



ideialab times

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Second edition

What we see:

The Entrepreneurial Potential of Young People

ideialab times is a publication composed of four thematic editions that will be launched throughout the year through a series of articles where we share our most recent observations, reflections, and learnings. What follows is an invitation to dive into this entrepreneurial world and look more deeply at young entrepreneurs to discover their unlimited potential and available opportunities.

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01

What do we see?

The entrepreneurial
potential of young
people



Orange Corners
Ambassador day

In Mozambique, entrepreneurship has been asserting itself as an essential engine for economic and social development. At **ideialab**, we firmly believe in the potential of young Mozambicans to lead this transformation. Over the years, within our broader offering, we have also progressively and intentionally built a consistent foundation of action, promoting programs and

initiatives that support young people at all stages of their entrepreneurial journey. Thus, **ideialab**'s offering includes stimulation, activation, and acceleration programs — from inspiration to the sustainable consolidation of their businesses.



Stimulation:

The seed of entrepreneurship

The first step is to show that entrepreneurship is a real option for any young person, regardless of their background, context, or prior experience. It was with this purpose that the **"Todos Podem Empreender"** lecture was born — a practical and inspiring one-and-a-half-hour session, based on Saras Sarasvathy's Effectuation theory. This lecture invites participants to discover the entrepreneur within themselves, showing that it is possible to start where you are, with the resources you have, and build something positively impactful.

To strengthen the connection with the Mozambican university context — where we believe there is enormous untapped potential — we launched the **Orange Corners Mozambique (OCM) University Ambassadors Program**.



AN INITIATIVE OF THE KINGDOM OF THE NETHERLANDS



Through this initiative, university students become active brand representatives in their educational institutions, committing to identify, inspire, and support future entrepreneurs. Being an ambassador is a unique opportunity to gain a first leadership experience, combining training, legacy creation, and a continuous connection to the entrepreneurial ecosystem.

As part of their duties, ambassadors organize Moments of Inspiration in their universities or at the Orange Corners Mozambique space, inviting

entrepreneurs to share their journeys — including challenges and achievements — with the aim of motivating and inspiring other young people to follow the path of entrepreneurship.

TODOS PODEM EMPREENDER





Activation:

Transforming ideas into reality

As young people move from inspiration to action, we offer programs that help them transform their ideas into reality and build sustainable businesses.

Activ'Arte is one such program, dedicated to the activation and strengthening of ideas and businesses in the Cultural and Creative Industries. Aimed at young people aged between 18 and 35, Activ'Arte supports those who need to structure their ideas or reformulate their businesses to ensure their sustainability. In 2024, Activ'Arte passed through Maputo, Inhambane, Beira, and Nampula, and in 2025 we have already been in Beira and Chi-moio, with upcoming destinations in Vilankulos, Tete, and Ilha de Moçambique.

Another initiative we promote is **#Descola o teu Negócio**, an immersive training program lasting 14 hours (distributed over 3 days in online format and 2 full days in face-to-face format). **#Descola** aims to equip young people with the necessary tools and knowledge for designing and implementing business models, in addition to developing entrepreneurial skills in participants. Annually, we hold 4 **#Descola** workshops — 2 face-to-face and 2 online. In recent years, these face-to-face workshops took place in Sofala, Inhambane, and Manica, and this year, the face-to-face workshops will take place in Nampula and Sofala.

For those ready to take the next step, **#BIZ - Orange Corners Incubation Program** offers a five-month online training journey in entrepreneurship and small business management, including workshops and masterclasses. The program also provides individualized business advisory, access to mentors (business or technical), and, for participants based in Maputo, the possibility of using the co-working space. In addition, it features a peer-support community and networking events that promote market and funding opportunities. The program culminates in a Demoday and a graduation ceremony, special moments where we celebrate the achievements of our entrepreneurs.

Toca Criativa

Toca Criativa is a Mozambican startup that combines urban art, design, and fashion. It operates with illustration, painting, and graffiti, transforming spaces and clothing items with a unique visual identity. **Programa: Cultiv'Arte**

It collaborates with public and private institutions and cultural projects, valuing local art and offering creative solutions that combine artistic expression, aesthetics, and functionality.



CULTIV'ARTE
Lig'Arte
Masterclass in
digital marketing

CULTIV' ARTE

PROGRAMS FOR ENTREPRENEURS

● **Activ'Arte**

dedicated to the activation and strengthening of ideas and businesses in the Cultural and Creative Industries.

● **#Descola**

aims to equip young people with the necessary tools and knowledge for designing and implementing business models,

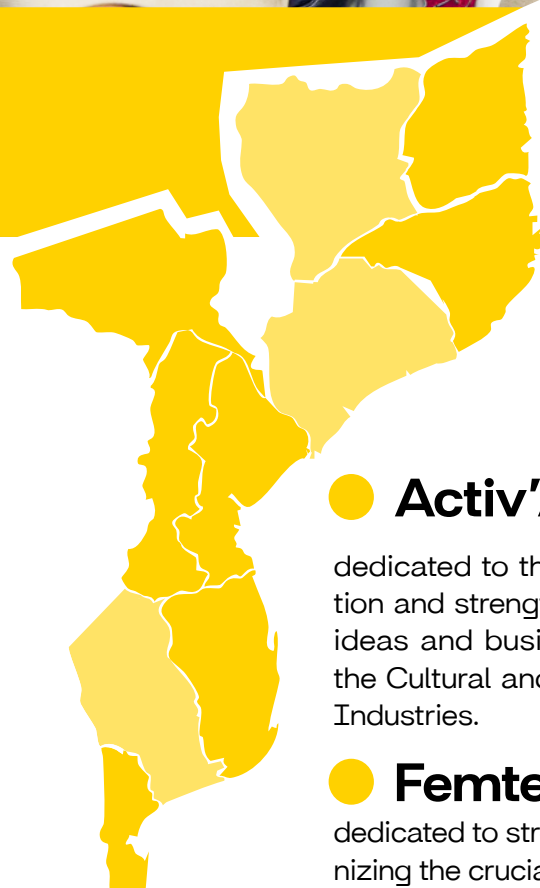
● **#BIZ**

offers online training journey in entrepreneurship and small business management,

● **Femtech, Network and Build**

dedicated to strengthening women entrepreneurs, recognizing the crucial role they play in economic development.

● **Others**





Acceleration: Boosting growth

We know, however, that true transformation happens when businesses grow and consolidate. That's why we have the **Orange Corners Innovation Fund Acceleration Program**, aiming to boost the growth of micro, small, and medium-sized enterprises. This program supports entrepreneurs graduated from **#BIZ** in preparing for investment, market expansion, team strengthening, and impact amplification. At the end of the acceleration program, entrepreneurs have the opportunity to apply for funding ranging from 5,000 to 20,000 euros. All this work is only possible thanks to the continuous support of our partners. Collaboration with public

and private institutions and international organizations has allowed **ideialab** to expand its reach and increase the effectiveness of its initiatives, impacting more young people and strengthening the entrepreneurial ecosystem in Mozambique. Thus, we reaffirm our commitment to continue supporting young people. What we see is not just the building of businesses, it is the building of a more inclusive, resilient, and economically dynamic society, with young people at the center of this transformation. **Yes, all young people can be entrepreneurs...**

Chicoxana



Chicoxana is a Mozambican startup that is transforming agribusiness by operating integrally in the agricultural value chain.

Programa: Orange Corners

It cultivates, processes, and distributes food with local identity, promoting sustainability, reducing waste, and boosting the flow of production. With digital operations and local partnerships, it generates social impact and brings the countryside closer to the city.

02

What do we see?

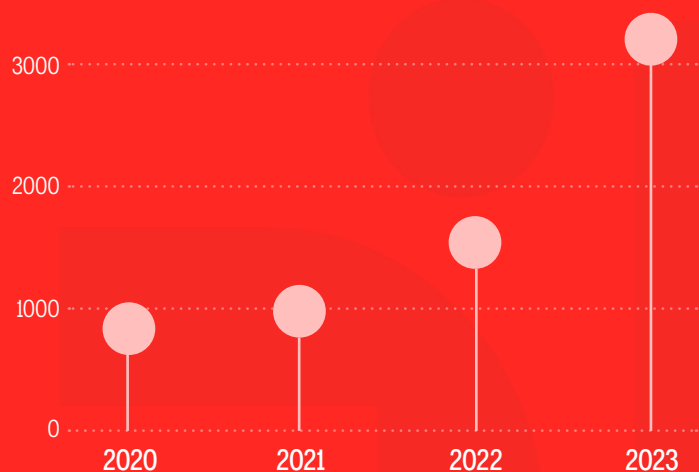
A portrait of young people building the future with ideialab

Since its foundation, **ideialab** has maintained a keen eye and active commitment to Mozambican youth, investing in their transformative capacity. Between 2020 and 2024, **8,206** young entrepreneurs were trained in programs combining innovation, practical tools, and strategic connections.

More than numbers, what we see is a real movement of young people who dare to dream, act, and create impact, a growing community of young entrepreneurs. The evolution of participation over the years reveals significant growth, particularly from 2022 onwards. The number of young people trained increased from **1,067** in 2020 to **1,201** in 2021, with

a significant leap to **1,773** in 2022. This growth remained sharp in 2023, reaching 3,461 young people. This sharp peak in 2023 is also related to national expression programs, such as "Agora Emprega". What we see is a clear demonstration that, by offering significant and useful opportunities, young people engage and participate in programs they deem essential for their future development, as we will see in the impact study on incubators. In 2024, the number of young people at **ideialab** decreased; this reduction is associated with the end of these programs and the implementation of programs that were not necessarily solely focused on young people.

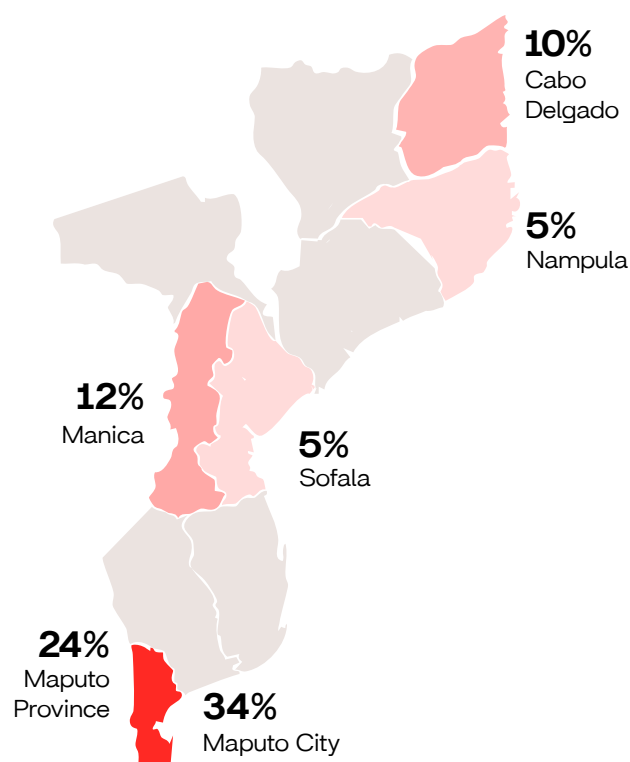
Young people trained



This analysis is based on the profile of participants from 11 programs implemented between 2023 and 2024, all conducted by **ideialab** in Mozambique. The programs considered had no specific focus on gender, geographical location, or sector of activity, thus allowing for a broader and more representative reading of the diversity of young entrepreneurs who went through our training processes.

What we see: A diverse and inclusive map

Looking at the geographical distribution, we see a diverse and inclusive map: young people from all Mozambican provinces participated in **ideialab**'s programs. The provinces with the highest participation include Maputo City with 34%, Maputo Province with 24%, Cabo Delgado with 10%, Manica with 12%, Sofala with 5%, and Nampula with 5%, revealing the expansion of programs beyond Maputo and the investment in decentralizing impact.



What we see: Growing female voices

Ideialab has placed particular emphasis on empowering young women. Of the young people trained, **41.4%** are women. These numbers reflect an investment in communicating with women in general programs as well, as this number excludes initiatives such as **Femtech, Network and Build**, which are exclusive programs for women entrepreneurs. This focus aligns with our dedication to

strengthening women entrepreneurs, recognizing the crucial role they play in economic development, and our historical commitment to supporting women entrepreneurs. This number gains more strength when looking at the real impact — women who today lead innovative businesses, create jobs, and inspire others

Ohana is a Mozambican startup that develops sustainable products to reduce plastic use and promote the reuse of fabrics and materials.

Program: FemTech

Through conscious craftsmanship, it encourages ecological practices and educates communities about the importance of sustainability. It has already collaborated with various public and private institutions, offering creative and responsible solutions for a greener future.



Ohana




MJay
Criações

MJAY is a Mozambican digital startup that develops and produces toys and educational resources in Portuguese, with a strong focus on local content.

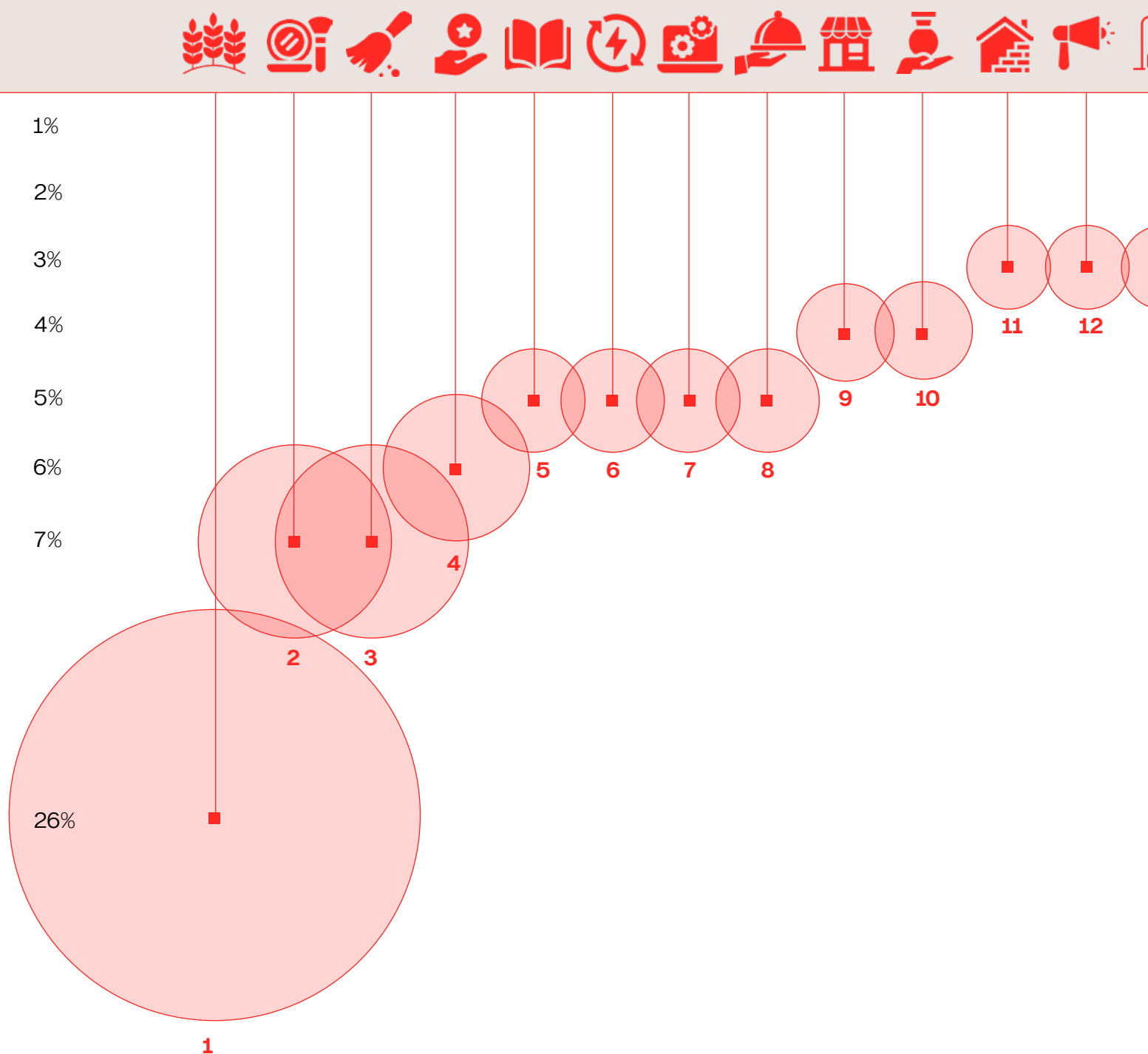
Program: FemTech

Aimed at children aged 2 to 10, it promotes cognitive and emotional development through products such as Mozambique map puzzles, routine charts, and free digital games, contributing to more inclusive, creative, and culturally connected education in the country.

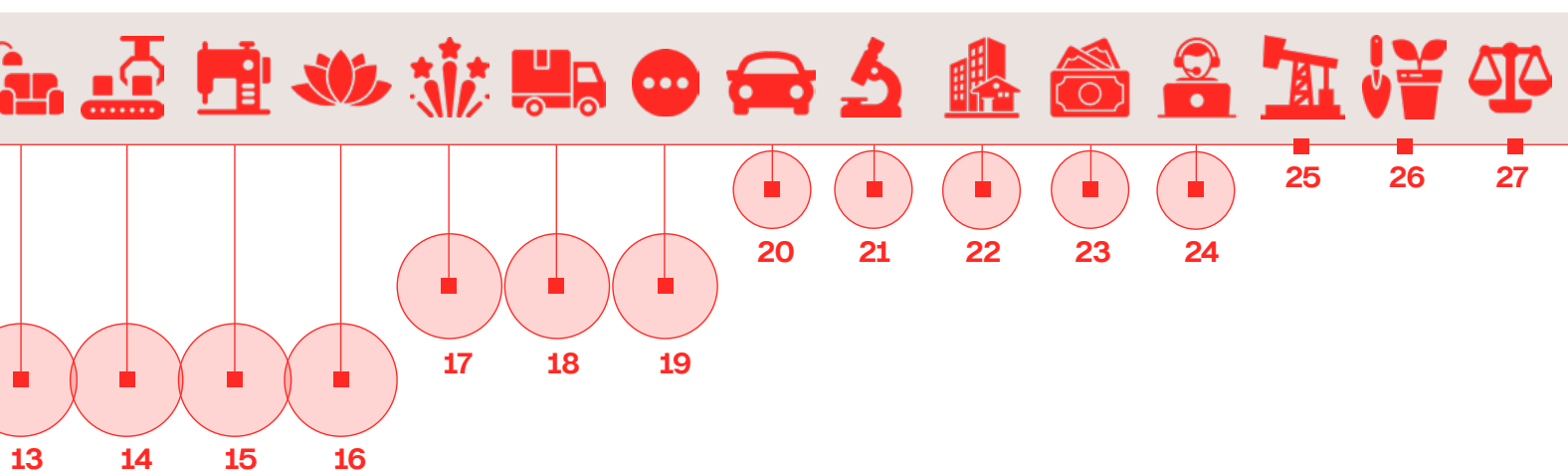


What we see: A diversified mosaic of areas of activity

Young people not only come from different provinces but also work in a wide variety of sectors. The areas with the highest concentration of entrepreneurs include: Agriculture, animal production, and fishing (26%), Beauty and aesthetics (7%), Cleaning services and waste (7%), Consulting and specialized services (6%), Tourism and hospitality (5%), Information and Communication Technologies (5%)



What we see is entrepreneurial youth standing out by investing in both traditional sectors — such as agriculture and fishing — and emerging sectors, such as information technologies, applying innovative approaches that go beyond simple technology: these are new ways of conceiving businesses, optimizing production processes, establishing relationships with customers and suppliers, and often integrating [sustainable and environmentally friendly practices](#).



- | | |
|--|--|
| 1 – Agriculture, livestock production, hunting, forestry, and fishing | 15 – Fashion and clothing |
| 2 – Beauty and aesthetics | 16 – Health and wellness |
| 3 – Cleaning and waste management services | 17 – Cultural, sports, and recreational activities and event planning |
| 4 – Consulting and service provision | 18 – Transportation and logistics |
| 5 – Education, training, and development | 19 – Other |
| 6 – Energy and renewables | 20 – Automotive industry, automobile and motorcycle sales and repair |
| 7 – Information and communication technologies | 21 – Research and scientific investigation |
| 8 – Tourism, hotels, restaurants, and catering | 22 – Real estate activities |
| 9 – Commerce and retail | 23 – Financial activities, fintech, and insurance |
| 10 – Crafts and jewelry | 24 – Administrative activities and support services |
| 11 – Civil construction | 25 – Industry Extractive |
| 12 – Communication and marketing | 26 – Gardening and landscaping |
| 13 – Architecture, interior design, and decoration | 27 – Legal consulting |
| 14 – Manufacturing, processing, and/or processing industries | |

What we see: Different phases of the entrepreneurial journey

What we see is a youth in different stages of their entrepreneurial journey. The majority enter the programs still in the initial phase, with 55% classified as “potential entrepreneurs” — young people with an idea in maturation. Another 33% have already taken their first steps with businesses operational for less than 3.5 years, and 12% have had businesses for more than 3.5 years, seeking to consolidate and scale their initiatives. These data reinforce the importance of offering programs adapted to each entrepreneur’s stage, ensuring that the right support arrives at the right time.

55%

potential entrepreneurs
(developing ideas)

33%

in recent activity
(<3,5 years)

12%

in established
activity(>3,5 years)



03

What do we see?

Impact of Incubators
on the Development of
Youth Entrepreneurship
– the case of the
BIZ program

Business incubators have played a central role in strengthening the young entrepreneurial ecosystem in Africa and worldwide, providing not only tools and knowledge but also access to networks, mentorship, and funding. This role is crucial for the entrepreneurial ecosystem in Mozambique, where **ideialab** is strategically positioned to observe and influence the entrepreneurial ecosystem. What we see is a generation that finds, in these spaces, concrete opportunities to transform ideas into growing businesses.

This article analyzes the impact of business incubators on the development of young entrepreneurs through the case study of the BIZ program, integrated into **Orange Corners Mozambique**. Orange Corners Mozambique is aimed at young people aged 18 to 35, with business ideas or early-stage companies, less than three years in the market. The BIZ program lasts approximately six months, supporting entrepreneurs from ideation to the creation

and operationalization of their businesses.

Between 2017 and 2023, the BIZ program incubated 262 young people, of whom 140 participated in this study, representing 53% of the total. The majority of participants (43%) are between 26 and 30 years old, with a balanced gender distribution (39% women and 61% men), reflecting the program's commitment to inclusion.

Orange Corners Mozambique (OCM) is an initiative dedicated to empowering and strengthening entrepreneurs, boosting their self-confidence and providing them with access to knowledge, tools, and essential resources to create and develop sustainable businesses that contribute to economic growth and innovation in Mozambique.

Orange Corners Mozambique is a program developed especially for young people between the ages of 18 and 35 who have business ideas or early-stage businesses with less than three years of operation in the market. Launched in 2017, Orange Corners Mozambique is an initiative of the Embassy of the Kingdom of the Netherlands, in partnership with Heineken, Vodacom-M-Pesa, Van Oord, and Standard Bank, and is implemented by **ideialab**.

Orange Corners Mozambique (OCM) offers pre-incubation and incubation programs that combine entrepreneurship and business training, mentoring, networking, master-classes, access to grant funding, ecosystem events, and visibility for entrepreneurs and their brands. The goal is to promote and strengthen a local entrepreneurial ecosystem, generating a sustainable, long-term impact on the country.

BIZ Program

from 2017 to 2023

262 incubated young people

(53%)

140 of which participated in this study

43% of the participants are 26–30 year olds

Men

61%

Women

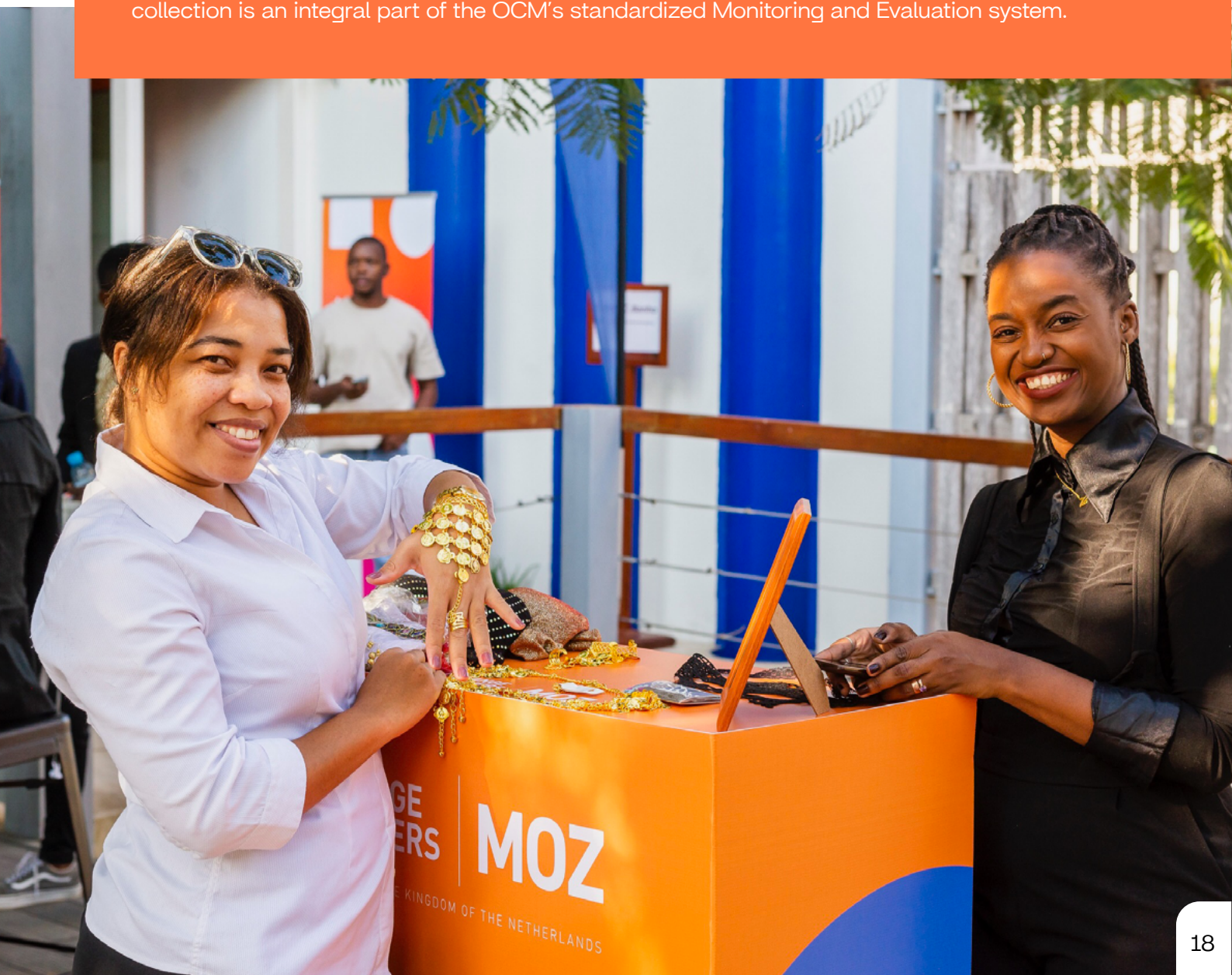
39%

This analysis seeks to quantify and qualify the impact of the BIZ incubator, identifying achievements, challenges, and opportunities for improvement, with the aim of contributing to the design of more effective practices in supporting youth entrepreneurship in Mozambique.

Results of the study on the **BIZ** program

Methodology

The analysis was based on quantitative and qualitative data obtained through questionnaires administered to BIZ program participants one year after the incubation program. This data collection is an integral part of the OCM's standardized Monitoring and Evaluation system.

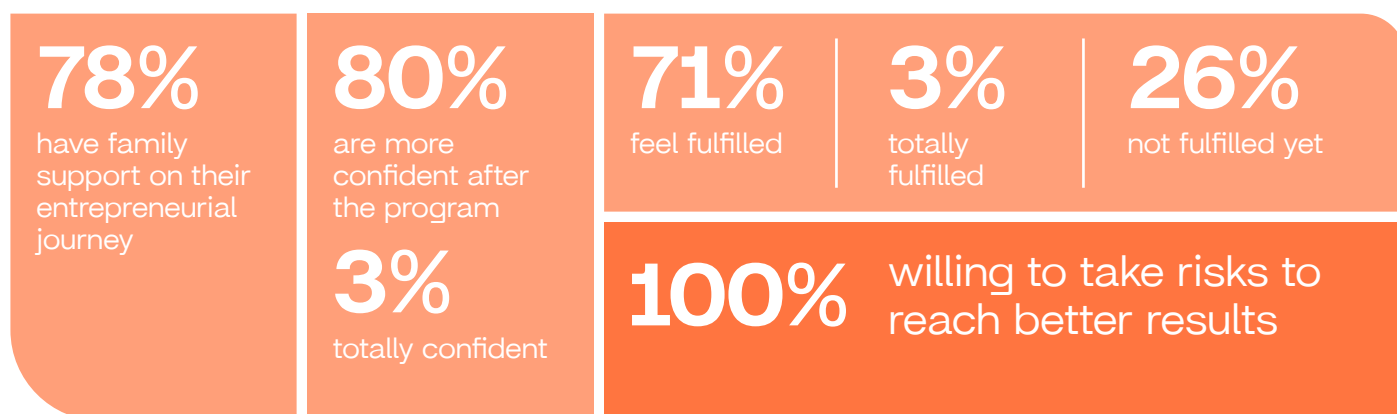


What we see: Young people building support networks and gaining confidence

Family support can be fundamental for the success of young entrepreneurs, and for this reason, it is one of the issues we seek to analyze. 78% of participants state that their family supports their entrepreneurial initiative, often resulting in financial support for young people's entrepreneurial projects, as we will see later in this article. Furthermore, 80% feel more confident after completing the program, although only 3% consider themselves fully confident. Regarding personal fulfillment, 71% feel fulfilled, but acknowledge that they still have a long

way to go; 3% feel totally fulfilled; and 26% do not yet feel fulfilled due to the difficulties faced on the entrepreneurial journey.

On the other hand, incubated young people demonstrate a high level of resilience and willingness to take risks: 98% agree, totally or partially, that they see failures as opportunities for improvement, and 100% state they are willing to take risks to achieve better results. What we see is a high degree of resilience and growth mindset fostered by the program, on a journey that involves overcoming barriers, taking risks, failing and trying again, until finally reaching their full potential.



What we see: Young people valuing the program

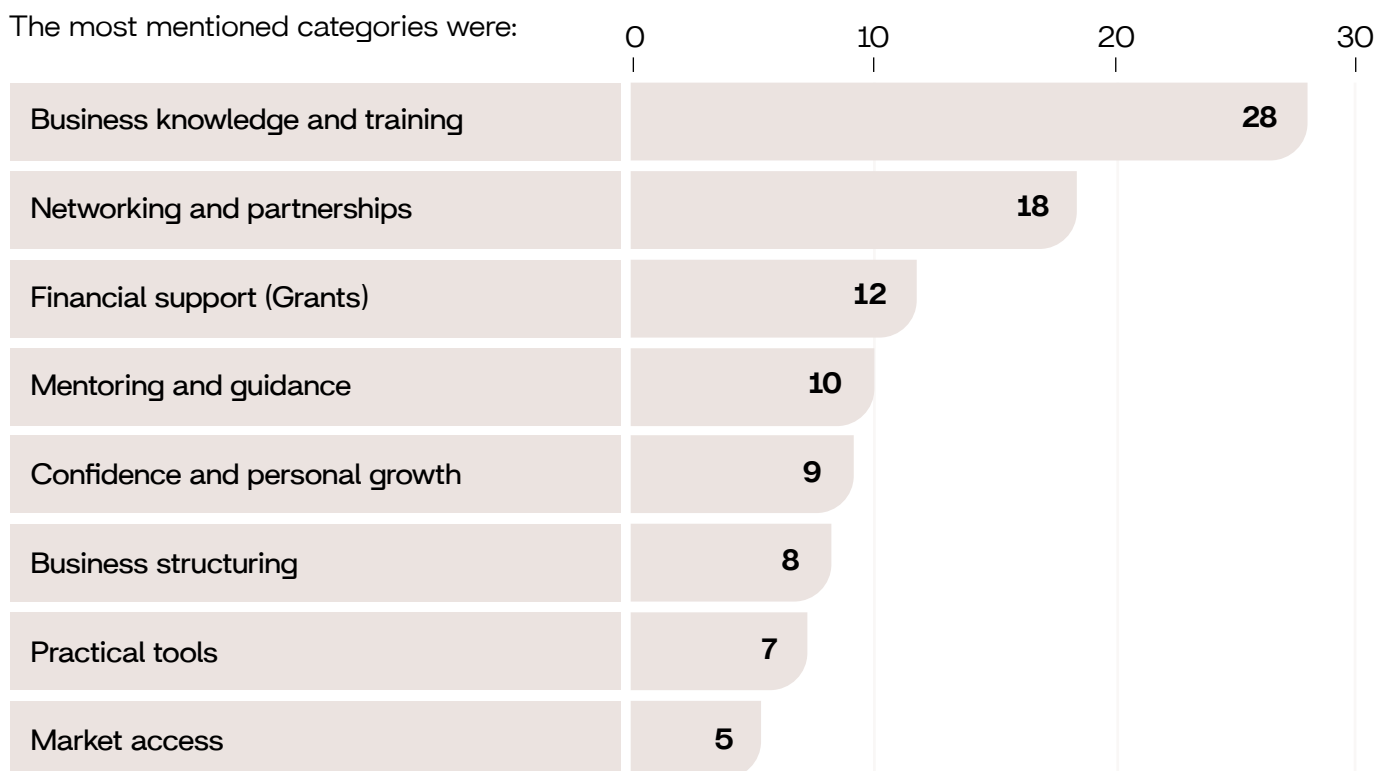
Utility and Satisfaction

The evaluation of the BIZ program's utility reveals that 96% of participants continue to apply the skills and knowledge acquired one year after incubation, and 91% recognize that these directly contributed to the growth of their businesses. This continuity of learning is a clear indicator of the program's effectiveness. The network of contacts created during the program remains active for 87% of incubatees, and 64% value the Orange Corners network as an essential resource for the development of their businesses, mainly through the alumni community, which promotes collaboration and mutual support. The most mentioned categories in the qualitative impact analysis include the development of business

knowledge, networking, access to financial support, mentorship, confidence, business structuring, practical tools, and access to markets, demonstrating the program's comprehensiveness in various critical areas for entrepreneurship. The most mentioned categories were:



The most mentioned categories were:



What we see: Young people transforming ideas into sustainable businesses

Impact on the business development

A relevant result is that 91% of incubated businesses remain active, demonstrating the positive impact of the program on the creation and survival of these young companies. To understand the evolution of businesses, the responses of 80 entrepreneurs to a multiple-choice question, applied before the program and one year after its completion, were analyzed. The results indicate significant progress, with several entrepreneurs advancing in more than one category.

91% incubated businesses still active

53% won the first paying customers

44% formalized their businesses, obtaining legal registration

38% started to generate profit

35% advanced from prototype to market

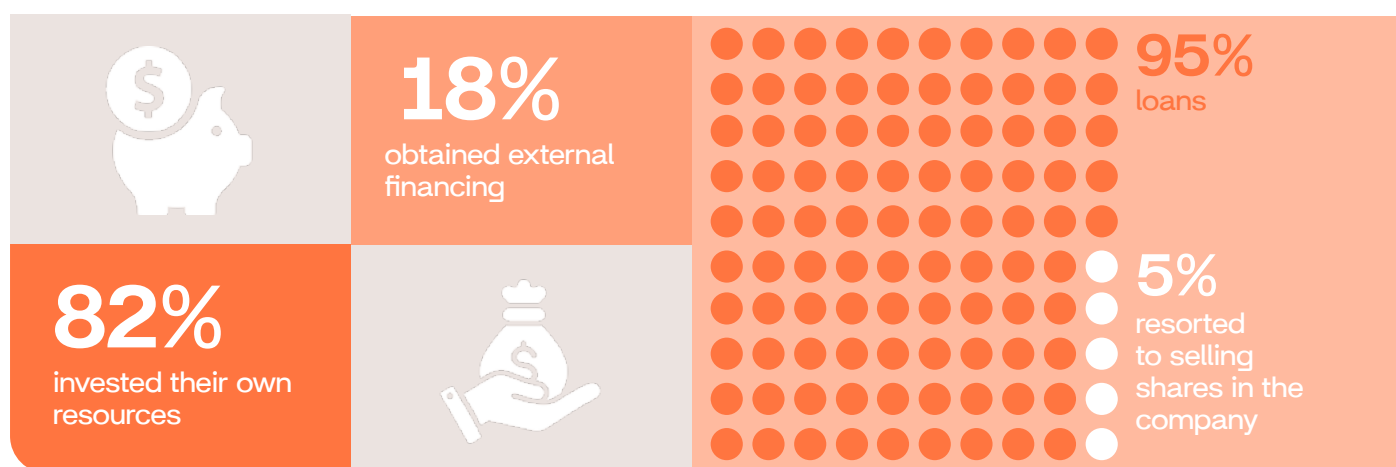
14% did not present relevant changes



What we see: Young people facing challenges in accessing financing

Despite business progress, access to external financing remains a critical challenge. While 82% of entrepreneurs invested their own resources in the year following incubation, only 18% managed to obtain external financing, mainly in the form of loans (95%), with a minority (5%) resorting to equity investment. To mitigate this difficulty, since the seventh edition, we have counted on the Orange Corners

Innovation Fund (OCIF), which is a complementary component of OCM. OCIF provides all incubatees with a grant ranging from €750 to €5,000 during the incubation phase. After graduation, OCIF supports BIZ alumni with an acceleration program that includes training, workshops, consulting, and flexible funding between €5,000 and €20,000, composed of 40% loan and 60% grant.



What we see: Young people innovating and improving continuously

Innovation proved to be a distinctive mark of businesses supported by the BIZ program. In the year following incubation, 66% of entrepreneurs introduced new products or services to the market, with an average of 1.4 launches per business, totaling 197 new products developed by the 140 participants analyzed in this study. Simultaneously, 87% of incubatees improved existing products or services, demonstrating a consistent commitment

to innovation and continuous improvement. These results reflect not only the young people's ability to respond to market dynamics but also BIZ's effectiveness in preparing incubatees to identify opportunities, adapt to customer needs, and maintain the relevance of their businesses in a competitive environment.

66%

introduced new products or services to the market

197

new products developed by the **140** participants

87%

improved existing products or services

What we see: Young people facing challenges in building networking and partnerships

Although 33% of participants established partnerships with other incubatees, only 13% managed to create partnerships with **Orange Corners** partner companies. This reveals that, despite efforts, the concretization of strategic partnerships that result in effective market access is still a challenge. What we see is an invitation to

rethink strategies for promoting partnerships and market access that can accelerate business growth and sustainability, as well as for promoting synergies among incubatees that allow them to explore the market among themselves and jointly.

Despite efforts, establishing strategic partnerships that result in effective market access is still a challenge.

33%

established partnerships with other incubators

13%

created partnerships with Orange Corners partner companies

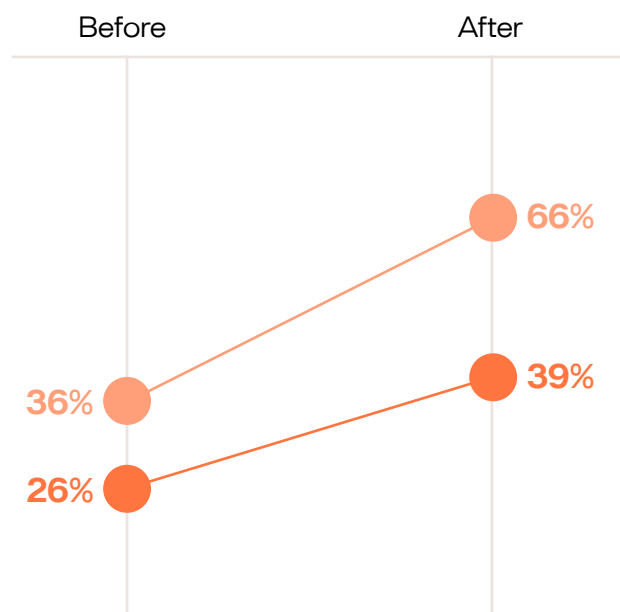
What we see: Entrepreneurs evolving after incubation

Comparative analysis pre and post-program

To complement this analysis, we compared data collected before incubation and one year after its completion, allowing us to evaluate concrete changes in specific aspects related to incubated businesses.

Business as primary source of income

Before incubation, only 26% of entrepreneurs had their business as their primary source of income. After the program, this value rose to 39%, indicating that more participants became financially dependent on their businesses and reflecting greater economic sustainability.



- entrepreneurs with business as their main source of income after the program
- paid collaborators after incubation excluding founders and co-founders

Paid employment in the business

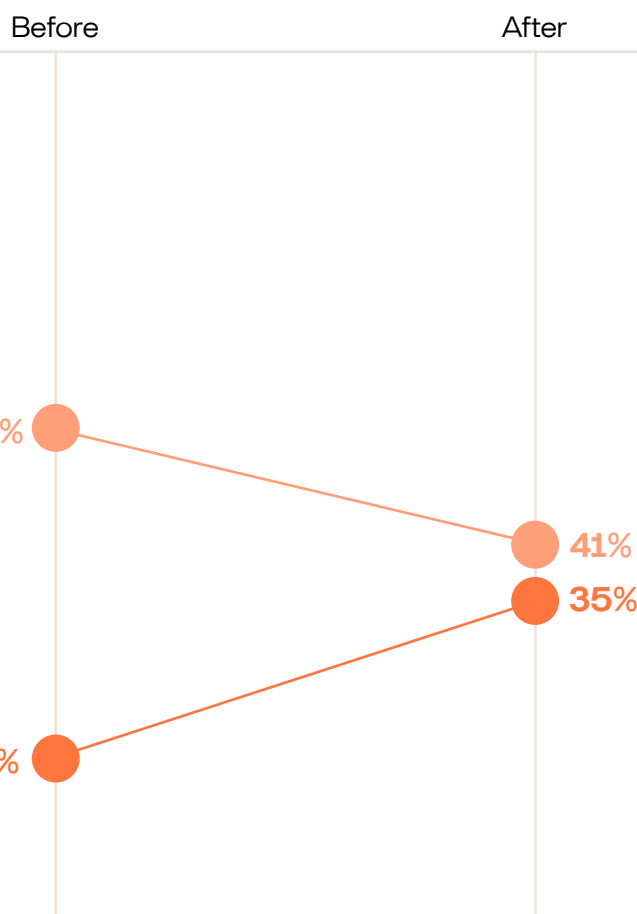
Before participating in the program, only 36% of businesses had paid employees, excluding founders and co-founders. After incubation, this proportion almost doubled, reaching 66%, with an average of 2.2 jobs created per entrepreneur. It is also noteworthy that 68% of these jobs are held by women, demonstrating the program's contribution not only to job creation but also to promoting gender inclusion. These results show that incubation significantly strengthens businesses' capacity to hire and remunerate employees, contributing to economic and social development.

68%

of these jobs are held by women, demonstrating the program's contribution not only to job creation but also to promoting gender inclusion.



These results show that incubation significantly strengthens businesses' capacity to hire and remunerate employees, contributing to economic and social development.



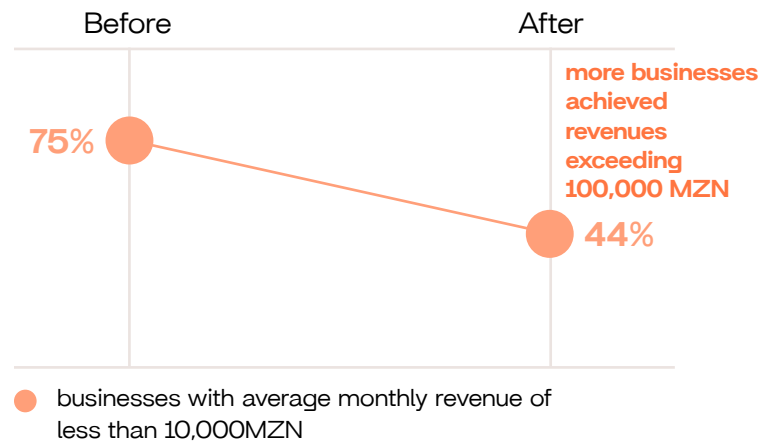
Access to funding opportunities

Before incubation, only 17% of participants felt they had sufficient access to funding opportunities, while 56% disagreed or strongly disagreed with that statement. After the program, positive perception increased to 35%, and the percentage of participants who considered access insufficient fell to 41%. These data reflect an improvement in the perception of access to financing, although they highlight that this continues to be one of the main challenges faced by young entrepreneurs, reinforcing the need for initiatives that promote more accessible and inclusive financial solutions.

- felt they had sufficient access to financing opportunities
- partially or totally disagreed with this statement

Average monthly business revenue

Before incubation, most businesses (75%) had an average monthly revenue of less than 10,000 MZN. After the program, although most businesses (44%) are still in the range of up to 10,000 MZN, there was an increase in the diversity of revenue ranges, with more businesses reaching revenues exceeding 100,000 MZN. This suggests growth in the revenue generation capacity of some incubated businesses, although the distribution is still unequal.



What we see: Young people inspiring the future of entrepreneurship in Mozambique

Conclusion and Recommendations

Incubators play a crucial role in the development of young entrepreneurs, as demonstrated in the BIZ program case study. Through continuous support and monitoring, incubators contribute significantly to the creation and survival of young companies, providing an environment conducive to growth and

innovation. The BIZ program, for example, shows that by supporting young entrepreneurs from ideation to the operationalization of their businesses, incubators can increase the likelihood of business success and sustainability.



In addition to direct business support, incubators also have a significant impact on the development of skills and the creation of contact networks for incubatees. Participants in incubation programs acquire essential knowledge and skills to manage and expand their businesses, and they develop a greater sense of confidence in their abilities. The creation of contact networks among participants and with other actors in the entrepreneurial ecosystem is also a fundamental aspect, providing opportunities for collaboration and mutual growth. Despite the evident benefits, the BIZ program case study also highlights some challenges that

incubators face, such as access to external financing, market access, and the promotion of strategic partnerships. Although incubation programs can offer subsidies and financial support, access to capital remains an obstacle for many entrepreneurs.

Furthermore, promoting partnerships with partner companies and other actors in the entrepreneurial ecosystem is fundamental to maximizing the impact of incubators and ensuring the sustainable growth of incubated companies.

Recommendations for Incubators in Mozambique

Continuous Innovation and Needs-Based Programs

Innovate and develop programs based on knowledge of young people's needs: It becomes increasingly evident the importance for incubators to keep a close eye on young people and the political and social dynamics that affect them, especially considering the volatility of the Mozambican context.

It is fundamental to promote a culture of continuous innovation, adjusting methodologies and content based on regular evaluations and feedback from incubatees, to ensure that the solutions offered are aligned with the real needs of young entrepreneurs.



Invest in sectoral specialization: With the growth of critical mass of entrepreneurs, visible in the significant increase in the number of applications to **ideialab's** programs, it becomes important to invest

in incubators specialized in strategic sectors, allowing for a more assertive response to the dynamics and opportunities of each sector.

Ensure Robust Training and Post-Incubation Support

Offer a diversified portfolio of support services for entrepreneurs: It is essential that incubators provide a comprehensive set of services, including business advisory, mentorship, masterclasses, access to financing, and networking opportunities.

Strengthen post-incubation support: It is essential to strengthen post-incubation support, promoting structured mentoring programs and continuous support, ensuring that businesses maintain growth and overcome challenges after the initial phase.



Focus on Market and Expansion of Partnerships

Design programs oriented towards market access: It is essential that incubators promote strategies that facilitate the entry and expansion of incubatees into the market, including stimulating the creation of commercial partnerships and synergies among incubatees themselves.

Expand partnerships with the private sector, government, and other ecosystem actors: Strengthen connections between incubators, companies, public institutions, and other organizations to create a collaborative environment that leverages resources and opportunities.

Monitoring, Evaluation, and Continuous Improvement

Implement robust monitoring and evaluation systems: It is fundamental to establish regular evaluation processes to measure the impact of incubation programs and identify strengths and opportunities for improvement.



Iranilde's Journey: From the garage to a reference in trichology

Origin and Initial Challenges

Iranilde, known as Dr. Cabelos (Dr. Hair), has always been driven by a passion for hair care, especially for kinky natural hair. Her entrepreneurial journey began while still in medical school, when she noticed the scarcity of technical information on the subject. Faced with this scenario, she decided to share her knowledge, initially through digital content, and soon realized the possibility of transforming this passion into a business. The desire to promote health and well-being, combined with the lack of opportunities and saturation of the medical market, motivated Iranilde to undertake and create a specialized service, starting with online consultations and, later, in partnership with a beauty salon. However, the search for autonomy and alignment of values led her to open her own space. Obtaining a subsidy at the end of her internship prompted the creation of Natural Clinic, initially set up in a garage, the clinic provided Iranilde with the freedom to offer her services in a personalized way and aligned with her values.



"I discovered that I am an entrepreneur by pursuing entrepreneurship, and my greatest motivation to learn and to undertake is to see that what I do transforms people."

The Transformative Role of the BIZ Incubator

Participation in **ideialab's** BIZ program was transformative for Iranilde. Before BIZ, she faced challenges such as lack of organization, clarity in communication with clients, and business management maturity. The program brought essential tools to professionalize management, define the target audience, and

structure the business model. Iranilde highlights that, thanks to BIZ, she gained a more mature and strategic vision, not only about communication but also about cash flow and the need for investments to expand and qualify the services offered at the clinic. As she herself states:



BIZ brought a new Iranilde to me, a new Dr. Cabelos. [...] we began to know exactly what we want to convey with our communication.

In addition to technical knowledge, BIZ provided **mentorship, networking, and a crucial grant** for the renovation of the clinic's new space and equipment acquisition. This support was decisive in elevating the quality and safety of services, consolidating Natural Beauty Clinic as a reference in trichology and hair therapies.

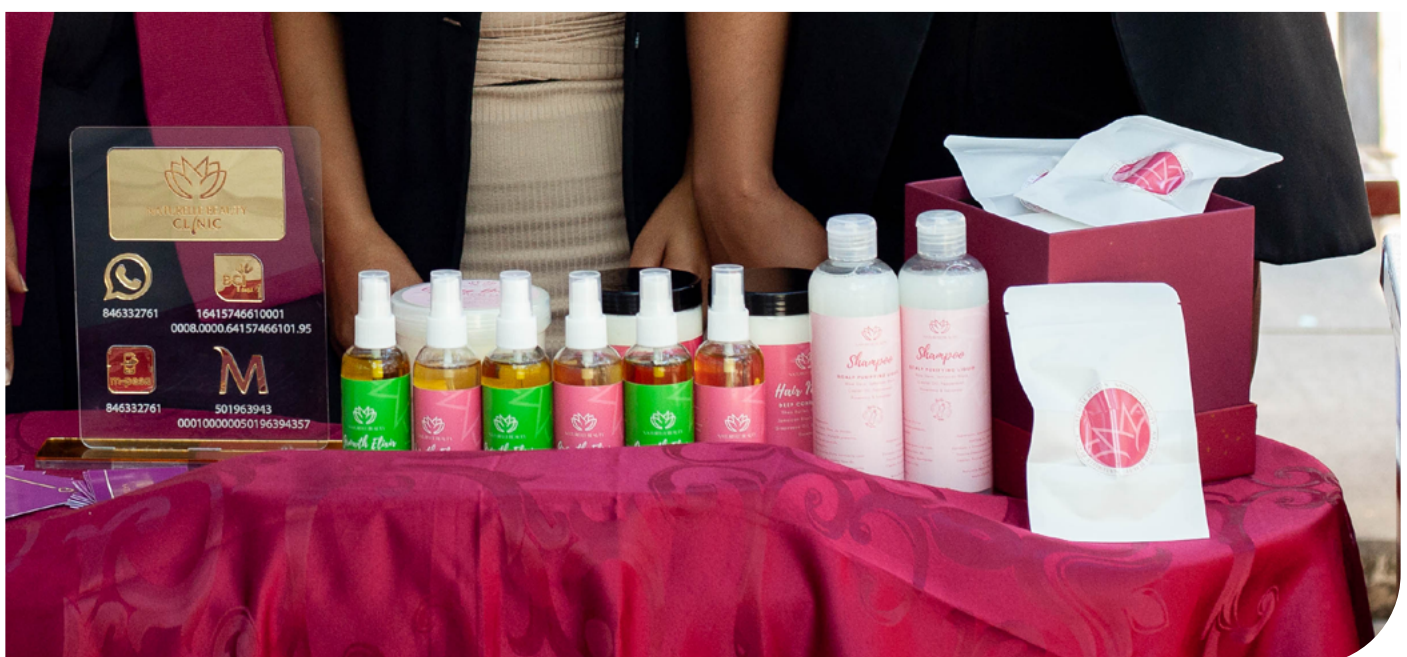
Main Achievements and Impact

With the support of the incubator, Iranilde achieved important milestones in her entrepreneurial journey:

- Structuring and professionalizing business management.
- Clear definition of the target audience and improvement of client communication.
- Expansion of services offered and improvement of clinic infrastructure.
- Recognition as an authority in trichology, gaining the trust of a loyal community.
- Development of a strong and authentic personal brand that inspires and retains clients.

Today, Iranilde dreams big: to transform Natural Beauty Clinic into a complete aesthetics clinic, expanding its services beyond trichology and addressing various needs of her clients. "I have a dream of seeing Natural Beauty Clinic become something big. When I say big, I mean a complete aesthetics clinic," says Iranilde. To achieve this, our Dr. Cabelos continues to invest in her training, participating in **ideialab's** Boost Academy

business management course and reinforcing her commitment to excellence and sustainable growth. "**Ideialab** always gives a boost," she says, highlighting how the tools and knowledge acquired have been fundamental to her evolution as an entrepreneur. Iranilde's trajectory is an inspiring example of how passion, combined with the right support, can transform challenges into achievements and positively impact many people's lives.



04

What do we see?

The 9 essential
superpowers for
entrepreneurship

At **ideialab**, we believe that entrepreneurship goes far beyond simply creating businesses — it is a transformative process that shapes ideas, dreams, and lives, and that has the power to create a better, fairer, more inclusive, and harmonious world through entrepreneurship. With the right stimulus and learning opportunities, anyone can develop their entrepreneurial capacity. Therefore, we hold the conviction

that **"everyone can be an entrepreneur"** and that the personal growth of the entrepreneur is inseparable from the growth of their business.

This article presents the results of an innovative self-assessment tool, developed by **ideialab** in 2020 and answered by over 16,500 Mozambican entrepreneurs, mostly young. Through their results, we identified the main behavioral superpowers that sustain entrepreneurial action in our context.

Superpowers in Action:

The profile of entrepreneurs in Mozambique

The recognition that entrepreneurial success is associated with certain behavioral traits began with the studies of David C. McClelland, starting in the 1960s. Among the attributes identified by McClelland are: **search for opportunities and initiative, persistence, propensity for calculated risk, demand for quality and efficiency, commitment to goals, active search for information, clear objective definition, and continuous progress monitoring**. In all our programs, we emphasize that failure is an indispensable

stage of the entrepreneurial journey. Tolerance for error, mutual support, and even celebrating mistakes are seen as valuable sources of learning, catalyzing personal and professional growth. As we see in entrepreneurs' journeys, this involves failing and trying again. For us, entrepreneurial success is measured not only by the monetization and sustainability of the business or social recognition but also by the ability to celebrate each achievement, dream, do, and grow, leaving a significant mark on society.



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For **ideialab**, the entrepreneur's personal competencies — or superpowers, as we like to call them — not only define the entrepreneur's profile but also guide the design of our training programs. The definition of these superpowers resulted from the analysis of a sample of reference entrepreneurs, **ideialab's** selective processes, and the practices

adopted in assessment centers. Based on this analysis, we built a competency profile aligned with the reality and challenges of the Mozambican entrepreneur. In this context, we developed an innovative self-assessment tool that allows any entrepreneur to measure their "Superpowers" — the set of key competencies an entrepreneur needs to develop

to succeed on their journey. Here, each competency is represented as a superpower, with its "charge level" visualized through a battery — a simple and powerful graphical metaphor that facilitates the entrepreneur's understanding of their strengths and development opportunities. **The nine fundamental superpowers are:**



Passion

It's what makes your eyes light up, gives enthusiasm to your actions, your voice, and your words.



Proactivity

It's making things happen, taking action, and having direct action when you want something done.



Self-confidence

It's believing in yourself, in your purposes, and that you are capable of making things happen to turn your intentions into actions.



Connection

Building and maintaining quality, long-lasting relationships.



Commitment

Fulfilling agreements with quality, efficiency, and always seeking to do better.



Grit

Being consistent, congruent, and determined to achieve what you desire.



Learning

Feeling curiosity, a desire to learn, and responsibility for your own level of knowledge.



Innovation

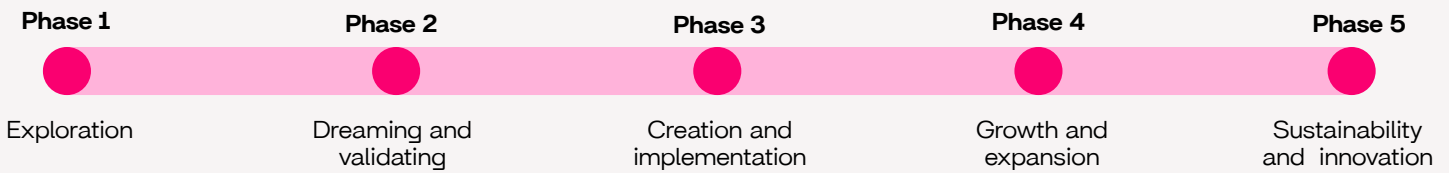
Questioning the status quo, fearlessly exploring new ideas, always seeking to improve and find new paths.



Opportunity Visualization

Building bridges between concepts, ideas, and markets to create new opportunities.

We have always promoted the transversal development of these competencies in all our programs. Now, we want to go further — we are designing a **specific development plan** for each superpower, integrated into our structured offering for entrepreneurs at different phases of the entrepreneurial journey:



Our goal is to make training increasingly transformative, ensuring that each entrepreneur develops the most relevant superpowers for their current stage.

Since 2020, over **16,000 entrepreneurs in Mozambique**, predominantly young (93%), **have used this tool to reflect on their profile and identify paths for growth.** This massive participation has resulted in a rich and representative database, which has

driven the continuous improvement of our tool and deepened our understanding of the behavioral patterns of entrepreneurs.

Each entrepreneur who completes the self-assessment receives a detailed visual diagnosis, which reflects their level of development in each of the nine superpowers. These levels are illustrated through a graphical battery, making the reading and interpretation of results simple and intuitive.

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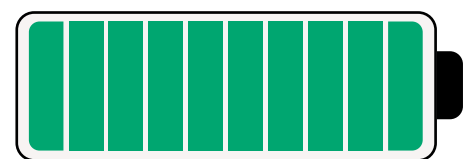
Low Level (10 - 50)

When a superpower presents a low charge level, it means that the corresponding behavior is seldom present in the entrepreneur's daily life. It is at risk of "shutting down" — it requires immediate attention. The development of this superpower requires greater dedication, time, and energy, as its practice is scarce or nonexistent.



Medium Level (50 - 90)

This range covers two distinct groups: **Between 50 and 79:** superpowers under development, but with limited consistency. They are activated occasionally and may require a conscious effort to be practiced more regularly. **Between 80 and 89:** more consolidated superpowers, used with ease and constancy in different contexts. Although solid, there are still opportunities for strengthening and refinement.



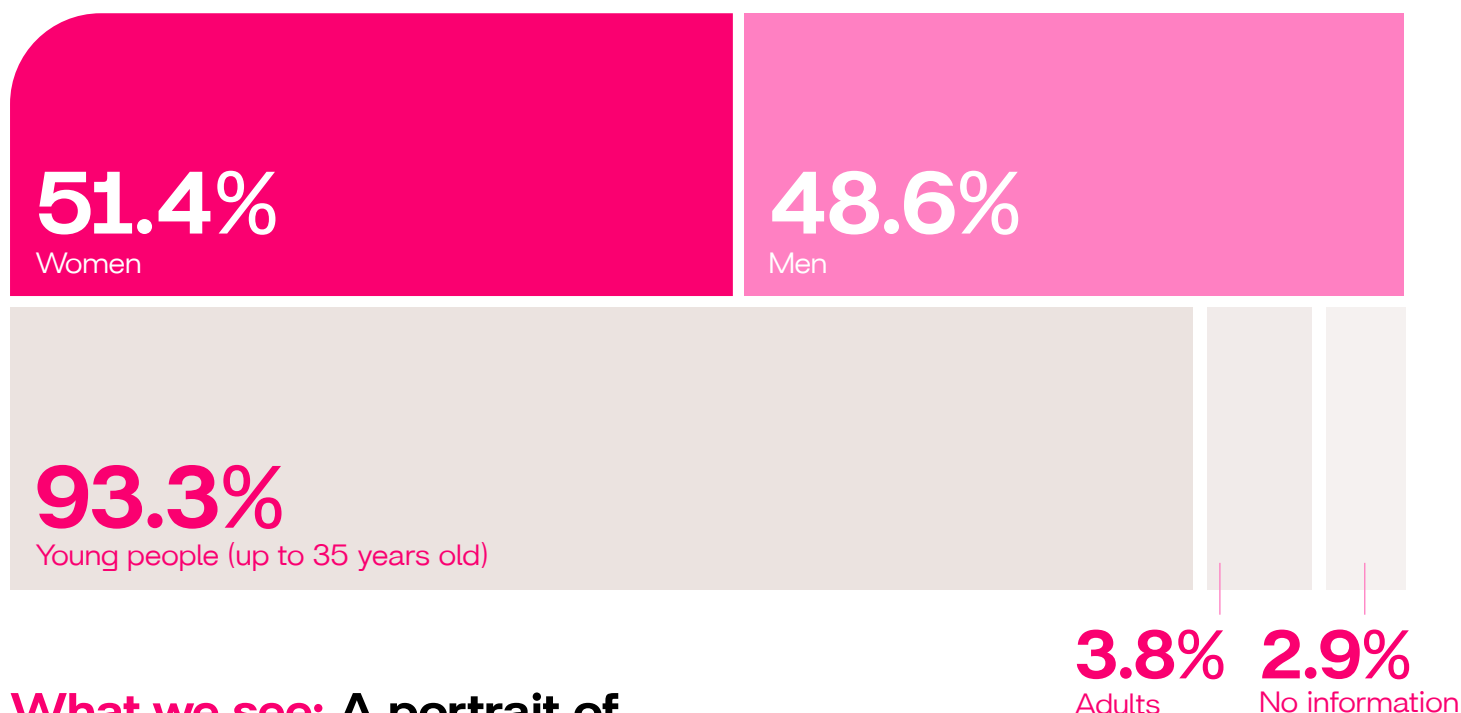
High Level (90 - 100)

At this level are the most developed superpowers. These are the competencies that the entrepreneur mobilizes with naturalness and effectiveness in any situation. Besides being the solid foundation for their own success, these superpowers can also serve as a reference to support other entrepreneurs, whether through mentorship, sharing experiences, or collaboration.

This assessment system is not just a snapshot of the present moment — it acts as a **guiding compass** for development. By **becoming aware of their charge levels**, the entrepreneur can devise **concrete strategies** to strengthen less active superpowers and

further consolidate those they already master. Thus, the tool transforms into a true personalized action plan, shaped according to the **reality and ambitions** of each entrepreneur.

This analysis presents the main results segmented by gender (female and male) and age group (youth and adults). To date, 16,970 entrepreneurs have completed this self-assessment — of whom 51% are women and 93% are young.



What we see: A portrait of superpowers in Mozambique

Main patterns identified

The superpowers of Learning, Innovation, and Opportunity Visualization show the lowest average levels, suggesting priority areas for development in training programs. None of them, however, are classified as “low” (below 50), which reveals a promising base to be strengthened.

Women demonstrate slightly higher levels in most assessed superpowers. Young people show greater “entrepreneurial energy,” with emphasis on attributes such as Passion, Grit, and Proactivity.

Key insights by demographics

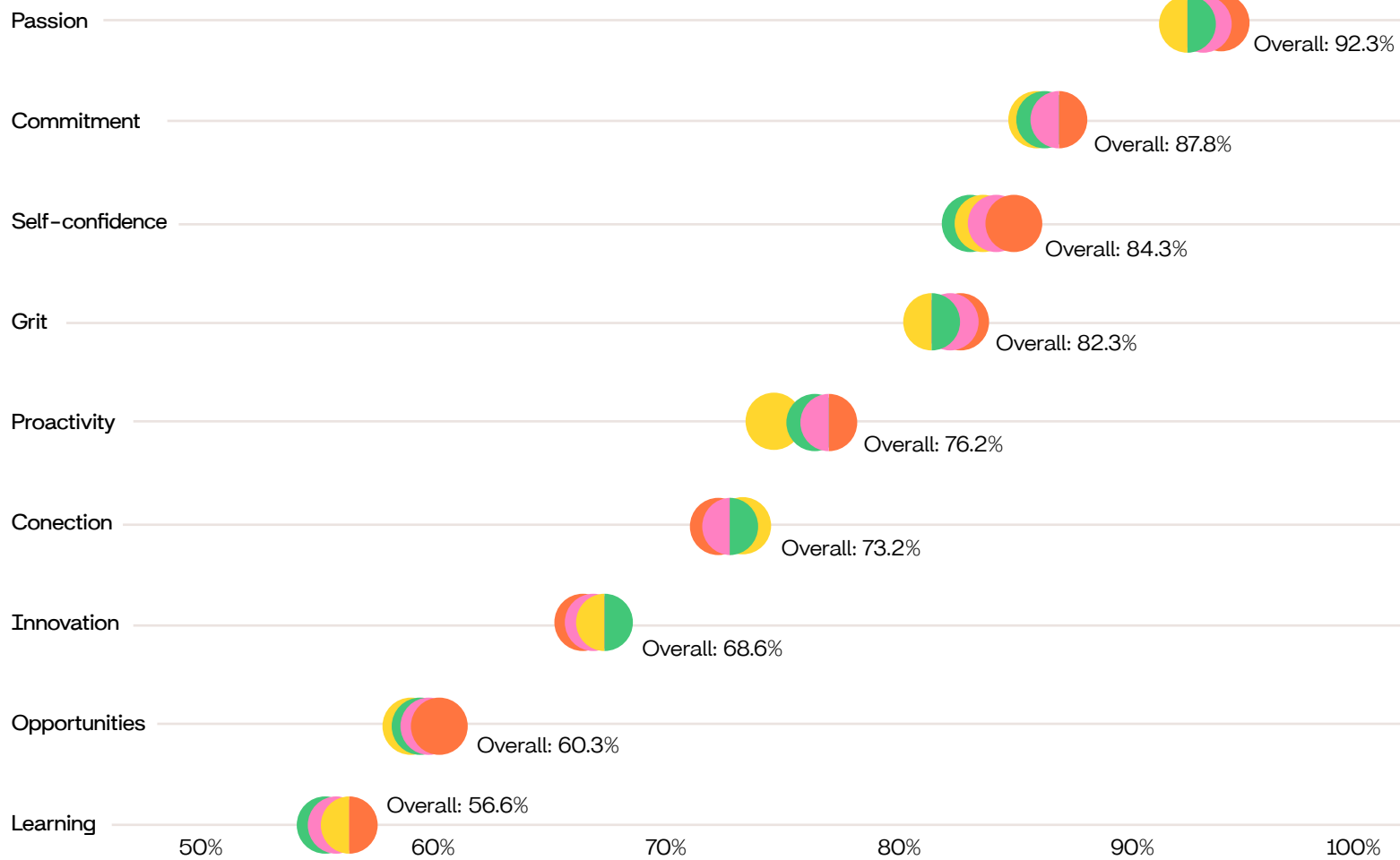
Gender

Women show slightly higher averages in most behavioral superpowers, demonstrating particular prominence in: **Passion (92,6)**, **Commitment (87,9)**, **Self-confidence (84,9)**, **Grit (82,8)**. Men particularly excel in Innovation, with an average higher than women’s (68.9 vs. 68.3).

Faixa Etária

Young people slightly outperform adults in the overall average (76.2 vs. 75.8), presenting higher levels of: **Passion, Self-confidence & Proactivity**. Adults, however, demonstrate superior performance in Innovation, although they face a greater challenge in Opportunity Visualization — a sign that, even with experience, it is necessary to invest in the ability to imagine the new.

Women Men Young people Adults



We believe that knowing our superpowers is a first step to unlocking full entrepreneurial potential. Therefore, we invite everyone who wishes to strengthen their superpowers to carry out their own self-assessment through **ideialab**'s superpowers. Discover which competencies are already part of your profile and which can be developed to boost your entrepreneurial journey through this [link](#).

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