

imago feminae®

women image lifestyle

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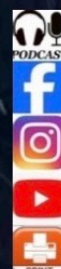
COVER **ELENA STIKHINA**

RUSSIAN SOPRANO

Елена Стихина



Foto: Courtesy of Elena Stikhina



EDITORIAL



International & Independent

Art & Culture

The independent international women's magazine, *imagofeminae*, is dedicated to opening a space for **prominent** women in every society in the world, to offer genuine visions in **Art and Culture**, emphasising on the way women prefer to describe their notions, works, impressions and positions in the society.

Women as sovereign personalities are the main editors and creators of *imagofeminae* in all interviews podcasts, essays or reports we publish.

imagofeminae remains a neutral women's magazine open to all cultures in the world.

with our best regards,

editorial staff

Paiman Maria Davarifard

TUĞBA ARIZ

Chairman of the Board ALRA International Trade & Consulting Inc. (Turkey)

WORKS & VISIONS

Words by Paiman Maria Davarifard



image: **Tuğba Ariz** (Turkey) Chairman of the Board ALRA International Trade & Consulting. Inc. Founder & Owner. Interview: **Women in Trade & Business**. Foto: Copyright Courtesy of Tuba Ariz. *imagofeminae* spring 2025.

Tuğba Ariz is a seasoned healthcare executive and entrepreneur based in Ankara, Turkey, with over two decades of experience in the healthcare sector. She is the founder and owner of Alra Consultancy, a firm specializing in international healthcare business development, market entry strategies, and investment consultancy. Prior to establishing her consultancy, Ariz served as the Director of International Markets and Business Development at Several Group Hospitals, those are one of Turkey's leading private healthcare providers. In this role, she led a multicultural team and was instrumental in expanding the hospital's international patient services and partnerships. Ariz is also actively involved in cross-cultural healthcare projects. She served as the Project Deputy Coordinator for "A Common Challenge – Two Different Cultural Perspectives," a collaboration between Turkish and Dutch institutions aimed at improving elderly care through shared knowledge and innovation. A strong advocate for women's empowerment, Ariz has built an all-women team at Alra Consultancy and is committed to creating leadership opportunities for women in the healthcare industry. Her work bridges healthcare systems across borders, particularly between Turkey, European Countries, African Countries and North America, focusing on quality, empathy, and sustainable growth. TUĞBA ARIZ visited the 4th Health Expo in Berlin on April 4, 2025, presenting her works, visions and facts in the health care system in Turkey, Europe and worldwide.

Leadership, Legacy, and the Future of Women in Healthcare

imagofeminae: Tuğba, this year marks your 24th year in healthcare—a huge milestone. Can you walk us through the journey?

Tuğba Ariz: It's been a truly rewarding journey. I started in traditional hospital management and, over time, transitioned into international healthcare business development. For the past 16 years, I've focused on expanding the global reach of the Turkish healthcare system, especially through international collaboration.

imagofeminae: Speaking of international collaboration, you've mentioned Turkey and Germany have a unique dynamic in healthcare. How does that work?

Tuğba Ariz: Yes, Turkey and Germany have a particularly strong relationship. Every year, German patients are among the top five groups of international visitors to Turkish medical institutions. While we may appear as competitors, our strengths actually complement each other, which allows for both healthy competition and meaningful collaboration.

imagofeminae: After years in corporate roles, you took a leap into entrepreneurship. What inspired that move?

Tuğba Ariz: After nearly two decades in corporate, I felt ready for a new chapter. I co-founded a women-led consultancy with a fellow woman entrepreneur. Our entire team is made up of women, and empowering women

—especially in a country like Turkey where professional visibility for women is still evolving—is central to our mission.

imagofeminae: What kind of work does your consultancy focus on?

Tuğba Ariz: We wear many hats! One key focus is headhunting talented women professionals for leadership roles in private hospitals. We also help healthcare institutions expand internationally by identifying new



image: **Tuğba Ariz** (l.) & **Mülkiye Alagöz** (r.) both founders of ALRA Causultancy International Inc. (Turkey) . foto: courtesy of T. Ariz.Berlin 2025. *imagofeminae* PERSONALITIES spring 2025.

markets, crafting marketing strategies, and leveraging incentive programs to support global investment.

imagofeminae: You recently became the first Turkish representative of the Global Healthcare Accreditation (GHA). That's a major achievement!

Tuğba Ariz: Thank you—it's something I'm deeply proud of. GHA accreditation ensures hospitals that serve international patients meet high standards. This role allows us to work closely with clients in the U.S. and Canada, helping to bridge systems and find areas of mutual opportunity. It's incredibly fulfilling to contribute to projects with global impact.

imagofeminae: You previously led large multicultural teams. What did that experience teach you about leadership?

Tuğba Ariz: I managed a team of over 50 people from diverse regions like Africa, Iraq, Russia, and Central Asia. That experience emphasized the need for empathy and cultural sensitivity. We're not just serving systems—we're serving people. I always told my team,



image: **Tuğba Ariz** Founder & Director of the ALRA Consultancy International Inc. Ankara- Turkey- Foto: Courtesy of T. Ariz. *imagofeminae* PERSONALITIES Spring 2025

“If you don’t love this job, leave it—because patients deserve our full attention.”

imagofeminae: You speak often about empathy in leadership. How does that manifest in your day-to-day work?

Tuğba Ariz: Leadership without empathy isn’t

life lessons. When I felt I’d achieved all I could in my corporate role, I stepped away—not because I had to, but because I was ready to evolve.

imagofeminae: What are some challenges and rewards you’ve faced as a woman in the business world?



image: Deputy Minister of Labor and Social Protection S. Zulphar (Republic of Mongolia) met with representatives including Mrs. Tugba Ariz, Director of Foreign Relations of Guven Network Hospital, Turkey. foto: copyright Ministry of Labor & Social Protection Government of Mongolia. Ulaanbaatar 2023. *imagofeminae* PERSONALITIES spring 2025.

leadership. I made it a point to know my team—not just professionally, but personally. Remembering if someone’s child was sick and checking in—it builds trust. Leadership is about human connection, not cold professionalism. That’s why, even now, I still get messages from former team members saying, “We miss our leader.”

imagofeminae: What role does mentorship play in your leadership style?

Tuğba Ariz: A big one. I believe life’s too short to learn everything on your own—we grow by sharing experiences. For me, mentoring isn’t just about technical skills but about passing on

Tuğba Ariz: One challenge I see is that women often spend too much energy comparing themselves to others. I don’t do that—I stay focused on the work, on innovation, and on people. Many of my close friends are men, perhaps because I appreciate their directness. But I’m fiercely committed to uplifting women, especially in societies where they’re expected to stay at home. Women are proving we can balance it all—and succeed.

imagofeminae: What advice would you give to young women aspiring to lead in healthcare?

Tuğba Ariz: Be strong. Stay focused. Don’t let distractions pull you off course. Women are

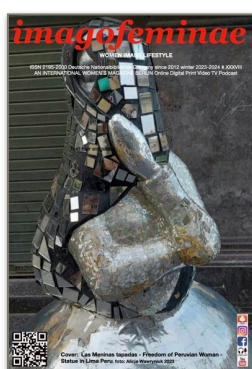
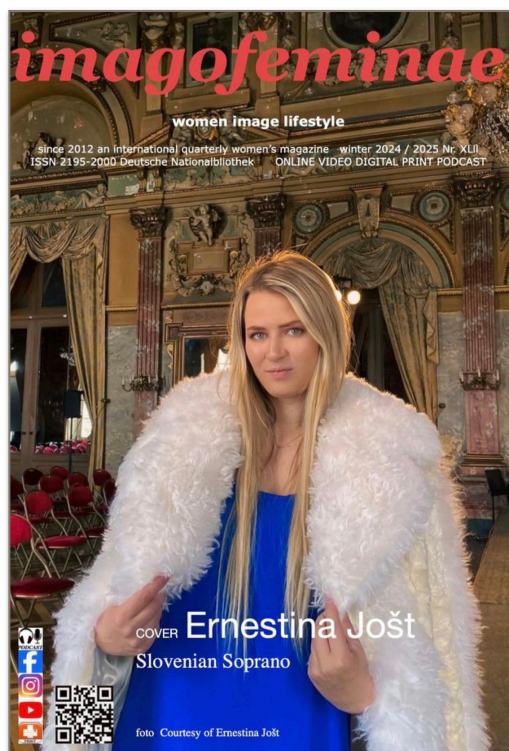
incredibly capable—we juggle so many roles, and yes, it's exhausting, but we make it work. Discover where you excel and build your career roadmap around those strengths.

And always remember: men and women aren't rivals—we're complements. We can learn so much from one another. Let's lift each other up.

imagofeminae: You have a personal motto that feels very fitting for this moment. Can you share it?

Tuğba Ariz: Absolutely. My motto is: "Whatever words belong to yesterday, now it's time to say something new." It's a reminder to embrace growth, change, and the courage to move forward.

imagofeminae: Thank you dear Tuğba for sharing your works and visions with us.



IMPRESSUM

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