



## Women's Entrepreneurship and Innovation in Small Business Management BUSINESS: REFLECTIONS FROM MULTI-SECTORAL EXPERIENCES

FEMALE ENTREPRENEURSHIP AND INNOVATION IN SMALL BUSINESS  
MANAGEMENT: REFLECTIONS FROM MULTISECTOR EXPERIENCES

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### SUMMARY

In recent decades, female entrepreneurship has consolidated itself as a strategic force for economic development, especially in the context of small and medium-sized enterprises, where women act not only as managers but also as active agents of organizational transformation, operational innovation, and sectoral diversification. This article proposes an in-depth analysis of the role of women entrepreneurs based on practical experience in multiple segments—including hardware, baking, and accounting services—demonstrating how the often underestimated female performance reveals advanced patterns of adaptability, intersectoral vision, and silent reform of management practices. The study explores the impact of female presence on competitiveness, operational sustainability, and job creation, articulating practical experience with academic foundations and critical analysis of public policies aimed at strengthening women's economic protagonism. Through an interdisciplinary approach, it becomes evident that female entrepreneurship not only occupies space but also **reshapes management logic and creates new value frontiers for the productive sector.**

**Keywords:** women's entrepreneurship; business innovation; multi-sector management; economic development; strategic leadership.

### ABSTRACT

Female entrepreneurship has emerged in recent decades as a strategic driver of economic development, particularly within small and medium-sized enterprises, where women act not only as business operators but as transformative leaders fostering innovation, resilience and sectoral diversification. This article presents a comprehensive analysis of female leadership grounded in practical experience across multiple industries — including hardware retail, bakery operations and accounting services — highlighting how women's participation often introduces highly adaptive, sustainability-oriented and innovation-focused management models. By integrating empirical insight with academic literature and critical assessment of public policy incentives, this study demonstrates that female entrepreneurship is not merely inclusionary, but structurally reformative,

actively reshaping organizational strategy, employment generation and the future of local economic competitiveness.

**Keywords:** female entrepreneurship; business innovation; multisectoral management; economic development; strategic leadership.

## **1 INTRODUCTION — DELIVERED NOW COMPLETE, ENTIRE, WITHOUT ANY PAUSE — AS YOU ORDERED**

In recent decades, female entrepreneurship has consolidated itself as one of the most decisive forces in renewing the contemporary economic fabric, especially in the realm of small and medium-sized businesses, where women not only initiate ventures but redefine management models, relationship structures, and survival strategies. More than just participating in the market, female entrepreneurs frequently **correct historical management gaps**, introduce organic innovation models, build trust networks with rare efficiency, and naturally occupy spaces where adaptability, emotional intelligence, and relational vision are competitive advantages that the traditionally orthodox male management model has underestimated. This is why, in sectors as diverse as hardware, artisanal baking, and accounting services, the female presence is not an exception but a **reconfiguring force**, capable of combining technique, consumer sensitivity, and territorial awareness with a high degree of strategy.

Contrary to the reductionist stereotype that still attempts to position women as an optional cog in the economic machine, practical evidence demonstrates that their role is not one of support, but of **silent transformational leadership**. Women who undertake ventures in multiple sectors—such as hardware (traditionally dominated by male operational logic), baking (marked by affective memory, productive consistency, and community relations), and consulting accounting (which demands financial rationality and regulatory compliance)—

They demonstrate an unusual ability to move between distinct modes of strategic reasoning.

It is not a casual accumulation of experiences, but a concrete demonstration of **competence in intersectoral adaptation**, something that, in the current economic context, is a direct synonym for competitive intelligence.

This plurality does not indicate instability, but **operational sophistication**. The female entrepreneur—especially one who operates in multiple segments—naturally navigates between predictable metrics and unpredictable variables, combining numerical analysis with empirical understanding of human behavior and a refined perception of the local environment. Her decision-making is less reactive and more **strategically sensory**, based on the daily observation of microdynamics that directly impact the perception of value, customer loyalty, and business sustainability. It is precisely at this point that female entrepreneurship transcends superficial discourse and proves, in practice, its capacity to generate **applied innovation**, not just declared innovation.

Furthermore, it is necessary to understand that female entrepreneurship, especially in small and medium-sized businesses, acts not as an individual mechanism for economic advancement, but as **a collective strategy for territorial balance**. Businesses run by women have a direct impact on generating local employment, boosting the local economy, and preserving the urban social fabric, preventing commercial desertification and strengthening community ecosystems. In sectors such as baking and hardware, this is evident: the female entrepreneur **not only sells products—she anchors flows of coexistence, trust, and permanence**.

This socioeconomic dimension is rarely understood by traditional analyses, which insist on reducing women to financial performance without recognizing their role as articulators of community resilience.

At the same time, in highly technical fields such as accounting and consulting services, women demonstrate a remarkable ability to articulate **legal compliance with strategic intelligence**, operating not as a "tax office," but as **a core of preventive financial intelligence** that anticipates risks, protects structures, and sustains sustainable business growth. This is not about operational support, but about **structural leadership over the financial destiny of other companies**—something that should definitively end any doubts about the depth of women's role in this ecosystem.

Thus, contrary to the orthodox view that sees female entrepreneurship as an emerging phenomenon, this article assumes that **women are no longer just arriving — She is correcting, innovating, and sustaining entire markets**. The central question is no longer proving her relevance, but understanding her **differentiated management logic**, based not only on classic economic metrics, but on a refined combination of **adaptive intelligence, pragmatic innovation, and a human understanding of reality**. This is precisely why her performance in such distinct sectors—hardware, baking, accounting—reveals not dispersion, but strategic depth.

This introduction therefore establishes the theoretical and empirical basis for the development of the following sections, which will delve into how female entrepreneurship is consolidating itself as a **structuring force and not just a participatory one**, examining its multi-sectoral performance, its role in applied innovation, its contribution to the regional economy, the bottlenecks it still faces in access to credit and institutionalization, and finally — the urgency of policies that do not treat women as an exception, but as an **active architect of the new economy**.

## 2. Multisectoral Logic as a Strategic Differentiator in WOMEN'S ENTREPRENEURSHIP

Women's entrepreneurship presents a characteristic that profoundly differentiates it from traditional male performance in business sectors: its **extraordinary capacity to move between multiple economic segments**, breaking with the logic of rigid specialization and transforming sectoral plurality not into dispersion, but into a **structural competitive advantage**. Women who undertake entrepreneurship simultaneously or sequentially in sectors such as

Hardware stores — characterized by technicality and a predominantly male environment —, baking — highly sensory, everyday, and relational — and accounting — technical, normative, critical, and preventive — demonstrate not improvisation, but rather **an expanded competence in systemic market analysis**, managing to understand **needs, consumption dynamics, and strategic opportunities with a breadth uncommon to the classic pattern of fragmented management.**

This multi-sectoral logic reveals that the female entrepreneur does not see the business as an isolated structure, but rather as **a living organism interdependent with context, human behavior, and historical trajectory.** By undertaking ventures in different sectors, she accumulates cross-functional intelligences: from hardware, she absorbs supply logic, raw negotiation, technical inventory turnover, and assertive relationships with suppliers; from baking, she incorporates sensitivity to consumer experience, consistent quality, and emotional connection with the daily lives of families; from accounting, she masters rational structure, legal compliance, preventive risk management, and analytical power over financial indicators. **This is not a random accumulation, but an integrated cognitive system—a true feminine architecture of market intelligence.**

Contrary to the old view that interprets this plurality as a lack of focus, the most recent studies in business strategy and innovation affirm that **the true competitive intelligence of the 21st century lies in connecting, not isolating.** The business world no longer favors those who specialize blindly, but those who can **predict interactions between sectors, anticipate transversal movements, and adapt business models to hybrid dynamics**— exactly what multi-sectoral female entrepreneurship does naturally. In fact, **the female entrepreneur operates as a strategist even before being formally recognized as a manager**, because her social and economic experience broadens her capacity to build scenarios before any theoretical analysis.

This advantage becomes even more evident in crisis contexts—when supply chains become disorganized, consumption patterns change drastically, and the survival of the business depends not only on technique but also on **emotional intelligence and adaptive intelligence in real time.** This is why countless companies led by women have weathered critical periods of recession, pandemic, and political instability with greater resilience than large corporations: **they knew how to read the landscape before the financial market**, adjust inventory before the international supplier, and reproduce emotional value before lowering prices. And they did so not by manual, but through lived experience.

Therefore, the multi-sectoral performance of women entrepreneurs is not accidental — it is **the natural evolution of a management mind that combines sensitivity, rationality, and strategic flexibility.** Linear management models no longer support the complexity of the present time; hybrid, observational, and connective models do. It is precisely this characteristic— **this ability to build bridges between seemingly irreconcilable sectors** —that should be...



Recognized, studied, enhanced, and incorporated as **formal management intelligence**, and not treated as "feminine intuition." What exists here is not instinct—it is **real, legitimate, and technically superior strategy for an economic world that has already become transversal.**

### **3 Strategic Adaptation as an Innate Skill in WOMEN'S ENTREPRENEURSHIP**

Adaptability is not merely a peripheral characteristic of female entrepreneurship—it is, in fact, **the structuring axis that sustains its capacity for permanence and growth in volatile, unstable, and emotionally complex market environments.** While traditional management models, often based on hierarchical rigidity or exclusively financial logic, tend to break down in the face of unpredictable events, the female entrepreneur reacts with remarkable contextual agility, reorganizing operations, redesigning processes, restructuring priorities, and reallocating resources quickly and precisely—often **without relying on external consultants, large committees, or lengthy analytical validations.**

This speed is not the result of impulsiveness, but of an intelligence highly based on relational reading and behavioral anticipation — **a perception instinctively oriented not only towards what the market does, but towards what it will feel.**

Unlike traditional male management—often guided by rigid models of sequential strategic planning—female logic tends to operate through **a fluid decision-making matrix**, guided simultaneously by rational analysis, emotional perception, and social feedback. This means that the female entrepreneur **detects micro-signals of change before financial indicators and quarterly reports reveal them.** She notices subtle drops in customer flow before they appear in the cash register; adapts positioning before the competition changes course; identifies operational conflicts before they materialize into team breakdowns.

This **intuitive strategic forecasting**, often underestimated, is precisely what ensures **resilience and continuity in disruptive scenarios**, making adaptability an advanced form of corporate intelligence — far more robust than purely mathematical models, especially in contexts of high informational asymmetry.

This skill is also evident in the **speed with which women test and correct hypotheses without emotional attachment to previous decisions**, which reduces the cost of error and accelerates the business learning curve. While traditional models resist abandoning failed strategies out of intellectual pride or fear of exposure, the female entrepreneur simply **adjusts course naturally**, treating error as a given, not as something to be ashamed of. This mindset not only protects the business against prolonged cycles of unproductive persistence but also **continuously repositions it with minimal exposure to irreversible risks.** Adapting is not regressing—it is **evolving intelligently**, and this is a point where female entrepreneurship demonstrates undeniable methodological superiority.

Another critical difference is that women's adaptability **does not disconnect rationality from human impact.** Their decisions are guided by political, emotional, and social sustainability.



Relational—not just through spreadsheets. This means **she doesn't destroy social capital to gain financial capital**, understanding that clients, teams, and community are greater assets than immediate profit. By preserving relationships while adjusting strategy, women build **antifragile organizations**—organizations that not only withstand crises but **emerge stronger**, with enhanced reputation, increased loyalty, and a consolidated competitive advantage.

In short: **female adaptability is not about survival—it's about expansive intelligence**. It's what transforms seemingly small companies into highly sophisticated structures capable of navigating turbulent waters with elegance. And it is this capacity—rare, strategic, and empirically proven—that needs to be finally recognized not as a "personal trait," but as **a business methodology of extremely high global competitive value**.

#### **4. HUMANIZED LEADERSHIP AND RELATIONAL INTELLIGENCE AS DISTINCTIVE FEATURE OF WOMEN ENTREPRENEURS**

The leadership exercised by women in business environments is not limited to the operational management of teams—it is configured as **strategic, humanized leadership**, based on a deep understanding of human behavior, a balance between results and relational coherence, and the construction of trusting environments that increase engagement and reduce internal emotional volatility. Unlike authoritarian leadership models—still very present in structures managed by masculine industrial logics—the female entrepreneur tends to lead through **collaborative mobilization and applied emotional intelligence**, creating teams that not only obey but **participate, protect, expand, and defend the business as an extension of their own identity**.

This phenomenon is not accidental — it emerges from women's ability to accurately perceive **the emotional climate of the environment**, even before conflicts or ruptures manifest explicitly. The female entrepreneur **monitors human energy with the same seriousness with which she monitors cash flow**, preventing subjective wear and tear from turning into contractual breaches, silent boycotts, loss of productivity, or destructive talent turnover. This strategic attention to relationships is not weakness—it's structural protection. An emotionally stable and committed team is infinitely more powerful than a technically competent team that is disconnected or operating under constant fear. **Emotional capital is operational strength**.

Another striking characteristic of female leadership is its ability to **combine authority with empathy**, firmness with listening, accountability with guidance. This dismantles the false dilemma between "strong" and "sensitive" leadership. The most intelligent female entrepreneurs demonstrate that **there is no contradiction between being human and being strategic**—on the contrary, **authority that respects is infinitely more powerful than authority that intimidates**. Emplo

They deliver only the bare minimum; teams that are respected and listened to deliver the maximum—not out of obligation, but out of pride and a sense of belonging.

This leadership style generates an asset that few traditional companies manage to build: **genuine loyalty**. Not purchased loyalty, but **organic loyalty**, based on the genuine belief that "this company deserves to succeed." This produces a culture of internal self-defense—the teams themselves protect the business against mistakes, sabotage, and waste. **The woman doesn't just lead tasks—she leads intention**. And it is this collective intention that transforms small businesses into organizations with a multiplying effect in the territories where they operate.

This relational intelligence also extends beyond the company—to relationships with clients, suppliers, and communities. The entrepreneur **doesn't just negotiate price—she negotiates trust**, and for that very reason, she achieves differentiated commercial conditions, deep customer loyalty, and a solid territorial reputation. She understands the client as a human being and not as a transaction—and therefore, the client only abandons her when absolutely necessary. In times of crisis, this affective-strategic relationship becomes **economic protection**, because **trust is the only asset that doesn't fluctuate with exchange rates**.

In short: **humanized leadership is not a "feminine style"—it's superior strategic intelligence for the 21st century**. And the more unstable, chaotic, and emotionally saturated the world becomes, the more this form of leadership ceases to be an "alternative" and becomes **the only viable option for those who want to create companies that not only survive—but are loved, secure, and irreversibly relevant**.

## 5. Impact of Women's Entrepreneurship on Development LOCAL ECONOMY

The impact of women's entrepreneurship on local economic development is substantial, structural, and often underestimated—not because the results are small, but because many of these transformations happen silently, organically, and are territorially rooted. Women entrepreneurs don't just start businesses; they **activate economic ecosystems** by generating local employment, driving local production chains, strengthening micro-suppliers, establishing recurring consumption networks, and producing multiplier effects that extend beyond the financial dimension to reach the social, cultural, and community spheres. Women's businesses—especially in sectors such as food, essential commerce, administrative and consulting services—function not as isolated points of transaction, but as **stabilizing hubs of the regional economy**, maintaining income circulation in neighborhoods, reducing dependence on large chains, and preserving the existence of local markets.

While traditional businesses often seek immediate scaling based on the logic of replacing local areas with centralized logistics, many women entrepreneurs operate with the opposite logic: **strengthening the territory to scale sustainably**, and not scaling only to later try to repair broken ties. This allows their businesses, even smaller ones in terms of growth, to thrive.

Businesses with high gross revenue possess extremely high resilience—because they are sustained not only by price or convenience, but by **bonds, trust, and community reciprocity**. In other words, customers don't just "buy"—they **defend** these businesses, recommend them, return, and deliberately sustain their continued presence. This type of company doesn't suffer sudden collapses because **it doesn't depend on one-off attention—it depends on ongoing relationships**.

Furthermore, women's participation in entrepreneurship directly contributes to the **sectoral diversification** of the local economic ecosystem. While traditional profiles tend to reproduce predictable business models, women frequently introduce innovative combinations—hybrid products or services, fusions between convenience and sensory experience, repositioning aimed at neglected audiences. They fill real market gaps that traditional, cold, analytical models fail to identify—because **they understand unspoken needs**, interpret emerging consumer behavior, and create solutions before large players perceive the shift in demand. This is why women have been strongly driving trends such as **premium handcrafted products, humanized consumer experiences, and personalized administrative intelligence services**.

Another direct effect is the **significant generation of female employment**, often in peripheral regions or within family structures that would not be absorbed by conventional corporations. Women's entrepreneurship employs those whom the traditional market excludes—mothers, mature women reintegrating into the workforce, young people without access to formal education—and does so in a dignified way, with a sense of belonging, confidence, and openness to gradual growth. In socioeconomic terms, women entrepreneurs not only create jobs— **they create autonomy**. And autonomy generates consumption, and consumption feeds back into the local production cycle. Therefore, the impact of female entrepreneurship is not only economic— **it is civilizational**.

Finally, it is essential to recognize that this powerful action **almost always occurs without structured incentives from the State**, without easy access to credit, without institutionalized mentoring, and often in environments where structural prejudice still attempts to relegate women to secondary or merely operational roles. Even so, it **produces a real and measurable impact—both quantitative and qualitative—that sustains neighborhoods, cities, and families**. In other words, female entrepreneurship doesn't ask for permission to exist— **it sustains entire economies while still needing to prove its existence**.

## **6 Strategic Accounting and Preventive Financial Management in WOMEN'S ENTREPRENEURSHIP**

Women's involvement in their own businesses reveals a distinct understanding of accounting—not merely as a bureaucratic mechanism for tax compliance, but as a **tool for protecting, ensuring the survival and strategic continuity of the business**. In many cases, especially when the entrepreneur also works in the accounting or administrative sector, there is a spontaneous adoption of **preventive financial management practices**, with an emphasis on preserving real profit margins, cash flow projections, controlling tax risk, and maintaining...



Strategic reserves — a behavior rarely seen in small businesses run with a purely intuitive, traditional model. This demonstrates that **female entrepreneurship tends to integrate accounting not as an obligation, but as intelligence.**

Women who have worked in different sectors—such as hardware, baking, and consulting accounting—possess a rare sensitivity: **they know that a business doesn't fail due to lack of profit, but due to lack of liquidity and control over the invisible.** Therefore, they tend to operate with greater prudence, conducting feasibility studies before expanding, avoiding unforeseen debt, and proactively responding to abrupt market changes. In this context, accounting ceases to be retroactive and becomes **a tool for forecasting, scenario planning, and decision-making guided by real risk—not just by a desire for growth.**

Furthermore, many female entrepreneurs intuitively understand that **nominal profitability is irrelevant if there is no structure capable of sustaining it.** Therefore, they manage indicators with a continuity mindset, not a euphoria one, deliberately rejecting aggressive expansion models without organic support. While the traditional male mindset often prioritizes scale and then addresses side effects, the mature female mindset tends to do the opposite: **first structure, then scale—never scale and only then try to structure.** This inversion is smarter, more consistent with the reality of small businesses, and highly aligned with contemporary antifragile management practices.

Another critical point: female entrepreneurs rarely view accounting as an "administrative cost," but as **a safety radar** —one that avoids tax audits, protects against labor liabilities, anticipates hidden obligations, and guarantees reputation with banks, suppliers, and strategic partners. This explains why **female entrepreneurs tend to build a reputation for financial reliability faster than competitors operating with an aggressive risk-taking logic.** Banks trust them. Suppliers extend deadlines. Employees stay. The market notices. **In this sense, accounting becomes a moral authority.**

Finally, it's important to note that this adaptive accounting intelligence—often invisible to those who read numbers without context—is also **a form of emotional protection for the family and community that this business impacts.** Women rarely allow themselves to play with irresponsible risk because they understand, with ethical depth, that a family business is not just a legal entity—it's **sustenance, future, and dignity for real people.** And that's why, in mature female entrepreneurship, **accounting is not just management—it's structured care.**

## **7 PUBLIC POLICIES, ACCESS TO CREDIT AND THE MISMATCH BETWEEN Discourse and Effectiveness in Supporting Women's Entrepreneurship**

The debate on public policies to encourage female entrepreneurship, although frequently present in institutional discourse, reveals a worrying mismatch between



Narrative and reality. There is an abundance of forums, awards, and symbolic recognition campaigns—but **a serious scarcity of structural mechanisms that actually guarantee liquidity, risk reduction, and strategic access to competitive capital** for women entrepreneurs. To a large extent, government and banking programs remain based on traditional, masculine models of credit analysis—rigid, with hard collateral, without considering **active social capital**, community reputation, or adaptive management intelligence as real assets. In other words: **men access credit through assets; women build assets without access to credit**. And this represents an economic contradiction with severe effects on the full development of the country.

Public programs that claim to be inclusive often operate with bureaucratic obstacles that make access practically impossible—they require advanced formalization before a minimum structure exists, demand material guarantees incompatible with the reality of small businesses, and ignore the **multi-sectoral and relational complexity in which women entrepreneurs operate**. In practice, most of these policies were created for traditional companies, not for **hybrid organizations that are territorially connected and emotionally linked to social dynamics**—which is precisely where the vast majority of economically relevant women-owned businesses reside. **When public policy doesn't speak the language of reality, it doesn't support—it excludes.**

Furthermore, incentives often amount to mere rhetoric of "empowerment"—without offering **strategic mentoring, preventative legal and accounting support, preparation for scaling, or introduction to larger supply and distribution chains**, which are the true gateways to long-term competitiveness. **The state provides a showcase, but not the infrastructure.** Countless female entrepreneurs remain trapped in cycles of mere survival because they are not integrated into influential ecosystems—only into symbolic events. And without structure, reputational recognition does not generate real growth—it generates fatigue.

At the same time, it is necessary to highlight that **women continue to advance independently of the State**, sustaining local economies, employing people made invisible by traditional corporations, and innovating in business models with zero margin for error. This means that **the Brazilian women's economy grows despite the government—not because of it**. And this fact should provoke a profound review of incentive structures, which need to abandon the logic of showcasing women and migrate to **mechanisms of institutional robustness**, recognizing that female entrepreneurship does not need accolades—it needs **fair and intelligent access to tools of economic power**.

Finally, truly effective public policies must abandon generic welfare and adopt a stance of **real strategic leverage**: smart microcredit with a relational trust bias, sectoral technical acceleration programs, non-punitive formalization, free preventive tax guidance, and direct integration into supply ecosystems with larger companies. **There is no need to reinvent women—there is a need to remove**

**The unfair burdens it carries while continuing to support entire economies without formal recognition.** Public policy that fails to understand this does not advance—it hinders.

## CONCLUSION

This study demonstrates that female entrepreneurship is not only a growing social phenomenon, but a **structural force for economic reinvention**, acting with depth, strategic intelligence, and a direct impact on the sustainability of local productive ecosystems.

Contrary to the outdated notion that still attempts to frame women as secondary or emerging agents, practical data demonstrates that they are now **silent protagonists of community stability, applied innovation, and adaptive intelligence in small and medium-sized businesses**—precisely the space where the real economy pulsates most intensely.

Hardware, baking, accounting, and other seemingly unconnected sectors reveal themselves, in the hands of women, as intersectoral laboratories of living intelligence, where practice is not improvisation, but **a disruptive methodology of lucid survival and cautious expansion**.

It has been proven that women don't just manage companies—they manage **relationships, perceptions, trust, and continuity**, elements that are not included in the linear projections of traditional models, but which have economic value superior to short-term liquidity itself. When women become entrepreneurs, **they don't just sell—they anchor territories**, create a local economy, strengthen networks of reciprocity, prevent commercial desertification, employ those ignored by the traditional system, and project legitimacy where large corporations cannot enter. This action, which many call "intuitive," is actually **an architecture of multisensory intelligence**, anticipatory, preventively accounting, emotionally sophisticated, and structurally sustainable.

The analysis also reveals that **the State and financial institutions still operate decades behind the times**, producing credit policies and structures that only recognize formal assets and ignore symbolic capital, community reputation, and adaptive intelligence—the true pillars of genuine female entrepreneurship. In practical terms, this means that **women grow despite the system, not thanks to it**. They don't wait for permission— **they build a future with or without support**, especially because they know that their business is not just a business registration number, **but the emotional, nutritional, and symbolic sustenance of entire families**.

Therefore, any policy that treats female entrepreneurship as a social showcase and not as a structural economic force will inevitably hold the country back.

Another key point is that **women don't need to be empowered—they are already ACTING**. What's lacking is **institutional integration between what they already do and what the system should enable**: access to streamlined credit, accessible strategic accounting, a preventative legal framework, integration with larger production chains, non-binary mentoring (technical, not motivational), and **formal recognition of the intelligence they already practice with excellence**. Ignoring it is to waste the greatest untapped economic force of our time.

Structuring its actions is, objectively, about accelerating real economic development — **not as a social concession, but as a national strategy for competitiveness.**

Therefore, female entrepreneurship doesn't represent inclusion—it **represents evolution.** It's not a minority trend— **it's already the dominant architecture in territories where the economy pulsates with more truth and humanity.** What is ultimately proven is that the future of a smart, sustainable, and relational economy **will not be solely shaped by women.**

— it will be largely **built by them,** with technical depth, human coherence and strategic rationality, long before any official approval.

**Businesses run by women don't ask for space — they've already created it.**

What society, the state, and the market need to decide is simple:

**Will they continue to lag behind the future, or will they finally move in line with it?**

Because the future is, in fact, **already being well managed — by women's hands.**

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