Authorization for Credit Card Transactions

Department of Homeland Security

Form G-1450

How To Fill Out Form G-1450

1. Type or print legibly in black ink.
2. Complete the "**Applicant's/Petitioner's/Requester's Information**," "**Credit Card Billing Information**," and "**Credit Card Information**" sections and sign the authorization. **NOTE:** The credit card must be issued by a U.S. bank.
3. Place your Form G-1450 ON TOP of your application, petition, or request package.

NOTE: Failure to provide the requested information may result in DHS and your financial institution not accepting the payment. DHS cannot process credit card payments without an authorized signature.

NOTE: Please see the USCIS Form G-1450 website for additional information.

We recommend that you print or save a copy of your completed Form G-1450 to review in the future and for your records.

By completing this transaction, you agree that you have paid for a government service and that the filing fee, biometric services fee and all related financial transactions are final and not refundable, regardless of any action DHS takes on an application, petition, or request. You must submit all fees in the exact amounts. DHS will charge your credit card up to the amount you authorize below.

Please refer to the form(s) you are filing for additional information, or you may call the USCIS Customer Contact number at **1-800-375-5283**. For TTY (deaf or hard of hearing) call: **1-800-767-1833**.

Applicant's/Petitioner's/Requester's Information (Full Legal Name)		
Given Name (First Name) Avana	Middle Name (if any)	Family Name (Last Name) FRANCA SALLES
Credit Card Billing Information (Credit Card Holder's Name as it Appears on the Card)		
Given Name (First Name) Otavio	Middle Name (if any) H	Family Name (Last Name) SILVA
Credit Card Holder's Billing Address:		
Street Number and Name 5051 La Jolla Blvd	Apt. Ste. Flr. ☒ ☐ ☐	Number 202
City or Town San Diego	State CA	ZIP Code 92109
Credit Card Holder's Signature and Contact Information:		
Credit Card Holder's Signature		
Credit Card Holder's Daytime Telephone Number 5102419336	Credit Card Holder's Email Address otavio@yousalaw.com	
Credit Card Information		
Credit Card Number	**Credit Card Type:** ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover	Authorized Payment Amount $ 715.00
Credit Card Expiration Date (mm/yyyy) CVV Code		

Authorization for Credit Card Transactions

Department of Homeland Security

Form G-1450

How To Fill Out Form G-1450

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Applicant's/Petitioner's/Requester's Information (Full Legal Name)		
Given Name (First Name) Avana	Middle Name (if any)	Family Name (Last Name) FRANCA SALLES
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Given Name (First Name) Otavio	Middle Name (if any) H	Family Name (Last Name) SILVA
Credit Card Holder's Billing Address:		
Street Number and Name 5051 La Jolla Blvd	Apt. Ste. Flr. ☒ ☐ ☐	Number 202
City or Town San Diego	State CA	ZIP Code 92109
Credit Card Holder's Signature and Contact Information:		
Credit Card Holder's Signature		
Credit Card Holder's Daytime Telephone Number 5102419336	Credit Card Holder's Email Address otavio@yousalaw.com	
Credit Card Information		
Credit Card Number	**Credit Card Type:** ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover	Authorized Payment Amount $ 300.00
Credit Card Expiration Date (mm/yyyy) CVV Code		

YOUSA
LAW FIRM

EB-2 IMMIGRANT PETITION
WITH REQUEST FOR A NATIONAL INTEREST WAIVER

Petitioner: SALLES, Avana Franca

San Diego, CA - PO Box 90487

TABLE OF CONTENTS

Petitioner: **SALLES, Avana Franca**
Type of Petition: **I-140, EB-2 National Interest Waiver**
Classification Sought: **Immigration and Nationality Act 203(b)(2)(B)**

Forms	• Form G-1450 in the amount of $715 towards I-140 filing fee • Form G-1450 in the amount of $300 towards Asylum Program Fee • Form G-1145 • Form G-28 • Form I-140 • ETA-9089
Petition Cover Letter	• Summary of Cover Letter • Petition Cover Letter • Exhibit List
Exhibit A	Resume
Exhibit B **ELIGIBILITY CRITERIA**	**Advanced Degree:** • Bachelor's degree of Journalism from Casper Libero College in Brazil, and transcripts and corresponding translation • Specialization course: Strategic Management in Organizational communication and Public Relations from University of Sao Paulo – Brazil, transcripts, certificate and corresponding translation • Academic Evaluation • Work Records: - Independent Contract - Mark's Letter - Company Records
Exhibit C **NATIONAL INTEREST WAIVER**	**C.I – First Prong – Substantial Merit and National Importance:** • Business Plan for Inova Communications • Research and Government Initiatives Supporting the Business **C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor:** • All the documents of Exhibit B • English & Journalism Certifications • Professional Journalist Registry - Ministry of Labor (Brazil) • Future Reporter Project • Evidence of Authorship

	- The Golden Era of the Derby (Documentary) - Published Articles at Communicare Research Journal • Professional Membership Declaration of Professional Membership by Abraji - Brazilian Association of Investigative Journalism - About Abraji Membership • Letters of Support and Resumes - Mr. Peter Kutuchian - Mr. Luis Mauro Sa Martino - Ms. Carolina Frazon Terra - Mr. Welington Wagner Andrade - Mr. Paulo Fernandes - Mr. Caio Marques • Letter of Intent Partnership/Professional Contact - Hair by Maya – Oakland, CA - Agência MKG – Brazilian Agency - The Brazilian Spot – San Francisco, CA • Financial Feasibility - Deed of Donation, Property Registration and Appraisal Report - Bank Statement from Avana Franca Salles - Currency Conversion
<u>Exhibit D</u> **PERSONAL DOCUMENTS**	• Birth Certificate and Corresponding Translation • Passport's Biometrics Page • US Visa • I-94 • Social Security Number

e-Notification of Application/Petition Acceptance

Department of Homeland Security
U.S. Citizenship and Immigration Services

USCIS
Form G-1145

What Is the Purpose of This Form?

Use this form to request an electronic notification (e-Notification) when U.S. Citizenship and Immigration Services accepts your immigration application. This service is available for applications filed at a USCIS Lockbox facility.

General Information

Complete the information below and clip this form to the first page of your application package. You will receive one e-mail and/or text message for each form you are filing.

We will send the e-Notification within 24 hours after we accept your application. Domestic customers will receive an e-mail and/or text message; overseas customers will only receive an e-mail. Undeliverable e-Notifications cannot be resent.

The e-mail or text message will display your receipt number and tell you how to get updated case status information. It will not include any personal information. The e-Notification does not grant any type of status or benefit; rather it is provided as a convenience to customers.

USCIS will also mail you a receipt notice (I-797C), which you will receive within 10 days after your application has been accepted; use this notice as proof of your pending application or petition.

USCIS Privacy Act Statement

AUTHORITIES: The information requested on this form is collected pursuant to section 103(a) of the Immigration and Nationality Act, as amended INA section 101, et seq.

PURPOSE: The primary purpose for providing the information on this form is to request an electronic notification when USCIS accepts immigration form. The information you provide will be used to send you a text and/or email message.

DISCLOSURE: The information you provide is voluntary. However, failure to provide the requested information may prevent USCIS from providing you a text and/or email message receipting your immigration form.

ROUTINE USES: The information provided on this form will be used by and disclosed to DHS personnel and contractors in accordance with approved routine uses, as described in the associated published system of records notices [**DHS/USCIS-007 - Benefits Information System and DHS/USCIS-001 - Alien File (A-File) and Central Index System (CIS)**, which can be found at **www.dhs.gov/privacy**]. The information may also be made available, as appropriate for law enforcement purposes or in the interest of national security.

Complete this form and clip it on top of the first page of your immigration form(s).

Applicant/Petitioner Full Last Name	Applicant/Petitioner Full First Name	Applicant/Petitioner Full Middle Name
FRANCA SALLES	**Avana**	**N/A**

Email Address	Mobile Phone Number (Text Message)
na_f14salles@hotmail.com	

Notice of Entry of Appearance as Attorney or Accredited Representative

Department of Homeland Security

DHS Form G-28
OMB No. 1615-0105
Expires 05/31/2021

Part 1. Information About Attorney or Accredited Representative

1. USCIS Online Account Number (if any)

► 0 0 7 4 9 2 6 2 5 4 3 8

Name of Attorney or Accredited Representative

2.a. Family Name (Last Name): HAVERROTH SILVA

2.b. Given Name (First Name): Otavio

2.c. Middle Name: N/A

Address of Attorney or Accredited Representative

3.a. Street Number and Name: PO Box 90487

3.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.c. City or Town: San Diego

3.d. State: CA **3.e.** ZIP Code: 92169

3.f. Province: N/A

3.g. Postal Code: N/A

3.h. Country: USA

Contact Information of Attorney or Accredited Representative

4. Daytime Telephone Number: 5102419336

5. Mobile Telephone Number (if any): 5102419336

6. Email Address (if any): otavio@legalhs.com

7. Fax Number (if any): N/A

Part 2. Eligibility Information for Attorney or Accredited Representative

Select **all applicable** items.

1.a. ☒ I am an attorney eligible to practice law in, and a member in good standing of, the bar of the highest courts of the following states, possessions, territories, commonwealths, or the District of Columbia. If you need extra space to complete this section, use the space provided in **Part 6. Additional Information**.

Licensing Authority: California

1.b. Bar Number (if applicable): 343486

1.c. I (select **only one** box) ☒ am not ☐ am subject to any order suspending, enjoining, restraining, disbarring, or otherwise restricting me in the practice of law. If you are subject to any orders, use the space provided in **Part 6. Additional Information** to provide an explanation.

1.d. Name of Law Firm or Organization (if applicable): HS Law Corp

2.a. ☐ I am an accredited representative of the following qualified nonprofit religious, charitable, social service, or similar organization established in the United States and recognized by the Department of Justice in accordance with 8 CFR part 1292.

2.b. Name of Recognized Organization: N/A

2.c. Date of Accreditation (mm/dd/yyyy): N/A

3. ☐ I am associated with N/A, the attorney or accredited representative of record who previously filed Form G-28 in this case, and my appearance as an attorney or accredited representative for a limited purpose is at his or her request.

4.a. ☐ I am a law student or law graduate working under the direct supervision of the attorney or accredited representative of record on this form in accordance with the requirements in 8 CFR 292.1(a)(2).

4.b. Name of Law Student or Law Graduate: N/A

Part 3. Notice of Appearance as Attorney or Accredited Representative

If you need extra space to complete this section, use the space provided in **Part 6. Additional Information**.

This appearance relates to immigration matters before (select **only one** box):

1.a. ☒ U.S. Citizenship and Immigration Services (USCIS)

1.b. List the form numbers or specific matter in which appearance is entered.

I-140, ETA 9089

2.a. ☐ U.S. Immigration and Customs Enforcement (ICE)

2.b. List the specific matter in which appearance is entered.

N/A

3.a. ☐ U.S. Customs and Border Protection (CBP)

3.b. List the specific matter in which appearance is entered.

N/A

4. Receipt Number (if any)

► N/A

5. I enter my appearance as an attorney or accredited representative at the request of the (select **only one** box):

☐ Applicant ☒ Petitioner ☐ Requestor
☐ Beneficiary/Derivative ☐ Respondent (ICE, CBP)

Information About Client (Applicant, Petitioner, Requestor, Beneficiary or Derivative, Respondent, or Authorized Signatory for an Entity)

6.a. Family Name (Last Name): FRANCA SALLES

6.b. Given Name (First Name): Avana

6.c. Middle Name: N/A

7.a. Name of Entity (if applicable)

N/A

7.b. Title of Authorized Signatory for Entity (if applicable)

N/A

8. Client's USCIS Online Account Number (if any)

► N/A

9. Client's Alien Registration Number (A-Number) (if any)

► A- 2 3 4 4 6 1 6 1 5

Client's Contact Information

10. Daytime Telephone Number

6506420448

11. Mobile Telephone Number (if any)

6506420448

12. Email Address (if any)

na_f14salles@hotmail.com

Mailing Address of Client

NOTE: Provide the client's mailing address. **Do not** provide the business mailing address of the attorney or accredited representative **unless** it serves as the safe mailing address on the application or petition being filed with this Form G-28.

13.a. Street Number and Name: PO Box 90487

13.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

13.c. City or Town: San Diego

13.d. State: CA **13.e.** ZIP Code: 92169

13.f. Province: N/A

13.g. Postal Code: N/A

13.h. Country

USA

Part 4. Client's Consent to Representation and Signature

Consent to Representation and Release of Information

I have requested the representation of and consented to being represented by the attorney or accredited representative named in **Part 1.** of this form. According to the Privacy Act of 1974 and U.S. Department of Homeland Security (DHS) policy, I also consent to the disclosure to the named attorney or accredited representative of any records pertaining to me that appear in any system of records of USCIS, ICE, or CBP.

Part 4. Client's Consent to Representation and Signature (continued)

Options Regarding Receipt of USCIS Notices and Documents

USCIS will send notices to both a represented party (the client) and his, her, or its attorney or accredited representative either through mail or electronic delivery. USCIS will send all secure identity documents and Travel Documents to the client's U.S. mailing address.

If you want to have notices and/or secure identity documents sent to your attorney or accredited representative of record rather than to you, please select **all applicable** items below. You may change these elections through written notice to USCIS.

1.a. ☒ I request that USCIS send original notices on an application or petition to the business address of my attorney or accredited representative as listed in this form.

1.b. ☒ I request that USCIS send any secure identity document (Permanent Resident Card, Employment Authorization Document, or Travel Document) that I receive to the U.S. business address of my attorney or accredited representative (or to a designated military or diplomatic address in a foreign country (if permitted)).

NOTE: If your notice contains Form I-94, Arrival-Departure Record, USCIS will send the notice to the U.S. business address of your attorney or accredited representative. If you would rather have your Form I-94 sent directly to you, select **Item Number 1.c.**

1.c. ☐ I request that USCIS send my notice containing Form I-94 to me at my U.S. mailing address.

Signature of Client or Authorized Signatory for an Entity

2.a. Signature of Client or Authorized Signatory for an Entity

➡ Ivanza Salles

2.b. Date of Signature (mm/dd/yyyy) 08/10/2026

Part 5. Signature of Attorney or Accredited Representative

I have read and understand the regulations and conditions contained in 8 CFR 103.2 and 292 governing appearances and representation before DHS. I declare under penalty of perjury under the laws of the United States that the information I have provided on this form is true and correct.

1. a. Signature of Attorney or Accredited Representative

1.b. Date of Signature (mm/dd/yyyy) 08/10/2026

2.a. Signature of Law Student or Law Graduate

N/A

2.b. Date of Signature (mm/dd/yyyy) N/A

Part 6. Additional Information

If you need extra space to provide any additional information within this form, use the space below. If you need more space than what is provided, you may make copies of this page to complete and file with this form or attach a separate sheet of paper. Type or print your name at the top of each sheet; indicate the **Page Number**, **Part Number**, and **Item Number** to which your answer refers; and sign and date each sheet.

1.a Family Name (Last Name): FRANCA SALLES

1.b. Given Name (First Name): Avana

1.c. Middle Name: N/A

2.a. Page Number: N/A **2.b.** Part Number: N/A **2.c.** Item Number: N/A

2.d. N/A

3.a. Page Number: N/A **3.b.** Part Number: N/A **3.c.** Item Number: N/A

3.d. N/A

4.a. Page Number: N/A **4.b.** Part Number: N/A **4.c.** Item Number: N/A

4.d. N/A

5.a. Page Number: N/A **5.b.** Part Number: N/A **5.c.** Item Number: N/A

5.d. N/A

6.a. Page Number: N/A **6.b.** Part Number: N/A **6.c.** Item Number: N/A

6.d. N/A

Immigrant Petition for Alien Workers

Department of Homeland Security
U.S. Citizenship and Immigration Services

USCIS
Form I-140
OMB No. 1615-0015
Expires 02/28/2027

For USCIS Use Only	Fee Stamp	Priority Date	Consulate	Action Block

Classification

- ☐ 203(b)(1)(A) Alien of Extraordinary Ability
- ☐ 203(b)(1)(B) Outstanding Professor or Researcher
- ☐ 203(b)(1)(C) Multinational Executive or Manager
- ☐ 203(b)(2) Member of Professions with Advanced Degree/Exceptional Ability
- ☐ 203(b)(3)(A)(i) Skilled Worker
- ☐ 203(b)(3)(A)(ii) Professional
- ☐ 203(b)(3)(A)(iii) Other Worker

Certification

- ☐ National Interest Waiver (NIW)
- ☐ Schedule A, Group I
- ☐ Schedule A, Group II

Remarks

To be completed by an Attorney or Accredited Representative (if any).	☒ Select this box if Form G-28 or Form G-28I is attached.	Attorney State Bar Number (if applicable)	Attorney or Accredited Representative USCIS Online Account Number (if any)
		343486	007492625438

► **START HERE - Type or print in black ink.**

Part 1. Information About the Person or Organization Filing This Petition

If an individual is filing this petition, answer **Item Numbers 1.a. - 1.c.** If a company or organization is filing this petition, answer **Item Number 2.**

1.a. Family Name (Last Name): FRANCA SALLES

1.b. Given Name (First Name): Avana

1.c. Middle Name: N/A

2. Company or Organization Name: N/A

Mailing Address

3.a. In Care Of Name: Otavio Haverroth Silva

3.b. Street Number and Name: PO Box 90487

3.c. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.d. City or Town: San Diego

3.e. State: CA **3.f.** ZIP Code: 92169

3.g. Province: N/A

3.h. Postal Code: N/A

3.i. Country: USA

Other Information

4. IRS Employer Identification Number (EIN) ► N/A

5. Are you a nonprofit organized as tax exempt or a governmental research organization? ☐ Yes ☒ No

6. Do you currently employ a total of 25 or fewer full-time equivalent employees in the United States, including all affiliates or subsidiaries of this company/organization? ☒ Yes ☐ No

7. U.S. Social Security Number (SSN) (if any) ► 704990704

8. USCIS Online Account Number (if any) ► N/A

Part 2. Petition Type

This petition is being filed for (select **only one** box):

1.a. ☐ An alien of extraordinary ability.

1.b. ☐ An outstanding professor or researcher.

1.c. ☐ A multinational executive or manager.

1.d. ☐ A member of the professions holding an advanced degree or an alien of exceptional ability (who is **NOT** seeking a National Interest Waiver (NIW)).

1.e. ☐ A professional (at a minimum, possessing a bachelor's degree or a foreign degree equivalent to a U.S. bachelor's degree).

Part 2. Petition Type (continued)

1.f. ☐ A skilled worker (requiring at least two years of specialized training or experience).

1.g. ☐ Any other worker (requiring less than two years of training or experience).

1.h. ☒ An alien applying for an NIW (who **IS** a member of the professions holding an advanced degree or an alien of exceptional ability).

This petition is being filed (select **only one** box):

2.a. ☐ To amend a previously filed petition.

Previous Petition Receipt Number

► N/A

2.b. ☐ For the Schedule A, Group I or II designation.

Part 3. Information About the Person for Whom You Are Filing

1.a. Family Name (Last Name): FRANCA SALLES

1.b. Given Name (First Name): Avana

1.c. Middle Name: N/A

Mailing Address

2.a. In Care Of Name: Otavio Haverroth Silva

2.b. Street Number and Name: PO Box 90487

2.c. ☐ Apt. ☐ Ste. ☐ Flr. N/A

2.d. City or Town: San Diego

2.e. State: CA **2.f.** ZIP Code: 92169

2.g. Province: N/A

2.h. Postal Code: N/A

2.i. Country: USA

Other Information

3. Date of Birth (mm/dd/yyyy): 11/22/1990

4. City/Town/Village of Birth: Barretos

5. State or Province of Birth: Sao Paulo

6. Country of Birth: Brazil

7. Country of Citizenship or Nationality: Brazil

8. Alien Registration Number (A-Number) (if any)

► A- 234461615

9. U.S. SSN (if any) ► 704990704

Information About His or Her Last Arrival in the United States

If the person for whom you are filing is in the United States, provide the following information.

10. Date of Last Arrival (mm/dd/yyyy): 11/30/2022

11.a. Form I-94 Arrival-Departure Record Number

► 13861803 1A3

11.b. Expiration Date of Authorized Stay Shown on Form I-94 (mm/dd/yyyy): 01/29/2023

11.c. Status on Form I-94 (for example, class of admission, or paroled, if paroled): B2

12. Passport Number: FW009125

13. Travel Document Number: FW009125

14. Country of Issuance for Passport or Travel Document: Brazil

15. Expiration Date for Passport or Travel Document (mm/dd/yyyy): 05/16/2028

Part 4. Processing Information

Provide the following information for the person named in **Part 3.** (select **only one** box):

1.a. ☒ Alien will apply for a visa abroad at a U.S. Embassy or U.S. Consulate at:

1.b. City or Town: Montreal

1.c. Country: Canada

2.a. ☐ Alien is in the United States and will apply for adjustment of status to that of lawful permanent resident.

Part 4. Processing Information (continued)

2.b. Alien's current country of residence or, if now in the United States, last country of permanent residence abroad.

Brazil

If you provided a United States address in **Part 3.**, provide the person's foreign address in **Item Numbers 3.a. - 3.f.**:

3.a. Street Number and Name: 1149, 3 Ave, Between St 28 and 30

3.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.c. City or Town: Barretos

3.d. Province: Sao Paulo

3.e. Postal Code: 14783094

3.f. Country

Brazil

If the person's native alphabet is other than Roman letters, type or print the person's foreign name and address in the native alphabet in **Item Numbers 4.a. - 5.g.**:

4.a. Family Name (Last Name): N/A

4.b. Given Name (First Name): N/A

4.c. Middle Name: N/A

Mailing Address

5.a. In Care Of Name

N/A

5.b. Street Number and Name: N/A

5.c. ☐ Apt. ☐ Ste. ☐ Flr. N/A

5.d. City or Town: N/A

5.e. Province: N/A

5.f. Postal Code: N/A

5.g. Country

N/A

If you answer "Yes" to **Item Numbers 6.a. - 10.**, provide the case number, office location, date of decision, and disposition of the decision in the space provided in **Part 11. Additional Information**.

6.a. Are you filing any other petitions or applications with this Form I-140? ☐ Yes ☒ No

6.b. If you answered "Yes" **to Item Number 6.a.**, select all applicable boxes:

☐ Form I-485

☐ Form I-131

☐ Form I-765

☐ Other (Provide an explanation in **Part 11. Additional Information**.)

7. Is the person for whom you are filing in removal proceedings? ☐ Yes ☒ No

8. Has any immigrant visa petition ever been filed by or on behalf of this person? ☐ Yes ☒ No

9. Are you filing this petition without an original labor certification because the original labor certification was previously submitted in support of another Form I-140? ☐ Yes ☒ No

10. If you are filing this petition without an original labor certification, are you requesting that U.S. Citizenship and Immigration Services (USCIS) request a duplicate labor certification from the Department of Labor (DOL)? ☐ Yes ☒ No

Part 5. Additional Information About the Petitioner

Type of petitioner (select **only one** box):

1.a. ☐ Employer

1.b. ☒ Self

1.c. ☐ Other (For example, Lawful Permanent Resident, U.S. citizen or any other person filing on behalf of the alien)

N/A

If a company or an organization is filing this petition, provide the following information:

2. Type of Business

N/A

3. Date Established (mm/dd/yyyy): N/A

4. Current Number of U.S. Employees: N/A

5. Gross Annual Income $ N/A

6. Net Annual Income $ N/A

7. NAICS Code ▶ N/A

8. Labor Certification DOL Case Number

N/A

Part 5. Additional Information About the Petitioner (continued)

9. Labor Certification DOL Filing Date (mm/dd/yyyy)

N/A

10. Labor Certification Expiration Date (mm/dd/yyyy)

N/A

If an individual is filing this petition, provide the following information.

11. Occupation

Journalist

12. Annual Income $ N/A

Part 6. Basic Information About the Proposed Employment

1. Job Title

General and Operations Managers

2. SOC Code ▶ 11 - 1021

3. Nontechnical Job Description

See page 8.

4. Is this a full-time position? ☒ Yes ☐ No

5. If the answer to **Item Number 4.** is "No," how many hours per week for the position?

N/A

6. Is this a permanent position? ☒ Yes ☐ No

7. Is this a new position? ☒ Yes ☐ No

8. Wages (Specify hour, week, month, or year):

$ 80,000.00 per year

Worksite Location

For **Item Numbers 9.a. - 9.e.**, provide the address where the person will work if different from the address provided in **Part 1.**

9.a. Street Number and Name: To be determined

9.b. ☐ Apt. ☐ Ste. ☐ Flr. To be determined

9.c. City or Town: San Francisco

9.d. State: CA **9.e.** ZIP Code: To be determined

Part 7. Information About the Spouse and All Children of the Person for Whom You Are Filing

For **Part 7.**, provide information on the spouse and all children related to the individual for whom you are filing this petition. Also, note if the individual will apply for a visa abroad or adjustment of status as the dependent of the individual for whom the petition is filed. If you need extra space to provide information about additional family members, use the space provided in **Part 11. Additional Information**.

Person 1

1.a. Family Name (Last Name): N/A

1.b. Given Name (First Name): N/A

1.c. Middle Name: N/A

2. Date of Birth (mm/dd/yyyy): N/A

3. Country of Birth

N/A

4. Relationship: N/A

5. Is he or she applying for adjustment of status? ☐ Yes ☐ No

6. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 2

7.a. Family Name (Last Name): N/A

7.b. Given Name (First Name): N/A

7.c. Middle Name: N/A

8. Date of Birth (mm/dd/yyyy): N/A

9. Country of Birth

N/A

10. Relationship: N/A

11. Is he or she applying for adjustment of status? ☐ Yes ☐ No

12. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Part 7. Information About Spouse and All Children of the Person for Whom You Are Filing (continued)

Person 3

13.a. Family Name (Last Name) N/A

13.b. Given Name (First Name) N/A

13.c. Middle Name N/A

14. Date of Birth (mm/dd/yyyy) N/A

15. Country of Birth
N/A

16. Relationship N/A

17. Is he or she applying for adjustment of status? ☐ Yes ☐ No

18. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 4

19.a. Family Name (Last Name) N/A

19.b. Given Name (First Name) N/A

19.c. Middle Name N/A

20. Date of Birth (mm/dd/yyyy) N/A

21. Country of Birth
N/A

22. Relationship N/A

23. Is he or she applying for adjustment of status? ☐ Yes ☐ No

24. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 5

25.a. Family Name (Last Name) N/A

25.b. Given Name (First Name) N/A

25.c. Middle Name N/A

26. Date of Birth (mm/dd/yyyy) N/A

27. Country of Birth
N/A

28. Relationship N/A

29. Is he or she applying for adjustment of status? ☐ Yes ☐ No

30. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 6

31.a. Family Name (Last Name) N/A

31.b. Given Name (First Name) N/A

31.c. Middle Name N/A

32. Date of Birth (mm/dd/yyyy) N/A

33. Country of Birth
N/A

34. Relationship N/A

35. Is he or she applying for adjustment of status? ☐ Yes ☐ No

36. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Part 8. Contact Information, Certification, and Signature of the Petitioner or Authorized Signatory

Petitioner or Authorized Signatory's Contact Information

1.a. Petitioner's or Authorized Signatory's Family Name (Last Name)
FRANCA SALLES

1.b. Petitioner's or Authorized Signatory's Given Name (First Name)
Avana

2. Petitioner's or Authorized Signatory's Title
N/A

3. Petitioner's or Authorized Signatory's Daytime Telephone Number
6506420448

4. Petitioner's or Authorized Signatory's Mobile Telephone Number (if any)
6506420448

5. Petitioner's or Authorized Signatory's Email Address (if any)
na_f14salles@hotmail.com

Petitioner's or Authorized Signatory's Certification and Signature

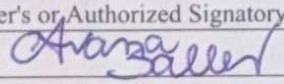
If filing this petition on behalf of an organization, I certify that I am authorized to do so by the organization:

a. I reviewed and provided or authorized all of the responses and information in my petition;

b. I understood all of the responses and information contained in, and submitted with, my petition; and

c. All of the responses and information were complete, true, and correct at the time of filing

Furthermore, I authorize the release of any information from any and all of my records as authorized signatory and the petitioner's records that USCIS may need to determine the petitioner's eligibility for an immigration request and to other entities and persons where necessary for the administration and enforcement of U.S. immigration law.

6.a. Petitioner's or Authorized Signatory's Signature


6.b. Date of Signature (mm/dd/yyyy) 08/10/2026

Part 9. Interpreter's Contact Information, Certification, and Signature

Interpreter's Full Name

1.a. Interpreter's Family Name (Last Name)
N/A

1.b. Interpreter's Given Name (First Name)
N/A

2. Interpreter's Business or Organization Name
N/A

Interpreter's Contact Information

3. Interpreter's Daytime Telephone Number
N/A

4. Interpreter's Mobile Telephone Number (if any)
N/A

5. Interpreter's Email Address (if any)
N/A

Interpreter's Certification and Signature

I certify, under penalty of perjury, that I am fluent in English and N/A, and I have interpreted every question on the petition and Instructions and interpreted the petitioner's or authorized signatory's answers to the questions in that language, and the petitioner or authorized signatory informed me that they understood every instruction, question, and answer on the petition.

6.a. Interpreter's Signature
N/A

6.b. Date of Signature (mm/dd/yyyy) N/A

Part 10. Contact Information, Certification, and Signature of the Person Preparing this Petition, if Other Than the Petitioner or Authorized Signatory

Preparer's Full Name

1. Preparer's Family Name (Last Name)

HAVERROTH SILVA

Preparer's Given Name (First Name)

Otavio

2. Preparer's Business or Organization Name

HS Law Corp

Preparer's Contact Information

3. Preparer's Daytime Telephone Number

5102419336

4. Preparer's Mobile Telephone Number (if any)

5102419336

5. Preparer's Email Address (if any)

otavio@legalhs.com

Preparer's Certification and Signature

I certify, under penalty of perjury, that I prepared this petition for the petitioner or authorized signatory at their request and with express consent and that all of the responses and information contained in and submitted with the petition are complete, true, and correct and reflects only information provided by the petitioner or authorized signatory. The petitioner or authorized signatory reviewed the responses and information and informed me that they understand the responses and information in or submitted with the petition.

6. Preparer's Signature



Date of Signature (mm/dd/yyyy) 06/24/2026

Part 11. Additional Information

If you need extra space to provide any additional information within this petition, use the space below. If you need more space than what is provided, you may make copies of this page to complete and file with this petition or attach a separate sheet of paper. Type or print your name and A-Number (if any) at the top of each sheet; indicate the **Page Number**, **Part Number**, and **Item Number** to which your answer refers; and sign and date each sheet.

1. Family Name (Last Name): FRANCA SALLES

Given Name (First Name): Avana

Middle Name: N/A

2. IRS EIN ► N/A

3.

Page Number	Part Number	Item Number
4	6	3

To lead cross-functional teams, develop integrated communication campaigns, manage high-profile client relationships, drive business growth, and oversee organizational operations while ensuring strong brand visibility and stakeholder engagement.

4.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

5.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

6.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

7.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

Employment OMB Approval: 1205-0451
Expiration Date: 02/28/2029

Application for Permanent Employment Certification
Form ETA-9089 – Final Determination: Permanent Employment Certification Approval
U.S. Department of Labor

PERMANENT EMPLOYMENT CERTIFICATION APPROVAL

A. U.S. Government Agency Use Only

Pursuant to the provisions of Sections 212(a)(5)(A) of the Immigration and Nationality Act, as amended, the Department hereby certifies that there are not sufficient workers who are able, willing, and qualified, and who will be available at the time of application for a visa and admission into the United States and place needed to fill the job opportunities for which certification is sought, and the permanent employment of the foreign worker will not adversely affect the wages and working conditions of workers in the United States similarly employed.

Therefore, by virtue of the signature below, the Department hereby acknowledges granting certification for the following *Application for Permanent Employment Certification* (Form ETA-9089):

1. DOL Case Number		2. Case Status
3. Employer Legal Business Name		4. Employer FEIN
5. Foreign Worker's Last (family) Name		
6. Foreign Worker's First (given) Name		
7. Foreign Worker's Middle Name(s)		
8. Job Title		
9. SOC Code	10. SOC Occupational Title	
Labor Certification Validity Information		
11. Filing Date	12. Determination Date	13. Expiration Date
14. Department of Labor Office of Foreign Labor Certification *(electronic signature)*		

Pursuant to 20 CFR 656, the aforementioned permanent labor certification is valid only for the job opportunity, the foreign worker, and the area of intended employment specified on the approved Form ETA-9089, including all appendices and any modifications approved by the Department. The aforementioned filing date on this approved *Application for Permanent Employment Certification*, established under 20 CFR 656.17(c), may be used as a priority date by the Department of Homeland Security and the Department of State, as appropriate. This approved *Application for Permanent Employment Certification* will expire if not filed in support of *Immigrant Petition for Alien Workers* (Form I-140) with the Department of Homeland Security by the aforementioned expiration date.

The foreign worker covered by this approved *Application for Permanent Employment Certification* has declared under Section B below, under penalty of perjury, that the foreign worker has read and reviewed every page of Appendix A for this approved Form ETA-9089, takes full responsibility for the accuracy of all information contained therein, and intends to accept permanent employment in the job opportunity specified on the approved Form ETA-9089, including all appendices, offered by the employer if granted a visa or an adjustment of status based on this permanent labor certification.

The employer covered by this approved *Application for Permanent Employment Certification* has declared under Section D below under penalty of perjury that it has read and reviewed every page of this approved Form ETA-9089, including all appendices, and takes full responsibility for the accuracy of all information contained therein and all documentation supporting this approved *Application for Permanent Employment Certification*, including any representations made by the employer's authorized preparer, agent or attorney, as applicable.

OMB Approval: 1205-0451
Expiration Date:02/28/2029

Application for Permanent Employment Certification
Form ETA-9089 – Final Determination: Permanent Labor Certification Approval
U.S. Department of Labor

B. Foreign Worker Declaration

I declare under penalty of perjury that I have read and reviewed all information contained in Appendix A of this approved Form ETA-9089, and that to the best of my knowledge the information contained therein is true and accurate. *I understand that to knowingly and/or willfully furnish materially false information in the preparation of this form and any supplement thereto or to aid, abet, or counsel another to do so is a federal offense punishable by fines, imprisonment, or both (18 U.S.C. 2, 1001, 1546, 1621).*

I **further declare** that I am the person identified under Section A, Fields 5, 6, and 7 above. I did not participate in any activities involving the interviewing or consideration of U.S. workers and intend to accept permanent employment in the job opportunity specified on this approved Form ETA-9089, including all appendices, offered by the employer if granted a visa or an adjustment of status based on this permanent labor certification.

1. Signature *	2. Date Signed *
Ivana Saller	08/10/2026

C. Attorney or Agent Declaration

I declare under penalty of perjury that I am an attorney for the employer, or that I am an employee of, or hired by, the employer listed in Section C of the Form ETA-9089, and that I have been designated by that employer in accordance with 20 CFR 656.10(b) to act on its behalf in connection with this application.

I hereby certify that I have provided to the employer the entire Form ETA-9089, appendices, and all supporting documentation for review and to the best of my knowledge the information contained herein is true and accurate, including the employer's declaration regarding activities that I have undertaken on the employer's behalf in connection with this application. *I understand that to knowingly and/or willfully furnish materially false information in the preparation of this form and any supplement hereto or to aid, abet, or counsel another to do so is a federal offense punishable by fines, imprisonment, or both (18 U.S.C. 2, 1001, 1546, 1621).*

1. Attorney or Agent's Last (family) Name *	2. First (given) Name *	3. Middle Initial §
HAVERROTH SILVA	Otavio	N/A
4. Firm/Business Name §		
HS Law Corp		
5. Signature *	6. Date Signed *	
	08/10/2026	

D. Employer Declaration

I hereby designate the agent or attorney identified in Section C (if any) of the Form ETA-9089 to represent me for the purpose of labor certification and, by virtue of my signature in Field 5 below, **I take full responsibility** for the accuracy of any representations made by my agent or attorney, and my designated preparer identified in Section C above, on every page of the Form ETA-9089, including all appendices, and documentation supporting this application.

I declare under penalty of perjury that I have read and reviewed this application, including every page of the Form ETA-9089, appendices, and supporting documentation, and that to the best of my knowledge the information contained therein is true and accurate. *I understand that to knowingly and/or willfully furnish materially false information in the preparation of this form and any supplement thereto or to aid, abet, or counsel another to do so is a federal offense punishable by fines, imprisonment, or both (18 U.S.C. 2, 1001, 1546, 1621).*

1. Last (family) Name *	2. First (given) Name *	3. Middle Initial §
4. Title *		
5. Signature *	6. Date Signed *	

For Public Burden Statement, see the Instructions for Form ETA-9089.

OMB Approval: 1205-0451
Expiration Date:02/28/2029

Application for Permanent Employment Certification
Form ETA-9089 – Appendix A: Foreign Worker Information
U.S. Department of Labor

FOREIGN WORKER INFORMATION

A. Foreign Worker Contact Information

1. Foreign Worker's Last (family) Name * FRANCA SALLES		
2. Foreign Worker's First (given) Name * AVANA		
3. Foreign Worker's Middle Name(s) * N/A		
4. Address 1 *(current)* * 43 Cole St		
5. Address 2 *(apartment/suite/floor and number)* ***§*** APT 7		
6. City * San Francisco	7. State * California	8. Postal Code * 94117
9. Country * USA	10. Province ***§*** N/A	
11. Date of Birth *(mm/dd/yyyy)* * 11/22/1990	12. Class of Admission * B2	13. Alien Registration Number (A#) (if applicable) * A234 461 615
14. Country of Birth * Brazil		
15. Country of Citizenship or Nationality * Brazil		

B. Foreign Worker Education §

a. Educational Attainment Information 1

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ■ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained Postgraduate Specialization	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field) Strategic Management in Organizational Communication and Public Relations	
1c. Name of Institution that issued the degree/diploma University of Sao Paulo (ECA-USP)	
1d. Name of Country of institution identified in question 1c Brazil	1e. Month/year attained (*mm/yyyy*) 04/2020

b. Educational Attainment Information 2

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate ■ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained N/A	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field) Journalism	
1c. Name of Institution that issued the degree/diploma Faculdade Casper Libero	
1d. Name of Country of Institution identified in question 1c Brazil	1e. Month/year attained (*mm/yyyy*) 03/2015

***B. Foreign Worker Education** (continued)*

c. Educational Attainment Information 3

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
1c. Name of Institution that issued the degree/diploma	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (*mm/yyyy*)

d. Educational Attainment Information 4

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate's ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
1c. Name of Institution that issued the degree/diploma	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (*mm/yyyy*)

e. Educational Attainment Information 5

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate's ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
1c. Name of Institution that issued the degree/diploma	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (*mm/yyyy*)

C. Foreign Worker Training Qualifications §

a. Training, Certification(s), and/or License(s) Information 1

1. Name of Institution/School/Training provider Brazilian Ministry of Labor and Employment
1a. Name of training, coursework, experience received Professional Journalist Registration

1b. Training/Certifications/licenses attained (if applicable) Registered Journalist - Registration No. 0099968/SP		
1c. Start date of training (*mm/yyyy*)	1d. End date of training (*mm/yyyy*)	1e. Month/year awarded (*mm/yyyy*) 02/2026

b. Training, Certification(s), and/or License(s) Information 2

1. Name of Institution/School/Training provider Faculdade Casper Libero		
1a. Name of training, coursework, experience received Voiceover for Telejournalism - Basic Module		
1b. Training/Certifications/Licenses attained (if applicable) Certificate of Completion - 27 hours		
1c. Start date of training (*mm/yyyy*) 07/2012	1d. End date of training (*mm/yyyy*) 07/2012	1e. Month/year awarded (*mm/yyyy*) 07/2012

c. Training, Certification(s), and/or License(s) Information 3

1. Name of Institution/School/Training provider IEA-USP, ABRAJI, and OBORE		
1a. Name of training, coursework, experience received Reporter of the Future - Discovering the Amazon		
1b. Training/certifications/licenses attained (if applicable) Certificate of Participation - 34 hours of in-person activities		
1c. Start date of training (*mm/yyyy*) 04/2013	1d. End date of training (*mm/yyyy*) 06/2013	1e. Month/year awarded (*mm/yyyy*) 06/2013

D. Foreign Worker Training Qualifications §

a. Skills, Abilities, and Proficiencies 1

1. Name of Employer/Institution/School/Training Provider Projeto Ingles para Sao Paulo	
1a. Country Brazil	1b. State, Territory, or Province Sao Paulo
1c. Description of specific skills, abilities, and/or proficiencies the foreign worker possesses or attained, which help establish whether the foreign worker meets the requirements identified for the job opportunity *(up to 1,500 characters)* Completed a Professional English Program in 2013, supporting business, editorial, and cross-cultural communication. English proficiency has been applied to multilingual content development and communication with diverse audiences.	

b. Skills, Abilities, and Proficiencies 2

1. Name of Employer/Institution/School/Training Provider	
Los Angeles Valley College	
1a. Country	1b. State, Territory, or Province
United States	California
1c. Description of specific skills, abilities, and/or proficiencies the foreign worker possesses or attained, which help establish whether the foreign worker meets the requirements identified for the job opportunity *(up to 1,500 characters)*	
Completed English as a Second Language studies and a U.S. cultural immersion experience from September 2015 through October 2016, strengthening professional fluency and the ability to communicate effectively with multicultural audiences.	

E. Foreign Worker Work Experience §

a. Work Experience 1

1. Employer Name			
AVANA FRANCA SALLES 36058167892			
1a. Address 1			
1149, 3 Ave			
1b. Address 2			
Between St 28 and 30			
1c. City or Town			1d. Postal Code
Barretos			14783094
1e. Country		1f. State, Territory, or Province	
Brazil		Sao Paulo	
1g. Job Title			
Founder and Independent Communications Consultant			
1h. Start Date *(mm/yyyy)*	1i. End Date *(mm/yyyy)*	1j. Present	1k. Hours Worked Per Week
08/2017	11/2022	☐ Yes ☐ No	40

1l. Job Duties: Specify details of the job (work tasks performed, use of tools/equipment, supervision, etc.) (*up to 3,500 characters*)

Established and operated an independent communications business serving clients in technology, tourism, media, and related sectors. Developed communication strategies, media outreach plans, press releases, feature articles, website and social media content, scripts, and audiovisual materials for television and digital channels. Managed client communications, project schedules, editorial research, content production, and delivery standards. Provided press-office, creative writing, post-production, and production-support services for organizations including Capital Informacao, TVT, and B4TT Comunicacao. Used Microsoft Office, Adobe Photoshop, Adobe InDesign, and Sony Vegas to prepare written, visual, and audiovisual materials tailored to organizational goals and diverse audiences.

For Public Burden Statement, see the Instructions for Form ETA-9089.

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience

1b. Supplemental Information. *(up to 1,500 characters)*

Employer Name: Jurado e Marques Automoveis Ltda. (Marks Veiculos)

Employer Address: Avenida 43, No. 1080, Jardim Alvorada, Barretos, Sao Paulo 14780-536, Brazil

Job Title: Copywriter

Start Date - End Date: 09/09/2021 - 06/29/2022

Job Duties: Managed website and blog content; wrote copy for social media and email campaigns; developed sales and promotional materials; enhanced customer engagement; researched market trends; and created persuasive advertisements. Contributed to internal and external communication initiatives and promotional video content.

B. Supplemental Information 2 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience

1b. Supplemental Information. *(up to 1,500 characters)*

Employer Name: Minerva S.A. (Minerva Foods)

Employer Address: Extension of Avenida Antonio Manco Bernardes, Chacara Minerva, Barretos, Sao Paulo 14781-545, Brazil

Job Title: Communications Analyst

Start Date - End Date: 02/15/2021 - 07/23/2021

Job Duties: Coordinated internal communication campaigns in collaboration with Human Resources. Developed strategic communication plans for departments in Brazil and international operations. Produced content in Portuguese, English, and Spanish for internal communication channels and helped align organizational messaging across employee audiences and company locations.

For Public Burden Statement, see the Instructions for Form ETA-9089.

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience

1b. Supplemental Information. *(up to 1,500 characters)*

Employer Name: TVT / Fundacao Sociedade Comunicacao Cultura e Trabalho

Employer Address: Sao Bernardo do Campo, Sao Paulo, Brazil

Job Title: Assistant Producer - Entrevistas with Juca Kfouri

Start Date - End Date: 2019

Job Duties: Supported editorial planning, guest coordination, production logistics, and post-production activities for television and web content. Worked within production deadlines and quality standards while coordinating information among guests, editorial personnel, and production stakeholders.

B. Supplemental Information 2 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience

1b. Supplemental Information. *(up to 1,500 characters)*

Employer Name: Hotelier News

Employer Address: Brazil

Job Title: Reporter

Start Date - End Date: 04/2013 - 12/2013

Job Duties: Researched and produced news reports on Brazil hospitality and tourism industries, including coverage of trade shows and sector events. Authored features addressing hospitality trends, destinations, gastronomy, and industry economic outlooks.

For Public Burden Statement, see the Instructions for Form ETA-9089.

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience

1b. Supplemental Information. *(up to 1,500 characters)*

Employer Name: Faculdade Casper Libero - Interdisciplinary Research Center

Employer Address: Avenida Paulista, No. 900, Sao Paulo, Sao Paulo 01310-940, Brazil

Job Title: Research Center Monitor and Editorial Contributor

Start Date - End Date: 02/2011 - 04/2013

Job Duties: Supported undergraduate research activities and the editorial production of the Communicare academic journal. Contributed Spanish-language translation and editorial work for journal editions, developing experience in cross-cultural communication, research synthesis, and publication quality control.

B. Supplemental Information 2 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience

1b. Supplemental Information. *(up to 1,500 characters)*

Employer Name: Cursinho Popular da ACEPUSP

Employer Address: Sao Paulo, Sao Paulo, Brazil

Job Title: Press Officer

Start Date - End Date: 2013

Job Duties: Prepared press materials and promoted educational and social initiatives through national education portals, news websites, and Sao Paulo radio outlets.

For Public Burden Statement, see the Instructions for Form ETA-9089.

SUMMARY OF COVER LETTER
Petitioner: **SALLES, Avana Franca**
Type of Petition: **I-140, EB-2 National Interest Waiver**
Classification Sought: **Immigration and Nationality Act 203(b)(2)(B)**

This petition is submitted on behalf of **Ms. Avana Franca Salles**, a communications strategist and journalist with more than eight years of experience in strategic communications, public relations, stakeholder engagement, media production, and entrepreneurial leadership. **Ms. Salles qualifies as a member of the professions holding an advanced degree** because she holds the foreign equivalent of a U.S. bachelor's degree in journalism followed by more than five years of progressive post-baccalaureate experience. She seeks a National Interest Waiver to establish and lead Inova Communications, a scalable enterprise that will help U.S. organizations communicate effectively, engage diverse stakeholders, and improve competitiveness.

Ms. Salles' petition seeks a waiver of the job-offer and labor-certification requirements under *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016), because her qualifications and proposed endeavor satisfy the three-prong framework for a National Interest Waiver:

1. **Substantial Merit and National Importance:** The endeavor will deliver strategic communication, public-relations, multicultural-outreach, stakeholder-engagement, and media solutions across California and, as the business expands, other U.S. markets. By helping organizations—particularly small and growing enterprises—reach customers, employees, partners, and diverse communities, it will promote competitiveness, market access, and economic activity. The five-year plan projects growth from four professionals in Year 1 to a total team of 18 in Year 5, including Ms. Salles, creating 17 additional positions beyond her executive role. It also projects approximately $6.49 million in cumulative revenue, $4.45 million in payroll, and $557,879 in federal, state, and payroll taxes. Separately, an economic-impact model offers an illustrative, non-guaranteed estimate of approximately 132 supplier and induced jobs supported by the Year 5 workforce.
2. **Well-Positioned to Advance the Proposed Endeavor:** Ms. Salles holds a bachelor's degree in journalism, a postgraduate specialization in Organizational Communication and Public Relations, and more than five years of progressive post-baccalaureate experience. Her career progressed from journalism and media production to corporate communications, public relations, stakeholder engagement, strategic consulting, and business leadership. Her professional record, published work, training, registration, recommendation letters, entrepreneurial experience, financial capacity, and business plan demonstrate the expertise and implementation framework needed to advance the endeavor.
3. **Balancing of Benefits to the United States:** As founder and General Manager & Strategic Communication Consultant of Inova Communications, Ms. Salles will lead an entrepreneurial, multi-client initiative rather than fill one preexisting position. Labor certification would constrain the model through which the proposed benefits will be delivered. The waiver will permit timely deployment of specialized services that support U.S. businesses, expand employment and payroll, strengthen multicultural engagement, and generate economic and tax activity. On balance, these benefits outweigh the protections served by the job-offer and labor-certification requirements.

For these reasons, Ms. Avana Franca Salles satisfies the advanced-degree classification and all three prongs of the National Interest Waiver framework. We respectfully request favorable adjudication of this petition after review of the accompanying cover letter, business plan, expert analysis, and supporting documentary evidence.

Thank you for your attention to this matter.

Sincerely,

Otavio Haverroth Silva
California Bar # 343486

August 6, 2026

Via USPS
USCIS
Attn: I-140
P.O. Box 660128
Dallas, TX 75266-0128

RE: EB-2 IMMIGRANT PETITION WITH REQUEST FOR A NATIONAL INTEREST WAIVER

Petitioner: SALLES, Avana Franca
Type of Petition: I-140, EB-2 National Interest Waiver
Classification Sought: Immigration and Nationality Act 203(b)(2)(B)

SOC CODE: 11-1021.00 (General and Operations Managers)

Dear USCIS Officer,

This letter is respectfully submitted in support of Ms. Avana Franca Salles (herein Ms. Salles), Immigrant Petition for Alien Worker (I-140), demonstrating her fulfillment of the EB-2 classification objective requirements with a request for a National Interest Waiver and providing evidentiary support.

1. **EB-2 Eligibility - Advanced Degree Professional**

Ms. Salles is eligible for the EB-2 classification as a member of the professions holding an advanced degree. Under 8 CFR § 204.5(k)(3)(i)(B), a beneficiary may satisfy the advanced degree requirement by demonstrating possession of either: (1) a United States master's degree or higher, or a foreign equivalent degree evaluated as equivalent to a U.S. master's degree or higher; or (2) a United States bachelor's degree, or a foreign equivalent degree, followed by at least five years of progressive post-baccalaureate experience in the specialty.

Accordingly, the evidence demonstrates that Ms. Salles possesses a foreign equivalent bachelor's degree followed by more than five years of progressive post-baccalaureate experience in her field and therefore satisfies the educational threshold for EB-2 classification under 8 CFR § 204.5(k)(3)(i)(B).

Ms. Salles's academic credentials were evaluated by Carnegie Evaluations, LLC, which found that her foreign education is equivalent to **a U.S. Bachelor of Arts in Journalism and two years of graduate-level study in Communications granted by accredited institutions of higher education in the United States.** This evaluation confirms the validity, level, and relevance of her

academic background and demonstrates that she possesses the educational qualifications required for classification as a member of the professions holding an advanced degree.

In addition to her formal academic training, Ms. Salles has accumulated more than five years of progressive post baccalaureate experience in journalism, strategic communications, public relations, digital marketing, media relations, and content development. Since 2017, she has operated her own communications business, providing communication consulting, press relations, content production, and marketing services to clients from multiple industries.

Moreover, she has performed communication and content production activities for media organizations and private companies, including TVT and Marks Veículos, where she was responsible for digital content development, social media campaigns, promotional materials, customer engagement initiatives, and communication strategies. Throughout her career, she has developed specialized expertise in strategic communication planning, public relations, media outreach, brand positioning, stakeholder engagement, and multicultural communication. This progressive professional experience, combined with her academic credentials, further establishes her qualification as a member of the profession holding an advanced degree pursuant to 8 C.F.R. § 204.5(k)(2).

Attached are her resume and supporting documentation (Exhibits A and B), summarized below:

● **From August 2017 to November 2022 – Press Officer and Copywriter at AVANA FRANCA SALLES (Brazil):** Ms. Salles provided strategic communication consulting, press relations, content development, media outreach, and marketing support services for clients operating in sectors including technology, media, and tourism. Her work involved communication planning, content production, public relations activities, institutional messaging, and audience engagement initiatives.

● **On March 26, April 2, and April 9, 2019 – Media Production Services Provider, TVT – Fundação Sociedade Comunicação Cultura e Trabalho (Brazil):** Ms. Salles provided media production and communication-related services for television programming and audiovisual content projects.

● **From September 2021 to June 2022 – Copywriter and Marketing Assistant, at Jurado e Marques Automóveis Ltda. (Marks Veículos) (Brazil):** Ms. Salles managed website and blog content, developed social media and email marketing campaigns, prepared promotional materials, analyzed market trends, enhanced customer engagement initiatives, and created advertising content to support the company's marketing objectives.

Ms. Salles's résumé also reflects additional communications-related experience that demonstrates the progressive development of her career. She served as Communications Analyst at Minerva Foods, worked as a reporter for Hôtelier News covering the hospitality and tourism industries, and supported academic research activities at Faculdade Cásper Líbero. She also completed an English as a Second Language (ESL) program at Los Angeles Valley College while studying in California, further strengthening her multicultural communication skills and international perspective.

Collectively, these experiences reinforce the breadth and progressive nature of her expertise in journalism, strategic communications, content development, and cross-cultural communication.

As a precaution, it is important to highlight that Ms. Salles also meets the requirements for classification as an individual of exceptional ability in business, as she satisfies at least three of the regulatory criteria under 8 CFR 204.5(k). Therefore, even as an alternative basis, she would still qualify for the EB-2 immigrant preference category under the exceptional ability standard. Pursuant to the INA 203(b)(2)(A).

Furthermore, as per the evidence submitted herein, Ms. Salles's case qualifies for the labor certification waiver due to national interest pursuant *Matter of Dhanasar 26 I&N Dec. 884 (AAO 2016), Int. Dec. 3882.*

1. Ms. Salles's proposed endeavor has substantial merit and national importance. **Her endeavor is to strengthen the competitiveness, visibility, and long-term sustainability of small and medium-sized businesses in the United States through advanced strategic communication, public relations, multicultural communication, digital marketing, and stakeholder engagement solutions**. Her work will support businesses operating in increasingly diverse and multilingual markets by helping them improve customer outreach, brand positioning, communication effectiveness, and stakeholder relationships. By expanding access to professional communication services and improving the ability of businesses to connect with diverse audiences, her endeavor will contribute to small business development, economic competitiveness, workforce growth, and broader economic resilience in the United States.

   To advance this endeavor, Ms. Salles intends to establish Inova Communications in San Francisco, California (Exhibit C.I.), a strategic communication consultancy focused on providing multicultural communication strategies, public relations services, digital marketing solutions, media relations support, and stakeholder engagement programs for small and medium-sized businesses throughout the United States.

2. Based on her educational background, extensive professional experience in journalism, public relations, corporate communications, digital marketing, media relations, content development, and strategic communication planning, as well as her demonstrated commitment to advancing her endeavor, Ms. Salles is well-positioned to advance the proposed endeavor. Her academic training and progressive professional experience have provided her with substantial expertise in communication strategy, audience engagement, institutional messaging, media outreach, brand positioning, and multicultural communications. Through her work with communication consulting projects, media organizations, and private-sector companies, she has developed the practical skills necessary to help businesses improve communication effectiveness, strengthen stakeholder relationships, and expand their market presence in diverse environments, positioning her to successfully lead the implementation and growth of Inova Communications in the United States.

3. On balance, it would be beneficial to the United States to waive the job offer and labor certification requirements. The United States economy will benefit from Ms. Salles's expertise in strategic communications, public relations, multicultural engagement, and

business communications, and her proposed endeavor will contribute to strengthening the communication capabilities, competitiveness, and sustainability of American small and medium-sized businesses. Moreover, Ms. Salles will be self-employed through Inova Communications in a manner that will not adversely affect U.S. workers. To the contrary, her endeavor is expected to generate economic activity, create skilled employment opportunities in communications and marketing, support small business growth, promote linguistic and cultural inclusion, and provide specialized communication services that are increasingly important in today's diverse and digitally driven economy. Accordingly, the national importance of her contributions to small business development, strategic communications, and multicultural engagement substantially outweighs the need for labor certification, particularly given her proposed role as General Manager and Strategic Communication Consultant of her U.S. company.

The content of this petition letter is divided into chapters to clearly address all required criteria.

2. National Interest Waiver – NIW

The decision issued on December 21, 2017 by the USCIS Administrative Appeals Office (AAO), in *Matter of Dhanasar*, 26 I. & N. Dec. 884 (AAO 2016), established a new analytical framework in order to determine if a foreign national pursuing an employment-based permanent residence under the EB-2 category as a member of the professions holding an advanced degree or as an individual of exceptional ability in the sciences, arts or business is eligible for the discretionary job offer and labor certification requirements waiver in the US national interest.

Under the test, a petitioner eligible for the second preference category has the burden of proof to show that he also meets three prongs **by preponderance of evidence ("more likely than not")** to be granted a NIW. The prongs are the following: (1) The alien's proposed endeavor has both substantial merit and national importance; (2) The alien is well-positioned to advance the proposed endeavor; and (3) On balance, it would be beneficial to the US to waive the job offer and labor certifications requirements. If all three elements are met, USCIS may approve the national interest waiver as a matter of discretion.

2.1. First Prong - *Proposed Endeavor's Substantial Merit and National Importance*

In evaluating whether a proposed endeavor satisfies the first prong of the National Interest Waiver framework, USCIS examines whether the petitioner has established, by a preponderance of the evidence, that the endeavor possesses substantial merit and national importance. The proposed endeavor must be analyzed with specificity and should not be defined merely by reference to the beneficiary's general occupation or professional field. Rather, the inquiry focuses on the particular work the beneficiary intends to undertake within that field, including the concrete activities, services, initiatives, or projects that the beneficiary proposes to carry out in the United States. Accordingly, the evidence should demonstrate not only the nature of the beneficiary's profession,

but also how the specific proposed undertaking possesses broader significance and potential impact within the relevant industry, sector, or area of national concern[1].

Description of Proposed Endeavor

Ms. Salles's proposed endeavor is to strengthen the competitiveness, visibility, and long-term sustainability of small and medium-sized businesses in the United States through advanced strategic communication, multicultural communication, public relations, digital marketing, and stakeholder engagement solutions. Her endeavor seeks to address a growing need among American businesses for professional communication strategies capable of reaching increasingly diverse, multilingual, and multicultural audiences. Through the implementation of structured communication frameworks, media relations initiatives, audience engagement strategies, and digital communication programs, Ms. Salles intends to help businesses improve brand positioning, customer outreach, stakeholder relationships, and overall market competitiveness.

To advance this endeavor, Ms. Salles will establish and direct Inova Communications (hereinafter also referred to as the "Company") in San Francisco, California. Upon approval of her immigrant visa petition, she will serve as the company's General Manager and Strategic Communication Consultant. The company will function as the principal vehicle through which she will apply her expertise in journalism, public relations, corporate communications, digital marketing, media relations, and organizational communication to support businesses operating in highly competitive and culturally diverse markets throughout the United States.

The company will be headquartered in San Francisco, California, one of the most diverse and economically dynamic regions in the United States. The location provides direct access to a large concentration of small and medium-sized businesses, multicultural communities, startups, professional service providers, healthcare and wellness organizations, educational institutions, retailers, hospitality businesses, and community-based organizations that increasingly depend on effective communication strategies to remain competitive and expand their market presence.

Ms. Salles's endeavor is particularly focused on helping organizations improve their ability to communicate effectively with multilingual and multicultural audiences. As demographic diversity continues to increase throughout the United States, businesses face growing challenges in adapting their messaging, outreach strategies, and customer engagement practices to audiences with varying cultural backgrounds, languages, and communication preferences. Through her expertise in communication strategy and multicultural audience engagement, Ms. Salles intends to help businesses overcome these barriers while improving customer relationships, brand credibility, market visibility, and long-term business sustainability.

The company's primary market will include small and medium-sized businesses, startups, professional service providers, healthcare and wellness organizations, educational institutions, retailers, hospitality businesses, cultural organizations, and community-focused enterprises that require specialized communication support but often lack dedicated in-house communication and public relations departments. Through her services, Ms. Salles will help these organizations

[1] USCIS Policy Manual, Vol. 6, Part F, Ch. 5(A)(3), available at https://www.uscis.gov/policy-manual/volume-6-part-f-chapter-5.

establish stronger communication structures, improve stakeholder engagement, increase public visibility, and strengthen their overall competitive position.

To accomplish these objectives, Inova Communications will provide the following core services:

1. **Multicultural Communication Strategy Development:** Tailored communication planning that bridges cultural and linguistic gaps in customer engagement.
2. **Professional Public Relations and Media Relations:** Institutional content development and strategic press outreach in English, Portuguese, and Spanish.
3. **Digital Marketing and Content Operations:** Design and execution of digital campaigns, social media management, and audience analysis.
4. **Corporate Communication and Stakeholder Management:** Structured communication frameworks to improve customer retention and business positioning.

In the long term, Ms. Salles intends to establish Inova Communications as a nationally recognized provider of strategic communication, multicultural communication, public relations, and stakeholder engagement services. The company plans to expand its service offerings, broaden its geographic reach, create skilled employment opportunities in the communications sector, develop communication resources and training programs, and support businesses throughout the United States in improving communication effectiveness, customer engagement, and organizational competitiveness. Accordingly, Inova Communications represents the operational mechanism through which Ms. Salles will execute and expand her proposed endeavor while contributing to small business development, economic competitiveness, linguistic inclusion, and communication excellence across the United States.

For a detailed description of the services to be provided through Ms. Salles's U.S. company, please refer to Exhibit C.I.

How this specific proposed endeavor aligns with petitioner's previous experiences

Ms. Salles's professional trajectory demonstrates extensive expertise in journalism, strategic communications, public relations, media relations, digital marketing, content development, and organizational communication acquired through years of progressively responsible professional experience across the media, corporate, and communication consulting sectors. Throughout her career, she has developed communication strategies, managed media relations initiatives, produced institutional and marketing content, coordinated audience engagement efforts, and supported organizations in strengthening their public visibility and stakeholder relationships. Her background combines technical communication expertise, strategic planning, and practical experience working with diverse audiences and industries, all of which directly align with the services and objectives of her proposed endeavor. (Exhibit A).

As a communications consultant and owner of her own communications business, Ms. Salles provided communication, public relations, and content development services to clients operating in multiple industries, including technology, media, and tourism. In these roles, she developed communication strategies, managed media outreach initiatives, prepared institutional content, coordinated public relations activities, and supported organizations in improving brand positioning

and audience engagement. This experience allowed her to develop practical expertise in communication planning, stakeholder engagement, and strategic messaging, which now form the foundation of Inova Communications' proposed services.

Ms. Salles further expanded her expertise through positions involving corporate communications, marketing, and institutional communication. At Minerva Foods[2], she participated in the development of internal communication campaigns, strategic communication planning initiatives, and multilingual content production for operations located in Brazil and abroad. She also worked in marketing and communication functions supporting digital campaigns, content creation, customer engagement initiatives, and communication projects designed to strengthen organizational visibility and stakeholder relationships. These experiences provided her with direct exposure to communication challenges faced by organizations operating in diverse environments and reinforced her ability to develop communication solutions capable of serving multicultural and multilingual audiences.

Her professional background also includes journalism, media production, and content development activities that strengthened her expertise in public communications, audience engagement, media relations, and content strategy. Through her work in journalism, television production, institutional communication, and digital content development, Ms. Salles acquired the practical skills necessary to communicate complex information effectively, adapt messaging for different audiences, and support organizations in building stronger relationships with customers, stakeholders, and the public.

Ms. Salles's prior experience demonstrates her ability to successfully execute and expand the proposed endeavor in the United States. The operational model of Inova Communications directly reflects the expertise she developed throughout her career by integrating strategic communication planning, multicultural communication strategies, public relations services, media relations initiatives, digital marketing operations, stakeholder engagement frameworks, and content development solutions. The company's emphasis on helping organizations communicate more effectively with diverse audiences directly corresponds to Ms. Salles's professional experience in communication strategy, institutional messaging, multilingual communication, and audience engagement.

Therefore, Ms. Salles is not seeking to launch a speculative commercial enterprise. Rather, she intends to expand and apply, through Inova Communications, the communication, public relations, media relations, and strategic communication expertise she has cultivated throughout her professional career. In this respect, the company serves as the concrete and scalable platform through which she will continue supporting business competitiveness, communication effectiveness, stakeholder engagement, multicultural outreach, and small business development in the United States.

Further analysis of Ms. Salles's education and professional background, demonstrating that she is well-positioned to advance her proposed endeavor and highlighting the close relationship between her prior experience and her proposed activities in the United States, is provided in Section 2.2 of this petition.

[2] https://minervafoods.com/en/homepage/

2.1.1. Substantial Merit of the Proposed Endeavor:

USCIS recognizes that a proposed endeavor may have substantial merit in a wide variety of fields, including business, entrepreneurship, science, technology, education, health, and culture, among others. In evaluating substantial merit, officers may also consider the endeavor's prospective economic impact; however, the absence of immediate or easily quantifiable economic benefits is not dispositive. As recognized in *Dhanasar*, endeavors may qualify even where their value is demonstrated through broader contributions to knowledge, innovation, operational advancement, economic development, or public benefit, regardless of whether such contributions can be directly measured in economic terms at the outset.

Ms. Salles's proposed endeavor falls within the type of undertaking contemplated under the precedent decision as it involves strengthening business competitiveness, communication effectiveness, public visibility, stakeholder engagement, and multicultural communication capabilities among small and medium-sized businesses operating in the United States. Her field of expertise possesses clear substantial merit due to its direct relationship to business development, customer engagement, organizational growth, market accessibility, and effective communication in increasingly diverse and multilingual environments.

The United States economy depends heavily on the success and sustainability of small businesses. According to the U.S. Small Business Administration ("SBA"), there are approximately 36.2 million small businesses operating throughout the United States, accounting for approximately 99.9% of all businesses and nearly half of private-sector employment. These businesses play a critical role in economic growth, innovation, workforce participation, and community development[3].

Effective communication has become an essential component of business success in increasingly competitive and digitally driven markets. Organizations rely on strategic communication, public relations, stakeholder engagement, media relations, and digital communication initiatives to build credibility, strengthen customer relationships, improve visibility, and expand market reach. Small and medium-sized businesses frequently face significant challenges in these areas because they often lack dedicated communication and public-relations departments while competing against larger organizations with substantially greater marketing and communication resources.

As communication channels continue to evolve, demand for communication and public-relations services has remained strong. According to the U.S. Bureau of Labor Statistics ("BLS"), employment of public relations specialists is projected to grow in the coming years as organizations continue seeking professionals capable of managing public communications, stakeholder relationships, reputation management, and digital engagement initiatives[4].

Additionally, the need for multicultural and multilingual communication strategies continues to increase throughout the United States. California, where Ms. Salles intends to establish her company, is among the most culturally and linguistically diverse regions in the nation. According to the California Office of the Small Business Advocate ("CalOSBA"), diverse and minority-

[3] https://advocacy.sba.gov/small-business-facts/
[4] https://www.bls.gov/ooh/media-and-communication/public-relations-specialists.htm

owned businesses represent a substantial portion of California's entrepreneurial ecosystem and contribute significantly to the state's economic activity[5].

As a result, organizations face growing pressure to improve communication effectiveness, stakeholder engagement, audience accessibility, and multicultural outreach capabilities. Accordingly, there is a substantial and ongoing need for strategic communication, public-relations, and multicultural communication solutions capable of helping businesses strengthen visibility, customer engagement, organizational credibility, and long-term competitiveness. Ms. Salles's proposed endeavor directly addresses these needs through communication strategies, public-relations initiatives, stakeholder-engagement programs, digital communication solutions, and multicultural communication frameworks specifically designed to help organizations communicate more effectively with diverse audiences.

Based on the market segmentation analysis contained in the Business Plan (Exhibit C.I.), Ms. Salles is uniquely positioned to contribute meaningfully to sectors of the United States economy that increasingly depend on effective communication and stakeholder engagement. Through her company, she intends to provide communication strategies, public-relations services, multicultural communication initiatives, media-relations programs, and stakeholder-engagement solutions designed to improve business visibility, audience engagement, and organizational competitiveness. Her professional background in journalism, strategic communications, public relations, content development, and corporate communications provides valuable expertise directly applicable to organizations operating in increasingly diverse and competitive business environments.

The industry analysis further establishes that the market segments targeted by her company, including small and medium-sized businesses, professional service providers, healthcare and wellness organizations, educational institutions, hospitality businesses, retailers, startups, and community-focused organizations, represent sectors with sustained demand for communication support, stakeholder engagement, public-relations services, and multicultural outreach initiatives. Ms. Salles's experience developing communication strategies, managing media relations, producing content, and supporting organizational communication initiatives directly aligns with these industry needs and positions her to strengthen communication effectiveness and business competitiveness through scalable communication solutions.

For this industry, two points deserve special attention. First, multicultural communication has become increasingly important as organizations seek to engage audiences from diverse cultural and linguistic backgrounds. Businesses that effectively adapt their messaging and engagement strategies to multicultural audiences are better positioned to improve customer relationships, expand market reach, and strengthen long-term competitiveness. As demographic diversity continues to increase throughout the United States, the ability to communicate effectively across cultural and linguistic boundaries has become an important business capability rather than merely a marketing consideration.

Second, stakeholder engagement has become a critical component of organizational success. Modern organizations increasingly depend upon effective communication with customers,

[5] https://calosba.ca.gov

employees, business partners, community organizations, and other stakeholders to maintain trust, strengthen relationships, support organizational objectives, and sustain long-term growth. Strategic communication and public-relations initiatives play a central role in facilitating these relationships and improving organizational resilience.

In Ms. Salles's case, this industry analysis is particularly persuasive because her proposed endeavor is not simply to provide communication services generally, but to strengthen business competitiveness, communication effectiveness, stakeholder engagement, and multicultural outreach through strategic communication, public-relations initiatives, and specialized communication methodologies tailored to diverse audiences. Her expertise directly relates to capabilities that modern organizations increasingly require to improve customer engagement, strengthen stakeholder relationships, expand market access, and support long-term business growth.

2.1.2 National and Global Implications of the Proposed Endeavor

In evaluating whether a proposed endeavor satisfies the national importance requirement under the National Interest Waiver framework, USCIS does not limit its analysis to the beneficiary's occupational title, employer, or general professional field, but instead examines the specific nature, scope, and prospective impact of the proposed endeavor the beneficiary proposes to undertake in the United States.

The inquiry focuses on whether the petitioner has submitted probative and substantive evidence demonstrating how the proposed activities have broader implications beyond the immediate employer or clientele and are capable of producing meaningful benefits within the relevant industry, sector, or area of national concern. Consistent with USCIS policy guidance and administrative decisions interpreting *Dhanasar*, the analysis considers factors such as the endeavor's potential to promote economic growth, business competitiveness, workforce development, organizational effectiveness, communication accessibility, or other matters of substantial national interest, even where the endeavor may be implemented through a private enterprise or specialized professional activity.

Ms. Salles's proposed endeavor, through her company, is to strengthen the competitiveness, visibility, and long-term sustainability of small and medium-sized businesses in the United States through strategic communication, public relations, multicultural communication, digital marketing, and stakeholder-engagement solutions. She will achieve her proposed endeavor by providing specialized communication services focused on improving organizational visibility, customer engagement, stakeholder relationships, communication effectiveness, and market accessibility among businesses operating in increasingly diverse and competitive environments. Her company's services will include multicultural communication strategy development, public-relations and media-relations programs, digital communication and content operations, and stakeholder-engagement solutions designed to strengthen communication effectiveness and organizational performance.

The company's target market includes small and medium-sized businesses, startups, professional service providers, healthcare and wellness organizations, educational institutions, hospitality businesses, retailers, and community-focused organizations that increasingly depend on effective

communication and stakeholder engagement to remain competitive. In the long term, the company aims to establish itself as a specialized provider of strategic communication and multicultural communication services throughout the United States by expanding communication programs, strengthening stakeholder-engagement initiatives, building strategic partnerships, and scaling service delivery to support organizations operating in diverse markets and communities.

Based on the description of Ms. Salles's specific proposed endeavor in the United States, it is evident that her activities transcend the interests of any individual client or private commercial entity. Rather, her endeavor serves as a mechanism for promoting business competitiveness, communication accessibility, stakeholder engagement, economic participation, and organizational effectiveness across sectors that collectively represent a substantial portion of the American economy. The endeavor also possesses prospective economic impact by helping organizations improve communication performance, strengthen customer relationships, increase visibility, expand market access, and operate more effectively in multicultural and multilingual environments.

Small Business Competitiveness Impact

Small businesses represent the foundation of the United States economy and are responsible for a significant share of employment, innovation, and economic activity. According to the U.S. Small Business Administration ("SBA"), approximately 36.2 million small businesses operate throughout the United States, accounting for nearly half of private-sector employment. These organizations increasingly face challenges related to visibility, customer acquisition, stakeholder engagement, and communication effectiveness in highly competitive markets. Through specialized communication strategies and public relations initiatives, Ms. Salles's proposed endeavor will help organizations strengthen their market position, improve customer engagement, and enhance long-term sustainability, thereby supporting broader economic competitiveness[6].

Multicultural Communication and Accessibility Impact

The United States continues to experience significant demographic and linguistic diversification, creating a growing demand for communication strategies capable of effectively engaging multicultural audiences. California, in particular, is one of the most diverse states in the nation and contains millions of businesses serving customers from different cultural, linguistic, and socioeconomic backgrounds. Effective multicultural communication promotes accessibility, improves information dissemination, strengthens customer relationships, and facilitates broader participation in economic and community activities. Through the development of communication frameworks specifically designed for diverse audiences, Ms. Salles's endeavor contributes to improving communication accessibility and engagement across multicultural environments[7]

Stakeholder Engagement and Organizational Effectiveness Impact

Organizations increasingly depend on effective communication with customers, employees, business partners, community organizations, and other stakeholders to maintain trust, support

[6] Idem 2
[7] Idem 4

organizational objectives, and sustain long-term growth. Strategic communication and stakeholder-engagement initiatives help organizations improve transparency, strengthen relationships, reduce communication barriers, and improve organizational effectiveness. Through her communication and public-relations services, Ms. Salles intends to support organizations in establishing stronger stakeholder relationships and more effective communication structures capable of producing long-term operational benefits.

Economic Impact

The communications, public relations, and stakeholder-engagement functions supported by Ms. Salles's proposed endeavor contribute directly to business growth, market expansion, customer retention, and organizational sustainability. Businesses that communicate effectively are better positioned to attract customers, strengthen brand recognition, expand operations, and support workforce growth. Additionally, the expansion of specialized communication services, stakeholder-engagement programs, and multicultural communication initiatives contributes to broader economic activity by supporting small-business development, increasing organizational competitiveness, facilitating market participation, and strengthening local and regional economies.

In summary, the evidence demonstrates that the specific proposed endeavor Ms. Salles intends to undertake clearly extends beyond providing isolated benefits to a particular employer, client, or private commercial entity. Rather, her proposed activities possess the potential to generate broader national-level benefits because they address matters directly connected to small-business competitiveness, communication accessibility, stakeholder engagement, multicultural inclusion, and the long-term effectiveness of organizations operating throughout the United States.

The Proposed Endeavor has significant potential to employ US workers or has other substantial economic effects, particularly in an economically depressed area

Inova Communications is on a trajectory toward sustained growth and economic contribution over the next five years. The detailed financial projections indicate a promising future, with revenues, business activity, and workforce expansion expected to increase steadily throughout the forecast period. This upward trend underscores the strength of the company's business model and the growing demand for strategic communication, public relations, multicultural communication, stakeholder engagement, and digital communication services within the United States market.

According to the company's financial projections **(Exhibit C.I)**, in its first year of operation, Inova Communications is projected to generate approximately $393,500 in revenue, reflecting initial demand for strategic communication, public-relations, stakeholder-engagement, multicultural communication, and digital communication services. As the company expands its client base and service capacity, revenues are expected to grow steadily, reaching approximately $2,179,689 by Year 5.



Figure 1. Projected Sales, Gross Margin, and Net Profit Over Five Years, as reflected in the *Inova Communications Business Plan* (Nextus Plan 2026), at 13.

In addition, the company's five-year financial projections demonstrate the prospective economic impact of Ms. Salles's proposed endeavor. According to the Business Plan, Inova Communications **is expected to generate approximately $557,879 in total tax contributions over its first five years of operation, including approximately $217,180 in projected federal and state tax payments and approximately $340,699 in payroll-related taxes.** These projections reflect anticipated business growth, workforce expansion, and increasing operational activity associated with the delivery of strategic communication, public relations, stakeholder-engagement, multicultural communication, and digital communication services.



Figure 2. Projected Federal, State, and Payroll Tax Contributions Over Five Years, as reflected in the *Inova Communications Business Plan* (Nextus Plan 2026), at 13.

Upon approval of her immigrant visa, Ms. Salles will occupy the role of General Manager and Strategic Communication Consultant for her company. In her leadership position, and leveraging her extensive experience in journalism, strategic communications, public relations, media relations, content development, and stakeholder engagement, her primary duties and responsibilities will include overseeing the company's strategic direction, operational management, and long-term growth initiatives within the communications sector. Her responsibilities will also include supervising business operations, leading the development and implementation of communication strategies, public-relations programs, stakeholder-engagement initiatives, and multicultural communication solutions, managing client relationships and strategic partnerships, overseeing financial and operational performance, ensuring service quality and industry best practices, and directing business development and market expansion efforts focused on strategic communication and public-relations services.

Moreover, the company's detailed description of services forecasts gradual investments in personnel during its initial years of operation, and by Year 5, the company projects a workforce of 18 employees, including Ms. Salles.

The company plans a phased expansion of its workforce to support its growth within the U.S. communications industry. The personnel plan reflects a structured and scalable hiring strategy designed to support the company's operational growth and long-term expansion within the United States communications and public-relations sector. During Year 1, the company will prioritize the recruitment of personnel essential to establishing and supporting its initial operations, including Ms. Salles as General Manager & Strategic Communication Consultant, a Marketing and Communications Specialist, a Sales Representative, and an Office Manager. These positions will support the company's foundational activities involving communication strategy development, client acquisition, business development, administrative support, and operational management.

As the company expands between Years 2 through 5, it will progressively recruit additional specialized personnel aligned with the growth of its service portfolio and nationwide operational objectives. These future positions will include Communication Strategists, Public Relations Specialists, Digital Marketing Managers, Social Media Managers, Administrative Assistants, and Customer Service Representatives. The company also anticipates expanding its communication, marketing, public-relations, and client-relations functions as operational demand increases and strategic partnerships are established with businesses, professional organizations, community-based entities, healthcare providers, educational institutions, and other organizations requiring specialized communication and stakeholder-engagement services.

Furthermore, the personnel projections demonstrate the company's anticipated operational growth and economic impact. According to the Business Plan, the company expects to expand from a four-person workforce in Year 1, including Ms. Salles, to an eighteen-person workforce by Year 5, representing seventeen additional employee positions, with projected payroll increasing from approximately $239,000 in Year 1 to approximately $1.54 million by Year 5. This progressive growth reflects the company's scalable operational model and its long-term commitment to workforce development, business expansion, and the delivery of specialized communication, public-relations, stakeholder-engagement, and multicultural communication services throughout the United States.

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Strategic Communication Consultant - Mrs. Avana França Salles	$80,000	$115,000	$132,250	$152,087	$174,901
Marketing and Communications Specialist	$63,000	$85,680	$174,787	$178,283	$272,773
Communication Strategist	$0	$91,800	$93,636	$191,017	$194,838
Public Relations Specialist	$0	$79,560	$81,151	$165,548	$168,859
Digital Marketing Manager	$0	$95,472	$97,381	$99,329	$202,631
Social Media Manager	$0	$0	$81,151	$82,774	$84,430
Sales Representative	$72,000	$73,440	$74,909	$152,814	$233,805
Office Manager	$24,000	$61,200	$62,424	$63,672	$64,946
Administrative Assistant	$0	$0	$49,939	$50,938	$51,957
Customer Service Representative	$0	$0	$43,697	$44,571	$90,924
Total People	4	7	11	14	18
Total Payroll	$239,000	$602,152	$891,326	$1,181,035	$1,540,064

Figure 3. Inova Communications Projected Personnel Plan and Payroll Growth (Years 1–5), *Inova Communications Business Plan* (Nextus Plan 2026), at 31

To conclude, the company will reach an eighteen-person workforce by Year 5, including Ms. Salles and representing seventeen additional employee positions. The Company also expects its payroll expenses to increase from $239,000 in Year 1 to $1,540,064 in Year 5. Using the EPI industry multiplier as an illustrative methodology, this workforce could support approximately 132 supplier and induced jobs in the broader economy; this estimate is not a guaranteed employment outcome[8]. **For data on how these predictions are calculated, please refer to Exhibit C.I. at 53.**

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Strategic Communication Consultant - Mrs. Avana França Salles	1	1	1	1	1
Marketing and Communications Specialist	1	1	2	2	3
Communication Strategist	0	1	1	2	2
Public Relations Specialist	0	1	1	2	2
Digital Marketing Manager	0	1	1	1	2
Social Media Manager	0	0	1	1	1
Sales Representative	1	1	1	2	3
Office Manager	1	1	1	1	1
Administrative Assistant	0	0	1	1	1
Customer Service Representative	0	0	1	1	2
Total People	4	7	11	14	18

Figure 4. Inova Communications Five-Year Personnel Growth Projections, as reflected in the *Inova Communications Business Plan* (Nextus Plan 2026), at 31.

Notwithstanding the company's hiring chart and financial forecast, it should be taken in consideration that *Dhanasar* expressly states that one can prove national importance through the "significant potential to employ U.S. workers". That is *not* the same as "**potential to employ a**

[8] The Economic Policy Institute ("EPI") indirect job creation model estimates the number of additional jobs expected to be generated throughout the broader economy as a result of a company's operational expenditures, payroll, supplier relationships, and related economic activity beyond the company's direct hires.

significant number of U.S. workers" as the "significance" is in the "potential" or "probability", not in the "number of jobs" the endeavor may create.

Hence, Ms. Salles's proposed endeavor possesses substantial national importance because its prospective impact clearly extends beyond the interests of any single employer, client, or private commercial entity. Her proposed endeavor has substantial potential to generate broader economic and societal benefits through workforce development, job creation, support for small-business competitiveness, enhanced stakeholder engagement, improved communication accessibility, multicultural outreach initiatives, strategic industry partnerships, tax-revenue generation, and the delivery of specialized strategic communication and public-relations services to organizations operating in increasingly diverse and competitive markets. Accordingly, the evidence demonstrates that the specific nature, scope, and prospective impact of Ms. Salles's endeavor align closely with the national importance considerations articulated under Matter of Dhanasar and the USCIS Policy Manual.

The Proposed Endeavor impacts a matter that a Government Entity has described as having National Importance or is the subject of National Initiatives

The petitioner's proposed endeavor also impacts matters addressed in recent Presidential Actions involving small-business competitiveness, workforce development, communication effectiveness, and economic participation. For example, during National Small Business Week 2025, the White House emphasized the importance of small businesses as drivers of economic growth, innovation, and competitiveness. Ms. Salles's proposed endeavor directly supports these objectives by helping businesses strengthen communication effectiveness, stakeholder engagement, brand visibility, and market participation[9].

Furthermore, the Administration's initiatives related to workforce preparedness and skills development emphasize the importance of equipping organizations and workers to operate successfully in an increasingly digital and interconnected economy. Ms. Salles's proposed endeavor contributes to these priorities by improving organizational communication capabilities, stakeholder engagement strategies, and communication effectiveness across diverse business environments.[10]

The White House's Executive Order designating English as the Official Language of the United States further highlights the national significance of communication, integration, and effective engagement within increasingly diverse communities. Ms. Salles's expertise in strategic communications, public relations, stakeholder engagement, and multicultural communication directly supports organizations seeking to communicate effectively with diverse audiences while strengthening participation in the U.S. economy[11].

Accordingly, Ms. Salles's proposed endeavor is closely aligned with current federal priorities involving small-business competitiveness, workforce development, communication effectiveness, stakeholder engagement, and economic participation. Through Inova Communications, she intends to apply her expertise in journalism, strategic communications, public relations,

[9] https://www.whitehouse.gov/presidential-actions/2025/05/national-small-business-week-2025
[10] https://www.whitehouse.gov/presidential-actions/2025/04/advancing-artificial-intelligence-education-for-american-youth
[11] https://www.whitehouse.gov/presidential-actions/2025/03/designating-english-as-the-official-language-of-the-united-states

organizational communications, and multicultural communication to help businesses and organizations strengthen communication effectiveness, improve stakeholder relationships, expand market visibility, and engage increasingly diverse audiences throughout the United States.

In addition, the evidence submitted with this petition establishes that the proposed endeavor extends beyond the interests of any single employer, client, or private commercial enterprise by supporting workforce development, business growth, communication accessibility, job creation, tax-revenue generation, and broader economic activity. Therefore, the evidence supports the conclusion that Ms. Salles's proposed endeavor possesses substantial merit and national importance under the framework established in Matter of Dhanasar because it directly advances matters that the federal government has recognized as important to economic competitiveness, workforce preparedness, organizational effectiveness, and long-term economic growth in the United States.

2.2. Second Prong – *The Person is Well-Positioned to Advance the Proposed Endeavor*

The foreign national must be well-positioned to advance the proposed endeavor. In order to determine whether the foreign national meets this requirement, USCIS will look at his or her education, skills, knowledge and record of success in related or similar efforts, a model or plan for future activities, progress toward achieving the endeavor, and the interest of potential customers, users, investors or other relevant entities or individuals.

In *Matter of Dhanasar*, the Administrative Appeals Office (AAO) stated that:

> We recognize that forecasting feasibility or future success may present challenges to petitioner and USCIS officers, and that many innovations and entrepreneurial endeavors may ultimately fail, in whole or in part, despite an intelligent plan and competent execution. We do not, therefore, require petitioners to demonstrate that their endeavors are more likely than not to ultimately succeed. But notwithstanding this inherent uncertainty, in order to merit a national interest waiver, **petitioners must establish, by a preponderance of the evidence, that they are well-positioned to advance the proposed endeavor**.

USCIS policy guidance explains that a petitioner should provide evidence demonstrating the beneficiary's prior accomplishments, the relationship between those accomplishments and the proposed endeavor, and objective support showing progress toward the endeavor's implementation. The guidance further explains that the relevant inquiry is whether the totality of the evidence establishes that the beneficiary is well-positioned to advance the proposed endeavor, even if ultimate success cannot be guaranteed at the time of filing, provided that the claims are supported by credible and substantiated evidence. See USCIS Policy Manual, Vol. 6, Pt. F, Ch. 5(A)(4).

Ms. Salles is exceptionally well-positioned to advance the proposed endeavor. She possesses more than eight years of professional experience in journalism, strategic communications, public relations, media production, stakeholder engagement, and organizational communication. Throughout her career, she has developed expertise in communication strategy, content

development, media relations, public affairs, institutional communication, and multicultural engagement, while simultaneously building entrepreneurial experience through the operation of her own communications business. Beyond her professional accomplishments, her educational qualifications include a bachelor's degree in journalism, a postgraduate specialization in Organizational Communication and Public Relations, professional registration as a journalist, membership in recognized professional associations, and continued participation in journalism, communication, and media-related initiatives.

In addition to her formal academic training, Ms. Salles has continuously invested in professional development through specialized courses, workshops, and training programs addressing journalism, strategic communications, public relations, media production, digital communication, stakeholder engagement, and organizational communication. Collectively, her academic preparation and continuing education demonstrate a sustained commitment to professional excellence and directly support the implementation of her proposed endeavor in the United States.

Petitioner's Skills, Experience, and Track of Record

Beyond Ms. Salles's academic qualifications and formal training in journalism, communications, and public relations, her skills, professional experience, and demonstrated track record strongly corroborate that she is exceptionally well-positioned to advance her proposed endeavor in the United States. As discussed throughout this petition, the totality of her education, professional accomplishments, entrepreneurial experience, industry involvement, and communications-related projects provides substantial evidence of the knowledge, experience, and capabilities necessary to successfully implement and advance her proposed endeavor.

Ms. Salles **possesses more than eight years of experience in journalism, strategic communications, media production, public relations, stakeholder engagement, content development, and organizational communication**. Throughout her career, she has developed expertise in communication strategy, audience engagement, media relations, public affairs, institutional communications, and multicultural outreach while working in both journalistic and business environments. This professional background directly aligns with her proposed endeavor to provide strategic communication, stakeholder-engagement, public-relations, and multicultural communication services in the United States.

Her professional credentials further demonstrate her standing within the communications field. Ms. Salles **holds an official Professional Journalist Registration issued by the Brazilian Ministry of Labor and Employment, evidencing governmental recognition of her qualifications and authorization to practice journalism throughout Brazil.** This credential independently corroborates her professional preparation, expertise, and recognized standing within the communications profession.

She is also an active member of the Brazilian Association of Investigative Journalism (ABRAJI), one of the country's leading journalism organizations dedicated to professional development, investigative reporting, and journalistic excellence.

In addition to her communications experience, **Ms. Salles has demonstrated entrepreneurial initiative through the establishment and operation of her own communications-related**

business since 2017. Business registration records confirm the creation and continued operation of her enterprise, which focuses on publishing and communications activities. This experience has allowed her to develop practical expertise in business operations, client relations, communication services, and organizational management, skills that directly support the implementation of her proposed endeavor in the United States.

Ms. Salles has also participated in academic and research-oriented communications initiatives. During her studies at Faculdade Cásper Líbero, she collaborated with the institution's Interdisciplinary Research Center (CIP) and contributed to editorial and publication-related activities associated with the Communicare academic journal. These experiences strengthened her research, editorial, communication, and content-development capabilities.

Her track record additionally includes participation in media-production projects and journalism initiatives. Notably**, she served as a producer and collaborator on the documentary** "A Era de Ouro do Derby," a journalism and media project examining one of Brazil's most significant sports rivalries. The documentary has attracted substantial public viewership and remains publicly available, demonstrating her involvement in content creation, storytelling, audience engagement, and media production. **The project was later selected for exhibition and discussion during a football and cinema festival organized at SESC Consolação, further evidencing the public reach of the production.**

Furthermore, **Ms. Salles participated in the "Reporter of the Future" journalism program, including a specialized reporting and educational mission in the Brazilian Amazon conducted in partnership with military and communications institutions.** Through this initiative, she engaged in field reporting activities, interviews, information gathering, institutional communication exposure, and journalistic coverage involving matters of public interest, government operations, and regional development.

Collectively, Ms. Salles's academic preparation, professional experience, entrepreneurial background, journalism credentials, research participation, media-production activities, and continued involvement in professional communications organizations demonstrate a sustained record of achievement directly related to her proposed endeavor. These qualifications provide substantial and objective evidence that she possesses the specialized knowledge, professional preparation, industry experience, and leadership capabilities necessary to successfully implement and advance her proposed endeavor in the United States. Therefore, the record establishes that Ms. Salles is exceptionally well-positioned to advance her proposed endeavor under the framework established in *Matter of Dhanasar*.

2.2.1 Support letters from industry experts and recognitions

Independent communications professionals, journalists, professors, researchers, marketing specialists, and corporate communication leaders from different sectors of the communications industry have independently confirmed Ms. Salles's ability to develop, implement, and manage strategic communication initiatives, public relations programs, stakeholder-engagement strategies, media projects, and organizational communication solutions in complex professional environments.

Mr. Caio Marques, Director of Mark's Veículos, recognizes Ms. Salles's ability to lead integrated marketing and communication initiatives involving public relations, media outreach, social media management, branding, and campaign development. He highlights her success in increasing brand visibility, generating qualified leads, securing media exposure, coordinating multidisciplinary teams, and aligning communication strategies with business objectives.

Mr. Paulo Fernandes, Organizational Culture and Communications Coordinator at Minerva Foods, one of the largest food companies in Latin America, emphasizes Ms. Salles's expertise in corporate communication, employee engagement, internal communication strategy, and cross-cultural communication. He notes her leadership in large-scale communication initiatives, including projects implemented across multiple countries and organizational units, as well as her ability to translate complex institutional messages into accessible and effective communication.

Professor Welington Wagner Andrade of Faculdade Cásper Líbero highlights Ms. Salles's strong writing abilities, analytical skills, editorial experience, and cross-cultural communication capabilities. He specifically references her work coordinating academic publications, managing multilingual communications, and supporting international academic collaboration through the institution's Interdisciplinary Research Center.

Professor Carolina Frazon Terra, a recognized scholar and researcher in digital communication and public relations, emphasizes Ms. Salles's academic and professional expertise in digital communication, influencer relations, and strategic public-relations methodologies. She notes that Ms. Salles's research contributed to the understanding of how organizations integrate influencer marketing into communication strategies and describes her work as providing valuable practical guidance for communication professionals and organizations.

Professor Luis Mauro Sá Martino, a leading scholar in communication theory and media studies, recognizes Ms. Salles's editorial leadership, research-management abilities, academic communication skills, and capacity to support the dissemination of scholarly knowledge through structured communication processes. He further highlights her ability to bridge academic research and professional communication practice through editorial oversight, multilingual publication management, and institutional communication activities.

Mr. Peter Kutuchian, Founder and Chief Executive Officer of Hotelier News, recognizes Ms. Salles's journalistic abilities, editorial judgment, communication skills, and professional maturity. He describes her successful work covering the tourism and hospitality industries, conducting interviews with industry leaders, producing independent reporting, and creating content that generated significant public visibility and industry engagement.

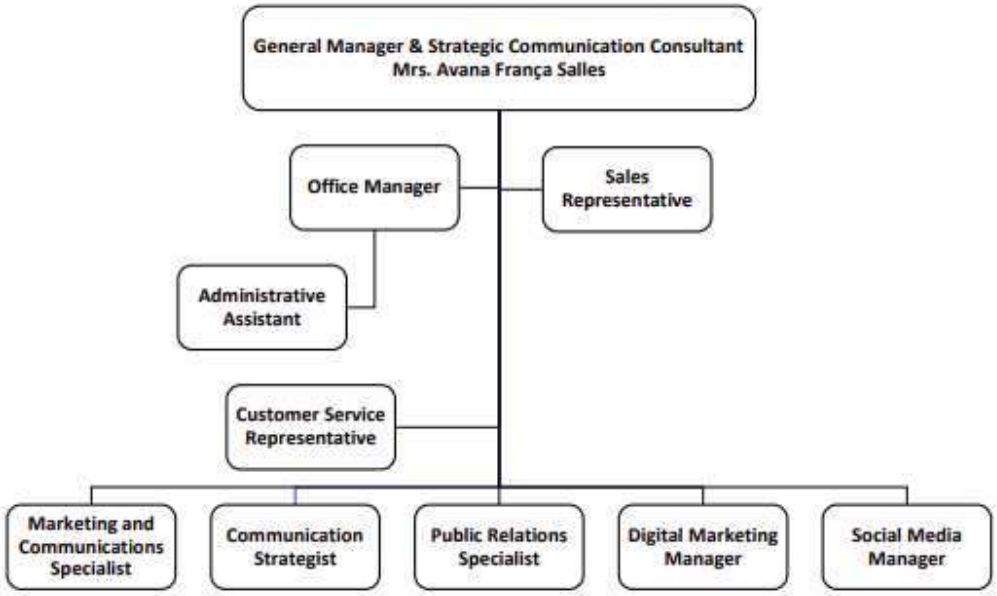
Although these individuals represent different sectors of the communications field, including journalism, public relations, corporate communications, digital communications, academic research, marketing, and media production, their assessments are remarkably consistent. Collectively, they describe Ms. Salles as a highly skilled communications professional capable of successfully developing strategic communication initiatives, managing stakeholder relationships, leading communication projects, producing impactful content, and implementing communication solutions that support organizational objectives across diverse professional environments.

Taken together, these support letters provide compelling evidence that Ms. Salles possesses the professional expertise, practical experience, communication leadership, industry credibility, and

demonstrated record of success necessary to successfully advance her proposed endeavor in the United States.

2.2.2 Plan for future activities and financial feasibility

Ms. Salles is the General Manager & Strategic Communication Consultant of Inova Communications, and her professional leadership is fundamental to the long-term development and operational growth of the proposed endeavor within the United States communications, public relations, and strategic communications sectors. As described in the Business Plan, the proposed operation plans to progressively expand its strategic communication, public relations, stakeholder-engagement, multicultural communication, digital-marketing, and content-development services over the next five years, increasing its operational capabilities, expanding its client base, and strengthening its organizational structure to meet the growing demand for effective communication solutions in increasingly diverse and competitive markets.



Her extensive experience in journalism, corporate communications, public relations, media relations, content development, stakeholder engagement, and organizational communication will guide the continued expansion of the proposed endeavor, reinforcing its position as a specialized provider of strategic communication, public relations, and multicultural communication solutions in the United States. The operation follows a structured five-year growth plan designed to progressively increase operational capacity, service capabilities, market reach, and workforce participation in response to industry demand.

The proposed operation will initially function with a lean organizational and administrative structure under Ms. Salles's leadership and will progressively expand its workforce to support operational growth and increasing client demand. This expansion includes the hiring of specialized professionals in marketing and communications, strategic communications, public relations, digital marketing, social media management, sales operations, customer service, and

administrative support functions, thereby supporting scalability, operational efficiency, and the continued delivery of high-quality communication services.

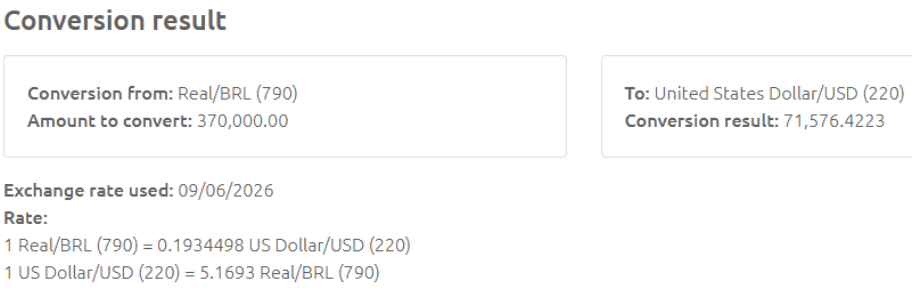
The proposed operation was structured for long-term sustainability, with well-planned initial capital requirements totaling **approximately US$ 20,000,** as detailed in the Business Plan, ensuring a solid and efficient operational launch in the California market. In support of this investment, Ms. Salles possesses substantial personal financial resources derived from liquid assets maintained in the United States and real-estate holdings in Brazil.

Startup	
Requirements	
Startup Expenses	
Legal Formation & Licensing	$1,200
Branding & Website	$2,500
Laptop & Office Equipment	$2,000
Marketing & Advertising	$3,000
CRM & Project Management Tools	$1,500
Workspace / Co-working	$3,600
Insurance	$700
Total Startup Expenses	$14,500
Startup Assets	
Cash Required	$5,500
Startup Inventory	$0
Other Current Assets	$0
Long-term Assets	$0
Total Assets	$5,500
Total Requirements	**$20,000**

Based on official financial documentation and asset records, Ms. Salles maintains more than US$ 31,000 in liquid financial resources available in the United States. Additionally, property valuation records establish ownership of residential real estate in São Paulo, Brazil, with an appraised value of approximately R$370,000 ($71,576.4223 dollars[12]). Together, these assets demonstrate financial stability and provide resources available to support the implementation and growth of the proposed endeavor.

These financial resources exceed the projected startup capital requirements identified in the Business Plan and demonstrate Ms. Salles's financial capacity to support the implementation, operational development, and initial expansion of the proposed endeavor in the United States.

[12] https://www.bcb.gov.br/conversao



Conversion result

Conversion from: Real/BRL (790)
Amount to convert: 370,000.00

To: United States Dollar/USD (220)
Conversion result: 71,576.4223

Exchange rate used: 09/06/2026
Rate:
1 Real/BRL (790) = 0.1934498 US Dollar/USD (220)
1 US Dollar/USD (220) = 5.1693 Real/BRL (790)

In addition to her personal financial resources, Ms. Salles has already established professional relationships with business owners and professionals operating in the United States who have expressed interest in maintaining professional collaborations and exploring future opportunities involving communication, branding, marketing, and public-relations services. These individuals independently recognized the value of Ms. Salles's expertise and the potential benefits of her proposed services for businesses operating in increasingly competitive and multicultural markets.

Among them, **Mr. João Miguel do Rego, owner of The Brazilian Spot in San Francisco, California,** expressed his interest in maintaining a professional relationship and potentially seeking input related to brand presentation, content development, and service communication for businesses operating in the food and beverage sector. Likewise, **Ms. Mayara Crisostomo, owner of Hair by Maya in Oakland,** recognized the importance of communication, image, and digital presence for service-based businesses and indicated her interest in exchanging ideas and obtaining guidance regarding positioning, content direction, and customer communication. In addition, **Mr. Bruno Sostena Leão da Silva, partner at Agência MKG,** formally expressed his interest in exploring future professional collaborations aimed at supporting U.S. companies in strengthening their market presence through effective communication and marketing strategies. Although these expressions of interest do not constitute binding commercial agreements, they provide objective evidence that Ms. Salles has already begun developing professional connections within the United States and that there is prospective demand for the communication, public-relations, and stakeholder-engagement services that Inova Communications intends to provide.

These financial resources are intended to cover startup expenses, branding and website development, office equipment, marketing and advertising initiatives, CRM and project-management tools, workspace expenses, insurance, and initial working capital, thereby providing financial stability during the launch phase of the proposed operation. Together, Ms. Salles's documented personal assets and the financial structure described in the Business Plan demonstrate that the proposed endeavor is adequately capitalized, financially viable, and strategically prepared to begin operations and support its projected growth in the United States.

Ms. Salles possesses the financial capacity to launch and sustain the proposed endeavor without dependence on external funding, further supporting the second prong of *Matter of Dhanasar*. Her combined expertise in journalism, strategic communications, public relations, stakeholder engagement, digital communications, and organizational communication, together with her proven record of professional accomplishment, entrepreneurial experience, and leadership in communications-related initiatives, demonstrates her ability to generate organizational, economic,

and societal impact, support U.S. workforce participation, and contribute to the competitiveness and communication effectiveness of businesses and organizations throughout the United States.

3. Third Prong: On Balance, It Would be Beneficial to the United States to Waive the Requirement of a Job Offer and Labor Certification

Congress established the national interest waiver to address the inherent limitations of the labor certification process. When a foreign national offers contributions that extend beyond the scope of a traditional employment position and provides distinct benefits to strategically important sectors, permanent residency should not be denied simply because another worker could theoretically perform similar duties within the labor market.

Ms. Salles clearly exemplifies the principle underlying the third criterion of *Matter of Dhanasar*. As a communications professional with extensive experience in journalism, strategic communications, public relations, stakeholder engagement, multicultural communication, and organizational communications, her proposed endeavor extends far beyond a conventional communications position. Through the implementation of strategic communication initiatives, public relations programs, stakeholder-engagement frameworks, multicultural communication strategies, and communication solutions designed to strengthen business competitiveness and organizational effectiveness, Ms. Salles seeks to support the growth, visibility, and long-term sustainability of businesses and organizations operating in increasingly diverse and communication-driven sectors of the U.S. economy.

Requiring Ms. Salles to undergo the labor certification process, despite the theoretical availability of communications professionals in the labor market, would ignore the unique value of her combined expertise in journalism, strategic communications, public relations, multicultural outreach, stakeholder engagement, digital communications, and organizational communication management. Her combination of academic training, professional experience, entrepreneurial initiative, communications leadership, and demonstrated ability to develop and implement communication strategies across diverse organizational environments is uncommon and not easily replaceable through the traditional labor certification framework.

According to the third criterion established under the *Dhanasar framework*, adjudicators must conduct a balancing test comparing the national interest in requiring a job offer and labor certification against the foreign national's ability to advance important U.S. priorities. Relevant considerations include:

- Whether it would be impractical for the foreign national to obtain a traditional job offer or for an employer to pursue labor certification, given the nature of the proposed endeavor;
- Whether the United States would continue to benefit from the foreign national's contributions even if other qualified workers are theoretically available; and
- Whether the national interest in the foreign national's contributions is sufficiently urgent or substantial to justify waiving the labor certification requirement.

The *Matter of Dhanasar* decision makes clear that these factors are not rigid requirements, but rather guiding considerations in determining whether waiving the job offer and labor certification requirements would benefit the United States.

The evidence presented in this petition demonstrates that waiving the labor certification requirement is clearly in the national interest. Ms. Salles's proposed endeavor will support small-business competitiveness, communication accessibility, stakeholder engagement, multicultural outreach, organizational effectiveness, workforce participation, and the continued growth of businesses and organizations operating in increasingly diverse and interconnected markets throughout the United States. These benefits would likely be delayed or restricted by the limitations and inflexibility of the traditional PERM labor certification process.

Moreover, the proposed endeavor is inherently entrepreneurial in nature and will be implemented through Ms. Salles's own company, Inova Communications. The success of the endeavor depends directly upon her professional expertise, leadership, communication strategies, industry experience, and ability to establish and maintain relationships with clients, stakeholders, media organizations, and business partners. As such, the endeavor cannot be meaningfully separated from her individual qualifications and professional contributions.

Therefore, granting a National Interest Waiver through the favorable exercise of discretion is fully justified.

3.1 Impracticability of a labor certification:

Given the autonomous and entrepreneurial nature of the proposed endeavor, in which Ms. Salles will operate as the founder and principal communications strategist of Inova Communications, the traditional labor certification process is impractical. The PERM system was designed to protect U.S. workers from displacement by foreign labor; however, Ms. Salles is not seeking to fill a preexisting employment position. Instead, her proposed endeavor is intended to strengthen business competitiveness, communication effectiveness, stakeholder engagement, multicultural outreach, and organizational visibility while creating new employment opportunities and contributing to the continued growth of the U.S. communications sector.

• **Nature of the Proposed Endeavor:** As an independent communications entrepreneur and strategic communications professional, Ms. Salles is developing a founder-led operation focused on strategic communications, public relations, stakeholder engagement, multicultural communication, digital communications, and content development. The proposed endeavor is fundamentally different from a traditional employer-employee relationship because it depends directly on Ms. Salles's specialized expertise, professional experience, communication leadership, entrepreneurial initiative, and ability to develop and implement communication strategies tailored to diverse organizational environments. Rather than competing with U.S. workers, the proposed endeavor is structured to support business growth, organizational effectiveness, and communication accessibility while creating new workforce opportunities within the communications and professional-services sectors.

• **Job Creation and Economic Impact:** The proposed endeavor is structured to generate both direct and indirect employment as operations expand. According to the Business Plan, Inova Communications anticipates growing from a four-person workforce in Year 1, including Ms.

Salles, to an eighteen-person workforce by Year 5, representing seventeen additional employee positions, with projected payroll increasing substantially during the same period. The company plans to hire professionals in communications, public relations, digital marketing, social media management, sales operations, customer service, and administrative functions. In addition, the proposed endeavor is expected to support indirect economic activity through collaboration with businesses, marketing vendors, media platforms, creative-service providers, technology vendors, and other professional-service providers, thereby contributing to broader economic activity and workforce participation throughout the communications sector.

• **Self-Sustainability and Broader Contribution:** Through the proposed endeavor, Ms. Salles will not only establish her own professional and financial sustainability but also contribute meaningfully to the U.S. economy by helping businesses and organizations improve communication effectiveness, strengthen stakeholder relationships, expand market visibility, and engage increasingly diverse audiences. By implementing strategic communication initiatives, public relations programs, stakeholder engagement frameworks, and multicultural communication strategies, the endeavor contributes to the competitiveness, growth, and long-term sustainability of organizations operating across multiple sectors of the economy. These contributions render the traditional labor certification process impractical and contrary to the public interest, particularly given the entrepreneurial and highly specialized nature of the proposed endeavor.

Ms. Salles has presented substantial evidence of her intention and ability to operate as an independent communications entrepreneur in the United States, demonstrating that the proposed endeavor will support job creation, workforce development, business competitiveness, communication accessibility, and continued economic activity. These factors make the labor certification requirement incompatible with the structure and objectives of the proposed endeavor, strongly reinforcing her eligibility for a National Interest Waiver.

3.2 The U.S. would still benefit from the foreign national's contribution even if qualified U.S. workers are available:

Given Ms. Salles's extensive experience in journalism, strategic communications, public relations, stakeholder engagement, multicultural communication, and organizational communications, she is uniquely positioned to advance the proposed endeavor in the United States. While qualified communications professionals exist within the American labor market, Ms. Salles's specialized expertise, professional background, entrepreneurial experience, and demonstrated record of success provide distinct and substantial benefits to the country:

• Exceptional Qualifications and Experience: Ms. Salles possesses more than eight years of professional experience in journalism, strategic communications, public relations, media relations, content development, organizational communication, and stakeholder engagement. Her background combines formal academic training in journalism and organizational communication with practical experience in media production, public relations, corporate communications, digital communications, and business management. This combination of communication expertise, entrepreneurial experience, and multidisciplinary communications leadership is not commonly found in the labor market, making her contributions strategically valuable to organizations operating in increasingly diverse, competitive, and communication-driven environments.

• Recognition and Proven Record of Success: Throughout her professional career, Ms. Salles has consistently contributed to communication initiatives, media-production projects, academic publications, public-relations activities, stakeholder-engagement efforts, and organizational communication programs. Independent communications professionals, corporate communication leaders, business executives, journalists, professors, and public-relations specialists have formally recognized her ability to develop communication strategies, manage stakeholder relationships, produce impactful content, strengthen organizational visibility, and support communication objectives across a variety of professional environments. These independent evaluations confirm her professional credibility and her demonstrated ability to successfully implement communication initiatives aligned with the objectives of the proposed endeavor.

• Communication Expertise and Demonstrated Professional Impact: Ms. Salles's documented experience and proposed endeavor demonstrate her ability to develop and implement strategic communication plans, public-relations initiatives, stakeholder-engagement frameworks, multicultural communication strategies, and content-development programs capable of improving communication effectiveness, organizational visibility, audience engagement, and business competitiveness. Her demonstrated success in journalism, corporate communications, media production, public relations, and organizational communication directly enhances the ability of businesses and organizations to communicate effectively in increasingly diverse and interconnected markets.

• Additional Contributions: Although the United States possesses qualified communications professionals, Ms. Salles offers a distinctive combination of expertise involving journalism, strategic communications, public relations, multicultural outreach, stakeholder engagement, digital communications, media production, and organizational communication. Her ability to integrate communication strategies with business objectives enables organizations to strengthen stakeholder relationships, improve public visibility, expand audience engagement, and navigate increasingly complex communication environments. Additionally, her international perspective and multicultural communication experience position her to assist organizations seeking to effectively engage diverse communities and audiences throughout the United States.

In summary, Ms. Salles's specialized expertise, extensive communications background, entrepreneurial experience, professional leadership, and demonstrated record of success distinguish her from traditional communications professionals. Through the proposed endeavor, her contributions will support business competitiveness, communication effectiveness, stakeholder engagement, workforce participation, and the continued advancement of strategic communication and public relations practices in the United States, reinforcing the conclusion that the United States would benefit from her contributions even where qualified U.S. workers are theoretically available.

3.3 Whether the national interest in the foreign national's contributions is urgent enough to justify bypassing the labor certification progress:

The national interest in Ms. Salles's contributions is evident and clearly justifies waiving the labor certification process. Her specialized expertise in journalism, strategic communications, public relations, stakeholder engagement, multicultural communication, organizational communications, and business communication strategies, combined with her demonstrated ability to develop and

implement effective communication initiatives across diverse professional environments, underscores the immediate and strategic benefits her work will bring to the United States.

Current Industry Needs: Organizations throughout the United States increasingly operate in highly competitive, diverse, and communication-driven environments where effective stakeholder engagement, public visibility, reputation management, multicultural outreach, and strategic communication have become essential to organizational success. Businesses, nonprofits, educational institutions, healthcare providers, and community organizations face growing challenges related to audience engagement, communication accessibility, digital communication, public trust, and effective communication across culturally diverse populations. Ms. Salles possesses extensive practical experience in strategic communications, public relations, journalism, media relations, organizational communication, content development, and stakeholder engagement, a combination of skills that directly addresses these evolving communication needs. Her ability to develop communication strategies that connect organizations with diverse audiences is particularly relevant to the increasingly multicultural and interconnected nature of the U.S. marketplace.

Immediate Economic and Organizational Impact: The timely advancement of the proposed endeavor will generate direct and measurable benefits, including support for small-business competitiveness, improved communication effectiveness, enhanced stakeholder engagement, expanded market visibility, strengthened organizational reputation, and workforce participation within the communications sector. Requiring labor certification would unnecessarily delay the implementation of communication initiatives specifically designed to help businesses and organizations improve their ability to engage clients, customers, stakeholders, employees, and community members in increasingly complex communication environments.

Industry Support and Documented Evidence: The evidence presented in this petition, including the Business Plan, support letters issued by communications professionals, journalists, academics, business leaders, and public-relations specialists, demonstrates both the relevance and urgency of Ms. Salles's contributions to the communications field. Her documented history of leading communication initiatives, producing journalistic and media content, supporting organizational communication projects, participating in academic and professional communications activities, and managing communication-related business operations illustrates the practical value of her expertise and the importance of avoiding unnecessary procedural barriers that could delay the advancement of the proposed endeavor.

Strategic Advantage for the United States: Allowing Ms. Salles to advance the proposed endeavor without delay provides tangible economic, organizational, and societal advantages to the United States. Her proposed work integrates strategic communications, public relations, stakeholder engagement, multicultural communication, digital communications, and content-development methodologies into an operational model capable of supporting businesses and organizations across multiple sectors of the economy. The proposed endeavor also supports workforce participation, business growth, communication accessibility, and organizational effectiveness while contributing to the continued development of professional communication practices within the United States.

In summary, the national interest in Ms. Salles's contributions is clear and immediate. Her unique combination of communications expertise, entrepreneurial experience, leadership capabilities,

multicultural communication experience, and demonstrated ability to generate measurable organizational and business improvements fully justifies waiving the labor certification requirement. Her direct involvement will support business competitiveness, stakeholder engagement, communication accessibility, workforce participation, and the continued advancement of strategic communication and public relations practices, thereby generating lasting benefits for the United States.

4. Final considerations

From all topics discussed above and the attached evidence, it is "more likely than not" that:

The petitioner, Ms. Avana Franca Salles, qualifies for EB-2 classification as a member of the professions holding an advanced degree. The evidence establishes that she possesses the equivalent of a U.S. bachelors of arts in journalism from an accredited institution of higher education in the United States. In addition, she has accumulated well over five years of progressive post-baccalaureate experience in journalism, strategic communications, public relations, stakeholder engagement, media relations, and organizational communications. Accordingly, she satisfies, *per se,* the minimum objective requirements for classification as a member of the professions holding an advanced degree under the EB-2 category.

The petitioner's proposed endeavor has substantial merit and national importance. Consistent with *Matter of Dhanasar*, Ms. Salles's proposed endeavor supports strategic communications, public relations, stakeholder engagement, multicultural communication, communication accessibility, business competitiveness, and organizational effectiveness in the United States. Her work directly contributes to workforce development, business growth, stakeholder engagement, communication effectiveness, and the ability of organizations to operate successfully in increasingly diverse and interconnected markets.

The petitioner is well-positioned to advance the endeavor. Ms. Salles possesses extensive professional experience in journalism, strategic communications, public relations, organizational communications, media production, and stakeholder engagement. She further demonstrates a strong record of success through her academic qualifications, professional credentials, entrepreneurial experience, industry recognition, support letters from independent communications professionals and academics, documented communications projects, financial capacity, and demonstrated expertise directly related to the proposed endeavor.

On balance, it would be beneficial to the United States to waive the requirement of a job offer and labor certification. The labor certification process is impractical for entrepreneurial and highly specialized communications endeavors such as the one proposed by Ms. Selles, whose role is not to fill a conventional employment position, but rather to provide strategic communication, public relations, stakeholder engagement, and multicultural communication services through her own enterprise. Her proposed endeavor has clear potential to generate employment opportunities, stimulate economic activity, strengthen business competitiveness, improve communication accessibility, and contribute meaningfully to the continued development of effective communication practices in the United States, thereby fully justifying a waiver of the labor certification requirement.

Through this petition, it is respectfully submitted that Ms. Salles merits favorable consideration for a National Interest Waiver of the job offer and labor certification requirements pursuant to Section 203(b)(2)(B) of the Immigration and Nationality Act. Ms. Salles's expertise in journalism, strategic communications, public relations, stakeholder engagement, multicultural communication, and organizational communications uniquely qualifies her to advance the proposed endeavor in the United States. Her work directly benefits the economic, organizational, and societal interests of the United States by helping businesses and organizations strengthen communication effectiveness, engage diverse audiences, improve stakeholder relationships, and expand their ability to compete in increasingly complex and multicultural environments.

We respectfully request favorable consideration of this Form I-140 immigrant visa petition, thereby qualifying Ms. Salles as a member of the professions holding an advanced degree under the second employment-based preference category, with a request for a waiver of the labor certification requirement, as her proposed endeavor will substantially benefit the national interest of the United States.

Should you require any further information or documentation, please do not hesitate to contact my office. Thank you in advance for your kind assistance with this matter.

Sincerely,



Otavio Haverroth Silva
California Bar # 343486

Exhibit list

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Exhibit A

AVANA FRANÇA SALLES

Strategic Communication & Multicultural Engagement Professional

I am a strategic communication professional with progressive experience in journalism, audiovisual production, corporate communications, marketing, and independent consulting. Throughout my career, I have developed multilingual content, internal campaigns, media strategies, and stakeholder communications for organizations operating across diverse industries and audiences. Supported by advanced training in Strategic Management in Organizational Communication and Public Relations, I am prepared to help U.S. small and mid-sized businesses overcome communication gaps that limit their visibility, customer engagement, workforce alignment, and access to multicultural markets. Through Inova Communications, I will apply culturally responsive and multilingual strategies to strengthen business competitiveness, expand engagement with underserved and immigrant communities, and improve the communication capacity of organizations that lack specialized in-house resources.

CORE COMPETENCIES

Strategic & Organizational Communication	**Multicultural & Multilingual Messaging**	**Public Relations & Media Outreach**
Corporate & Internal Communications	**Digital Content & Editorial Strategy**	**Stakeholder & Customer Engagement**
Campaign Planning & Execution	**Audiovisual Production & Scriptwriting**	**Brand Positioning & Market Research**

PROFESSIONAL EXPERIENCE

Founder & Independent Communications Consultant | Avana França Salles 36058167892

August 2017 – November 2022 • São Paulo, Brazil

- Established and operated an independent communications business providing press-office, creative writing, editorial, and audiovisual services to clients in technology, tourism, media, and related sectors.
- Developed press releases, articles, digital content, media pitches, scripts, and audiovisual materials tailored to distinct audiences and organizational objectives.
- Managed client communications and project delivery while supporting visibility, credibility, and audience engagement for organizations including Capital Informação, TVT, and B4TT Comunicação.
- Provided post-production services for television and video programming and supported TVT's nationally broadcast "Entrevistas" interview series through guest coordination, logistics, and editorial planning.

Copywriter | Marks Veículos (Jurado e Marques Automóveis Ltda.)

September 9, 2021 – June 29, 2022 • Barretos, São Paulo, Brazil

- Managed website and blog content and wrote copy for social media, email campaigns, sales materials, promotional initiatives, and persuasive advertisements.
- Supported customer engagement and brand visibility through market research, promotional content, and audience-focused messaging.
- Contributed to internal and external campaigns and to the scripting and production of promotional videos.

Communications Analyst | Minerva S.A. (Minerva Foods)
February 15, 2021 – July 23, 2021 • Barretos, São Paulo, Brazil

- Supported corporate communication initiatives for a major agribusiness organization, coordinating internal campaigns in collaboration with Human Resources.
- Developed communication plans and produced internal content in Portuguese, English, and Spanish for distribution across domestic and international operations.
- Helped align organizational messaging across employee audiences and communication channels in a complex multinational environment.

Assistant Producer – "Entrevistas" with Juca Kfouri | TVT / Fundação Sociedade Comunicação Cultura e Trabalho
2019 • São Bernardo do Campo, Brazil

- Supported editorial planning, guest coordination, production logistics, and post-production activities for television and web content.
- Worked within production deadlines and quality standards while coordinating information among guests, editorial personnel, and production stakeholders.

Reporter | Hôtelier News
April 2013 – December 2013 • Brazil

- Researched and produced news reports on Brazil's hospitality and tourism industries, including coverage of trade shows and sector events.
- Authored features addressing hospitality trends, destinations, gastronomy, and industry economic outlooks, building subject-matter communication skills later applied across corporate sectors.

Research Center Monitor & Editorial Contributor | Interdisciplinary Research Center, Faculdade Cásper Líbero
February 2011 – April 2013 • São Paulo, Brazil

- Supported undergraduate research activities and the editorial production of the Communicare academic journal.
- Contributed Spanish-language translation and editorial work for journal editions, developing early experience in cross-cultural communication, research synthesis, and publication quality control.

Press Officer | Cursinho Popular da ACEPUSP
2013 • São Paulo, Brazil

- Prepared press materials and promoted educational and social initiatives through national education portals, news websites, and São Paulo radio outlets.

EDUCATION & ACADEMIC CREDENTIALS

Postgraduate Specialization – Strategic Management in Organizational Communication and Public Relations | University of São Paulo (ECA-USP)
April 2018 – April 2020 • São Paulo, Brazil

- Completed 432 hours of graduate-level study in organizational communication, digital and institutional communication, media relations, brand management, communication measurement, public relations, organizational culture, and strategic planning.
- Defended the final thesis "Digital Influencers and Press Office in Strategic Public Relations Planning: Challenges and Perspectives," earning a grade of 8.0/10.

Bachelor of Arts in Journalism | Faculdade Cásper Líbero
Completed 2014; degree conferred March 4, 2015 • São Paulo, Brazil

- Academic training included journalism techniques, communication theory, photojournalism, research methodology, sociology of communication, audiovisual journalism, and editorial production.

English as a Second Language | Los Angeles Valley College
September 2015 – October 2016 • Los Angeles, California

- Completed an international academic and cultural immersion experience while residing with an American host family.

SELECTED PROJECTS, RECOGNITION & PROFESSIONAL DEVELOPMENT

Co-Producer, "The Golden Era of the Derby" Documentary
Co-produced a 56-minute journalism documentary on the Corinthians–Palmeiras rivalry. The work received more than 468,000 YouTube views and was selected for public screening at Sesc Consolação's football-and-cinema festival.

Winner, Festival De Olhos Fechados – Sesc Consolação (2015)
Recognized for the journalism documentary thesis project, demonstrating long-form research, storytelling, production coordination, and public audience impact.

Selected Participant, Repórter do Futuro / "Discovering the Amazon" (2013)
Completed a competitive journalism-development program organized by OBORÉ, IEA-USP, and ABRAJI, including press conferences, field reporting, and a study trip focused on strategic institutions and communities in the Amazon region.

Voiceover for Telejournalism – Basic Module (2012)
Completed 27 hours of specialized voiceover training at Faculdade Cásper Líbero.

Professional English Program (2013)
Completed professional English training in São Paulo.

PROFESSIONAL REGISTRATION & AFFILIATION

- Registered Journalist, Brazilian Ministry of Labor and Employment – Registration No. 0099968/SP
- Member, Brazilian Association of Investigative Journalism (ABRAJI)

LANGUAGES & TECHNICAL SKILLS

Languages: Portuguese (native); English (fluent); Spanish (intermediate)
Communication Tools: Adobe Photoshop, Adobe InDesign, Sony Vegas; Microsoft Word, PowerPoint, Excel, and Outlook
Portfolio: behance.net/avanasalles | 500px.com/avana_salles

Exhibit B - Eligibility Criteria: Advanced Degree

Affidavit of Translation Accuracy

I, Claudia A. Evans, hereby certify that I translated the below document. It is an accurate and correct translation reflecting the content in the original text, including meaning and style, to the best of my ability. I further certify that I am proficient in both Portuguese and English: I am a native Portuguese speaker, being alphabetized in the language. TOEFL ITP score on 04/06/2014: 627. GRE score on 02/24/2016: 299. I do not guarantee that the original is a genuine document. The original document must be attached to this certified translation.

ClaudiaAEvans

Claudia A. Evans
July 6th, 2023 | Durham, NC
Phone: +1 513 306 0213

START OF TRANSLATION

[logo] CASPER LIBERO COLLEGE [logo]

RECOGNIZED COURSES AND LICENSES:

Journalism: Decree SERES n. 703 from 18/12/2013, published in D.O.U. from 19/12/2013
Advertising and Marketing: Decree SERES n. 626 from 27/11/2013, published in D.O.U. from 28/11/2013
Public Relations: Decree SERES n. 29 from 26/03/2012, published in D.O.U. from 28/03/2012
Radio, TV and Internet: Decree SERES n. 626 from 27/11/2013, published in D.O.U. from 28/11/2013

Certificate

WE CERTIFY, for its due purposes, that the student AVANA FRANCA SALLES, R.G. 48.729.701-5, completed in the school year of 2014, the course of JOURNALISM, having graduated as bachelor on 04 of March 2015.

Sao Paulo, 04 of March 2015.

[signature]
Prof. Alipio Rodriguez Lineira
General Secretary

[signature] [stamp]
[seal]

Av. Paulista, 900 – 5th floor
Postal code 01310-940 – Sao Paulo – SP

Fax: (011) 3170-5891 http://www.casperlibero.edu.br
Phone: (011) 3170-5880/3170-5881/3170-5883
e-mail: faculdade@casperlibero.edu.br

END OF TRANSLATION

FACULDADE CÁSPER LÍBERO

CURSOS E HABILITAÇÕES RECONHECIDAS:
Jornalismo: Portaria SERES n. 703 de 18/12/2013, publicada no D.O.U. de 19/12/2013
Publicidade e Propaganda: Portaria SERES n. 626 de 27/11/2013, publicada no D.O.U. de 28/11/2013
Relações Públicas: Portaria SERES n. 29 de 26/03/2012, publicada no D.O.U de 28/03/2012
Radio, TV e Internet: Portaria SERES n. 626 de 27/11/2013, publicada no D.O.U. de 28/11/2013

Certificado

C E R T I F I C A M O S, para os devidos fins, que o(a) aluno(a) **AVANA FRANÇA SALLES,** R.G. 48.729.701-5, concluiu no ano letivo de 2014, o curso de **JORNALISMO,** tendo colado grau como bacharel(a) aos 04 de março de 2015.

São Paulo, 04 de março de 2015.

Prof. Alípio Rodriguez Lineira
Secretário Geral

Cintia Rocha Zeferino
Preposta
Credenciada

Colégio Notarial do Brasil
112744
AUTENTICAÇÃO
AU0100AB0455336

FUNDAÇÃO CÁSPER LÍBERO
Av. Paulista, 900 - 5° andar
CEP 01310-940 - São Paulo - SP
Fax: (011) 3170-5891
Tel.: (011) 3170-5880/ 3170-5881/ 3170-5883
http://www.casperlibero.edu.br
e-mail:faculdade@casperlibero.edu.br

CÁSPER LÍBERO COLLEGE
Academic Transcript

Address: AV. PAULISTA, 900 - BELA VISTA - São Paulo - ZIP Code: 01310940

Sponsoring Entity: CÁSPER LÍBERO FOUNDATION

Course Recognition: SERES Ordinance No. 703, dated 12/18/2013, published in the Federal Official Gazette on 12/19/2013, Section 1, Page 134.

Name: AVANA FRANÇA SALLES | **Date of Birth:** 11/22/1990

Identity Card: 48.729.701-5 SP

From the State of São Paulo | **Nationality:** Brazilian

Entrance exam location: CÁSPER LÍBERO COLLEGE

Process of Selection - Entrance exam: Jan/2011 **Classification:** 30 **Grade:** 161,35

Course: JOURNALISM

Term	Year	Subject	Workload	Grade	Notes	Status
1	2011	PHILOSOPHY	64	7,50		APV
1	2011	GENERAL SOCIOLOGY AND COMMUNICATION SOCIOLOGY	64	8,00		APV
1	2011	ANTHROPOLOGY	64	7,38		APV
1	2011	CONTEMPORARY BRAZILIAN HISTORY I	64	8,13		APV
1	2011	COMMUNICATION THEORY	64	8,13		APV
1	2011	HISTORY OF COMMUNICATION	64	8,38		APV
1	2011	PHOTOJOURNALISM	64	7,38		APV
1	2011	JOURNALISTIC TECHNIQUES AND GENRES – BASIC JOURNALISM I	64	7,25		APV
1	2011	PORTUGUESE LANGUAGE I	128	6,19		APV
2	2012	ECONOMICS	64	8,07		APV
2	2012	HISTORY OF ART	64	7,75		APV
2	2012	CONTEMPORARY BRAZILIAN HISTORY II	64	8,38		APV
2	2012	BRAZILIAN SOCIOECONOMIC AND POLITICAL REALITY	64	8,13		APV
2	2012	PORTUGUESE LANGUAGE II	64	7,13		APV
2	2012	COMPARATIVE COMMUNICATION	64	8,13		APV
2	2012	RESEARCH METHODS AND TECHNIQUES	64	7,19		APV
2	2012	COMPUTATION AND GRAPHIC PLANNING IN JOURNALISM	64	8,00		APV
2	2012	JOURNALISTIC TECHNIQUES AND GENRES – BASIC JOURNALISM II	64	9,13		APV
2	2012	RADIO JOURNALISM I	64	7,00		APV
3	2013	BRAZILIAN CULTURE	64	8,13		APV
3	2013	POLITICAL SCIENCE	64	7,25		APV
3	2013	JOURNALISTIC TECHNIQUES AND GENRES – BASIC JOURNALISM III	64	8,75		APV
3	2013	RADIO JOURNALISM II	64	8,00		APV
3	2013	SPECIALIZED JOURNALISM I	64	7,25		APV
3	2013	TELEVISION JOURNALISM I	64	9,13		APV
3	2013	EDITORIAL PRODUCT MANAGEMENT	64	7,13		APV
3	2013	LEGISLATION AND JUDICIAL PRACTICE	64	8,00		APV
3	2013	WRITING TECHNIQUE I	64	7,75		APV
3	2013	NEW COMMUNICATION TECHNOLOGIES	64	8,25		APV
4	2014	OPINION JOURNALISM	64	7,75		APV
4	2014	SPECIALIZED JOURNALISM II	64	8,13		APV
4	2014	TELEVISION JOURNALISM II	64	9,00		APV
4	2014	GRAPHIC DESIGN – MAGAZINE JOURNALISM	64	7,38		APV
4	2014	JOURNALISTIC ETHICS	64	7,50		APV
4	2014	WRITING TECHNIQUE II	64	9,25		APV
4	2014	EXPERIMENTAL PROJECTS	448	10,00		APV
		Total Course Hours	2752			
		Complementary Activities	384			
		Overall GPA		7,88		

Key:

APV - Approved
RPV - Failed

Notes

ENROLLED IN THE 2011 ACADEMIC YEAR.
IN 2011 AND 2014, THE STUDENT WAS NOT ELIGIBLE FOR THE ENADE DUE TO THE ASSESSMENT CYCLE CALENDAR.

Graduation ceremony: 03/04/2015 | **Diploma issuance date:** 03/30/2015 | São Paulo, January 3, 2025.

Academic Office Coordinator
ID. 25.396.005-8

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Digitally signed by CARLOS ANDERSON GARCIA CARVALHO
: XXX.995.088-XX
Date: 01/03/2025 4:30:59 pm - 03:00

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DIGITAL SIGNATURE PROTOCOL

SIGNATORIES

- CARLOS ANDERSON GARCIA CARVALHO on: 01/03/2025 4:30:59 pm - 03:00

I, Pauline Bitzer Rodrigues, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



_____ **Date: February 19th, 2025.**

FACULDADE CÁSPER LÍBERO
Histórico Escolar

Endereço: AV. PAULISTA, 900 - BELA VISTA - São Paulo - CEP: 01310940
Entidade Mantenedora: FUNDAÇÃO CÁSPER LÍBERO
Reconhecimento do Curso: Portaria SERES nº 703, de 18/12/2013, publicada no D.O.U de 19/12/2013, seção 1, página 134.

Nome: AVANA FRANÇA SALLES **Data Nascimento:** 22/11/1990
Cédula de Identidade: 48.729.701-5 SP
Natural do Estado de São Paulo **Nacionalidade:** Brasileira
Local de Realização: FACULDADE CÁSPER LÍBERO
Processo Seletivo - Vestibular: Jan/2011 **Classificação:** 30 **Média:** 161,35
Curso: JORNALISMO

Série	Ano	Disciplina	Carga Horária	Nota	Obs	Situação
1	2011	FILOSOFIA	64	7,50		APV
1	2011	SOCIOLOGIA GERAL E DA COMUNICAÇÃO	64	8,00		APV
1	2011	ANTROPOLOGIA	64	7,38		APV
1	2011	HISTÓRIA DO BRASIL CONTEMPORÂNEO I	64	8,13		APV
1	2011	TEORIA DA COMUNICAÇÃO	64	8,13		APV
1	2011	HISTÓRIA DA COMUNICAÇÃO	64	8,38		APV
1	2011	FOTOJORNALISMO	64	7,38		APV
1	2011	TÉCNICAS E GÊNEROS JORNALÍSTICOS - JORNALISMO BÁSICO I	64	7,25		APV
1	2011	LÍNGUA PORTUGUESA I	128	6,19		APV
2	2012	ECONOMIA	64	8,07		APV
2	2012	HISTÓRIA DA ARTE	64	7,75		APV
2	2012	HISTÓRIA DO BRASIL CONTEMPORÂNEO II	64	8,38		APV
2	2012	REALIDADE SOCIOECONÔMICA E POLÍTICA BRASILEIRA	64	8,13		APV
2	2012	LÍNGUA PORTUGUESA II	64	7,13		APV
2	2012	COMUNICAÇÃO COMPARADA	64	8,13		APV
2	2012	MÉTODOS E TÉCNICAS DE PESQUISA	64	7,19		APV
2	2012	COMPUTAÇÃO E PLANEJAMENTO GRÁFICO EM JORNALISMO	64	8,00		APV
2	2012	TÉCNICAS E GÊNEROS JORNALÍSTICOS - JORNALISMO BÁSICO II	64	9,13		APV
2	2012	RADIOJORNALISMO I	64	7,00		APV
3	2013	CULTURA BRASILEIRA	64	8,13		APV
3	2013	CIÊNCIA POLÍTICA	64	7,25		APV
3	2013	TÉCNICAS E GÊNEROS JORNALÍSTICOS - JORNALISMO BÁSICO III	64	8,75		APV
3	2013	RADIOJORNALISMO II	64	8,00		APV
3	2013	JORNALISMO ESPECIALIZADO I	64	7,25		APV
3	2013	TELEJORNALISMO I	64	9,13		APV
3	2013	ADMINISTRAÇÃO DE PRODUTOS EDITORIAIS	64	7,13		APV
3	2013	LEGISLAÇÃO E PRÁTICA JUDICIÁRIA	64	8,00		APV
3	2013	TÉCNICA DE REDAÇÃO I	64	7,75		APV
3	2013	NOVAS TECNOLOGIAS DE COMUNICAÇÃO	64	8,25		APV
4	2014	JORNALISMO OPINATIVO	64	7,75		APV
4	2014	JORNALISMO ESPECIALIZADO II	64	8,13		APV
4	2014	TELEJORNALISMO II	64	9,00		APV
4	2014	DESIGN GRÁFICO - JORNALISMO EM REVISTAS	64	7,38		APV
4	2014	ÉTICA JORNALÍSTICA	64	7,50		APV
4	2014	TÉCNICA DE REDAÇÃO II	64	9,25		APV
4	2014	PROJETOS EXPERIMENTAIS	448	10,00		APV
		Total Carga Horária	2752			
		Atividades Complementares	384			
		Média Global		7,88		

Legenda:
APV - Aprovado
RPV - Reprovado

Observações
INGRESSOU NO ANO LETIVO 2011.
EM 2011 E 2014 ESTUDANTE NÃO HABILITADO AO ENADE EM RAZÃO DO CALENDÁRIO DO CICLO AVALIATIVO.

Colação de Grau: 04/03/2015 **Expedição do Diploma:** 30/03/2015 São Paulo, 03 de janeiro de 2025.

Coordenador da Secretaria Acadêmica
RG. 25.396.005-8

O presente documento não contém emendas ou rasuras

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Este documento foi assinado digitalmente com uso de certificado digital em conformidade com a legislação brasileira e com os padrões estabelecidos pela ICP-Brasil, garantindo sua autenticidade, integridade e não repúdio. Para validar o documento em versão digital, faça a leitura do *QR code* ou clique no *link* abaixo:

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PROTOCOLO
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Assinado digitalmente por:
CARLOS ANDERSON GARCIA CARVALHO
: XXX.995.088-XX
Date: 03/01/2025 16:30:59 -03:00

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PROTOCOLO
ASSINATURA
DIGITAL

ASSINANTES

- CARLOS ANDERSON GARCIA CARVALHO em: 03/01/2025 16:30:59 -03:00

UNIVERSITY OF SÃO PAULO
SCHOOL OF COMMUNICATIONS AND ARTS

Gestcorp

CERTIFICATE

I HEREBY CERTIFY, on behalf of the Specialization Course ***in Strategic Management of Organizational Communication and Public Relations.*** Course governed by the terms of Resolution CNE/CES No. 1 of June 8, 2007, taught by the Department of Public Relations, Advertising and Tourism of the School of Communications and Arts of the University of São Paulo, which total workload is 428 hours, that Avana França Salles completed the Course, defending her Final Thesis, entitled "Digital influencers and press office in strategic public relations planning: challenges and perspectives", and Passed with a grade of 8.0 on this date.

The following members were part of the Judging Committee:

Prof. PhD Carolina Frazon Terra
Prof. PhD João Franciso Raposo
Prof. Ms Cinara Moura

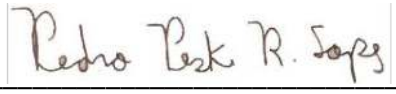
São Paulo, January 29, 2020.

[Stamp:
DEPT. OF PUBLIC RELATIONS, ADVERTISING AND TOURISM
CRP
ECA-USP]

Prof. PhD Margarida M. Krohling Kunsch
Course Coordinator

Av. Prof. Lúcio Martins Rodrigues, 443 - Cidade Universitária
05508-020 – São Paulo/SP – Brasil
Tel./fax – 3091-4224 – gestcorp@usp.br
www.eca.usp.br/gestcorp

I, Pedro Peski Ribeiro Lopes, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



_____ **Date: February 20, 2025.**

UNIVERSIDADE DE SÃO PAULO
ESCOLA DE COMUNICAÇÕES E ARTES

Gestcorp

ATESTADO

ATESTO, em nome do Curso de Especialização ***em Gestão Estratégica de Comunicação Organizacional e Relações Públicas".*** Curso regido nos termos da Resolução CNE/CES Nº 1 de 08 de junho de 2007, ministrado pelo Departamento de Relações Públicas, Propaganda e Turismo da Escola de Comunicações e Artes da Universidade de São Paulo, cuja carga horária total é de 428 horas, que Avana França Salles concluiu o Curso, defendendo sua monografia, intitulada " Influenciadores digitais e assessoria de imprensa no planejamento estratégico de relações públicas: desafios e perspectivas", tendo sido Aprovado (a) com a nota 8,0 nesta data.

Fizeram parte da Comissão Julgadora os seguintes membros:

Profa. Dra. Carolina Frazon Terra
Prof. Dr. João Francisco Raposo
Profa. Ms Cinara Moura

São Paulo, 29 de janeiro de 2020.

Profa. Dra. Margarida M. Krohling Kunsch
Coordenadora do Curso

Av. Prof. Lúcio Martins Rodrigues, 443 - Cidade Universitária
05508-020 – São Paulo/SP – Brasil
Tel./fax – 3091-4224 – gestcorp@usp.br
www.eca.usp.br/gestcorp

FEDERATIVE REPUBLIC OF BRAZIL

UNIVERSITY OF SÃO PAULO

SCHOOL OF COMMUNICATIONS AND ARTS

THE PRO-RECTORATE FOR CULTURE AND UNIVERSITY EXTENSION
UNDER THE TERMS OF ARTICLE 74, SOLE PARAGRAPH,
ITEM 5, LINE "B", OF
THE STATUTE OF THE UNIVERSITY OF SÃO PAULO
CERTIFIES THAT

AVANA FRANÇA SALLES

OF BRAZILIAN NATIONALITY,
BEARER OF THE IDENTITY CARD
ID NO. 48729701-5 SP,
BORN ON NOVEMBER 22, 1990
AND BORN IN THE STATE OF SÃO PAULO,

HAS COMPLETED THE

UNIVERSITY EXTENSION COURSE
AS A SPECIALIZATION COURSE:
STRATEGIC MANAGEMENT IN ORGANIZATIONAL COMMUNICATION AND PUBLIC RELATIONS

AND, SO THAT SHE MAY ENJOY ALL LEGAL RIGHTS
AND PREROGATIVES, GRANTS HER THIS
CERTIFICATE.

SÃO PAULO, FEBRUARY 11, 2021.

DIRECTOR
EDUARDO HENRIQUE SOARES MONTEIRO

PRO-RECTORATE FOR CULTURE AND UNIVERSITY EXTENSION
PROF. PhD MARIA APARECIDA DE ANDRADE MOREIRA MACHADO

COURSE PERIOD:	04/02/2018 TO 04/02/2020
WORKLOAD:	432:00 HOURS
ATTENDANCE:	89.09%
KNOWLEDGE AREA:	COMMUNICATION
FINAL EVALUATION:	PASSED

UNIVERSITY OF SÃO PAULO

PRO-RECTORATE FOR CULTURE AND UNIVERSITY EXTENSION

CERTIFICATE REGISTERED UNDER NO. 180014264, BY AVANA FRANÇA SALLES, UNDER THE TERMS OF RESOLUTION CNE/CES NO. 1, OF JUNE 8, 2007. THIS COURSE IS A LATO SENSU POSTGRADUATE COURSE, IN THE SPECIALIZATION MODALITY, UNDER THE TERMS OF THE AFOREMENTIONED RESOLUTION(S).

SÃO PAULO, FEBRUARY 11, 2021.

MARIA APARECIDA DE ANDRADE MOREIRA MACHADO
PRO-RECTOR FOR CULTURE AND UNIVERSITY EXTENSION

GENERAL SECRETARIAT

ACADEMIC RECORDS DIVISION

THIS DOCUMENT, ISSUED BY THE UNIVERSITY OF SÃO PAULO, IS AUTHENTIC.

SÃO PAULO, FEBRUARY 11, 2021.

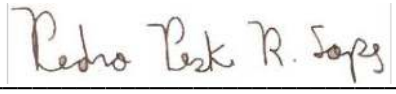
UNIVERSITY OF SÃO PAULO



TECHNICAL DIVISION OFFICER

ARIOSVALDO BEZERRA DE SOUSA

I, Pedro Peski Ribeiro Lopes, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



_____ **Date: February 20, 2025.**

República Federativa do Brasil

Universidade de São Paulo
Escola de Comunicações e Artes

A Pró-Reitora de Cultura e Extensão Universitária
nos termos do artigo 74, parágrafo único,
inciso 5, alínea "b", do
Estatuto da Universidade de São Paulo,
certifica que

Avana França Salles

de nacionalidade Brasileira,
portadora da cédula de identidade
RG nº 48729701-5 SP,
nascida em 22 de novembro de 1990
e natural do Estado de São Paulo,

concluiu o

Curso de Extensão Universitária na modalidade de Especialização: Gestão Estratégica em Comunicação Organizacional e Relações Públicas

E, para que possa gozar de todos os
direitos e prerrogativas legais,
outorga-lhe o presente Certificado.

São Paulo, 11 de fevereiro de 2021.

Diretor
Eduardo Henrique Soares Monteiro

Pró-Reitora de Cultura e Extensão Universitária
Profa. Dra. Maria Aparecida de Andrade Moreira Machado

Período do Curso:	02/04/2018 a 02/04/2020
Carga Horária:	432:00 horas
Frequencia:	89.09%
Área de Conhecimento:	Comunicação
Avaliação Final:	Aprovado

Universidade de São Paulo

Pró-Reitoria de Cultura e Extensão Universitária

Certificado registrado sob nº 180014264, de Avana França Salles, nos termos da Resolução CNE/CES nº 1, de 8 de junho de 2007. O presente curso é uma pós-graduação lato sensu, na modalidade de especialização, nos termos da(s) Resolução(ões) supracitada(s).

São Paulo, 11 de fevereiro de 2021.

Maria Aparecida de Andrade Moreira Machado
Pró-Reitora de Cultura e Extensão Universitária

Secretaria Geral

Divisão de Registros Acadêmicos

O presente documento, expedido pela Universidade de São Paulo é autêntico.

São Paulo, 11 de fevereiro de 2021.

UNIVERSIDADE DE SÃO PAULO
DIRETOR TÉCNICO DE DIVISÃO

Ariosvaldo Bezerra de Sousa

Pro-Rectorate of Culture and University Extension

Academic Transcript

Student Personal Data

Name: Avana França Salles

Date of Birth: 11/22/1990

Place of Birth

Country: Brazil

City Barretos -SP

Identification Document

Type: General Registry (Identity Card) Number: 48729701-5 Issuing authority: SSP

Date of Issue: 02/07/2013

Course Data

Unit: School of Communications and Arts

Course: Strategic Management in Organizational Communication and Public Relations

Nature: Specialization

Process / Edition: 17 .1.00494.27 .3 / 17 .012

Field of Expertise: Communication

Coordinator: Margarida Maria Krohling Kunsch

Vice-Coordinator: Paulo Roberto Nassar de Oliveira

Period: 04/02/2018 to 04/02/2020

School Place: CRP -ECA -USP : Av. Prof. Lúcio Martins Rodrigues, 443 Building 3, room 18 Cidade Universitária

Subject / Professor	Degree	Workload	Attendance	Grade
Digital communication and its institutional uses				
Elizabeth Nicolau Saad Correa (USP Professor)	Doctorate	12:00	100.00%	9
Effective oral communication in organizations				
Marlene Theodoro Polito (Specialist)	Master	16:00	85.00%	8.8
Reinaldo Polito (Specialist)	Specialist			
Organizational Communication: Concepts, processes, new interfaces and challenges				
Paulo Roberto Nassar de Oliveira (USP Professor)	Doctorate	20:00	85.00%	9.5
Communication for Organizational Development				
Vânia Bueno Cury (Specialist)	Specialist	12:00	100.00%	10
Public and Political Communication				

Academic Transcript

Name: Avana França Salles
Course: Slralegic Managemenl in Organizalional Communicalion and Public Relalions

Subject / Professor	Degree	Workload	Attendance	Grade
Public and Political Communication **Mariângela Furlan Haswani** (USP Professor)	Doctorate	16:00	100.00%	7.8
Creativity: Visual Communication and Art Direction **Heliodoro Teixeira Bastos Filho** (USP Professor)	Doctorate	16:00	85.00%	9
Organizational Culture and Communication **Ana Maria Roux Valentini Coelho Cesar** (Specialist)	Doctorate	16:00	100.00%	8
Media relationship strategies **Luiz Alberto Beserra de Farias** (USP Professor)	Doctorate	16:00	85.00%	8
Organizational Ethics and Compliance and Communication Management **Ágatha Eugenio Franco de Camargo Paraventi** (Specialist)	Doctorate	16:00	85.00%	7.5
Brand Managemenl **Otávio Bandeira de Lamônica Freire** (USP Professor)	Doctorate	16:00	85.00%	7.5
Strategic management of organizations **Flávio Hourneaux Junior** (USP Professor)	Doctorate	16:00	85.00%	8
Identity, reputation and institutional crisis management **Waltemir de Melo** (Specialist)	Specialist	12:00	100.00%	10
Introduction to Political Science **Maria do Socorro Sousa Braga** (Specialist)	Doctorate	12:00	100.00%	9
Marketing **Mitsuru Higuchi Yanaze** (USP Professor)	Doctorate	24:00	85.00%	7.5
Measuring and evaluating communication results **Valéria de Siqueira Castro Lopes** (USP Professor)	Doctorate	16:00	85.00%	8.5
Communication Research Methodology **Else Lemos Inácio Pereira** (Specialist)	Doctorate	20:00	85.00%	8.5
Public Opinion and Market Research **Maria Cristina Lechuga Panella** (Specialist)	Doctorate	16:00	85.00%	8
Strategic planning, research, evaluation and measurement of results in Corporate Communication				

Academic Transcript

Name: Avana França Salles
Course: Strategic Management in Organizational Communication and Public Relations

Subject / Professor	Degree	Workload	Attendance	Grade
Strategic planning, research, evaluation and measurement of results in Corporate Communication Margarida Maria Krohling Kunsch (USP Professor)	Doctorate	28:00	85.00%	7
Advertising Planning: The Foundations of Creative Excellence and Effective Media Heliodoro Teixeira Bastos Filho (USP Professor)	Doctorate	16:00	85.00%	9
Digital Public Relations and Social Media Carolina Frazon Terra (Specialist)	Doctorate	16:00	85.00%	8
Communication Theory and the Symbolic Management of Organizational Processes Mauro Wilton de Sousa (USP Professor)	Doctorate	20:00	85.00%	8
Theories, elements and strategies for the practice of Public Relations Maria Aparecida Ferrari (USP Professor)	Doctorate	20:00	85.00%	8

Final Evaluation

Title of the Final Thesis: Digital influencers and press relations in strategic public relations planning: challenges and perspectives.
Grade 8.00

Workload in Subjects: 372:00h

Final Attendance: 89.09%

Final Grade: 8.39

Final Rating: Pass

Academic Transcript

Name: Avana França Salles
Course: Strategic Management in Organizational Communication and Public Relations

We declare that this course has complied with all the provisions of CNE/CES Resolution No. 1 of June 8, 2007.

São Paulo, March 17, 2022

Wagner Souza e Silva
Chairman of the Commission for Culture and University Extension

Rosa Maria Sampaio
Academic Technical Assistant

I, Pedro Peski Ribeiro Lopes, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



_____ **Date: February 19, 2025.**

Pró-Reitoria de Cultura e Extensão Universitária

Histórico Escolar

Dados Pessoais da Aluna

Nome: Avana França Salles

Data de nascimento: 22/11/1990

Naturalidade

País: Brasil

Cidade: Barretos - SP

Documento de Identificação

Tipo: Registro Geral (Cédula de Identidade) Número: 48729701-5 Órgão Expedidor: SSP

Data de Expedição: 07/02/2013

Dados do Curso

Unidade: Escola de Comunicações e Artes

Curso: Gestão Estratégica em Comunicação Organizacional e Relações Públicas

Natureza: Especialização

Processo / Edição: 17.1.00494.27.3 / 17.012

Área de conhecimento: Comunicação

Coordenadora: Margarida Maria Krohling Kunsch

Vice-Coordenador: Paulo Roberto Nassar de Oliveira

Período: 02/04/2018 a 02/04/2020

Local de realização: CRP - ECA - USP : Av. Prof. Lúcio Martins Rodrigues, 443 Prédio 3. - sala 18 Cidade Universitária

Disciplina / Ministrante	Qualificação	Carga Horária	Frequência	Nota
Comunicação digital e seus usos institucionais				
Elizabeth Nicolau Saad Correa (Professor USP)	Doutorado	12:00	100,00%	9
Comunicação oral eficiente nas organizações				
Marlene Theodoro Polito (Especialista)	Mestrado	16:00	85,00%	8,8
Reinaldo Polito (Especialista)	Especialista			
Comunicação Organizacional: Conceitos, Processos, novas interfaces e desafios				
Paulo Roberto Nassar de Oliveira (Professor USP)	Doutorado	20:00	85,00%	9,5
Comunicação para o Desenvolvimento Organizacional				
Vânia Bueno Cury (Especialista)	Especialista	12:00	100,00%	10
Comunicação Pública e Política				

Histórico Escolar

Nome: Avana França Salles
Curso: Gestão Estratégica em Comunicação Organizacional e Relações Públicas

Disciplina / Ministrante	Qualificação	Carga Horária	Frequência	Nota
Comunicação Pública e Política Mariângela Furlan Haswani (Professor USP)	Doutorado	16:00	100,00%	7,8
Criatividade: Comunicação Visual e Direção de Arte Heliodoro Teixeira Bastos Filho (Professor USP)	Doutorado	16:00	85,00%	9
Cultura Organizacional e Comunicação Ana Maria Roux Valentini Coelho Cesar (Especialista)	Doutorado	16:00	100,00%	8
Estratégias de relacionamento com a mídia Luiz Alberto Beserra de Farias (Professor USP)	Doutorado	16:00	85,00%	8
Ética e Compliance Organizacional e a Gestão da Comunicação Ágatha Eugenio Franco de Camargo Paraventi (Especialista)	Doutorado	16:00	85,00%	7,5
Gestão de Marcas Otávio Bandeira de Lamônica Freire (Professor USP)	Doutorado	16:00	85,00%	7,5
Gestão estratégica das organizações Flávio Hourneaux Junior (Professor USP)	Doutorado	16:00	85,00%	8
Identidade, reputação e gerenciamento de crises institucionais Waltemir de Melo (Especialista)	Especialista	12:00	100,00%	10
Introdução à Ciência Política Maria do Socorro Sousa Braga (Especialista)	Doutorado	12:00	100,00%	9
Marketing Mitsuru Higuchi Yanaze (Professor USP)	Doutorado	24:00	85,00%	7,5
Mensuração e avaliação de resultados em comunicação Valéria de Siqueira Castro Lopes (Professor USP)	Doutorado	16:00	85,00%	8,5
Metodologia da Pesquisa em Comunicação Else Lemos Inácio Pereira (Especialista)	Doutorado	20:00	85,00%	8,5
Pesquisa de Opinião Pública e de Mercado Maria Cristina Lechuga Panella (Especialista)	Doutorado	16:00	85,00%	8
Planejamento estratégico, pesquisa, avaliação e mensuração de resultados em Comunicação Corporativa				

Histórico Escolar

Nome: Avana França Salles
Curso: Gestão Estratégica em Comunicação Organizacional e Relações Públicas

Disciplina / Ministrante	Qualificação	Carga Horária	Frequência	Nota
Planejamento estratégico, pesquisa, avaliação e mensuração de resultados em Comunicação Corporativa Margarida Maria Krohling Kunsch (Professor USP)	Doutorado	28:00	85,00%	7
Planejamento Publicitário Os Alicerces da Excelência Criativa e da Mídia Eficaz Heliodoro Teixeira Bastos Filho (Professor USP)	Doutorado	16:00	85,00%	9
Relações Públicas Digitais e Mídias Sociais Carolina Frazon Terra (Especialista)	Doutorado	16:00	85,00%	8
Teoria da Comunicação e a Gestão Simbólica de Processos Organizacionais Mauro Wilton de Sousa (Professor USP)	Doutorado	20:00	85,00%	8
Teorias, elementos e estratégias para a prática das Relações Públicas Maria Aparecida Ferrari (Professor USP)	Doutorado	20:00	85,00%	8

Avaliação Final

Título da monografia ou Trabalho de Conclusão de Curso: Influenciadores digitais e assessoria de imprensa no planejamento estratégico de relações públicas: desafios e perspectivas.

Nota: 8,00

Carga Horária em Disciplinas: 372:00h

Frequência Final: 89,09%

Conceito Final: 8.39

Aproveitamento Final: Aprovado

Histórico Escolar

Nome: Avana França Salles
Curso: Gestão Estratégica em Comunicação Organizacional e Relações Públicas

Declaramos que o referido curso cumpriu todas as disposições da Resolução CNE/CES nº 1, de 8 de junho de 2007.

São Paulo, 17 de Março de 2022

Wagner Souza e Silva
Presidente da Comissão de Cultura e Extensão Universitária

Rosa Maria Sampaio
Assistente Técnica Acadêmica

Carnegie Evaluations LLC
315 East High Street, Bound Brook, New Jersey, 08805
Email: info@carnegieevaluations.com
Website: www.carnegieevaluations.com
Phone: (848)300-0099
Fax: (848) 300-5199

EVALUATION OF ACADEMICS

Carnegie Evaluations LLC, who specializes in the evaluation of foreign educational credentials, has prepared the following academic credential evaluation.

March 21, 2025

Name: **Ms. Avana FRANCA SALLES**

Following is a description of Ms. Franca Salles's foreign degree:

Institution:	*Faculdade Casper Libero*
Degree:	*Curso de Jornalismo*
Date of Award:	March 2015
Years of Study:	Four
Country:	Brazil

Institution:	*Universidade de Sao Paulo*
Degree:	*Curso de Especializacao em Gestao Estrategica de Comunicacao Organizacional e Relacoes Publicas*
Date of Award:	January 2020
Years of Study:	Two
Country:	Brazil

Academic Equivalency in the United States

BACHELOR OF ARTS IN JOURNALISM

TWO YEARS OF GRADUATE STUDY IN COMMUNICATIONS

Carnegie Evaluations LLC, offers this evaluation, after reviewing copies of the original diploma certificates and transcripts provided. This evaluation is advisory in nature and is based on the assumption that the submitted documents are accurate. There are no apparent grounds to disbelieve the authenticity and accuracy of the documentation presented on behalf of Ms. Avana Franca Salles. In addition, this evaluation is based upon standard scholarly and professional sources as referenced at the end of this document. Carnegie Evaluations LLC, is not responsible for how this evaluation report will be used and is not responsible for damages resulting from such use of this report.

DISCUSSION OF MS. FRANCA SALLES'S ACADEMICS

This credential evaluation is provided upon review of the degree certificates and transcripts awarded to Ms. Avana Franca Salles during the course of her academic career. An analysis of Ms. Franca Salles's foreign educational courses for *Curso de Jornalismo* (translated as Course of Journalism) from *Faculdade Casper Libero* (translated as Casper Libero College) and *Curso de Especializacao em Gestao Estrategica de Comunicacao Organizacional e Relacoes Publicas* (translated as Specialization Course: Strategic Management in Organizational Communication and Public Relations) from *Universidade de Sao Paulo* (translated as University of Sao Paulo) forms the basis for the following evaluation.

Ms. Franca Salles graduated with a Course of Journalism from Casper Libero College in March 2015. Casper Libero College is an accredited institution of higher education in Sao Paulo, Brazil. Casper Libero College's Course of Journalism requires graduation from the US equivalent of high school and competitive entrance examinations for admission and enrollment. Ms. Franca Salles satisfactorily completed the academic course requirements required for a Course of Journalism. She majored in Journalism and was awarded a Course of Journalism degree from the institute.

This is a four-year undergraduate program of study that is equivalent to a degree of Bachelor of Arts (B.A.) from an accredited institution of higher education in the United States. The academic criterion maintained by Casper Libero College is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The Journalism curriculum includes advanced bachelor's-level coursework and examinations in General Sociology and Communication Sociology, Communication Theory, Photojournalism, Journalistic Techniques and Genres-Basic Journalism, Comparative Communication, Research Methods and Techniques, Computation and Graphic Planning in Journalism, Radio Journalism, Specialized Journalism, Television Journalism, Editorial Product Management, Opinion Journalism, Graphic Design-Magazine Journalism, Journalistic Ethics, Writing Technique, and other related subjects.

Thereafter, Ms. Franca Salles graduated with a Specialization Course: Strategic Management in Organizational Communication and Public Relations from University of Sao Paulo in January 2020. University of Sao Paulo is an accredited institution of higher education in Sao Paulo, Brazil. University of Sao Paulo's Specialization Course: Strategic Management in Organizational Communication and Public Relations requires graduation from Bachelor level studies and competitive entrance examinations for admission and enrollment. Ms. Franca Salles satisfactorily completed the academic course requirements required for a Specialization Course: Strategic Management in Organizational Communication and Public Relations. She majored in Strategic Management in Organizational Communication and Public Relations and was awarded a Specialization Course: Strategic Management in Organizational Communication and Public Relations from the institute.

This is a two-year graduate program of study, which is substantially similar to the required coursework leading to the completion of two years of Graduate-level studies from a regionally accredited University in the United States. The academic criterion maintained by the University of Sao Paulo is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The Strategic Management of Organizational Communication and Public Relations curriculum includes advanced graduate-level coursework and examinations in Digital Communication and its Institutional Uses, Effective Oral Communication in Organizations, Organizational Communication: Concepts, Processes, New Interfaces and Challenges, Communication for Organizational Development, Public and Political Communication, Organizational Culture and Communication, Media Relationship Strategies, Brand Management, Measuring and Evaluating Communication Results, Communication Research Methodology, Digital Public Relations and Social Media, and completed a thesis project.

Upon reviewing Ms. Franca Salles's academic history, it becomes apparent that Ms. Franca Salles has satisfied the coursework requirements, which are substantially similar and equivalent to those required for the completion of a four-year Bachelor's Degree program and a two-year graduate level program at an accredited institution of higher education in the United States.

SUMMARY

On the basis of the academic reputations of Casper Libero College and the University of Sao Paulo, the nature and duration of the academic course work, and the grades attained in the courses, it is the judgment of Carnegie Evaluations LLC that Ms. Franca Salles has attained the equivalent of a Bachelor of Arts in Journalism and Two years of graduate study in Communications from an accredited institution of higher education in the United States.

Carnegie Evaluations LLC represents this evaluation report to be an accurate and correct evaluation to the best of its knowledge and belief, pursuant to requirements of the Citizenship and Immigration Services of the United States Department of Homeland Security. Carnegie Evaluations LLC does not represent that the documentation submitted to it by anyone for evaluation meets the evidentiary standards of any state or federal agency or any court. This evaluation report, as are all such reports provided by Carnegie Evaluations LLC, is advisory for the customer who requested it.

The foregoing evaluation of Ms. Franca Salles has been reviewed and approved by me, Dr. Zach G. Zacharia, on March 21, 2025.
Sincerely,



Zach G. Zacharia, Ph.D.
Director, Carnegie Evaluations LLC.
Associate Professor of Supply Chain Management
Director, Lehigh Center for Supply Chain Research
Lehigh University

Evaluation Resources:

1. World Higher Education Database. International Association of Universities' Worldwide Database of Higher Education Institutions, Systems and Credentials. www.whed.net.
2. AACRAO EDGE. AACRAO Electronic Database for Global Education. https://www.aacrao.org/edge
3. Central Intelligence Agency (CIA). The World Factbook. https://www.cia.gov/the-world-factbook/
4. ENIC-NARIC. European Network of Information Centres in the European Region, National Academic Recognition Information Centres in the European Union. www.enic-naric.net.

Bio: Professor Zach G. Zacharia

I am the Interim Department Chair, Decision and Technology Analytics (DATA) Department, an Associate Professor of Supply Chain Management, and Director of the Center for Supply Chain Research Lehigh in the College of Business and Economics, Lehigh University, where I teach Graduate and Undergraduate courses in Supply Chain Operations Management and Logistics and Transportation. In addition, I am also a visiting Professor at the Indian Institute of Technology (IIT) in New Delhi, India. I graduated with a B.S. in Mechanical Engineering from the University of Calgary, an MBA from the University of Alberta, and a Ph.D. in Logistics with a minor in Marketing from the University of Tennessee. My current research interests include Collaboration/Coopetition within the Supply Chain, Supplier Satisfaction, and the Physical Internet.

Before joining Academia, I worked at the University of Tennessee, Center for Transportation Research, for six years as an Associate Director. I also worked at the Department of Transportation in Alberta, Canada, for ten years as an Equipment Engineer. I am a principal in BZS Consulting, which primarily focuses on teaching Supply Chain Operations Management and evaluating collaboration and procurement strategies across firms in a supply chain.

I have developed significant international contacts and collaborations with many affiliate schools in several countries in Europe, Asia, and South America. I have evaluated numerous portfolios of international students from countries around the world and have performed in-depth assessments of how these foreign courses are equated to corresponding courses in the United States.

I have 29 refereed publications, including 2 articles in the Journal of Operations Management, 8 articles in the *Journal of Business Logistics,* and articles in *Decision Sciences*, the *Journal of Supply Chain Management, Industrial Marketing Management, International Journal of Production Research, International Journal of Production and Operations Management, International Journal of Logistics Management, Journal of Retailing, Journal of Business and Industrial Marketing, Marketing Management, Supply Chain Management Review, Journal of International Technology and Information Management*, *Journal of Vehicle Design* and *Wall Street Journal*. As a member of a Supply Chain Research Group at the University of Tennessee, I co-authored a book titled "*Supply Chain Management*" (Sage Publications, December 2000). I also contributed a chapter on logistics service providers and new product development in the book titled *Managing Innovation: The New Competitive Edge for Logistics Service Providers*, Stephan M. Wagner ed.**,** Kuehne Foundation Book Series (2007).

Among the awards that I have received are the DATA Department Service Award (2023), Staub Faculty Excellence Award (2013) from the College of Business, Lehigh University, Best Paper Finalist (2010) from the Journal of Operations Management, Best Paper Award (2007) from NARTS and Best Dissertation Proposal Award (2000) from University of Arkansas. As a member of a Supply Chain Research Group at the University of Tennessee, I coauthored a book titled Supply Chain Management (Sage Publications, December 2000).

A. Biographical Information

Zach G. Zacharia, Ph.D.
Interim Department Chair, Decision and Technology Analytics Department
Associate Professor Supply Chain Management
Director, Client Services, Carnegie Evaluations
Director, Center for Supply Chain Management Lehigh
Supply Chain Management Program Director
Department of Management, College of Business Administration and Economics
Lehigh University, 621 Taylor Street, Bethlehem, PA, 18015
Office: (610) 758-4433, Fax: (610) 758-6941
zgz208@lehigh.edu

EDUCATION

1996 - 2001 **THE UNIVERSITY OF TENNESSEE** **Knoxville, TN**
Doctor of Philosophy in Business Administration

- Major: Logistics, Minor: Marketing
- Dissertation Title: An Analysis of the Effect of Logistics Involvement in Cross-functional Integrated New Product Development Projects (Advisor: Dr. John T. Mentzer)

1988 – 1993 **THE UNIVERSITY OF ALBERTA** **Edmonton, AB**
Master of Business Administration

1981 - 1985 **THE UNIVERSITY OF CALGARY** **Calgary, AB**
Bachelor of Science, Mechanical Engineering

1980 - 1981 **RED DEER COLLGE** **Red Deer, AB**
Bachelor of Science

1979 – 1980 **THE UNIVERSITY OF ALBERTA** **Edmonton, AB**
Bachelor of Science

WORK EXPERIENCE SUMMARY

2016 – Present, Director, Center for Supply Chain Research Lehigh
2013 – Present, Associate Professor – Lehigh University
2008 – 2013 Assistant Professor – Lehigh University
2001 – 2008 Assistant Professor - Texas Christian University
1999 – 2001 Associate Director – Transportation Center, University of Tennessee
1997 – 1999 Assistant Director - Transportation Center, University of Tennessee
1995 – 1997 Senior Research Associate – University of Tennessee
1989 – 1995 Research Engineer – R&D Branch, Alberta Transportation & Utilities
1985 – 1989 Equipment Engineer – Alberta Transportation & Utilities

CONSULTING PROJECTS, EXECUTIVE EDUCATION

2023 Expert Witness – Real Estate Company, Bethlehem

2023	Ecofriendly Behavior on Personal Transportation, AFIT, Dalton
2020	Financial Flow in SC, DiCentral, Houston
2020	Expert Witness – Real Estate Company, Bethlehem
2020	Lehigh University, Executive Education, Bethlehem
2019	Lehigh University, Executive Education, Bethlehem
2019	SC Collaboration in Drop Ship, DiCentral, Houston
2018	Coopetition in the Defense Industry, AFIT, Dayton
2018	IIT New Delhi, Executive Education, Delhi, India
2017	Lehigh University, Executive Education, Bethlehem
2016	IIT Madras, Global Initiative of Academic Networks, Chennai, India
2015	Morrison Executive Education, Santo Domingo, Dominican Republic
2014	CSCMP Executive Seminar, Bogota, Columbia
2012	Supply Chain Management Simulation, WAM Systems, Philadelphia
2010	Supply Chain Management Overview, Universidad de Piura, Peru
2007	Procurement of Capability Guidelines, Lockheed Martin Aeronautics
2002	Truck Safety Recommendations, University of Tennessee

B. Publications and Creative Activities

EDITORIAL ROLES (6)

- Senior Editor- *International Journal of Logistics Management (2018- current)*
- Senior Editor- *Journal of Business Logistics (2016- current)*
- Special Issue Editor-(Physical Internet) - *Journal of Business Logistics (2018-2020)*
- Special Issue Editor- (Inter-Disciplinary Research) *Journal of Business Logistics (2014-2015)*
- Editorial Board Member – *Journal of Operations Management*
- Editorial Board Member –*Transportation Journal*
- Editorial Board Member – *Journal of Supply Chain Management*

DISSERTATION COMMITTEE MEMBER (3)

- Nathaniel R- *The American School As a Microcosm for the National Criminal and Legal Landscape: Two Case Studies* – Lehigh University, 2024
- Michael Plasch - *Supply Chain Collaboration - Investigating Motives, Drivers and Success Factors* – Johannes Kepler University Linz, Austria, 2021

- Kimberly K. Whitehead – *It's A Matter of Give And Take: Exploring The Role of Knowledge Transfer Within Supply Chain Collaboration* - University of Texas at Arlington, USA, 2014

BOOK CHAPTERS (5)

- **Zacharia, Zach G**. "Is there a role for Logistics Service Providers in New Product Development?" *Managing Innovation: The New Competitive Edge for Logistics Service Providers*, Stephan M. Wagner ed., Kuehne Foundation Book Series. Ch 7, 2008.
- Mentzer, John T., William J. DeWitt, James S. Keebler, Soonhong Min, Nancy W. Nix, Carlo D. Smith, and **Zach G. Zacharia**, "What is Supply Chain Management" *Supply Chain Management*, Thousand Oaks, CA: Sage Publications, Ch.1, 2000.
- **Zacharia, Zach G**., "R&D and New Product Development in Supply Chain Management" *Supply Chain Management*, John T. Mentzer ed.**,** Thousand Oaks, CA: Sage Publications, Ch.6, 2000.
- **Zacharia, Zach G**., "The Evolution and Growth of Production in Supply Chain Management" *Supply Chain Management*, John T. Mentzer ed., Thousand Oaks, CA: Sage Publications, Ch.8, 2000.
- **Zacharia, Zach G**, "The Evolution and Growth of Information Systems in Supply Chain Management" *Supply Chain Management*, John T. Mentzer ed., Thousand Oaks, CA: Sage Publications, Ch.11, 2000.

REFEREED PUBLICATIONS (30)

30. Gopal Kumar, **Zach Zacharia**, Mohit Goswami (2024) "Understanding interdependency of sustainability dimensions from the lens of collaborative relationship conditions: Findings from an emerging economy" *International Journal of Logistics Management,* Vol. 35, No. 4, 1277-1302

29. Varun Jain, Usha Mohan, **Zach G. Zacharia**, Nada R. Sanders (2022) "Improving patient satisfaction and outpatient diagnostic center efficiency using novel online real-time scheduling" *Operations Research for Health Care,* 32, 1-17, 100338

28. Saif Mir, Misty Blessley, **Zach Zacharia**, John Aloysius (2022) "Mending Fences in the Buyer-Supplier Relationship: The Role of Justice in Relationship Restoration" *Journal of Supply Chain Management*. Vol. 58, No. 3, 23 – 46.

27. Dev, Navin; Ravi Shankar; **Zach Zacharia**, Sanjeev Swami, (2021) "Supply chain resilience for managing the ripple effect in Industry 4.0 for green product

diffusion" *International Journal of Physical Distribution & Logistics Management* Vol. 51 No. 8, 897-930.

26. Ballot, Eric, Benoit Montreuil, **Zach G. Zacharia**, (2021) "Physical Internet: First Results and Next Challenges" *Journal of Business Logistics* Vol 42 No. 1, 1 – 7.

25. Treiblmaier, Horst, Kristijan Mirkovski, Paul B. Lowry, **Zach G. Zacharia**, (2020) "The Physical Internet as a New Supply Chain Paradigm: A Systematic Literature Review and a Comprehensive Framework" *International Journal of Logistics Management* Vol. 31 No. 2, 239-287.

24. **Zach G. Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2019) "The Emerging Role of Coopetition Within Inter-Firm Relationships" *International Journal of Logistics Management* Vol. 30, No. 2, 414-437.

23. Soonhong Min, **Zach G. Zacharia**, Carlo D. Smith (2019) "Defining Supply Chain Management: In the Past, Present and Future" *Journal of Business Logistics* Vol. 40 No.1, 44-55.

22. Kimberly Whitehead, **Zach Zacharia**, Edmund Prater (2019) "Investigating the Role of Knowledge Transfer in Supply Chain Collaboration" *International Journal of Logistics Management"* Vol. 30, No. 1, 284-302.

21. Misty Blessly, Saif Mir, **Zach G. Zacharia**, John Aloysius (2018) "Breaching Relational Obligations In A Buyer-Supplier Relationship: Feelings Of Violation, Fairness Perceptions And Supplier Switching" *Industrial Marketing Management* Vol. 74, Oct, 215-226.

20. Faraz, Alireza, Nada R. Sanders, **Zach G. Zacharia**, Markus Gerschberger (2018) "Monitoring Type B Buyer-Supplier Relationships" *International Journal of Production Research* Vol. 56, No. 18, 6225-6239.

19. Whitehead, Kimberly, **Zach G. Zacharia**, Edmund Prater, (2016) "Absorptive Capacity Versus Distributive Capability: The Asymmetry of Knowledge Transfer" *International Journal of Operations and Production Management* Vol. 36, No 10, 1308-1332.

18. Nada R. Sanders, Brian R. Fugate, **Zach G. Zacharia**, (2016) "Interdisciplinary Research In SCM: Through the Lens of The Behavioral Theory of The Firm" *Journal of Business Logistics* Vol. 37, No 2, 107-112.

17. Nancy W. Nix, **Zach G. Zacharia,** (2014) "The Impact of Collaborative Engagement on Knowledge and Performance Gains in Episodic Collaborations" *International Journal of Logistics Management* Vol. 25, No 2, 245-269.

16. **Zach G. Zacharia,** Nada R. Sanders, Brian R. Fugate (2014) "The Evolving Role of Disciplines Within Supply Chain Management" *Journal of Supply Chain Management* Vol. 50, No 1, 73-88.

15. Nada R. Sanders, **Zach G. Zacharia**, Brian R. Fugate (2013) "The Interdisciplinary Future of Supply Chain Management Research" *Decision Sciences* Vol. 44, No. 3, 413-429.

14. Geoffrey T. Stewart, **Zach G. Zacharia,** Andrew B. Artis (2012) "Leveraging Relationship Orientation and its Impact on Relationship Outcomes" *Journal of Business and Industrial Marketing,* Vol. 27, No. 8, 644-658.

13. **Zach G. Zacharia,** Nancy W. Nix, Robert F. Lusch (2011) "Capabilities that Enhance Outcomes of an Episodic Supply Chain Collaboration" *Journal of Operations Management*, Vol. 29, No. 6, 591-603.

12. **Zach G. Zacharia,** Nada R. Sanders, Nancy W. Nix (2011) "The Emerging Role of the Third-Party Logistics Provider (3PL) as a Supply Chain Orchestrator" *Journal of Business Logistics*, Vol. 32, No. 1, 40-54.

11. Danny Lanier, Jr., William F. Wempe, **Zach G. Zacharia**, (2010) "Concentrated Supply Chain Membership and Financial Performance: Chain- and Firm-Level Perspectives" *Journal of Operations Management*, Vol.28, No.1, 1-16.

10. **Zach G. Zacharia**, Chad W. Autry, David S. Preston, Charles W. Lamb, (2009) "IT Alignment with Business Strategies in a Healthcare Organizations: An Empirical Analysis" *Journal of International Technology and Information Management*, Vol. 18, No. 3/4, 477-494.

9. **Zach G. Zacharia,** Nancy W. Nix and Robert F. Lusch, (2009) "An Analysis of Supply Chain Collaborations and Their Effect on Performance" *Journal of Business Logistics*, Vol. 30, No. 2, 101-123.

8. Chad W. Autry, **Zach G. Zacharia** and Charles W. Lamb, (2008) "A Logistics Strategy Taxonomy" *Journal of Business Logistics,* Vol. 29. No. 2, 53-74.

7. Nancy W. Nix, Robert F. Lusch, **Zach G. Zacharia**, and Wesley R. Bridges, (2008) "Competent Collaborations" *Marketing Management*, Vol. 17, No. 2, 18-24.

6. **Zach G. Zacharia** and John T. Mentzer (2007) "The Role of Logistics in New Product Development," *Journal of Business Logistics*, Vol. 28, No. 1, 83-110.

    a. Reprinted in:
    b. *Logistique and Management,* Vol. 16, No. 1, 35-53, (2008).

5. **Zach G. Zacharia** and John T. Mentzer (2004) "Logistics Salience In A Changing Environment," *Journal of Business Logistics*, Vol. 25, No. 1, 187-210.

    a. Reprinted in:
    b. *The ICFAI Journal of Supply Chain Management*, Vol. 3, No. 1, 53-72, (2006).

4. Mentzer, John T., William DeWitt, James S. Keebler, Soonhong Min, Nancy W. Nix, Carlo D. Smith, **Zach G. Zacharia** (2001) "Defining Supply Chain Management," *Journal of Business Logistics*, Vol. 22, No. 2, 1-25.

    c. Reprinted in:
    d. *Logistique and Management,* Vol. 9, No. 2, 3-19, (2001).

3. **Zacharia, Zach G**., John E. Tidwell and Stephen H. Richards (2001) "An Overview of Truck and Bus Safety:1999 Knoxville Symposium," *Journal of Vehicle Design*, Vol. 26, No. 4, 442-453.

2. Mentzer, John T., Min Soonhong and **Zach G. Zacharia** (2000) "The Nature of Interfirm Partnering in Supply Chain Management," *Journal of Retailing*, Winter, Vol. 76, Issue 4, 549-568.

1. **Zacharia, Zach G**. and Bart Jennings (1998) "The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners," *Transportation Research Record,* No. 1637, 13-18.

PAPERS UNDER REVIEW (6)

- Zach G. Zacharia, Scott C. Ellis, Saif Mir, Robert J. Trent - "Gaining Advantage Through Social Exchange: How and Under What Conditions" (Revise and Resubmit)

- **Saif Mir, Timothy W. Breitbach, Zach G. Zacharia, Benjamin T. Hazen "Supplier Cultivation: An Accelerator Approach to Ecosystem Innovation" (Under Review)**

- Zach Zacharia, Robert Wiedmer, Kimberly Whitehead "Competing Governance Mechanisms in Buyer-Supplier Relationships" (Under Review)

- Zach Zacharia, Annibal Sodero "Drop Shipping and its Effects on the New E-Commerce Retail Paradigm" (Under Review)

- Michael Plasch, Zach Zacharia, "Voluntary or involuntary coopetition: Perspectives on innovation in supply chain network relationships" (Under Review)

- **Saif Mir, Dina Ribbinik,** Saurabh Bansal, Philip Coles, **Zach G. Zacharia, "The Impact of Ecosystem Shocks on the Operational Performance of**

Worker-heavy Systems in the Agricultural Domain: The Role of Cognitive Load" (Under Review)

NON - REFEREED PUBLICATIONS (5)

5. **Zach G. Zacharia** (2020), What Every CFO Needs to Know about Supply Chains

4. **Zach G. Zacharia** (2019), Supply Chain Collaboration in Transformative Vertical Industries (Implications of Omnichannel and Drop Shipping)

3. Robert J. Trent, **Zach G. Zacharia,** (2012) "The Wisdom of Becoming a Preferred Customer," *Supply Chain Management Review* Vol. 16, No. 6, 10-18.

2. Nix, W. Nancy, Robert F. Lusch, **Zach G. Zacharia**, and Wesley R. Bridges, (2007) "The Hand That Feeds You – What Makes Some Collaborations with Suppliers Succeed – When So Many Fail?" *The Journal Report- Business Insight* (A Joint Venture with MIT *Sloan Management Review* and *Wall Street Journal*), Dow Jones and Company

1. **Zacharia, Zach G**. (1994) "Expert System Simplifies Bridge Paint Maintenance Programs," *Materials Performance,* June, 25 - 28.

CONFERENCE PROCEEDINGS (19)

19. Ujjwal Kumar, Iana Shaheen, Zach Zacharia, Ravi Shankar (2024) "Competition and Cooperation in Humanitarian Operations, Academy of Management Conference**,** Chicago, IL, August 13.
18. **Zach Zacharia**, Timothy Breitbach, Ben Hazen, Saif Mir (2019) "Utilizing Accelerator Programs for adopting Innovations to Encourage the Adoption" *CSCMP Conference,* Anaheim, CA, September 15.
17. **Zach Zacharia**, Timothy Breitbach, Ben Hazen, Saif Mir (2018) "Utilizing Accelerator Programs to Encourage the Adoption of New Innovations in Large Organizations" *DSI Conference,* Chicago, IL, November 17.
16. Robert Weidmer, **Zach Zacharia**, (2018) "Competing Governance Mechanisms in Buyer-Supplier Relationships" *DSI Conference,* Chicago, IL, November 16.
15. **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) "The Role of Coopetition in Buyer Supplier Relationships" *DSI Conference,* Washington, DC, November 18.
14. **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) "Understanding the Antecedents and Outcomes of Coopetition" *CSCMP Academic Research Conference,* Atlanta, Georgia, September 24.

13. **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) "The Evolving Role of Coopetition within the Supply Chain" *CSCMP European Research Seminar,* Barcelona, Spain, May 19.

12. Gouda, Sirish, **Zach Zacharia**, Haritha Saranga (2016) "Linking New Forms of Work Organization and External Integration: Mediating role of cross functional collaboration" *DSI Conference,* Austin, Texas, November 21.

11. Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of apologies following transgressions in buyer-supplier relationships." *CSCMP Educator Conference,* Orlando, Florida, September 25.

10. Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of transactional and relational psychological contract breach in supplier switching behavior." *CSCMP European Research Seminar,* Vienna, Austria, May 13.

9. Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2015) "Should I stay or should I go? The role of transactional and relational psychological contract breach in supplier switching behavior." *CSCMP Educator Conference,* San Diego, California, September 27.

8. **Zacharia, Zach G.,** Nancy W. Nix and Robert F. Lusch (2007) "Supply Chain Collaborations: Project Performance and Business Performance" *18th North American Teaching and Research Conference,* Tempe, Arizona, March 29-31.

7. Zacharia, Zach G. (2005) "Team Based Learning in MBA and Undergraduate Supply Chain Management Classes" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19.

6. Nix, Nancy W., **Zach G. Zacharia** and Robert F. Lusch (2005) "Keys to Effective Supply Chain Collaboration" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19.

5. **Zacharia, Zach G.** and Marc E. Ruzicka (2003) "Experiential Learning: Live Business Cases in MBA Supply Management and Logistics Classes" *14th North American Teaching and Research Conference,* Tempe, Arizona , March 21- 23.

4. **Zacharia**, **Zach G** (2000) "The Evolution and Growth of Production in the Supply Chain", *Society for Marketing Advances Conference*, Orlando, Florida, November 8-10.

3. **Zacharia, Zach G**., John E. Tidwell and Stephen H. Richards (2000) "An Overview of Truck and Bus Safety:1999 Knoxville Symposium," *4th International Fatigue Management Conference*, Perth, Australia, March 19-2.

2. **Zacharia, Zach G**. and Bart Jennings (1998), "The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners," *Transportation Research Board Conference Proceedings,* Washington, District of Columbia, January 4-8.

1. **Zacharia, Zach G**. (1992), "Bridge Paint Expert Systems"*, Second International Organization for Economic Cooperation and Development (OECD) Conference on Knowledge Based Expert Systems in Transportation*, Montreal, Canada, April 3-7.

PODCASTS (18)

- **Zacharia, Zach G**. (2024), "Why Cyber security is top threat in Supply Chain" https://business.lehigh.edu/blog/2024/zach-zacharia-why-cybersecurity-top-threat-supply-chain - Jan 2024

- **Zacharia, Zach G**. (2023), "Top 3rd Quarter Risks in Spply Chain Why Cyber security is top threat in Supply Chain" https://business.lehigh.edu/blog/2023/zach-zacharia-top-3rd-quarter-risks-supply-chain June 2023

- **Zacharia, Zach G**. (2023), "Biggest Risk in Supply Chain" https://www2.lehigh.edu/news/cybersecurity-tops-supply-chain-managers-list-of-biggest-risks-in-2nd-quarter - March 2023

- **Zacharia, Zach G**. (2023), "Biggest Threats in Global Supply Chain" https://business.lehigh.edu/blog/2023/zach-zacharia-biggest-threats-global-supply-chain - Jan 2023

- **Zacharia, Zach G**. (2022), "Supply Chain Managers are concerned about Economic Risk" https://www2.lehigh.edu/news/supply-chain-managers-concerned-about-economic-risks-and-cybersecurity-in-1st-quarter-of-2023 (December)

- **Zacharia, Zach G**. (2022), "Supply Chain Risk Management Index All-Time low" https://www2.lehigh.edu/news/lehigh-business-supply-chain-risk-management-index-at-all-time-low (September)

- **Zacharia, Zach G**. (2022), "Supply Chain Risks 3rd Quarter" https://business.lehigh.edu/blog/2022/zach-zacharia-supply-chain-risks-3rd-quarter-2022 (July)

- **Zacharia, Zach G**. (2022), "Supply Risks Threaten 2nd Quarter" https://www2.lehigh.edu/news/transportation-risk-threatens-supply-chain-in-2nd-quarter (March)

- **Zacharia, Zach G**. (2021), "What's happening in Supply Chain now" https://business.lehigh.edu/blog/2021/zach-zacharia-whats-happening-supply-chain-now - (December)

- **Zacharia, Zach G**. (2021), "Number one Supply Chain Threat – Transportation Disruption" https://business.lehigh.edu/news/2021/number-one-supply-chain-threat-transportation-disruption (October)

- **Zacharia, Zach G**. (2021), "Red Flags in the Supply Chain" https://business.lehigh.edu/blog/2021/zach-zacharia-red-flags-supply-chain (July 2nd)

- **Zacharia, Zach G**. (2021), "Disruptive New Paradigm of the Physical Internet" https://business.lehigh.edu/blog/2021/zach-zacharia-disruptive-new-paradigm-physical-internet (June 3rd)

- **Zacharia, Zach G**. (2021), "Red Flags in the Supply Chain" https://business.lehigh.edu/blog/2021/zach-zacharia-red-flags-supply-chain (July 2nd)

- **Zacharia, Zach G**. (2021), "Red Flags in the Supply Chain" https://business.lehigh.edu/blog/2021/zach-zacharia-red-flags-supply-chain (July 2nd)

- **Zacharia, Zach G**. (2021), "Disruptive New Paradigm of the Physical Internet" https://business.lehigh.edu/blog/2021/zach-zacharia-disruptive-new-paradigm-physical-internet (June 3rd)

- **Zacharia, Zach G**. (2018), "Dealing with Disruptive Innovations in the Supply Chain" (https://cbe.lehigh.edu/blog/posts/dealing-disruptive-innovations-supply-chain) (October 24)

- **Zacharia, Zach G**. (2017), "Drop Shipping: A New Opportunity for Retailers and Suppliers" (https://cbe.lehigh.edu/blog/posts/drop-shipping-new-opportunity-retailers-and-suppliers) December 11

- **Zacharia, Zach G**. (2017), "What You Need to Know About the Physical Internet" (https://cbe.lehigh.edu/blog/posts/what-you-need-know-about-physical-internet (March 14) (Ranked 4th in Google Search for Physical Internet)

WORKING PAPERS (4)

- Zach Zacharia, Michael Plasch, Markus Gerschberger "Explorative and exploitative motives for coopetition" *Target: International Journal of Production Economics*

- Zach Zacharia, Cedric Heuchenne, Nada Sanders, Faraz, Alireza "Comparison of populations based on binary characteristics in the presence of non-response" *Target: Production Operations Management Journal*

- Zach Zacharia, Iana Shaheen, Ravi Shankar, Ujjwal Kumar, "Competition and Cooperation in Humanitarian Operations" *Target: Production Operations Management Journal*

- Zach Zacharia, Saif Mir, Dina Ribbnik, Saurabh Bansal, Philip Coles "Shock and Worker Productivity- Evidence from a US Agricultural Sector" *Target: Production Operations Management Journal*

27. Honors and Awards (25)

2023	DATA Department Service Award, Lehigh University
2018	Teaching Innovation Grant, CBE, Lehigh University
2018	Senior Associate Editor for *International Journal of Logistics Management*
2017	Best Reviewer Award *Journal of Business Logistics*
2016	Editor for *Journal of Business Logistics News*
2016	Associate Editor for *Production Operations Management* Special Issue
2015	Associate Editor for *Journal of Business Logistics*
2015	Member of the *Transportation Journal* Editorial Board
2013	Robert and Christine Staub Faculty Excellence Award
2012	Member of the *Journal of Supply Chain Management* Editorial Board
2011	Best Paper Finalist for 2010 (*Journal of Operations Management*)
2011	Best Paper Award (European DSI Conference)
2010-2011	Council of Supply Chain Management Professional Educator Conference Chair
2010	Member of the *Journal of Operations Management* Editorial Board
2010	Member of the *Journal of Business Logistics* Editorial Board
2009-2010	Supply Chain Management Educator Conference Proceedings Editor
2007-2008	Council of Supply Chain Management Case Editor
2007	Best Paper Award (*NARTS-ISM Conference*)
2006	Tied for highest SPOT (Student Perception of Teaching) score
2005	Highest SPOT (Student Perception of Teaching) in INSC department
2000	Doctoral Dissertation Proposal Award (*University of Arkansas)*
2000	Outstanding Student Paper Award *(Society for Marketing Advances)*
2000	Finalist *(ISBM Doctoral Dissertation Award)*
2000	Scholarly Research Grant Recipient *(University of Tennessee)*
1999, 1997	Fellow *(Council of Logistics Management Doctoral Symposium)*

28. Research Funding (16)

2019	DiCentral – SCM and Financial Flow Research $20,000
2019	Ben Franklin Technology Partners and ESPI $20,000
2018	AFIT – Managing Customer Driven Coopettittion Projects $25,000
2017	DiCentral – Drop Shipment Research $20,000
2014-2015	International Travel Grant - One of 5 recipients selected across the entire University $5000
2011	Faculty Research Grant – Lehigh University (Principal Investigator), Catherine Ridings (Lehigh University) " Does investment in Supply Chain Management and Information Technology provide value for micro firms?" $4500
2009	Summer Research Grant – College of Business and Economics, Lehigh University (Principal Investigator), Nada R. Sanders (Lehigh University, Brian S. Fugate (Colorado State University) *"State of Supply Chain Management: A Visionary Perspective"* $3000
2002-2007	Charles Tandy American Enterprise Center Faculty Research Award *(Texas Christian University)* ($10,000/yr)
2003, 05, 07	Junior Faculty Research Grant *(Institute of Supply Management)* ($750/yr)
2005	Research Center for Teaching Excellence, Faculty Fellow Grant *(Texas Christian University)* ($2500)

F. Scholarly Presentations (87)

- **Zach Zacharia**, (2023) "Identifying and Ranking Supply Chain Risks" *DSI Conference,* Atlanta, GA, November 20.
- Michael Plasch**, Zach Zacharia**, (2023) "Supply chain visibility in a multi-partner collaboration for distribution logistics – A secondary data research approach" Euroama Conference, Brussels, July 3rd
- Michael Plasch**, Zach Zacharia**, (2023) "Voluntary or involuntary: Perspectives on coopetition in dyadic and triadic supply chain relationships in the light of balance theory" Euroama Conference, Brussels, July 3rd
- **Zach Zacharia**, (2023) "Supply Chain Collaboration and Coopetition" *World Class Supply Chain Summit,* Waterloo, Ontario, Canada, May 3rd
- Saif Mir**, Zach Zacharia**, (2022) "Risks in Procurement and Sourcing" DSI Conference Houston, November 21
- Annibal Sodero**, Zach Zacharia**, (2022) "Antecedents and outcomes of drop-shipping adoption in the retail supply chain" Euroama Conference, Berlin, July 3rd

- Zach Zacharia, (2022) “Identifying and Ranking Supply Chain Risks” WDSI Conference, Waikoloa, HI, April 7.
- Zach Zacharia, (2021) “Writing a publishable dissertation” CSCMP Doctoral Consortium, Atlanta, GA, Sep 20.

- Zacharia**, Zach G.,** “*Supply Chain Collaboration in Transformative Vertical Industries”* Retail Value Chain Federation Conference, Teaneck, New Jersey, May 6, 2019

- **Zacharia, Zach G.,** “*Theoretical and Conceptual Foundations of Supply Chain Management”* PhD Research Seminar, Indian Institute of Technology, New Delhi, January India, January 25, 2018.

- **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger “*The Role of Coopetition in Buyer Supplier Relationships*” *DSI Conference,* Washington, DC, November 18, 2017

- **Zacharia, Zach G.,** “*Utilizing Drop Shipment to Improve Your Bottom Line”* Retail Value Chain Federation Conference, Phoenix, Arizona, November 6, 2017

- **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger “*Understanding the Antecedents and Outcomes of Coopetition*” *CSCMP Academic Research Conference,* Atlanta, Georgia, September 24, 2017

- **Zacharia, Zach G.,** “*Complexity in Supply Chain Management”* PhD Research Seminar, Atlanta, Georgia, September 23, 2017

- **Zacharia, Zach G.,** “*Coopetition Research”* PhD Research Seminar, Atlanta, September 22, 2017

- **Zacharia, Zach G.,** “*Buyer Supplier Relationships”* PhD Research Seminar, Atlanta, September 21, 2017

- **Zacharia, Zach G.,** “*Publishing Research in American Supply Chain Journals”* Indian Institute of Technology, New Delhi, India, July 21, 2017.

- **Zacharia, Zach G.,** “*Transforming Traditional Networks Through the Use of Collaborative Environments”* Supply Chain Leaders in Action Conference, Naples, Florida June 5, 2017

- **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) “*The Evolving Role of Coopetition within the Supply Chain*” CSCMP European Research Seminar*,* Barcelona, Spain, May 19.

- **Zacharia, Zach G.,** "*Logistics PhD programs in the US panel session"* Logistics Doctoral Symposium, Auburn University, Auburn, February 24, 2017.

- **Zacharia, Zach G.,** "*A Research Journey"* Indian Institute of Technology, Trichy, India, February 6, 2017.

- **Zacharia, Zach G.,** "*Orientation and Firm Infrastructure"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 12, 2017

- **Zacharia, Zach G.,** "*Strategy"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 11, 2017

- **Zacharia, Zach G.,** "*Conceptual Foundations from Procurement and Operations"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 10, 2017

- **Zacharia, Zach G.,** "*Conceptual Foundations from Marketing and Logistics"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 9, 2017

- **Zacharia, Zach G.,** "*Theoretical and Conceptual Foundations of Supply Chain Management"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 10, 2016

- **Zacharia, Zach G.,** "*Philosophy of Science"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 9, 2016

- **Zacharia, Zach G.,** " *Conceptual Foundations of Marketing"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 8, 2016

- **Zacharia, Zach G.,** " *Conceptual Foundations of Operations"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 10, 2016

- Gouda, Sirish, **Zach Zacharia**, Haritha Saranga (2016) "Linking New Forms of Work Organization and External Integration: Mediating role of cross functional collaboration" *DSI Conference,* Austin, Texas, November 21.

- Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of apologies following transgressions in buyer-supplier relationships." *CSCMP Educator Conference,* Orlando, Florida, September 25.

- **Zacharia, Zach G.,** " *Increasing Efficiency and Reducing Cost within a Supply Chain"* Indian Institute of Technology, Madras, India, June 13 2016.

- Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of transactional and relational psychological contract breach in supplier switching behavior." *CSCMP European Research Seminar,* Vienna, Austria, May 13.

- Bleasley, Misty, Mir, Saif, **Zacharia, Zach G.,** Aloysius, John " *Should I stay or should I go? The role of transactional and relational psychological contract breach in supplier switching behavior"* Council of Supply Chain Management Educator Conference, San Diego, September 27, 2015.

- **Zacharia, Zach G.,** "*Qualitative and Quantitative Research Paths in SCM"* , University of Arkansas, Fayetteville, Arkansas Feb 27, 2015.

- **Zacharia, Zach G.,** "*Publishing Research in American Supply Chain Journals"* Indian Institute of Management, Bangalore, India, January 13, 2015.

- **Zacharia, Zach G.,** Scott Ellis, Robert J. Trent "*Gaining Advantage Through Social Exchange: How and Under What Conditions"* Production Operation Management Conference, Atlanta, Georgia, May 10, 2014.

- Ellis, Scott, **Zacharia, Zach G.,** Jae-Young Oh "*The Role of Functional Congruence in Cross-Functional and Inter-organizational Collaboration"* Decision Sciences Institute Conference, Baltimore, Maryland, November 19, 2013.

- **Zacharia, Zach G.,** "*Supply Chain Management, Collaboration and their Role Across Businesses and People"* Congress of Latin American Engineering Students, Lima, Peru, October 29, 2013.

- **Zacharia, Zach G.,** Scott Ellis, "*Antecedents to Buyer-Engineer Knowledge Transfer"* Production Operation Management Conference, Denver, Colorado, May 4, 2013.

- **Zacharia, Zach G.,** "*Balancing Effective Research and Teaching"* – Invited Panel Presentation, Council of Supply Chain Management Doctoral Symposium, Atlanta, Georgia, October 1, 2012.

- **Zacharia, Zach G.,** "*What are some of the Factors That Affect the Relationship Between Cross Functional New Product Development and New Product Project Performance?"* Decision Sciences Institute Conference, Boston, Massachusetts, November 22, 2011.

- **Zacharia, Zach G.,** "*Supply Chain Security - An Academic Discussion and Future Research"* Invited Panel Presentation, Decision Sciences Institute Conference, Boston, Massachusetts, November 21, 2011.

- **Zacharia, Zach G.,** "*Conference Chairperson Opening Remarks"* Council of Supply Chain Management Educator Conference, Philadelphia, Pennsylvania, October 2, 2011.

- **Zacharia, Zach G.,** William F. Wempe William and Danny Lanier, Jr. "*Concentrated Supply Chain Membership and Financial Performance: Chain- and Firm-Level Perspectives"* Academy of Management Conference, San Antonio, Texas, August 12 – August 17, 2011.

- **Zacharia, Zach G.** and Catherine M. Ridings *"Does investment in Supply Chain Management and Information Technology provide value for micro firms?"* Production Operations Management Conference, Reno, Nevada, April 28-May 1, 2011.

- **Zacharia, Zach G.** and Robert J. Trent *"Supplier Satisfaction and Innovation Sharing"* Decision Sciences Institute Conference, San Diego, November 20-23, 2010.

- Christoph Bode, Stephan M. Wagner and **Zacharia, Zach G.,** "*The Effect of Cooperation, Supplier Development, and Relationship-Specific Investments on Suppliers' Willingness to Share Innovation"* Decision Sciences Institute Conference, San Diego, November 20-23, 2010.

- **Zacharia, Zach G.** *"Personal Career Development in Academia: What now and How"* Council of Supply Chain Management Professionals Doctoral Symposium, San Diego, September 27, 2010.

- **Zacharia, Zach G.** *"Supply Chain Management Overview"* Executive MBA Program, Universidad de Piura, Piura, Peru, June 12, 2010.

- **Zacharia, Zach G.** *"Supply Chain Management Collaboration Strategies"* CSCMP Roundtable, Lima, Peru, June 11, 2010.

- **Zacharia, Zach G.** and John R. MacDonald *"Are differences in Risk Planning Significant?"* Production and Operations Management Conference, Vancouver, Canada, May 7-10, 2010.

- **Zacharia, Zach G.** and Robert J. Trent *"Supplier Satisfaction – How does it matter?"* Production and Operations Management Conference, Vancouver, Canada, May 7-10, 2010.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Organizational Learning"* 19th *North American Teaching and Research Conference,* Tempe, Arizona, March 11-12, 2010

- **Zacharia, Zach G.** and John R. MacDonald *"Risk Planning: Is it of Value"* Decision Sciences Institute Conference, New Orleans, LA, November 17, 2009.

- **Zacharia, Zach G.** *"When Should New Product Development Managers Consider Distribution Logistics"* Decision Sciences Institute Conference, New Orleans, LA, November 15, 2009.

- John R. MacDonald and **Zacharia, Zach G.** *"Risk and Disruption Management: The Impact of Behavioral Interference"* Behavioral Operations Conference, Syracuse, NY, June 26, 2009.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Organizational Learning"* Production and Operation Management Conference, Orlando, FL, May 2, 2009.

- **Zacharia, Zach G.,** Nancy W. Nix and Robert F. Lusch "Supply Chain Collaborations: Project Performance and Business Performance" *18th North American Teaching and Research Conference,* Tempe, Arizona, March 29-31. (2007)

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Organizational Learning"* University of Tennessee, Knoxville, TN, November 7, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Knowledge Acquisition"* DFWCSMP Roundtable meeting, Dallas, TX, October 12, 2006.

- **Zacharia, Zach G.,** *"Early Supplier Involvement"* National Council for Advanced Manufacturing, Washington, MD, June 7, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Keys to Effective Supply Chain Collaboration and Knowledge Acquisition"* National Council for Advanced Manufacturing, Washington, MD, June 7, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Keys to Effective Supply Chain Collaboration"* Supplier Network Working Group Meeting, Fort Worth, TX March 16, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Keys to Effective Supply Chain Collaboration"* Institute of Supply Management Group Meeting, Fort Worth, Texas, January 3, 2006.

- **Zacharia, Zach G.** "Team Based Learning in MBA and Undergraduate Supply Chain Management Classes" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19. (2005)

- Nix, Nancy W., **Zach G. Zacharia** and Robert F. Lusch "Keys to Effective Supply Chain Collaboration" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19. (2005)

- **Zacharia, Zach G.,** *"Education Strategies"* Council of Logistics Roundtable Leadership Forum, Chicago, Illinois, June 11-12, 2004.
- **Zacharia, Zach G.,** and Nancy W. Nix, *"Supply Chain Collaboration – The role of a 3PL intermediary"* Society of Marketing Advances, New Orleans, Louisiana, November 6 - 8, 2003.
- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Collaboration Effectiveness in the Supply Chain: A Knowledge and Capabilities Based Approach"* American Marketing Faculty Consortium, Dallas, Texas, October 30-November 2, 2003.

- **Zacharia, Zach G.,** *"What does it mean to be an education officer in your roundtable?"* Council of Logistics Roundtable Leadership Forum, Chicago, Illinois, June 6-7, 2003.
- Nix, Nancy W. and **Zach G. Zacharia**, Track Chairs "*Going Beyond the Hype: Getting and Measuring the Value from your Supply Chain Initiatives"* Council of Logistics Management Conference, Chicago, Illinois, September 23-27, 2003.
- **Zach G. Zacharia,** *Top 10 Truck Safety Recommendations*, Federal Motor Carrier Safety Administration, Washington, District of Columbia, October 16, 2002.
- **Zach G. Zacharia,** *Logistics Involvement in New Product Development*, University of Arkansas, Fayetteville, Arkansas, September 18, 2002.
- **Zach G. Zacharia,** "Supply and Value Chain Certificate Program" presented at the Supply and Value Chain Conference, Ft. Worth, Texas, February 8, 2002.
- **Zach G. Zacharia,** "*Tennessee Transportation Assistance Program*" presented at the Region 4 LTAP conference, St. Petersburg, Florida, May 16, 2001.

- **Zach G. Zacharia,** "*The Evolution and Growth of Production in the Supply Chain*", *2000 Society for Marketing Advances Conference*, Orlando, Florida, November 8. 2000.
- **Zach G. Zacharia,** and Soonhong Min "*The Nature of Interfirm Partnering in Supply Chain Management*" presented at American Marketing Association, Chicago, Illinois, August 5, 2000.
- **Zach G. Zacharia,** *"Searching the Internet and Web Page Design"* presented at University of Tennessee, Knoxville, Tennessee, April 17, 2000.

- **Zach G. Zacharia,** *"An Overview of Truck and Bus Safety: 1999 Knoxville Symposium* presented at the 4th International Fatigue Management Conference, Perth, Australia, March 19 – 22, 2000.
- **Zach G. Zacharia,** "*Traffic Safety and the Internet*" presented at the Governor Highway Safety Conference, Memphis, Tennessee, July 12-14, 1999.
- **Zach G. Zacharia,** "*Tennessee Transportation Assistance Program*" presented at the Asphalt Emulsion Users Conference, Nashville, Tennessee, November 19, 1998.
- **Zach G. Zacharia** and Barton R. Jennings "*The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners*" Transportation Research Board Conference, Washington, District of Columbia, January 10-14, 1998.
- **Zach G. Zacharia,** "*Training Requirements for Local Governments*" presented at the National Transportation Training Conference, Reno, Nevada, October 7-9, 1997.
- **Zach G. Zacharia,** "*Logistics Thought: Key Messages and Implications from the Field of Marketing*," presented at the Council of Logistics Management Doctoral Symposium, Chicago, Illinois, October 3-4, 1997.
- **Zach G. Zacharia,** "*Navigating the Internet*" presented at the Southeast Local Roads Conference, Biloxi, Mississippi, September 24-26, 1997.
- **Zach G. Zacharia,** "*Bridge Paint Expert Systems,"* presented at the Second International Organization for Economic Cooperation and Development (OECD) Conference on Knowledge Based Expert Systems in Transportation, Montreal, Canada, June 14-16, 1992.

G. Teaching and Research Advising

COURSES:

Lehigh University (2008 – Present)

- SCM 186 - Supply Chain Management and Operations (Undergraduate 2008 - present)
- SCM 354 - Logistics and Transportation (Undergraduate 2008-present)
- GBUS 453 – Logistics and Transportation (Graduate 2013 – present)
- GBUS 492- Supply Chain Management Strategy (Graduate 2010- 2015) (Summer Course)
- Advising 14 Supply Chain Management Majors (2021)
- Advising 11 Supply Chain Management Majors (2020)
- Advising 21 Supply Chain Management Majors (2019)
- Advising 5 Supply Chain Management Majors (2018)
- Advising 24 Supply Chain Management Majors (2017)

- Advising 9 Supply Chain Management Majors (2016)
- Advising 27 Supply Chain Management Majors (2015)
- Advising 28 Supply Chain Management Majors (2014)
- Advising 24 Supply Chain Management Majors (2013)
- Advising 9 Supply Chain Management Majors (2012)
- Advising 10 Supply Chain Management Majors (2011)
- Advising 13 Supply Chain Management Majors (2010)
- Advising 6 Supply Chain Management Majors (2009)

Texas Christian University (2001 – 2008)

- Strategic Sourcing and Procurement (Professional MBA) 2007
- Business Simulation (Professional MBA) 2007
- Supply Chain Management Concepts (Full-Time MBA) 2005 – 2008
- Supply Chain Management Concepts (Professional MBA) 2001– 2008
- Logistics and Transportation (Professional MBA) 2001 - 2008
- Supply Chain Tools and Technologies (Professional MBA) 2002
- Logistics and Transportation (Undergraduate) 2001 - 2008
- Supply Chain Management Concepts (Undergraduate) 2003 – 2004
- Supply Chain Tools and Technologies (Undergraduate) 2003
- Procurement and Supply Management (Undergraduate) 2003

University of Tennessee (1996-2001)

- Introduction to Transportation (Undergraduate) Summer 1998
- Introduction to Logistics (Undergraduate) Summer 1999
- Marketing Management (Undergraduate) Spring 2000
- Global Logistics and Transportation (Undergraduate) Summer 2000

H. SERVICE

University

Faculty Compensation Committee (2016 – 2019)

College

Director, Center for Supply Chain Research Lehigh
Promotion and Tenure Committee (2021 – onwards)
Chair, Database and Software Committee (2018 – onwards)
Ph.D. Task Force (2017)
Undergraduate Core Curriculum Committee (2016)
Math Committee to Assess Assessment Results (2010)

Department

BIS Assistant Professor Search Chair – Tenure Track (2021-2021)
SCM Assistant Professor Search Chair – Tenure Track (2020-2020)
DATA Department Chair Search – Tenure Track (2019-2019)
SCM Assistant Professor Search Chair – Tenure Track (2018-2018)

SCM POP Search Chair (2017-2017)
Research Seminar Committee (2010-2011)
SCM Club Faculty Liaison (2009-2019)

Professional (Council of Supply Chain Management Professionals)

Education Committee Member -Lehigh Valley Roundtable (2015-onwards)
President – Lehigh Valley Roundtable (2012-2015)
Education Conference Chair (2010 – 2011)
Education Strategies Committee Member (2007 – 3-year term)
Case Editor (3-year term)
President – Dallas Roundtable (2007-2008)
Vice President – Dallas Roundtable (2006-2007)
Education chair – Dallas Roundtable (2004-2006)
Member (1999 – onwards)

External Service

Rockefeller Group – Expert Service Consulting (Jan 2020)

Exhibit B - Eligibility Criteria: Work Records

TERMS AND CONDITIONS FOR THE CONTRACTING OF INDEPENDENT AND OCCASIONAL SERVICES

CONTRACTING PARTY: FUNDAÇÃO SOCIEDADE COMUNICAÇÃO CULTURA E TRABALHO (Society for Communication, Culture, and Labor Foundation)
CNPJ: 67.179.020/0001-24 | State Registration: Exempt
Address: Travessa Monteiro Lobato, 96, 2nd Floor, Centro – São Bernardo do Campo (SP)
ZIP Code: 09721-140
***invoice issuance details to be provided in the service invoice.**

CONTRACTED PARTY: AVANA FRANCA SALLES

CNPJ: 28.488.772/0001-33

Address: AV BRIGADEIRO LUIS ANTONIO, 2725, Apartment 11 – Jardim Paulista – São Paulo
Bank: Branch: Account No.: Transaction: Personal Checking Account

I – PURPOSE:

The Contracted Party, pursuant to the provisions of Article 593 et seq. of the Brazilian Civil Code, hereby declares that they hold the registrations and authorizations issued by the competent authorities, being duly qualified in accordance with the laws and regulations governing the category of services provided, and shall perform them to meet **occasional and temporary demand** for:

1. DESCRIPTION OF THE ACTIVITY: Post-production activities for cinematographic works, videos, and television programs not previously specified.
2. PERIOD: 03/26; 04/02 and 04/09/2019
2.1 Any unavailability must be immediately reported.

3. AMOUNT:
3.1 The amount to be paid for the provision of services is R$600.00 (six hundred reais).
3.2 Payment will be made ONLY upon issuance of a Service Invoice, which must be issued up to three (3) days after the services are rendered, and sent to the Finance Department by email: financeiro@tvt.com.br, **accompanied by this Term duly signed and with all pages initialed, the articles of incorporation or Individual Microentrepreneur (MEI) registration**, with no responsibility to the CONTRACTING PARTY for the accounting procedures inherent to the services performed;
3.3 The Service Invoice must describe the service as specified above, and if issued incorrectly, it will be returned, and payment will be withheld;
3.4 Payment will be made ONLY by bank deposit to an account held in the name of the LEGAL ENTITY.
3.5 The provision of services and payments shall occur as follows: For payments on the 15th, the invoice must be sent and confirmed by the 5th; for payments on the 30th, the invoice must be sent and confirmed by the 19th.

4. DUE DATE:
4.1 Payment delays shall result in a penalty equivalent to 2% (two percent) of the respective overdue amount;
4.2 If there is any delay in submitting the documents mentioned in items "3.2 and 3.5", the payment term shall be extended by as many days as the delay lasts;
4.3 In the event of force majeure, unforeseen events, or acts by administrative or judicial authorities preventing the full or partial execution of the Event described above, and the **CONTRACTED PARTY** has already received, in part or in full, the agreed amounts without having rendered the service, it is agreed that the amount advanced or the credit for the provision of services shall be refunded or used by the CONTRACTING PARTY on a new date to be mutually agreed upon.

II - **GENERAL TERMS AND CONDITIONS:**

5. The **CONTRACTED PARTY** is obligated to perform the services with proper technique and standards usually expected for work of such nature and scope, in strict compliance with applicable legislation, undertaking, at its own expense, to mobilize qualified personnel to achieve the objectives and tasks resulting from the work to be performed, **with no employment relationship existing between them and the CONTRACTING PARTY, regardless of the duration of the services.**

6. The **CONTRACTED PARTY** is solely responsible for the payment and charges due to its employees and agents, taking on all tax, labor, pension, and social security obligations under labor law, including registrations, licenses, and other requirements of the relevant agencies and linked to their professional practice, including work-related accidents, including fines and other legal additions, being required, when requested, to present proof of compliance, holding the **CONTRACTING PARTY** harmless from any responsibility, whether subsidiary or joint, undertaking to declare itself solely responsible for its employees, agents, or anyone else used to render the contracted services, whether in court or out of court, and to cover any legal fees for legal representation in or out of court.

7. The parties agree, by mutual consent, that the **CONTRACTING PARTY**, according to the quality profile required for the work, may, at any time, through prior notice to the **CONTRACTED PARTY**, with at least 24 (twenty-four) hours in advance, make modifications and/or changes to the requested services, as long as they are necessary for proper performance and the needs inherent to and in compliance with the requirements, limitations, and commitments arising from the oversight body of its activities.

8. If, in performing the activities for which this contract is executed, equipment and/or vehicles of the **CONTRACTING PARTY** are used (whether owned or rented, or any other form of transfer), the **CONTRACTED PARTY** shall be responsible for their care and custody, as well as for any costs, damages, or losses caused to the **CONTRACTING PARTY** and third parties, whether directly or indirectly, due to misuse, accidents, especially collisions, traffic fines, among others, resulting from willful misconduct or negligence, or when such could have been avoided but were not.

9. All work produced, recorded, reported, or documented shall be the exclusive property of the Contracting Party, which may use, modify, edit, distribute, assign, lease, exhibit, or use it without limitation or conditions, so that nothing shall be owed to the **CONTRACTED PARTY**, not even as reimbursement, retention, or rights of authorship, since all of that is understood to be included in the amount agreed upon in this contract.

10. The **CONTRACTED PARTY** assigns and transfers to the **CONTRACTING PARTY** all proprietary copyright rights, under art. 52 of the Copyright Law and the current Civil Code, in all its forms, uses, applications, and exploitation modalities, without exception, making the **CONTRACTING PARTY** responsible for full exploitation, including commercial, and authorizing the transfer of all rights arising from this material produced, enabling the **CONTRACTING PARTY** to make use of it as deemed appropriate for full recognition of its ownership, authorizing the **CONTRACTING PARTY** to assign it to third parties, in whole or in part, for free or otherwise.

11. This contract does not create association or partnership between the parties, nor does it establish any employment relationship, hierarchy, or subordination. Likewise, this instrument does not grant either party the power to represent the other, whether administratively or judicially, in any instance or forum, nor to enter administrative, commercial, or other commitments, unless expressly stated in the object of this agreement.

12. This contract does not establish any exclusivity between the parties, such that the **CONTRACTING PARTY** may hire and use identical or similar services from other companies without any obligation to notify the **CONTRACTED PARTY** and the latter may also provide services to other companies, subject to the terms set forth in this instrument, with no commitment regarding the exclusivity of the services rendered, as well as confidentiality and secrecy.

13. Regardless of prior notice, except for expenses incurred in the performance of this contract in favor of the **CONTRACTING PARTY**, its termination shall occur: i) If bankruptcy, liquidation, or dissolution of either party is declared, or if either party files for judicial or extrajudicial reorganization, with the caveat that, in the latter two cases, such termination shall only take place at the initiative of the other party; ii)

If the object of the contract becomes unlawful or if either party loses any administrative authorizations that may be necessary for the fulfillment of its contractual obligations, without fault or willful misconduct by either party; iii) If any event of force majeure or unforeseeable circumstances occurs that renders the services provided, or the continuation thereof, useless, unsuitable, or impossible.

14. In the event that the **CONTRACTING PARTY** terminates this contract before its end without fault on the part of the **CONTRACTED PARTY**, the **CONTRACTING PARTY** shall be required to give prior notice at least 24 (twenty-four) hours in advance, and if the early termination is initiated by the **CONTRACTED PARTY**, without fault on the part of the **CONTRACTING PARTY**, the **CONTRACTED PARTY** shall notify formally within the same period mentioned above and, if immediate replacement is not possible, **shall perform the service on the following day**, under penalty of being liable for any losses and damages arising from their absence, in addition to a penalty of 10% (ten percent) of the agreed daily rate, multiplied by the number of remaining days under this contract.

15. If either party fails to fulfill any of the obligations herein contracted, this agreement shall be terminated, and the **CONTRACTED PARTY** shall be liable for the damages caused and for a penalty equivalent to 10% (ten percent) of the remaining contract balance on the termination date, as compensation for losses and damages, in addition to compensation for duly proven material damages.

16. The **CONTRACTED PARTY** undertakes to keep in absolute confidentiality any information conveyed by the **CONTRACTING PARTY** regarding its activities or projects and shall not disclose such information to third parties under any circumstances without the **CONTRACTING PARTY**'s prior and express authorization.

III – FINAL PROVISIONS:

In the event that the CONTRACTED PARTY becomes aware of the provisions of this Term by electronic means (email, messaging apps, or other similar forms), the CONTRACTED PARTY SHALL expressly declare their agreement, and the payment for services rendered shall be subject to such declaration, pursuant to item "3.1," and the electronic communication shall become an integral part of this agreement for all legal purposes and effects.

To resolve any disputes related to this instrument, the parties elect, with exclusivity, the venue of the District Court of São Bernardo do Campo (SP), to the exclusion of all others.

And, being thus in agreement and duly contracted, the parties declare that they have thoroughly read the content of this instrument, which reflects their will, and sign it in 02 (two) counterparts of equal content, in the presence of the witnesses identified below.

São Bernardo do Campo, March 26, 2019

-----// signature //-----
_____
FUNDAÇÃO SOCIEDADE COMUNICAÇÃO CULTURA E TRABALHO

-----// signature //-----
_____
Contracted Party: AVANA FRANCA SALLES

WITNESSES:

-----// signature //-----
1. _____
Name: [unreadable]
ID Number: 330348474

2. _____
Name:
ID Number:

I, Raphael Michels Fantinato de Moura, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Raphael Michels Fantinato de Moura. **Date: April 7, 2025.**

FUNDAÇÃO SOCIEDADE COMUNICAÇÃO CULTURA E TRABALHO

TERMOS E CONDIÇÕES DE CONTRATAÇÃO DE SERVIÇOS AUTÔNOMOS E AVULSOS

CONTRATANTE: FUNDAÇÃO SOCIEDADE COMUNICAÇÃO CULTURA E TRABALHO
CNPJ sob nº. 67.179.200/0001-24; I.E. isento.
Endereço: Travessa Monteiro Lobato, 95, 2º. Andar, Centro - São Bernardo do Campo (SP)
CEP 09721-140
***dados para emissão da Nota Fiscal de Serviços.**

CONTRATADO: AVANA FRANCA SALLES

CNPJ nº. 28.488.772/0001-33

Endereço: AV BRIGADEIRO LUIS ANTONIO, 2752 apto. 11 – Jardim Paulista – São Paulo
Banco: Agência: Conta: operação: C/c P

I – OBJETO:

O(a) Contratado(a), a teor do que dispõe o Art. 593 e ss. do Código Civil Brasileiro, declarando nesse ato que possui os registros e autorizações emitidas pelos órgãos competentes, estando devidamente habilitado de acordo com as leis e regulamentos que regem a categoria dos serviços prestados, os realizará para atendimento de **demanda avulsa e temporária**, de:

1. DESCRIÇÃO DA ATIVIDADE: Atividades de pós-produção cinematográfica, de vídeos e de programas de televisão não especificadas anteriormente
2. PERÍODO: 26/03; 02 e 09/04/2019
2.1 Deverá informar imediatamente eventual indisponibilidade.

3. VALOR:
3.1 o valor montante a ser pago pela prestação de serviço é de R$600,00 (Seiscentos reais)
3.2 O pagamento se dará SOMENTE com a emissão da Nota Fiscal de Serviços, que deverá ser emitida até 03 (três) dias após a prestação dos serviços, e enviada ao Departamento Financeiro por e-mail: financeiro@tvt.com.br, **acompanhada deste Termo devidamente assinado e com todas as folhas rubricadas, contrato social ou cadastro MEI**, sendo responsabilidade do(a) Contratado(a) a legalidade e os procedimentos contábeis inerentes aos serviços executados;
3.3 A Nota Fiscal de serviços deverá ser preenchida de acordo com as especificações acima e, caso esteja incorreta será recusada, e impedido o pagamento;
3.4 O pagamento se dará SOMENTE através de depósito bancário em conta de titularidade da PESSOA JURÍDICA.
3.5 Após a prestação de serviços os pagamentos se darão da seguinte forma: Para pagamentos no dia 15 a nf deverá ser enviada e confirmada até dia 05, pagamentos dia 30 NF deverá ser enviada e confirmada até dia 19.

4. VENCIMENTO:
4.1 O atraso no pagamento ensejará a multa equivalente a 2% (dois por cento) do valor respectivamente entabulado em atraso;
4.2 Se houver atraso na entrega dos documentos mencionados nos itens "3.2 e 3.5", o prazo de pagamento será prorrogado por quantos dias forem os de atraso;
4.3 Na hipótese de ocorrência de força maior, caso fortuito ou ato de autoridade administrativa ou judicial, que impeça a realização do Evento acima descrito total ou parcialmente e, já tendo a **CONTRATADA** recebido parcial ou integralmente os valores pactuados sem ter prestado o serviço, fica acordado a devolução do montante adiantado ou o crédito para prestação dos serviços para serem utilizados pela CONTRATANTE, em nova data a ser definida em comum acordo.

II – CONDIÇÕES GERAIS:

5. É obrigação do(a) **CONTRATADO(A)** executar os serviços dentro de boa técnica e dos padrões usuais em trabalho desse gênero e vulto, com estrita obediência à legislação aplicável, comprometendo-se, às suas expensas, a movimentar pessoal habilitado para consecução dos objetivos e préstimos decorrentes do trabalho a ser realizado, **não havendo vínculo de emprego destes com a CONTRATANTE, independentemente da duração dos serviços**.

6. O(A) **CONTRATADO(A)** é único responsável pelo pagamento e encargos devidos aos seus prepostos e funcionários, incumbindo-se das obrigações tributárias, fundiárias, previdenciárias e demais previstas na legislação trabalhista, inclusive registros, licenças e demais exigências dos órgãos legais e vinculados à sua atuação, inclusive, por acidentes de trabalho, incluindo multas e demais acréscimos legais, devendo, sempre que solicitado, apresentar os comprovantes do adimplemento, isentando a **CONTRATANTE** de quaisquer responsabilidades, quer subsidiária, quer solidária, obrigando-se a declarar sua exclusiva responsabilidade sobre os funcionários, prepostos ou quem venha a ser utilizado nos préstimos que realizar, sempre que instado judicial ou extrajudicialmente, e arcar com os custos de contratação de advogado, para atuar em juízo ou fora dele.

7. As partes convencionam, de comum acordo, que a **CONTRATANTE**, atendendo ao perfil de qualidade pretendida nos trabalhos, poderá realizar, a qualquer tempo, mediante prévia comunicação ao **CONTRATADO(A),** com antecedência mínima de 24 (vinte e quatro) horas, modificações e/ou alterações nos préstimos solicitados, caso sejam necessários ao bom desempenho e necessidades a ela inerentes e de conformidade com as exigências, limitações e compromissos advindos do órgão fiscalizador de suas atividades.

8. Se no exercício das atividades para as quais firma o presente contrato vier a utilizar-se de equipamentos e veículos da **CONTRATANTE** (próprios ou sob uso por locação, ou qualquer outra modalidade de cessão), responderá pela conservação e guarda dos mesmos, bem como, arcará com todas as despesas, perdas e danos causados à **CONTRATANTE** e à terceiros, por sua ação direta ou indireta, pelo uso indevido, acidentes, especialmente colisões, multas de trânsito, entre outros, quer tenha agido com dolo ou culpa, ou se podia evitar e não o fez.

9. Os trabalhos executados, gravados, relatados ou registrados, serão de exclusiva propriedade da Contratante podendo deles dispor, modificar, editar, distribuir, ceder, locar, expor ou utilizar, sem limitações ou condições, de sorte que nada resultará em favor do(a) **CONTRATADO(A),** seja a título de reembolso, retenções, direitos ou autoria, posto que compreendidos no valor consignado pelo presente instrumento.

10. O CONTRATADO(A) cede e transfere à **CONTRATANTE** seus direitos patrimoniais de autor, conforme art. 52 da Lei de Direitos Autorais e Código Civil vigente, em todas as suas modalidades, aplicações e forma de exploração, sem exceções, ficando a cargo da **CONTRATANTE** a plena exploração, inclusive comercial, e ainda, aliena e transfere todos os direitos inerentes ao material produzido, podendo a **CONTRATANTE** efetuar tudo que lhe aprouver para o integral reconhecimento de seu direito de propriedade, gozando da faculdade de cedê-lo a terceiros, no todo ou em parte, gratuita ou onerosamente.

11. O presente contrato não gera associação ou sociedade entre as partes, tampouco vínculo empregatício, inexistindo relação de hierarquia ou subordinação. Da mesma forma este instrumento não outorga, de uma parte a outra, poderes de representá-lo, seja administrativa ou judicialmente, em qualquer esfera ou instância, para qualquer fim legal, administrativo, comercial ou para outro, que não seja expressamente o previsto no objeto do presente contrato.

12. O presente contrato não gera qualquer exclusividade para as partes, de tal forma que a **CONTRATANTE** poderá contratar e utilizar serviços iguais ou similares de outras empresas, sem qualquer necessidade de comunicação à **CONTRATADA**, bem como este, poderá prestar serviços para outras empresas, resguardados os termos estipulados no presente instrumento, vedado qualquer comprometimento quanto à regularidade e qualidade dos serviços prestados, bem como ao sigilo e confidencialidade.

13. Independentemente de prévia notificação, ressalvadas as despesas havidas na execução deste contrato em favor do(a) **CONTRATANTE**, sua extinção se dará: ***i)*** Se for decretada a falência, liquidação ou dissolução de quaisquer das partes, ou se alguma intentar pedido de recuperação judicial ou extrajudicial, com a ressalva de que, quando às duas últimas, tal modalidade de rescisão só se operará por iniciativa da parte adversa; ***ii)***

Se sobrevier ilicitude de seu objeto ou a perda, por quaisquer das partes, das autorizações administrativas porventura necessárias ao cumprimento de suas obrigações contratuais, sem culpa ou dolo de nenhum dos contratantes; *iii)* Se ocorrer qualquer hipótese de caso fortuito ou de força maior que torne inútil, inaproveitável ou impossível os serviços prestados ou a continuidade da prestação dos serviços hora contratados.

14. Na hipótese da **CONTRATANTE** rescindir o presente contrato antes de seu término sem culpa da **CONTRATADA**, obriga-se à prévia notificação com antecedência mínima de 24 (vinte e quatro) horas e, se a rescisão antecipada se der por iniciativa da **CONTRATADA**, sem culpa da **CONTRATANTE**, notificará formalmente, no mesmo prazo acima estabelecido e, não sendo possível sua imediata substituição, **cumprirá a diária imediatamente subseqüente**, sob pena de responder pelas perdas e danos decorrentes de sua ausência, além de multa de 10% (dez por cento) sobre o valor da diária contratada, multplicado pelo número de dias restantes do contrato.

15. Se inadimplidas, por qualquer das partes, alguma das obrigações ora contraídas, haverá resolução do presente, respondendo a **CONTRATADA** pelos prejuízos causados e multa equivalente a 10% (dez por cento) do saldo do contrato na data da rescisão, a título de perdas e danos, além da indenização pelos danos materiais devidamente comprovados.

16. O(a) **CONTRATADO(a)** obriga-se a manter, sob sigilo absoluto, as informações que lhe forem transmitidas pela **CONTRATANTE**, sobre suas atividades ou projetos, sendo-lhe vedado transmiti-las a terceiros sob qualquer pretexto, sem prévia e expressa autorização da mesma.

III – DISPOSIÇÕES FINAIS:

Na hipótese da ciência do CONTRATADO(a), quanto às disposições do presente Termo, ocorrer por meio eletrônico (e-mail, mensagem por aplicativo tefônico, ou outra forma assemelhada), DEVERÁ declarar expressamente sua concordância, ficando o pagamento dos serviços prestados vinculado à tal declaração, nos termos do item "3.1", passando a comunicação eletrônica a integrar o presente para todos os fins e efeitos de direito.

Para dirimir quaisquer dúvidas sobre o presente instrumento, as partes elegem, com exclusividade, o foro da comarca de São Bernardo do Campo (SP), a exceção de quaisquer outros.

E, por assim estarem justos e contratos, declarando as partes que efetuaram a minuciosa leitura do teor do presente instrumento e que corresponde às suas vontades, assinam o presente em 02 (duas) vias de igual teor, na presença das testemunhas identificadas abaixo.

São Bernardo do Campo, 26 de Março de 2.019

FUNDAÇÃO SOCIEDADE COMUNICAÇÃO CULTURA E TRABALHO

Contratado(a): AVANA FRANCA SALLES

TESTEMUNHAS:

1. Nome: RG. 33034847-4

2. Nome: RG.

April 02nd, 2025

To Whom It May Concern,

This letter is to certify that Miss Avana França Salles worked as a full-time Copywriter at Jurado e Marques Automóveis Ltda company from September 09, 2021 to June 29, 2022. His job duties as the Manager Administrator included the following:

- Managing Website and Blog Content
- Writing Social Media and Email Campaigns
- Developing Sales and Promotional Materials
- Enhancing Customer Engagement
- Researching Market Trends
- Creating Persuasive Advertisements

Please do not hesitate to contact me at (caio@marksveiculos.com.br) or +5517981881166, should you have further questions regarding Miss. Avana's employment or qualifications.

Sincerely,

05.262.178/0001-24
JURADO & MARQUES
AUTOMÓVEIS LTDA.
Av. 43 N.º 1080 - ALVORADA
CEP 14780-425
BARRETOS (SP)

Caio Garcia Marques
Diretor

Avenida 43, nº1080 - Jardim Alvorada
Barretos / São Paulo
Brasil
contato@marksveiculos.com.br

minervafoods

DECLARATION

We hereby declare, for all due purposes, that AVANA FRANCA SALLES, registration 01068947, CPF 360.581.678-92, holder of the Employment Record Book 3605816, series 7892-SP, was employed by us from 02/15/2021 to 07/23/2021, holding the position of COMMUNICATIONS ANALYST, and worked at the Barretos branch, CNPJ 67.620.377/0001-14.

Being this the truth, I sign this declaration.

Barretos - SP, June 2, 2025.

----//signature//----

Juliano Masalskiene
Payroll Coordinator

I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



_____ Date: June 02, 2025.

minervafoods

DECLARAÇÃO

Declaramos para os devidos fins, que AVANA FRANCA SALLES, matrícula 01068947, CPF 360.581.678-92, portador da CTPS 3605816 série 7892-SP, foi nossa funcionária durante o período de 15/02/2021 até 23/07/2021, exercendo a função de ANALISTA DE COMUNICACAO PLENO, trabalhava na filial de Barretos no CNPJ 67.620.377/0001-14.

Por ser verdade, assino a presente declaração.

Barretos - SP, 02 de junho de 2025.

Juliano Masalskiene
Coordenador Folha de Pagamento

GOVERNMENT OF THE STATE OF SÃO PAULO
DEPARTMENT OF ECONOMIC DEVELOPMENT
COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

SIMPLIFIED REGISTRATION FORM

IN THIS SIMPLIFIED REGISTRATION FORM, THE INFORMATION IN THE "COMPANY," "CAPITAL," "ADDRESS," "COMPANY PURPOSE," AND "OWNER/PARTNERS/BOARD OF DIRECTORS" SECTIONS REFERS TO THE COMPANY'S CURRENT STATUS AS OF THE DATE OF ISSUANCE OF THIS DOCUMENT.

THE FOLLOWING ARE STATEMENTS OF THE LAST FIVE FILINGS MADE, IF ANY.

THE AUTHENTICITY OF THIS SIMPLIFIED REGISTRATION FORM CAN BE VERIFIED AT WWW.JUCESPONLINE.SP.GOV.BR, ENTERING THE AUTHENTICITY CODE PROVIDED AT THE END OF THIS DOCUMENT.

TO OBTAIN THE COMPLETE COMPANY HISTORY, CONSULT THE CERTIFICATE OF FULL CONTENT.

Informative Sheet (regarding the user's registration status with the Individual Micro-Entrepreneur - MEI Portal)

ATTENTION: The information in this form reflects data entered through electronic self-declaration and is the sole responsibility of the Entrepreneur Portal maintained by the Federal Government, governed by Complementary Federal Law 123/2006.

COMPANY

INCORPORATION AS AN INDIVIDUAL ENTREPRENEUR

AVANA FRANCA SALLES 36058167892

CORPORATE NAME		TYPE
		ENTREPRENEUR (M.E.)
NIRE - HEAD OFFICE	DATE OF INCORPORATION	ISSUANCE
35824896652	08/23/2017	05/11/2026 4:21:48 PM
COMMENCEMENT OF ACTIVITIES	CNPJ	STATE REGISTRATION
08/23/2017	28.488.772/0001-33	

CAPITAL

R$ 10.00 (TEN REAIS)

ADDRESS

ADDRESS: AVENIDA BRIGADEIRO LUIS ANTONIO	NUMBER: 2752	
NEIGHBORHOOD: JARDIM PAULISTA	UNIT: APARTMENT 11	
CITY: SÃO PAULO	ZIP CODE: 01402-000	STATE: SP

CORPORATE PURPOSE

PUBLISHING NON-DAILY NEWSPAPERS

OWNER / PARTNERS / BOARD OF DIRECTORS

AVANA FRANCA SALLES, RACE/COLOR: NOT DECLARED, BRAZILIAN, CPF: 360.581.678-92, RESIDING AT AV BRIGADEIRO LUIZ ANTONIO, 2752, APARTMENT 11, JARDIM PAULISTA, BARRETOS - SÃO PAULO, ZIP CODE 01402-000.

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END OF INFORMATION FOR NIRE: 35824896652
DATE OF LAST DATABASE UPDATE: 05/11/2026



Simplified Registration Form. Document Certified by COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO. The Commercial Registry of the State of São Paulo guarantees the authenticity of this document when viewed directly in the portal www.Jucesponline.Sp.Gov.Br under the authenticity number 291584412, Monday, May 11, 2026 at 4:21:48 p.m.

I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



Date: May 21, 2026.

GOVERNO DO ESTADO DE SÃO PAULO
SECRETARIA DE DESENVOLVIMENTO ECONÔMICO
JUNTA COMERCIAL DO ESTADO DE SÃO PAULO

FICHA CADASTRAL SIMPLIFICADA

NESTA FICHA CADASTRAL SIMPLIFICADA, AS INFORMAÇÕES DOS QUADROS "EMPRESA", "CAPITAL", "ENDEREÇO", "OBJETO SOCIAL" E "TITULAR/SÓCIOS/DIRETORIA" REFEREM-SE À SITUAÇÃO ATUAL DA EMPRESA, NA DATA DE EMISSÃO DESTE DOCUMENTO.

A SEGUIR, SÃO INFORMADOS OS EXTRATOS DOS CINCO ÚLTIMOS ARQUIVAMENTOS REALIZADOS, SE HOUVER.

A AUTENTICIDADE DESTA FICHA CADASTRAL SIMPLIFICADA PODERÁ SER CONSULTADA NO SITE WWW.JUCESPONLINE.SP.GOV.BR, MEDIANTE O CÓDIGO DE AUTENTICIDADE INFORMADO AO FINAL DESTE DOCUMENTO.

PARA OBTER O HISTÓRICO COMPLETO DA EMPRESA, CONSULTE A FICHA CADASTRAL COMPLETA.

Ficha Informativa (relativa à situação cadastral do usuário perante o Portal MEI)

ATENÇÃO: As informações desta ficha refletem dados cadastrados por autolançamento eletrônico e são de inteira responsabilidade do Portal do Empreendedor mantido pela União Federal, disciplinado pela Lei Complementar Federal 123/2006.

EMPRESA		
CONSTITUÍDO COMO EMPREENDEDOR INDIVIDUAL **AVANA FRANCA SALLES 36058167892**		
TÍTULO DE ESTABELECIMENTO		TIPO EMPRESÁRIO (M.E.)
NIRE MATRIZ	DATA DA CONSTITUIÇÃO	EMISSÃO
35824896652	23/08/2017	11/05/2026 16:21:48
INÍCIO DE ATIVIDADE	CNPJ	INSCRIÇÃO ESTADUAL
23/08/2017	28.488.772/0001-33	

CAPITAL
R$ 10,00 (DEZ REAIS)

ENDEREÇO		
LOGRADOURO: AVENIDA BRIGADEIRO LUIS ANTONIO	NÚMERO: 2752	
BAIRRO: JARDIM PAULISTA	COMPLEMENTO: APT 11	
MUNICÍPIO: SÃO PAULO	CEP: 01402-000	UF: SP

OBJETO SOCIAL
EDIÇÃO DE JORNAIS NÃO DIÁRIOS

TITULAR / SÓCIOS / DIRETORIA
AVANA FRANCA SALLES, RAÇA/COR: NÃO DECLARADA, NACIONALIDADE BRASILEIRA, CPF: 360.581.678-92, RESIDENTE À AV BRIGADEIRO LUIZ ANTONIO, 2752, APTO 11, JARDIM PAULISTA, BARRETOS - SP, CEP 01402-000.

Documento Gratuito
Proibida a Comercialização

FIM DAS INFORMAÇÕES PARA NIRE: 35824896652
DATA DA ÚLTIMA ATUALIZAÇÃO DA BASE DE DADOS: 11/05/2026

JUCESP SÃO PAULO GOVERNO DO ESTADO documento assinado digitalmente

Ficha Cadastral Simplificada. Documento certificado por JUNTA COMERCIAL DO ESTADO DE SÃO PAULO. A Junta Comercial do Estado de São Paulo, garante a autenticidade deste documento quando visualizado diretamente no portal www.jucesponline.sp.gov.br sob o número de autenticidade 291584412, segunda-feira, 11 de maio de 2026 às 16:21:48.

Exhibit C.I – First Prong – Substantial Merit and National Importance

Inova
Communications



2026

BUSINESS PLAN

Name: Avana França Salles
Phone: +55 (11)93002-5715
E-mail: na_f14salles@hotmail.com
Position: General Manager & Strategic Communication Consultant

Prepared by:
Nextus Plan

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APPENDIX 1

1.0 Executive Summary

Inova Communications will be established in San Francisco, California, as a strategic communication consultancy offering specialized services in multicultural communication, public relations, digital marketing, and stakeholder engagement. The company's mission is to enhance the visibility, credibility, and operational communication of small and mid-sized businesses through professional, multilingual strategies tailored to diverse audiences.

The company will be led by Mrs. Avana França Salles, a communication professional with experience in journalism, marketing, and institutional communication. With a postgraduate degree from ECA-USP in Strategic Communication and extensive experience across sectors such as media, corporate communication, and public campaigns, she brings technical expertise and a results-driven approach. Her work includes projects for major companies like Minerva Foods and public-facing roles in television and content production.

Inova Communications will offer the following core services:

1. **Multicultural Communication Strategy Development:** Tailored communication planning that bridges cultural and linguistic gaps in customer engagement.
2. **Professional Public Relations and Media Relations:** Institutional content development and strategic press outreach in English, Portuguese, and Spanish.
3. **Digital Marketing and Content Operations:** Design and execution of digital campaigns, social media management, and audience analysis.
4. **Corporate Communication and Stakeholder Management:** Structured communication frameworks to improve customer retention and business positioning.

Market Overview & Opportunity

California is home to over 4.2 million small businesses, making it the largest small business economy in the U.S.[1] These companies often struggle to maintain consistent, professional communication strategies due to resource constraints or a lack of qualified providers. This gap is especially pronounced in diverse regions like the San Francisco Bay Area, where multilingual and multicultural communication is a critical competitive advantage.

The demand for professional communication services has grown alongside the rise of digital commerce, social media, and brand-driven consumer behavior. However, many small businesses still rely on informal or DIY marketing efforts, which can limit their growth and client retention.

[1] https://advocacy.sba.gov/wp-content/uploads/2024/11/California.pdf

Inova Communications is positioned to meet this demand by offering expert-led services that are accessible, strategic, and culturally informed.

Innovation and Competitive Advantage

Inova Communications combines professional expertise with cultural fluency. Unlike generalist social media freelancers or informal marketing providers, the company offers:

- Multilingual communication capabilities (Portuguese, English, Spanish).
- Technical background in journalism and corporate communications.
- Proven success in strategic content creation for institutional and commercial audiences.
- Services that integrate communication planning, media production, and brand positioning.

Mission and National Interest Contribution

Inova Communications supports U.S. national interest by:

- Strengthening the communication capacity of small businesses, which form the backbone of the American economy.
- Promoting cultural and linguistic inclusion in business outreach and customer engagement.
- Creating skilled jobs in the communication and creative industries.
- Elevating professional standards in digital marketing and public relations for underserved market segments.

By improving access to professional communication tools and expertise, Inova Communications contributes to the growth and resilience of small businesses, particularly in high-diversity, high-impact economic regions like California.

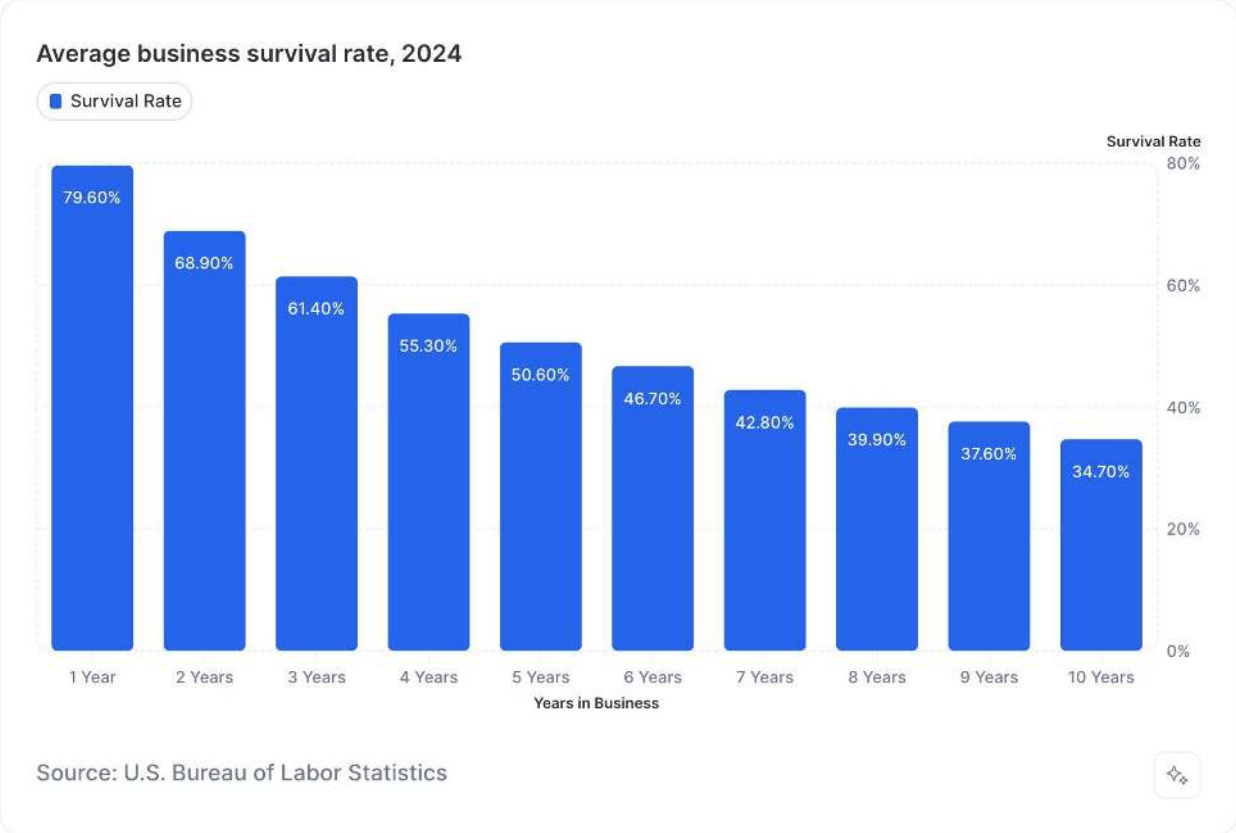
1.1 Market Opportunity

Small businesses are the backbone of the American economy, accounting for 99.9% of all U.S. businesses and employing nearly 59 million people.[2] In California alone, there are over 4.2 million small businesses, the highest of any state in the country. Despite their prevalence and importance, many of these businesses face significant challenges related to visibility, brand positioning, and customer engagement.

Business-survival data compiled from U.S. Bureau of Labor Statistics sources indicate that approximately 20% of new businesses do not survive their first year and nearly half do not remain operational beyond five years. Limited strategic communication and market visibility can further constrain business growth.

[2] https://advocacy.sba.gov/wp-content/uploads/2024/11/United_States.pdf

marketing and communication support.[3] While business owners often have deep knowledge of their products or services, most lack the expertise, time, or resources to implement effective marketing, digital outreach, or public relations strategies. As a result, they struggle to attract customers, retain loyalty, and stand out in increasingly competitive markets.



This communication gap is even more pronounced in culturally diverse regions like San Francisco and the Bay Area, where multilingual and multicultural audiences require targeted, context-aware messaging. A report from the U.S. Small Business Administration (SBA) highlights that businesses serving multicultural markets are underperforming in brand engagement due to limited access to specialized communication professionals.[4]

Inova Communications is positioned to address this gap. By combining strategic communication planning, digital marketing execution, and professional public relations in multiple languages, the company offers small businesses a competitive advantage in visibility, outreach, and brand credibility. Unlike generalist freelancers or do-it-yourself marketing tools, Inova provides integrated solutions that are both technically sound and culturally fluent.

[3] https://www.commerceinstitute.com/business-failure-rate/
[4] https://nationalbusiness.org/the-impact-of-small-businesses-on-the-united-states-economy/

As small businesses continue to grow in number and diversity, so does the demand for accessible, expert-led communication services. Inova Communications not only fills a critical market need but also contributes to small business sustainability, job creation, and broader economic resilience in one of the most dynamic business ecosystems in the United States.

2.0 The Company

Inova Communications will be established in San Francisco, California, as a full-service strategic communication consultancy dedicated to helping small and medium-sized businesses improve their visibility, audience engagement, and long-term sustainability. The company will offer integrated services across multicultural communication strategy, public relations, digital marketing, stakeholder engagement, and customer communication.

Founded by Mrs. Avana França Salles, a seasoned communication professional with experience in journalism, marketing, and corporate communication, the company will address a critical gap in the U.S. small business ecosystem: the lack of accessible, high-quality communication and brand-building support. Mrs. Salles will serve as General Manager & Strategic Communication Consultant, overseeing all operations, managing client accounts, and guiding the company's service execution and strategic direction.

Inova Communications is designed to scale efficiently while maintaining high service quality. Over its first five years, the company will grow to a team of 18 professionals, structured to serve a diverse client base across California and, eventually, other key U.S. markets.

Planned Team Structure:

- **1 General Manager & Strategic Communication Consultant** – Mrs. Avana França Salles
- **3 Marketing and Communications Specialists** – Responsible for campaign planning, content production, and brand support
- **2 Communication Strategists** – Focused on designing client communication frameworks and positioning strategies.
- **2 Public Relations Specialists** – Managing media relations, press releases, and public visibility.
- **2 Digital Marketing Managers** – Leading paid ad campaigns, SEO, email marketing, and performance analytics
- **1 Social Media Manager** – Handling content calendars, engagement metrics, and social platform growth

- **3 Sales Representatives** – Managing client acquisition, onboarding, and proposal coordination.
- **1 Office Manager** – Overseeing administrative operations, vendor coordination, and internal scheduling.
- **1 Administrative Assistant** – Supporting daily office tasks, reports, and communication logistics.
- **2 Customer Service Representatives** – Handling client inquiries, follow-ups, and service satisfaction tracking

This structure ensures that Inova Communications can provide a robust portfolio of services while maintaining lean operational efficiency. The team will be cross-functional and collaborative, allowing the company to respond flexibly to client needs and market changes.

As demand increases, Inova Communications will expand its reach, develop digital content assets such as toolkits and workshops, and consider opening satellite offices in Los Angeles or other high-growth regions. The company's growth will be driven by both market demand and its commitment to delivering expert-level communication services that empower small businesses to thrive in a competitive economy.

2.1 Services Description

Inova Communications will offer four core services designed to strengthen the communication strategies of small and medium-sized businesses across the United States. The company will develop Multicultural Communication Strategies to help clients engage diverse audiences through culturally and linguistically tailored messaging. It will provide Professional Public Relations and Media Relations to increase visibility and credibility through structured media outreach and multilingual press support. Through its Digital Marketing and Content Operations, Inova will manage campaigns, content creation, and performance analysis to enhance online presence and customer engagement. Additionally, the company will deliver Corporate Communication and Stakeholder Management services to improve internal messaging, build client relationships, and support long-term brand alignment across all levels of the organization.

1. Multicultural Communication Strategy Development

Inova Communications will provide Multicultural Communication Strategy Development services to help businesses connect with diverse audiences through culturally relevant and linguistically appropriate messaging. The company will create customized communication plans that reflect the cultural values, language preferences, and behavioral patterns of target

customer segments. These strategies will include audience profiling, message adaptation, bilingual content planning, and platform-specific engagement tactics designed to improve outreach and brand resonance across multilingual markets.

As the U.S. population becomes increasingly diverse, many businesses will face challenges in effectively reaching customers from different cultural backgrounds. Inova Communications will address this gap by equipping companies with the tools to engage inclusively and authentically. By improving communication across languages and cultures, the company will help businesses expand their market presence, improve customer relationships, and strengthen long-term brand loyalty. In doing so, Inova will contribute to a more inclusive and competitive American economy, where communication is not a barrier but a strategic advantage.

2. Professional Public Relations and Media Relations

Inova Communications will offer Professional Public Relations and Media Relations services to help businesses build visibility, credibility, and trust in the marketplace. These services will include the development of press releases, media kits, institutional messaging, and the management of relationships with journalists, broadcasters, and digital media outlets. The company will also provide media training, story pitching, and coverage tracking to ensure clients are represented accurately and effectively. All services will be available in English, Portuguese, and Spanish, allowing for expanded reach in diverse media markets.

By positioning clients in front of relevant media outlets and aligning messaging with strategic goals, Inova Communications will help businesses become recognized voices in their industries. This increased visibility will support brand growth, attract new customers, and enable small businesses to compete more effectively in markets typically dominated by larger players.

3. Digital Marketing and Content Operations

Inova Communications will offer Digital Marketing and Content Operations services to help businesses increase their online visibility and drive customer engagement through structured, data-driven campaigns. The company will manage all stages of digital execution, including content planning, copywriting, visual asset coordination, social media scheduling, email marketing, and performance analysis. Campaigns will be tailored to each client's target audience, business goals, and platform requirements, ensuring consistent and high-impact messaging across digital channels.

Rather than relying on ad hoc marketing efforts, businesses will benefit from structured digital strategies that convert audience interest into measurable growth. Inova will empower clients to increase their online presence, improve conversion rates, and establish a reliable digital footprint in today's competitive, fast-moving digital marketplace.



4. Corporate Communication and Stakeholder Management

Inova Communications will provide Corporate Communication and Stakeholder Management services to help businesses build clear internal messaging and maintain strong relationships with customers, partners, and employees. The company will develop communication frameworks that include internal newsletters, policy messaging, client engagement protocols, and feedback channels. These tools will be designed to support consistency, transparency, and alignment between business goals and stakeholder expectations.

By creating communication processes that align with business goals, Inova will help clients reduce internal confusion, improve team performance, and sustain long-term trust with external audiences. This will result in stronger operational cohesion and enhanced reputation management, both essential for business continuity and growth in an evolving economic environment.

2.2 Company's Expansion

Inova Communications will begin operations in the San Francisco Bay Area, focusing on stabilizing its core services, building a strong client base, and optimizing internal processes. The region's concentration of small and mid-sized businesses, combined with its cultural diversity, creates a high demand for multilingual and strategic communication services. Once operations are solid and scalable, the company will expand into the Los Angeles market, another high-growth region with a dense and diverse entrepreneurial ecosystem.

As it grows, Inova Communications will continue to offer services that help businesses improve customer outreach, enhance brand visibility, and communicate more effectively with a wide range of audiences. By delivering professional marketing, public relations, and internal communication strategies, the company will support American businesses, particularly small enterprises that often lack these capabilities in-house, in becoming more competitive, sustainable, and resilient. In the long term, Inova plans to expand nationally into key metropolitan areas such as Miami, New York City, Houston, and Chicago. Through this

expansion, the company will help strengthen the communication infrastructure of U.S. businesses, supporting economic development, inclusivity, and improved market performance across multiple industries and communities.

2.3 Company's Targets

Inova Communications will focus on serving small and medium-sized businesses that lack dedicated marketing and communication teams but require professional support to improve brand visibility, customer engagement, and media presence. The company's initial market will include businesses in the San Francisco Bay Area, with plans to expand outreach as operations grow.

The target clients are organizations that recognize the importance of strategic communication but struggle with inconsistent messaging, limited outreach, or language barriers. These businesses often operate in multicultural communities and need tailored solutions to connect with diverse audiences. Inova Communications will help bridge that gap by offering multilingual and culturally fluent communication services.

Target customer segments and industries include:

- Beauty and wellness clinics (e.g., spas, aesthetic centers, med spas)
- Independent restaurants, cafés, and food services
- Ethnic grocery stores and specialty retailers
- Fitness and lifestyle brands
- Professional service providers (e.g., real estate agents, consultants, law offices)
- Educational institutions and training centers
- Community organizations and cultural nonprofits
- Health and wellness practitioners (e.g., therapists, chiropractors)
- Event planning companies and small-scale creative agencies
- Startups and solo entrepreneurs in early growth stages

By supporting these types of businesses, Inova Communications will contribute to a more professional, competitive, and culturally connected business environment, helping clients build strong brands and achieve sustainable growth.

2.4 Need for the Company's Services

Despite their economic significance, many small and mid-sized businesses across the United States face challenges related to visibility, professional branding, and customer communication. In an increasingly competitive and digital-driven market, these gaps can significantly limit growth, customer retention, and brand positioning. Inova Communications is well-positioned to meet these unmet needs through expert-led, multilingual, and scalable communication solutions.

Key needs addressed by Inova Communications include:

- **Lack of Professional Marketing and PR Support:** Many businesses operate without a dedicated marketing or communication team, leading to inconsistent messaging, weak branding, and missed media opportunities. Inova will provide these services in a structured, accessible format tailored to the client's scale and audience.
- **Difficulty Reaching Multilingual and Diverse Audiences:** In diverse regions like California, businesses often fail to connect with segments that speak different languages or have unique cultural preferences. Inova's multilingual and culturally fluent strategies will allow businesses to communicate effectively with these underserved audiences.
- **Limited Online Visibility and Engagement:** Without a digital marketing strategy, small businesses struggle to compete online. Inova will offer targeted content creation, campaign execution, and social media management to increase visibility, drive engagement, and grow online audiences.
- **Poor Internal and External Communication Structure:** Many businesses lack clear internal communication frameworks or consistent customer engagement practices. Inova will create structured communication plans, stakeholder messaging systems, and customer relationship protocols to support business alignment and operational efficiency.
- **Inability to Compete with Larger Brands:** Smaller businesses often have the talent and products to succeed but lack the strategic communication tools to stand out in saturated markets. Inova will level the playing field by delivering agency-level expertise in an affordable and scalable model.

2.5 Company's Economic Benefits

The five-year projections for Inova Communications reflect a stable, scalable, and economically beneficial business model. The company is expected to generate consistent revenue growth, contribute significantly to local and federal tax revenue, and create quality jobs within

California's professional services sector. Through its focus on strategic communication, Inova Communications will not only drive business outcomes for its clients but also produce measurable economic value for the broader U.S. economy.

Revenue and Profit Growth

Sales are projected to grow from $393,500 in Year 1 to $2,179,689 in Year 5, supported by increased client demand, service expansion, and an expanded team. Gross margin will increase from $362,020 in Year 1 to $2,005,314 by Year 5, while net profit will rise steadily from $42,473 to $165,684 over the same period.

Tax Revenue Contributions

Over five years, Inova Communications will contribute an estimated **$557,879 in tax revenue**, including:

- **$217,180** in federal and state income taxes
- **$340,699** in payroll taxes

Tax contributions will scale with business growth, beginning at $35,548 in Year 1 and reaching $185,161 by Year 5. These payments will support public services, infrastructure, and the broader fiscal health of the regions in which the company operates.

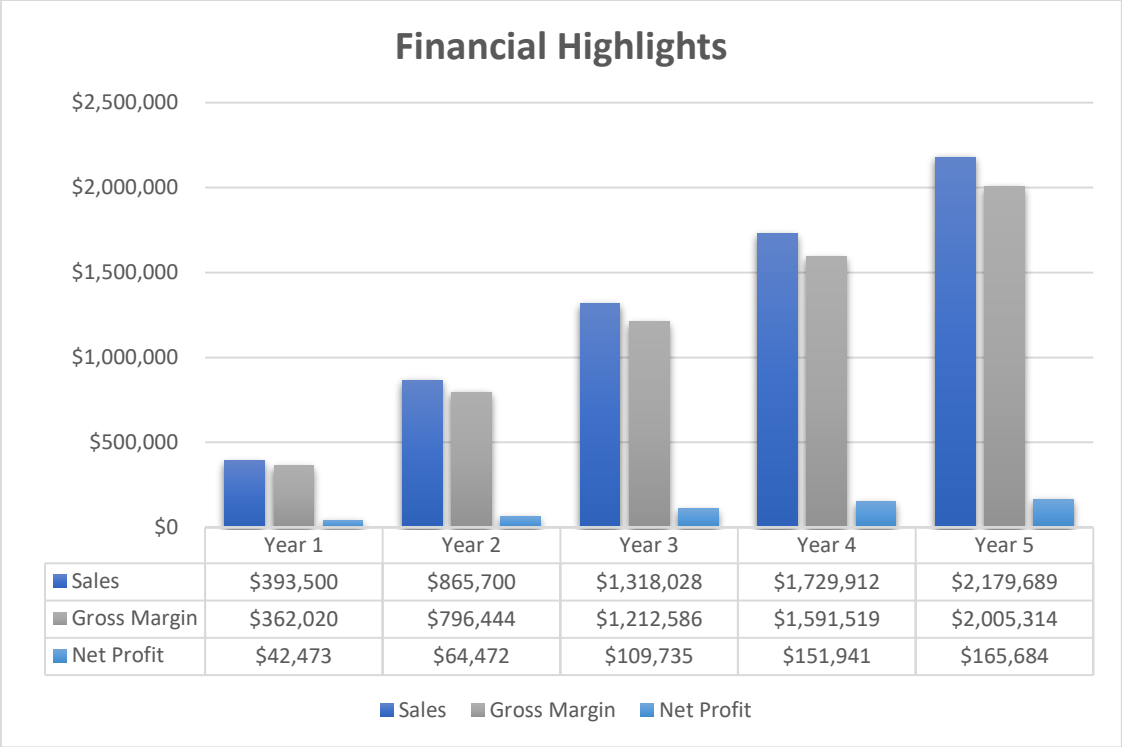
Job Creation and Payroll Growth

The company will start with a core team of four employees in Year 1 and expand to a staff of 18 full-time professionals by Year 5. The hiring plan includes roles in marketing, communication strategy, public relations, sales, administration, and customer service. Payroll will grow from $239,000 in Year 1 to over $1.5 million by Year 5, reflecting Inova's investment in talent retention, fair compensation, and organizational development.

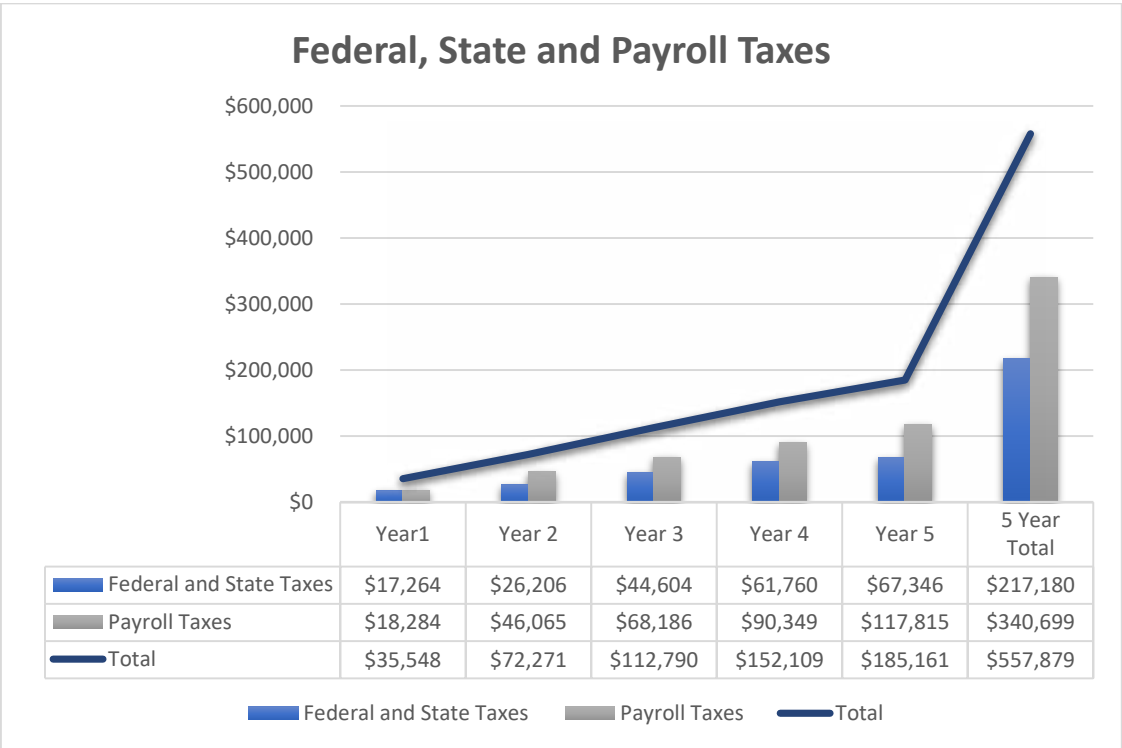
Broader Economic Impact

Beyond direct employment and tax revenue, Inova Communications will support the national interest by enhancing the competitiveness of small and mid-sized businesses, helping them thrive through improved marketing, communication, and stakeholder engagement. As the company expands into Los Angeles and, later, other U.S. markets, it will strengthen communication ecosystems, promote economic inclusion, and contribute to the sustainability of the small business sector across the country.

2.5.1 Financial Highlights and Taxes Charts



	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$393,500	$865,700	$1,318,028	$1,729,912	$2,179,689
Gross Margin	$362,020	$796,444	$1,212,586	$1,591,519	$2,005,314
Net Profit	$42,473	$64,472	$109,735	$151,941	$165,684



	Year1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Federal and State Taxes	$17,264	$26,206	$44,604	$61,760	$67,346	$217,180
Payroll Taxes	$18,284	$46,065	$68,186	$90,349	$117,815	$340,699
Total	$35,548	$72,271	$112,790	$152,109	$185,161	$557,879

3.0 Industry Analysis

Inova Communications will operate at the intersection of two dynamic and fast-growing sectors in the U.S. economy: Public Relations Firms and Digital Advertising Agencies. Both industries are evolving rapidly, fueled by digital transformation, increased demand for strategic communication, and shifting consumer expectations related to brand visibility, trust, and values.

Public Relations Industry

The U.S. Public Relations industry has experienced steady growth over the past five years, with revenues rising at a compound annual growth rate (CAGR) of 5.6% to reach an estimated $24.6 billion in 2025. Profitability is also improving, with projected margins of 15.1%, as businesses prioritize brand messaging and public trust. Although smaller companies have reduced PR spending in response to high interest rates, overall demand has been sustained by a 10.1% increase in corporate profits and a 3.9% rise in consumer spending.



Key drivers of PR services include healthcare, finance, and retail sectors, industries that require frequent public engagement and brand positioning. Public health concerns, such as COVID-19 variants and new threats like avian flu, have increased demand for accurate, fast, and multilingual communication. At the same time, growing consumer awareness of social and environmental responsibility has led companies to invest in PR strategies that reflect their values. The use of digital tools, including data analytics and emerging platforms like TikTok, has also transformed the industry, creating demand for firms with specialized media relations expertise.

Looking ahead, PR services are expected to grow steadily, with revenue projected to reach $26.1 billion by 2030. Brands will increasingly seek communication partners that can help them adapt to changing public expectations and ESG standards. Inova Communications will be well-positioned to serve this need, offering public relations strategies rooted in cultural fluency, multilingual delivery, and cross-platform media coordination.[5]

[5] https://my.ibisworld.com/us/en/industry/54182/performance

Digital Advertising Industry

The U.S. Digital Advertising industry is one of the fastest-growing sectors in the marketing space. Fueled by the shift from traditional to digital media and accelerated by the post-pandemic surge in online activity, industry revenue is projected to grow at a CAGR of 10.6%, from $52.4 billion in 2024 to $86.6 billion by 2029.



The rise of mobile browsing, video streaming, e-commerce, and social media has redefined how companies advertise. Businesses across industries, including retail, financial services, automotive, and telecommunications, are investing in multi-platform campaigns that emphasize real-time analytics, targeted messaging, and performance tracking. Clients now seek agencies that can offer creative content, audience segmentation, data mining, and social media optimization under one roof.

Inova Communications will meet this demand by delivering integrated digital marketing and content services that combine strategy, execution, and analytics. Its ability to provide culturally adapted content and language-specific campaigns will further differentiate it in a competitive market that increasingly values inclusivity and personalization.[6]

3.1 Major Market Segmentation

The demand for communication, public relations, and digital marketing services in the United States spans multiple industries, with particular concentration among small and medium-sized enterprises (SMEs) that lack internal communication departments but require professional visibility and engagement strategies. Inova Communications will target underserved market segments that represent both high growth and high need for outsourced marketing and PR services.

The small-business sector is a dominant force in the U.S. economy, comprising approximately 34.8 million businesses and employing approximately 59 million people. Despite their scale, many of these businesses lack dedicated communication and public-relations resources.

[6] https://my.ibisworld.com/us/en/industry-specialized/OD5889/performance

companies operate without dedicated marketing teams, relying instead on ad hoc or informal communication efforts. These businesses form a large and growing client base for professional agencies that offer affordable, scalable, and multilingual services, precisely the niche Inova Communications aims to fill.

The company's services will be especially relevant across the following segments:

- **Professional Services (law, accounting, real estate, consulting):** This sector continues to expand across urban areas, with many firms needing help with branding, thought leadership, and client communication strategies.
- **Healthcare and Wellness Providers:** Independent clinics, med spas, therapy practices, and dental offices often serve multicultural populations but lack the internal resources to manage multilingual outreach, digital presence, or PR.
- **Retail and E-Commerce:** With increasing reliance on online platforms and search visibility, small retailers and DTC brands require digital marketing support to remain competitive.
- **Restaurants and Food Services:** A high-turnover, visibility-dependent industry that requires consistent branding, local outreach, and campaign support to attract and retain customers.
- **Education and Training Centers:** Private schools, language institutes, tutoring centers, and coaching programs increasingly rely on digital outreach and brand credibility to enroll students.

In addition to these sectors, startups, nonprofits, and community-based organizations represent emerging opportunities. These groups often need help with media coverage, grant visibility, donor communication, and digital positioning, but are underserved by traditional agencies focused on larger corporate accounts.

By focusing on these market segments, Inova Communications will align its services with sectors that exhibit both a critical need for professional communication and a clear path to growth. This strategic focus ensures long-term client retention, recurring revenue opportunities, and scalability across different geographic regions in the U.S. economy.

3.2 Business Locations

Inova Communications will be strategically headquartered in California, the state with the largest concentration of small businesses in the United States. According to the U.S. Small Business Administration (SBA) 2024 Small Business Profile, California is home to approximately 4.2 million small businesses, representing 99.9% of all businesses in the state. These companies employ around 7.0 million workers, which accounts for 47.1% of California's total workforce.

The state's dense, diverse, and entrepreneur-driven economy makes it an ideal location for launching communication services tailored to the needs of small and mid-sized enterprises.[7]

Small business count by size and industry

Industry	Without employees	1–19 employees	20–499 employees	All small businesses
Professional, Scientific, and Technical Services	559,592	122,070	7,935	689,597
Transportation and Warehousing	496,170	26,304	2,814	525,288
Real Estate and Rental and Leasing	349,772	49,273	1,913	400,958
Other Services (except Public Administration)	322,246	67,606	4,103	393,955
Health Care and Social Assistance	272,745	90,334	9,216	372,295
Retail Trade	274,667	63,952	6,087	344,706
Administrative, Support, and Waste Management	276,804	35,300	4,813	316,917
Construction	234,196	74,014	7,229	315,439
Arts, Entertainment, and Recreation	211,769	29,117	1,405	242,291
Accommodation and Food Services	63,288	57,091	11,513	131,892
Finance and Insurance	90,273	28,450	1,855	120,578
Wholesale Trade	57,002	41,026	6,002	104,030
Educational Services	87,896	12,099	2,458	102,453
Information	68,897	18,314	2,000	89,211
Manufacturing	43,401	25,500	6,746	75,647
Agriculture, Forestry, Fishing and Hunting	13,857	1,786	234	15,877
Mining, Quarrying, and Oil and Gas Extraction	2,361	341	79	2,781
Utilities	1,379	551	55	1,985
Management of Companies and Enterprises	*	520	1,397	1,917
Industries not classified	*	1,107	5	1,112
All industries	3,426,315	744,032	74,509	4,244,856

* Not reported by the Census Bureau

Sources: Nonemployer Statistics, 2021 (Census); Statistics of U.S. Businesses, 2021 (Census)

Nationally, the United States is home to 34.8 million small businesses, making up 99.9% of all U.S. businesses and employing 59.0 million people, 45.9% of the country's private-sector workforce. Between March 2022 and March 2023, over 1.3 million new establishments were launched, while 1.1 million closed, reflecting a net increase of over 212,000 businesses. In California alone, there were 211,941 business openings and 198,314 closures, reinforcing the state's vibrant and competitive small business environment.[8]

[7] https://advocacy.sba.gov/wp-content/uploads/2024/11/California.pdf

[8] https://advocacy.sba.gov/wp-content/uploads/2024/11/United_States.pdf

Small business count by size and industry

Industry	Without employees	1–19 employees	20–499 employees	All small businesses
Professional, Scientific, and Technical Services	3,831,558	805,237	51,526	4,688,321
Transportation and Warehousing	3,599,732	199,970	22,569	3,822,271
Other Services (except Public Administration)	2,935,630	675,946	40,097	3,651,673
Construction	2,786,790	702,944	60,436	3,550,170
Real Estate and Rental and Leasing	3,074,482	343,642	12,376	3,430,500
Retail Trade	2,369,980	589,130	54,456	3,013,566
Administrative, Support, and Waste Management	2,608,000	328,181	37,969	2,974,150
Health Care and Social Assistance	2,124,050	587,848	90,611	2,802,509
Arts, Entertainment, and Recreation	1,513,589	128,290	13,781	1,655,660
Accommodation and Food Services	571,239	450,889	104,391	1,126,519
Finance and Insurance	760,888	228,351	15,247	1,004,486
Educational Services	814,716	80,910	18,073	913,699
Wholesale Trade	387,165	239,705	37,764	664,634
Manufacturing	368,417	179,731	55,200	603,348
Information	387,598	77,423	9,478	474,499
Agriculture, Forestry, Fishing and Hunting	255,679	21,146	1,340	278,165
Mining, Quarrying, and Oil and Gas Extraction	72,952	14,143	2,644	89,739
Utilities	15,053	5,069	1,233	21,355
Management of Companies and Enterprises	*	5,589	12,970	18,559
Industries not classified	*	10,386	54	10,440
All industries	28,477,518	5,667,878	607,038	34,752,434

* Not reported by the Census Bureau

Sources: Nonemployer Statistics, 2021 (Census); Statistics of U.S. Businesses, 2021 (Census)

Inova Communications' initial focus on the San Francisco Bay Area, with planned expansion to Los Angeles, positions the company within two of the most active and diverse business regions in the country. These areas host large volumes of small service providers, startups, and local businesses that rely on community trust, digital visibility, professional branding, and core services that Inova Communications is designed to deliver. Over time, the company will explore entry into other small business-dense metropolitan areas, such as New York City, Miami, Houston, and Chicago, leveraging the same service model to support local economic development across the country.

3.3 Barriers to Entry

The public relations and digital communication industries present moderate barriers to entry, particularly for firms targeting small and mid-sized business clients. While the service-based nature of the industry allows for relatively low startup costs compared to capital-intensive sectors, meaningful entry still requires strategic positioning, specialized expertise, and credibility. Inova Communications recognizes the key challenges new entrants must overcome and is structured to address these barriers effectively.

Key barriers to entry include:

- **Market Saturation and Competition:** The PR and digital marketing sectors are highly competitive, with a wide range of freelancers, boutique agencies, and large firms. New entrants must offer a clearly differentiated value proposition to attract and retain clients.
- **Client Trust and Reputation Building:** Public relations and communication are trust-based industries. Establishing credibility takes time, particularly when clients rely on agencies to manage their brand image, external messaging, and media relations. Inova Communications will overcome this through the founder's strong professional background, multilingual capabilities, and a proven track record in both institutional and private-sector communication.
- **Technological Expertise and Tools:** Agencies must adopt and master digital tools, such as CRM systems, analytics platforms, automation software, and content management tools, to deliver competitive services. Inova Communications plans to invest in the right technology stack early on, ensuring service quality and operational efficiency.
- **Access to Skilled Talent:** Recruiting experienced professionals in content strategy, marketing, PR, and social media can be difficult for new firms. Inova's phased hiring strategy, starting with essential roles and scaling based on revenue, is designed to maintain service quality while controlling costs.
- **Client Acquisition and Retention:** New firms often struggle with consistent lead generation and client retention. Inova Communications will focus on niche market segments, such as multilingual businesses and culturally diverse communities, where demand is high and service options are limited.

Inova Communications is well-positioned to succeed by targeting underserved client segments, leveraging specialized expertise, and offering an integrated service model that combines public relations, digital marketing, and multicultural communication strategies.

4.0 Strategy and Implementation

Inova Communications will execute a phased rollout strategy centered on communication excellence, client-focused solutions, and scalable business growth. The company's mission is to become a trusted provider of professional, multilingual, and culturally aware communication services for small and medium-sized businesses in the United States. The implementation strategy will focus on four core pillars: service specialization, operational structure, market expansion, and brand positioning.

1. Service Delivery and Value Differentiation

Under the leadership of General Manager & Strategic Communication Consultant Mrs. Avana França Salles, Inova Communications will offer integrated services across four key areas: multicultural communication strategy, public relations and media engagement, digital marketing operations, and stakeholder communication. The company will differentiate itself by:

- Offering trilingual service delivery (English, Portuguese, and Spanish) tailored to diverse business audiences.
- Combining technical communication expertise with cultural fluency to serve multicultural and multilingual markets.
- Providing structured strategies and consistent brand messaging, rather than fragmented freelance solutions.
- Using data-driven planning, campaign execution, and performance tracking to deliver measurable outcomes.

This integrated approach will position Inova as a specialized partner capable of elevating its clients' visibility, professionalism, and competitive positioning.

2. Operational Launch and Expansion Plan

Inova Communications will begin operations in San Francisco, California, where the business environment is driven by high small business density and cultural diversity. The company will focus on refining service workflows, client management, and digital infrastructure in the first phase. Its expansion strategy will follow three main stages:

- **Phase 1 (Years 1–2):** Establish a strong presence in the Bay Area through targeted client acquisition, service standardization, and initial hiring of essential personnel.
- **Phase 2 (Years 3–4):** Expand operations to Los Angeles, building a second regional hub to serve Southern California's growing demand for multicultural marketing and communication services.
- **Phase 3 (Years 5+):** Scale nationally into metropolitan areas with high concentrations of small businesses and culturally diverse communities, such as New York City, Miami, Houston, and Chicago.

Each expansion phase will be supported by standardized systems, CRM tools, hiring frameworks, and replicable service models to ensure consistency and scalability.

3. Workforce Development and Internal Structure

The company's workforce strategy will prioritize professional expertise, cultural competence, and lean team growth. Inova will scale from an initial core team of 4 employees to 18 by Year 5. Roles will include:

- Marketing and Communications Specialists
- Communication Strategists
- Public Relations Specialists
- Digital Marketing Managers
- Sales, Administrative, and Customer Support Staff

All team members will undergo ongoing training in digital tools, campaign strategy, and cross-cultural communication. A clear hierarchy and role-based workflow will ensure efficient operations and client satisfaction.

4. Marketing, Outreach, and Brand Positioning

Inova Communications will invest in a strong digital presence and community engagement strategy to build visibility, attract clients, and establish brand trust:

- **Digital Marketing:** Launch a professional website, run targeted social media campaigns, manage SEO/SEM, and use analytics to monitor performance.
- **Client Outreach:** Engage through industry events, webinars, educational content, and referrals within professional communities.
- **Local Engagement:** Form partnerships with small business organizations, chambers of commerce, and multicultural groups to gain market access.
- **Brand Building:** Highlight success stories, testimonials, and measurable outcomes to differentiate the firm as a results-driven communication partner.

5. Long-Term Vision and Growth Model

The long-term vision for Inova Communications is to build a nationally recognized communication consultancy that serves as a growth catalyst for U.S. small businesses. To achieve this, the company will:

- Develop internal systems for quality assurance, project tracking, and client onboarding.
- Invest in automation and digital platforms to scale services without sacrificing personalization.

- Explore strategic partnerships with design studios, media outlets, and advertising agencies.

By focusing on a structured and value-driven approach to expansion, Inova Communications will grow sustainably while maintaining high service quality and positive economic impact.

4.1 Swot Analysis

The SWOT analysis provides a clear framework for identifying and understanding the internal Strengths and Weaknesses of the Inova Communications, as well as the external Opportunities and Threats that it may face. These four elements will help Inova Communications to assess their competitive position and develop strategic plans that leverage their unique advantages while addressing potential challenges. This comprehensive approach will be essential for aligning organizational strategies with the dynamic market conditions and operational realities they encounter.

Strengths

- **Multilingual Service Delivery** – Offers services in English, Portuguese, and Spanish, allowing access to diverse and underserved markets.
- **Founder's Proven Expertise** – Led by a seasoned communication professional with a strong background in journalism, corporate communication, and public relations.
- **Integrated Communication Model** – Combines strategy, PR, digital marketing, and stakeholder engagement into a unified offering.
- **Affordable, High-Value Solutions** – Targets small businesses with professional services that are cost-effective and scalable.
- **Cultural Fluency and Market Sensitivity** – Understands how to craft culturally relevant messages that resonate with multicultural audiences.
- **Scalable Operational Framework** – Business model is designed for growth with replicable systems, phased hiring, and regional expansion plans.

Weaknesses

- **Limited Brand Recognition at Launch** – As a new company, Inova will need to invest heavily in awareness-building and trust generation.
- **Initial Resource Constraints** – Operating with a lean team and startup capital may limit the speed of execution in early stages.

Opportunities

- **High Volume of U.S. Small Businesses** – Over 34.8 million small businesses represent a vast, underserved market for outsourced communication services.

- **Demand for Multicultural and Inclusive Messaging** – Businesses increasingly seek culturally sensitive marketing to connect with diverse audiences.
- **Expansion of Digital Advertising and PR Sectors** – Industry growth presents opportunities to enter new service verticals and geographic markets.
- **Strategic Partnerships with Local Agencies or Chambers** – Potential for collaborations to gain market access and scale faster.
- **Emerging Platforms and Media Trends** – Rising demand for TikTok, influencer marketing, and ESG storytelling creates room for innovative campaigns.
- **Government Support for Small Businesses** – Access to grants, loans, and community development programs can support expansion and client acquisition.

Threats

- **Intense Competition from Established Agencies and Freelancers** – The market is saturated with generalist and low-cost providers.
- **Economic Volatility Impacting Client Budgets** – Small businesses may cut back on communication services during financial downturns.

4.2 Website and Digital Marketing

Inova Communications will implement a comprehensive digital marketing strategy to establish its brand presence, attract clients, and support scalable growth. As a communication-focused company, a strong online identity will be essential to reflect its professional capabilities, showcase its multilingual service offerings, and engage small and mid-sized business clients across California and beyond.

Website Development

The company will launch a modern, mobile-responsive, and bilingual (English/Portuguese, with Spanish integration planned) website that clearly communicates its value proposition and service offerings. The site will highlight the four core services, multicultural communication strategy, public relations, digital marketing, and stakeholder management, with detailed service pages, client testimonials, team bios, and an integrated contact/request form. Additional features will include a case study library, downloadable resources, and a blog to share expert insights on communication trends and client success stories. The site will prioritize accessibility and ease of navigation across all devices.

Search Engine Optimization (SEO)

Inova Communications will develop a localized and niche-specific SEO strategy to enhance visibility among its target market, small businesses in the San Francisco Bay Area and Los Angeles. Focus keywords will include terms like “multilingual marketing for small business,” “PR firm for diverse audiences,” and “small business communications California.” On-page SEO best practices, schema markup, fast load speed, and high-quality backlinks will be implemented to support organic search performance.

Content Marketing

To establish itself as a thought leader in the communication and PR space, Inova will produce targeted content such as articles on multicultural marketing trends, PR case studies, digital campaign breakdowns, and video explainers on communication strategy. These materials will be published across the company’s blog, email campaigns, and social media channels to build brand authority and trust with potential clients.

Email Marketing

The company will use segmented email campaigns to communicate with leads, current clients, and referral partners. These campaigns will feature service updates, communication tips, workshop announcements, and special offers. Newsletters will help maintain long-term engagement and brand loyalty, encouraging repeat business and referrals.

Social Media Engagement

Inova Communications will maintain active profiles on LinkedIn, Instagram, and Facebook, using each platform to target specific audiences. LinkedIn will be used for B2B relationship-building and lead generation, while Instagram and Facebook will highlight client success stories, educational content, and behind-the-scenes looks at the agency’s work. Content will be designed to reflect the company’s professionalism, cultural fluency, and commitment to helping businesses grow through better communication.

Paid Advertising (PPC)

To support initial client acquisition, the company will invest in Google Ads and LinkedIn advertising targeting business owners, professional service providers, and startups in California. Campaigns will focus on services like “public relations for small business,” “multilingual content agency,” and “Bay Area marketing consultancy,” using both search and retargeting strategies to increase conversion rates.

All digital activities will be tracked through tools like Google Analytics, HubSpot, and Meta Business Suite, with KPIs including website traffic, lead conversion rates, social engagement, and email click-through metrics. This data will guide optimization and ensure a performance-based approach to online growth.

4.3 Meetings, Symposiums, and Conferences

Participation in industry events will be a key component of Inova Communications' strategy for visibility, professional networking, and client acquisition. By engaging in relevant meetings, symposiums, and conferences, the company will position itself as a knowledgeable and trusted voice in the fields of public relations, digital marketing, and multicultural communication.

Inova Communications will prioritize events that align with its service offerings and target market, particularly those focused on small business development, digital transformation, diversity in marketing, and public relations innovation. These gatherings will provide valuable opportunities to stay current with industry trends, present thought leadership, and build relationships with prospective clients, partners, and media outlets.

Key opportunities may include:

- **Public Relations Society of America (PRSA) Conferences** – To gain insight into emerging trends and network with communication professionals.
- **Hispanic Small Business Conferences** and **Latino Business Expos** – To connect with multicultural business communities and present Inova's value in multilingual outreach.
- **Small Business Expos in California** (San Francisco, Los Angeles) – To directly reach the company's target market with presentations, sponsorships, and exhibit booths.
- **Social Media Marketing World (SMMW)** – To stay ahead of digital marketing trends and discover new content tools and platform innovations.
- **Tech and Startup Conferences** – Such as TechCrunch Disrupt or SaaStr, to position Inova as a communication partner for early-stage companies seeking growth.
- **Women in Business and Leadership Forums** – As a woman-led enterprise, these spaces will also provide opportunities to network, inspire, and build community partnerships.

Inova Communications will also seek speaking opportunities to present case studies, host workshops, or moderate panels, further reinforcing its credibility and expertise in communication strategy. Over time, the company may explore hosting its own symposiums or client education events to strengthen relationships and generate thought leadership content.

4.4 Referrals

Referrals will be a key driver of growth for Inova Communications, particularly during the company's initial years of operation. As a service-based consultancy built on trust, results, and client relationships, a strong referral strategy will allow the company to scale efficiently while reinforcing its brand credibility in the small business and professional services community.

Inova Communications will implement a structured Client Referral Program designed to reward satisfied clients, partners, and collaborators who recommend the company's services to others. This program will include:

- **Referral incentives** such as service discounts, exclusive content, or strategy session upgrades for every qualified referral.
- **Partnership outreach** to accountants, attorneys, consultants, and design agencies who serve similar clientele and can refer clients in need of communication, PR, and marketing support.
- **Testimonial integration** across the website, email campaigns, and social platforms to encourage word-of-mouth and build social proof.

Additionally, Inova will leverage its community presence through networking groups, local chambers of commerce, and multicultural business associations to generate informal referrals and introductions. As the company builds long-term relationships with clients across industries, it will nurture these networks through consistent communication, client success features, and high-touch service follow-up.

By prioritizing relationships and delivering measurable results, Inova Communications will create a reputation-driven growth engine, where referrals become a natural outcome of value delivered. This approach not only reduces customer acquisition costs but also reinforces the company's position as a trusted, dependable partner in the communication consulting space.

5.0 Management Structure

As previously mentioned, Mrs. Avana França Salles will be the General Manager & Strategic Communication Consultant of Inova Communications. The Personnel Plan shows that the company expects to make gradual investments in personnel in the first years of operation, and by the year 5, the company will have 18 employees, including Mrs. Avana França Salles.

5.1 Avana França Salles

Mrs. Avana França Salles is a seasoned communications professional with experience in journalism, public relations, content strategy, and corporate communications. Her diverse

career spans media relations, internal communications, digital content production, and strategic planning for organizations in sectors such as technology, tourism, agribusiness, and retail.

Academic Background and Professional Qualifications

- **Postgraduate Degree in Strategic Management in Organizational Communication and Public Relations**, GESTCORP – ECA/USP, University of São Paulo – Concluded in 2020
- **Bachelor's Degree in Journalism**, Faculdade Cásper Líbero – *Concluded in 2014*
- **English Second Language (ESL)**, Los Angeles Valley College – *September 2015 to October 2016 (Completed an international academic exchange program while living with an American host family in Los Angeles)*

Professional Experience

- **Founder and Communications Consultant**, *Avana França Salles 36058167892 – August 2017 to November 2022*

  As an independent press officer and creative writer, Avana led content strategy and media outreach for clients in multiple industries, including technology and tourism. Her responsibilities included media relations, press release writing, article development, and creation of digital and audiovisual content for TV and web. Notable clients included Capital Informação, TVT, and B4TT Comunicação.

- **Marketing Assistant**, *Marks Veículos* – September 2021 to June 2022

  Developed and executed marketing campaigns, managed partnerships with local media outlets, collaborated with the HR department on internal campaigns, and led the scripting and production of promotional videos for both internal and external communication.

- **Mid-Level Communication Analyst**, *Minerva Foods – February 2021 to July 2021*

  Coordinated internal campaigns in collaboration with the HR team and developed strategic communication plans across domestic and international operations. Produced internal content in Portuguese, English, and Spanish for distribution across company communication channels.

- **Reporter**, *Hôtelier News – April 2013 to December 2013*

  Produced news articles and reports on Brazil's hotel and tourism industries. Covered major events and trade shows, authored in-depth features on hospitality trends, destinations, gastronomy, and economic forecasts within the tourism sector.

- **Research Center Monitor**, *Centro Interdisciplinar de Pesquisas – Faculdade Cásper Líbero – February 2011 to April 2013*

  Served as monitor for undergraduate research projects and was responsible for Spanish-language translation of academic journals published by the university.

Freelance Experience

- **Assistant Producer**, *TVT – "Entrevistas" with Juca Kfouri* – March 26, April 2, and April 9, 2019

  Supported production for a nationally broadcast interview series by coordinating guests, logistics, and editorial planning.

- **Press Officer**, *Cursinho Popular da ACEPUSP – 2013*

  Wrote press materials and promoted social projects across national education portals, news websites, and São Paulo radio stations.

Recognition and Awards

- **Winner**, *Festival De Olhos Fechados*, Sesc Consolação – *2015*

  Awarded for her documentary thesis project:

  https://www.youtube.com/watch?v=yjkwz0R_Log

- **Participant**, *Repórter do Futuro – OBORÉ/USP/Exército Brasileiro – 2013*

  Selected for the prestigious journalism training project involving press conferences and field reporting workshops.

Certifications

- *Telejournalism Voiceover Training* – Faculdade Cásper Líbero, July 2012
- *Repórter do Futuro Program – Amazon Awareness Course* – OBORÉ, April to June 2013

Memberships and Licensure

- Member of **ABRAJI** (Brazilian Association of Investigative Journalism) – *Since 2025*
- Registered with **DRT** (Official Journalist License – Brazil) – Since 2026

Languages and Skills

- **Languages**:
  - English – *Fluent*
  - Spanish – *Intermediate*

- **Technical Skills**:
    - Adobe Photoshop, InDesign, Sony Vegas – *Advanced*
    - Microsoft Office Suite (Word, PowerPoint, Excel, Outlook) – *Advanced*

Portfolio Links

- **Writing & Media Portfolio**: behance.net/avanasalles
- **Photography Portfolio**: 500px.com/avana_salles

5.2 Staffing Requirements

Inova Communications will implement a strategic and scalable staffing plan designed to align with its business growth, geographic expansion, and the increasing complexity of its communication and marketing services. The company will begin operations with a lean team of four employees in Year 1 and grow to a team of 18 by Year 5. This phased approach will ensure sustainable growth while maintaining service quality, operational efficiency, and responsiveness to market demands.

Staffing and Salary Overview

- **General Manager & Strategic Communication Consultant – Mrs. Avana França Salles**: Serving as the company's founder and strategic lead, Mrs. Salles will be responsible for corporate strategy, high-level client engagement, and oversight of all service lines. Her compensation will begin at $80,000 in Year 1 and grow to $174,901 by Year 5, reflecting her continued leadership and contribution to national expansion.
- **Marketing and Communications Specialist**: This position will support campaign execution, content creation, and brand visibility across platforms. Starting with one specialist in Year 1, the team will grow to three by Year 5. Salaries will increase from $63,000 in Year 1 to $272,773 by Year 5.
- **Communication Strategist**: Brought on in Year 2, this role will focus on developing multicultural messaging strategies and advising clients on audience segmentation and messaging frameworks. Two strategists will be active by Year 4, with salaries reaching $194,838 in Year 5.
- **Public Relations Specialist**: Hired in Year 2, this professional will manage media relations, press release development, and earned media strategies. The team will grow to two by Year 4, with total compensation for this role increasing to $168,859 by Year 5.

- **Digital Marketing Manager**: Responsible for SEO, paid media, email automation, and digital performance tracking, this role will be introduced in Year 2. A second manager will be added by Year 5 as digital operations expand. Compensation rises from $95,472 in Year 2 to $202,631 in Year 5.
- **Social Media Manager**: Added in Year 3, this role will manage organic content strategies, influencer outreach, and audience engagement across platforms such as Instagram, LinkedIn, TikTok, and Facebook. Compensation will reach $84,430 by Year 5.
- **Sales Representative**: Beginning in Year 1 with one representative, this role will lead client acquisition and relationship management. The sales team will grow to three professionals by Year 5, with total compensation rising from $72,000 to $233,805.
- **Office Manager**: Starting in Year 1, the Office Manager will ensure smooth administrative operations, vendor coordination, and scheduling support. The position remains steady over the five years with salary progression from $24,000 in Year 1 to $64,946 in Year 5.
- **Administrative Assistant**: Introduced in Year 3, this role will assist with document preparation, client follow-up, and data organization. Compensation will reach $51,957 in Year 5.
- **Customer Service Representative**: Onboarded in Year 3, this professional will support client inquiries, feedback management, and onboarding. By Year 5, two representatives will be in place, with salaries rising to $90,924.

Growth Summary

- **Total Team Size**: 4 employees in Year 1, expanding to 18 by Year 5
- **Total Annual Payroll**: Grows from **$239,000** in Year 1 to **$1,540,064** in Year 5

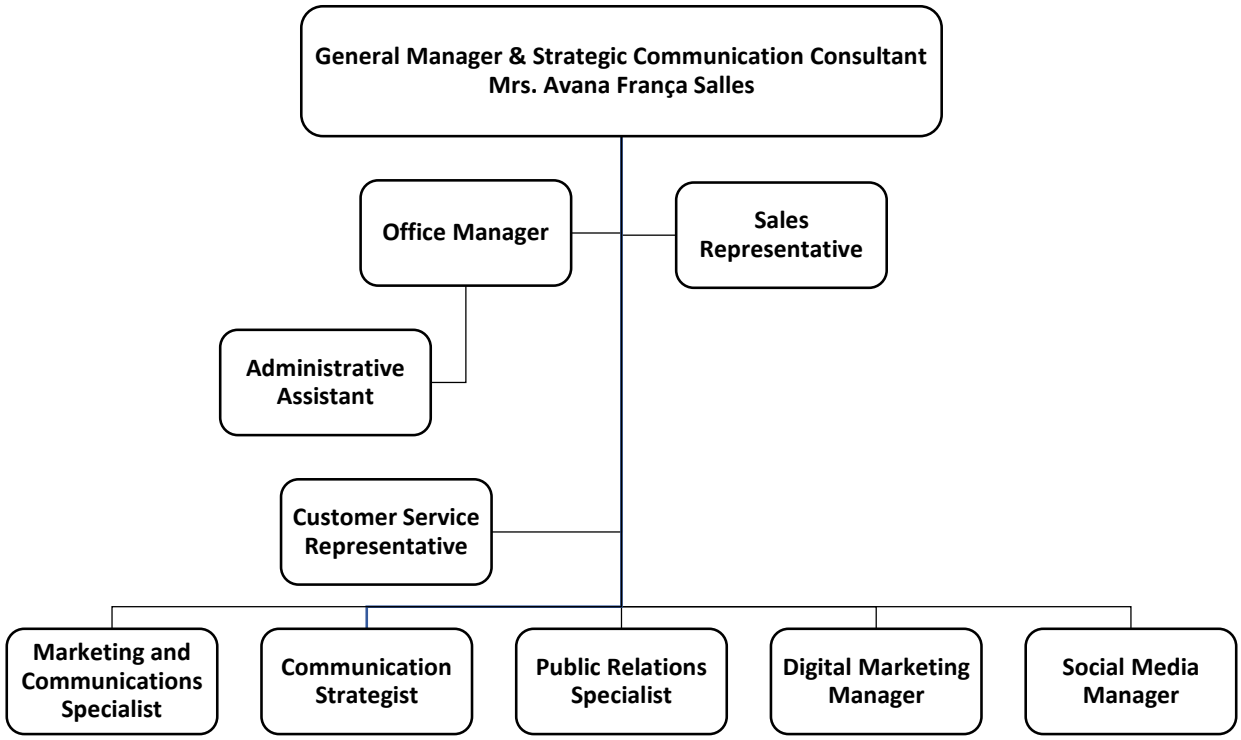
This staffing strategy reflects Inova Communications' long-term vision to build a multidisciplinary team capable of delivering exceptional communication solutions to clients nationwide, supporting its goal of becoming a leading player in multicultural, digital, and strategic communications across the United States.

5.3 Annual Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Strategic Communication Consultant - Mrs. Avana França Salles	$80,000	$115,000	$132,250	$152,087	$174,901
Marketing and Communications Specialist	$63,000	$85,680	$174,787	$178,283	$272,773
Communication Strategist	$0	$91,800	$93,636	$191,017	$194,838
Public Relations Specialist	$0	$79,560	$81,151	$165,548	$168,859
Digital Marketing Manager	$0	$95,472	$97,381	$99,329	$202,631
Social Media Manager	$0	$0	$81,151	$82,774	$84,430
Sales Representative	$72,000	$73,440	$74,909	$152,814	$233,805
Office Manager	$24,000	$61,200	$62,424	$63,672	$64,946
Administrative Assistant	$0	$0	$49,939	$50,938	$51,957
Customer Service Representative	$0	$0	$43,697	$44,571	$90,924
Total People	4	7	11	14	18
Total Payroll	**$239,000**	**$602,152**	**$891,326**	**$1,181,035**	**$1,540,064**

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Strategic Communication Consultant - Mrs. Avana França Salles	1	1	1	1	1
Marketing and Communications Specialist	1	1	2	2	3
Communication Strategist	0	1	1	2	2
Public Relations Specialist	0	1	1	2	2
Digital Marketing Manager	0	1	1	1	2
Social Media Manager	0	0	1	1	1
Sales Representative	1	1	1	2	3
Office Manager	1	1	1	1	1
Administrative Assistant	0	0	1	1	1
Customer Service Representative	0	0	1	1	2
Total People	**4**	**7**	**11**	**14**	**18**

5.4 Organizational Chart – Year 5



5.5 Duties and Responsibilities

General Manager & Strategic Communication Consultant – Mrs. Avana França Salles

- ✓ Lead the overall strategic planning and direction of the company.
- ✓ Develop and oversee execution of multicultural communication campaigns.
- ✓ Build and manage relationships with high-profile clients and stakeholders.
- ✓ Supervise cross-functional teams across all service areas.
- ✓ Ensure alignment of company operations with market trends and client needs.
- ✓ Provide mentorship, training, and professional development for staff.
- ✓ Monitor financial performance and lead budgeting, forecasting, and reporting.
- ✓ Represent the company at industry events, conferences, and media opportunities.

Marketing and Communications Specialist

- ✓ Plan and implement integrated marketing campaigns to boost brand visibility.
- ✓ Create compelling content for websites, newsletters, ads, and other media.
- ✓ Coordinate marketing calendars, track campaign performance, and generate reports.

- ✓ Support event marketing, client engagement efforts, and promotional initiatives.

Communication Strategist

- ✓ Design customized communication plans for clients based on target audience analysis.
- ✓ Advise on tone, messaging, and media selection for strategic outreach.
- ✓ Conduct market research and audience segmentation.
- ✓ Ensure cultural relevance and clarity across multilingual materials.

Public Relations Specialist

- ✓ Develop and distribute press releases, media kits, and op-eds.
- ✓ Cultivate relationships with journalists, influencers, and media outlets.
- ✓ Manage media inquiries, interviews, and public statements.
- ✓ Monitor news coverage and provide media analytics to clients.

Digital Marketing Manager

- ✓ Lead paid advertising campaigns (Google Ads, social media ads, etc.).
- ✓ Optimize SEO and SEM strategies to improve digital visibility.
- ✓ Manage email marketing automation and website performance.
- ✓ Analyze data to refine digital strategies and improve ROI.

Social Media Manager

- ✓ Develop content calendars and publish posts across social platforms.
- ✓ Engage with followers and respond to messages/comments in real-time.
- ✓ Coordinate influencer partnerships and brand collaborations.
- ✓ Monitor analytics and adapt strategies to boost engagement and reach.

Sales Representative

- ✓ Identify and pursue new business opportunities and partnerships.
- ✓ Conduct sales presentations and develop proposals for prospective clients.
- ✓ Maintain and grow client accounts through consistent follow-up.
- ✓ Track leads and manage CRM data to support revenue growth.

Office Manager

- ✓ Oversee day-to-day administrative operations and office logistics.
- ✓ Manage vendor relationships, supplies, and internal scheduling.
- ✓ Support HR processes such as onboarding and time tracking.
- ✓ Coordinate interdepartmental communication and task prioritization.

Administrative Assistant

- ✓ Prepare reports, meeting agendas, and documentation for client accounts.
- ✓ Assist with calendar management, travel arrangements, and email correspondence.
- ✓ Maintain organized digital filing systems.
- ✓ Provide general support to executives and department heads.

Customer Service Representative

- ✓ Handle client inquiries, service requests, and account follow-ups.
- ✓ Resolve complaints and escalate issues as necessary.
- ✓ Maintain CRM notes and assist in onboarding new clients.
- ✓ Provide consistent, friendly, and professional client interactions.

6.0 Financial Summary

The financial plan for Inova Communications is a critical analysis of the company's financial projections, including revenue, expenses, and overall financial performance. It offers a comprehensive overview of the expected financial trajectory over a specific period and determines the company's financial feasibility. The plan encompasses essential aspects such as startup funding, profit and loss, cash flow, and balance sheet. The financial plan plays a crucial role in determining the company's success and helps in making informed decisions to ensure that the company achieves its financial objectives.

6.1 Summary of Investment

Inova Communications will commence operations with a total initial investment of **$20,000**, strategically allocated to cover both startup expenses and initial cash reserves. This lean investment model is designed to support a professional services firm with a focus on public relations, media, digital strategy, and multicultural communication, ensuring the business launches with operational readiness and financial prudence.

Startup Expenses – $14,500

These initial costs encompass the fundamental tools, infrastructure, and marketing elements needed to establish a legally compliant and competitive communication consultancy:

- **Legal Formation & Licensing – $1,200**: Covers the company’s legal registration, business license, and permits.
- **Branding & Website – $2,500**: Investment in professional branding, visual identity, and a modern, responsive website.

- **Laptop & Office Equipment – $2,000**: Purchase of computer hardware and essential office tools to enable remote and hybrid work.
- **Marketing & Advertising – $3,000**: Includes the creation of promotional materials, digital ads, and social media outreach to generate brand awareness.
- **CRM & Project Management Tools – $1,500**: Subscription to essential software for managing client relationships, communications, and task workflows.
- **Workspace / Co-working – $3,600**: Membership in a professional coworking space to conduct meetings, host clients, and collaborate with team members.
- **Insurance – $700**: Basic business insurance for liability coverage and operational protection.

Startup Assets – $5,500

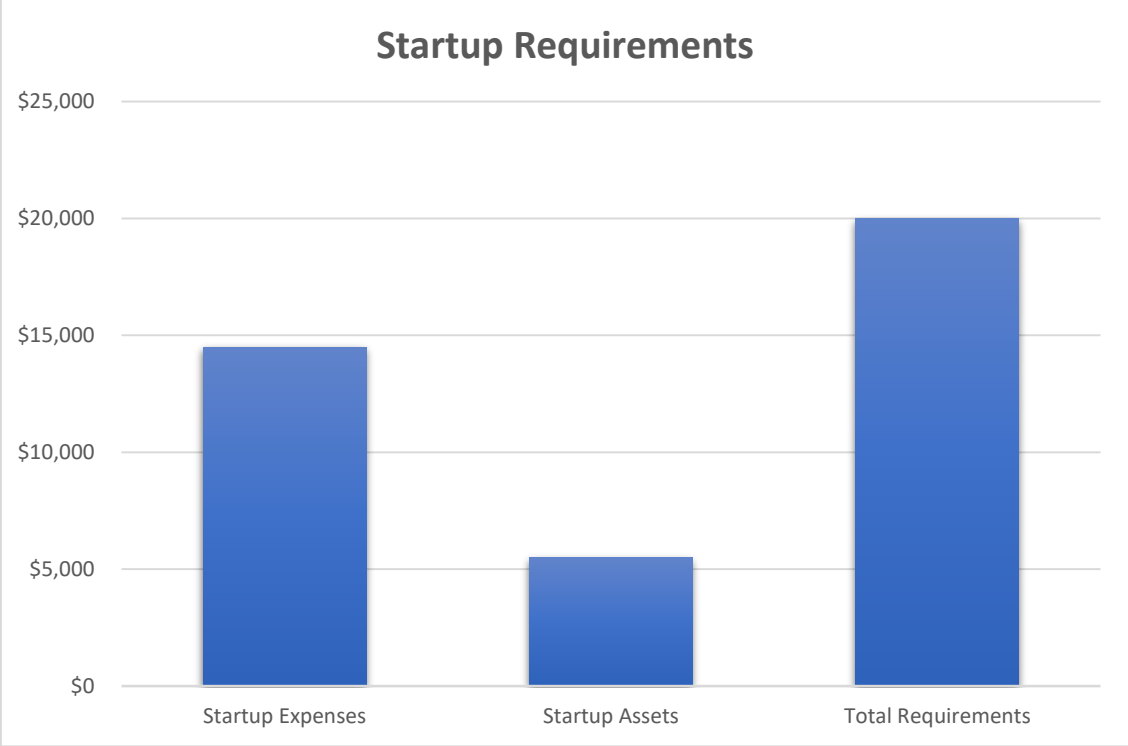
- **Cash Reserve – $5,500**: Reserved for early operational needs such as marketing continuation, client acquisition expenses, technology upgrades, and unforeseen costs during the initial growth phase.

Total Initial Investment Required: $20,000

This investment framework allows *Inova Communications* to launch with essential tools, strong branding, and a digital presence, positioning the company to immediately begin delivering value to clients. The conservative financial structure also ensures flexibility and sustainability as operations scale in the San Francisco area and beyond.

6.1.1 Startup Requirements Table and Chart

Startup	
Requirements	
Startup Expenses	
Legal Formation & Licensing	$1,200
Branding & Website	$2,500
Laptop & Office Equipment	$2,000
Marketing & Advertising	$3,000
CRM & Project Management Tools	$1,500
Workspace / Co-working	$3,600
Insurance	$700
Total Startup Expenses	$14,500
Startup Assets	
Cash Required	$5,500
Startup Inventory	$0
Other Current Assets	$0
Long-term Assets	$0
Total Assets	$5,500
Total Requirements	**$20,000**



6.2 Sales Forecast

The five-year sales forecast for Inova Communications demonstrates a scalable business model built on four core service lines, each targeting different aspects of corporate, digital, and multicultural communication. The company's revenue will grow in line with increased client acquisition, pricing adjustments, and expanding demand for bilingual, strategic, and digital-first communication services.

Sales by Revenue Stream

- **Multicultural Communication Strategy Development:** This flagship service is projected to grow from $120,000 in Year 1 to $664,708 in Year 5, driven by increased awareness and demand for inclusive communication strategies tailored to diverse audiences.
- **Professional Public Relations and Media Relations:** Starting at $82,500 in Year 1 and growing to $456,987 by Year 5, this service will benefit from long-term contracts and retainer-based PR work with organizations seeking bilingual media outreach and reputation management.
- **Digital Marketing and Content Operations:** Projected to generate $91,000 in Year 1 and scale to $504,070 by Year 5, this stream covers digital campaigns, branded content, and social media marketing. Sectors expected to see robust growth due to digital transformation across industries.
- **Corporate Communication and Stakeholder Management:** With revenue starting at $100,000 in Year 1 and reaching $553,924 in Year 5, this service will expand as corporations increasingly seek integrated communication strategies to engage employees, investors, and community partners.

Total Revenue

Total projected revenue will increase from $393,500 in Year 1 to $2,179,689 in Year 5, reflecting a strong growth trajectory supported by diversified services, scalable delivery models, and increasing recognition of Inova Communications in the U.S. market.

Direct Cost of Sales

The cost of delivering services will also scale, beginning at $31,480 in Year 1 and rising to $174,375 in Year 5. These costs include direct labor, production, and content-related expenses associated with fulfilling client projects across all service lines. The largest contributors to direct costs are expected to come from Digital Marketing and Strategy Development, which require intensive content creation and client engagement.

6.2.1 Annual Sales Forecast Table

Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Unit Sales					
Multicultural Communication Strategy Development	15	33	48	60	72
Professional Public Relations and Media Relations	11	24	35	44	53
Digital Marketing and Content Operations	13	29	41	52	62
Corporate Communication and Stakeholder Management	10	22	32	40	48
Total Unit Sales	49	108	156	195	234
Unit Prices	Year 1	Year 2	Year 3	Year 4	Year 5
Multicultural Communication Strategy Development	$8,000.00	$8,000.00	$8,400.00	$8,820.00	$9,261.00
Professional Public Relations and Media Relations	$7,500.00	$7,500.00	$7,875.00	$8,268.75	$8,682.19
Digital Marketing and Content Operations	$7,000.00	$7,000.00	$7,350.00	$7,717.50	$8,103.38
Corporate Communication and Stakeholder Management	$10,000.00	$10,000.00	$10,500.00	$11,025.00	$11,576.25
Sales					
Multicultural Communication Strategy Development	$120,000	$264,000	$401,940	$527,546	$664,708
Professional Public Relations and Media Relations	$82,500	$181,500	$276,334	$362,688	$456,987
Digital Marketing and Content Operations	$91,000	$200,200	$304,805	$400,056	$504,070
Corporate Communication and Stakeholder Management	$100,000	$220,000	$334,950	$439,622	$553,924
Total Sales	$393,500	$865,700	$1,318,028	$1,729,912	$2,179,689
Direct Unit Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Multicultural Communication Strategy Development	$640.00	$640.00	$672.00	$705.60	$740.88
Professional Public Relations and Media Relations	$600.00	$600.00	$630.00	$661.50	$694.58
Digital Marketing and Content Operations	$560.00	$560.00	$588.00	$617.40	$648.27
Corporate Communication and Stakeholder Management	$800.00	$800.00	$840.00	$882.00	$926.10
Direct Cost of Sales					
Multicultural Communication Strategy Development	$9,600	$21,120	$32,155	$42,204	$53,177
Professional Public Relations and Media Relations	$6,600	$14,520	$22,107	$29,015	$36,559
Digital Marketing and Content Operations	$7,280	$16,016	$24,384	$32,004	$40,326
Corporate Communication and Stakeholder Management	$8,000	$17,600	$26,796	$35,170	$44,314
Subtotal Direct Cost of Sales	**$31,480**	**$69,256**	**$105,442**	**$138,393**	**$174,375**

6.3 Break-even Analysis

The Break-even Analysis for Inova Communications outlines the minimum monthly revenue and service volume required for the company to cover its fixed and variable costs. Achieving this threshold is a key indicator of financial sustainability, marking the point at which the business transitions from operating at a loss to generating profit.

Monthly Revenue Break-even Point

To reach break-even, Inova Communications must generate approximately $27,381 in monthly revenue. At this level, the company will fully cover its fixed and variable costs, ensuring the business can operate without financial shortfall.

- **Estimated Monthly Fixed Costs**: $25,190

  These fixed expenses include essential operational costs such as employee salaries, office lease or co-working fees, insurance, software subscriptions, and administrative overhead. These costs remain constant regardless of sales volume.

- **Average Per-Unit Revenue**: $8,030.61

  This figure represents the average income received from a single client's engagement or service contract across all offerings.

- **Average Per-Unit Variable Cost**: $642.45

  Variable costs include direct project-related expenses such as freelance support, design, production, or other deliverables that scale with each new service engagement.

- **Monthly Units to Break Even**: 3

  Inova Communications must complete at least three service contracts per month to reach its break-even point and begin generating positive cash flow.

This conservative break-even threshold reflects a lean cost structure and strong revenue per client, reinforcing the company's financial stability from early operations.

Break-even Analysis	
Monthly Units Break-even	3
Monthly Revenue Break-even	$27,381
Assumptions:	
Average Per-Unit Revenue	$8,030.61
Average Per-Unit Variable Cost	$642.45
Estimated Monthly Fixed Cost	**$25,190**

6.4 Profit and Loss Assumptions

The Pro Forma Profit and Loss Statement for Inova Communications reflects a financially resilient and scalable business model, grounded in high-margin service offerings, strategic staffing, and controlled operating costs.

Sales

- Total revenue is projected to grow from $393,500 in Year 1 to $2,179,689 in Year 5, supported by a diverse portfolio of professional communication services.
- This growth is fueled by increased client acquisition, market expansion, and the introduction of additional service lines.

Cost of Sales

- Direct costs rise from $31,480 in Year 1 to $174,375 in Year 5, maintaining a lean cost structure relative to revenue.
- No additional "other" cost of sales are anticipated, as services rely on internal expertise and technology tools rather than inventory or physical materials.

Gross Margin

- Gross profit increases significantly, from $362,020 in Year 1 to $2,005,314 in Year 5, reflecting consistent operational efficiency.
- Gross margin remains exceptionally strong at 92% throughout the forecast period, highlighting the high-value, service-based nature of the business.

Operating Expenses

- Payroll is the largest operating expense, rising from $239,000 in Year 1 to $1,540,064 in Year 5, in line with phased team expansion.
- Marketing and Promotion grows steadily, supporting brand awareness and lead generation, increasing from $6,000 to $8,785.
- Rent and utilities reflect moderate growth tied to operational scale, with rent rising from $21,600 to $47,509, and utilities/internet from $9,600 to $23,338.
- Insurance increases from $6,000 to $14,586, covering expanded coverage needs.
- Payroll Taxes grow in proportion to payroll, from $18,284 to $117,815.

- Training and Education is introduced in Year 2 at $10,000, rising to $18,000 in Year 5 to support professional development and service quality.
- Accountant services increase slightly to $2,188 by Year 5.
- No depreciation or interest expenses are projected during the forecast period.

Total operating expenses grow from $302,284 in Year 1 to $1,772,284 in Year 5, aligned with business scale and revenue growth.

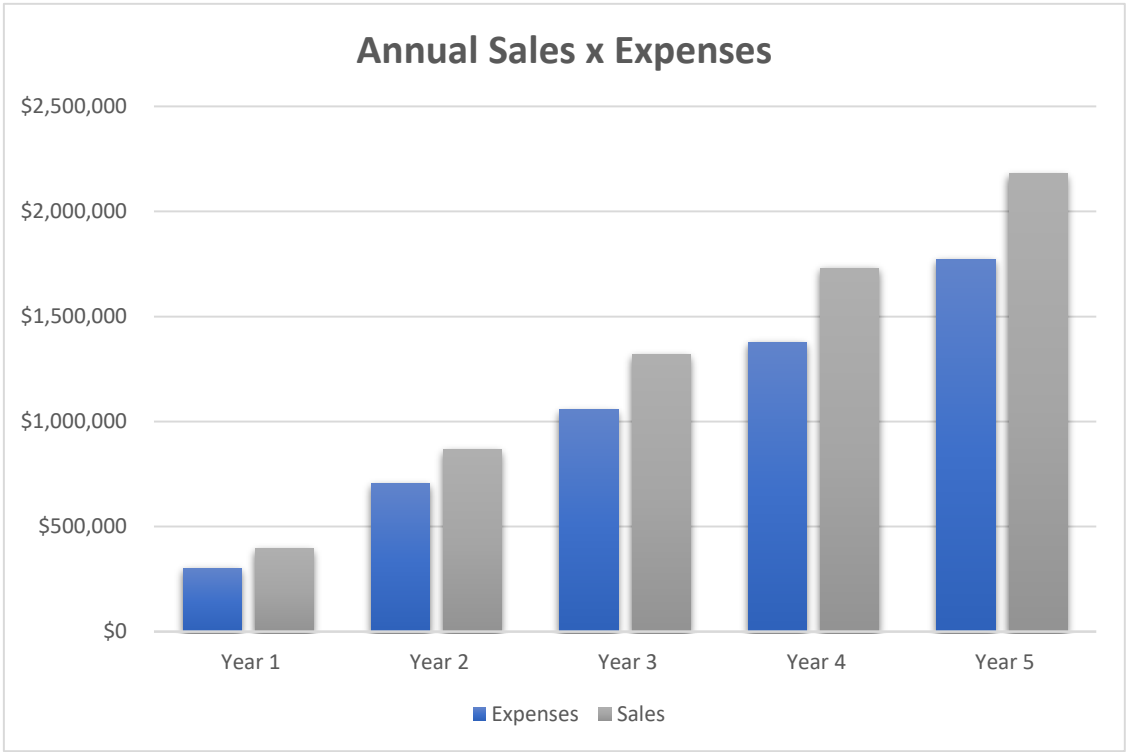
Profitability

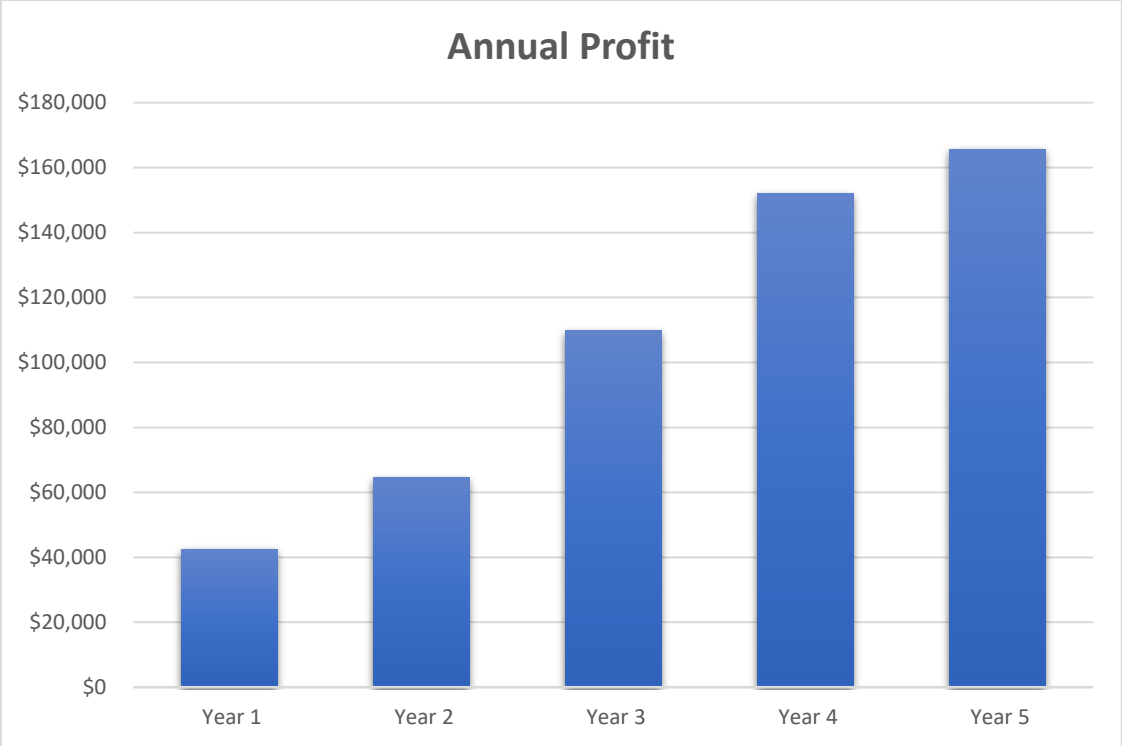
- Profit Before Interest and Taxes (PBIT) improves from $59,737 in Year 1 to $233,030 in Year 5.
- EBITDA follows the same trajectory, as no depreciation or interest costs are recorded.
- Taxes incurred range from $17,264 in Year 1 to $67,346 in Year 5, following increased profits.
- Net Profit grows steadily from $42,473 in Year 1 to $165,684 in Year 5, maintaining consistent profitability.
- Net Profit Margin averages between 7.45% and 10.79%, indicating healthy bottom-line performance despite increased operational costs.

This financial trajectory demonstrates that Inova Communications is structured for both long-term profitability and operational resilience, with strong gross margins and scalable cost management.

6.4.1 Annual Profit and Loss Table and Charts

Pro Forma Profit and Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$393,500	$865,700	$1,318,028	$1,729,912	$2,179,689
Direct Cost of Sales	$31,480	$69,256	$105,442	$138,393	$174,375
Total Cost of Sales	$31,480	$69,256	$105,442	$138,393	$174,375
Gross Margin	$362,020	$796,444	$1,212,586	$1,591,519	$2,005,314
Gross Margin %	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses					
Payroll	$239,000	$602,152	$891,326	$1,181,035	$1,540,064
Marketing/Promotion	$6,000	$6,600	$7,260	$7,986	$8,785
Rent	$21,600	$22,680	$43,092	$45,247	$47,509
Utilities/Internet/Phone	$9,600	$10,080	$21,168	$22,226	$23,338
Insurance	$6,000	$6,300	$13,230	$13,892	$14,586
Payroll Taxes	$18,284	$46,065	$68,186	$90,349	$117,815
Training/Education	$0	$10,000	$12,000	$15,000	$18,000
Accountant Services	$1,800	$1,890	$1,985	$2,084	$2,188
Total Operating Expenses	$302,284	$705,767	$1,058,247	$1,377,818	$1,772,284
Profit Before Interest and Taxes	$59,737	$90,677	$154,339	$213,701	$233,030
EBITDA	$59,737	$90,677	$154,339	$213,701	$233,030
Taxes Incurred	$17,264	$26,206	$44,604	$61,760	$67,346
Net Profit	$42,473	$64,472	$109,735	$151,941	$165,684
Net Profit/Sales	**10.79%**	**7.45%**	**8.33%**	**8.78%**	**7.60%**





6.5 Cash Flow Assumptions

The Pro Forma Cash Flow Statement for Inova Communications reflects a financially disciplined and self-sustaining growth model over a five-year period. The company demonstrates strong liquidity without relying on external financing, ensuring both resilience and scalability.

Cash Received

- **Cash from Operations**: All inflows stem directly from service-based revenue. Sales start at $393,500 in Year 1, growing to $2,179,689 by Year 5, driven by consistent client acquisition and expanding service demand.
- **No Additional Cash Sources**: The projections assume zero external funding, no loans, asset sales, or new investment, underlining a self-funded growth approach.

Cash Spent

- **Operational Expenditures**: Operating expenses rise from $351,027 in Year 1 to $2,014,005 in Year 5, tracking growth in staffing, client services, infrastructure, and marketing.
- **Dividends**: The company begins distributing shareholder dividends in Year 2, starting at $40,000 and increasing to $100,000 by Year 5, reflecting stable profitability and cash surplus.
- **Total Cash Outflows**: Overall cash spending increases from $351,027 to $2,114,005, with clear alignment to revenue growth and operational scale.

Net Cash Flow and Cash Balance

- **Net Cash Flow**: The company maintains a positive cash position each year, with net inflows rising from $42,473 in Year 1 to $65,684 in Year 5. This consistent surplus indicates healthy margins and prudent cost control.
- **Cash Balance**: Cash reserves grow steadily, from $47,973 at the end of Year 1 to $274,805 by Year 5, providing flexibility to reinvest in talent, technology, or strategic initiatives.

This positive cash flow trajectory affirms Inova Communications' ability to operate and grow sustainably, while preserving financial health and long-term value for stakeholders.

6.5.1 Annual Cash Flow Table and Chart

Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	$393,500	$865,700	$1,318,028	$1,729,912	$2,179,689
Cash from Receivables	$0	$0	$0	$0	$0
Subtotal Cash from Operations	$393,500	$865,700	$1,318,028	$1,729,912	$2,179,689
Additional Cash Received					
Non-Operating (Other) Income	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Received	$0	$0	$0	$0	$0
New Current Borrowing	$0	$0	$0	$0	$0
New Other Liabilities (interest-free)	$0	$0	$0	$0	$0
New Long-term Liabilities	$0	$0	$0	$0	$0
Sales of Other Current Assets	$0	$0	$0	$0	$0
Sales of Long-term Assets	$0	$0	$0	$0	$0
New Investment Received	$0	$0	$0	$0	$0
Subtotal Cash Received	$393,500	$865,700	$1,318,028	$1,729,912	$2,179,689
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	$351,027	$801,228	$1,208,293	$1,577,971	$2,014,005
Bill Payments	$0	$0	$0	$0	$0
Subtotal Spent on Operations	$351,027	$801,228	$1,208,293	$1,577,971	$2,014,005
Additional Cash Spent					
Non-Operating (Other) Expense	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out	$0	$0	$0	$0	$0

Principal Repayment of Current Borrowing	$0	$0	$0	$0	$0
Other Liabilities Principal Repayment	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment	$0	$0	$0	$0	$0
Purchase Other Current Assets	$0	$0	$0	$0	$0
Purchase Long-term Assets	$0	$0	$0	$0	$0
Dividends	$0	$40,000	$50,000	$75,000	$100,000
Subtotal Cash Spent	$351,027	$841,228	$1,258,293	$1,652,971	$2,114,005
Net Cash Flow	$42,473	$24,472	$59,735	$76,941	$65,684
Cash Balance	**$47,973**	**$72,444**	**$132,179**	**$209,121**	**$274,805**

6.6 Balance Sheet Assumptions

The Pro Forma Balance Sheet for Inova Communications demonstrates a conservative and financially sound growth model. The company's asset base expands steadily through retained earnings, while liabilities remain at zero, showcasing a debt-free strategy and efficient capital use.

Assets

- **Cash**: The only current asset projected, cash increases from $47,973 in Year 1 to $274,805 by Year 5, reflecting consistent positive net cash flow and prudent expense management.
- **Accounts Receivable and Inventory**: Both are projected at $0 throughout the five-year forecast. This aligns with the company's service-oriented model, which operates on immediate payment terms and carries no physical inventory.
- **Other Current and Long-term Assets**: No additional current or fixed assets are projected. The absence of long-term assets or depreciation reflects a lean business model focused on digital and consulting services without the need for capital-intensive investments.
- **Total Assets**: Equal to cash each year, underscoring the company's strong liquidity position and minimalist asset structure.

Liabilities

- **Current and Long-term Liabilities**: The business is projected to remain entirely debt-free. No accounts payable, loans, or other liabilities are incurred during the five-year period. This indicates a conservative approach to financial management and complete independence from external financing.

Capital (Equity)

- **Paid-in Capital**: The founder's initial investment of $20,000 remains constant across all five years.
- **Retained Earnings**: The company begins with negative retained earnings of ($14,500) in Year 1 due to startup expenses. However, it moves into positive territory by Year 3 and reaches $89,121 by Year 5, driven by consistent profitability.
- **Earnings**: Annual net profit contributes directly to equity, growing from $42,473 in Year 1 to $165,684 in Year 5, highlighting scalable operations and stable margins.
- **Total Capital**: Mirrors the company's growing cash and retained earnings, expanding from $47,973 to $274,805, in perfect alignment with total assets.

Total Liabilities and Capital

- In each year, total assets match total liabilities and equity, confirming adherence to proper accounting principles and ensuring financial transparency.

Net Worth

- Net worth equals total equity and increases steadily, starting at $47,973 in Year 1 and growing to $274,805 in Year 5. This trajectory reflects Inova Communications' ability to generate and retain value, without reliance on debt or external capital injections.

6.6.1 Annual Balance Sheet Table

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	$47,973	$72,444	$132,179	$209,121	$274,805
Accounts Receivable	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0
Other Current Assets	$0	$0	$0	$0	$0
Total Current Assets	$47,973	$72,444	$132,179	$209,121	$274,805
Long-term Assets					
Long-term Assets	$0	$0	$0	$0	$0
Accumulated Depreciation	$0	$0	$0	$0	$0
Total Long-term Assets	$0	$0	$0	$0	$0
Total Assets	$47,973	$72,444	$132,179	$209,121	$274,805
Liabilities and Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Current Liabilities					
Accounts Payable	$0	$0	$0	$0	$0

Current Borrowing	$0	$0	$0	$0	$0
Other Current Liabilities	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$0	$0	$0	$0	$0
Long-term Liabilities	$0	$0	$0	$0	$0
Total Liabilities	$0	$0	$0	$0	$0
Paid-in Capital	$20,000	$20,000	$20,000	$20,000	$20,000
Retained Earnings	($14,500)	($12,027)	$2,444	$37,179	$89,121
Earnings	$42,473	$64,472	$109,735	$151,941	$165,684
Total Capital	$47,973	$72,444	$132,179	$209,121	$274,805
Total Liabilities and Capital	$47,973	$72,444	$132,179	$209,121	$274,805
Net Worth	**$47,973**	**$72,444**	**$132,179**	**$209,121**	**$274,805**

7.0 Mrs. Avana França Salles's National-Level Impact

Mrs. Avana França Salles's extensive experience in strategic communications, community outreach, and public engagement positions her as a valuable contributor to longstanding U.S. national priorities. Her work will strengthen small-business competitiveness, multicultural outreach, stakeholder engagement, and access to professional communication services through strategies that are practical, scalable, and aligned with the company's operating model.

7.1 Support for U.S. Small Business Development

Mrs. Avana França Salles will play a critical role in advancing national efforts to strengthen the American small-business ecosystem, including businesses serving diverse and multilingual markets that face persistent barriers to visibility, customer acquisition, and long-term sustainability.

sustainability.

Her future services in strategic communication, inclusive branding, and public engagement will align with, and reinforce, the objectives of long-established federal programs and economic initiatives aimed at empowering underserved business owners across the United States.

Alignment with U.S. Small Business Administration (SBA) Priorities

Mrs. Salles's consulting work will reflect the core mission of the U.S. Small Business Administration (SBA) to provide guidance, visibility, and development resources to small businesses:

- She will help businesses craft communication strategies that improve their market reach and brand identity, key areas highlighted in SBA's Small Business Development Centers (SBDCs), which offer training and technical assistance.

- Her communication plans will support the goals of the Women-Owned Small Business (WOSB) Federal Contracting Program[9] and the 8(a) Business Development Program,[10] both designed to help women and minority entrepreneurs compete in the federal marketplace.

Supporting Microenterprise Growth and Local Economic Resilience

By promoting tailored marketing strategies and scalable public relations practices, Mrs. Salles will empower microenterprises and local startups to thrive:

- Her work will echo the goals of the U.S. Department of Commerce's Minority Business Development Agency (MBDA),[11] which supports minority business enterprises (MBEs) through development and promotional assistance.
- A 2023 Brookings Institution report emphasized that culturally competent outreach and digital visibility are key to small business recovery post-COVID, an area where Mrs. Salles's multilingual, multicultural communication strategies will provide measurable national value.

Advancing Inclusive Entrepreneurship and Equity

Through inclusive branding campaigns, Mrs. Salles will help small businesses from historically excluded communities connect with customers and public institutions:

- Historically, federal initiatives such as Executive Order 13985 emphasized equitable access to federal programs and services. As an archived policy reference, it provides context for the longstanding public interest in inclusive outreach. Mrs. Salles's bilingual and multicultural communication services independently support broader market access for diverse small businesses.

- Her work will be particularly relevant for cities and counties receiving support through the Economic Development Administration's (EDA) Build to Scale program,[13] which invests in minority entrepreneurship ecosystems.

[9] https://www.sba.gov/federal-contracting/contracting-assistance-programs/women-owned-small-business-federal-contract-program
[10] https://www.sba.gov/federal-contracting/contracting-assistance-programs/8a-business-development-program
[11] https://www.mbda.gov/
[12] https://bidenwhitehouse.archives.gov/briefing-room/presidential-actions/2023/02/16/executive-order-on-further-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/#:~:text=On%20my%20first%20day%20in%20office%2C%20I%20signed,and%20adversely%20affected%20by%20persistent%20poverty%20and%20inequality.
[13] https://www.eda.gov/sites/default/files/2023-06/FY23_B2S_NOFO.pdf

Driving Impact in Underserved and Rural Communities

Mrs. Salles's future consulting work may also contribute to business development ural, low-income, and immigrant-dense communities:

- In alignment with the goals of the Community Development Financial Institutions Fund (CDFI Fund)[14] under the U.S. Treasury, her services will help prepare small business clients for marketing visibility and customer acquisition, key steps toward accessing capital.
- Her communication strategies will complement programs like USDA Rural Business Development Grants, which support local entrepreneurial ventures through branding and outreach, areas her consulting will address directly.

Building Long-Term Business Sustainability

By equipping businesses with strategic communication tools, Mrs. Salles can help reduce their dependence on costly advertising, will foster organic visibility, and will enhance customer retention:

- This approach will align with the U.S. government's emphasis on capacity building, as seen in the America's Seed Fund (SBIR/STTR programs), which stress commercialization support and market access.[15]
- Her service model will be suitable for integration into public-private initiatives such as local chambers of commerce, Main Street America, and Opportunity Zones, where communication infrastructure is often lacking.

7.2 Financial and Employment Benefits

Inova Communications is projected to deliver measurable economic contributions to the U.S. economy over the next five years through strong revenue generation, job creation, payroll expansion, and tax contributions.

Financial Performance

- **Sales Growth**: Annual revenue is expected to increase from $393,500 in Year 1 to $2,179,689 in Year 5, reflecting growing demand for communication and marketing services among underserved small businesses.

[14] https://www.cdfifund.gov/about

[15] https://seedfund.nsf.gov/

- **Gross Margin**: Expands from $362,020 in Year 1 to $2,005,314 in Year 5, driven by scalable service delivery and operational efficiency. The five-year gross margin totals $5,967,883.
- **Net Profit**: Grows from $42,473 in Year 1 to $165,684 in Year 5, totaling $534,305 across the forecast period.
- The business operates without loans or financing, ensuring full reinvestment of profits into staffing, systems, outreach programs, and national expansion.

Job Creation and Workforce Development

Inova Communications will grow from 4 employees in Year 1 to 18 full-time employees by Year 5, reflecting a phased and sustainable hiring strategy aligned with service growth and geographic expansion.

Key Roles Include:

- General Manager & Strategic Communication Consultant – Mrs. Avana França Salles
- Marketing and Communications Specialists, Digital Marketing Managers, Communication Strategists, Public Relations Specialists, and Social Media Managers
- Sales Representatives, Office Manager, Administrative Assistant, and Customer Service Representatives

Workforce Investments:

- **Total Payroll** will grow from $239,000 in Year 1 to $1,540,064 in Year 5, with cumulative payroll expenses totaling $4,453,577 over five years.
- The company will prioritize professional development through continuous training and education, budgeted to grow from $10,000 in Year 2 to $18,000 in Year 5, in alignment with U.S. workforce revitalization goals under the Department of Labor's Employment and Training Administration.

Tax Contributions and Fiscal Benefits

Inova Communications will generate over half a million dollars in government tax revenue across its first five years:

- **Federal and State Taxes**: $217,180
- **Payroll Taxes**: $340,699
- **Total Tax Contribution**: **$557,879**

This consistent tax contribution supports essential public programs and reinforces the company's role in stimulating both state and federal economies.

Strategic Alignment with Federal Priorities

The business model and projected outcomes of Inova Communications support national initiatives that emphasize:

- Small business visibility and growth – aligned with the U.S. Small Business Administration's goals.
- Multicultural outreach and communication access – in line with equity-centered development strategies from agencies such as the Minority Business Development Agency (MBDA).
- Workforce development and inclusion – complementing the priorities of the Department of Labor and the Economic Development Administration's Build to Scale initiative.

By helping small businesses, particularly minority- and immigrant-owned, improve their branding, customer engagement, and visibility, Inova Communications will contribute directly to local resilience and national economic expansion.

7.3 Direct and Indirect Job Creation

Under the leadership of Mrs. Avana França Salles, *Inova Communications* will play a significant role in strengthening the U.S. labor market by generating both direct and indirect employment opportunities. The company's expansion into the multicultural communications sector will not only create high-quality, full-time positions but will also stimulate additional jobs across related industries including printing, media production, software services, translation, and local business services.

Direct Job Creation

Inova Communications is projected to expand from 4 employees in Year 1 to 18 full-time professionals by Year 5, reflecting steady growth across strategic communications, client management, digital operations, and administrative support.

Key Direct Roles Include:

- **General Manager & Strategic Communication Consultant** – Leads the company's strategic direction, service delivery, and client relations.
- **Marketing and Communications Specialists** – Execute client campaigns, social media content, and brand positioning strategies.

- **Communication Strategists and Public Relations Specialists** – Develop message frameworks, manage press outreach, and shape reputation management plans.
- **Digital Marketing Manager and Social Media Manager** – Manage content production, platform strategies, and data-driven campaign performance.
- **Sales Representatives** – Acquire new clients, build customer relationships, and manage service proposals.
- **Office Manager and Administrative Assistant** – Oversee office operations, scheduling, invoicing, and project coordination.
- **Customer Service Representatives** – Support client communications, service feedback, and multilingual response needs.

These roles are designed not only to deliver core services but also to contribute to workforce development by providing long-term employment, internal training, and skill-building in digital and communication fields.

Indirect Job Creation

According to the national employment multipliers published by the Economic Policy Institute (EPI) on January 23, 2019, the model estimates approximately 731.6 supplier and induced jobs for every 100 direct jobs in advertising, public relations, and related services. The multiplier illustrates potential employment supported through supplier relationships and the respending of income. It is an economic-impact estimate and does not guarantee that a particular company will create or support the calculated number of jobs.16

[16] https://www.epi.org/publication/updated-employment-multipliers-for-the-u-s-economy/

Employment multipliers per 100 direct jobs, all private-sector industries

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
130	Management, scientific, and technical consulting services	100.0	91.1	116.5	207.6
131	Scientific research and development services	100.0	519.3	323.7	842.9
132	Advertising, public relations, and related services	100.0	460.9	270.7	731.6
133	Other professional, scientific, and technical services	100.0	70.8	83.6	154.3

Using the EPI industry multiplier as an illustrative economic-impact methodology, an 18-person workforce, including Mrs. Salles, could support approximately 132 supplier and induced jobs in the broader economy by Year 5. This figure is an estimate derived from the EPI multiplier and is not a guaranteed employment outcome. These jobs may span sectors including professional services, technology support, media production, retail, and maintenance. The workforce and estimated indirect-job figures are presented below.

Direct and Indirect Jobs	Year 1	Year 2	Year 3	Year 4	Year 5
Projected Workforce (incl. Mrs. Salles)	4	7	11	14	18
Estimated Supplier & Induced Jobs	**29**	**51**	**80**	**102**	**132**

APPENDIX

Monthly Sales Forecast Table – Year 1

Sales Forecast													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Unit Sales													
Multicultural Communication Strategy Development		1	1	1	1	2	2	1	1	1	2	1	1
Professional Public Relations and Media Relations		1	1	0	1	1	0	1	1	1	1	2	1
Digital Marketing and Content Operations		1	0	1	0	1	2	1	2	2	1	1	1
Corporate Communication and Stakeholder Management		0	0	1	1	0	1	1	1	1	1	1	2
Total Unit Sales		3	2	3	3	4	5	4	5	5	5	5	5
Unit Prices		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Multicultural Communication Strategy Development		$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00
Professional Public Relations and Media Relations		$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00
Digital Marketing and Content Operations		$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00
Corporate Communication and Stakeholder Management		$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00
Sales													
Multicultural Communication Strategy Development		$8,000	$8,000	$8,000	$8,000	$16,000	$16,000	$8,000	$8,000	$8,000	$16,000	$8,000	$8,000
Professional Public Relations and Media Relations		$7,500	$7,500	$0	$7,500	$7,500	$0	$7,500	$7,500	$7,500	$7,500	$15,000	$7,500

Digital Marketing and Content Operations		$7,000	$0	$7,000	$0	$7,000	$14,000	$7,000	$14,000	$14,000	$7,000	$7,000	$7,000
Corporate Communication and Stakeholder Management		$0	$0	$10,000	$10,000	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$20,000
Total Sales		$22,500	$15,500	$25,000	$25,500	$30,500	$40,000	$32,500	$39,500	$39,500	$40,500	$40,000	$42,500
Direct Unit Costs		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Multicultural Communication Strategy Development	8.00%	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00
Professional Public Relations and Media Relations	8.00%	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00
Digital Marketing and Content Operations	8.00%	$560.00	$560.00	$560.00	$560.00	$560.00	$560.00	$560.00	$560.00	$560.00	$560.00	$560.00	$560.00
Corporate Communication and Stakeholder Management	8.00%	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00
Direct Cost of Sales													
Multicultural Communication Strategy Development		$640	$640	$640	$640	$1,280	$1,280	$640	$640	$640	$1,280	$640	$640
Professional Public Relations and Media Relations		$600	$600	$0	$600	$600	$0	$600	$600	$600	$600	$1,200	$600
Digital Marketing and Content Operations		$560	$0	$560	$0	$560	$1,120	$560	$1,120	$1,120	$560	$560	$560
Corporate Communication and Stakeholder Management		$0	$0	$800	$800	$0	$800	$800	$800	$800	$800	$800	$1,600
Subtotal Direct Cost of Sales		**$1,800**	**$1,240**	**$2,000**	**$2,040**	**$2,440**	**$3,200**	**$2,600**	**$3,160**	**$3,160**	**$3,240**	**$3,200**	**$3,400**

Monthly Personnel Plan Table – Year 1

Personnel Plan													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
General Manager & Strategic Communication Consultant - Mrs. Avana França Salles		$0	$0	$0	$0	$0	$10,000	$10,000	$12,000	$12,000	$12,000	$12,000	$12,000
Marketing and Communications Specialist		$0	$0	$0	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000
Communication Strategist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Public Relations Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Digital Marketing Manager		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Social Media Manager		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Representative		$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000
Office Manager		$0	$0	$0	$0	$0	$0	$0	$0	$6,000	$6,000	$6,000	$6,000
Administrative Assistant		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Customer Service Representative		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total People		2	2	2	3	3	3	3	3	4	4	4	4
Total Payroll		**$6,000**	**$6,000**	**$6,000**	**$13,000**	**$13,000**	**$23,000**	**$23,000**	**$25,000**	**$31,000**	**$31,000**	**$31,000**	**$31,000**

Monthly Profit and Loss Table – Year 1

Pro Forma Profit and Loss													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales		$22,500	$15,500	$25,000	$25,500	$30,500	$40,000	$32,500	$39,500	$39,500	$40,500	$40,000	$42,500
Direct Cost of Sales		$1,800	$1,240	$2,000	$2,040	$2,440	$3,200	$2,600	$3,160	$3,160	$3,240	$3,200	$3,400
Other Costs of Sales		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cost of Sales		$1,800	$1,240	$2,000	$2,040	$2,440	$3,200	$2,600	$3,160	$3,160	$3,240	$3,200	$3,400
Gross Margin		$20,700	$14,260	$23,000	$23,460	$28,060	$36,800	$29,900	$36,340	$36,340	$37,260	$36,800	$39,100
Gross Margin %		92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses													
Payroll		$6,000	$6,000	$6,000	$13,000	$13,000	$23,000	$23,000	$25,000	$31,000	$31,000	$31,000	$31,000
Marketing/Promotion		$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Depreciation		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Rent		$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800
Utilities/Internet/Phone		$800	$800	$800	$800	$800	$800	$800	$800	$800	$800	$800	$800
Insurance		$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Payroll Taxes	8%	$459	$459	$459	$995	$995	$1,760	$1,760	$1,913	$2,372	$2,372	$2,372	$2,372
Training/Education	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accountant Services		$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150
Total Operating Expenses		$10,209	$10,209	$10,209	$17,745	$17,745	$28,510	$28,510	$30,663	$37,122	$37,122	$37,122	$37,122
Profit Before Interest and Taxes		$10,491	$4,051	$12,791	$5,716	$10,316	$8,291	$1,391	$5,678	($782)	$139	($322)	$1,979
EBITDA		$10,491	$4,051	$12,791	$5,716	$10,316	$8,291	$1,391	$5,678	($782)	$139	($322)	$1,979
Interest Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes Incurred		$3,032	$1,171	$3,697	$1,652	$2,981	$2,396	$402	$1,641	($226)	$40	($93)	$572
Net Other Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Profit		$7,459	$2,880	$9,094	$4,064	$7,334	$5,895	$989	$4,037	($556)	$98	($229)	$1,407
Net Profit/Sales		**33.15%**	**18.58%**	**36.38%**	**15.94%**	**24.05%**	**14.74%**	**3.04%**	**10.22%**	**-1.41%**	**0.24%**	**-0.57%**	**3.31%**

Monthly Cash Flow Table – Year 1

Pro Forma Cash Flow													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received													
Cash from Operations													
Cash Sales		$22,500	$15,500	$25,000	$25,500	$30,500	$40,000	$32,500	$39,500	$39,500	$40,500	$40,000	$42,500
Cash from Receivables		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash from Operations		$22,500	$15,500	$25,000	$25,500	$30,500	$40,000	$32,500	$39,500	$39,500	$40,500	$40,000	$42,500
Additional Cash Received													
Non-Operating (Other) Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Received	0.00%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Other Liabilities (interest-free)		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Long-term Liabilities		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Investment Received		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash Received		$22,500	$15,500	$25,000	$25,500	$30,500	$40,000	$32,500	$39,500	$39,500	$40,500	$40,000	$42,500
Expenditures		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Expenditures from Operations													
Cash Spending		$15,041	$12,620	$15,906	$21,436	$23,166	$34,105	$31,511	$35,463	$40,056	$40,402	$40,229	$41,093
Bill Payments		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Spent on Operations		$15,041	$12,620	$15,906	$21,436	$23,166	$34,105	$31,511	$35,463	$40,056	$40,402	$40,229	$41,093
Additional Cash Spent													
Non-Operating (Other) Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Principal Repayment of Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Dividends		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash Spent		$15,041	$12,620	$15,906	$21,436	$23,166	$34,105	$31,511	$35,463	$40,056	$40,402	$40,229	$41,093
Net Cash Flow		$7,459	$2,880	$9,094	$4,064	$7,334	$5,895	$989	$4,037	($556)	$98	($229)	$1,407
Cash Balance		**$12,959**	**$15,839**	**$24,934**	**$28,997**	**$36,332**	**$42,226**	**$43,215**	**$47,252**	**$46,696**	**$46,795**	**$46,566**	**$47,973**

Monthly Balance Sheet Table – Year 1

Pro Forma Balance Sheet													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	**Month 12**
Assets	Starting Balances												
Current Assets													
Cash	$5,500	$12,959	$15,839	$24,934	$28,997	$36,332	$42,226	$43,215	$47,252	$46,696	$46,795	$46,566	**$47,973**
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Inventory	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Other Current Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Total Current Assets	$5,500	$12,959	$15,839	$24,934	$28,997	$36,332	$42,226	$43,215	$47,252	$46,696	$46,795	$46,566	**$47,973**
Long-term Assets													
Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Accumulated Depreciation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Total Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Total Assets	$5,500	$12,959	$15,839	$24,934	$28,997	$36,332	$42,226	$43,215	$47,252	$46,696	$46,795	$46,566	**$47,973**
Liabilities and Capital		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	**Month 12**
Current Liabilities													
Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Current Borrowing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Other Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Subtotal Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Long-term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Total Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Paid-in Capital	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	**$20,000**
Retained Earnings	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	**($14,500)**
Earnings	$0	$7,459	$10,339	$19,434	$23,497	$30,832	$36,726	$37,715	$41,752	$41,196	$41,295	$41,066	**$42,473**
Total Capital	$5,500	$12,959	$15,839	$24,934	$28,997	$36,332	$42,226	$43,215	$47,252	$46,696	$46,795	$46,566	**$47,973**
Total Liabilities and Capital	$5,500	$12,959	$15,839	$24,934	$28,997	$36,332	$42,226	$43,215	$47,252	$46,696	$46,795	$46,566	**$47,973**
Net Worth	**$5,500**	**$12,959**	**$15,839**	**$24,934**	**$28,997**	**$36,332**	**$42,226**	**$43,215**	**$47,252**	**$46,696**	**$46,795**	**$46,566**	$47,973

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PRESIDENTIAL ACTIONS

National Small Business Week, 2025

Proclamations

May 5, 2025

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A PROCLAMATION

Small businesses power our economy from the ground up, driving innovation and building products that keep America strong, competitive, and secure. During National Small Business Week, we celebrate the unyielding spirit, creativity, and perseverance of our hardworking entrepreneurs who dare to dream big.

Small businesses are vital to our economy. America has 33 million small businesses that employ 61.7 million Americans — nearly half of the private-sector workforce — and create almost two out of every three new jobs in the country.

In recent years, small business owners have faced unprecedented challenges — record high inflation, reckless Federal spending, and burdensome regulations — yet have remained committed to delivering for America's communities.

Small businesses across the country have also carried the burden of a broken global trade system for far too long. Originally designed after World War II to support recovery in war-torn nations, it is now exploited by foreign competitors. They flood our markets with cheap goods while shutting out quality American products.

Too many in our Government were afraid to tackle this problem. Now, at last, my Administration is fixing it. On Liberation Day, we implemented targeted tariffs to protect American businesses from

unfair trade practices and to strengthen local supply chains. We are putting American people first and delivering long-overdue relief for our workers and entrepreneurs.

My Administration is unleashing a new era of opportunity for small businesses built on common sense and pro-growth policies that put our workers and our job creators first. We are cutting red tape, keeping taxes low, promoting fair and reciprocal trade practices, and fighting for hardworking Americans.

The Made in America Manufacturing Initiative is creating good-paying jobs and securing our supply chains, while cutting $100 billion in regulations that disproportionately burden small businesses and manufacturers. Free from crippling compliance and regulatory hurdles, we are empowering our businesses to focus on what they do best: business.

Entrepreneurship is the foundation of a free and prosperous Nation and the engine of the American economy — built by men and women who work hard, take risks, and believe in the power of the American Dream. From our fields to our factories to the frontiers of technology, our small businesses embody the American spirit, driving growth and creating new employment opportunities. Our history of ingenuity and grit is unrivaled, and by renewing our support of small businesses, we are raising wages, strengthening American families, and leading our country and the world into a new Golden Age.

NOW, THEREFORE, I, DONALD J. TRUMP, President of the United States of America, by virtue of the authority vested in me by the Constitution and the laws of the United States, do hereby proclaim May 4 through May 10, 2025, as National Small Business Week. I call upon all Americans to recognize the critical contributions of America's entrepreneurs and small business owners as they grow our Nation's economy.

IN WITNESS WHEREOF, I have hereunto set my hand this fifth day of May, in the year of our Lord two thousand twenty-five, and of the Independence of the United States of America the two hundred and forty-ninth.

DONALD J. TRUMP

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PRESIDENTIAL ACTIONS

Executive Orders

April 23, 2025

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. Background. Artificial intelligence (AI) is rapidly transforming the modern world, driving innovation across industries, enhancing productivity, and reshaping the way we live and work. To ensure the United States remains a global leader in this technological revolution, we must provide our Nation's youth with opportunities to cultivate the skills and understanding necessary to use and create the next generation of AI technology. By fostering AI competency, we will equip our students with the foundational knowledge and skills necessary to adapt to and thrive in an increasingly digital society. Early learning and exposure to AI concepts not only demystifies this powerful technology but also sparks curiosity and creativity, preparing students to become active and responsible participants in the workforce of the future and nurturing the next generation of American AI innovators to propel our Nation to new heights of scientific and economic achievement.

To achieve this vision, we must also invest in our educators and equip them with the tools and knowledge to not only train students about AI, but also to utilize AI in their classrooms to improve educational outcomes. Professional development programs focused on AI education will empower educators to confidently guide students through this complex and evolving field. Educators, industry leaders, and employers who rely on an AI-skilled workforce should partner to create educational programs that equip students with essential AI skills and competencies across all learning pathways. While AI education in kindergarten through twelfth grade (K-12) is critical, our

Nation must also make resources available for lifelong learners to develop new skills for a changing workforce. By establishing a strong framework that integrates early student exposure with comprehensive teacher training and other resources for workforce development, we can ensure that every American has the opportunity to learn about AI from the earliest stages of their educational journey through postsecondary education, fostering a culture of innovation and critical thinking that will solidify our Nation's leadership in the AI-driven future.

Sec. 2. Policy. It is the policy of the United States to promote AI literacy and proficiency among Americans by promoting the appropriate integration of AI into education, providing comprehensive AI training for educators, and fostering early exposure to AI concepts and technology to develop an AI-ready workforce and the next generation of American AI innovators.

Sec. 3. Definition. For the purposes of this order, "artificial intelligence" or "AI" has the meaning set forth in 15 U.S.C. 9401(3).

Sec. 4. Establishing an Artificial Intelligence Education Task Force. (a) There is hereby established the White House Task Force on Artificial Intelligence Education (Task Force).

(b) The Director of the Office of Science and Technology Policy shall be the Chair of the Task Force.

(c) The Task Force membership shall consist of the following members:

(i) the Secretary of Agriculture;

(ii) the Secretary of Labor;

(iii) the Secretary of Energy;

(iv) the Secretary of Education;

(v) the Director of the National Science Foundation (NSF);

(vi) the Assistant to the President for Domestic Policy;

(vii) the Special Advisor for AI & Crypto;

(viii) the Assistant to the President for Policy; and

(ix) the heads of other such executive departments and agencies (agencies) and offices that the Chair may designate or invite to participate.

(d) The Task Force shall be responsible for implementing the policy stated in section 2 of this order and coordinating Federal efforts related to AI education, including the actions outlined in this order.

Sec. 5. Establishing the Presidential Artificial Intelligence Challenge. (a) Within 90 days of the date of this order, the Task Force shall establish plans for a Presidential Artificial Intelligence Challenge (Challenge), and the agencies represented on the Task Force shall, as appropriate and consistent with applicable law, implement the plans by holding the Challenge no later than 12 months from the submission of the plan. The Challenge shall encourage and highlight student and educator achievements in AI, promote wide geographic adoption of technological advancement, and foster collaboration between government, academia, philanthropy, and industry to address national challenges with AI solutions.

(b) The Challenge shall feature multiple age categories, distinct geographic regions for

competition, and a variety of topical themes of competition to reflect the breadth of AI applications, encouraging interdisciplinary exploration.

(c) The Task Force and, as appropriate, agencies represented on the Task Force shall collaborate with relevant agencies and private sector entities to provide technical expertise, resources, and promotional support for implementing the Challenge, including through existing funding vehicles.

Sec. 6. Improving Education Through Artificial Intelligence. (a) To provide resources for K-12 AI education, agencies represented on the Task Force shall seek to establish public-private partnerships with leading AI industry organizations, academic institutions, nonprofit entities, and other organizations with expertise in AI and computer science education to collaboratively develop online resources focused on teaching K-12 students foundational AI literacy and critical thinking skills. The Task Force shall promptly announce such public-private partnerships on a rolling basis as they are formed.

(i) The Task Force shall seek to utilize industry commitments and identify any Federal funding mechanisms, including discretionary grants, that can be used to provide resources for K-12 AI education. To the extent practicable and as consistent with applicable law, agencies shall prioritize funding for such purposes when it would further the aims of the program for which funding is available.

(ii) The Task Force shall work to ensure the resources funded as described in subsection (i) of this section are ready for use in K-12 instruction within 180 days following the Task Force's formal announcement of the first slate of public-private partnerships.

(b) Within 90 days of the date of this order, the Task Force shall identify existing Federal AI resources on which agencies may rely, such as the NSF- and Department of Agriculture-sponsored National AI Research Institutes, to support partnerships with State and local educational agencies to improve AI education.

(c) Within 90 days of the date of this order, the Secretary of Education shall issue guidance regarding the use of formula and discretionary grant funds to improve education outcomes using AI, including but not limited to AI-based high-quality instructional resources; high-impact tutoring; and college and career pathway exploration, advising, and navigation.

(d) Within 90 days of the date of this order, the Secretary of Education shall identify and implement ways to utilize existing research programs to assist State and local efforts to use AI for improved student achievement, attainment, and mobility.

Sec. 7. Enhancing Training for Educators on Artificial Intelligence. (a) Within 120 days of the date of this order, the Secretary of Education shall take steps to prioritize the use of AI in discretionary grant programs for teacher training authorized by the Elementary and Secondary Education Act of 1965 (Public Law 89-10), as amended, and Title II of the Higher Education Act of 1965 (Public Law 89-329), as amended, including for:

(i) reducing time-intensive administrative tasks;

(ii) improving teacher training and evaluation;

(iii) providing professional development for all educators, so they can integrate the fundamentals of AI into all subject areas; and

(iv) providing professional development in foundational computer science and AI, preparing educators to effectively teach AI in stand-alone computer science and other relevant courses.

(b) Within 120 days of the date of this order, the Director of the NSF shall take steps to prioritize research on the use of AI in education. The Director of the NSF shall also utilize existing programs to create teacher training opportunities that help educators effectively integrate AI-based tools and modalities in classrooms.

(c) Within 120 days of the date of this order, the Secretary of Agriculture shall take steps to prioritize research, extension, and education on the use of AI in formal and non-formal education through 4-H and the Cooperative Extension System. The Secretary of Agriculture shall also utilize existing programs to create teacher and educator training opportunities that help effectively integrate AI-based tools and modalities into classrooms and curriculum.

Sec. 8. Promoting Registered Apprenticeships. (a) Within 120 days of the date of this order, the Secretary of Labor shall seek to increase participation in AI-related Registered Apprenticeships, including by:

(i) Prioritizing the development and growth of Registered Apprenticeships in AI-related occupations. The Secretary of Labor shall establish specific goals for growing Registered Apprenticeships in AI-related occupations across industries; and

(ii) Using apprenticeship intermediary contracts and allocating existing discretionary funds, as appropriate and consistent with applicable law, to engage industry organizations and employers and facilitate the development of Registered Apprenticeship programs in AI-related occupations. In doing so, the Secretary of Labor shall support the creation of industry-developed program standards to be registered on a nationwide basis, enabling individual employers to adopt the standards without requiring individual registry.

(b) Within 120 days of the date of this order, the Secretary of Labor shall encourage States and grantees to use funding provided under the Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-128), as amended, to develop AI skills and support work-based learning opportunities within occupations utilizing AI by:

(i) issuing guidance to State and local workforce development boards encouraging the use of WIOA youth formula funds to help youth develop AI skills;

(ii) clarifying that States can use Governor set-asides to integrate AI learning opportunities into youth programs across the State; and

(iii) consistent with applicable law, establishing AI skills training and work-based learning as a grant priority in all Employment and Training Administration youth-focused discretionary grant programs.

(c) Within 120 days of the date of this order, the Secretary of Labor, through the Assistant Secretary of Labor for Employment and Training, and in collaboration with the Director of the NSF,

shall engage with relevant State and local workforce development boards, industry organizations, education and training providers, and employers to identify and promote high-quality AI skills education coursework and certifications across the country. Through such engagement, the Secretary of Labor shall:

(i) identify applicable funding opportunities to expand access to high-quality AI coursework and certifications;

(ii) set performance targets for youth participation through any grants awarded for this purpose; and

(iii) utilize industry and philanthropic partnerships to the extent practicable.

(d) Within 120 days of the date of this order, and in consultation with the Secretary of Education and the Director of the NSF, the Secretary of Labor shall support the creation of opportunities for high school students to take AI courses and certification programs by giving priority consideration in awarding grants as appropriate and consistent with applicable law to providers that commit to use funds to develop or expand AI courses and certification programs. The Secretary of Labor and the Secretary of Education shall encourage recipients to build partnerships with States and local school districts to encourage those entities to consider offering high school students dual enrollment opportunities to take courses to earn postsecondary credentials and industry-recognized AI credentials concurrent with high school education.

(e) Within 120 days of the date of this order, all agencies that provide educational grants shall, as appropriate and consistent with applicable law, consider AI as a priority area within existing Federal fellowship and scholarship for service programs.

Sec. 9. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

DONALD J. TRUMP

THE WHITE HOUSE,

April 23, 2025.

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PRESIDENTIAL ACTIONS

Designating English as the Official Language of The United States

The White House

March 1, 2025

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. Purpose and Policy. From the founding of our Republic, English has been used as our national language. Our Nation's historic governing documents, including the Declaration of Independence and the Constitution, have all been written in English. It is therefore long past time that English is declared as the official language of the United States. A nationally designated language is at the core of a unified and cohesive society, and the United States is strengthened by a citizenry that can freely exchange ideas in one shared language.

In welcoming new Americans, a policy of encouraging the learning and adoption of our national language will make the United States a shared home and empower new citizens to achieve the American dream. Speaking English not only opens doors economically, but it helps newcomers engage in their communities, participate in national traditions, and give back to our society. This order recognizes and celebrates the long tradition of multilingual American citizens who have learned English and passed it to their children for generations to come.

To promote unity, cultivate a shared American culture for all citizens, ensure consistency in government operations, and create a pathway to civic engagement, it is in America's best interest for the Federal Government to designate one — and only one — official language. Establishing English as the official language will not only streamline communication but also reinforce shared national values, and create a more cohesive and efficient society.

Accordingly, this order designates English as the official language of the United States.

Sec. 2. Definitions. For purposes of this order:

(a) "Agency" has the meaning given to it in section 3502 of title 44, United States Code, except that such term does not include the Executive Office of the President or any components thereof.

(b) "Agency Head" means the highest-ranking official of an agency, such as the Secretary, Administrator, Chairman, or Director, unless otherwise specified in this order.

Sec. 3. Designating an Official Language for the United States. (a) English is the official language of the United States.

(b) Executive Order 13166 of August 11, 2000 (Improving Access to Services for Persons with Limited English Proficiency), is hereby revoked; nothing in this order, however, requires or directs any change in the services provided by any agency. Agency heads should make decisions as they deem necessary to fulfill their respective agencies' mission and efficiently provide Government services to the American people. Agency heads are not required to amend, remove, or otherwise stop production of documents, products, or other services prepared or offered in languages other than English.

(c) The Attorney General shall rescind any policy guidance documents issued pursuant to Executive Order 13166 and provide updated guidance, consistent with applicable law.

Sec. 4. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

THE WHITE HOUSE,

March 1, 2025.

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Small Business Facts: Reasons for Running a Business

On **Nov 8, 2022**

While there are multiple reasons to own a small business, most firm owners cite wanting to be their own boss and making more money as important reasons for owning their own business. Self-employment is mostly driven by opportunity, with 56% of owners with employees saying that starting a business was the best avenue to make their own products. The top reason for women to become a business owner was work and family balance. The reasons to own a business have not changed much over time, with data from 2019 matching that from 2014.

For more, read "Small Business Facts: Reasons for Running a Business."

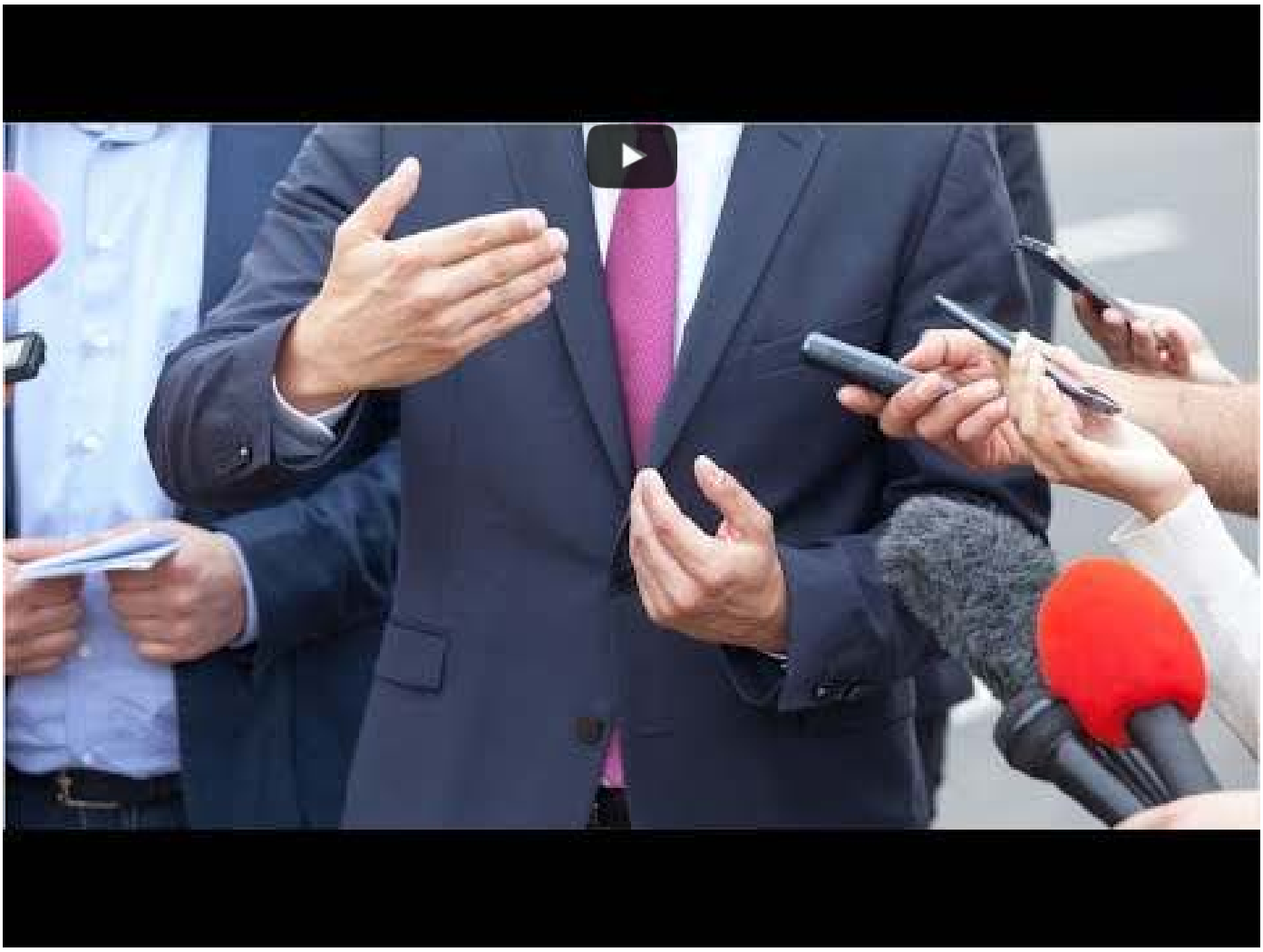
Entrepreneurship

The Office of Advocacy supports businesses with fewer than 500 employees, non-profit organizations, and independent contractors. Our mission is to help small entities as regulations are developed in Washington.

We are a voice for small businesses in the executive branch. We do not take part in SBA's work on loans, disaster relief, or procurement.

Public Relations Specialists

Summary



Job Outlook

Employment of public relations specialists is projected to grow 5 percent from 2024 to 2034, faster than the average for all occupations.

About 27,600 openings for public relations specialists are projected each year, on average, over the decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire.

State & Area Data

Explore resources for employment and wages by state and area for public relations specialists.

Similar Occupations

Compare the job duties, education, job growth, and pay of public relations specialists with similar occupations.

More Information, Including Links to O*NET

Learn more about public relations specialists by visiting additional resources, including O*NET, a source on key characteristics of workers and occupations.

What They Do ->

What Public Relations Specialists Do



Public relations specialists evaluate advertising and promotion programs.

Public relations specialists create and maintain a positive public image for the individuals, groups, or organizations they represent. They craft media releases and develop social media programs to shape public perception of their clients and to increase awareness of each client's work and goals.

Duties

Public relations specialists typically do the following:

- Write press releases and prepare information for the media
- Respond to information requests from the media
- Help clients communicate effectively with the public
- Draft speeches and arrange interviews for a client's top executives
- Evaluate public opinion of clients through social media
- Evaluate advertising and promotion programs to determine whether they are compatible with their organization's public relations efforts
- Help maintain their organization's image and identity

Public relations specialists**,** also called *communications specialists*, handle an individual's, group's, or organization's communication with the public, including consumers, investors, reporters, and other media specialists. In government, public relations specialists may be called *press secretaries* and keep the public informed about the activities of government officials and agencies.

Public relations specialists write press releases and contact people in the media who might print or broadcast their material. Many radio or television special reports, newspaper stories, and magazine articles start at the desks of public relations specialists. For example, a press release might describe a public issue, such as health, energy, or the environment, and what an organization does concerning that issue.

Press releases often are adapted for announcements on social media, in addition to publication through traditional media outlets. Public relations specialists are usually in charge of monitoring and responding to social media questions and concerns.

Public relations specialists are different from advertisers in that they get their stories covered by media instead of purchasing ad space in publications and on television.

<- Summary

Work Environment ->

Work Environment



Public relations specialists work in many different industries.

Public relations specialists held about 315,900 jobs in 2024. The largest employers of public relations specialists were as follows:

Educational services; state, local, and private	14%
Advertising, public relations, and related services	13
Government, excluding state and local education and hospitals	10
Healthcare and social assistance	7
Grantmaking and giving services and social advocacy organizations	7

Public relations specialists work for a variety of organizations, including schools, media buyers, and professional associations. They usually work in offices, but they also deliver speeches, attend meetings and community activities, and occasionally travel.

Work Schedules

Most public relations specialists work full time. Some work more than 40 hours per week.

<- What They Do

How to Become One ->

How to Become a Public Relations Specialist



Public relations specialists typically need a bachelor's degree.

Public relations specialists typically need a bachelor's degree to enter the occupation. Employers may prefer to hire candidates who have studied a particular field, such as communications or business.

Education

Public relations specialists typically need a bachelor's degree in public relations or another communications field, social science, or business. Through such programs, students may produce a portfolio of work that demonstrates their ability to prospective employers.

Although it is not typically required to enter the occupation, professional certification is preferred by some employers hiring candidates for public relations specialist jobs.

Other Experience

Internships at public relations firms or in the public relations departments of other businesses may be helpful in getting a job as a public relations specialist.

Some employers prefer candidates who have experience in the field through a school newspaper, social media platforms, or blogs, or through a leadership position in school or in their community.

Important Qualities

The following are examples of qualities that are important for these workers to perform their duties. For more information, visit the Employment Projections (EP) skills data page.

Interpersonal skills. Public relations specialists deal with the public and the media regularly. They must be open and friendly in order to maintain a favorable image for their organization.

Organizational skills. Public relations specialists are often in charge of managing several events or communications at the same time, which requires excellent skills in coordinating arrangements.

Problem-solving skills. Public relations specialists sometimes must explain how a company or client is handling sensitive issues. They must use good judgment in what they report and how they report it.

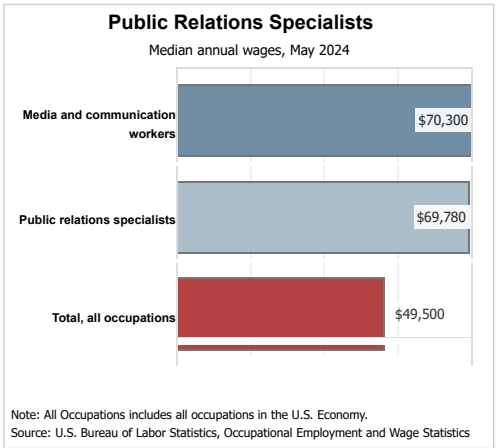
Speaking skills. Public relations specialists regularly speak on behalf of clients or their organization. When doing so, they must be able to clearly explain the client's or the organization's position.

Writing skills. Public relations specialists must be able to write well-organized and clear press releases, speeches, and social media posts. They must be able to grasp key messages and write them in a succinct but engaging way.

<- Work Environment

Pay ->

Pay



The median annual wage for public relations specialists was $69,780 in May 2024. The median wage is the wage at which half the workers in an occupation earned more than that amount and half earned less. The lowest 10 percent earned less than $40,750, and the highest 10 percent earned more than $129,480.

In May 2024, the median annual wages for public relations specialists in the top industries in which they worked were as follows:

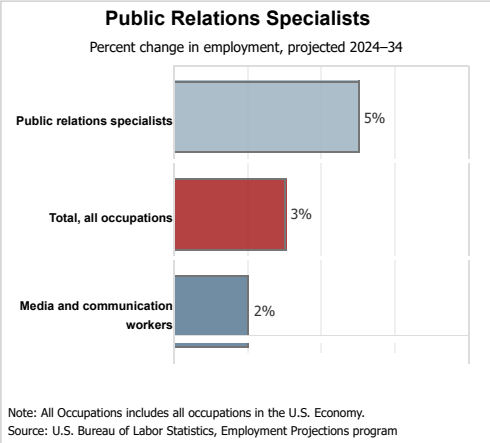
Government, excluding state and local education and hospitals	$78,220
Advertising, public relations, and related services	74,550
Grantmaking and giving services and social advocacy organizations	66,310
Educational services; state, local, and private	63,570
Healthcare and social assistance	61,100

Most public relations specialists work full time. Some work more than 40 hours per week.

<- How to Become One

Job Outlook ->

Job Outlook



Employment of public relations specialists is projected to grow 5 percent from 2024 to 2034, faster than the average for all occupations.

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Employment

Organizations will continue to emphasize community outreach and customer relations as a way to maintain and enhance their reputation and visibility. Public opinion can change quickly, particularly because both good and bad news spread rapidly through the Internet. Consequently, public relations specialists will be needed to respond to news developments and maintain their organization's reputation.

The use of social media also is expected to create opportunities for public relations specialists as they try to appeal to consumers and the general public in new ways. Public relations specialists will be needed to help their clients use social media effectively.

Employment projections data for public relations specialists, 2024–34

Public relations specialists

SOC Code:
27-3031

Employment, 2024:
315,900

Projected Employment, 2034:
331,000

Change, 2024–34 (Percent):
5

Change, 2024–34 (Numeric):
15,000

Employment By Industry:
Get data

SOURCE: U.S. Bureau of Labor Statistics, Employment Projections program

<- Pay

State & Area Data ->

State & Area Data

Occupational Employment and Wage Statistics (OEWS)

The Occupational Employment and Wage Statistics (OEWS) program produces employment and wage estimates annually for over 800 occupations. These estimates are available for the nation as a whole, for individual states, and for metropolitan and nonmetropolitan areas. The link below goes to OEWS data maps for employment and wages by state and area. Use the dropdown boxes to select an occupation.

- Occupational Employment and Wage Statistics (OEWS) Profiles

Projections Central

Occupational employment projections are developed for all states by Labor Market Information (LMI) or individual state Employment Projections offices. All state projections data are available at www.projectionscentral.org. Information on this site allows projected employment growth for an occupation to be compared among states or to be compared within one state. In addition, states may produce projections for areas; there are links to each state's websites where these data may be retrieved.

CareerOneStop

CareerOneStop includes hundreds of occupational profiles with data available by state and metro area. There are links in the left-hand side menu to compare occupational employment by state and occupational wages by local area or metro area. There is also a salary info tool to search for wages by zip code.

<- Job Outlook

Similar Occupations ->

Similar Occupations

This table shows a list of occupations with job duties that are similar to those of public relations specialists.

Advertising Sales Agents

Job Duties:
Advertising sales agents sell promotional space to businesses and individuals.

Entry-Level Education:
High school diploma or equivalent

2024 Median Pay:
$61,460

Advertising, Promotions, and Marketing Managers

Job Duties:
Advertising, promotions, and marketing managers plan programs to generate interest in products or services.

Entry-Level Education:
Bachelor's degree

2024 Median Pay:
$159,660

Editors

Job Duties:
Editors plan, review, and revise content for publication.

Entry-Level Education:
Bachelor's degree

2024 Median Pay:
$75,260

Market Research Analysts

Job Duties:
Market research analysts study consumer preferences, business conditions, and other factors to assess potential sales of a product or service.

Entry-Level Education:
Bachelor's degree

2024 Median Pay:
$76,950

Meeting, Convention, and Event Planners

Job Duties:
Meeting, convention, and event planners arrange all aspects of events and professional gatherings.

Entry-Level Education:
Bachelor's degree

2024 Median Pay:
$59,440

Public Relations and Fundraising Managers

Job Duties:
Public relations managers direct the creation of materials that will enhance the public image of their employer or client. Fundraising managers coordinate campaigns that bring in donations for their organization.

Entry-Level Education:
Bachelor's degree

2024 Median Pay:
$132,870

Wholesale and Manufacturing Sales Representatives

Job Duties:
Wholesale and manufacturing sales representatives sell goods for wholesalers or manufacturers to businesses, government agencies, and other organizations.

Entry-Level Education:
See How to Become One

2024 Median Pay:
$74,100

Writers and Authors

Job Duties:
Writers and authors develop written content for various types of media.

Entry-Level Education:
Bachelor's degree

2024 Median Pay:
$72,270

<- State & Area Data

More Info ->

Contacts for More Information

O*NET

Public Relations Specialists

<- Similar Occupations

SUGGESTED CITATION:

Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook*, Public Relations Specialists, at https://www.bls.gov/ooh/media-and-communication/public-relations-specialists.htm (visited *June 09, 2026*).

Last modified date: August 28, 2025

Governor Newsom announces: $2M Awarded to Innovative Small Businesses

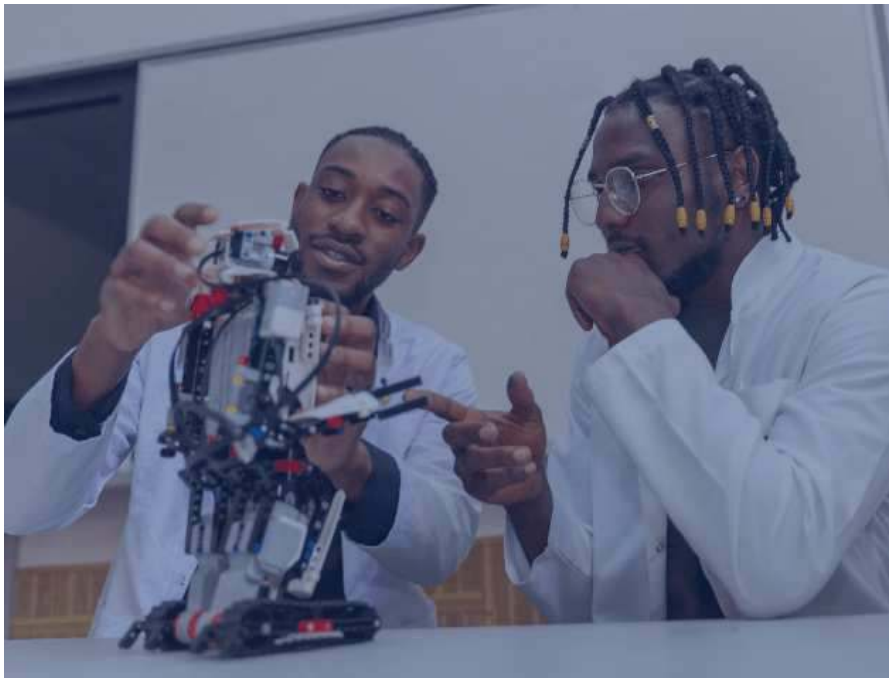
37 small businesses were awarded more than $2 million in funding from CalOSBA, helping to spur the next generation of great California innovators.

Learn More

Have a question? Ask CalOSBA!

What Is The California Office of the Small Business Advocate (CalOSBA)?

The California Office of the Small Business Advocate (CalOSBA) supports economic growth by providing resources and support to the state's 4.3 million small businesses, including non-profits and startups. Our mission is to help all California small business-owners find and navigate resources, programs and regulations so they can start, manage, grow, become more resilient, and thrive. By ensuring equitable access to capital, markets and networks, we aim to help Democratize Access to Capital, Diversify the Innovation Economy and Drive Economic Mobility through Entrepreneurship.



Seven Years of Real Results for California:

Get Help For Your Business

Collective Data from 2018-2025



SCALE in Action: Success Stories

Learn how these business-owners in a community near you took advantage of our small business support services to overcome their business challenges and grow their opportunities.

Browse All Success Stories

Stay Up To Date

Don’t miss an opportunity. Subscribe to the monthly CalOSBA Newsletter.

First Name

Last Name

Email

Company Name

Submit

Exhibit C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor

Please refer to all the documents in Exhibit B

Projeto Inglês para São Paulo

This is to certify that

Ivana Frana Salles

has successfully taken and completed the

Professional English

São Paulo, July 2013

Projeto Inglês para São Paulo
2013
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Teacher *Chief Certification Officer* *Head of School*

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FUTURE JOURNALIST PROJECT

Courses and activities to complement university studies for
those who want to make it as a real journalist.

CERTIFICATE

Avana França Salles

participated in the Press Conferences/Collective Interviews of the
7th Discovering the Amazon - Discovering Yourself as a Reporter Course,
a module of the Reporter of the Future Project,
held in the Auditorium of USP (University of São Paulo)'s Institute for Advanced Studies
from April 13 to June 22, 2013, with 34 hours of in-person activities.

iea University of São Paulo's Institute for Advanced Studies

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Special Projects in Communication and the Arts

Organized by: IEA-USP - Institute for Advanced Studies of the University of São Paulo, ABRAJI - Brazilian Association of Investigative Journalism and OBORÉ - Special Projects in Communications and the Arts
Co-sponsors: NH Photos/Nivaldo Silva, Hospital Premier/MAIS - Modelo de Atenção Integral à Saúde and SINPRO/SP - São Paulo Teachers' Union
Support: Casa da Cultura Digital, Cátedra UNESCO de Comunicação, CCOMSEX - Army Social Communication Center, EBC - Empresa Brasil de Comunicação/TV Brasil, FAB Brazilian Airforce, INTERCOM Brazilian Society for Interdisciplinary Communication Studies, IPFD - Institute for Research, Training, and Dissemination in Public and Social Policies KBR TEC Soluções Online, Matilha Cultural, O Xis da Questão - Mídia, jornalismo e atualidade, Brasil Atual, Caros Amigos, Fórum, Imprensa, Le Monde Diplomatique Brasil, Piauí and Samuel magazines, Coordination of Journalism courses at the School of Communications and Arts of the University of São Paulo, Higher Education School of Advertising and Marketing, Cásper Líbero College, Pontifical Catholic University of São Paulo, Methodist University of São Paulo and Mackenzie Presbyterian University.

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and that the following is an accurate and complete translation of the document.

Date: March 12, 2025

PROJETO REPÓRTER DO FUTURO

Cursos e atividades de complementação universitária
para quem quer chegar lá como jornalista de verdade

CERTIFICADO

Avana França Salles

participou das Conferências de Imprensa/Entrevistas Coletivas do
7º Curso Descobrir a Amazônia - Descobrir-se Repórter,
módulo do Projeto Repórter do Futuro,
realizado no Auditório do Instituto de Estudos Avançados da USP
de 13 de abril a 22 de junho de 2013, com 34 horas de atividades presenciais.

Instituto de Estudos Avançados da Universidade de São Paulo

ABRAJI

OBORÉ
Projetos Especiais em Comunicações e Artes

Realização: IEA-USP Instituto de Estudos Avançados da Universidade de São Paulo, ABRAJI – Associação Brasileira de Jornalismo Investigativo e OBORÉ Projetos Especiais em Comunicações e Artes
Co-patrocínio: NH Photos/Nivaldo Silva, Hospital Premier/MAIS – Modelo de Atenção Integral à Saúde e SINPRO/SP – Sindicato dos Professores de São Paulo
Apoio: Casa da Cultura Digital, Cátedra UNESCO de Comunicação, CCOMSEx - Centro de Comunicação Social do Exército, EBC – Empresa Brasil de Comunicação/TV Brasil, FAB - Força Aérea Brasileira, INTERCOM – Sociedade Brasileira de Estudos Interdisciplinares da Comunicação, IPFD – Instituto de Pesquisa, Formação e Difusão em Políticas Públicas e Sociais, KBR TEC Soluções Online, Matilha Cultural, O Xis da Questão – Mídia, jornalismo e atualidade, Revistas Brasil Atual, Caros Amigos, Fórum, Imprensa, Le Monde Diplomatique Brasil, Piauí e Samuel, Coordenação dos cursos de Jornalismo da Escola de Comunicações e Artes da Universidade de São Paulo, Escola Superior de Propaganda e Marketing, Faculdade Cásper Líbero, Pontifícia Universidade Católica de São Paulo, Universidade Metodista de São Paulo e Universidade Presbiteriana Mackenzie

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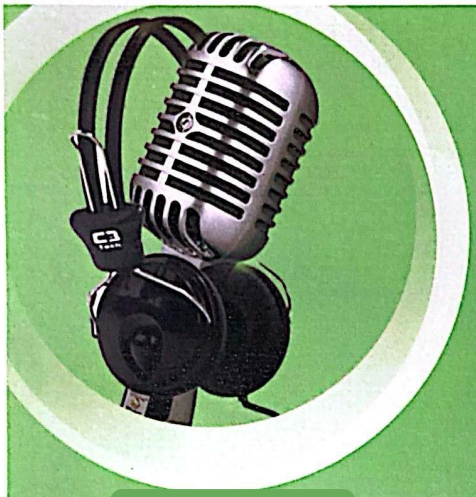
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WORKSHOP TELEJORNALISMO EBC/TV BRASIL
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CERTIFICATE

We certify that

AVANA SALLES

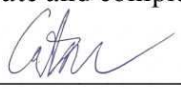
took part in the course “Voiceover for Telejournalism - Basic Module” with Celso Cardoso, held at the Centro de Eventos Cásper Líbero, on July 10, 11, 12, 13, 16, 17, 18, 19 and 20, 2012, from 7:30 p.m. to 10:30 p.m., for a total of 27 hours.

Celso Cardoso

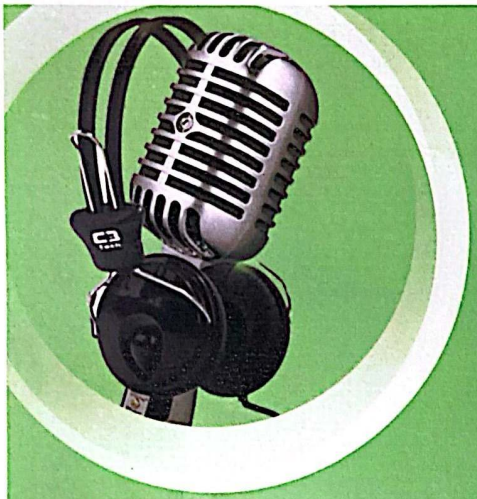
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and that the following is an accurate and complete translation of the document.



Date: March 12, 2025



CERTIFICADO

Certificamos que

AVANA SALLES

participou do curso "Locução para Telejornalismo — Módulo Básico" com Celso Cardoso, realizado pelo Centro de Eventos Cásper Líbero, nos dias 10, 11, 12, 13, 16, 17, 18, 19 e 20 de julho de 2012, das 19h30 às 22h30, totalizando 27 horas/aulas.

Celso Cardoso

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FACULDADE CÁSPER LÍBERO

REALIZAÇÃO:
Centro de Eventos Cásper Líbero

MINISTRY OF LABOR AND EMPLOYMENT

PROFESSIONAL REGISTRATION CARD

Regulated by Ordinance No. 89 of January 22, 2016

I certify that, in accordance with the records of the Professional Registration Database and pursuant to Law No. 972, of October 17, 1969, Decree No. 83.284, of March 13, 1979; Ms. AVANA FRANCA SALLES, CPF 360.581.678-92 has been registered as a Journalist, in the position(s) of Journalist, under number 0099968/SP, on 02/06/2026, according to process No. 47979.212100/2026-31, being qualified to practice the profession.

MINISTRY OF LABOR AND EMPLOYMENT

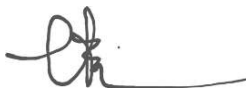
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After a trip to the Amazon, Reporters of the Future participate in a review meeting this Saturday (9)

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After a trip to the Amazon, Reporters of the Future participate in a review meeting this Saturday (9)

04/11/2013

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The 17 students from the Future Reporter Project who participated in the 7th Study and Reporting Trip to the Amazon, held from October 20 to 25, will participate in a review meeting about this experience next Saturday (11/9), at 9 am, at the OBORÉ Press Center/Newsroom-School. During the 6-day journey, the young journalists visited strategic points of the Armed Forces located on the outskirts of Manaus.

The activity was carried out through a partnership between CCOMSEX (Army Social Communication Center), CECOMSAER (Air Force Social Communication Center) and OBORÉ, as part of the 7th “Discover the Amazon – Discover Yourself as a Reporter” Course, from the Reporter of the Future Project, and the Opinion Makers Project, from CCOMSEX.

On Monday (21), after a whole Sunday of traveling from the Guarulhos air base, with a stopover in Brasília, to the capital of Amazonas, the students participated in a lecture and press conference with General Jaborandy, Chief of Staff of the Amazon Military Command (CMA), with Major Brigadier Perez, commander of the 7th Regional Air Command (VII COMAR), and with Captain Andrade Lima, commander of the 9th Naval District, at the CMA headquarters.

Afterwards, the students visited the Jungle Warfare Training Center (CIGS) and the Manaus Zoo, which belongs to the CIGS.

Read here: 7th group of reporters of the future arrives in the Amazon

Tuesday (22) was dedicated to the institutions responsible for controlling and monitoring the airspace of the Brazilian Amazon: CINDACTA IV (Integrated Center for Air Defense and Air Traffic Control), SIPAM (Amazon Protection System), Manaus Air Base and COMARA (Amazon Region Airports Commission).

The press conferences given by brigadiers who manage these units naturally focused on aerospace defense, air traffic management, search and rescue and aeronautical meteorology in the Amazon region.

Read here: Journalism students learn about the Amazon airspace monitoring system

The performance of the 12th Military Region Mendonça Furtado, of the Navy, which covers Roraima, Rondônia, Amazonas and Acre, of CECMA (Amazon Military Command Embarkation Center), and of the 9th Naval District was the main topic of the agenda on Wednesday (23).

The students were also on board the NAsH (Dr. Montenegro Hospital Assistance Ship), a vessel equipped with a pharmacy, laboratories, a dental office, x-ray equipment, electrocardiogram, ultrasound, infirmary and a mammogram to serve riverside communities.

Read here: Serving riverside populations is also a mission of the Armed Forces

Finally, on the last day of the trip, the Reporters of the Future traveled to the Special Border Platoon (PEF) of Iauaretê, a village in São Gabriel da Cachoeira (AM), on the border with Colombia.

In the Platoon, students learned about the reality of the distant village, inhabited by 40 thousand people, 90% of whom are indigenous people from 23 different tribes.

Read here: From the wings of the Air Force, Oboré students disembark at the Brazil-Colombia border

Watch the TV Brasil report on the 7th Study and Reporting Trip to the Amazon:

Check out the photos from the trip:

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Development

MINISTRY OF DEFENSE
BRAZILIAN ARMY
AMAZON MILITARY COMMAND
(Command of Border Elements - 1948)

AVANA FRANÇA SALLES

*The Commander of the Amazon Military Command, Army General Eduardo Dias da Costa **Villas Boas**, welcomes you and wishes you a productive stay in the city of Manaus and full success in your planned activities.*

***Manaus, October 20, 2013**.*

Gen Eduardo VB

***Army General** Eduardo Dias da Costa Villas Bôas*

Commander of the Amazon Military Command

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Date: April 7, 2025

MINISTÉRIO DA DEFESA
EXÉRCITO BRASILEIRO
COMANDO MILITAR DA AMAZÔNIA
(Comando de Elementos de Fronteira - 1948)

AVANA FRANÇA SALLES

O Comandante Militar da Amazônia, General de Exército Eduardo Dias da Costa ***Villas Bôas****, apresenta as Boas Vindas a Vossa Senhoria, formulando votos de uma profícua estada na cidade de Manaus e de pleno êxito nas atividades planejadas.*

Manaus, 20 de outubro de 2013.

Gen Ex Eduardo Dias da Costa Villas Bôas
Comandante Militar da Amazônia

1st JUNGLE INFANTRY BATTALION (Amv)
"AMAZONAS BATTALION"

To Mrs. Avana França Salles

The members of the 1st Jungle Infantry Battalion (Airborne) wish you a pleasant stay at the Manaus Garrison

Our bayonet says the final word! Jungle!!!

Manaus, October 20, 2013.





GIOVANI MORETTO – **Lt. Col.**
Cmdr. 1st BIS (Amv)

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Date: April 7, 2025

1º BATALHÃO DE INFANTARIA DE SELVA (Amv)
"BATALHÃO AMAZONAS"

Á Srª Avana França Salles

Os integrantes do 1º Batalhão de Infantaria de Selva (Aeromóvel) desejam a V Sª uma feliz estada na Guarnição de Manaus.

Nossa baioneta diz a última palavra! Selva!!!

Manaus, 20 de outubro de 2013.



GIOVANI MORETTO – Ten Cel
Cmt 1º BIS (Amv)



Exhibit C.II – Second Prong: Evidence of Authorship

THE GOLDEN ERA OF THE DERBY – The Corinthians vs. Palmeiras Rivalry in the 1990s

youtube.com/watch

January 28, 2015



0:08 / 56:49



Rafael Cornachione
1,11 thousand subscribers

468.784 views Jan. 29, 2015 SÃO PAULO
Documentary produced by journalism students from Cásper Líbero College. The Golden Era of the Derby covers the history of the key matches between Corinthians and Palmeiras in the 1990s and how these games helped shape the rivalry between the two teams. Produced by Arthur Lima, Avana Salles, Demetrius Lima, Marcos Gaspar and Rafael Cornachione. Did you like it? Like our Facebook page! Just click the link below!
/ corpal1990

H

@herbrhoads

9 years ago

There’s no Palmeiras without Corinthians, and no Corinthians without Palmeiras. By far the grates rivalry in Brazil. I’m a passionate Palmeiras fan, but football wouldn’t be nearly as exciting without Corinthians. Excellent documentary!



@ogaberamon

9 years ago
I’m a Palmeiras fan, and watching this documentary was emotional. Even during Palmeiras’s horrible recent phase, Palmeiras and Corinthians are still responsible for the greatest rivalry in the country. I dare say one can’t live without the other haha Congrats on the work



@philofdeath69

8 years ago
The best era of football! No bias here, I’m Corinthians till I die… but everyone has to agree that there was no greater feud than the one between our teams! Unfortunately, that kind of passion just isn’t there like it used to be!



J

@JLFMlk

9 years ago
'93 Palmeiras wins the Paulista Championship, '93 Palmeiras wins the Rio–São Paulo Tournament over Corinthians, '94 Palmeiras wins the Brazilian Championship over Corinthians, '95 Corinthians wins the Paulista Championship over Palmeiras, '99 Corinthians wins the São Paulo Championship over Palmeiras, and in '99 and 2000 Palmeiras knocks Corinthians out of the Libertadores. Summary of the rivalry in that decade: Corinthians were the underdogs lol. Palmeiras vs. Corinthians is the greatest rivalry in Brazil, no other matchup has decided as much as this one. I’ll never forget jumping with joy with my dad after that save by Marcos… That’s what the Derby is all about.

Read more



@amarelinhokeyboards

9 years ago
Just reinforces what I've been saying: there will never be a better played or more competitive decade than the 90s. Amazing documentary. The truth is, both fanbases were really happy during that time.

Ler mais

@johnpietrovski5395

9 years ago
Ever since I started following football, I've never missed a Palmeiras vs. Corinthians match, it's the craziest, most intense, most thrilling game. In this kind of match, we even celebrate a throw-in… I'd rather lose 10–0 to São Paulo or Santos than lose once to Corinthians …especially with a brother who's a die-hard Corinthians fan. I really admire Real vs. Barça, Boca vs. River, but I don't think anything compares to the São Paulo capital derby.
..#AVANTIPALMEIRAS

@Eve_JR28

8 years ago
What a documentary. I was born in '97 and got emotional watching it, congrats! As a Corinthians fan, I felt the emotion of one of the greatest rivalries in the world. That 90s decade was the best, I just wish I had seen more of it, congrats!

@josenaldolimadearaujo8468

2 years ago
This rivalry is eternal

@kaledmohamadaboujokh8903

4 years ago
Nice job

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_____ **Date: April 4, 2025**

A ERA DE OURO DO DERBY - A rivalidade Corinthians X Palmeiras nos anos 1990

youtube.com/watch

28 de janeiro de 2015



0:08 / 56:49



Rafael Cornachione
1,11 mil inscritos

468.784 visualizações 29 de jan. de 2015 SÃO PAULO
Documentário produzido por alunos de jornalismo da Faculdade Cásper Líbero. A Era de Ouro do Derby trata da história dos principais jogos entre Corinthians e Palmeiras nos anos 1990 e de como essas partidas contribuíram para construir a rivalidade entre as duas equipes. Produzido por Arthur Lima, Avana Salles, Demetrius Lima, Marcos Gaspar e Rafael Cornachione. Gostou? Curte nossa pagina no facebook! Só clicar no link abaixo! / corpal1990

H

@herbrhoads

há 9 anos

Não existe Palmeiras sem Corinthians e nem Corinthians sem Palmeiras. Maior clássico do Brasil disparado. Sou Palmeirense apaixonado, mas o futebol não teria a mesma graça sem o Corinthians. Excelente documentário!



@ogaberamon

há 9 anos
Sou Palmeiras e ver esse documentário foi emocionante. Realmente Palmeiras e Corinthians, mesmo na fase horrivel e recente do palmeiras, são responsáveis pelo maior clássico do país. Ouso dizer que um não vive sem o outro hahah Parabéns pelo trabalho



@philofdeath69

há 8 anos
A melhor época do futebol ! Sem clubismo, sou Corinthians até a morte... mas todos aqui tem que concordar, que não havia treta maior, do que a dos nossos times ! Infelizmente não tem mais essa raça envolvida como antes !



J

@JLFMlk

há 9 anos
93 Palmeiras ganha Paulista 93 Palmeiras ganha o Rio-SP em cima do Corinthians 94 Palmeiras ganha o Brasileiro em cima do Corinthians 95 Corinthians ganha o Paulista em cima do Palmeiras 99 Corinthians ganha o Paulista em cima do Palmeiras 99 e 2000 Palmeiras elimina o Corinthians na Libertadores Resumo da década da rivalidade: Corinthians é freguês kkk Palmeiras x Corinthians o maior clássico do Brasil, nenhum outro decidiu o tanto q esse decidiu Nunca vou esquecer eu pulando de alegria com meu pai pela defesa do Marcos... Isso é o Derby

Ler mais



@amarelinhokeyboards

há 9 anos
Só reforça o que eu digo: Não vai existir década/época mais bem jogada e disputada do que a de 90. Documentário top. Onde as duas torcidas foram muito felizes, essa é que é a verdade.

Ler mais

@johnpietrovski5395

há 9 anos
desde q acompanho futebol nunca deixei de assistir um Palmeiras e Corinthians, jogo mais louco, mais tenso mais emocionante nesse tipo de jogo a gente comemora ate lateral ...prefiro perde dez pro são paulo ou santos do que perde uma pro Corinthians ..ainda mais tendo um irmão q é fanático pelo Corinthians ,admiro muito real e barça ,boca e river ,mais acho q nada se compara ao derby da capital paulista ..#AVANTIPALMEIRAS

@Eve_JR28

há 8 anos
Que documentário, nasci em 97 e me emocionei assistindo parabéns, eu como corinthiano senti a emoção de um dos maiores classicos do mundo, mas essa decade de 90 foi a melhor só queria ter mt visto, parabéns !

@josenaldolimadearaujo8468

há 2 anos
Essa rivalidade é eterna

@kaledmohamadaboujokh8903

há 4 anos
Belo trabalho

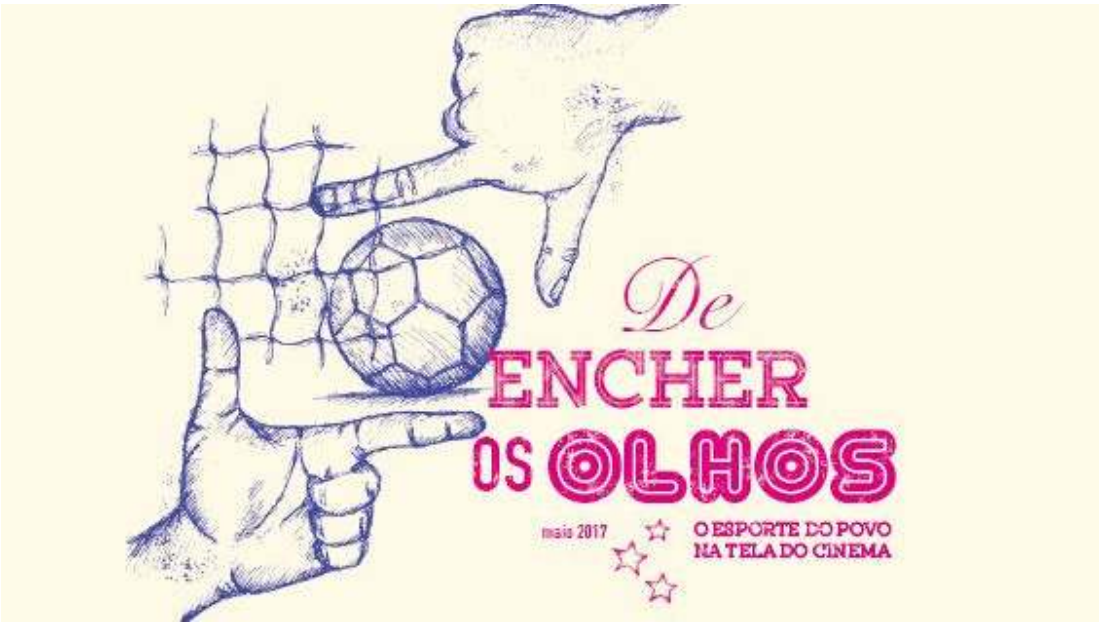
Lu Castro: Football is a feast for the eyes

vermelho.org.br/2017/05/16/lu-castro-o-futebol-e-de-encher-os-olhos

Humberto Alencar May 16, 2017

National Grandstand

From the 2nd to the 25th of May, Sesc Consolação hosts the Festival “To fill your eyes – The people’s sport on the cinema screen”, which this writer was asked to curate.



Poster for the exhibition Fill the Eyes, at Sesc Consolação - Sesc
I reproduce here part of the content of the mediation booklet, which tells a little about the project's approach and the films chosen for screening.

Football portrayed in documentary or fictional cinema

Contemplating the union of two of the greatest contemporary passions permeated the planning process of the Festival “A feast for the eyes – People’s sports on the cinema screen”.

Addressing the theme, telling real stories through a specific perspective and embracing fiction where football is treated as the central theme or guiding thread, determined the selection: The golden era of the Derby, Campo de jogo, Palmeiras, the champion of the century, O Corinthiano, Fla x Flu – 40 minutes before nothing, 1958 – The year the world discovered Brazil, Geraldinos and Linha de Passe.
In addition to its playful nature, football moves and spontaneously allies itself with elements of human daily life, also using art as a catalyst for intangible values.

With eight screenings – three of them dedicated to the centenary of the Derby Paulista, followed by a chat with filmmakers, journalists, writers, researchers and academics, the main proposal is to expand the concepts of football in cinema and its most varied aspects and, at the same time, to confirm the festive and popular character of the game.

Going through reports from fans, the beauty, simplicity and depth of amateur football, encounters that mobilize crowds and glorious achievements, from May 2nd to 25th Sesc Consolação has the task of delighting the eyes and soul of the audience.

At the opening session on May 2nd, we welcomed the co-director of the documentary "The Golden Era of Derby", Arthur Lima, and journalists Juca Kfouri and Maurício Noriega. The main thread of the conversation was the memories of the two colleagues, Corinthians and Palmeiras fans, respectively, of games, stories, victories and defeats that permeate the history of the two clubs.

The rivalry, which turned one hundred years old on May 6, was the subject of two more films. In "Palmeiras, the champion of the century", by Mauro Beting and Kim Teixeira, shown on the 9th, we have the presence of Celso Unzelte and André Ribeiro, two Corinthians fans with in-depth knowledge of the history of the Derby.

Afterwards, the room was filled with laughter at "O Corinthiano" by Mazzaropi. The caricatured and crazy Corinthians fan Mané do Velho Mazza was debated by Professor Rubens Machado and Antero Greco, both fans of "Guarani".

The floodplains were beautifully portrayed on the 4th in "Campo de jogo" (Playing Field), by Eryk Rocha. With a documentary approach outside the usual square, the room was filled with the most varied sounds, sensational images and the emotion that only a unique and absolute commitment to football can generate. In the chat, the journalist, documentarist and creator of Central 3, Paulo Jr, and the floodplain specialist and head of the Várzeapédia portal, Diego Viñas. Paulo Jr. talks about the film here.

This Tuesday, the 16th, we enter the second half of the festival with the documentary "Fla x Flu – 40 minutes before nothing". In the post-screening chat we will have the director and screenwriter Renato Terra, Sacha Rodrigues – Nelson Rodrigues' first-born grandson, and Rodrigo Barros, author of the books "From Oswald Gomes to Fred: The story of Fluminense Football Club in the centenary of the Brazilian National Team" and "From rebellion to glory: Fluminense and the conquest of the First League".

On Thursday, the 18th, we received the documentary that brought tears of emotion to this writer: "1958 – the year the world discovered Brazil", by José Carlos Asbeg. The documentary tells the story of the Brazilian team's journey to winning the World Cup in Sweden. In the chat, director José Carlos Asbeg and Professor Rubens Machado.

The Asbeg family will be present at the festival for the screening of “Geraldinos”, by Pedro Asbeg, on the 23rd. Pedro will be taking part in the chat alongside his journalist friend, founder and creator of Central 3, Leandro Iamin.

And to close the game at Teatro Anchieta on the 25th, we will have a chat with the actor Vinícius Oliveira, with outstanding performances in “Central do Brasil”, “Boi Neon” and “Assalto ao Banco Central” and the producer and person responsible for Cinefoot, Antonio Leal, after the screening of the film “Linha de Passe”.

What's better than all this? There is! Admission is free. Take advantage of the opportunity to catch the second half of this great game between cinema and football.

Tags
soccer,

JOURNAL

communicare

Volume 11 - Edition 1
1st semester of 2011
ISSN 1676-3475
www.facasper.com.br/cip

Communicare: research journal/ Interdisciplinary Research Center,
Cásper Líbero College. -
v.11, no. 1(2011). - São Paulo: Cásper Líbero College, 2011.

Semesterly
ISSN 1976-3475

1. Social Communication Periodicals I. Interdisciplinary Research Center of Cásper Líbero College

CDD 302.2

JOURNAL
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Graphic Design: Danilo Braga.
Art and Publishing: Cásper Líbero Editorial Unit / Renan Goulart, Petrus Lee, and Mariana Alves.
Print Run: 1,000 copies.

Editorial Office
Cásper Líbero College
Av. Paulista, 900 - 6th floor - São Paulo - SP - ZIP Code: 01310-940
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revista communicare

Volume 11 – Edição 1
1° Semestre de 2011
ISSN 1676-3475
www.facasper.com.br/cip

Communicare: revista de pesquisa / Centro Interdisciplinar de Pesquisa, Faculdade Cásper Líbero. —
v. 11, nº1 (2011). — São Paulo: Faculdade Cásper Líbero, 2011.

Semestral
ISSN 1976-3475

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Tiragem: 1.000 exemplares.

Redação
Faculdade Cásper Líbero
Av. Paulista, 900 - 6º andar - São Paulo - SP - CEP: 01310-940
Telefax: (11) 3170-5878
E-mail: cip@casperlibero.edu.br / communicare@casperlibero.edu.br

www.casperlibero.edu.br

JOURNAL

communicare

Volume 11 - Edition 2
2nd semester of 2011
ISSN 1676-3475
www.facasper.com.br/cip

Communicare: research journal/ Interdisciplinary Research Center,
Cásper Líbero College. -
v.11, no. 2(2011). - São Paulo: Cásper Líbero College, 2011.

Semesterly
ISSN 1976-3475

1. Social Communication Periodicals I. Interdisciplinary Research Center of Cásper Líbero College

CDD 302.2

JOURNAL communicare

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CIP's Researchers who collaborated on this edition: Bruno Hingst, Ethel Pereira, Genilda Alves de Souza, Irineu Guerrini Júnior e Sônia Breitenwieser Castino.

Revision: Maria Goreti Juvencio Sobrinho, Irineu Guerrini Júnior and Sônia Breitenwieser Castino

English and Spanish versions: Aline Vieitez Bernils, Avana França Salles, Irineu Guerrini Júnior e Sônia Breitenwieser Castino.

Graphic Design: Danilo Braga

Art and Publishing: Cásper Líbero College's Editorial Unit

Print Run: 1.000 copies.

Editorial Office - Cásper Líbero College

Av. Paulista, 900 - 6th floor - São Paulo - SP - ZIP Code: 01310-940

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I, Pauline Bitzer Rodrigues, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Pauline B Rodrigues

_____ **Date: April 3rd, 2025.**

revista communicare

Volume 11 – Edição 2
2º Semestre de 2012
ISSN 1676-3475
www.facasper.com.br/cip

Communicare: revista de pesquisa / Centro Interdisciplinar de Pesquisa, Faculdade Cásper Líbero –
v. 11, nº 2 (2011). – São Paulo: Faculdade Cásper Líbero, 2011

Semestral
ISSN 1976-3475

1. Comunicação social periódicos I. Centro Interdisciplinar de Pesquisa da Faculdade Cásper Líbero.

CDD 302.2

revista
communicare

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Revista Communicare
Faculdade Cásper Líbero

Editora: Maria Goreti Juvencio Sobrinho

Conselho Consultivo: Adriano Duarte Rodrigues (Universidade Nova de Lisboa), Alessandra Meleiro (UFF e CEBRAP), Alfredo Dias D'Almeida (FAPSP), Ana Maria Camargo Figueiredo (PUC-SP), Beatriz Dornelles (PUC-RS), Claudia Braga (UFSJ/UNICAMP), Cristiano Ferraz (UFPE), Dimas Antonio Künsch (FCL), Eneus Trindade (USP), Ernani Ferraz (PUC-Rio), Ivone Lourdes de Oliveira (PUC-MG), Joana Puntel (Sepac), João Alegria (PUC-Rio), Henrique Carneiro (USP), Liana Gottlieb (FCL), Lucilene Cury (USP), Luiz Carlos Assis Iasbeck (UPIS-DF e UCB-DF), Magda Rodrigues da Cunha (PUC-RS), Manuel Dutra (UFPA), Marcus Bastos (PUC- SP), Maria Aparecida Baccega (USP e ESPM), Maria Helena Weber (UFGRS), Mauro de Souza Ventura (UNESP), Monica Mata Machado de Castro (UFMG), Monica Rebecca Nunes (FAAP), Ninho Moraes (FCL) Roseli Figaro (USP), Sueli Galego de Carvalho (MACK) Teresinha Maria de Carvalho Cruz Pires (PUC-MG), Umberto de Andrade (UNIFESP), Walter Lima (FCL) e Wilson da Costa Bueno (UMESP).

Pesquisadores do CIP que colaboraram para esta edição: Bruno Hingst, Ethel Pereira, Genilda Alves de Souza, Irineu Guerrini Júnior e Sônia Breitenwieser Castino.

Revisão: Maria Goreti Juvencio Sobrinho, Irineu Guerrini Júnior e Sônia Breitenwieser Castino.
Versão para o inglês e para o espanhol: Aline Vieitez Bernils, Avana França Salles, Irineu Guerrini Júnior e Sônia Breitenwieser Castino.
Projeto gráfico: Danilo Braga
Arte e editoração: Núcleo Editorial da Faculdade Cásper Líbero
Tiragem: 1.000 exemplares.

Redação - Faculdade Cásper Líbero
Av. Paulista, 900 – 6º Andar – São Paulo – SP – CEP: 01310-940
Telefone: (11) 3170-5878
Email: cip@casperlibero.edu.br / communicare@casperlibero.edu.br

Exhibit C.II – Second Prong: Professional Membership

ABRAJI

São Paulo, 18th of April of 2025

Declaration

I, Katia Brembatti, president of the Brazilian Association of Investigative Journalism (Abraji), hereby declare for all intents and purposes that the professional journalist **Avana França Salles** is duly associated with Abraji.

Katia Brembatti
President of ABRAJI

ASSOCIAÇÃO BRASILEIRA DE
JORNALISMO INVESTIGATIVO

Rua Barão de Itapetininga, 88 . Sala 807
CEP 01042-903 . São Paulo . SP
www.abraji.org.br

BOTTOM

The Fund for the Support of Investigative Journalism – F/ABRAJI – aims to provide financial sustainability to ABRAJI, a non-partisan institution that does not receive government funding and is non-profit. The instrument is inspired by reserve funds called endowment funds, traditionally used abroad by prestigious universities and organizations such as Harvard, the Ford Foundation, and the Nieman Foundation.

The management of endowment funds adheres to strict redemption rules, allowing only a small percentage of the capital to be used annually to finance activities and projects. The remainder of the assets is kept invested according to an investment policy characterized by a long-term focus and asset diversification. The goal is for endowment funds to generate periodic resources for the cause to which they are linked and, at the same time, preserve their assets to maintain their ability to generate income in the future.

Responsible administration

The assets of F/ABRAJI come from donations from individuals and legal entities who want to contribute to raising the quality of journalism practiced in Brazil and, consequently, strengthening its democracy.

The Fund's management follows best practices in governance and transparency, and ensures the rational and responsible use of resources. Financial administration adheres to guidelines described in the F/ABRAJI's internal regulations and approved by the association's General Assembly in October 2015.

The Fund's administration is subordinate to the Board of Trustees. Currently, the body includes a finance specialist, the acting president of ABRAJI, all former presidents, and the association's executive secretary. The terms of office for board members range from four to six years, except for those holding the positions of executive secretary and president of ABRAJI, as these positions have permanent seats on the Board.

Click here to read the fund's governance, investment, fundraising, and redemption policies.

building and consolidating democracies around the world.

In Brazil, a still young democracy, the work of the press has been crucial in dismantling corruption schemes and other practices harmful to the democratic rule of law.

Because it is a practice built daily, journalistic activity must be constantly rethought and renewed. This process is essential so that journalism can reflect the transformations of society and incorporate tools arising from technological advances, without losing sight of its essence – reporting.

Therefore, the role of an organization like ABRAJI is necessary, serving as a platform for the dissemination of new techniques and the exchange of experiences among professionals from different backgrounds and cultures.

Abraji becomes stronger, democracy more solid. You are the one who wins.



REGULATION

The management of the F/ABRAJI follows the guidelines contained in its internal regulations and in the ABRAJI Bylaws. Read below the documents that govern the administration of the ABRAJI endowment fund.

1. Abraji's Bylaws
2. Internal Regulations

GOALS

F/ABRAJI will be able to transfer up to R$250,000 per year to ABRAJI, which is equivalent to holding a regional seminar per month, in current values.

The resources from the F/ABRAJI will be used to expand ABRAJI's activities in three areas: training, professional advocacy, and monitoring the level of transparency in the public and private sectors. With the funds transferred, the association will be able to train more journalists in different parts of the country and expand programs that benefit the safety of journalists and their access to information necessary for reporting on matters of public interest.

Thus, the full operation of F/ABRAJI will guarantee the expansion of ABRAJI's work in favor of quality journalism, freedom of expression, and the construction of a more just and democratic country.

BOARD OF TRUSTEES

The management of the F/ABRAJI follows the guidelines contained in its internal regulations and in the ABRAJI Bylaws. Read below the documents that govern the administration of the ABRAJI endowment fund.



President of ABRAJI, 2003-2007

Marcelo Beraba was the director of Grupo Estado in Brasília. He worked at O Globo, Jornal do Brasil, TV Globo, and Folha de S.Paulo, where he served, among other roles, as ombudsman. He is one of the founders and was the first president of Abraji. In 2005, he received the ICFJ Excellence in Journalism Award.

(In Memory)



President of ABRAJI, 2008-2009

Angelina Nunes holds a master's degree in Communication from UERJ (Rio de Janeiro), and has received international journalism awards such as the Rey de España, IPYS, and SIP awards, as well as national awards such as the Esso, Embratel, Vladimir Herzog, and CNH awards. She is a member of the International Consortium of Investigative Journalists (ICIJ) and coordinator of the Tim Lopes Program.

Exhibit C.II – Second Prong: Letters of Support and Resume

HOTELIERNEWS
HOSPITALITY IN MOTION
hoteliernews.com.br

To whom it may concern,

My name is Peter Kutuchian and I am the Founder and CEO of Hotelier News, a publication dedicated to the hospitality and tourism industry in Brazil. I have worked in the hotel sector for more than thirty years, including management roles in international hospitality companies, and since 2003 I have led Hotelier News as a professional platform focused on analysis, coverage, and development of the hospitality market.

I had the opportunity to work directly with Ms. Avana França Salles in 2013, when she joined the editorial team of Hotelier News from April to December as a reporter responsible for covering topics related to tourism and hospitality. Although she initially joined as an intern, she quickly demonstrated sufficient responsibility and professional maturity to perform the same duties assigned to the team's reporters.

During the period she worked with us, I closely followed her work, as I was always directly involved in the editorial activities of the newsroom. At that time, our team was relatively small, which meant that each reporter took on significant responsibilities. Avana produced articles independently, conducted interviews with hospitality professionals, participated in industry events, and also took part in press trips organized by hotel chains and tourism organizations. On several occasions, she handled the entire reporting process, from research and conducting interviews to writing the final text and taking photographs.

Even at the beginning of her career, Avana demonstrated professionalism when interacting with executives and leaders in the tourism and hospitality industry. She consistently showed strong communication skills, intellectual curiosity, and the ability to transform industry discussions into clear and informative journalistic content.

One notable example I recall occurred during a press trip to the Grand Palladium resort in Praia do Forte, in the state of Bahia. In addition to covering the property, Avana produced a feature article about the tourist destination, highlighting the local history and the environmental relevance of the Tamar Project. The content generated a significant impact and was later shared by the Bahia State Tourism Department on its official social media channels. At the time, I personally reached out to congratulate her on the quality of the article and the visibility the content brought to our publication.

During her time at Hotelier News, Avana demonstrated strong journalistic fundamentals, including careful fact-checking, clear writing, attention to detail, and the ability to work under deadlines in a dynamic editorial environment. She also showed autonomy in fieldwork, which allowed us to entrust her with tasks that are typically assigned to more experienced professionals.

Since then, I have followed her professional development and know that she has continued to build her career in strategic communication, media relations, and institutional content production. The experience she gained in journalism directly contributes to this type of work, as journalistic practice requires analytical skills, the ability to organize complex information, and clear communication with different audiences.

Professionals with this profile play an important role in supporting organizations in building responsible and effective communication strategies, especially in an environment increasingly marked by the rapid circulation of information. The combination of journalistic training and practical experience in institutional communication provides a solid foundation for this type of professional contribution.

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HOSPITALITY IN MOTION
hoteliernews.com.br

Based on my experience working directly with her and following her professional trajectory, I believe Ms. Avana França Salles is a dedicated professional with the skills and judgment necessary to continue building a consistent career in the field of communication.

For these reasons, I am pleased to offer my recommendation in support of her professional activities.

I remain available to provide any additional information that may be required.

Sincerely,

March 4, 2026

Peter Kutuchian
Founder & CEO
Hotelier News
+55 (11) 98931-7008

I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



Date: May 21, 2026.

HOTELIER NEWS
HOSPITALIDADE EM MOVIMENTO
hoteliernews.com.br

A quem possa interessar,

Meu nome é Peter Kutuchian e sou Fundador e Diretor Executivo do Hotelier News, uma publicação dedicada à indústria de hotelaria e turismo no Brasil. Atuo no setor hoteleiro há mais de trinta anos, incluindo funções de gestão em empresas internacionais de hotelaria, e desde 2003 lidero o Hotelier News como um veículo profissional voltado à análise, cobertura e desenvolvimento do mercado de hospitalidade.

Tive a oportunidade de trabalhar diretamente com a Sra. Avana França Salles em 2013, quando ela integrou a redação do Hotelier News de abril até dezembro como repórter responsável pela cobertura de temas relacionados ao turismo e à hotelaria. Embora tenha ingressado inicialmente como estagiária, rapidamente demonstrou responsabilidade e maturidade profissional suficientes para desempenhar as mesmas atividades atribuídas aos repórteres da equipe.

Durante o período em que trabalhou conosco, acompanhei seu trabalho de perto, pois sempre estive diretamente envolvido nas atividades editoriais da redação. Naquele momento, nossa equipe era relativamente enxuta, o que fazia com que cada repórter assumisse responsabilidades significativas. Avana produzia matérias de forma independente, realizava entrevistas com profissionais do setor de hospitalidade, participava de eventos da indústria e também integrava viagens de imprensa organizadas por redes hoteleiras e organizações de turismo. Em diversas ocasiões, ela conduzia todo o processo de produção da reportagem, desde a pesquisa e realização de entrevistas até a redação do texto final e o registro fotográfico.

Mesmo no início de sua carreira, Avana demonstrava profissionalismo ao interagir com executivos e lideranças da indústria de turismo e hospitalidade. Sempre apresentou boa capacidade de comunicação, curiosidade intelectual e habilidade para transformar discussões do setor em conteúdo jornalístico claro e informativo.

Um exemplo que recordo com destaque ocorreu durante uma viagem de imprensa ao resort Grand Palladium, em Praia do Forte, no estado da Bahia. Além da cobertura do empreendimento, Avana produziu uma matéria sobre o destino turístico, destacando a história local e a relevância ambiental do Projeto Tamar. O conteúdo gerou grande repercussão e foi posteriormente compartilhado pela Secretaria de Turismo do Estado da Bahia em suas redes sociais oficiais. Na ocasião, entrei em contato diretamente com ela para parabenizá-la pela qualidade da matéria e pela visibilidade que o conteúdo trouxe para nossa publicação.

Durante sua atuação no Hotelier News, Avana demonstrou fundamentos sólidos do jornalismo, incluindo apuração cuidadosa, clareza na escrita, atenção aos detalhes e capacidade de trabalhar com prazos em um ambiente editorial dinâmico. Também demonstrou autonomia no trabalho de campo, o que nos permitiu confiar a ela tarefas que normalmente são atribuídas a profissionais com maior experiência.

Desde então, acompanhei sua evolução profissional e sei que ela continuou desenvolvendo sua carreira nas áreas de comunicação estratégica, relacionamento com a mídia e produção de conteúdo institucional. A experiência que adquiriu no jornalismo contribui diretamente para esse tipo de atuação, já que o trabalho jornalístico exige capacidade de análise, organização de informações complexas e comunicação clara com diferentes públicos.

Profissionais com esse perfil desempenham um papel importante ao apoiar organizações na construção de estratégias de comunicação responsáveis e eficazes, especialmente em um ambiente cada vez mais marcado pela circulação acelerada de informações. A combinação entre formação jornalística e experiência prática em comunicação institucional oferece uma base sólida para esse tipo de contribuição profissional.

HOTELIERNEWS
HOSPITALIDADE EM MOVIMENTO
hoteliernews.com.br

Com base na experiência que tive trabalhando diretamente com ela e acompanhando sua trajetória profissional, acredito que a Sra. Avana França Salles é uma profissional dedicada, com as habilidades e o discernimento necessários para continuar construindo uma carreira consistente na área de comunicação.

Por essas razões, tenho satisfação em manifestar minha recomendação em apoio às suas atividades profissionais.

Permaneço à disposição para fornecer quaisquer informações adicionais que se façam necessárias.

Atenciosamente,

Peter Kutuchian
Founder & CEO
Hotelier News
+55 (11) 98931-7008

04 de março de 2026

Contact

www.linkedin.com/in/peter-kutuchian (LinkedIn)
www.hoteliernews.com.br (Company)
www.blogdopeter.com (Blog)

Top Skills

Hotels
Tourism
Hospitality Industry

Languages

Spanish (Full Professional)
French (Limited Working)
Portuguese (Native or Bilingual)
Armenian (Limited Working)
English (Full Professional)

Peter Kutuchian

Founder & CEO at Hotelier News | Since 1991 in the hotel industry | Visited more than 800 hotels across five continents
São Paulo, São Paulo, Brazil

Summary

With more than three decades dedicated to the hospitality industry, my professional trajectory is marked by innovation and leadership in the field. At Hôtelier News, I take pride in leading Brazil's leading website for the hotel sector, consistently promoting relevant and strategic content for professionals and enthusiasts.

My mission is to generate meaningful results through excellence in hospitality, and my commitment is to continuous evolution and contribution to an increasingly dynamic, profitable, and welcoming market.

With Hotelier News, we deliver knowledge, case studies, and solutions through content on the portal and through the various events we organize, such as Hotel Trends Orçamentos, ESG, Gastronomy, Hospitality People, Hotel Trends on the Road, and the VIHP Award.

Work Experience

Hotelier News
Founder & CEO
July 2003 - Present (22 years, 8 months)
Brazil

Motor Road
Co-owner
September 2021 - March 2024 (2 years, 7 months)
São Paulo, Brazil

Escola para Resultados
Co-owner
September 2019 - March 2023 (3 years, 7 months)
São Paulo, Brazil

WebBusiness
Sales Manager
November 2002 - December 2004 (2 years, 2 months)
São Paulo, São Paulo

Selling booking engines to the hotel industry

Receptivo Brasil
General Manager
April 2002 - November 2002 (8 months)
Sao Paulo

Meliá Hotels International
GM
July 1997 - December 2001 (4 years, 6 months)

Started in the hotel company as night manager at WTC Gran Meliá, then managed the pre opening as GM at Tryp Itaim, both hotels located in Sao Paulo, Brazil

Resort Network
Manager
November 1994 - November 1995 (1 year, 1 month)

Education

FISP/FMU
Bachelor, Hotel Administration · (2000 - 2004)

Visconde de Porto Seguro School
Kindergarten, 7th grade · (1967 - 1974)

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Date: May 20, 2026.

Contact

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Top Skills

Hotels
Tourism
Hospitality Industry

Languages

Spanish (Full Professional)
French (Limited Working)
Portuguese (Native or Bilingual)
Armenian (Limited Working)
English (Full Professional)

Peter Kutuchian

Fundador & CEO no Hotelier News | Desde 1991 na indústria hoteleira | Visitou mais 800 hotéis nos cinco continentes
São Paulo, São Paulo, Brazil

Summary

Com mais de três décadas de dedicação à indústria hoteleira, minha trajetória profissional é marcada pela inovação e liderança no ramo. Na Hôtelier News, orgulho-me de conduzir o principal website do Brasil para o setor hoteleiro, sempre promovendo conteúdo relevante e estratégico para profissionais e entusiastas.

Minha missão é gerar resultados significativos por meio da excelência em hospitalidade, e meu compromisso é com a constante evolução e contribuição para um mercado cada vez mais dinâmico, rentável e acolhedor.

Com o Hotelier News, levamos conhecimento, cases e soluções por meio do conteúdo no portal e pelos vários eventos que realizamos como Hotel Trends Orçamentos, ESG, Gastronomia, Gente Hoteleira, Hotel Trends on the Road e Prêmio VIHP.

Experience

Hotelier News
Founder & CEO
July 2003 - Present (22 years 8 months)
Brazil

Motor Road
Coproprietário
September 2021 - March 2024 (2 years 7 months)
São Paulo, Brasil

Escola para Resultados
Sócio proprietário
September 2019 - March 2023 (3 years 7 months)
São Paulo, Brasil

WebBusiness
Sales Manager
November 2002 - December 2004 (2 years 2 months)
São Paulo, São Paulo

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Bachelor, Hotel Administration · (2000 - 2004)

Colégio Visconde de Porto Seguro
Jardim da Infancia, Setima serie · (1967 - 1974)

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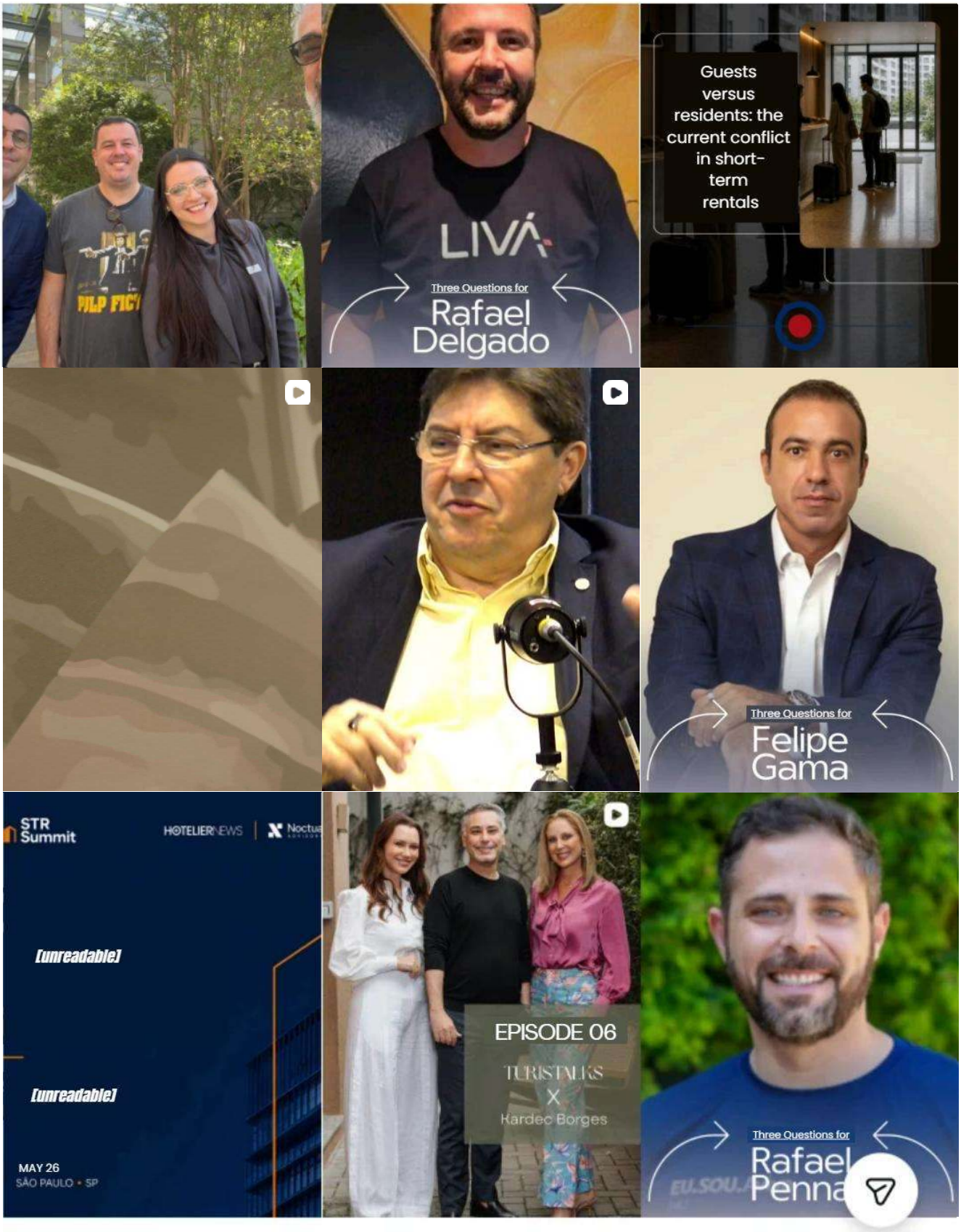
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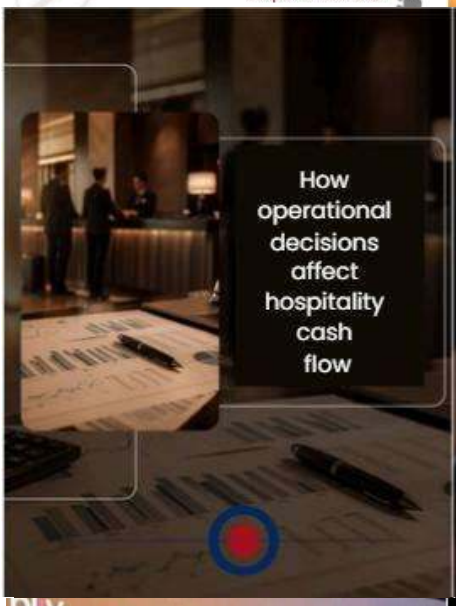


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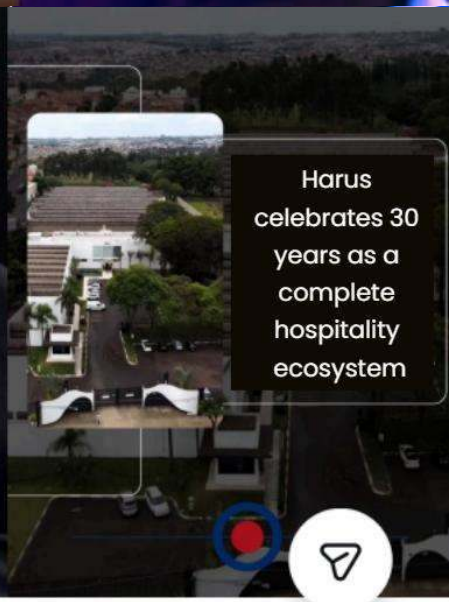




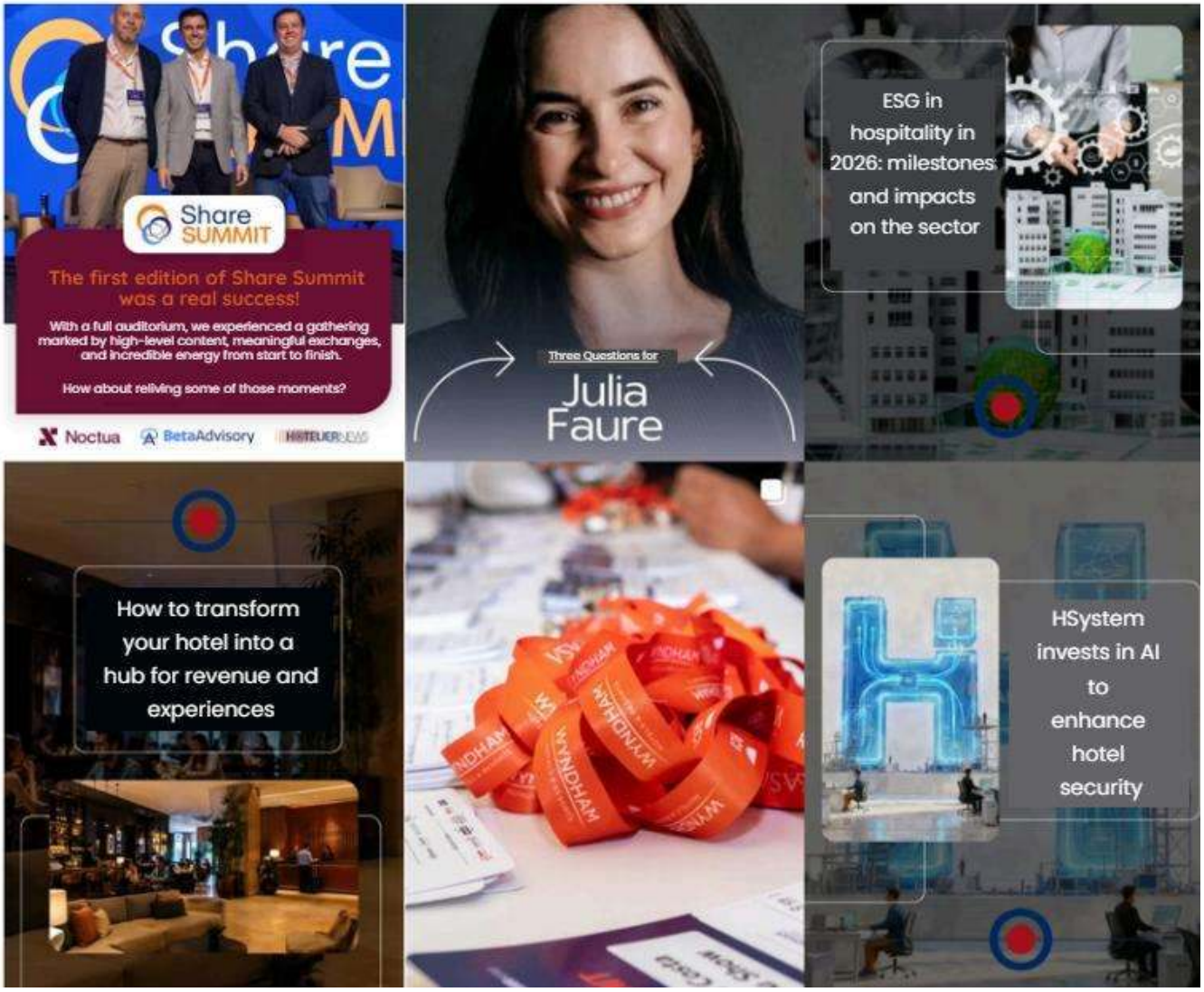








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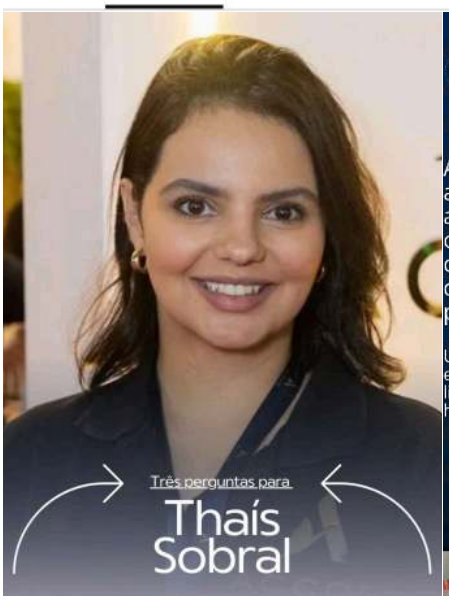
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February 20, 2025

São Paulo, Brazil

To Whom It May Concern,

My name is Luis Mauro Sá Martino, and I'm a Professor of Communication Theory at Faculdade Cásper Líbero. I hold a Ph.D. in Social Sciences from PUC-SP and have built an academic career deeply rooted in media studies, communication theory, and epistemology. Over the years, I have published extensively, with nearly 200 articles and several books, including Teoria da Comunicação, Ética, Mídia e Comunicação, and The Mediatization of Religion. I have also served as a visiting researcher at the University of East Anglia in the UK and continue to collaborate with research groups in Brazil and abroad. This trajectory has allowed me to mentor students and contribute to the development of critical perspectives in the field of communication.

I first met Avana França Salles when she was pursuing a degree in Journalism at Faculdade Cásper Líbero, where I had the opportunity to teach her in Communication Theory I and II. Beyond her coursework, she distinguished herself as a research assistant at the university's Interdisciplinary Research Center. There, she played a key role in coordinating academic initiatives and supporting the publication of the institution's scientific journal. As a scientific publication, the journal served to disseminate research results from academic and technological investigations developed within the university. Avana França Salles acted both as the editor and the translator of the journal's articles into Spanish and English.

During her academic service at the research center, Avana França Salles was responsible for coordinating student research projects, managing deadlines for article submissions, and facilitating communication between students and professors involved in research, including myself. She also oversaw the updating and maintenance of the distribution network for the journal, ensuring it reached institutions across Brazil and abroad. Her editorial work, balancing translation, academic accuracy, and production, strengthened the publication's credibility and international reach.

What sets Avana França Salles apart is her ability to synthesize complex academic concepts and translate them into accessible and well-structured publications. Her contributions to the research center significantly improved the institution's scholarly output, streamlining editorial processes and enhancing the visibility of the university's research. By establishing a structured approach to content curation and international dissemination, she played a fundamental role in elevating the journal's standing within the academic community.

Within the broader field of communication studies, professionals who possess Avana França Salles 's combination of skills and expertise are exceptionally valuable. The ability to bridge research and publication through meticulous editorial oversight is critical in fostering the exchange of knowledge across academic and professional fields. Her expertise in managing academic publications and ensuring their alignment with rigorous scholarly standards places her among the most competent professionals in this domain. Unlike many peers who focus solely on theoretical or practical aspects, Avana França Salles effortlessly integrates both, making her contributions uniquely impactful.

Given her extensive experience and demonstrated ability to enhance academic dissemination, I strongly believe that her continued work in the United States would be of national interest. The American academic and professional spheres stand to benefit from her expertise in research publication and media scholarship. Her capacity to support and advance academic discourse, particularly in the ever-evolving field of communication, aligns with the broader goals of knowledge expansion and educational development in the country.

In conclusion, I fully support Avana França Salles in her application for the EB-2 NIW. Her professional accomplishments, research expertise, and commitment to academic excellence make her an outstanding candidate whose contributions will undoubtedly benefit the field of communication studies in the United States.

Should you require any additional information, please feel free to contact me.

Sincerely,

Luis Mauro Sá Martino
Professor of Communication Theory, *Faculdade Cásper Líbero*
Email: (lmsmartino@casperlibero.edu.br)
Phone: (+55 11 994959395)

NATURAL PERSON

Luis Mauro Sá Martino

MONITOR NAME UPDATE LATTES

Graduated in Communication from Faculdade Cásper Líbero (1998), with a Master's degree (2001) and a Doctorate (2004) in Social Sciences from PUC-SP. He was a research fellow at the School of Political, Social and International Studies at the University of East Anglia, England (2008-2009). He is a professor at Faculdade Cásper Líbero, Faculdade Paulus de Comunicação (Fapcom), and Fundação Escola de Comércio Álvares Penteado (Fecap). He was a visiting professor in the Postgraduate Program in Communication at the Federal University of Minas Gerais. He also works at Casa do Saber and teaches postgraduate courses at PUC-RS, Digicorp-USP, and SEPAC. He coordinated the Communication Epistemology Working Group at Compós (2015-2016; 2022-2023) and is a member of the review board for the journals Galáxia (PUC-SP) and Comunicação, Mídia e Consumo (ESPM), among others. In the graduate program where he worked, he was editor of the journals Líbero (2012-2015; 2018-2022) and Communicare (2022-2023). Author of, among others, the books "No Time for Anything" (Vozes, 2022), "Politics, Pop Culture and Entertainment" (Sulina, 2022), "10 Lessons on Goffman" (Vozes, 2021), "Ethics, Media and Communication" (Summus, 2018), "Research Methods in Communication" (Vozes, 2018), "Theory of Digital Media" (Vozes, 2014), "Media, Religion and Society" (Paulus, 2016), "The Mediatization of Religion" (Routledge, 2016), "Communication Theory" (Vozes, 2009) and "Communication and Identity" (Paulus, 2010).

Information collected from Lattes on 11/18/2025

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Academic

ACADEMIC BACKGROUND

PhD in Social Sciences

2002 - 2004

Pontifical Catholic University of São Paulo. (https://www.escavador.com/nomes/pontificia-universidade-catolica-de-sao-paulo-ceceb3cdcf) Title: Invisible Borders - an essay on the institutional limits of knowledge. Professor Dr. Luiz Eduardo Waldemarin Wanderley. Scholarship holder from: Coordination for the Improvement of Higher Education Personnel, CAPES, Brazil. Keywords: Peter Berger; Thomas Luckmann; Bourdieu; Communication; sociology; Weber. Major area: Humanities.

Master's Degree in Social Sciences

2000 - 2001

Pontifical Catholic University of São Paulo. (https://www.escavador.com/nomes/pontificia-universidade-catolica-de-sao-paulo-ceceb3cdcf) Title: Games of Meaning. Year of Completion: 2001. Advisor: Prof. Dr. Beatriz Muniz de Souza. Scholarship from: Coordination for the Improvement of Higher Education Personnel, CAPES, Brazil. Keywords: Communication; Religion; Bourdieu; Sociology. Major Area: Applied Social Sciences. Major Area: Humanities / Area: Sociology / Subarea: Other Specific Sociologies / Specialization: Sociology of Religion. Major Area: Applied Social Sciences / Area: Communication.

Specialization in Jungian Psychology

2022 - 2024

Paulus Faculty of Technology and Communication (https://www.escavador.com/sobre/24599432/faculdade-paulus-de-tecnologia-e-comunicacao) Title: Jungian Psychology: Aspects of the Shadow in Contemporary Culture Advisor: Waldemar Magaldi

Specialization in Communication Theories and Techniques

1999 - 1999

Casper Líbero College (https://www.escavador.com/nomes/faculdade-casper-libero-c06baa2be4)

Bachelor's degree in Journalism

1995 - 1998

Casper Líbero College
(https://www.escavador.com/nomes/faculdade-casper-libero-c06baa2be4)

ADDITIONAL TRAINING

2008 - 2009

School of Political, Social and International Studies. , University of East Anglia, UEA, England.

LANGUAGES

English

Understands well, speaks well, reads well, writes well.

Spanish

Understands reasonably well, speaks reasonably well, reads well, writes little.

French

Understands reasonably well, reads well.

AREAS OF EXPERTISE

Major area: Applied Social Sciences / Field: Communication / Subfield: Communication Theory.

Major area: Applied Social Sciences / Field: Communication / Sub-area: Journalism and Publishing.

Major area: Applied Social Sciences / Field: Communication.

Major area: Humanities / Field: Sociology / Sub-area: Sociology of Knowledge.

Major area: Humanities / Area: Sociology / Subarea: Other Specific Sociologies / Specialization: Sociology of Religion.

EVENT ORGANIZATION

MARTINO, LMS. Coordination of the Communication Epistemology Working Group - Compós. 2023. (Congress).

MARTINO, LMS. Coordination of the Communication Epistemology Working Group - Compós. 2022. (Congress).

MARTINO, LMS. 16th Seminar on Communication Theories. 2022. (Other).

MARQUES, ACS; MARTINO, LMS. 14th Seminar on Communication Theories. 2021. (Other).

MARQUES, ACS; MARTINO, LMS. 12th Seminar on Communication Theories. 2019. (Other).

BRONSZTEIN, KRMPP; COLVARA, L.; FERRARA, LD; FRANCA, VRV; DOGO, LS; MALCHER, MA; MARTINO, LMS. 7th Seminar on Communication Theories: What kind of communication moves us?. 2016. (Other).

MARTINO, LMS. Coordination of the Communication Epistemology Working Group. 2016. (Congress).

MARCONDES FILHO, CJ; BRAGA, JL; FERRARA, LD; BAITELLO JR, N.; MARTINO, LMS. 8th Seminar on Communication Theories: Essential Fifth - Communication Thinkers. 2016. (Other).

KUNSCH, DA; CHIACHIRI FILHO, AR; COELHO, CNP; MORAES, MS; PERSICHETTI, S.; COIRO-MORAES, AL; JACOB, H.; VICTOR, C.; COSTA, CR; MARTINO, LMS; MENEZES, JE. COMPÓS 2017. 2016. (Congress).

MARTINO, LMS; BUITONI, DHS; SOVIK, LR; MARQUES, ACS; COLVARA, L.; CARRAMENHA, B.; DOGO, LS; LEAL, BS; SANTANA, B.; PRAZERES, M.; GROHMANN, R.; GARBELINI, V.; BRANDALISE, R. 6th Seminar on Communication Theories - What is the genre of theory?. 2015. (Other).

MARTINO, LMS. XIV Ibercom - Coordination of the DTI Discourses and Aesthetics of Communication. 2015. (Congress).

MARTINO, LMS. Coordination of the Epistemology of Communication Working Group. 2015. (Congress).

MARCONDES FILHO, CJ; FERREIRA, JG; FERRARA, LD; COLVARA, L.; MARTINO, LMS; GALENO, A.; SAID, G.; SILVA, GCE; MACHADO, ES; ROSA, AP. II Meeting of Leaders of the National Network of Communication Research Groups. 2015. (Other).

MARTINO, LMS. Coordination of the "Media and Politics" panel at the 11th Interprograms. 2015. (Other).

MARTINO, LMS. Coordination of Thematic Panel - Cásper Líbero Research Forum. 2015. (Other).

MENEZES, JE; MARTINO, LMS. Seminar: Paths of Communication Research in Brazil. 2014. (Other).

MARTINO, LMS. Coordination of the "Media and Political Processes" Panel at the 10th Inter-Master's Programs Meeting. 2014. (Other).

MARTINO, LMS. 2nd Seminar Theories of Communication: articulations, applications and limits. 2013. (Other).

MARTINO, LMS. X Research Forum - Cásper Líbero Faculty. 2012. (Other).

MARTINO, LMS. 7th Inter-Master's Programs of the Cásper Líbero Faculty. 2011. (Other).

MARTINO, LMS. Coordination of the Panel "Media, Politics and Public Opinion" at the 7th Inter-Master's Programs of the Cásper Líbero Faculty. 2011. (Congress).

MARTINO, LMS; SOUZA, BM. Catholics, Protestants, Spiritists - 30 years later. 2003. (Other).

MARTINO, LMS. 3rd Seminar on Communication Theories: Fiction, Media and Politics. 2014. (Other).

BRAGA, JLW; FERRARA, LD; MARCONDES FILHO, C.; BAITELLO JR, N.; CABRAL, MSA; COLVARA, L.; MARTINO, LMS. 5th Seminar on Communication Theories - Quinta Essencial: Communication Thinkers. 2014. (Other).

MARQUES, ACS; MARTINO, LMS; NUNES, MRF; FRANCA, VRV; MAFRA, RLM; SIGNATES, L.; MALCHER, MA; ROCHA, SM; SIMOES, P. 4th Seminar on Communication Theories: potentialities and limits of research. 2014. (Other).

MARTINO, LMS; MENEZES, JE. 1st Seminar on Communication Theories: Paths of Communication Research in Brazil. 2013. (Other).

MARTINO, LMS. VIII Interprograms - Coordination of the Media and Politics Panel. 2012. (Other).

MARTINO, LMS. Coordination of the Cultural Studies Working Group at the 1st Ibero-American World Congress on Communication - Confibercom. 2011. (Congress).

MARTINO, LMS; GOUVEA, EH. I International Meeting. 2009. (Other).

PARTICIPATION IN EVENTS

Emerging Dialogues in Communication. 2022. (Meeting).

CNBB - Digital culture and its impact on religion. 2021. (Meeting).

Cásper Líbero Journalism Week. My journey in research. 2021. (Meeting).

1st Virtual Book Biennial of São Paulo. Being an author in the Internet age. 2020. (Other).

FAPCOM - 13th Communication Symposium. Did it match the screen? 2020. (Symposium).

25th Seminar on Ongoing Theses. Research Comments. 2019. (Seminar).

III International Seminar on Mediatization and Social Processes. The mediatization of theory in communication education. 2019. (Seminar).

IV UFRGS Student Symposium. Affectivity, knowledge and communication. 2019. (Symposium).

27th Annual Meeting of Compós. Communication as Ethics. 2018. (Congress).

8th Symposium on Science and Technology of PUC-GO. Communication and Religiosity. 2018. (Congress).

Warm-up Compós. The contribution of communication to other areas of knowledge. 2022. (Meeting).

Petrópolis HR Congress. Coexistence in the workplace. 2021. (Congress).

VII Scientific Conference on Social Communication. New Paths in Communication. 2021. (Symposium).

9th Scientific Initiation Seminar of the Higher School of Advertising and Marketing. Comments on Research Projects. 2020. (Seminar).

PUC-MG - Lecture on Ethics and Media. Ethics, Media and Communication. 2020. (Other).

III Meeting on Digital Networks and Activist Cultures. Editing the gender gap on Wikipedia: entry editing marathons as spaces for building citizenship. 2019. (Meeting).

IV International Seminar Emmanuel Lévinas. Reception, consideration and hospitality in the experience of the foreigner. 2019. (Seminar).

10th ENPECOM. Communication and Otherness. 2018. (Meeting).

2nd Meeting of Networks and Cultures. Reappropriations of technology, science and gender relations. 2018. (Meeting).

IV Meeting of Research in Communication. Communication, Technology and Inequality. 2018. (Meeting).

26th Annual Meeting of Compós. The affectivity of knowledge in the Epistemology of Communication. 2017. (Meeting).

I UFMG Student Colloquium. Affective Dimensions of Knowledge Production in Communication. 2017. (Meeting).

II National Congress of Communication Studies. Towards a theory of mediatization. 2017. (Congress).

VII Propesq - Meeting of Researchers in Advertising and Public Relations - UFPE. Subjectivity in research methodology in advertising and public relations. 2017. (Seminar).

25th Annual Meeting of Compós. Coordination of the Epistemology of Communication Working Group. 2016. (Meeting).

9th ABCiber Symposium. Strangers to ourselves: identity and otherness on Twitter. British Logic. 2016. (Symposium).

8th Meeting of Postgraduate Programs in Communication in Minas Gerais. The power of otherness in digital media: a perspective of identity and difference. 2015. (Meeting).

Ibercom Congress 2015. An aesthetic dimension of the concept of Communication. 2015. (Congress).

Seminar on Communication, Dialogue and Understanding. The Importance of Research Groups and Projects for Master's Degrees. 2015. (Seminar).

Inaugural Lecture PPGCom ECA-USP. Overview of Communication Theories Today. 2017. (Other).

II Latin American Colloquium on Communication Research. Teaching and Research in Communication Theory in Brazil. 2017. (Other).

Scientific Conference of ESPM Research Groups. Presentation of the Research Groups. 2017. (Meeting).

1st Seminar on Mediatization and Social Processes. Mediatization of Religion: a theoretical contribution. 2016. (Seminar).

7th Seminar on Communication Theories: What kind of communication moves us? Genealogy of concepts in Communication Theories. 2016. (Seminar).

11th MusiMid - International Meeting on Music and Media. Transversal Sensibilities: The Visual and the Sound in Latin America. 2015. (Meeting).

Lecture Series of the Philosophy and Religion Group - UFMG. Mediatization of Religion: dialogues with difference. 2015. (Meeting).

Seminar on Communication, Dialogue and Understanding: The Research Experience. 2015. (Seminar).

X Eclesiocom - Opening Conference. Mediatization of Religion and Dialogue with Difference. 2015. (Congress).

23rd Meeting of Compós. Paths of Epistemological Investigation: the Epistemology Working Group of Compós. 2014. (Workshop).

Inaugural Lecture of the PPGCom at UFG. Communication Theories: processes and articulations of epistemological operators. 2014. (Other).

II Meeting of Teachers of the Italian-Brazilian system. Learning in digital environments: directions and limits. 2014. (Meeting).

IV Seminar on Communication Theories: Paths of Communication Research in Brazil. Paths of Communication Research. 2014. (Seminar).

Journalism Week. Academic research in journalism: the journalist and the researcher. 2014. (Meeting).

Seminar The Mediatization of Religion.Selling Religion: the power of international religious marketing. 2014. (Seminar).

22nd Compós Meeting. Modalities and Derivations of Communication in the Life-World. 2013. (Congress).

Smart Career Fair for University Entrance Exams. The Journalism Course. 2013. (Meeting).

II Seminar on Communication Theories: Paths of Communication Research in Brazil. Paths of Communication Research in Brazil. 2013. (Seminar).

4th Seminar on Communication Theories. Communication Theories: Institutional and Epistemological Dimensions. 2014. (Seminar).

Study and training in Communication - Inaugural Lecture. Inaugural Lecture of the Intelligent Vestibular Course. 2014. (Other).

III Seminar on Communication Theories: Fiction, Media and Politics. Debate and presentation. 2014. (Seminar).

Preparatory Meeting for the 3rd National Meeting of the Network of Research Groups. Outcomes of the Research Group on Theories and Processes of Communication. 2014. (Meeting).

Cásper Líbero Seminar on Technologies in Higher Education. Digital media, entertainment and learning environments. 2014. (Seminar).

VIII Meeting of Communication and Culture Researchers. The enclosure of difference: mediatization of religion and framing of a judicial decision. 2014. (Meeting).

Meeting of Teachers of the Italian-Brazilian system. Linguistic capital and foreign language teaching. 2013. (Meeting).

II National Meeting of the Network of Research Centers in Communication. Intermittencies of the Epistemological in the Constitution of Communication Theories. 2013. (Meeting).

First Seminar on Communication Theories: articulations, applications and limits. Paths of concepts in Communication Theories. 2013. (Seminar).

5th Meeting of Compolítica - Brazilian Association of Researchers in Communication and Politics. Mediatized Religion, Public Sphere and Political Participation: A Study of Religious Leadership in Elections. 2013. (Congress).

First National Meeting of the Network of Research Centers in Communication. Theories of Communication: Processes, Institutions and Epistemology. 2012. (Meeting).

XXI Compós. From epistemological debate to the classroom: the disciplining of epistemology in communication theory(ies). 2012. (Congress).

International Summer School on Communication and Media - University of Vienna. Main trends in Brazilian Communication Research. 2011. (Other).

Meeting of the Center for Studies on Religion and Society. Electronic media and religions in Brazil. 2010. (Other).

XIX Compós - Meeting of the National Association of Postgraduate Programs in Communication. The Dissolution of Cultural Studies. 2010. (Meeting).

Postgraduate Seminar: Entertainment & Politics. Entertainment & Politics. 2009. (Seminar).

XXXII Intercom - Brazilian Congress of Communication Sciences. Four ambivalences in communication theory. 2009. (Congress).

8th Inter-Master's Program Meeting. Coordination of the Thematic Panel "Media, Politics and Public Opinion". 2012. (Meeting).

I International Symposium Discourse Identity and Society. Politics at teatime: identity in the online debate about a beverage. 2012. (Symposium).

1st Ibero-American World Congress of Communication - Confibercom. The influence of political factors on the epistemological formation of the field of Communication in Brazil. 2011. (Congress).

XIV Intercom Southeast. The interdisciplinary discipline: an analysis of 31 university programs teaching Communication Theory1. 2011. (Congress).

III Seminar of the Study Group Communication, Journalism and Epistemology of Understanding. Representation, meaning and identity in media narratives. 2010. (Seminar).

XXXIII Intercom - Brazilian Congress of Communication Sciences. What was communication theory? A study of the field (1967-1986). 2010. (Congress).

Shifting Boundaries of the Public and Private.From saints to screens. 2009. (Seminar).

Postgraduate Poster Showcase.In the name of the Father, the Son, and the Holy Screen. 2008. (Other).

PSI Seminar Series 2008 - Tuesday 14th October 2008. Digital Lord: Media and Popular Culture in Brazilian Religious Conflict. 2008. (Seminar).

1st Meeting of the Working Group on the History of Religions - ANPUH. Media, language and secularization. 2007. (Meeting).

Intercom - Brazilian Society for Communication Studies. Ethics as a strategy in the journalistic field. 2007. (Congress).

Aler Congress? Latin American Association for the Study of Religions. Science in religious discourse. 2006. (Congress).

Interpersonal Communication Course - Fapcom. Interpersonal Communication. 2006. (Workshop).

Free Course on Media and Power. Media and Power. 2006. (Workshop).

Paulus Marketing Meeting. The study of mass communication. 2006. (Workshop).

Press Observatory Program. Press Observatory Program - TV Cultura /SP. 2006. (Other).

Journalism and Elections Seminar - Organized by the Archdiocese of Vitória. Journalism & Elections. 2006. (Seminar).

Seminar Media, School and Family. Communication, Education and Consumption in Childhood. 2006. (Seminar).

V International Communication Seminar of Brasília – SICOM. 2005. (Seminar).

Paulus National Marketing Meeting. The academic field of communication. 2004. (Other).

IV Meeting of Communicators. IV Meeting of Communicators. 2004. (Meeting).

Media, Information and Entertainment. Media, information and entertainment. 2004. (Workshop).

Law and Communication. Law and Communication. 2003. (Other).

www.deus.pobres.com. Communication and Religion. 2003. (Congress).

PARTICIPATION IN EXAMINATION BOARDS

Student: Sandra Petri
MARTINO, LMS. Cracolândia in the media. 2024. Dissertation (Master's in Communication) - Paulista University.

Student: Geyvison Souto Ludugerio
SANTOS, TC; DRIGO, MO; MARTINO, LMS. FROM BAIANINHO TO CB: A STUDY ON THE TRANSFORMATION OF THE CASAS BAHIA MASCOT?. 2023. Dissertation (Master's in Communication and Culture) - University of Sorocaba.

Student: Ronaldo V
ALVES, M.; KNAPP, C.; MARTINO, LMS. Bueno. Between beliefs and conspiracies. 2023. Dissertation (Master's in Letters and Culture) - University of Caxias do Sul.

Student: Leonardo Santana dos Santos Rodrigues
MARTINO, LMS; TONDATO, M.; ROCHA, RM. On the margins of consumption. 2021. Dissertation (Master's in Communication and Consumption Practices) - Escola Superior de Propaganda e Marketing.

Student: ROBERTA LINS GREGÓRIO LOUSADA
SILVA, PC; ROVIDA, M.; MARTINO, LMS. WHAT IS NEWS? WHATSAPP IN THE NEWSROOM - AN ANALYSIS OF THE NEWSWORTHINESS CRITERIA OF THE MANCHETES NOTICIDADE TELEPHONE NEWS. 2020. Dissertation (Master's in Communication and Culture) - University of Sorocaba.

Student: MARA RUBIA DUARTE COUTO
MARTINO, LMS; SIGNATES, L.; MORAES, A.. CONTRADICTIONS OF DEMOCRACY: The duality between hate speech and freedom of expression on social media. 2020. Dissertation (Master's in Communication) - Federal University of Goiás.

Student: Larissa Tamborindenguy Becko,
AMARAL, A.; PAESE, A.; MARTINO, LMS. "Unveiling the Superhero Fan: Performances, Consumption Practices and Identities?", 2019. Dissertation (Master's in Communication Sciences) - University of Vale do Rio dos Sinos.

Student: José Sirtori
SANTOS, TC; LOPES, F.; MARTINO, LMS. Rita Von Hunty: a communicational analysis. 2022. Dissertation (Master's in Communication and Culture) - University of Sorocaba.

Student: Araripe Castilho
GODOY, JM; SILVA, AR; MARTINO, LMS. Faith in the press. 2020. Dissertation (Master's in Religious Studies) - Pontifical Catholic University of Campinas.

Student: Bruna Mattana
ROSA, AP; FAUSTO NETO, A.; MARTINO, LMS. THE TRACES IN TRANSIT: Disputes of meaning in the processes of appropriation and reappropriation of Pope Francis's discourses. 2020. Dissertation (Master's in Communication Sciences) - University of Vale do Rio dos Sinos.

Student: Fernanda Brugnerotto
LOPES, F.; SANTOS, TC; MARTINO, LMS. Public Hearings in the Sorocaba City Council. 2019. Dissertation (Master's in Communication and Culture) - University of Sorocaba.

Student: Paula Pitombo
ROSSETTI, R.; MARTINO, LMS; GUEDES, R.. NGO WOMEN OF BRAZIL: COMMUNICATION PLANNING IN FAVOR OF STRENGTHENING THE PUBLIC SPHERE. 2019. Dissertation (Master's in Communication) - MUNICIPAL UNIVERSITY OF SAO CAETANO DO SUL.

August 27, 2025.

To the United States Citizenship and Immigration Services,

Dear Sir or Madam,

I'm Carolina Frazon Terra, a professor and researcher with expertise in digital communication and public relations. I hold a bachelor's degree in Public Relations from the Universidade Estadual Paulista Júlio de Mesquita Filho (UNESP), a master's, a doctorate, and a post-doctorate in Social Communication Interfaces from the Universidade de São Paulo (USP). Throughout my career, I have worked with major corporations such as FIAT, Associação Hospitalar de Bauru, Vivo, Mercado Livre, and Nestlé. I also served as Director of Social Media at Ideal Agency, where I worked with clients such as Google, Pepsico, L'Occitane, Hospital Albert Einstein, McDonald's, and Avon. I currently serve as a professor at USP and Faculdade Cásper Líbero and am the author of several books in the field, including Marcas Influenciadoras Digitais, Comunicação Organizacional: práticas, desafios e perspectivas digitais, and Byung-Chul Han e a Hipercomunicação.

In my current role, I focus on digital media strategy, communication planning, and research on the evolving role of influencers in corporate and organizational communication. My work involves consulting for major companies, lecturing on digital communication strategies, and publishing research that contributes to the growing field of digital public relations.

I had the opportunity to work with Ms. Avana França Salles during her postgraduate studies at USP, where I served as her professor and thesis advisor. Her research on the intersection of influencer marketing and public relations was a significant academic contribution to our field. Ms. Salles demonstrated a keen understanding of digital communication dynamics and the shifting landscape of corporate media engagement. Her ability to analyze trends and apply strategic methodologies in influencer communication positioned her as a knowledgeable professional in this area.

Ms. Salles' work in influencer relations is particularly relevant given the increasing role of digital influencers in corporate and public relations strategies. She conducted in-depth research on how companies integrate influencer marketing into their communication frameworks, examining the efficacy of these strategies through qualitative and quantitative analyses. Her final thesis functions as a practical tool for agencies and organizations aiming to structure more

effective influencer marketing strategies based on solid academic grounding, making her research a reference for professionals in the industry.

What distinguishes Ms. Salles' approach is her ability to apply academic rigor to real-world communication challenges. Instead of relying solely on intuition or trends, she developed a framework that considers strategic alignment, brand positioning, and measurable outcomes in influencer marketing. This balance between theory and practice equips her to contribute meaningfully to both academic and corporate spheres, especially in markets like the United States, where data-driven communication is key.

A key example of Ms. Salles' contribution to the industry is her research on the transformation of influencer marketing in strategic corporate communication. She examined how organizations integrate influencer engagement into public relations strategies, identifying best practices that have since been adopted by leading agencies. Her work serves as a benchmark for digital PR professionals and contributes to the evolving methodologies in corporate influencer relations.

For these reasons, I strongly support Ms. Salles for the EB-2 NIW petition. Her research, knowledge, and industry impact make her an outstanding candidate whose presence in the United States will significantly benefit the field of digital communication.

Should you need any additional details, please do not hesitate to reach out to me directly.

Cordially,

Carolina Frazon Terra
Professor and Researcher in Digital Communication

Email: contato@carolterra.com.br
Phone: (+55 11 99646-8706)
São Paulo, Brazil

NATURAL PERSON

Carolina Frazon Terra

MONITOR NAME UPDATE LATTES

Post-doctoral researcher (2018-2020), PhD (2011) and Master's degree (2007) from the Communication Sciences Program at ECA-USP. Holds a degree in Social Communication - specialization in Public Relations from the State University of São Paulo (2001), and is a specialist in Strategic Management of Organizational Communication and Public Relations from ECA/USP (2004). Currently, she is a professor in undergraduate and graduate programs at the School of Communications and Arts of USP and in the specialization courses in Strategic Management in Organizational Communication and Public Relations (GESTCORP) and Digital Communication Management (DIGICORP). She has experience in the field of Communication, with an emphasis on Public Relations/Organizational Communication, mainly working on the following topics: public relations, organizational communication, organizational relationships, digital communication, and social media. She is the content coordinator of the Crisis Communication Observatory portal (https://www.ufsm.br/projetos/institucional/observatorio-crise). She is the editor of the blog RPalavreando (http://rpalavreando.com.br), aimed at the community interested in topics related to organizational communication and public relations, and the author of the books "From Employees to Influencers: Why Having Employee Influencer Programs is Worth It" (Summus, 2025), "Advanced Topics in Communication: Understanding Contemporary Public Relations and Communication - Reflections and Trends" (Freitas Bastos, 2025), "Insights for Organizational Communication" (UFSM, 2024), "Byung-Chul Han and Hypercommunication" (Paulus, 2023), "Organizational Communication: Practices, Challenges and Digital Perspectives" (Summus, 2021), "Digital Influential Brands: How to Transform Organizations into Digital Content Producers", "Social Media...and Now?" and "Corporate Blogs - Fad or Trend?", all three published by Difusão Editora. She is also the author of several book chapters and ebooks on Digital Communication, Digital Public Relations, and Social Media. She leads the InfluCom research group (dgp.cnpq.br/dgp/espelhogrupo/3823170183914648) and is a senior researcher at the Com+ research group (http://commais.org), registered with CNPq (dgp.cnpq.br/dgp/espelhogrupo/1976722264426105).

Information collected from Lattes on October 3, 2025.

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Academic

ACADEMIC BACKGROUND

PhD in Communication Sciences

2008 - 2011

University of São Paulo (https://www.escavador.com/nomes/universidade-de-sao-paulo-a1f0941ec8) Title: User-media: the relationship between organizational communication and content generated by internet users on social media (http://www.teses.usp.br/teses/disponiveis/27/27154/tde-02062011-151144/) Advisor: Elizabeth Nicolau Saad Corrêa (https://www.escavador.com/sobre/8016509/elizabeth-nicolau-saad-correa)Keywords: user-media; online social networks; social media; organizational communication. Major area: Applied Social Sciences Major Area: Applied Social Sciences / Area: Communication / Subarea: DIGITAL COMMUNICATION. Sectors of activity: Information and communication.

(https://www.escavador.com/sobre/8016509/elizabeth-nicolau-saad-correa)

Master's Degree in Communication Sciences

2005 - 2007

University of São Paulo. (https://www.escavador.com/nomes/universidade-de-sao-paulo-a1f0941ec8) Title: Digital Corporate Communication: the future of Public Relations on the web . Year of Completion: 2007. Sidineia Gomes Freitas. Keywords: digital communication; integrated communication; organizational communication; organizational relationship; public relations. Major Area: Applied Social Sciences. Major Area: Applied Social Sciences / Area: Communication / Subarea: BUSINESS/ORGANIZATIONAL COMMUNICATION. Major Area: Applied Social Sciences / Area: Communication / Subarea: Public Relations and Advertising. Sectors of activity: Business Advisory and Consulting Activities.

Specialization in Strategic Management, Organizational Communication/Public Relations

2002 - 2004

University of São Paulo (https://www.escavador.com/nomes/universidade-de-sao-paulo-a1f0941ec8)

Bachelor's degree in Social Communication - specialization in Public Relations

1998 - 2001

São Paulo State University (https://www.escavador.com/nomes/universidade-estadual-paulista-8cdd4eb2d7) Title: The Ombudsman in contemporary organizations: a public relations function Advisor: Reginaldo Tech (https://www.escavador.com/sobre/2059687/reginaldo-tech)

(https://www.escavador.com/sobre/2059687/reginaldo-tech)

Advanced Training in Marketing Communication Management

2002 - 2002

Getúlio Vargas Foundation - SP (https://www.escavador.com/sobre/24537807/fundacao-getulio-vargas-sp)Year of completion: 2002;

POSTDOCTORAL STUDIES

2018 - 2020

Post-Doctorate, School of Communications and Arts, University of São Paulo, ECA-USP, Brazil. Major Area: Applied Social Sciences, Major Area: Applied Social Sciences / Area: Communication / Subarea: Organizational Communication.

ADDITIONAL TRAINING

2024 - 2024

2023 - 2023

EducaRP. (Workload: 3 hours). , Regional Council of Public Relations 2nd Region SP/PR, CONRERP2, Brazil.

2023 - 2023

ESG Series. (Workload: 1 hour). , Exame College, EXAME COLLEGE, Brazil.

2018 - 2018

Influencer Marketing. (Duration: 1 hour). , COMUNIQUE-SE COMUNICAÇÃO CORPORATIVA LTDA, CCC_FORN, Brazil.

2018 - 2018

Digital Influencer Training. (Duration: 2 hours). , COMUNIQUE-SE COMUNICAÇÃO CORPORATIVA LTDA, CCC_FORN, Brazil.

2005 - 2005

Digital Realities, Communication Technologies. (Workload: 30 hours). , Circolo Laziale di San Paolo, CL, Brazil.

2004 - 2004

How to create and explore relationship opportunities. (Duration: 16 hours). , Brazilian Association of Business Communication, ABERJE, Brazil.

2002 - 2002

Artificial intelligence applied to business. (Workload: 2 hours). , Exame College, EXAME COLLEGE, Brazil.

2020 - 2020

Masterclass in Communication. (Duration: 3 hours). Aberje School of Communication, EAC, Brazil.

2018 - 2018

Certification for Press Relations in the Communicate-se Program. (Duration: 1 hour). , COMUNIQUE-SE COMUNICAÇÃO CORPORATIVA LTDA, CCC_FORN, Brazil.

2016 - 2016

WHY WE POST: THE ANTHROPOLOGY OF SOCIAL MEDIA. (Court load: 15h). , University College of London, UCL, England.

2004 - 2004

Mix Aberje Business Communication. (Duration: 8 hours). , Brazilian Association of Business Communication, ABERJE, Brazil.

2003 - 2003

Mix Aberje Business Communication. (Duration: 8 hours). , Brazilian Association of Business Communication, ABERJE, Brazil.

2001 - 2001

Fundamentals of financial and capital markets. (Workload: 24 hours). , Profins, PROFINS, Brazil.

2001 - 2001

Microsoft Access for Windows - Basic. (Duration: 15 hours). , Center for Business-School Integration, CIEE/SP, Brazil.

2001 - 2001

16th Business Communication Congress. (Duration: 15 hours). , Comtexto Business Communication, COMTEXTO, Brazil.

2000 - 2000

Production and design of home pages, SENAC, SENAC/SP, Brazil.

2000 - 2000

Image Theory. (Workload: 60 hours). , São Paulo State University, UNESP/BAURU, Brazil.

1998 - 1999

Windows, Word, Excel, PowerPoint, Internet. (Course duration: 92 hours). , Comquest - computer courses, COMQUEST, Brazil.

Public Relations Week: From Image to Citizenship. (Workload: 32 hours). , São Paulo State University, UNESP/Bauru, Brazil.

2001 - 2001

Strategic Planning in the Third Sector. (Workload: 21 hours). SENAC, SENAC/SP, Brazil.

2001 - 2001

Merchandising Techniques. (Duration: 4 hours). , SPAIPA, SPAIPA, Brazil.

2000 - 2000

Production and design of home pages. (Workload: 42 hours). SENAC, SENAC/SP, Brazil.

2000 - 2000

Guidance on credit. (Duration: 16 hours). , Support Service for Micro and Small Businesses of São Paulo, SEBRAE/SP, Brazil.

1998 - 1998

University extension course in Statistics applied to public relations. (Workload: 40 hours). , São Paulo State University, UNESP/Bauru, Brazil.

LANGUAGES

English

Understands well, speaks well, reads well, writes well.

Spanish

Understands well, speaks well, reads well, writes well.

Portuguese

Understands well, speaks well, reads well, writes well.

AREAS OF EXPERTISE

Major area: Applied Social Sciences / Field: Communication / Sub-area: Digital Communication.

Major area: Applied Social Sciences / Area: Communication / Subarea: Business/Organizational Communication.

Major area: Applied Social Sciences / Area: Communication / Subarea: Public Relations and Advertising.

Major area: Applied Social Sciences / Area: Communication / Subarea: Public Relations and Advertising / Specialization: Institutional Communication.

Major area: Applied Social Sciences / Field: Communication / Sub-area: Social media.

EVENT ORGANIZATION

TERRA, CF. Organizing Committee of the Abrapcorp 2024 Congress - Curitiba/PR. 2024. (Congress).

TERRA, CF. 1st Influcom Seminar (event part of the 2nd Culture and Extension Week of ECA). 2024. (Other).

FRAZON TERRA, CAROLINA; SOUSA, GF. Coordinator of Working Group 6: Digital Communication, Innovation and Technologies; as part of the program of the XVII Brazilian Scientific Congress of Organizational Communication and Public Relations Researchers of Abrapcorp - Communication, activism and organizations. 2023. (Congress).

CUNHA, MP; TERRA, CF; AGUIAR, CE. Emerging Dialogues in Communication: the contribution of Byung-Chul Han's work. 2022. (Other).

TERRA, CAROLINA FRAZON; SOUSA, GF. Coordinator of Working Group 6 Digital Communication, Innovation and Technologies of the XIV Brazilian Scientific Congress of Organizational Communication and Public Relations of Abrapcorp. 2020. (Congress).

TERRA, CAROLINA FRAZON; SOUSA, GF. Coordinator of Working Group 6 - Digital Communication, Innovation and Technologies of the XIII Abrapcorp Congress. 2019. (Congress).

TERRA, CF; SOUSA, GF. Coordinator of the Communication, Innovation and Technologies Research Group of the XII Abrapcorp Congress. 2018. (Congress).

MAINIERI, T.; TERRA, CF. Vice-coordination of Research Group 2 (Communication, Innovation, Technologies) of the 10th Abrapcorp Congress. 2016. (Congress).

MAINIERI, T.; TERRA, CF. Vice-coordinator of GP2 - Communication, Innovation and Technologies of the XI Abrapcorp Congress. 2017. (Congress).

PARTICIPATION IN EVENTS

34th Annual Meeting of Compós. When public communication is silenced: electoral legislation and the right to information in Brazilian capitals in the 2024-2025 elections. (Meeting).

Influent Summit 2025. The importance of academic research in the professionalization of the creator economy. 2025. (Other).

XIX Abrapcorp Congress 2025. Dispute for attention: the strategy of cuts and depersonalized distribution as algorithmic fluency techniques for building visibility. 2025. (Congress).

Post-2024 Connection - Communication in the age of platforms. Panel: Artificial intelligence, platforms and sociocultural aspects. 2024. (Seminar).

ABCIBER Virtual Meeting. From patients to digital influencers: mediating diagnoses and treatments on social media. 2024. (Meeting).

IV Virtual Meeting of ABCiber. From patients to digital influencers: mediating diagnoses and treatments on social media. 2024. (Meeting).

II Meeting of Applied Research in Communication and Information - Aplicom 2025. Opportunities and risks of AI in Organizational Communication. 2025. (Meeting).

XIX Abrapcorp Congress 2025. The construction of an influencer CEO in times of crisis: A case study on the controversy involving the Tânia Bulhões brand. 2025. (Congress).

11th International Compliance Congress. Beyond the click: new risks and trends in hiring digital influencers. 2024. (Congress).

Data and Cultural Analytics Seminar 2024. Big data and its impacts on Organizational Communication and Public Relations. 2024. (Seminar).

I International Colloquium Media and Technologies: Impacts on the Contemporary World. Opportunities and risks of AI in Organizational Communication. 2024. (Other).

Public Relations and Artificial Intelligence: Challenges and Opportunities | PR Connections 2024. PR and AI: Challenges and Opportunities. 2024. (Other).

VIII Meeting of Communication Professionals of Embrapa (ECom). Opportunities and risks of AI in Organizational Communication. 2024. (Meeting).

1st Academic Seminar Cecorp (Center for Organizational Communication and Public Relations Studies). 2023. (Seminar).

Comunicon 2023. 2023. (Congress).

XLVI Brazilian Congress of Communication Sciences - Intercom. Pharmaceutical industry and digital influencers: a proposal for good practices. 2023. (Congress).

1st Interlinhas Seminar and 19th Cásper Líbero Research Forum. Roundtable "Networks, politics and influence". 2022. (Seminar).

RP Connections. Roundtable: Digital Communication. 2022. (Other).

Emerging Dialogues in Communication: Interfaces of Byung-Chul Han's work with Organizational Communication. 2022. (Seminar).

XVII Latin American Congress of Communication Research (ALAIC) - Disinformation, automation and democracy: the challenges of communication. Corporate clickbait: the controversial as a visibility tool. 2024. (Congress).

25th Communication Conference/Meet Comm. Digital influence in organizations and the creator economy. 2023. (Other).

First Meeting of Applied Research in Communication (Aplicom 2023). Social Media and Digital Influence: Perspectives, Trends and Possibilities. 2023. (Meeting).

XVII Brazilian Scientific Congress of Organizational Communication and Public Relations Researchers of Abrapcorp - Communication, activism and organizations. From digital influencers to creators: more possibilities for Organizational Communication?. 2023. (Congress).

31st Annual Meeting of Postgraduate Programs in Communication - COMPÓS. SOCIAL ACCELERATION OF TIME AND ORGANIZATIONAL COMMUNICATION: exploring possible areas of interface. 2022. (Congress).

CUPP 2022 (University Congress of Advertising and Public Relations). Brands and their role as digital influencers. 2022. (Congress).

Public Relations Perspectives: Lecture with Carolina Terra - 40 years of PR - Unesp Bauru. Research perspectives involving influence, organizational communication and digital PR. 2022. (Other).

XVI Latin American Congress of Communication Researchers organized by the Latin American Association of Communication Researchers (ALAIC). Interaction in Public Relations: an essential principle. 2022. (Congress).

14th Interprogram Conference of the Cásper Líbero Faculty. Coordinator of Working Group 1 Influcom, Communication, influence and visibility in times of digital social platforms. 2021. (Other).

Opening Lecture of the Postgraduate Program: Methodological Journeys in Remote Contexts of Communication Research, with Laura Wottrich. 2021. (Other).

Cásper Postgraduate Studies Conference. How to transform brands into digital influencers. 2021. (Other).

XV Abrapcorp Congress - Communication, Public Health and Organizations. Influential digital and social brands: communication, visibility and collaboration. 2021. (Congress).

33rd SET University Meeting. Digital Communication: strategies, brands and celebrities. 2020. (Meeting).

ERERP 2020 - Regional Meeting of Public Relations Students. Connecting generations. 2020. (Meeting).

RPCon 2020 - Digital Public Relations Conference. Brands and personalities: digital influence relationships. 2020. (Other).

XVI Brazilian Scientific Congress of Organizational Communication and Public Relations Researchers of Abrapcorp. Ecosystem of digital influence: more possibilities for organizational communication. 2022. (Congress).

44th Brazilian Congress of Communication Sciences. Games and the practice of PR: are we talking about zero-dimensional events?. 2021. (Congress).

COMUNICON 2021 - International Congress on Communication and Consumption. From CEO to influencer: The leader and their role on digital social platforms. 2021. (Congress).

Webinar: Influencer Marketing Landscape in Social Media in Brazil. Digital Influencer Brands. 2021. (Seminar).

XXX Annual Meeting of Compós. From user-media to data subject: a theoretical-methodological path for understanding audiences in organizational communication in the face of the digitalization of organizations. 2021. (Congress).

ABCiber Virtual Meeting 2020. Brands in transformation in times of COVID-19: the "new normal" and a new digital presence. 2020. (Meeting).

First Webinar of the Public Relations course at UFMA. Organizational Communication in times of pandemic. 2020. (Seminar).

Academic Week of Public Relations at Unisinos. Where are we going? PR post-4.0. 2020. (Other).

XIV Brazilian Scientific Congress of Organizational Communication and Public Relations of Abrapcorp. Mediatization, Platformization and Datafication of Organizational Communication: notes on contemporary communication in the context of organizations. 2020. (Congress).

XV Congress of the Latin American Association of Communication Researchers. Datafication of Public Relations: predictive PR and data-driven decisions. 2020. (Congress).

GoAd SXSW Insights'2019. 2019. (Other).

XIII Brazilian Scientific Congress of Organizational Communication and Public Relations - Communication, public opinion and organizations. Public Opinion in times of social media: mediatization, disintermediated communication and Memes. 2019. (Congress).

XXVIII Annual Meeting of Compós. ORGANIZATIONAL COMMUNICATION IN TIMES OF ALGORITHMS AND DIGITAL HYPERCONNECTION. 2019. (Congress).

International Congress on Communication and Consumption - Comunicon 2018. Digital Influencer: Can this role belong to organizations? 2018. (Congress).

Information Consumption: New Skills in Journalism. Skills of Communication Professionals in the Digital Environment. 2018. (Seminar).

II Meeting of Post-Doctoral Fellows at USP. Organizations and influencers: who needs whom? A study on the digital influence of organizations as content publishers in the digital environment. 2018. (Meeting).

III Geminis International Conference - JIG 2018. Organizations and influencers: who needs whom? A study on the digital influence of organizations as content publishers in the digital environment. 2018. (Other).

II Seminar on Social Communication of the Navy. The importance of a social media strategy to avoid 'sinking' an organization's image. 2018. (Seminar).

Presentation on Digital Influencers at the National Restaurant Association. Digital Influencers. 2018. (Other).

Lecture for graduate students at UMESP. Brands and influencers: who needs whom?. 2018. (Other).

Lecture promoted by the Social Communication courses at UNISC.RP Digital and Social Media: concepts, cases and trends. 2018. (Other).

Welcome to freshmen 2018: Research, communication and the market today. Public Relations of the Future or the future of Public Relations: the fact is that we necessarily go through the digital age. 2018. (Other).

São Paulo, Brazil. July 10, 2025

Whom it may concern

It is with great respect that I, Welington Wagner Andrade**,** write this letter in support of the EB2-NIW application of Ms. Avana França Salles, my former student at Faculdade Cásper Líbero – the first journalism school in Latin America, a benchmark of tradition and excellence in the communications market since 1947, located in the state of São Paulo, Brazil.

I currently serve as a professor at Faculdade Cásper Líbero, where I have taught since 1997. With nearly four decades of experience in Brazilian Literature, Theatre Criticism and Journalism, I have held several academic and cultural leadership positions, including Director General of the Faculty and columnist at *Revista Cult*. I hold degrees in Performing Arts (Uni-Rio), Portuguese Language and Literature (USP), and a Master's and Ph.D. in Brazilian Literature (USP).

During the two academic years that Ms. Salles was enrolled in my Literature I and II courses, I assessed her writing skills, analytical thinking, and intellectual maturity through a variety of academic assignments involving literary interpretation, critical essays, and applied journalism exercises. From the beginning, she distinguished herself as a student with a refined command of language and a solid grasp of literary and cultural analysis.

Concurrently with her academic performance, Ms. Salles served as a student monitor at the Interdisciplinary Research Center (CIP), where she was responsible for coordinating the institution's academic journal. Her responsibilities included translations into English and Spanish, editing faculty and student submissions, and managing communications with educational institutions in Brazil and abroad. This role demanded precision, initiative, and the ability to navigate cross-cultural content – all of which she performed with exceptional diligence and a strong understanding of academic standards.

While I did not directly supervise her professional writing for external publications, I witnessed her editorial and communication skills both in the classroom and through her involvement with CIP. Her consistent high performance and her engagement in the editorial aspects of our academic environment leave no doubt about her ability to contribute meaningfully to multidisciplinary and international projects.

Since then, I have followed her career and, more recently, her plans to establish Inova Communications in the United States – an endeavor that aligns with her academic background and professional expertise. Her vision of combining multicultural communication with strategic planning demonstrates a level of preparation that has been evident since her undergraduate years.

Given her academic foundation, leadership potential, and cross-cultural insight, I am confident that Ms. Salles will contribute significantly to culturally aware, technically sound, and socially relevant projects in the United States.

Respectfully,



Professor Dr. Welington Wagner Andrade
Email: welingtonandrade@casperlibero.edu.br
Phone: + 55 11 98599-9841



Welington Wagner Andrade

Address to access this CV: http://lattes.cnpq.br/0608872362092773
Lattes ID: **0608872362092773**
Last updated CV on 05/20/2025

He holds a degree in Performing Arts (Uni-Rio, 1987) and in Portuguese Language (USP, 1992). He holds a master's degree (2001) and a doctorate (2006) in Brazilian Literature from USP. He has been a professor of Journalism at Faculdade Cásper Líbero since 1997. In 2010, he was a lecturer in History of Theater at the School of Communications and Arts of the University of São Paulo (ECA-USP). He is a theater columnist for Cult magazine and is responsible for the theater review column "Cena Contemporânea" on the publication's website. He has experience in the field of Literature, with an emphasis on Theater, working mainly on the following themes: Brazilian Theater, History of Brazilian Theater, Modern and Contemporary Brazilian Dramaturgy. **(Text provided by the author)**

Identification

Name

Welington Wagner Andrade

Name in bibliographic citations

ANDRADE, Wellington

Lattes iD

http://lattes.cnpq.br/0608872362092773

Country of Nationality

Brazil

Address

Professional Address

Casper Libero College.
Phone : (11) 31705904
Homepage
URL : http://www.facasper.com.br

Academic background/degree

2002 - 2006

PhD in Literature .
Faculty of Philosophy, Literature and Human Sciences - USP, FFLCH - USP, Brazil.
Title: Contestation and madness:

attempts to experiment with Brazilian drama after 1968. Year of completion: 2006.
Advisor: João Roberto Faria.
Keywords: 1960s; counterculture; dramaturgy.
Major area: Linguistics, Literature and Arts.
Sectors of activity: Others.

1997 - 2001

Master's Degree in Brazilian Literature .
University of São Paulo, USP, Brazil.
Title: The Book of Job, by Luís Alberto de Abreu: myth and dramatic invention , Year of completion: 2001. Advisor: João Roberto Faria. Keywords: dramaturgy; wisdom literature; tragedy; drama; epic.
Major area: Linguistics, Literature and Arts

1987 - 1992

Bachelor's Degree in Literature .
University of São Paulo, USP, Brazil.

1982 - 1987

Bachelor's Degree in Performing Arts .
University of Rio de Janeiro, UNI-RIO, Brazil.

Professional Performance

Casper Libero College, FCL, Brazil.

Institutional link

1997 - Present

Link: Permanent, Functional Framework: Full Professor

Other information

Subjects taught: Portuguese Language and Writing Techniques (Bachelor's Degree in Journalism), Cultural Journalism (specialization in Communication).

Activities

06/2008 - Current

Research and development, Coordination.

Research Lines
Media Products: Journalism and Entertainment

University of Sao Paulo, USP, Brazil.

Institutional link

2010 - 2010

Relationship: Collaborator, Functional Framework: Professor-lecturer

Other information

Lecturer in Theater History in the Bachelor's Degree in Performing Arts at ECA-USP.

FIEO University Center, UNIFIEO, Brazil.

Institutional link

2009 - 2009

Relationship: Collaborator, Functional Framework: Professor-lecturer

Other information

Subject taught: Brazilian Literature (Specialization in Literature).

University of Saint Jude Thaddeus, USJT, Brazil.

Institutional link

2002 - 2005

Relationship: Collaborator, Functional Framework: Professor-lecturer

Other information

Subjects taught: Dramatic Literature and Research on Practice in Artistic Education - Theater (Specialization in Performing Arts).

Activities

2002 - 2006

Teaching, Performing Arts, Level: Postgraduate

Subjects taught
Dramatic literature

Lines of research

1.

Media Products: Journalism and Entertainment

Objective: Informative dimension, playful dimension, transformations in the concepts of reception and interaction, image culture: in contemporary society, media products (re)elaborate facts and content from both reality and fiction, generating connections between journalism and entertainment. Sometimes, this context tends to empty the public function of information. This Line of Research intends to investigate contemporary narratives and productions that explore the universe of the imaginary, the relations between journalism and spectacle. Printed journalism, television journalism, online journalism and other productions that transit as multimedia or hypermedia and the resulting changes in the interacting receiver/user are objects of reflection.
Broad area: Applied Social Sciences
Sectors of activity: Cinematographic activities, production of videos and television programs; sound recording and music editing; Radio and television activities.
Keywords: Communication and Culture; Production and reception of meanings.

Research projects

2008 - Present

Communication, journalism and epistemology of understanding

Description: The terms that give the research group its name are dynamically articulated in a broad network (a) of cognitive, rational, objective meanings (i.e., of intellection, explanation and interpretation, in the original sense of comprehendere, which is to join,

embrace, integrate and, therefore, in the environment of a complex-comprehensive epistemology) and (b) of intersubjective meanings, which take into account the relationships of various kinds between subjects and groups, dialogism or the absence thereof, communication and incommunication. The focus is on the mediation of current information and, in general, of media products, in their interfaces with contemporary narratives and plural human knowledge, namely, science, philosophy, myth, religion, art and common sense. From the perspective of a complex-comprehensive ethics, the confrontation with incommunication and incomprehension is investigated, in the so-called information and communication era. Preferring understanding to explanation, the research group will review different epistemological and theoretical approaches to communication in light of the theme of human intellectual understanding.
Status: In progress; Nature: Research.

Members: Welington Wagner Andrade - Member / Dimas Antonio Künsch - Coordinator / Pedro Henrique Falco Ortiz - Member / Marcia Aparacida Silva Blasques - Member / / Agnaldo José dos Santos - Member / Caroline Arice Gaudêncio da Silva - Member / Gabriel Lage da Silva Neto - Member / Júlio César Degl Iesposti - Member / / Lígia Maria Marques Silva - Member / Maria Carolina Giliolli Goos - Member.

Funding project reviewer

2009 - Present

Funding agency: São Paulo State Research Support Foundation

Languages

English

Understands Well, Speaks Well, Reads Well, Writes Well.

French

Understands Well, Speaks Well, Reads Well, Writes Well.

Italian

Understands Well, Speaks Well, Reads Well, Writes Well.

Productions

July 08, 2025.

Recommender: Paulo Fernandes
Job Tittle: Organizational Culture and Communications Coordinator
Company: Minerva Foods
Phone: +55 (11) 94564-3988
E-mail: paulo.fjunior@minervafoods.com

Barretos, Brazil.

To Whom It May Concern.

My name is Paulo Fernandes, and I am a journalist with 12 years of experience dedicated to strategic communication planning, press relations, corporate communication, crisis management, organizational culture, and digital marketing. Most of my professional background is focused on communication strategies in the healthcare and food industries.

I currently serve as the Organizational Culture and Communications Coordinator at Minerva Foods, a leading multinational beef exporter in South America, also operating in the processed foods segment and exporting to over 100 countries. Minerva has industrial units in Brazil, Paraguay, Argentina, Uruguay, and Colombia, along with specialized lamb plants in Australia and Chile.

It was at Minerva Foods that I had the opportunity to directly supervise Mrs. Avana França Salles, who worked on my team as an Internal Communications Analyst.

When she joined us, Mrs. Avana França Salles was assigned to lead the communication strategy for the company's leading health and wellness initiative: the "Sentir-se Bem Project", launched during the COVID-19 pandemic. The program involved coordinated actions with HR departments across Latin America, focused on promoting mental and physical health through a range of activities, from guided meditation and ergonomic sessions to professional talks and educational campaigns.

Mrs. Avana França Salles created and managed communication strategies, producing original content across all internal channels, including the intranet, corporate TV, WhatsApp updates, and internal newsletters. Her role required agility and editorial precision, often producing polished content within tight deadlines. She was responsible for crafting announcements and post-event summaries for high-profile motivational talks by renowned Brazilian figures such as Dr. Dráuzio Varella (a leading physician and writer widely recognized for his public health advocacy), Thiago Nigro (a financial educator and entrepreneur known for democratizing investment education), and Mario Sergio Cortella (a respected philosopher and professor with a broad national audience). By translating the messages of such influential figures into accessible internal content, she helped bridge institutional goals with employee engagement on a national scale.

Her contributions went beyond content production. She consistently demonstrated initiative in identifying and solving structural communication gaps. For example, during her time on the factory floor, Mrs. Avana França Salles observed workers reading books during their break time. Recognizing an opportunity, she proposed and led the implementation of the Digital Library project, creating a detailed communication strategy and visual campaign that was later scaled to Minerva's plants across Latin America. This initiative became a reference point in internal communications across the company and earned her recognition from upper management.

Beyond her designated responsibilities, Mrs. Avana França Salles frequently supported colleagues with translation (in both English and Spanish), editorial revisions, and creative tasks using design software. Her fluency in English, rare even among higher-level staff, was critical in managing corporate communications with Minerva's international offices and stakeholders.

Throughout our time working together, I witnessed Mrs. Avana França Salles successfully manage more than 11 simultaneous internal communication projects. These included seasonal campaigns (Mother's Day, Children's Day), health and hygiene awareness programs, content for the company's Animal Welfare Program, promotional materials for Minerva's meat retail stores, and the creation of scripts and videos on industrial processes. Despite the heavy workload, her work always maintained high standards of quality, clarity, and alignment with the company's culture and strategic goals.

Given her advanced skill set in internal communications, strategic planning, and cross-cultural collaboration, I'm confident that Mrs. Avana França Salles will make a meaningful contribution in the United States. She possesses the rare ability to translate complex ideas into compelling and accessible communication, always aligned with organizational values. Her track record in leading large-scale corporate initiatives, combined with her cultural sensitivity and editorial expertise, positions her to deliver impactful results in diverse professional environments. The U.S. market will greatly benefit from a communicator with her technical precision and ability to foster inclusive, high-engagement strategies across multicultural teams.

I strongly support her petition for the EB2-NIW visa and would gladly work with her again in the future.

Paulo Cesar Fernandes Junior

Sincerely,

Paulo Fernandes.

PAULO FERNANDES

Corporate Communications Specialist | Organizational Culture | Executive Reputation & Leadership Positioning

São José do Rio Preto, São Paulo, Brazil | linkedin.com/in/jrpaulofernandes

PROFESSIONAL SUMMARY

Corporate Communications professional with strategic experience in reputation building, organizational culture, and leadership positioning within complex, global-scale environments. Skilled at translating business strategy into clear, relevant narratives aligned with diverse stakeholders, strengthening connections among companies, leaders, and employees.

Experience includes executive communications and content for senior leadership; institutional narratives focused on reputation and influence; organizational culture and engagement initiatives; and strategic topics such as agribusiness, international markets, and institutional relations. Views communication as a business tool and positioning, consistency, and clarity as essential assets for companies and leaders seeking relevant growth.

CORE COMPETENCIES

Organizational Culture | **Culture Change** | **Corporate Communications**

PROFESSIONAL EXPERIENCE

Minerva Foods | 6 years 6 months

Organizational Culture & Communications Coordinator | May 2024 - Present

- Consistently communicate the Company's purpose, values, and behaviors through training initiatives, content production, and the strategic use of internal communication channels.
- Structure initiatives that foster employee engagement and integration, strengthening pride and a sense of belonging.
- Develop external communication strategies that reinforce the corporate image, using Organizational Culture as a foundation, including content for institutional and executive social media channels.
- Partner with the People & Management team on initiatives that strengthen the Company as a leading employer brand and attract both emerging and experienced talent.
- Measure and analyze culture through employee surveys and develop alignment and improvement actions based on the findings.

Executive Ghostwriter | January 2022 - Present

- Create original content for C-level leaders, including LinkedIn posts, articles, speeches, and institutional messages, with consistent tone of voice, clarity, and influence.
- Structure and execute executive personal-brand strategies by defining positioning territories and priority topics.

Minerva Foods Culture Ambassador | October 2021 - Present

Corporate Communications Supervisor | September 2022 - May 2024

Barretos, São Paulo, Brazil

Senior Corporate Communications Analyst | March 2020 - September 2022

Barretos, São Paulo, Brazil

- Managed internal communications for approximately 23,000 corporate and industrial employees, executing projects and programs while ensuring visual identity standards, deadlines, and stakeholder engagement.
- Produced and reviewed content and managed internal channels, including newsletters, corporate TV, notice boards, WhatsApp, and the intranet.
- Focused on strategic internal communications and performance indicators, with short-term conflict-resolution actions and medium- and long-term planning.
- Contributed as an organizational culture ambassador to the implementation of the culture project.

Tereos

Senior Internal Communications Analyst | October 2018 - December 2019

Olímpia, São Paulo, Brazil

- Led internal communications for approximately 9,000 employees across seven Tereos units in Brazil, strategically implementing initiatives, messaging, and channels for corporate, industrial, and agricultural audiences.
- Served as a communications consultant to business areas, supporting and implementing communication strategies for company projects, campaigns, and initiatives.
- Planned and managed internal channels, including corporate TV, intranet, newsletters, and notice-board publications, producing strategic and objective content.
- Managed relationships with communications agencies and coordinated briefs and strategic assignments.
- Collaborated with marketing, external communications, and institutional relations teams, and supported initiatives that brought leaders closer to their teams and improved information cascading.

Associação Lar São Francisco de Assis na Providência de Deus

Communications and Fundraising Consultant | January 2018 - October 2018

São José do Rio Preto metropolitan area, Brazil

Hospital Regional de Presidente Prudente

Communications Coordinator | October 2012 - January 2018

Presidente Prudente metropolitan area, Brazil

Splabor

Senior Communications Analyst | July 2012 - September 2013

Presidente Prudente metropolitan area, Brazil

Grupo Bandeirantes de Comunicação

News Producer | November 2010 - January 2012

Rádio Onda Viva

Copy Editor and Radio Broadcaster | April 2009 - December 2011

SBT Interior

Copy Editor / Producer | February 2011 - September 2011

Presidente Prudente metropolitan area, Brazil

Portal Prudentino

Reporter and Photographer | November 2009 - November 2010

EDUCATION

Universidade São Judas Tadeu

Postgraduate MBA in Organizational Psychology | January 2026

PUC-RS

Higher Technology Degree in Change Management | March 2024 - June 2024

UNIARA

Postgraduate Degree in Public Relations and Organizational Communication | 2018 - 2020

Universidade do Oeste Paulista (Unoeste)

Bachelor's Degree in Journalism | 2008 - 2011

CERTIFICATIONS

- Conflict Management, Negotiation, and Nonviolent Communication
- Cultivating Culture Certification

May 9, 2025.

Dear Immigration Officer,

I am Caio Marques, Mark's Veículos Director. With a degree in Agronomy from the University of Marília (UNIMAR) and over a decade of experience managing a family-owned automotive business in Brazil, I had the opportunity to work directly with Mrs. Salles. It is based on this close collaboration that I offer my full support for her EB2-NIW petition.

Mrs. Salles worked with us for nearly a year in our Marketing Department. Although formally hired as a copywriter, her actual role quickly evolved, her responsibilities extended well beyond copywriting, including marketing analysis, public relations, social media management, campaign planning, and media outreach. She took full ownership of our marketing strategy, both digital and offline, and became the central figure for all matters related to communication, branding, and public relations.

Under my supervision, she designed and implemented monthly campaigns aligned with our commercial calendar, led the coordination between designers, photographers, and videographers, and enforced a structured timeline to ensure consistent delivery. Her strategies led to tangible outcomes: increased visibility across digital platforms, a rise in qualified leads, and measurable engagement from new and returning customers.

A particularly successful initiative was the reactivation of our relationship with the Monteiro de Barros Communications Group, a major media conglomerate in the region with 50 years of business. Through her outreach, we secured regular billboard placements and gained press exposure via earned media and influencer partnerships, initiatives that had been neglected for years prior to her arrival.

At the same moment, another example of her impact came during one of our quarterly sales events. Thanks to the integrated campaign she developed, including outdoor ads, social media, and scripted video promotions, the number of vehicles sold in a single day rose from an average of three to five. Her campaigns consistently led to greater brand awareness, increased qualified leads, and stronger social media engagement. The immediate result reflected her ability to align creative messaging with commercial objectives.

As well as a campaign planner, Mrs. Salles also became the public face and voice of our brand. She wrote scripts, recorded voiceovers, and often appeared in our advertisements, bringing a fresh and professional image that resonated with our audience and significantly modernized our brand identity.



What truly distinguished her work was her capacity to combine creative execution with strategic thinking. Her advice was routinely sought by the marketing team and company leadership, including myself, for input on broader business decisions. Whether evaluating a design for client documents or weighing in on messaging strategy, her insights were thoughtful, timely, and grounded in a clear understanding of market behavior.

Even in a limited environment like ours, her methodology was always structured. She worked with KPIs, defined clear audience segments, and managed multiple projects without compromising deadlines or quality. These skills are unique and essential for her to help U.S. companies and her future clients improve their marketing structures and remain competitive in a globalized economy.

Given her broad expertise, practical mindset, and proven results in managing communication strategies, I am confident Mrs. Salles will thrive in her efforts to establish Inova Communications in the United States. Her work will undoubtedly add value to the United States businesses navigating multicultural markets and seeking effective, high-impact communication strategies.

If you have any questions or require further information, please feel free to contact me at any time.

Warm regards,
Caio Marques
Barretos, São Paulo/ Brazil.
caio@marksveiculos.com.br
+55 17 98188-1166

Caio Lopes Marques

Exhibit C.II – Second Prong: Letter of Intent artnership/Professional Contact

HAIR

Statement of Interest – Professional Contact

Hi Avana,

I wanted to reach out to keep a professional connection as I organize the continuation of my work in the United States.

I have been working in the beauty industry for over ten years, with hands-on experience in salon services, client care, and day-to-day operations. Throughout my career, I have seen how communication, image, and digital presence naturally influence the growth of service-based businesses in this field.

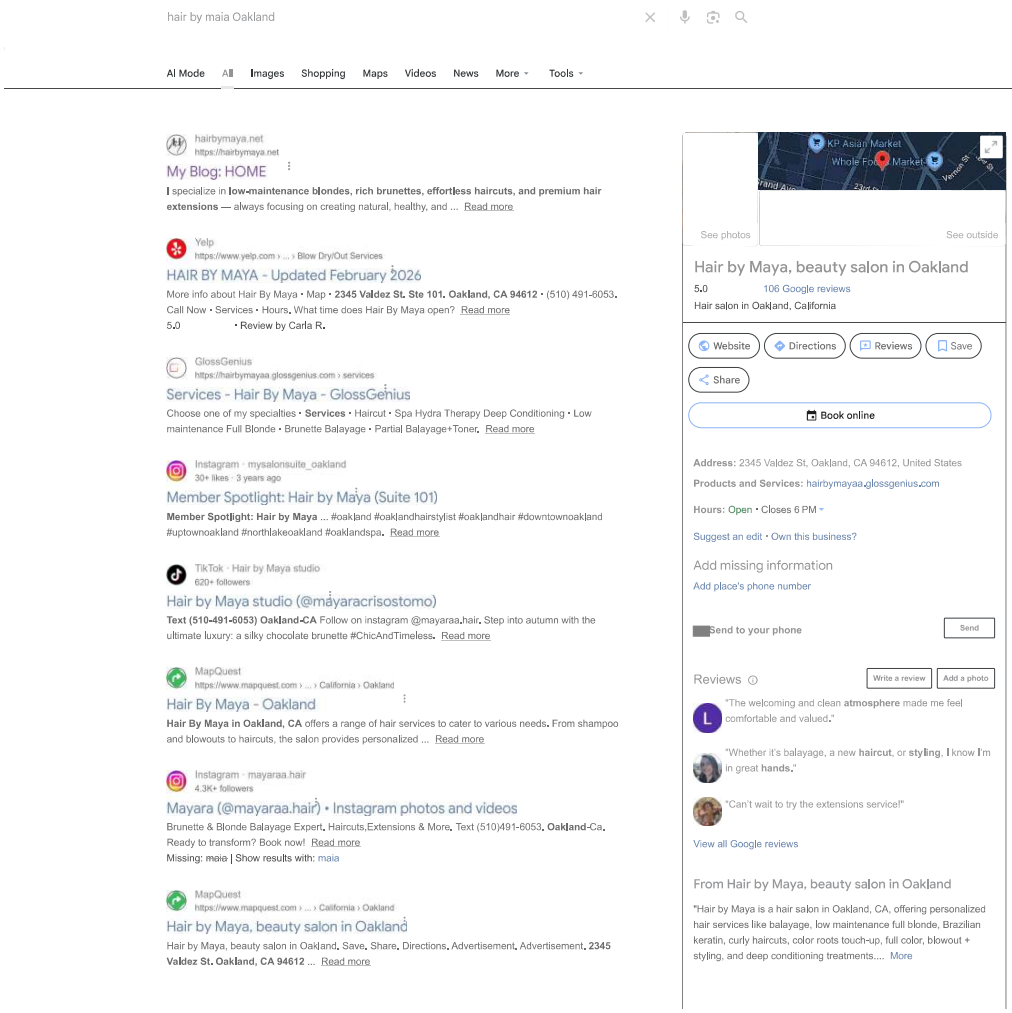
Given your background in communication and marketing, I believe that, if our paths cross in the U.S. market, it could make sense to exchange ideas or seek occasional guidance related to positioning, content direction, or service communication.

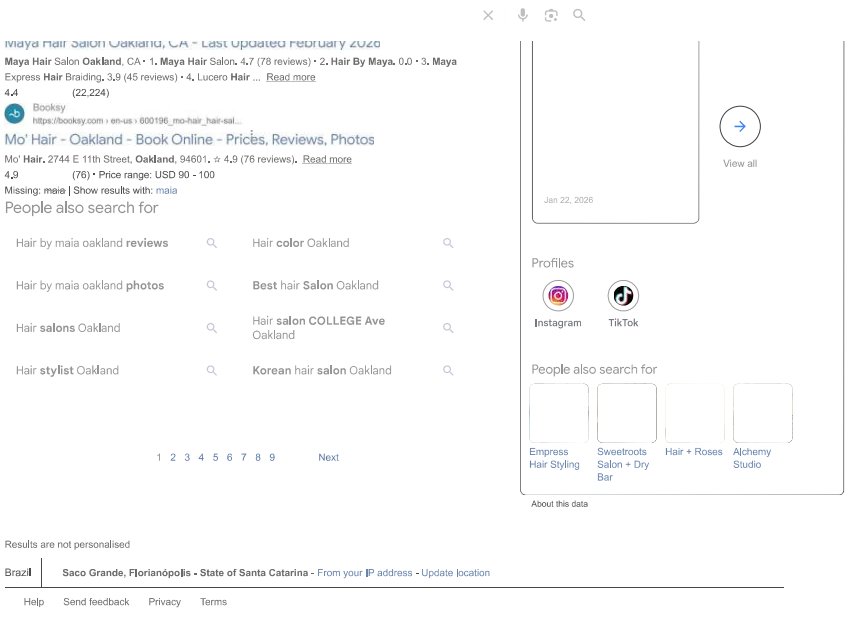
This message is simply an informal expression of interest, with no prior commitment or defined partnership. If it makes sense in the future, the conversation can happen naturally.

Best regards,

Mayara C Pinto

Mayara Crisostomo
Owner – Hair By Maya
2345 Valdez st Oakland – 94612
Parking: 260 23rd st , Oakland
https://hairbymaya.net/
Email: hairbymayaa101@gmail.com
Phone: 510-491-6053


hair by maia Oakland
AI Mode
All
Images
Shopping
Maps
Videos
News
More
Tools
hairbymaya.net
https://hairbymaya.net
My Blog: HOME
I specialize in low-maintenance blondes, rich brunettes, effortless haircuts, and premium hair extensions — always focusing on creating natural, healthy, and ... Read more
Yelp
https://www.yelp.com › ... › Blow Dry/Out Services
HAIR BY MAYA - Updated February 2026
More info about Hair By Maya • Map • 2345 Valdez St. Ste 101. Oakland, CA 94612 • (510) 491-6053. Call Now • Services • Hours. What time does Hair By Maya open? Read more
5.0 • Review by Carla R.
GlossGenius
https://hairbymayaa.glossgenius.com › services
Services - Hair By Maya - GlossGenius
Choose one of my specialties • Services • Haircut • Spa Hydra Therapy Deep Conditioning • Low maintenance Full Blonde • Brunette Balayage • Partial Balayage+Toner. Read more
Instagram · mysalonsuite_oakland
30+ likes · 3 years ago
Member Spotlight: Hair by Maya (Suite 101)
Member Spotlight: Hair by Maya ... #oakland #oaklandhairstylist #oaklandhair #downtownoakland #uptownoakland #northlakeoakland #oaklandspa. Read more
TikTok · Hair by Maya studio
620+ followers
Hair by Maya studio (@mayaracrisostomo)
Text (510-491-6053) Oakland-CA Follow on instagram @mayaraa.hair. Step into autumn with the ultimate luxury: a silky chocolate brunette #ChicAndTimeless. Read more
MapQuest
https://www.mapquest.com › ... › California › Oakland
Hair By Maya - Oakland
Hair By Maya in Oakland, CA offers a range of hair services to cater to various needs. From shampoo and blowouts to haircuts, the salon provides personalized ... Read more
Instagram · mayaraa.hair
4.3K+ followers
Mayara (@mayaraa.hair) • Instagram photos and videos
Brunette & Blonde Balayage Expert. Haircuts,Extensions & More. Text (510)491-6053. Oakland-Ca. Ready to transform? Book now! Read more
Missing: maia | Show results with: maia
MapQuest
https://www.mapquest.com › ... › California › Oakland
Hair by Maya, beauty salon in Oakland
Hair by Maya, beauty salon in Oakland. Save. Share. Directions. Advertisement. Advertisement. 2345 Valdez St. Oakland, CA 94612 ... Read more
KP Asian Market
Whole Foods Market
See photos
See outside
Hair by Maya, beauty salon in Oakland
5.0 106 Google reviews
Hair salon in Oakland, California
Website
Directions
Reviews
Save
Share
Book online
Address: 2345 Valdez St, Oakland, CA 94612, United States
Products and Services: hairbymayaa.glossgenius.com
Hours: Open • Closes 6 PM
Suggest an edit • Own this business?
Add missing information
Add place's phone number
Send to your phone
Send
Reviews
Write a review
Add a photo
"The welcoming and clean atmosphere made me feel comfortable and valued."
"Whether it's balayage, a new haircut, or styling, I know I'm in great hands."
"Can't wait to try the extensions service!"
View all Google reviews
From Hair by Maya, beauty salon in Oakland
"Hair by Maya is a hair salon in Oakland, CA, offering personalized hair services like balayage, low maintenance full blonde, Brazilian keratin, curly haircuts, color roots touch-up, full color, blowout + styling, and deep conditioning treatments.... More


Maya Hair Salon Oakland, CA - Last Updated February 2026
Maya Hair Salon Oakland, CA · 1. Maya Hair Salon. 4.7 (78 reviews) · 2. Hair By Maya. 0.0 · 3. Maya Express Hair Braiding. 3.9 (45 reviews) · 4. Lucero Hair ... Read more
4.4 (22,224)
Booksy
https://booksy.com › en-us › 600196_mo-hair_hair-sal...
Mo' Hair - Oakland - Book Online - Prices, Reviews, Photos
Mo' Hair. 2744 E 11th Street, Oakland, 94601. ☆ 4.9 (76 reviews). Read more
4.9 (76) · Price range: USD 90 - 100
Missing: maia | Show results with: maia
People also search for
Hair by maia oakland reviews
Hair color Oakland
Hair by maia oakland photos
Best hair Salon Oakland
Hair salons Oakland
Hair salon COLLEGE Ave Oakland
Hair stylist Oakland
Korean hair salon Oakland
1 2 3 4 5 6 7 8 9 Next
Jan 22, 2026
View all
Profiles
Instagram
TikTok
People also search for
Empress Hair Styling
Sweetroots Salon + Dry Bar
Hair + Roses
Alchemy Studio
About this data
Results are not personalised
Brazil
Saco Grande, Florianópolis - State of Santa Catarina - From your IP address - Update location
Help
Send feedback
Privacy
Terms

Letter of Intent – Professional Partnership

Dear Ms. Avana Salles,

I am writing to formally express my interest in a potential future professional partnership with you.

I am familiar with your academic background and professional experience in the field of Communication, including your work in content strategy, copywriting, and marketing and communication campaigns. Based on your background and our professional exchanges, I believe your expertise aligns well with the type of projects developed by Agência MKG.

Agência MKG is currently pursuing plans to expand its activities and open new pathways in the United States market. In this context, and subject to the continuity of your expansion plans and the successful establishment of your professional activities in the United States through permanent residence, we would be interested in exploring a partnership with you, potentially through your future U.S.-based business entity.

Our intention would be to collaborate on initiatives aimed at supporting U.S. companies in strengthening their market presence and achieving sustainable growth, recognizing that effective marketing and communication strategies are a fundamental foundation for business success.

This letter is issued solely as a letter of intent. It does not constitute an offer of employment, does not create any contractual obligation, and does not establish an employer–employee relationship or guarantee of future business between the parties. Any potential collaboration would be subject to future discussions and separate agreements, if and when appropriate.

I remain available to discuss this possibility further at the appropriate time.

Sincerely,

Bruno Sostena Leão da Silva
Partner – Agência MKG
Agência MKG
Email: brunosostena@gmail.com
Phone: +55 17 99646-5741

Statement of Interest – Professional Contact

Hi Avana,

I am writing to maintain a professional point of contact as I plan the next phase of my business activities in the United States, particularly within the food and beverage sector, where I have been operating for several years.

I have more than ten years of experience in the food service industry, with direct involvement in restaurant operations and Brazilian-focused retail concepts. Over this period, my work has been closely connected to customer experience, local brand positioning, and the day-to-day realities of operating service-based businesses that depend on visibility, consistency, and community engagement.

Based on your background in communication and marketing, I believe that, should our professional paths cross in the U.S. market, it could be valuable to exchange perspectives or seek occasional input related to brand presentation, content direction, or service communication within this segment.

This message is intended solely as an informal expression of professional interest. It does not establish any commitment, obligation, or defined partnership. If it makes sense at a later stage, any future conversation can develop naturally.

Best regards,

João Miguel do Rego - Owner
The Brazilian Spot (Formerly Café Valencia) – 1252 Valencia Street, San Francisco – CA/ 94110
https://thebrazilianspotcafe.com
Email: thebrazilianspotcafe@gmail.com
Phone: (415) 641-3066

Exhibit C.II – Second Prong: Financial Feasibility

FEDERATIVE REPUBLIC OF BRAZIL
VALID THROUGHOUT THE NATIONAL TERRITORY. ANY ALTERATION, ERASURE, OR AMENDMENT INVALIDATES THIS DOCUMENT
International Union of Latin Notaries (Founded in 1948)

Book 898 – Pages 022/024 – TRANSCRIPT

DEED OF DONATION.

LET IT BE KNOWN to all who may see this public deed of donation that, on the sixteenth (16th) day of December in the year two thousand twenty-four (2024), in this city and judicial district of Barretos, State of São Paulo, Federative Republic of Brazil, at the notary office and before me, Deputy Notary, appeared the parties herein, being mutually agreed and contracted, as follows: on one side, as the Grantor-Donor: **MARIA DE FÁTIMA BATISTA FRANÇA**, Brazilian, divorced, psychologist, holder of CPF No. 863.546.638-15 and RG No. 15.189.244-1-SSP/SP, born on 10/02/1954, residing and domiciled in this city, at Avenida 3, No. 1,149, Fortaleza neighborhood, ZIP Code: 14780-224; and on the other side, as the Grantee-Donees: **1) THIAGO MORENO FRANÇA SALLES**, Brazilian, single, of legal age, real estate broker, holder of CPF No. 387.861.128-56 and ID No. 28.891.531-8-SSP/SP, born on 04/10/1982, residing and domiciled in this city, at Avenida 3, No. 1,149, Fortaleza neighborhood, ZIP Code: 14780-224; and **2) AVANA FRANÇA SALLES**, Brazilian, single, of legal age, journalist, holder of CPF No. 360.581.678-92 and ID No. 48.729.701-5-SSP/SP, born on 11/22/1990, residing and domiciled in this city, at Avenida 3, No. 1,149, Fortaleza neighborhood, ZIP Code: 14780-224, herein represented by her mother and duly appointed attorney-in-fact **Maria de Fátima Batista França** (previously identified), under the power of attorney executed in this notary office on November 17, 2022, on page 317 of book 877; the aforementioned parties are known to me and recognized as the persons they claim to be, based on the documents mentioned above, all of which I attest to. Then, the Grantor-Donor declared to me that, lawfully, and in addition to many other assets and income sufficient for her comfortable and peaceful subsistence, she is the rightful and legitimate owner of the property described below, which she affirms under penalty of civil and criminal law to be completely free and clear of all liens, whether real, judicial or extrajudicial, as well as of any encumbrances, debts, taxes, fees or the like in arrears, and that there is no pending lawsuit, whether based on real or personal rights, reipersecutory or otherwise, that may affect said property; which property is the following: - **A RESIDENTIAL BUILDING located at No. 1,145 of Avenida 3, in this city of Barretos, and the respective plot of land with a total area of 363.00 square meters, comprising part of lots No. 1 and 5, of block No. 237, registered**

under parish records Nos. 1.136-A and 1.197-A, waiving its full description under the Service Standards – Extrajudicial Notary Offices of the General Justice Oversight Office of the State of São Paulo, registered under municipal record no. 533023005201, and hereby appraised for the purposes of this donation at R$264,633.00 (two hundred sixty-four thousand, six hundred thirty-three reais), which is broken down into R$176,422.00 (one hundred seventy-six thousand, four hundred twenty-two reais) corresponding to the bare ownership, and R$88,211.00 (eighty-eight thousand, two hundred eleven reais) corresponding to the lifetime usufruct, which is hereby reserved by the donor; that said property was acquired as per **registration no. 10.006** (national registration code no. 123604.2.0010006-69) at the Official Real Estate Registry Office of this district, where the complete description of the property can be found; and that, owning said described property, free from liens, taxes, fees, or any other obligations, she decided to donate it, as she in fact does by this public instrument and in the best legal form, of her own free and spontaneous will, without any coercion or inducement, to her children, the donees **THIAGO MORENO FRANÇA SALLES** and **AVANA FRANÇA SALLES**, jointly and in equal parts, purely and simply, without any burden or condition whatsoever; however, as previously stated, the donor wishes to reserve, and hereby expressly reserves for herself, a lifetime usufruct over the donated property; save for this reservation of usufruct, the donor hereby conveys, transfers, and assigns to the donee children all title, rights, claims, easements, and indirect possession she had and exercised over the donated property, so that the recipients may use, enjoy, and dispose of it freely as their own, henceforth, by virtue of this instrument and the "possessory constitution". The donor further stated, under penalty of law, that she is not subject to any social security contributions. Thereafter, the donees **THIAGO MORENO FRANÇA SALLES** and **AVANA FRANÇA SALLES** declared to me that they accept this deed under all its express and declared terms, presenting the receipt for the payment of the inter vivos property transfer tax (ITCMD – declaration no. 88711627), in the total amount of R$10,585.32; that this tax (ITCMD) is hereby paid over the full ownership of the property described above, waiving any future payment upon the termination of the real right of usufruct now reserved by the donor. A search was conducted under articles 11 and 12 of CG/SP Provision no. 13/2012, dated 05/14/2012, resulting in hash code no. dc34 09d4 c2d2 75a0 78ce 4fab bf5d 8dc2 09a2 dc13 (negative result). **FINALLY,** the contracting parties,

FEDERATIVE REPUBLIC OF BRAZIL
VALID THROUGHOUT THE NATIONAL TERRITORY. ANY ALTERATION, ERASURE, OR AMENDMENT INVALIDATES THIS DOCUMENT

each speaking in turn, declared to me that this deed shall be registered regardless of negative certificates of tax, fee, or charge debts related to the property, since they expressly and jointly take full responsibility for any potential debts, following Article 36 of Law No. 4.476, dated December 20, 1984, which reiterates the provision formerly set out in Article 44 of Decree-Law No. 203, dated March 25, 1970, and in line with the will of the parties as expressed in Article 265 of the Civil Code. Furthermore, they declare to be fully satisfied with all the requirements of Law No. 7.433, dated December 18, 1985, waiving all other formalities arising from it, including the negative labor debt certificate (CNDT), except for the certificate referred to in Article 2 (charges) of Decree No. 93.240/1986, which, once obtained, must be attached to its certified copy for registration purposes; and that they expressly authorize any notations and registrations arising from this instrument with the competent Real Estate Registry Office. **THEY SO DECLARED, AND I ATTEST**. - At the request of the parties, I drafted this instrument, which they read, accepted, and signed. The Real Estate Transaction Declaration (DOI) was issued. Notary fee: R$1,976.21 - State: R$561.66 - Finance Department: R$384.42 - Civil Registry: R$104.01 - Court of Justice: R$135.63 - Santa Casa: R$19.76 - City: R$98.80 - Public Prosecutor's Office: R$94.86 - **Total: R$3,375.35**. I, JEFFERSON BARBOSA DA SILVA, acting as deputy notary, typed, reviewed, subscribed, and signed it. (signed) Maria de Fátima Batista França. Thiago Moreno França Salles. (Duly sealed). NOTHING FURTHER. I certify that the present “CERTIFIED COPY,” composed of 003 page(s), is a true copy of the original. I, JEFFERSON BARBOSA DA SILVA, deputy notary, typed, reviewed, and hereby attest and sign it in public and official capacity.

IN WITNESS WHEREOF

JEFFERSON BARBOSA DA SILVA

2nd NOTARY PUBLIC OFFICE
Rua 18, No. 826 – Barretos – SP
JEFFERSON BARBOSA DA SILVA
AUTHORIZED

Digital Seal:

1127481ES000000005966824L

2nd NOTARY PUBLIC OFFICE
Rua 18, No. 826 – Barretos – SP
JEFFERSON BARBOSA DA SILVA
AUTHORIZED

International Union of Latin Notaries (Founded in 1948)

01002602133418.190024309-6

I, Marina Viana Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Marina Viana

Date: June 6, 2025.

REPÚBLICA FEDERATIVA DO BRASIL
VALIDO EM TODO TERRITÓRIO NACIONAL. QUALQUER ADULTERAÇÃO, RASURA OU EMENDA, INVALIDA ESTE DOCUMENTO
União Internacional do Notariado Latino (Fundada em 1948)

Livro 898 - Páginas 022/024 - TRASLADO

ESCRITURA DE DOAÇÃO.

SAIBAM quantos este público instrumento de escritura de doação virem que, aos dezesseis (16) dias do mês de dezembro do ano dois mil e vinte e quatro (2024), da era cristã, nesta cidade e comarca de Barretos, Estado de São Paulo, República Federativa do Brasil, em cartório e perante mim, segundo tabelião de notas substituto, compareceram partes entre si, justas e contratadas, a saber: de um lado, como outorgante doadora:- **MARIA DE FATIMA BATISTA FRANÇA**, brasileira, divorciada, psicóloga, titular do CPF. 863.546.638-15 e do RG. 15.189.244-1-SSP/SP., nascida no dia 02/10/1954, residente e domiciliada nesta idade, na Avenida 3, n.1.149, bairro Fortaleza, CEP: 14780-224; e, de outro lado, como outorgados donatários:- **1) THIAGO MORENO FRANÇA SALLES**, brasileiro, solteiro, maior, corretor de imóveis, titular do CPF. 387.861.128-56 e do RG. 28.891.531-8-SSP/SP., nascido no dia 10/04/1982, residente e domiciliado nesta idade, na Avenida 3, n.1.149, bairro Fortaleza, CEP: 14780-224;- e, **2) AVANA FRANÇA SALLES**, brasileira, solteira, maior, jornalista, titular do CPF. 360.581.678-92 e do RG. 48.729.701-5-SSP/SP., nascida no dia 22/11/1990, residente e domiciliada nesta idade, na Avenida 3, n.1.149, bairro Fortaleza, CEP: 14780-224, sendo neste ato representada por sua mãe e bastante procuradora **Maria de Fatima Batista França** (já qualificada), nos termos do mandato lavrado nestas notas, em 17 de novembro de 2022, às páginas 317 do livro 877; os presentes são meus conhecidos e reconhecidos como os próprios de que trato, conforme documentos acima mencionados, do que e de tudo dou fé. E, então pela outorgante doadora me foi dito que, a justo título, e além de muitos outros bens mais e rendimentos, suficientes à sua subsistência cômoda e tranquila, é senhora e legítima possuidora do imóvel adiante descrito, que declara sob as penas da Lei civil e penal, possuí-lo absolutamente livre e desembaraçado de todos e quaisquer ônus reais, judiciais ou extrajudiciais, dúvidas, dívidas, impostos, taxas ou semelhantes em atraso, e sobre o mesmo não existe em trâmite ação fundada em direito real e pessoal reipersecutória ou qualquer outra ação que possa afetá-lo, cujo imóvel é o seguinte:- **UM PRÉDIO RESIDENCIAL sob n.1.145 da Avenida 3, nesta cidade de Barretos, e o respectivo terreno com uma área total de 363,00 metros quadrados, constituído de parte das datas n.s 1 e 5, do quarteirão n.237, de registros**

paroquiais n.s 1.136-A e 1.197-A, dispensando a sua inteira descrição nos termos das Normas de Serviço - Cartórios Extrajudiciais da Corregedoria Geral da Justiça do Estado de São Paulo, objeto do cadastro municipal n.533023005201, sendo aqui estimado para efeito da presente doação em R$264.633,00 (duzentos e sessenta e quatro mil, seiscentos e trinta e três reais), que se desdobra em R$176.422,00 (cento e setenta e seis mil, quatrocentos e vinte e dois reais) para sua nua propriedade, e, R$88.211,00 (oitenta e oito mil, duzentos e onze reais) referente ao usufruto vitalício desde logo reservado pela outorgante doadora; que, dito imóvel foi havido conforme **matrícula n.10.006** (código nacional de matrícula n.123604.2.0010006-69) do Serviço Oficial de Registro de Imóveis desta comarca, onde encontra-se a descrição completa do referido imóvel; que, possuindo assim dito e descrito imóvel, livre de ônus, impostos, taxas e quaisquer outras obrigações, deliberou doá-lo, como de fato por bem deste público instrumento e na melhor forma jurídica de sua livre e espontânea vontade, sem coação ou induzimento algum efetivamente doado fica, aos filhos outorgados donatários **THIAGO MORENO FRANÇA SALLES** e **AVANA FRANÇA SALLES**, em comum e em partes iguais, de forma pura e simples, sem encargo ou condição alguma; que, entretanto como dito ela outorgante quer reservar, como expressamente reserva para si o usufruto vitalício sobre o imóvel ora doado; que, ressalvando-se apenas essa reserva de usufruto vitalício, a outorgante desde logo cede, transfere e transmite aos filhos outorgados donatários todo domínio, direito, ação, servidões e posse indireta que tinha e exercia sobre o imóvel doado, para que dele os adquirentes usem, gozem e disponham livremente como de coisa sua que fica sendo doravante, por bem deste instrumento e do "constituto possessório". Disse mais a outorgante doadora, sob as penas da lei, que não está sujeita a contribuições devidas à Previdência Social. A seguir, pelos outorgados donatários **THIAGO MORENO FRANÇA SALLES** e **AVANA FRANÇA SALLES**, me foi dito que, recebiam e aceitavam a presente escritura em todos os seus expressos e declarados termos, exibindo-me o comprovante do recolhimento do imposto de transmissão "inter-vivos" (ITCMD - declaração n.88711627), no valor total de R$10.585,32; que, este imposto (ITCMD), é aqui recolhido sobre a PROPRIEDADE PLENA do imóvel acima descrito, dispensando qualquer recolhimento futuro na ocasião da extinção do direito real de usufruto ora reservado pela doadora. Foi efetuada a pesquisa nos termos dos artigos 11 e 12 - Provimento CG/SP. n.13/2012 de 14/05/2012, retornando o código (hash) sob n. dc34 09d4 c2d2 75a0 78ce 4fab bf5d 8dc2 09a2 dc13 (negativo). **FINALMENTE**, pelas partes contratantes,

REPÚBLICA FEDERATIVA DO BRASIL
VÁLIDO EM TODO TERRITÓRIO NACIONAL. QUALQUER ADULTERAÇÃO, RASURA OU EMENDA, INVALIDA ESTE DOCUMENTO

falando cada um por sua vez, me foi dito que a presente escritura deverá ser registrada independentemente de certidões negativas de débitos de impostos, taxas ou tarifas incidentes sobre o imóvel, uma vez que expressa e solidariamente se responsabilizam por eventuais débitos na forma do artigo 36 da Lei 4.476, de 20 de dezembro de l984, reproduzindo antiga determinação do artigo 44 do Decreto Lei 203, de 25 de março de 1970, como vontade das partes expressa no art. 265 do Código Civil, e ainda mais por se darem plenamente satisfeitos com todos os requisitos da Lei 7.433, de 18 de dezembro de 1985, dispensando toda e qualquer outra formalidade dela decorrente, inclusive a negativa de débitos trabalhistas (CNDT), exceto a certidão de que trata o art. 2º (ônus) do Dec. 93.240 de 1986, que de posse da mesma deverá anexá-la ao seu traslado para efeito de registro; que, autorizam expressamente qualquer averbação e registro em decorrência deste instrumento, junto ao Serviço Oficial de Registro competente. **ASSIM O DISSERAM, DOU FÉ**.- A pedido das partes, lavrei este instrumento, que as mesmas leram, aceitaram e assinam. Emitida a DOI. Tabelião: R$1.976,21 - Estado: R$561,66 - Secretaria da Fazenda: R$384,42 - Registro Civil: R$104,01 - Tribunal de Justiça: R$135,63 - Santa Casa: R$19,76 - Município: R$98,80 - Ministério Público: R$94,86 - **Total: R$3.375,35**. Eu, JEFFERSON BARBOSA DA SILVA, segundo tabelião substituto, o digitei, conferi, subscrevo e assino. (a.a) Maria de Fatima Batista França. Thiago Moreno França Salles. (Devidamente selada). NADA MAIS. Porto por fé que o presente "TRASLADO" composto de 003 pagina (s), é cópia fiel do original. - Eu, JEFFERSON BARBOSA DA SILVA, segundo tabelião de notas substituto, o digitei, conferi, dou fé e assino em público e raso.—

EM TESTEMUNHO DA VERDADE

_____

JEFFERSON BARBOSA DA SILVA

2.º TABELIÃO DE NOTAS
Rua 18 n.º 826 - Barretos - SP
JEFFERSON BARBOSA DA SILVA
AUTORIZADO

2.º TABELIÃO DE NOTAS
Rua 18 n.º 826 - Barretos - SP
JEFFERSON BARBOSA DA SILVA
AUTORIZADO

Selo Digital:
1127481ES000000005966824L

União Internacional do Notariado Latino (Fundada em 1948)

01002602133418.190024309-6

Validate this document

CNM: 111450.2.0131517-28

BOOK No 2 – GENERAL REGISTRATION

1st REAL ESTATE REGISTRY OFFICE

Judicial District of São Paulo – Capital

CNS 11.145-0

Registration 131.517 | Page 01 | São Paulo, **August 10, 2021**

PROPERTY: **INDIVIDUAL UNIT No. 2,005** (two thousand five), located on the 20th floor of the *"CONDOMÍNIO GO LIBERDADE"*, situated at Rua Conde de Sarzedas No. 256, in the **2nd Subdistrict LIBERDADE,** with a private built covered area of 37.750 m², a common built covered area of 11.786 m², for a total built area of 49.536 m², an uncovered common area of 3.921 m², and a total built plus uncovered area of 53.457 m², corresponding to an ideal fraction of 0.003494.

TAXPAYER REGISTRATION NUMBERS: 005.046.0126-1 and 005.046.0444-9

OWNER: **AVANA FRANCA SALLES**, ID No. 487297015-SSP/SP, CPF No. 360.581.678-92, Brazilian, single, of legal age, retail and wholesale trade vendor, residing at Avenida Brigadeiro Luís Antônio No. 11, Jardim Paulista, in this Capital.

ACQUISITION TITLE: R 440/125.002, on 08/13/2020 (acquisition), and R 586/125.002, on 08/10/2021 (specification), of this Registry.

Digital Seal No.: 1114503131517210000021J

Flauzilino Araújo dos Santos
Registrar

ANNOTATION 01 – Dated August 10, 2021

Reference to preliminary registration No. 406.004, dated July 22, 2021.

This annotation is made to record that, as per Registration No. 441/125.002, dated 08/13/2020, the owner **FIDUCIARILY ALIENATED** the property described in this registration to **CAIXA ECONÔMICA FEDERAL**, registered with the CNPJ under No. 00.360.305/0001-04, headquartered at Setor Bancário Sul, Block 4, Lots 3/4, Brasília - DF, as collateral for a loan in the amount of R$ 98,708.00 (ninety-eight thousand, seven hundred and eight reais), to be repaid in 360 (three hundred and sixty) monthly and consecutive installments, the first of which was due on August 14, 2020, the title includes the applicable interest rate and other clauses and conditions, which was digitized and microfilmed under No. 391.550.

Digital Seal No.: 1114503E1131517499000121X

Alberto Estevam Dametto Rizzo
Clerk

Flauzilino Araújo dos Santos
REGISTRAR

** END OF THE ACTS RECORDED IN THIS REGISTRATION **
** SEE CERTIFICATE ON THE REVERSE SIDE **

Validate this document by clicking the following link: https://assinador-web.onr.org.br/docs/NYVYP-ZY7ZY-8MUL2-D9BEF

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Registration **131517** | Page **01** reverse | CNM

DIGITAL FULL CERTIFICATE OF PROPERTY REGISTRATION
Flauzilino Araújo dos Santos
First Registrar of Real Estate of São Paulo, Capital

I HEREBY CERTIFY and attest that this certificate was issued following Article 19, § 1, of Law No. 6,015/1973, in electronic format, through the ICP-Brazil Digital Certification process, under the terms of Provisional Measure No. 2.200-2/2001. This certificate must be preserved in electronic form, with its authorship and integrity verifiable. São Paulo, on the date and time indicated below.

Digital Signature

To the Registrar	R$ 44.20
To the State	R$ 12.56
To IPESP	R$ 8.60
To Civil Registry	R$ 2.33
To the TJSP*	R$ 3.03
To the City	R$ 0.90
To the MPSP*	R$ 2.12
TOTAL R$	R$ 73.74

Certificate issued at 08:32:35 a.m. on 05/23/2025
For the drafting of deeds, this certificate is valid for 30 days (NSCGJSP, XVI, 15, "c").
For checking the electronic seal using the QR Code at https://selodigital.tjsp.jus.br
SEAL Nº: 1114503C3000000141025325Q.
COSTS AND CONTRIBUTIONS
AS PER ARTICLE 12, LAW 13,331/2002.

*São Paulo Court of Justice (TJSP)
*Public Prosecutor's Office (MPSP)

Validate this document by clicking the following link: https://assinador-web.onr.org.br/docs/NYVYP-ZY7ZY-8MUL2-D9BEF

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I, Marina Viana Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Marina Viana

Date: June 6, 2025.

310735 23/05/2025 08:32:35 1/1

CNM: 111450.2.0131517-28

Valide aqui este documento

LIVRO Nº 2 - REGISTRO GERAL

1.º OFICIAL DE REGISTRO DE IMÓVEIS

Comarca de São Paulo - Capital

CNS 11.145-0

matrícula	ficha	
131.517	01	São Paulo, **10 de agosto de 2021**

IMÓVEL: **UNIDADE AUTONOMA N. 2.005** (dois mil e cinco), localizada no 20º pavimento, do *"CONDOMÍNIO GO LIBERDADE"*, situado na Rua Conde de Sarzedas n. 256, no **2º Subdistrito – LIBERDADE**, com a área privativa coberta edificada de 37,750m2, a área comum coberta edificada de 11,786m2, total da área edificada de 49,536m2, a área comum descoberta de 3,921m2, e a área total construída mais descoberta de 53,457m2, correspondendo-lhe a fração ideal de 0,003494.

CONTRIBUINTES: 005.046.0126-1 e 005.046.0444-9

PROPRIETÁRIA: **AVANA FRANCA SALLES**, RG n. 487297015-SSP/SP, CPF n. 360.581.678-92, brasileira, solteira, maior, vendedora de comércio varejista e atacadista, residente e domiciliada na Avenida Brigadeiro Luis Antonio n. 11 – Jardim Paulista, nesta Capital.

TÍTULO AQUISITIVO: R.440/125.002, em 13.8.2020 (aquisição), e R.586/125.002, em 10.8.2021 (especificação), deste Registro.
Selo Digital Nº 1114503111315172100000021J.

Flauzilino Araújo dos Santos
OFICIAL

AV. 01 – Em 10 de agosto de 2021

Ref. prenotação n. 406.004, de 22 de julho de 2021

Procede-se a esta averbação para constar que conforme R.441/125.002, em 13.8.2020, a proprietária **ALIENOU FIDUCIARIAMENTE** o imóvel desta matrícula, à **CAIXA ECONÔMICA FEDERAL**, inscrita no CNPJ sob n. 00.360.305/0001-04, com sede no Setor Bancário Sul, Quadra 4, Lotes 3/4, Brasília – DF, para garantia de um financiamento no valor de R$ 98.708,00 (noventa e oito mil setecentos e oito reais), pagável por meio de 360 (trezentas e sessenta) prestações mensais e consecutivas, vencendo-se a primeira em 14 de agosto de 2020, constando do título taxa de juros e demais cláusulas e condições, o qual foi digitalizado e microfilmado sob n. 391.550.
Selo Digital Nº 1114503E1131517499000121X.

Alberto Estevam Dametto Rizzo
Escrevente

Flauzilino Araújo dos Santos
OFICIAL

** FIM DOS ATOS PRATICADOS NESTA MATRÍCULA **
** VIDE CERTIDÃO NO VERSO **

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matrícula **131517** | ficha **01** verso | CNM

CERTIDÃO DIGITAL DE INTEIRO TEOR DE MATRÍCULA
Flauzilino Araújo dos Santos
Primeiro Oficial de Registro de Imóveis de São Paulo, Capital

CERTIFICO e dou fé que a presente certidão foi emitida nos termos do art. 19, § 1º, da Lei nº 6.015/1973, sob a forma de documento eletrônico, mediante processo de Certificação Digital ICP-Brasil, nos termos da Medida Provisória nº 2.200-2/2001. . Esta certidão deverá ser conservada em meio eletrônico, bem como sua autoria e integridade serem comprovadas. São Paulo, data e hora abaixo indicadas.

Assinatura Digital

Ao Oficial:	R$ 44,20
Ao Estado:	R$ 12,56
Ao IPESP:	R$ 8,60
Ao Reg.Civil:	R$ 2,33
Ao TJSP:	R$ 3,03
Ao Município:	R$ 0,90
Ao MPSP:	R$ 2,12
Total:	R$ 73,74

Certidão expedida às *08:32:35 horas* do dia 23/05/2025
Para lavratura de escrituras esta certidão é válida por 30 dias (NSCGJSP, XVI, 15, "c").
Para conferência do selo eletrônico pelo QR Code em https://selodigital.tjsp.jus.br
Nº SELO: 1114503C3000000141025325Q.
CUSTAS E CONTRIBUIÇÕES RECOLHIDOS CONF. ART.12, LEI 13.331/2002.

Valide este documento clicando no link a seguir: https://assinador-web.onr.org.br/docs/NYVYP-ZY7ZY-8MUL2-D9BEF

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PROPERTY AND ASSET APPRAISAL REPORT

REQUESTED BY: AVANA FRANÇA SALLES – CPF: 360.581.678-92

PROPERTY: UNIT No. 2005 (Two thousand and five), Go Liberdade Condominium
REGISTRATION No.: 131.517 – 1st REAL ESTATE REGISTRY OFFICE, Judicial District of São Paulo – Capital

IDENTIFICATION OF THE APPRAISED PROPERTY - ADDRESS: Located on the 20th floor of the "Go Liberdade" Condominium, situated at Rua Conde de Sarzedas No. 256, Liberdade, São Paulo – SP ZIP Code: 01512-000

PROPERTY DESCRIPTION
Total Land Area: 1,878 m² / Private Area: 37.75 m²

CONDOMINIUM DESCRIPTION

The Go Liberdade Condominium is located on Rua Conde de Sarzedas, near Sé Station, in the central region of São Paulo. It is a well-developed urban area with excellent public transportation access. With approximately 4 years since its delivery, the development offers 24-hour security, elevators, and accessibility features such as ramps and tactile flooring.

Amenities and services include a swimming pool, gym, party room, barbecue area, playground, sports court, and green area. The condominium has units with up to one parking space and mainly attracts residents looking for convenience, as well as investors focused on the high liquidity of the area.

PROPERTY AND GENERAL CONDITIONS

The unit has a private area of 37.18 m², distributed in two bedrooms, a living room integrated with the kitchen, a service area, and one bathroom. The layout is functional and space-efficient, offering good natural lighting and ventilation.

The floor plan is suitable both for personal use and investment purposes, especially in regions with high rental demand. The property is compact yet well-designed, ideal for small families, students, or short-term rentals (if permitted by the condominium).

RESULT

R$ 370,000.00 (THREE HUNDRED AND SEVENTY THOUSAND REAIS)

The above amount reflects the property's liquidity in the local market as of the present date, considering features such as the condominium's characteristics, finishes,

amenities, and the specific features of the independent unit. The analysis also considers the supply and demand relationship in the area, compared to the sales flow of similar properties.

FINAL REMARKS

To produce its legal and judicial effects, I, ANDERSON DE OLIVEIRA REBELLO, Real Estate Broker, registered with the Regional Council of Realtors – 2nd Region under No. 212.096-F, sign and certify this report, which was prepared following Article 3 of Law 6.530/78.

São Paulo, June 2, 2025



I, Marina Viana Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Marina Viana

Date: June 6, 2025.

LAUDO DE AVALIAÇÃO DE BENS E IMÓVEIS

SOLICITANTE: AVANA FRANÇA SALLES **CPF:** 360.581.678-92

IMÓVEL: UNIDADE AUTÔNOMA nº 2005 (Dois mil e cinco) *Condomínio Go Liberdade*
MATRÍCULA: 131.517 - 1º OFICIAL DE REGISTRO DE IMÓVEIS, comarca de São Paulo Capital.

IDENTIFICAÇÃO DO BEM AVALIANDO - ENDEREÇO: Localizado 20º andar do condomínio *"Go Liberdade"*, situado na rua Conde de Sarzedas nº 256, Liberdade, São Paulo - SP CEP: 01512-000

DESCRIÇÃO DO IMÓVEL:
Área total do terreno: 1.878m2 / Área privativa: 37,75m2

CONDOMÍNIO:

O Condomínio Go Liberdade está localizado na Rua Conde de Sarzedas, próximo à Estação Sé, em região central de São Paulo com ampla infraestrutura urbana e facilidade de acesso ao transporte público. Com cerca de 4 anos desde sua entrega, o empreendimento conta com portaria 24 horas, elevador, acessibilidade por rampas e piso tátil.

Entre os itens de lazer e serviços oferecidos, estão piscina, academia, salão de festas, churrasqueira, playground, quadra esportiva e área verde. O condomínio possui unidades com até uma vaga de garagem e atrai principalmente moradores que buscam praticidade, além de investidores com foco em alta liquidez na região.

IMÓVEL E CONDIÇÕES GERAIS:

A unidade possui 37,18 m² de área privativa, distribuída em dois dormitórios, sala integrada à cozinha, área de serviço e um banheiro. O layout é funcional e otimiza o espaço, oferecendo boa iluminação e ventilação natural.

A planta é adequada tanto para uso próprio quanto para investimento, especialmente em regiões com alta demanda locatícia. O imóvel é compacto, mas bem resolvido, ideal para pequenas famílias, estudantes ou locação por temporada (quando permitida pelo condomínio).

RESULTADO:

R$ 370.000,00 (TREZENTOS E SETENTA MIL REAIS)

Os valores expressos acima estão em conformidade com a liquidez do imóvel no mercado local na presente data, considerando atributos como características do

condomínio, acabamentos, itens de lazer, bem como as especificidades da unidade autônoma. A análise leva em conta, ainda, a relação entre oferta e demanda na região, comparada ao fluxo de vendas de imóveis similares.

OBSERVAÇÕES FINAIS:

Para que produza os seus legais e jurídicos efeitos, eu ANDERSON DE OLIVEIRA REBELLO, Corretor de Imóveis Inscrito no CRECI da 2ª Região nº 212.096F, assino e certifico esse parecer, que foi elaborado de acordo com o art. 3º da Lei 6.530/78.

São Paulo, 2 de junho de 2025

ANDERSON REBELLO
CRECI 212.096

BANK OF AMERICA

P.O. Box 15284
Wilmington, DE 19850

Customer service information

Customer service: 1.800.432.1000

En Español: 1.800.688.6086

bankofamerica.com

Bank of America, N.A.
P.O. Box 25118
Tampa, FL 33622-5118

AVANA FRANCA SALLES
43 COLE STREET
APARTAMENT 7
SAN FRANCISCO, CA 94117

Please see the **Important Messages - Please Read** section of your statement for important details that could impact you.

Your Adv Plus Banking

for March 17, 2026 to April 15, 2026

Account number: 3251 1845 9053

AVANA FRANCA SALLES

Account summary

Beginning balance on March 17, 2026	$31,817.08
Deposits and other additions	4,894.90
Withdrawals and other subtractions	-5,165.74
Checks	-0.00
Service fees	-0.00
Ending balance on April 15, 2026	**$31,546.24**

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* This feature is available after 60 days of Zelle enrollment and in some circumstances, the feature may not be available for certain recipients.

SSM-04-25-0507.B | 7864545

BANCO CENTRAL DO BRASIL

Currency Converter

Quotation date 06/09/2026

Value

370.000,00

Convert from

Real (BRL)

To

United States Dollar (USD)

Conversion result

Conversion from: Real/BRL (790)
Amount to convert: 370,000.00

To: United States Dollar/USD (220)
Conversion result: 71,576.4223

Exchange rate used: 09/06/2026
Rate:
1 Real/BRL (790) = 0.1934498 US Dollar/USD (220)
1 US Dollar/USD (220) = 5.1693 Real/BRL (790)

- The calculation performed is for informational purposes only and does not replace the provisions of Brazilian exchange regulations for specific conversion cases.
- Conversions are available for dates entered from 01/02/1999 onwards.
- For non-working days, the exchange rate of the immediately preceding working day is assumed.
- The Central Bank assumes no responsibility for the non-simultaneous or lack of information provided, as well as for any errors in currency parities, or any other error, except for the parity relative to the United States dollar in relation to the Real. Likewise, it is not responsible for delays or unavailability of telecommunications services, interruptions, failures, or inaccuracies in the provision of services or information. It also assumes no responsibility for any loss or damage arising from such interruptions, delays, failures, or imperfections, as well as for the improper use of the information contained in the transaction.

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Exhibit D - Personal Documents

Federative Republic of Brazil

51808 046/0001-72
Civil Registry of Natural Persons of the 2nd Subdistrict
R. n. -Fortaleza
ZIP Code 14.780
BARRETOS S.P.

CIVIL REGISTRY

STATE OF São Paulo ---

JURISDICTION OF Barretos ---

CITY OF Barretos ---

DISTRICT OF Barretos --- 2nd Subdistrict

Swany de Oliveira Ribeiro

Civil Registry Internal Registrar

BIRTH No. -13.259-

I CERTIFY that on page -560- of book no. A-42- of the Birth Registry, it was registered today the record of AVANA FRANÇA SALLES -.-.-.-.-.-.-.-.-.-.-.-.-.- -.-.-.-.- -.-.-.-.-

born on November (11) twenty-two (22)- of one thousand nine hundred ninety (1990)- at 9:55 AM at São Jorde Hospital, in this city of Barretos---

, sex female, white skin

daughter of LUIZ AURÉLIO DE JESUS SALLES---

from São Paulo (Capital)-

and Ms. MARIA DE FÁTIMA FRANÇA SALLES---

from this city of Barretos---

Paternal grandparents are Lina Livina Barbara de Jesus Salles---

and Ms. --- --- ---

and maternal grandparents Sebastião França---

and Ms. Zilda Batista Dias---

The declarant was the father-

and the witnesses were those listed in the record-

Notes:

51808 046/0001-72
Civil Registry of Natural
Persons of the 2nd Subdistrict
R. n. -Fortaleza
ZIP Code 14.780
BARRETOS S.P.

T.A.S.J.
Correction recorded upon fee

The above is true and I certify.

Barretos, 2nd Subdistrict- November (11), 26- 19 90-

-----//Signature//----

Swany de Oliveira Ribeiro
I.D. No. 2958959 – CIC 748574288/49

I, André Vinícius Inacio Penna Mello, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



Date: April 7, 2025

REPÚBLICA FEDERATIVA DO BRASIL

REGISTRO CIVIL

51803046/0001-72
Registro Civil das Pessoas Naturais do 2.º Subdistrito
R. n. -Fortaleza
C.E.P. 14.780
BARRETOS S.P.

ESTADO DE São Paulo---
COMARCA DE Barretos---
MUNICÍPIO DE Barretos---
DISTRITO DE Barretos---2º Subdistrito ----

Swany de Oliveira Ribeiro
Oficial interina- do Registro Civil

NASCIMENTO N.o -13.259-

CERTIFICO que, às fls -560-, do livro n.o A-42-, de Registro de Nascimentos, foi lavrado-- hoje o assento de AVANA FRANÇA SALLES-.-.-.

FW009125

Avana Salles

Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

Este passaporte deve ser assinado pelo titular,
salvo em caso de incapacidade.

Ce passeport doit être signé par le titulaire,
sauf en cas d'incapacité.

This passport must be signed,
except where the bearer is unable to do so.

Este pasaporte debe ser firmado por el titular,
salvo en caso de incapacidad.

REPÚBLICA FEDERATIVA DO BRASIL

PASSAPORTE
PASSPORT

TIPO / TYPE: P
PAÍS EMISSOR / ISSUING COUNTRY: BRA
PASSAPORTE Nº / PASSPORT No.: FW009125

SOBRENOME / SURNAME
FRANÇA SALLES

NOME / GIVEN NAMES
AVANA

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
22 NOV/NOV 1990

IDENTIDADE Nº / PERSONAL No.

SEXO / SEX: F
NATURALIDADE / PLACE OF BIRTH: BARRETOS/SP

FILIAÇÃO / FILIATION
LUIZ AURELIO DE JESUS SALLES

MARIA DE FATIMA FRANÇA SALLES

DATA DE EXPEDIÇÃO / DATE OF ISSUE
17 MAI/MAY 2018

AUTORIDADE / AUTHORITY
NUPAS/SR/SP

VALIDO ATÉ / DATE OF EXPIRY
16 MAI/MAY 2028

P<BRAFRANCA<SALLES<<AVANA<<<<<<<<<<<<<<<<<<<<
FW009125<8BRA9011229F2805162<<<<<<<<<<<<<<04

DEPARTMENT OF HOMELAND SECURITY • U.S. CUSTOMS AND BORDER PROTECTION
ADMITTED
39
NOV 30 2022
Class B2
Until 29JAN2023

DEPARTMENT OF HOMELAND SECURITY • U.S. CUSTOMS AND BORDER PROTECTION
ADMITTED
LAX
27
NOV 13 2018
Class B2
Until May 12, 2019

VISTOS VISAS

VISA

UNITED STATES OF AMERICA



Issuing Post Name
SAO PAULO

Control Number
20182747510002

Surname
FRANCA SALLES

Given Name
AVANA

Visa Type /Class
R B1/B2

Passport Number
FW009125

Sex
F

Birth Date
22NOV1990

Nationality
BRZL

Entries
M

Issue Date
03OCT2018

Expiration Date
30SEP2028

1001

Annotation

N5474609

* *

VNUSAFRANCA<SALLES<<AVANA<<<<<<<<<<<<<<<<<<<<<<

FW009125<8BRA9011229F2809300B3SPL2Y30R521343

For: **avana franca salles**

U.S. Customs and Border Protection
Securing America's Borders

Most Recent I-94

Note to employers, local, state or federal agency granting benefits:
Please visit the CBP I-94 Public Website and click on the tab for "Get Most Recent I-94" to perform a search for the applicant to confirm that the biographic and travel information displayed on this I-94 printout matches the "Get Most Recent I-94" returned results for this applicant. I-94 FAQs: (https://i94.cbp.dhs.gov/I94/#/faq)

Admission I-94 Record Number: 138618031A3

Arrival/Issued Date: 2022 November 30

Class of Admission: B2

Admit Until Date: 2023 January 29

Details provided on the I-94 Information form:

Last/Surname: FRANCASALLES

First (Given) Name: AVANA

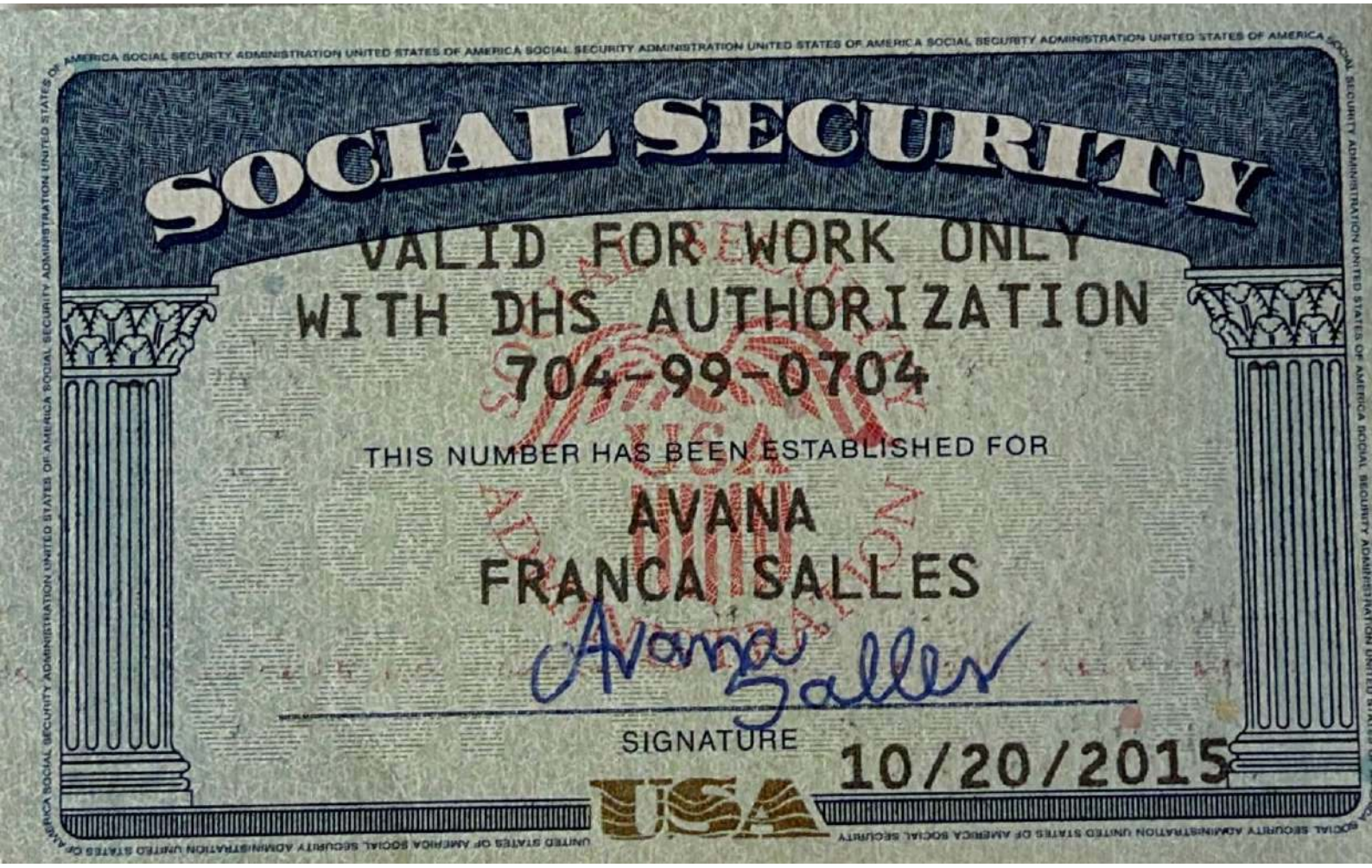
Birth Date: 1990 November 22

Document Number: FW009125

Country of Citizenship: Brazil

- Effective April 26, 2013, DHS began automating the admission process. An alien lawfully admitted or paroled into the U.S. is no longer required to be in possession of a preprinted Form I-94. A record of admission printed from the CBP website constitutes a lawful record of admission. See 8 CFR § 1.4(d).
- If an employer, local, state or federal agency requests admission information, present your admission (I-94) number along with any additional required documents requested by that employer or agency.
- Note: For security reasons, we recommend that you close your browser after you have finished retrieving your I-94 number.

OMB No. 1651-0111
Expiration Date: 02/28/2025


SOCIAL SECURITY
VALID FOR WORK ONLY
WITH DHS AUTHORIZATION
704-99-0704
THIS NUMBER HAS BEEN ESTABLISHED FOR
AVANA
FRANCA SALLES
Avana Salles
SIGNATURE
10/20/2015
USA