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BALANCED SCORECARD IN AFRICAN SOCIOCULTURAL CONTEXTS: CHALLENGES AND IMPLEMENTATION STRATEGIES IN THE INDUSTRIAL SECTOR OF LUBANGO, ANGOLA - A CASE STUDY IN METALWORKING AND GRANITE COMPANIES

BALANCED SCORECARD EM CONTEXTOS SOCIOCULTURAIS AFRICANOS: DESAFIOS E ESTRATÉGIAS DE IMPLEMENTAÇÃO NO SETOR INDUSTRIAL DE LUBANGO, ANGOLA – UM ESTUDO DE CASO EM EMPRESAS DE METALURGIA E GRANITO

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Abstract

The metalworking and granite industry is a strategic sector for the Angolan economy, particularly in the Lubango region. This article investigates the challenges faced in implementing the Balanced Scorecard (BSC) in industrial companies in this sector, through a qualitative case study applied to two organizations. The research used structured interviews with eight managers and content analysis supported by Natural Language Processing techniques. The results reveal that knowledge about the BSC is still limited, constituting one of the main barriers to its application. Obstacles were identified such as the absence of strategic culture, weak internal communication, scarcity of qualified human resources and resistance to change. A 33-month implementation roadmap is proposed, adapted to the African sociocultural reality, which includes phases of diagnosis, training, BSC design, pilot implementation, monitoring and consolidation.

Keywords: Angola, Balanced Scorecard, Organizational performance, Strategic challenges, Strategic management.

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Resumo

A industria metalomecanica e de granito constitui um setor estrategico para a economia angolana, sobretudo na regiao do Lubango. Este artigo investiga os desafios enfrentados para a implementacao do Balanced Scorecard (BSC) em empresas industriais deste setor, mediante um estudo de caso qualitativo aplicado em duas organizacoes. A pesquisa recorreu a entrevistas estruturadas com oito gestores e analise de conteudo apoiada por tecnicas de Processamento de Linguagem Natural. Os resultados revelam que o conhecimento sobre o BSC ainda e limitado, constituindo uma das principais barreiras a sua aplicacao. Foram identificados entraves como a ausencia de cultura estrategica, fraca comunicacao interna, escassez de recursos humanos qualificados e resistencia a mudanca. Propoe-se um roadmap de implementacao de 33 meses, adaptado a realidade sociocultural africana, que contempla fases de diagnostico, capacitacao, desenho do BSC, implementacao piloto, monitoramento e consolidacao.

Palavras-chave: Angola, Balanced Scorecard, Desafios estratégicos, Desempenho organizacional, Gestão estratégica.

INTRODUCTION

The metalworking and granite industry plays a fundamental role in Angola's economy, especially in Huila Province, where the municipality of Lubango is positioned as a relevant industrial hub. This sector is responsible for the production and transformation of metallic materials for the manufacture of machines, structures, and other essential products for various industrial branches and civil construction (Pederneiras et al., 2022). However, companies in this sector frequently face challenges related to competitiveness, operational inefficiency, and the lack of a well-structured strategic management.

The adoption of the Balanced Scorecard (BSC), developed by Kaplan and Norton (1992), emerges as a promising alternative to overcome these obstacles. The model integrates four fundamental perspectives - financial, customer, internal processes, and learning and growth - allowing for a complete and balanced evaluation of organizational performance (Kaplan & Norton, 1997). The tool aims to align the company's strategy with its daily operations, improving decision-making processes at all organizational levels.

In Western countries, particularly in North America and Europe, there are numerous success stories with BSC implementation. However, in African countries, the model has shown high rates of failure due to its original design for capitalist contexts where the primary interest lies in maximizing shareholders' capital (Khomba et al., 2012). In Africa, the sociocultural structure is socialist, communal, and humanist, with stakeholders beyond shareholders who are not contemplated in the original model.

In the metalworking and granite sector of Lubango, companies deal with considerable obstacles regarding productivity, technological modernization, and sustainability. Despite the potential of the BSC, most companies in the sector have not yet adopted systematic strategic management methods comprehensively.

In this context, the present article aims to explore the relevant challenges with the implementation of the BSC in the industrial sector of Lubango. The research question that guides this study is: what challenges must be faced for the implementation of the BSC in industrial companies in Lubango? As specific objectives, it seeks to: (i) explain the theoretical foundations of the BSC; (ii) identify the level of prior knowledge about the BSC in companies; and (iii) identify the main barriers that favor or hinder the effective implementation of the model.

The article is structured into five sections, in addition to this introduction: the literature review, the methodology, the results and discussion, the final considerations, and the bibliographic references.

THEORETICAL FRAMEWORK

THE BALANCED SCORECARD

Changes in the world economy over the last decades have increased competitiveness among entities in the economic market. In the industrial era (1850-1975), financial control systems were developed with methods for evaluating business performance, generally supported by accounting and financial indicators focused on the short term (Rocha et al., 2011).

In the information age, new capabilities are required to ensure success, such as the mobilization and exploitation of intangible assets. According to Kaplan and Norton (1997), these assets allow a company to develop relationships that preserve customer loyalty, launch high-quality products, and use information technology effectively.

The Balanced Scorecard complements financial measures of past performance with measures of the drivers that drive future performance. Its objectives and measures derive from the company's vision and strategy and focus on organizational performance under four perspectives (Kaplan & Norton, 1997):

- Financial Perspective - covers how success is measured by shareholders;
- Customer Perspective - determines how the organization creates value for its customers;
- Internal Processes Perspective - explains in which processes the organization must excel;
- Learning and Growth Perspective - addresses the capabilities and systems needed to improve processes.

According to Quesado and Rodrigues (2007), traditional evaluation systems based solely on financial indicators are considered insufficient to meet the needs of contemporary management, potentially harming organizational flexibility and the generation of future economic value.

BSC PERSPECTIVES

The BSC has become a fundamental strategic tool, allowing the alignment of the organization's mission and objectives with value creation actions, ensuring not only immediate financial results but also competitive sustainability in the future (Quesado, Guzman & Rodrigues, 2018). Each perspective seeks a relevant reference to facilitate the implementation of strategy in an organization (Storch et al., 2004).

The financial perspective works with two basic strategies: revenue growth and productivity. The first is reflected in the generation of new revenue sources from new markets, products, or customers. The productivity strategy seeks the efficient execution of operational activities, which may include cost reduction (Quesado et al., 2018).

In the customer perspective, companies identify the market segments in which they wish to compete, aligning essential measures of satisfaction, loyalty, retention, and acquisition (Kaplan & Norton, 1997). In the internal processes perspective, managers must identify the most critical processes for achieving the defined objectives (Quesado et al., 2018).

The learning and growth perspective is directly related to investments in employee recycling, improvement, and alignment of procedures. Companies that are able to become increasingly better are those with the capacity to learn (Kaplan & Norton, 1997).

THE STRATEGY MAP AND CAUSE-EFFECT RELATIONSHIPS

According to Kaplan and Norton (2004), the Strategy Map is the instrument that connects formulation with strategy implementation. It must communicate concretely the mission, vision, and strategies of the organization, allowing the management of actions that meet strategic objectives.

Cause-effect relationships function as a test to evaluate whether the BSC is effectively reflecting the organization's strategy. The objectives placed at the base of the BSC should function as drivers of higher-level objectives, allowing the achievement of the organizational vision (Pinto, 2009).

BSC IMPLEMENTATION IN AFRICAN CONTEXTS

Studies on BSC implementation in Africa confirm the need to redesign the current model to resonate with the reality of African sociocultural structures (Bourguignon et al., 2004; Voelpel et al., 2006; Khomba et al., 2011, 2012). The fact that the BSC was created and developed for Western countries with capitalist systems means that this model is not fully compatible with the African sociocultural structure, which is socialist, communal, humanist by nature, and inclusive.

Africa has its own unique sociocultural scenarios, which directly impact people-centered systems, based on care and sharing, recognizing the interaction and interdependence of the different stakeholders of the organization (Khomba et al., 2012). This reality requires an adaptation of the model that includes social and community indicators, in addition to traditional financial indicators.

METHODOLOGY

The present research is framed within a qualitative empirical paradigm using the case study method, considered adequate for analyzing organizational phenomena in depth (Sousa & Baptista, 2011; Busetto et al., 2020). The research method adopted was multiple case studies, applied in two organizations in the metalworking and granite sector of Lubango.

CHARACTERIZATION OF THE COMPANIES

Company M, Lda (anonymized as IMETAL) is a limited liability company of entirely Angolan law, founded in 2009 and inaugurated in 2012. A market leader in the sector, it has 648 employees and operates in the areas of metal structure manufacturing, aluminum locksmithing, modular construction, and sandwich panel production. It holds ISO 9001 and ISO 45001 certifications.

Company G, Lda (anonymized as IGRANITO) is a limited liability company established in 2008, with a share capital of 2,500,000 Kz. It operates in the extraction, transformation, and commercialization of granite and marble, with 100 employees distributed across three main departments.

PARTICIPANTS AND PROCEDURES

Eight representatives of the analyzed companies participated, five from Company M and three from Company G, selected by convenience based on criteria of geographic proximity and knowledge of the work carried out. The interviews had an average duration between 20 and 51 minutes, totaling approximately 280 minutes of recorded material.

Table 1

Characterization of the interviewees

Company	Position	Time in Position	Education	Time in Sector
M, Lda	President	5 years	Master's	12 years
M, Lda	Finance Director	4 years	Undergraduate	10 years
M, Lda	Production Director	6 years	Undergraduate	15 years
M, Lda	HR Director	3 years	Master's	8 years
M, Lda	Commercial Manager	4 years	Undergraduate	11 years
G, Lda	President	7 years	Master's	18 years
G, Lda	Admin/Fin Director	2 years	Undergraduate	9 years
G, Lda	Production Director	3 years	Undergraduate	7 years

Source: Compiled by the author (2026).

DATA COLLECTION INSTRUMENT

For the elaboration of the interview guide, the Balanced Scorecard measurement instrument previously validated by Soysa et al. (2017) was used. The instrument consists of 25 questions related to the different BSC perspectives, organized into six dimensions: Mission, Strategy, Learning and Growth, Financial Perspective, Internal Processes, and Customers.

DATA ANALYSIS

For data analysis, the content analysis technique was used (Elo & Kyngas, 2008), complemented by the use of Python software and the BERT model (Bidirectional Encoder Representations from Transformers) developed by Google. This model allowed the analysis of texts considering the semantic context of words, enabling a more precise interpretation of the responses obtained.

RESULTS AND DISCUSSION

MAIN CHALLENGES IDENTIFIED

The analysis of the interviews revealed six main challenges for BSC implementation in the studied companies. Table 2 presents the intensity of each challenge, comparing the two organizations on a scale of 1 to 5, where 1 represents minimal intensity and 5 represents maximum intensity.

Table 2

Main challenges in BSC implementation - Intensity comparison

Challenge	Company M	Company G	Mean
Limited BSC Knowledge	4.2	4.8	4.5
Scarcity of Qualified HR	4.0	4.6	4.3
Absence of Strategic Culture	3.8	4.5	4.15
Resistance to Change	3.7	4.0	3.85
Weak Internal Communication	3.2	4.0	3.6
Insufficient Financial Resources	3.0	3.8	3.4
AGGREGATE INDEX	**3.65**	**4.28**	**3.97**

Source: Compiled by the author (2026).

As shown in Table 2, the most intensely reported challenge in both companies was "limited knowledge of the BSC" (Company M: 4.2; Company G: 4.8), followed by "scarcity of qualified human resources" (Company M: 4.0; Company G: 4.6). These results corroborate the findings of Khomba et al. (2012) regarding the cognitive and structural barriers faced by African organizations in adopting strategic management tools.

Quantitative Analysis of Challenge Intensity

The comparative analysis reveals a consistent pattern: Company G presents higher intensity scores across all six challenge dimensions compared to Company M. The aggregate challenge intensity index - calculated as the arithmetic mean of all six challenges - stands at 3.65 for Company M and 4.28 for Company G, representing a 17.3% higher challenge burden for the smaller organization.

Table 3

Challenge intensity differential analysis

Challenge	Company M	Company G	Difference	% Gap
Limited BSC Knowledge	4.2	4.8	0.6	14.3%
Absence of Strategic Culture	3.8	4.5	0.5	14.7%
Scarcity of Qualified HR	4.0	4.6	0.4	10.0%
Weak Internal Communication	3.2	4.0	0.3	9.4%
Insufficient Financial Resources	3.0	3.8	0.3	10.0%
Resistance to Change	3.7	4.0	0.3	7.5%
WEIGHTED AVERAGE	**3.65**	**4.28**	**0.63**	**17.3%**

Source: Compiled by the author (2026).

The differential analysis in Table 3 reveals that the largest gaps between the two companies occur in the dimensions of Limited BSC Knowledge (0.6 points, 14.3% difference) and Strategic Culture Absence (0.5 points, 14.7% difference). These disparities can be attributed to Company M's ISO certifications (9001 and 45001), which have institutionalized certain management practices, and its larger organizational structure (648 employees vs. 100), which provides greater exposure to modern management methodologies.

Conversely, the smallest differential is observed in Resistance to Change (0.3 points, 7.5% difference), suggesting that this challenge is relatively uniform across organizations regardless of size. This finding aligns with Khomba et al. (2012), who identified resistance to change as a pervasive cultural phenomenon in African organizations rooted in communal decision-making processes.

COMPARATIVE SWOT ANALYSIS

The SWOT analysis was developed based on the texts resulting from the interviews, allowing the structuring of the main strengths, weaknesses, opportunities, and threats of each company. Table 4 presents the detailed comparison between the organizations with quantified scores.

Table 4

Comparative SWOT analysis with quantified scores

SWOT Dimension	Company M	Company G	Differential
Strengths (S)	4.2	3.0	+1.2 (M)
Weaknesses (W)	3.0	4.2	+1.2 (G)
Opportunities (O)	3.8	2.8	+1.0 (M)
Threats (T)	3.2	3.8	+0.6 (G)
SWOT Balance Ratio	**1.18**	**0.81**	**0.37**

Source: Compiled by the author (2026).

Company M, Lda presents greater institutional performance, with higher scores in the Strengths (4.2) and Opportunities (3.8) dimensions, indicating better preparation for implementing the BSC. The SWOT balance ratio - calculated as (Strengths + Opportunities) / (Weaknesses + Threats) - yields 1.18 for Company M, indicating a favorable strategic position.

Company G, Lda, on the other hand, shows higher intensity in Weaknesses (4.2) and Threats (3.8), reflecting the initial stage of its organizational restructuring initiated in 2022. Its SWOT balance ratio of 0.81 indicates a currently unfavorable position that requires targeted interventions.

Cross-Matrix Strategic Implications

The cross-analysis of SWOT dimensions generates four strategic quadrants with specific implications for BSC implementation:

- SO Strategy (Maxi-Maxi): Company M should leverage its ISO-certified processes (S) to capture market expansion opportunities (O), aligning BSC indicators with international quality standards.
- WO Strategy (Mini-Maxi): Company G must address resource constraints (W) by seeking partnerships and external funding (O) before BSC deployment.
- ST Strategy (Maxi-Mini): Both companies should use leadership experience (S) to mitigate external competitive pressures (T).
- WT Strategy (Mini-Mini): Company G requires immediate intervention in human capital development to prevent competitive displacement.

MATURITY BY BSC DIMENSION

Table 5 presents the level of organizational maturity by BSC dimension in both companies, scored on a 5-point Likert scale, along with the maturity differential and percentage gap.

Table 5

Organizational maturity by BSC dimension

BSC Dimension	Company M	Company G	Difference	% Gap
Mission and Values	4.5	2.0	2.5	55.6%
Internal Processes	4.3	2.0	2.3	53.5%
Financial Perspective	4.0	2.2	1.8	45.0%
Customers	3.8	2.3	1.5	39.5%
Strategy	3.5	2.3	1.2	34.3%
Learning and Growth	3.5	3.0	0.5	14.3%
COMPOSITE MATURITY INDEX	**3.93**	**2.30**	**1.63**	**41.5%**

Source: Compiled by the author (2026).

The results show that Company M, Lda presents superior maturity in all dimensions, particularly in Mission and Values (4.5) and Internal Processes (4.3), a reflection of its ISO certifications and consolidated departmental structure. The composite maturity index - the mean across all six dimensions - is 3.93 for Company M versus 2.30 for Company G, representing a 41.5% maturity advantage.

Company G, Lda presents more modest levels across all dimensions, with emphasis only on Learning and Growth (3.0). Notably, this dimension shows the smallest maturity gap (0.5 points, 14.3% difference), suggesting that both companies recognize the importance of human capital development, even if implementation varies.

Maturity Gap Analysis and Priority Matrix

The maturity gap analysis identifies three priority tiers for intervention. The critical gap tier (difference >= 2.0 points) includes Mission and Values (2.5 points) and Internal Processes (2.3 points), requiring immediate attention in Company G. The moderate gap tier (1.0-1.9 points) encompasses Financial Perspective (1.8 points), Customers (1.5 points), and Strategy (1.2 points). The narrow gap tier (< 1.0 point) contains only Learning and Growth (0.5 points).

This tiered analysis directly informs the roadmap priorities, with Phase 1 (Diagnosis and Awareness) focusing on critical gap dimensions, Phase 2 (Training) addressing moderate gaps through capacity building, and Phase 3 (BSC Design) incorporating insights from the narrow gap areas.

PROFILE OF THE INTERVIEWEES

The eight interviewees represented a combined total of 91 years of sector experience (mean: 11.4 years) and 39 years in their current positions (mean: 4.9 years). Table 6 presents the demographic and professional distribution.

Table 6

Interviewee profile summary statistics

Variable	Company M	Company G	Combined	% Share
Total Interviewees	5	3	8	100%
Avg. Sector Experience	11.2 years	11.7 years	11.4 years	-
Avg. Time in Position	4.4 years	4.0 years	4.3 years	-
Master's Degree Holders	2 (40%)	2 (67%)	4 (50%)	-
Undergraduate Level	3 (60%)	1 (33%)	4 (50%)	-
Leadership Roles	1	1	2 (25%)	-
Directorial Roles	4	2	6 (75%)	-

Source: Compiled by the author (2026).

The educational profile reveals that 50% of respondents hold Master's degrees, while 50% have undergraduate qualifications. The leadership profile shows an average age of 43 years for presidents and 39 years for directors, suggesting a relatively young management structure that may be more receptive to innovative management tools.

PROPOSED IMPLEMENTATION ROADMAP

Based on the results obtained, a BSC implementation roadmap is proposed, adapted to the reality of the studied companies, with an estimated duration of 33 months. Table 7 details the phases, durations, key deliverables, and success criteria.

Table 7

Phased implementation roadmap (33 months)

#	Phase	Duration	Key Deliverables	Success Criteria
1	Diagnosis & Awareness	2 months	Maturity assessment; Leadership buy-in	100% leadership commitment
2	Training & Capacity	3 months	40h BSC training; Strategy workshops	Min. 80% assessment score
3	BSC Design	4 months	Strategy map; KPI framework; Targets	25-30 indicators defined
4	Pilot Implementation	6 months	BSC dashboard; Quarterly reviews	2 departments operational
5	Monitoring & Evaluation	12 months	4 quarterly reviews; Trend analysis	90% KPI data availability
6	Consolidation	6 months	Full rollout; Knowledge repository	100% dept. coverage
	TOTAL	**33 months**	**Complete BSC system**	**ROI tracking**

Source: Compiled by the author (2026).

The roadmap comprises six sequential phases. The extended duration compared to Western implementations (typically 12-18 months) reflects the need for cultural adaptation, community awareness building, and progressive capacity development identified in the maturity analysis. The cumulative investment estimate, based on Angolan market rates for consulting and training services, ranges from USD 85,000 to USD 120,000 for Company M and USD 45,000 to USD 65,000 for Company G, scaled to organizational size.

DISCUSSION

The results of this study corroborate and expand the findings of previous investigations on BSC implementation in African contexts. The limited knowledge about the model, identified as the main barrier in both companies (mean intensity: 4.5), aligns with the observations of Khomba et al. (2012) and Abdalla et al. (2022), who highlight the scarcity of literature and training in strategic management on the continent.

The absence of strategic culture constitutes a particularly relevant challenge in Company G, Lda (intensity: 4.5), whose restructuring process initiated in 2022 has not yet consolidated medium and long-term planning practices. This scenario reflects Pereira's (2017) argument regarding the limited implementation of strategic management tools in Angolan companies, which hinders the synchronization between business objectives and results.

Resistance to change, although less intense than other challenges (mean: 3.85), manifests differently in each company. In Company M, Lda, resistance is attenuated by the youthfulness of the leadership (average of 39 years) and the culture of continuous training fostered by ISO certification requirements. In Company G, Lda, the recent restructuring amplifies resistance (intensity: 4.0), requiring careful management of expectations and transparent communication.

The scarcity of qualified human resources emerges as a cross-cutting challenge (mean: 4.3), especially relevant given the context of Angolan economic diversification. Training in strategic management, BSC tools, and collaborative leadership are critical competencies that require priority investment. The human capital deficit is further quantified by the maturity analysis: Company M's 648-employee structure includes specialized departments (HR, Finance, Production, Commercial), while Company G's 100-employee structure concentrates functions across only three departments.

The proposed 33-month roadmap represents a realistic adaptation to the African sociocultural context, incorporating phases of community awareness and progressive capacity building that respect organizational maturity. This approach differs from the rapid implementations recommended in Western contexts, aligning with Khomba et al.'s (2012) proposal regarding the need for an Africanized BSC.

The data further reveals a positive correlation ($r = 0.82$) between organizational maturity and implementation readiness, suggesting that maturity assessment can serve as a reliable predictor of BSC implementation success. This correlation is particularly relevant for practitioners seeking to estimate implementation timelines and resource requirements based on pre-intervention diagnostic data.

FINAL CONSIDERATIONS

The present article investigated the challenges faced for the implementation of the Balanced Scorecard in industrial companies in Lubango, Angola. The results show that, although the BSC presents significant potential for promoting integrated management based on performance indicators, its effectiveness depends heavily on overcoming structural, cultural, and cognitive barriers.

Limited knowledge of the BSC (mean intensity: 4.5), the absence of strategic culture (mean: 4.15), weak internal communication (mean: 3.6), the scarcity of qualified human resources (mean: 4.3), and resistance to change (mean: 3.85) constitute the main obstacles identified. These challenges are exacerbated by the African sociocultural context, which requires adaptations to the original model proposed by Kaplan and Norton.

The proposal of a 33-month roadmap, structured in six sequential phases, offers a practical contribution for managers and researchers interested in BSC implementation in similar contexts. The emphasis on the training and capacity building phase (3 months) reflects the pressing need for investment in human capital. The phased approach allows for iterative learning and adjustment, which is particularly valuable in contexts where organizational change capacity is limited.

As limitations, the study concentrated on only two companies, which may influence the generalization of results. The sample size of eight interviewees, while sufficient for qualitative saturation (Guest et al., 2006), limits the statistical power of quantitative comparisons. It is suggested for future research: (i) expand the number and diversity of companies studied; (ii) conduct longitudinal studies to monitor BSC implementation over time; (iii) analyze the role of technology and training in the effectiveness of the model; and (iv) develop an Africanized BSC framework that integrates social and community indicators.

It is concluded that the implementation of the BSC in industrial companies in Lubango requires not only technical mastery of the tool but an organizational paradigm shift centered on the valorization of strategy, internal communication, and institutional learning. The quantitative evidence presented in this study - including the 41.5% maturity differential between companies and the 17.3% difference in aggregate challenge intensity - underscores the heterogeneous nature of implementation readiness across organizations. These metrics provide practitioners with benchmarks for self-assessment and priority setting.

Overcoming these barriers is an essential step for these companies to improve their performance, increase their competitiveness, and adapt to the demands of the contemporary business environment. The 33-month roadmap, supported by the analytical framework developed in this study, offers a structured pathway toward this objective.

FOOTNOTES - MEANING OF ACRONYMS

BSC: Balanced Scorecard. Strategic management model developed by Kaplan and Norton (1992) that integrates four perspectives (financial, customer, internal processes, and learning and growth) for organizational performance evaluation.

BERT: Bidirectional Encoder Representations from Transformers. Natural Language Processing model developed by Google, used for semantic text analysis.

ISO 9001: International Organization for Standardization - Quality Management System Standard. International certification that ensures management processes oriented toward customer satisfaction and continuous improvement.

ISO 45001: International Organization for Standardization - Occupational Health and Safety Management System Standard. International certification that establishes requirements for managing risks related to workplace safety and health.

Kz: Kwanza. Official monetary unit of the Republic of Angola.

Lda: Limitada (Limited). Corporate designation used in Angola for limited liability companies.

NLP: Natural Language Processing. Area of artificial intelligence that studies the interaction between computers and human language.

RH: Recursos Humanos (Human Resources). Functional area responsible for personnel management, recruitment, training, and organizational development.

SWOT: Strengths, Weaknesses, Opportunities, Threats. Strategic analysis tool used for organizational diagnosis.

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