself a chance, I chose to keep putting myself out there, taking opportunities and believing that there was still a place for me in the industry.

Today, I am



and grateful for every opportunity that has contributed to my journey.

One of the things I am

proud that I kept going. Being able to walk on platforms such as Free State Fashion Week and South Africa Kids Fashion Week means so much to me

because these experiences remind me that I should never be the one to limit my own potential. My journey has taught me that sometimes, we disqualify ourselves from opportunities before we even try. We become so focused on what we think we lack that we forget to recognise what we bring to the table.

Through this journey, I have learnt the importance of perseverance, self-belief and

trusting the process. Growth does not happen overnight, and every opportunity, challenge and lesson has played a role in shaping the person and model I am becoming. I am learning to step outside my comfort zone, embrace my journey and continue pursuing my dreams even when the path ahead is uncertain.

Above everything, I give God the glory for how far I have come. My faith remains

at the centre of my journey, and I believe that the gifts and opportunities He places in our lives come with a purpose. I am grateful for every door He has opened, every lesson He has taught me and every experience that has helped me grow. I know that I still have so much to learn and achieve, but I trust Him to guide my steps as I continue walking in the purpose He has placed in my heart.

For me, modelling is about more than walking a runway or standing in front of a camera. It is an opportunity to express myself, build meaningful connections, represent my journey and inspire others through the platform I am given. I want to use my voice and experiences to encourage other young girls and young people who may sometimes feel that their circumstances, appearance or limitations make their dreams impossible.

I want them to understand that they do not have to fit into everyone else's expectations to pursue what they love. You do not need to have everything figured out before you start, and you should never count

recognised model, walk on global fashion stages, work with incredible brands and continue creating opportunities that allow me to grow beyond what I once imagined for myself. Beyond my modelling career, I hope to build a platform that makes a meaningful difference in people's lives and reminds young people that their dreams are worth pursuing.

I am proud of the progress I have made, but I know this is only the beginning. I am excited about what the future holds, and I look forward to the opportunities, lessons and experiences still to come. My journey is still unfolding, and I hope that by sharing it, I can encourage someone else to take a chance on themselves.

I am Tshegofatso Kwenaele, an 18-year-



yourself out before giving yourself a chance. Sometimes, all it takes is the courage to take the first step, the consistency to keep going, the faith to trust God and the willingness to believe in yourself even when the journey feels uncertain.

My dream is to become an internationally

18-year-old girl with big dreams, a growing career, faith in God and a heart that wants to inspire others. I am grateful for how far I have come, proud that I did not give up on myself, and excited to see where this journey takes me next.

Thank you for considering my story for your

publication. I would be honoured to share my journey with your readers and inspire others through my experiences, faith and aspirations.

Tshegofatso Kwenaele (Tshego)

18-year-old Model

Bloemfontein, Free State, South Africa



LAXMI ASHOK ASRANI

Transforming pain into purpose and beauty into confidence

At 34, Laxmi Ashok Asrani, originally from Mumbai, India, is building a career that brings together entrepreneurship, fashion, aesthetics and social responsibility. As the founder of Skinwood Clinic and the creator of the fashion brand Label Laxmi Asrani, she believes that true success is measured not only by the businesses one builds, but also by the impact one can have on other people's lives. Her own story, marked by health challenges, family loss and new beginnings, has become one of the main sources of inspiration for the way she works and approaches life.

Laxmi describes herself as someone who has learned to transform pain into purpose. More than an entrepreneur, she considers herself a woman who has had to rebuild herself in the face of difficult circumstances and who has found, through her own experiences, an opportunity to better understand others. Her outlook is grounded in resilience, the ability to reinvent oneself and the conviction that, although adversity cannot always be chosen, it can give rise to new ways of contributing to society.

Her background in marketing and subsequent interest in fashion allowed her to develop skills related to creativity, brand building and understanding consumer behaviour. Her connection with the business world also began early. She grew up in a Sindhi family, where entrepreneurship was part of everyday life, and found in her father's example an early reference point for understanding what it means to build a business.

Nevertheless, her professional journey was not limited to following the path she had known since childhood. Personal experience and contact with other people's needs helped her



discover areas in which she could combine her knowledge with a broader mission. This was how beauty and skincare began to occupy a central place in her professional life.

Laxmi's relationship with

this sector became particularly significant after she faced one of the most difficult periods of her life: a diagnosis of multi-drug-resistant tuberculosis, known as MDR-TB. The disease and its prolonged treatment confronted her with physical

and emotional challenges she had never imagined facing.

The side effects of medication, the uncertainty and the days when simply making it through another stage of treatment already felt like

an achievement changed her perception of life. Things that had once seemed urgent took on a different significance when measured against the value of health, time, human relationships and the possibility of living peacefully.

“Sometimes, strength simply means carrying on when we do not feel strong,” she reflects.

The experience taught her that resilience does not always manifest itself through grand gestures. Sometimes, it is revealed in the decision to keep going, even when the path seems unbearably difficult. At the same time, it made her more sensitive to the difficulties other people face, particularly when they are dealing with circumstances they cannot explain or share publicly.

Losing her father to tuberculosis deepened Laxmi’s connection to this cause. The disease ceased to represent only a personal experience and became a responsibility she wants to carry beyond her own story. Through her voice, platforms and businesses, she seeks to contribute to tuberculosis awareness, challenge the stigma associated with the disease and support initiatives aimed at helping those affected.

It is also within this context that the connection between her fashion brand, Label Laxmi Asrani, and the cause of tuberculosis emerged. For the entrepreneur, fashion offers an opportunity for creative expression, but it can also serve as a vehicle for promoting important conversations and bringing people closer to social issues that deserve greater attention.

Her other major venture is Skinwood Clinic, a project that also emerged from personal experience. During her treatment for multidrug-resistant tuberculosis, the medication significantly affected her skin. Experiencing these changes first-hand, Laxmi gained a deeper understanding of the impact skin concerns can have on confidence, self-image and emotional well-being.

This experience led her to reflect on the difficulties faced by so many women who seek answers to their skin concerns, often without knowing whom to turn to or what guidance to follow. She therefore identified an opportunity to create a space that prioritised individual assessment, trust and quality care.

Skinwood Clinic was conceived to go beyond the conventional aesthetics clinic. Its vision is to combine advanced technology, medical expertise, personalised treatment protocols and attentive service in an environment that brings together professionalism and comfort.

Rather than simply offering treatments, Laxmi wants every client to feel heard, understood and supported according to their individual needs.

Her approach is based on an essential principle: confidence should not be built by creating insecurities. In an industry where trends and images shared on social media can fuel unrealistic expectations, she advocates a more conscious relationship with beauty.

For Laxmi, feeling confident in one’s own skin does not mean seeking an appearance similar to someone else’s. It means understanding individual characteristics, recognising genuine needs and choosing appropriate care without turning differences into a source of dissatisfaction.

This philosophy also guides Skinwood Clinic’s communication. The entrepreneur believes that content and images shared by beauty brands should promote realistic representations rather than constantly relying on filters, artificial perfection or unattainable standards. Healthy skin does not look the same on everyone, and this diversity deserves to be respected.

Skinwood Clinic’s differentiation also lies in the careful selection of its technologies, professionals and procedures. Laxmi believes that keeping up with developments in the industry is important, but this does not mean adopting every new trend. The priorities must be safety, technical competence, the suitability of treatments and the quality of the experience offered.

In her view, a clinic may attract attention through its digital presence, but lasting trust is built through the way people are treated and the results achieved. This is why she places such importance on choosing the right team, maintaining consistent service standards and ensuring that leadership remains actively involved in decisions that influence the business.

Her experience has also taught her that having a good idea is not enough to build a company. Execution, financial management, the ability to make difficult decisions, team organisation and consistency are all essential to the sustainability of any venture. An entrepreneur can delegate

responsibilities, but must understand how the business operates and remain close to its day-to-day realities.

Laxmi also believes that values should remain firm, even when strategies need to change. Markets evolve, business models can be adjusted and plans may require new directions, but a company’s identity should remain rooted in what it genuinely believes in.

This is the conviction she intends to carry into Skinwood Clinic’s future. Her ambition is to establish the brand as a trusted name in aesthetic medicine while preserving the personalised care and quality standards that guide the project. In the long term, she hopes to expand beyond its current location and achieve international recognition.

At the same time, she wants to continue developing her personal brand by exploring different interests, including entrepreneurship, fashion, beauty, travel, storytelling and social impact. She does not want to limit her identity to a single field, but rather build a platform that reflects the different dimensions of her experience.

Nevertheless, raising awareness about tuberculosis will continue to hold a special place in her



journey. Laxmi understands that her story can help open conversations, encourage people to seek information and remind others that behind every diagnosis is a person with needs, fears and life aspirations. Her experience does not replace medical knowledge, but it gives her a personal perspective on the importance of support, information and dignity throughout treatment.

The message she shares with those going through difficult times comes directly from this experience. She does not believe it is necessary to find a lesson in pain immediately. First, one must get through the experience, allow time for recovery and give oneself permission to move at an individual pace. Only then may a new understanding emerge of what happened and what can be built

from it.

For Laxmi Ashok Asrani, transforming adversity into purpose does not mean romanticising suffering or demanding that every difficulty end in a success story. It means recognising that rebuilding takes time and that a painful experience, when there is space to understand it, can contribute to a life with new priorities and a renewed sense of direction.

Between fashion, aesthetics and the fight against tuberculosis stigma, Laxmi is working to build a legacy that extends beyond commercial results. Skinwood Clinic represents an opportunity to transform personal experience into a commitment to care; Label Laxmi Asrani allows her to combine creativity with social responsibility; and her story demonstrates how new beginnings can redefine the meaning of success.

Ultimately, her ambition is not to be recognised solely for the brands she has created, but for the people she has reached and the conversations she has helped promote. Because, for Laxmi, building a business matters, but building something meaningful for others is what truly gives value to the journey.



ALINE PINTO

BEYOND THE OBVIOUS: the strategy that transforms businesses

Aline de Lourdes Gonçalves Pinto da Silva, professionally known as Aline Pinto, is 35 years old and was born in Luan-da, Angola, but grew up in Namibe, where she developed many of her personal values and perspectives. She considers herself a Namibian at heart, a connection that reflects the importance of her roots in shaping her identity. Today, her professional journey is defined by her ability to analyse problems, understand behaviour and identify opportunities for transformation within organisations.

Before establishing herself in business consultancy, Aline had already demonstrated a particular curiosity about how things relate to one another. During childhood, puzzles provided her with an exercise in observation and discovery: she sought to understand how seemingly disconnected pieces could come together to form a complete picture. Years later, she recognises in that

childhood pastime a connection to her professional approach, which is based on understanding systems, relationships and the factors that influence results.

She began working at the age of 18 in a multinational company and built a career spanning Human Resources, financial management, sales, leadership and team management. This cross-functional experience allowed her to understand different dimensions of organisations and recognise that results rarely depend on a single department or professional. Decisions, processes, leadership and behaviour are interconnected and influence overall performance.

One of the most defining moments in her career was being dismissed from her first job, an experience that led her to question her own abilities and seek external validation. Over time, however, she transformed this difficulty into an opportunity to reflect on human behaviour and the way people interpret



events. She realised that growth requires not only technical competence, but also self-awareness, maturity and the ability to take responsibility for one's own decisions.

Drawing on her accumulated experience, she began identifying recurring patterns within companies: communication difficulties, internal conflicts, leadership challenges, low productivity and commercial results that fell short of expectations. Rather than analysing each situation in isolation, she began investigating the connections between the different factors. Often, she concluded, the visible problem is merely one part of a more complex reality.

This perspective forms

the foundation of the 3A High Performance Method, developed by Aline and structured around three pillars: Self-Responsibility, Self-Awareness and Behavioural Analysis. The methodology aims to help professionals recognise their influence on results, identify patterns that shape their decisions and understand how they communicate and interact with others. Its premise is that sustainable development begins when technical knowledge is accompanied by greater individual awareness.

The same philosophy guides DNA Comercial, an approach that combines her experience in sales with her specialisation in DISC behavioural analysis. In Aline's view, two people may master the same sales techniques and achieve different

results because communication, the interpretation of customer needs, and the way they handle objections and rejection also influence performance. She therefore advocates a more consultative approach to selling, based on listening, diagnosis and the development of trusting relationships.

In this context, DISC helps identify behavioural tendencies and adapt communication to different profiles, whether in leadership, sales or conflict management. Aline, however, stresses the importance of not turning this tool into a means of labelling people or justifying inappropriate behaviour. Understanding individual differences should help improve professional relationships, not limit anyone's potential.

When assessing organisations, the consultant seeks to understand how processes operate, which performance indicators are monitored, how objectives are established and how leadership supports and manages teams. Poor sales performance, for example, does not necessarily mean that salespeople lack competence. It may result from unclear processes, poorly defined priorities, insufficient follow-up or a mismatch between the company's expectations and the resources made available.

Aline also challenges practices that have become common in the business world, such as promoting technically competent professionals into leadership positions without developing the skills required to manage people. She also criticises excessive centralisation of decision-making, unproductive meetings, the absence of clear indicators and environments in which respect for hierarchy is confused with the absence of critical thinking. In her view, when an organisation stops questioning its own practices, it risks making inefficiency a normal part of its culture.

It is within this context that the project Beyond the Obvious emerged, reflecting her way of examining business challenges. The initiative seeks to encourage questioning, deepen analysis and identify the root causes of problems rather than addressing symptoms alone. Just as with a puzzle, having all the pieces does not guarantee that the picture is complete. It is necessary to understand how they connect, identify misalignments and determine what prevents the whole from functioning as it should.



Another challenge she considers fundamental is the consistency between a company's stated values and its actual practices. An organisation cannot advocate autonomy while maintaining excessively controlling leadership, nor can it promote innovation in an environment where mistakes are systematically penalised. For Aline, cultural transformation must begin with leadership through consistent decisions, transparent communication, team involvement and shared accountability.



Her goal is to contribute to organisations that do not remain permanently dependent on consultants to solve their problems, but instead develop the internal capacity to analyse, make decisions and improve. In her view, consultancy should go beyond presenting diagnoses and recommendations to include support for implementing solutions and fostering autonomy among professionals and businesses.

Through the 3A High Performance Method, DNA Comercial and Beyond the Obvious, Aline intends to

continue influencing how people think, lead, sell and make decisions. Her ambition is to contribute to the development of more self-aware leaders, more accountable teams and organisations capable of combining efficiency, human development and sustainable results.

Her journey reveals a professional committed to understanding what lies beyond immediate appearances. From the girl who assembled puzzles to the consultant who analyses business systems, the same curiosity remains: discovering connections that are not always visible and understanding how each element influences the final outcome.

For Aline Pinto, high performance is not limited to meeting targets or achieving extraordinary results. It involves understanding the factors that make those results possible and developing the ability to achieve them consciously, consistently and sustainably. Because, more often than not, transforming a business begins when someone has the courage to look beyond the obvious.

SJF

Legal and tax solutions for those seeking to build a future in Portugal



Moving to another country involves much more than choosing a destination. For families, professionals and investors looking to establish themselves in Portugal, the process requires planning, legal knowledge, financial organisation and a clear understanding of the implications of each decision. It was to address this need that SjF was established: a company specialising in immigration, legal and tax advisory services, and foreign investment, placing personalised support at

the heart of its activities.

Founded by Sandra Jardim Fernandes, SjF emerged from the identification of a gap in the market: the lack of truly integrated solutions capable of supporting clients throughout the different stages of relocation. Obtaining immigration documentation is often only one part of a broader project, which may include property acquisition, company formation, wealth management and family tax planning.

The company was designed to address this reality through an approach that seeks to bring together different aspects of the process within a coherent support structure. Rather than treating each need in isolation,

SjF aims to understand each client's objectives and develop solutions tailored to their legal, family, professional and financial circumstances.

Its mission is to provide comprehensive and personalised immigration solutions, helping individuals and families realise their plans to relocate to Portugal and, more broadly, to Europe. The ambition is to make a frequently complex journey more organised and easier to understand, enabling clients to make informed decisions and move forward with greater confidence.

At SjF, immigration is understood as part of a life project that may involve several interconnected decisions. Re-

locating to another country requires an understanding of the applicable procedures, the preparation of documentation, compliance with legal requirements and an assessment of the tax and asset-related consequences of transferring personal or business interests.

It is in this context that the company seeks to distinguish itself. Its support model is based on an individual assessment of each situation, recognising that no two families have exactly the same needs. Objectives, family composition, professional activities, investments and personal circumstances all influence how each process should be prepared.

Legal advisory services help ensure that decisions are framed within the applicable legal context, while the tax component contributes to a broader assessment of the obligations and implications associated with relocation. This coordination is particularly relevant for clients seeking to combine residence in Portugal with investments, businesses or assets in other countries.

SjF therefore aims to offer more than a one-off response to an administrative need. Its purpose is to establish an ongoing advisory relationship that considers the client's journey, from the initial assessment of their needs to the various stages required to bring their plans to fruition.

SjF's activities are also closely linked to foreign investment, an area in which its founder's experience is particularly relevant. Sandra Jardim Fernandes specialises in Immigration Law and Foreign Investment, with a focus on the real estate, corporate and investment fund sectors.

This experience enables the company to understand the challenges faced by investors seeking to enter the Portuguese market, acquire assets or develop business activities. In such processes, legal and financial decisions must be assessed together, taking into account investment objectives, associated

risks and applicable obligations.

In the real estate sector, Sandra's professional experience includes transactions involving construction, financing, investment, property use and management, as well as tourism investment projects. These are areas that require negotiation skills, contractual precision and an understanding of the different dimensions of a property transaction.

Her experience also extends to Corporate Law, including acquisitions, mergers, demergers, corporate transformations, contracts, joint ventures and partnerships. These skills are relevant to clients seeking to structure businesses, establish commercial relationships or develop investment projects in Portugal.

Her experience in executive roles and hotel administration has added a business perspective to her legal profile. Understanding management, operations and decision-making enables her to recognise that investment projects depend not only on their legal structure, but also on effective execution and economic sustainability.

One of the principles guiding SjF is the conviction that every client should be treated according to their individual circumstances. The company seeks to understand what motivates the relocation, which objectives need to be achieved and which factors may influence the process before determining the most appropriate approach.

This attention is particularly important in a market where information about immigration circulates widely across social media and digital platforms. Although such content can help clarify initial questions, it does not always reflect legislative changes or the specific circumstances of each case.

A solution suitable for one person may not apply to another, even when both intend to settle in the same country. For this reason, individual assessment and specialised support play a central role in SjF's approach.

The company seeks to help clients understand the available options, anticipate requirements and assess the implications of their decisions. The objective is to reduce uncertainty and



prevent relocation projects from being pursued on the basis of incorrect assumptions or incomplete information.

The human dimension is also an integral part of this process. Behind every request are expectations, concerns and plans for the future. For many families, moving to another country means reorganising their lives, adapting to a new reality and making decisions that affect every family member. Understanding this dimension is essential to establishing a professional relationship built on trust.

International mobility increasingly requires the ability to understand different cultures, legal frameworks and expectations. SjF seeks to respond to this reality through an approach that combines specialised knowledge, clear communication and attention to the needs of clients with different backgrounds and objectives.

Since 2014, its founder has participated as a speaker at international events and conferences in the fields of immigration and foreign investment. She is a Fellow Member of the Investment Migration Council (IMC) and belongs to professional organisations such as Global Law Experts and the International Bar Association (IBA). She is also listed by the British Embassy in Portugal as a recommended lawyer.

This professional background strengthens her connection to an international professional community and supports her understanding of issues influencing the movement of people and capital.



Her accumulated experience across different areas of law and management enables her to approach clients' challenges from a perspective that combines legal rigour with business understanding.

SjF's vision is to become a trusted partner for those seeking to relocate to Portugal, developing lasting personal relationships and providing a service centred on each client's needs. Rather than handling isolated cases, the company seeks to build professional relationships grounded in con-

tinuity, responsibility and the quality of the guidance provided.

As head of the legal practice and managing partner, Sandra Jardim Fernandes brings together experience in immigration, foreign investment, real estate law and corporate law. Her professional approach combines decision-making ability, a results-oriented mindset, communication skills and a multicultural understanding.

Her experience across different sectors has enabled her to recognise that

complex projects require a comprehensive understanding of clients' needs and careful coordination of decisions. This perspective lies at the heart of SjF and continues to guide the company's development.

Her leadership seeks to balance technical excellence with a personal approach, recognising that the quality of a legal service depends not only on knowledge of legislation, but also on the ability to understand the client, explain the available alternatives and frame decisions within the specific

circumstances of each case.

SjF was born out of a need identified in the market, but it has developed around a broader vision of what it means to support someone through a major life transition. The company seeks to bring together immigration services, legal guidance, tax advisory services and investment expertise to address needs that frequently cannot be resolved in isolation.

In a context where Portugal continues to be considered by people from different parts of the world as a destination in which to live, work, invest or develop businesses, proper preparation is essential. Understanding procedures, knowing the applicable obligations and assessing the available alternatives can make the difference between moving forward with unclear expectations and building a properly structured project.

It is in this space that SjF intends to establish its value: through tailored solutions, specialised support and professional relationships that go beyond the completion of formalities.

Because moving to another country is not simply about handling paperwork. It is about preparing for a new chapter, protecting one's interests and creating the conditions necessary for personal and professional ambitions to become reality with greater confidence. For SjF, the true purpose is to stand alongside those who decide to take that step, helping transform an intention into a future-oriented project.

PAULO OLIVEIRA

Beyond business, building legacies



In a constantly evolving business world, building a successful company is a challenge, but creating organisations capable of enduring across generations requires vision, trust and leadership prepared for the future. For Paulo Sérgio da Silva Oliveira, a 52-year-old Portuguese professional born in Seia, Portugal, true success is measured not only by the results achieved, but also by the ability to develop

people, create opportunities and leave a legacy that extends beyond the boundaries of a business.

His vision of leadership and business development is closely connected to the history of the Salvador Caetano Group, which celebrates 80 years of activity, and to his special relationship with Mozambique, a country he believes possesses enormous economic, cultural and tourism potential. Through international management, the transformation of the automotive sector and the promotion of African des-

tinations, Paulo Oliveira represents a leadership perspective that seeks to balance results, innovation and human impact.

For the executive, business longevity does not happen by chance. It is built through consistent decisions, lasting relationships and the ability to understand that markets change, consumers evolve and organisations must adapt. A company may benefit from a reputation established over decades, but that history alone cannot guarantee its future.

Reflecting on the Salvador Caetano Group's

80th anniversary, Paulo Oliveira highlights the importance of the values that sustain the organisation: integrity, trust, respect for people, hard work and the courage to take risks. However, he believes that celebrating a successful history also means recognising the responsibility to continue earning the trust of customers, partners and employees.

"We cannot live solely on the success of the past. We must earn, every day, the trust we have built over these 80 years," he says.

This conviction reflects one of the central ideas guiding his business philosophy: preserving an organisation's identity does not mean resisting change. On the contrary, it means understanding which principles must remain constant and which processes need to evolve. Values can provide the foundation of an organisation, but innovation, efficiency and the ability to anticipate trends are essential to maintaining its relevance.

Over eight decades, the Salvador Caetano Group has established an international presence and developed activities across different markets. This scale requires the ability to adapt to diverse economic, cultural and social realities, as well as a strategic vision that enables the organisation to identify opportunities and respond to the challenges of each environment.

In the automotive sector, technological transformation has made this need even more apparent. Electrification, connectivity, digitalisation and the emergence of new mobility models are redefining the relationship between people, vehicles and services. For Paulo Oliveira, keeping pace with this evolution requires investment in knowledge, team development and collaboration with partners capable of contributing

to relevant solutions.

Innovation, however, should not be confused with adopting every new development available. Technology represents progress only when it addresses a specific need, improves the customer experience or makes operations more efficient. The challenge for businesses is to transform innovation into genuine value, avoiding investments driven solely by the latest trend.

This approach extends to relationships with consumers. In a market where people have access to more information and alternatives, trust has become one of any organisation's most important assets. For Paulo Oliveira, trust results from consistency between what a company promises and what it actually delivers.

"We may have the best product, the best strategy and the best resources, but without people's trust, it is difficult to build something truly lasting," he argues.

This perspective places human relationships at the heart of business sustainability. Financial results are indispensable, but their continuity also depends on reputation, service quality and the ability to maintain professional relationships based on transparency and respect.

The same philosophy shapes his understanding of internationalisation. Operating in different countries does not simply mean replicating a business model across several territories. It requires understanding markets, recognising consumer habits and acknowledging that every environment has specific needs.

Paulo Oliveira's experience in Africa, particularly in Mozambique, has reinforced the importance of listening to people who understand the local context first-hand. In his view, an international strategy can only deliver consistent results when decisions are adapted to local conditions, teams are valued and the spe-

cific challenges of each market are understood.

His connection to Mozambique, however, extends beyond business. The country holds a special place in his life, both because of the relationships he has developed with its people and because of the potential he sees in its natural resources, culture and tourism opportunities.

It is within this context that his participation in a new edition of the Dakar Rally, one of the most demanding endurance competitions in international motorsport, takes on particular significance. As a Tourism Ambassador, Paulo Oliveira intends to link this challenge to the promotion of Mozambique, using the competition's visibility to generate interest in the country among new audiences.

The Dakar is a test of preparation, endurance, discipline and adaptability. These are qualities Paulo Oliveira also recognises in business management, where plans do not always unfold as expected and the ability to respond to unforeseen circumstances can determine the final outcome.

His participation in the competition therefore carries a meaning that goes beyond the sporting challenge. It is also an opportunity to raise the profile of a destination he believes deserves greater international recognition. Beaches, natural landscapes, biodiversity, gastronomy, cultural heritage and hospitality are, in his view, among the elements that can help establish Mozambique as an attractive destination for visitors from around the world.

The international exposure generated by the Dakar could help introduce the country to new audiences, but Paulo Oliveira recognises that visibility alone cannot guarantee lasting results. To turn interest into tangible opportunities, Mozambique needs a consistent tourism promotion strategy, an improved visitor expe-

rience and conditions that allow the benefits to reach local communities and the wider economy.

This perspective reflects the same principle he advocates in business: having potential is only the starting point. It is necessary to communicate its value, build trust and create the conditions for opportunities to translate into sustainable results.

The connection between the Dakar and Mozambique therefore represents a convergence of personal challenge, international visibility and a commitment to promoting the country. By linking his participation to tourism promotion, Paulo Oliveira seeks to help more people discover Mozambique and explore the opportunities it offers.

The ability to understand different realities is equally essential when considering the

gly sustainable solutions without overlooking the practical needs of local populations. Innovation must be accompanied by reflection on affordability, infrastructure and the capacity to adapt, ensuring that technological progress can generate broader benefits.

However, no business strategy can be sustained through technology or planning alone. For Paulo Oliveira, people remain the decisive factor in building lasting organisations. A company may have financial resources, competitive products and efficient processes, but it needs skilled and committed professionals to turn those resources into results.

His leadership philosophy is grounded in leading by example, consistency and the ability to listen. He values initiative, critical thinking and continuous learning, arguing that

of being wrong limits their ability to learn and improve. Humility makes it possible to reassess strategies, correct mistakes and build stronger relationships of trust with the people within an organisation.

This is also why he does not view legacy as an exclusively individual achievement. A company's results are the product of contributions from many people, across different generations and areas of expertise. Among other responsibilities, a leader must create the conditions for those people to develop and prepare the organisation to continue growing.

"The best legacy we can leave is not what we build for ourselves, but what we help others to build," he says.

This idea encapsulates a future-oriented



transformation of the automotive sector. The transition towards more sustainable forms of mobility is a global trend, but its implementation depends on the economic and infrastructural conditions of each market.

In various African countries, for example, the adoption of electric vehicles is influenced by factors such as access to electricity, the availability of charging points, vehicle prices and consumers' purchasing power. For Paulo Oliveira, a vision of the future must go hand in hand with an understanding of present conditions.

The objective should be to develop increas-

teams should have the freedom to propose ideas, question decisions and contribute actively to the organisation's development.

This approach does not eliminate the need to make difficult decisions. Leadership involves taking responsibility, managing disagreements and facing situations in which not every choice will be universally accepted. In his view, what matters is acting with transparency, respect and an awareness of the consequences of the decisions made.

Acknowledging one's own mistakes is also an important aspect of leadership. For Paulo Oliveira, a professional who refuses to accept the possibility

approach to leadership. Positions and responsibilities may change, but the impact of opportunities created, people developed and values passed on can endure for many years. A truly strong organisation does not depend solely on the person leading it at a particular moment; it also depends on its ability to prepare new generations to take on responsibilities and continue the work already accomplished.

Sustainability is equally central to this vision. In the automotive sector, environmental concerns and the evolution of mobility models require decisions that take resource use, energy efficiency and the impact

of economic activities into account. However, for Paulo Oliveira, sustainability should be understood broadly, encompassing job creation, professional training and contributions to community development.

This dimension is particularly important in African markets, where business growth can help expand opportunities, develop skills and strengthen different sectors of the economy. In his view, organisations should seek to balance financial viability with a genuine sense of responsibility towards the societies in which they operate.

To young entrepreneurs and future leaders, Paulo Oliveira offers a message built around three principles: persistence, humility and integrity. Persistence helps people overcome difficult periods; humility allows them to keep learning; and integrity protects reputation, one of the most important assets of any individual or business.

He believes success is often presented as an outcome when, in reality, it represents a journey of hard work, preparation, sacrifice and learning. Ideas can give rise to ambitious projects, but execution, consistency, people management and the ability to face uncertainty determine whether those projects endure.

He also advises young professionals to seek out people with experiences and skills different from their own. Building a strong team means recognising that nobody masters every field and that growth depends on the ability to learn from others. For a leader, surrounding oneself with capable people does not diminish one's importance; it strengthens the organisation.

Outside the business environment, motorsport offers him other opportunities to test his limits. Events such as the Dakar demand rigorous preparation, concentration, endurance and the ability to make decisions under pressure. Even with a clearly defined plan, unforeseen circumstances are part of the journey, requiring participants to adapt without losing sight of their objective.

This experience reinforces his conviction that preparation is essential, but adaptability is equally decisive. In business and competition alike, it is not always possible to control every circumstance. One must remain composed, trust the team and find solutions in the face of challenges.

At 52, Paulo Oliveira continues to view the future as a space full of possibilities. His vision brings together the experience gained in the business world, an interest in innovation, the value

of human relationships and a desire to contribute to Mozambique's international profile.

At a time when the Salvador Caetano Group is celebrating eight decades of history, his reflections take on particular significance. Business longevity depends not only on preserving what has been built, but also on having the courage to evolve, the willingness to learn and the responsibility to prepare for the future.

His journey reminds us that leadership is not limited to achieving results; it also involves creating the conditions for others to grow. From business development to tourism promotion, from technological transformation to team development, the impact of a vision is measured by its ability to turn knowledge and experience into tangible opportunities.

This is the essence of Beyond Business, Building Legacies: looking beyond business itself and recognising that the true value of a professional journey also lies in the people it inspires, the opportunities it helps create and the foundations it lays for the future.

Because building a legacy does not simply mean leaving a mark on the present. It means contributing to something that will continue to generate value long after the present moment has passed.

VALÓDIA MAFUIANE

A legacy of courage, a story of achievement

At 44, Valódia Mafuiane, originally from Maputo, Mozambique, is building her career at the intersection of entrepreneurship, creativity and the desire to turn ideas into tangible achievements. A woman with diverse interests, she believes that making things happen requires more than ambition: it takes the courage to begin, the discipline to persevere and the ability to recognise opportunities. Her story is, in part, the continuation of a family legacy, with her mother, Aida Fumo, serving as her first major example of determination and leadership.

Valódia describes

herself as a cheerful, fun-loving and optimistic woman who is passionate about life, yet also sensitive and deeply connected to the values of respect, good manners and faith. She considers herself hardworking and persistent, someone who seeks solutions even when circumstances become difficult. In her view, titles and recognition have their value, but they do not define a person. Character is revealed through actions, principles and the way each individual faces challenges.

Long before she formally understood the meaning of entrepreneurship, Valódia was already learning its lessons through her mother's example. Aida Fumo was a seamstress, sold fish at the Central Market and worked for the company Carmo, combining different activities to

build her career. Her daughter still remembers a woman who began her day at the market before heading to the office, determined to fulfil her responsibilities and create better conditions for her family.

That daily routine taught Valódia that work does not always produce immediate results, but it can open doors when accompanied by persistence. Sewing, in particular, became a symbolic reminder of that lesson: each garment required patience, precision and dedication, just as the construction of any life project does. Valódia grew up watching a woman who did not wait for ideal conditions before taking action. She sought alternatives, adapted to circumstances and turned needs



into opportunities.

Over time, Aida Fumo established her own company and developed a business structure that supported the establishment of other organisations in Mozambique. Among the companies Valódia recalls from that journey are Vale do Rio Doce, Odebrecht and Rio Tinto. For her daughter, this evolution demonstrates entrepreneurial ability, but also offers a lesson in the power of individual initiative. A woman who began by working in sewing and selling fish managed to build a business and participate

in larger-scale projects.

More than the results she achieved, it was her mother's attitude that left a profound mark. Aida Fumo became Valódia's first example of leadership, teaching her through practice that leadership also means accepting responsibility, persevering through difficulties and having the courage to explore new paths. That influence continues to shape the way Valódia approaches her own challenges and sets her priorities.

"Aida Fumo was my first example of leadership, long before I even knew that word," she says, capturing the importance

of this legacy in her life.

Being inspired by her mother, however, has never meant trying to reproduce exactly the same journey. Valódia seeks to preserve the principles that guided her mother's story while building an identity of her own and learning to distinguish between opportunities worth pursuing and those that do not align with her goals. For her, entrepreneurship also requires discernment: knowing when to move forward, when to adjust a strategy and when to turn down a proposal that does not align with the vision she wants to realise.



It is in this spirit that she develops her work around Vótia Piu-to, a project she aims to establish through a distinctive approach that encompasses three business areas. The diversity of her interests reflects her desire to explore new possibilities and turn ideas into initiatives with their own identity. Each project represents an opportunity to learn, create value and develop solutions that

address concrete needs.

Her experience also extends to the beauty and aesthetics sector, an area in which she has found a way to combine professional activity with caring for people. She believes that beauty goes beyond appearance and is also connected to self-esteem, confidence and the way each person feels about themselves. For this reason, she values listening, understanding

individual expectations and paying attention to detail, seeking to ensure that every client receives a service suited to their needs.

For Valódia, the quality of a service is not measured solely by the final result. The way a client is welcomed, the trust that is established and the care shown throughout the appointment are also part of the experience.

Making someone feel valued and comfortable in their own skin is one of the aspects she appreciates most about this work. This human dimension motivates her to refine her skills and continually improve the services she provides.

Balancing different areas of activity, however, requires organisation, discipline and adaptability. Managing several projects

strategy or seeking a new approach are attitudes she considers essential for anyone seeking to build something lasting.

“Entrepreneurship is not just about creating businesses; it is about taking responsibility, learning every day and having the courage to keep going, even during the most difficult moments,” she says.

Faith and optimism play an important role in

helping her strengthen her vision of work, leadership and the importance of creating value.

Valódia Mafuiane's journey reminds us that many entrepreneurial stories begin long before a company is established. They begin by observing those who inspire us, learning from the lessons we receive and transforming those influences into concrete decisions. In her case, the most important



means allocating time, setting priorities and ensuring that a range of responsibilities does not compromise the quality of each initiative. Plans do not always unfold as expected, and unforeseen circumstances sometimes require decisions to be reviewed and new solutions to be found.

Throughout her journey, Valódia has learnt that entrepreneurial ability does not depend on having all the answers, but on being willing to learn from experience. Organisation helps maintain direction, while flexibility makes it possible to respond to change. Acknowledging a mistake, reviewing a

the way she faces periods of uncertainty. Valódia does not see determination as the absence of difficulties, but as the ability to continue seeking solutions without allowing obstacles to determine her future. She believes that opportunities must be accompanied by hard work, commitment and conscious decisions, recognising that growth is a process that requires time and learning.

At 44, she continues to build her story around the values she inherited at home, while remaining ambitious about developing a path of her own. Aida Fumo's example remains a source of inspiration for courage and initiative, while Valódia's own business experiences are

legacy is not simply the example of a woman who built her own business, but the conviction that it is possible to start with the resources available, learn along the way and continue to grow.

For Valódia, making things happen means turning inspiration into action and difficulties into opportunities for learning. It means honouring one's roots while continuing to build a distinctive identity, sustained by faith, determination and the desire to evolve. Hers is a story that demonstrates that a true legacy lies not only in what we achieve, but also in the values that endure and in our ability to inspire others to believe in what they can build.

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ALLEN MACUÁCUA

A new generation to transform Africa