Abstract

The number of Mexican entrepreneurs relocating to the United States has significantly increased during the last decade and their profile, as well as that of their businesses, have changed. This study develops a typology of Mexican migrant entrepreneurs living in the U.S., particularly in Texas, and of the business ventures that they undertake, and it determines the association between the entrepreneurs' profile and the kind of businesses they create. Through the analysis of migrant entrepreneurs' profiles, this paper identifies in what kind of transnational activities these entrepreneurs participate. The research follows both a qualitative approach based on the Gioia methodology and a quantitative method based on correspondence and multinomial analyses. Results show that high skilled Mexican entrepreneurial migration involves a heterogeneous group of people whose resources, motivations and pre-migration conditions are different. Likewise, this study objects to the perception of these migrants as a group of people who integrate seamlessly into the host society, highlighting the limitations imposed on these migrants by the institutional context surrounding them.

Introduction

The characteristics of the migrant population have become more diverse and complex (Consejo Nacional de Población et al., 2014; Feliciano, 2008; Pandit and Holloway, 2006; Rodríguez Gómez, 2009) in terms of their “legal status, language, religion, location, transnational orientation, and…human and social capital” (Kloosterman et al., 2016, p.914).
During the last two decades, the landscape of migration from Mexico to the United States has also changed. Whereas the total number of Mexicans in the U.S. stopped growing or even declined in recent years, the skilled Mexican population continued to increase (Chiquiar and Salcedo, 2013, p. 12). In fact, between 1996 and 2015, the number of Mexicans with higher education migrating to the U.S. multiplied 6 times (Delgado Wise and Chávez Elorsa, 2019). However, little has been written about highly qualified Mexican migration, making it difficult to establish longitudinal comparisons that allow determining volumes and profiles of this type of migration (Gaspar Olvera and Chávez Elorza, 2019).

A segment of this qualified migration is entrepreneurial migration. A different type of migrant entrepreneurs has emerged in contemporary urban economies, where migrants identify diversified and high-growth businesses (Kloosterman and Rath, 2018). Their entrepreneurial spirit is undoubtedly a subject that deserves attention (Fernández Guzmán and Del Carpio Ovando, 2014).

Mexican entrepreneurs are part of this new wave of migration. Their relocation to the U.S. has significantly increased. The heterogeneity of Mexican migrant entrepreneurs calls for the identification of the characteristics that distinguish some migrants from others to determine its implications in terms of public policies and terms of economic and social effects. Thus, this study determines the profile of Mexican entrepreneurial migration to differentiate it from that of traditional migrants and from that of other segments of qualified Mexican migration.

High-skilled migration literature has analyzed the determinants of opportunity-driven entrepreneurial migration. Yet, entrepreneurial migration covers a broad spectrum of characteristics, motivations, and circumstances that renders inaccurate, subjective and stereotyped the generic ‘migrant entrepreneur’ label. This inaccuracy may lead to the creation of public policies (visa programs, brain retention agendas, transnational initiatives) that do not resolve issues or do not harness opportunities from an appropriate approach.

Hercog and Sandoz (2018) urge researchers to adopt a critical perspective on highly qualified migration to broaden its conceptualization and, consequently, design and implement accurate migration policies. In response to this call, the contribution of this document is twofold. First, this research broadens the highly qualified conceptualization of migration by recognizing that this category involves a heterogeneous group of people (Délano Alonso, 2016) whose
resources, motivations and pre-migration conditions are different. Likewise, this study objects to the perception of highly qualified migrants as a group of people who integrate seamlessly into the host society, highlighting the limitations imposed on these migrants by the institutional context surrounding them. Second, this research contributes to broadening the debate on transnational migration by determining how transnational processes are carried out among highly skilled migrants.

This paper pursues a double purpose, namely to develop a typology of Mexican migrant entrepreneurs living in the U.S., particularly in Texas, and of the business ventures that they undertake, and to determine the association between entrepreneurs' profiles and the kind of businesses they create. Of particular importance is Texas since it is among the top states along with California, Illinois, Arizona, New York, and Florida, which concentrate the highest percentage (73%) of Mexican high-skilled migrants (Gaspar Olvera and Chávez Elorza, 2019). Through the analysis of the Mexican migrant entrepreneurs' profiles, this paper identifies whether these entrepreneurs participate in transnational activities and in what kind of transnational activities they get involved.

To attain this double purpose, qualitative and quantitative analyses are conducted. The former, through the application of sixteen in-depth interviews to Mexican migrant entrepreneurs and opinion leaders with an accurate knowledge of high-skilled migration issues. The latter, through an on-line survey applied to Mexican migrant entrepreneurs living in the U.S. Although the study is primarily focused on Texas, the on-line survey was extended to other states of America for comparison purposes. This allows having a more complete overview of the entrepreneurial migration landscape.

The qualitative and quantitative results show that the profile of Mexican migrant entrepreneurs in the U.S. in terms of demographic characteristics such as income, age, education, and occupation, as well as migration motivations, migration status, and level of integration into the host society significantly differs within them. The qualitative analysis renders seven typologies of migrants, being three of them also identified by the quantitative analysis, namely the expat-preneur, the self-made entrepreneur and the commuter. As for the businesses' profile, two typologies are identified through the quantitative analysis: bootstrap entrepreneurial ventures and strategic capital allocation.
This paper is organized as follows. It starts with a brief literature review based on the analysis of migration typologies developed by different academics. The theoretical framework relies on the study of migrant entrepreneurship from a mixed-embeddedness approach combined with a migrant transnationalism perspective. The methodology section refers to the qualitative and quantitative techniques used to identify entrepreneurs and businesses typologies as well as the transnational activities performed by Mexican migrant entrepreneurs. The fourth section presents the findings of the qualitative and quantitative analyses. This section is followed by a discussion of the findings. Finally, we offer a set of conclusions and their implications in terms of public policies.

**Literature Review**

**Migration Typologies**

Given the complexity of the migration phenomenon, some academics have recurred to the creation of typologies as a mechanism that facilitates the categorization of migrants according to different criteria. Since high-skilled migration is heterogeneous, typologies render a manageable number of groups, which facilitates the understanding and analysis of their interrelated characteristics (Moghaddam et al., 2014). Furthermore, as Moghaddam et al. (2014, p. 372) state “a meaningful typology might also assist policymakers”.

Petersen's typology (1958) for example, made a distinction between innovating (achieving the new) and conservative (retaining what a person has) migration, and he included in his analysis the migrant's level of aspiration (social causes that set an impetus to migrate). Krishnan and Odynak (1987) retook Petersen's idea (1958) but they reformulated his proposal by distinguishing the migrant's perspective of his/her situation and the agent's perspective (people benefitted by migration or involved in the migration process). From this reformulation, these authors developed a typology taking into account three different psychological states of mind of the migrant: upward, conservative and downward, and considering also two times of the migration experience: when the person migrates, and after a certain lapse in time once the migrant has settled down at the destination.

Beaman and D'Arcy's typology (1980) focuses on the conception of migration as a multivariate and complex phenomenon whose analysis requires at least five aspects to take
into account, namely the turnover, the long-term stability, return migration, repeat migration, and population growth. These authors developed this typology from an internal geographic/mobility approach but given the nature of the criteria proposed, the typology could be extended to the analysis of international migration. In the same vein, Stockdale (2002) proposed an internal migration typology through the use of quantitative (questionnaires) and qualitative (in-depth interviews) information tools. This author devised a typology of out-migration from peripheral rural areas, which takes into account the demographic characteristics of migrants, their desired destination, their current place of residence, and the decision-making processes associated with their migration.

Although Nieri et al. (2011) proposed a study that is not linked to migration issues but levels of acculturation among Mexican-heritage preadolescents in the U.S., the authors developed a typology that sort youths by a set of characteristics rather than single attributes. Considering the multiple variables implied in the migration phenomenon, analyzing migrants through clusters of characteristics instead of isolated features seems appropriate, since migrants as youths may share some attributes but be very heterogeneous on other attributes (education level, English fluency, pre-migration conditions, and financial capital). Cohen (2010) also developed a typology based on migrants' acculturation strategies. Whereas most migration studies focus on the role of the host society as a determinant of the migration experience, Cohen (2010) proposed a tri-dimensional model, which considers the home society, the host society, and the community of co-migrants to represent the experience of acculturation. He suggested eight types of acculturation vis-à-vis the country of origin, the ingroup of co-migrants and the host country.

Although Rooyackers et al. (2014) approached a different topic, namely the behavior of mother-child relations in adulthood among immigrant and non-immigrant families, they also developed a five-class typology based on the level of interdependence between the mother and the child.

Other migration studies have analyzed contemporary migrants whose pre-migration characteristics and motivations are different from those of earlier migrants sharing the same origin and moving to the same country or countries. This is the case, for example, of young East European migrants settling in Western European countries. Luthra et al. (2016)
developed a typology of Polish migrants and linked their profile to their economic and social integration outcomes. These authors conceptualize migration type as the interaction between previous international migration experience, current duration intentions, and currently expressed reasons for migration.

Baltar and Brunet Icart (2013) also created a typology of Argentinean entrepreneurs established in Spain, based on sociodemographic characteristics such as their gender, age, year of arrival, reasons for emigrating, work experience, education, legal status, and interestingly, they also took into account the firm's performance. The main objective of Baltar and Brunei Icart's research was to determine the role of transnationalism on migrants' business ventures. They divided entrepreneurs into two subsamples, namely entrepreneurs who emigrate for positive reasons and those who emigrate for negative reasons. These authors found that the desire to generate transnational links is directly associated with the cultural nearness of migrants and natives, the reasons associated with the decision to emigrate and the entrepreneurial impact of their activities in the host country, and indirectly associated with the motivations to start a firm.

The strong differences between the profile of unskilled and skilled migrants are evidenced by Barakat and Parhizgar's study (2013) which establishes a comparison in terms of migrants' motivations to start a business. These authors focused their research on immigrant entrepreneurs in the U.S., particularly on their performance and success in the STEM disciplines. Their findings implicitly link the profile of migrant entrepreneurs with the reasons (motivations) for becoming an entrepreneur. The open question is whether this liaison also exists in the case of high-skilled Mexican entrepreneurs working in fields other than STEM disciplines. Rodríguez Gómez (2009) also analyzed the sociodemographic profile of Mexican immigrants in the U.S. but he compared it versus natives and immigrants from other countries. Yet, the development of this profile corresponds to traditional (low-skilled) migrants.

Instead of focusing on the characteristics of the entrepreneurs, Curci and Mackoy (2010) generated a typology of the business itself. They proposed a framework to classify business ventures from a mere ethnic business to a fully integrated business in the mainstream economy. They also took into account the demographic characteristics of entrepreneurs and
linked them to the type of business endeavors undertaken. An important conclusion of this study is the fact that the entrepreneur, and not the individual business, maybe the appropriate unit of analysis for examining the business-development process.

Durand et al. (2001) used data from the Mexican Migration Project (MMP) to construct an accurate and reliable profile of the traditional (low-skilled) Mexican migrant living in the U.S. and to detect whether the profile has changed across years. This study constitutes a relevant example for building a typology of high-skilled Mexican entrepreneurs because it considers variables such as age, gender, education, and geographic location and because the authors combine representative data from a variety of sources.

Although Lozano and Gandini (2011) made a generic analysis of qualified migration from Latin America and the Caribbean, their study establishes interesting positive or negative associations of diverse economic and social variables with this type of migration. This study sheds light on the behavior of this new wave of migration.

The behavior of Mexican migrant entrepreneurs is better understood through the comparison that Tienda and Raijman (2004) established in terms of migrants' conditions and profile versus Korean, Middle East and non-Hispanic white immigrant entrepreneurs in Little Village (Chicago). However, as in Rodríguez Gómez's study (2009), the analysis corresponds to traditional migrants.

Migrant Transnationalism

Some academics, politicians and other members of the society have tried to view Mexican migration to the U.S. in general and high-skilled Mexican migration to this country in particular, as a phenomenon with potential gains if it adopts a transnational nature. Transnationalism is a complex interdisciplinary concept, which implies many different angles of analysis. For this research, transnationalism is strictly focused on the migration phenomenon and it is conceived as the link or the bridge established by migrants between their source and destination societies (Waldinger and Fitzgerald, 2004) through the undertaking of a set of social, political, religious, and/or business activities frequently fostered by the existence of specific networks. According to this, it is worth mentioning that transnationalism is not only about economic activities, but also cultural, political and social
ties and networks that all may affect the performance of businesses (Wahlbeck, 2018). This set of activities may generate interesting benefits for both sending and receiving societies if they imply knowledge sharing, the transfer of good practices, the adoption of civic values or the development of profitable business opportunities. Transnationalism implies “back and forth movements of people, goods, money, culture and tradition, and ideas” (Bosiakoh, 2019, p. 5). It is associated with the cultivation of social capital maintained through the interaction between members of a specific social structure (Vertovec, 2003). It implies maintaining links with the home country while incorporating it into the receiving country (Levitt and Jaworsky, 2007). As Levitt and Jaworsky (2007) state, migration can no longer be studied solely from a host-country approach.

According to Levitt and Jaworsky, the manifestation of migrant transnationalism varies according to different factors such as the “…immigrant characteristics…, the home country and context of departure…, and the political, social, and economic context of the sending and receiving communities” (2007: 130). These authors refer to specific events, which may trigger regular or occasional transnational practices such as political elections or economic downturns. In this sense, the current reforms to the U.S. visa system and the political changes Mexico is going through are hard conditions that can radically change the way transnational activities are created and reproduced (Vertovec, 2003). Vertovec (2003, p.654) has labeled these factors as transnationalism-conditioning opportunity structures.

However, the way transnationalism is shaped does not only depend on the contextual conditions of the sending country and of the destination society but also on formal mechanisms created by different stakeholders (governments, non-governmental organizations, migrants themselves) to foster the continuous participation of migrants in the economic and civic life of their communities (Cohen and Sirkeci, 2015).

Mixed Embeddedness Approach and Transnationalism

Since one of the objectives of this study is the development of a typology of both Mexican migrant entrepreneurs and their business endeavors, the mixed embeddedness is the most suitable theoretical framework since it allows to address the relationship between migrant entrepreneurs' resources (personal and socio-cultural drivers) and the kind of business opportunities they exploit (market-level drivers, country-level drivers) (Kloosterman and
Rath, 2018). In Kloosterman and Rath (2018, p.105) words, this approach sheds light on “the relationship between agency and structure” explaining the trajectory of migrant entrepreneurs from the interaction of their social capital and the economic, political, and regulatory factors surrounding them. Although migrant entrepreneurs' resources determine to a great extent the performance of their business endeavors, this is also significantly shaped by institutional structures that set rules and regulations, and influence market conditions, accessibility and growth potential (Aldrich and Waldinger, 1990; Waldinger et al., 1990).

In this study, we bear in mind the three categories that the mixed embeddedness framework comprehends: the macro level, the meso-level, and the micro-level. The first level refers to the economy and the institutional framework of the host country such as business regulations and legislation. The meso-level refers to the characteristics of the market in terms of accessibility and profitability (Bagwell, 2017). Finally, the micro-level considers entrepreneurs' resources and the different forms of capital (social, financial and cultural/human) available to them (Bourdieu, 1986, as cited in Bagwell, 2017). This research portrays the macro-level through both Mexico's and U.S. institutional environments, the meso-level by incorporating into the analysis the role played by the state (e.g. Texas) in which entrepreneurs operate, and the micro-level showcased through the entrepreneurs' resources (education, language fluency, experience, networks, and even gender if as suggested by Barberis and Solano (2018), we consider that women can be in a more disadvantaged position being woman and migrant). Of particular importance in this study is the strong impact of entrepreneurs' agency on the type of businesses they create. In Barberis and Solano's words (2018) “how migrant entrepreneurs use and create their individual and collective resources and overcome, steer, and change…the opportunity structure itself” (p.10).

Under the mixed embeddedness approach, entrepreneurs are seen as “social actors that may operate at different interconnected scales, including a transnational level” (Wahlbeck, 2018, p. 73). This research also considers a fourth level of analysis which is the transnational space as suggested by Bagwell (2018) and Miera (2008).

Adopting a transnational entrepreneurial perspective allows to emphasize the contribution of Mexican migrant entrepreneurs to the home and host countries' economy by generating jobs, conforming solid social networks (Quan et al., 2019), and revitalizing formerly deprived
neighborhoods, and to recognize the complexities these entrepreneurs face as a result of operating in a dual business and social context (Bagwell, 2018; Chen and Tan, 2009, as cited in Quan et al., 2019). Part of this complexity is showcased through the diverse forces behind entrepreneurial migration which in some cases respond to a business expansion imperative while in others these forces are represented by obstacles in the home or the host countries (Bosiakoh, 2019). As Bagwell (2018) suggests, the access of migrant entrepreneurs to new markets implies tackling an additional set of institutional regimes linked to the overseas countries in which their businesses operate.

Although the “entrepreneur” label tends to be linked to investment and wealth accumulation goals, the structural conditions of both home and host societies explain migration beyond economic motives and aspirations (e.g. educational opportunities, safety, transparency, efficient bureaucracy, validating professional careers, securing permanent residency rights) (Colic-Peisker and Denk, 2019). Both personal resources (family ties, networks, profile) and the opportunity structures surrounding businesses are shaped by social, political, and economic environments (Wahlbeck, 2018).

Methodology

As previously stated, this study is based on qualitative, interpretive research based on the Gioia methodology (Gioia et al., 2012), and a quantitative approach based on Multiple Correspondence Analysis and a Multinomial Regression Analysis. The purpose of the qualitative analysis is to determine both the profile of Mexican migrant entrepreneurs living in the U.S. and the profile of their businesses. Qualitative research “helps to trace processes, depict turning points and provide detailed insights” (Cerna, 2014, p.70). The objective of the quantitative analysis is also to identify a specific number of entrepreneurs' typologies and businesses' typologies and to determine the association between entrepreneurs' profiles and the type of businesses they undertake.

Qualitative Analysis

The information about Mexican migrant entrepreneurs and their businesses was gathered through the application of sixteen in-depth interviews. We developed the interview guideline, which was reviewed by two experts on migration issues. As a result of experts' feedback,
some questions were incorporated into the interview and some others were reformulated to make them clearer. It was designed as a semi-structured interview to allow for variations according to the interviewees' narrative. The interview guide grouped questions around three main topics: entrepreneurs' profile (demographic and psychographic characteristics), the business profile (sector, location, target market, size, structure...), and the transnational activities performed by entrepreneurs (See Appendix I).

Data Collection

Data were gathered in June 2019 but potential interviewees were contacted through email and professional social networks since January 2019. Approximately 35 entrepreneurs and opinion leaders were contacted, but eventually, only 16 interviews were conducted. A purposive sample was used to select interviewees, as they were initially contacted through governmental bodies (the Secretary of Foreign Affairs of Mexico, the Casa Mexiquense in Houston, the consulates of Mexico in the U.S.) and professional associations (the Asociación de Empresarios de México (AEM), the United States Hispanic Chamber of Commerce (USHCC), and the Red Global MX). Afterward, we used a snowball sampling since entrepreneurs provided contact information of other entrepreneurs who met the required criteria. As for the opinion leaders, they were identified through their publications in prestigious think tanks and their media participation in national and international forums. Out of the sixteen participants, thirteen are Mexicans and three of them are Americans. The latter are researchers and opinion leaders who are deeply familiarized with Mexico-U.S. migration
issues. Table 1 presents the generic profile of interviewees.

<table>
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<tr>
<th>NO</th>
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<th>Interview Place</th>
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<th>Age</th>
<th>Gender</th>
<th>Occupation</th>
<th>Business Sector</th>
<th>Years living in U.S.</th>
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*Source: Authors' own elaboration.*

We traveled to Texas to meet the interviewees. Even though we explained the purpose of the study to participants when contacting them for the first time, in the face-to-face encounter we provided additional information about the study and its contextualization. Eleven of the sixteen interviews were face-to-face and the remaining took place telephonically. Each interview lasted approximately one hour and a half. Most of the face-to-face interviews took place in informal settings such as restaurants and cafeterias. Others took place at the entrepreneurs' offices and only one of them was conducted at the offices of a recognized think tank where we interviewed two experts on high-skilled migration. Eight of the face-to-face interviews happened in Texas and only three of them in Mexico. Out of the sixteen interviewees, eleven are entrepreneurs, three are opinion leaders, one is an expert on migration issues and the remaining one is a Mexican diplomat who represents Mexico in the U.S. In the case of the entrepreneurs interviewed, their selection was based on three main criteria: being Mexican, being entrepreneur, and to live in the U.S. As for the opinion leaders
and experts, the main criteria was their deep knowledge about Mexican migration, particularly about high-skilled migration from Mexico to the U.S. With the consent of the participants, interviews were recorded and later they were transcribed using the Trint software. Additionally, field-notes were taken to express our observations while conducting the interview. In each case, the interview questions were adjusted according to mutual construction between us and the interviewees based on their perceptions, judgments, and experiences, which logically influence the interview dynamics and the kind of information provided.

Data Analysis

We codified the interviews based on the terms employed by interviewees and on the account of their experiences (data-driven codes according to Gioia et al., 2012). From this codification, first-order terms (Gioia et al., 2012) centered on informants emerged such as “change of initial migration status”, “commuters”, “global citizens”, “integration to the host society”, and “lack of focus within co-ethnic associations”, among others. These terms allowed us to identify common elements that interviewees link with their migration and their entrepreneurial experiences. As a precondition of accurate qualitative analysis, we discussed our interpretation of informant terms, and in those cases where disagreement emerged, a revisiting of the data took place until reaching a consensus. Based on these terms, we determined second-order themes (Gioia et al., 2012) that describe and explain the entrepreneurial migration phenomena. These themes are theory-driven codes that drive the research and make it possible to discover nascent concepts, for instance, “business sustainability”, “entrepreneurs' categories”, “factors affecting business performance”, “host country barriers”, and “the importance of networks”. The associations between first-order-terms and second-order-themes allowed us to determine four aggregate dimensions surrounding entrepreneurial migration, namely personal drivers, business drivers, country drivers, and transnational drivers. The set of first-order terms, second-order themes, and aggregate dimensions gives rise to the data structure (see Figure 1). The dynamic interrelationship between concepts, themes, and dimensions gives rise to the grounded theory model (Gioia et al., 2012) (see Figure 2).
Fig. 1. Data Structure, based on Gioia et al., 2012.

1st ORDER CONCEPTS | 2nd ORDER THEMES | AGGREGATE DIMENSIONS

- There are millennial entrepreneurs who are the children of Mexican millionaires who have an inherited family business.
- More and more young people are coming, especially men and women from 28 to 45 years old, who are married.

- During the last year, the political issue has been a boom.
- They come mostly to make their business take off here because they see better business opportunities.
- Of 10 entrepreneurs, 9 told me that the main reason was security for their family.

- And there are some others who do have the economic resources to buy a visa, an EBS for example, it is a direct purchase of a residence.
- They wanted to come with a franchise because they said “What is the fastest way? How do I get the papers faster?”
- Because your migration papers are taking longer. They are conditioning the entrance much more. Even if you have money, they are conditioning you much more.
- Most of those who arrive here at a high professional level, come with papers. Afterwards, their papers expire and they remain undocumented.

- Being able to make the functional specification of a project, estimate the scope of the project, know and learn about technology. We saw that and learned it in Mexico.
- There is a deep ignorance that in Mexico you can make world-class quality system technology.
- The work culture, like ants... Also the quality of work, the Mexican entrepreneur becomes the best in what he strives to.

Mexican migrant entrepreneurs’ profile

Demographics

Motivations (extrinsic & intrinsic)

Migration status

Knowledge, capabilities & competences
In the Information Technology sector, definitely... It is an industry that has been developing very actively and there are really a lot of Mexican companies operating within it.

- They are micro and small businesses. We always generate employment, from 5 to 20 positions.
- Dallas Fort Worth has become a gateway for Mexican companies that arrive in the U.S. for different geographical, cultural reasons.

I am bilingual and I can target a growing market that will be the largest minority in the United States within a few years.

Most of the Mexican entrepreneurs do business with other Hispanics. Many Mexican entrepreneurs are selling software development to American companies.

Let’s see if we can work together and participate in larger projects but together.

- In the information technologies sector I have gone through several stages. In some of them, I partnered with Hispanics to create businesses here, in others I did it on my own creating offices here.
- They do more partnerships with other Mexicans, now it is more common than 8 or 9 years ago. Of every 10 customers, 30% to 40% are associated.

They are businesses that eventually tend to disappear. Not everyone overcomes the learning curve.

- Of those businesses that invest between 200,000 and half a million dollars, 80% do survive more than 5 years, of these, 40% survive more than 3 years.
- I have been in the Foreign Service for 20 years, and 3 years in Dallas, during this time I have seen businesses that die and are reborn but in Dallas I have not seen this, I have not seen business which disappear.
Fig. 1. Data Structure, based on Gioia et al., 2012.

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<th>1st ORDER CONCEPTS</th>
<th>2nd ORDER THEMES</th>
<th>AGGREGATE DIMENSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• With everything that has happened regarding migration and how the border has become difficult, the workforce has squeezed incredibly in the United States.</td>
<td>Barriers</td>
<td></td>
</tr>
<tr>
<td>• That doesn't work here. Here, with the first bad face you make them, there are 10 companies waiting for you to make a bad face to open the doors to your customers. So here customer service is incredibly important.</td>
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<tr>
<td>• The best relationships we develop are with people from suburban areas, not from rural areas. The white rural areas of the southern U.S. are a bit racist.</td>
<td></td>
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<tr>
<td>• I feel that the problem is that as Mexicans we are sometimes very divided into these mini groups and many times there is no one who can advise you well. I think that what we need is to really make a community or really know who is who.</td>
<td>Host country drivers</td>
<td></td>
</tr>
<tr>
<td>• It's like a little Mexico. They speak Spanish but many of these families do not join the American society.</td>
<td>Level of integration</td>
<td></td>
</tr>
<tr>
<td>• Many times here minorities are put aside because we isolate ourselves, we set the tone ... Oftentimes, we do not go to vote, we do not get involved doing social work.</td>
<td></td>
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<tr>
<td>• Yes, there is a big wage gap but also the cost of living here is very different.</td>
<td>Perceptions</td>
<td></td>
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<tr>
<td>• It is uncertain, it is very odd when one talks with these entrepreneurs, some of them have already experienced racism.</td>
<td></td>
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<tr>
<td>• We definitely can't talk about the search for &quot;a better quality of life.&quot; Because better quality of life than in Mexico they will never find.</td>
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Fig. 1. Data Structure, based on Gioia et al., 2012.

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<tr>
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<th>2nd ORDER THEMES</th>
<th>AGGREGATE DIMENSIONS</th>
</tr>
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<tbody>
<tr>
<td>- Those public relations are important. Yes, they are important, yes, there is unity, there is the ability to interact and to share opportunities.</td>
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<tr>
<td>- There has not been another association like the IME that has been able to be the glue of Mexicans abroad.</td>
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<tr>
<td>- You don’t know who is who. That is why these groups are formed. They make you feel confident.</td>
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<tr>
<td>- The structure of these organizations ... I think it was going very well and they have lost focus.</td>
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<tr>
<td>- There is a large number of Mexicans who are dispersed and it is a shame because they should be very close to the government.</td>
<td></td>
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<tr>
<td>- I believe that what the AEM intends is...to educate as to how to do business here, how to incorporate into the American society, etc. but I am not sure that they have achieved it yet. I think they have not.</td>
<td></td>
<td></td>
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<tr>
<td>- Our culture is not designed for that. We do not know how to give a hand. If somebody gives you a hand right away, you see that someone is going to take advantage. It is something that is in the culture, it is something intrinsic. It is something we suffer from.</td>
<td></td>
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<tr>
<td>- I get the impression that this analogy that Mexicans behave like crabs, I have felt it on some occasions.</td>
<td></td>
<td></td>
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<tr>
<td>- Instead of working as a team, it is rather &quot;hey, you know a lot, you are very capable, maybe you take away the little I have achieved in this country.&quot; They see you as a threat.</td>
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- Relevance

- Focus of co-ethnic associations

- Networks

- Kind of support within co-ethnic associations
Fig. 1. Data Structure, based on Gioia et al., 2012.

- Maybe, in the following years we can better integrate state governments that want to make more, to generate a greater dissemination, greater connection with organizations here in the U.S.

- As the government does not play a key role in supporting Mexican entrepreneurs working in the USA, there is a clear human capital drain.

- It can even be a great campaign of wise decisions of a State that proudly shows its successful Mexicans in the U.S. to inspire a new generation of entrepreneurs or academics in Mexico. Nobody has done it before.

- I sent a letter to an electoral advisor on how the Mexican political system must allow Mexicans residing abroad to have the right to be voted on in popular election contests for both local and federal positions and in the different branches of government.

- These entrepreneurs do not forget where they come from and they always end up linking their business to Mexico, either because they import products from Mexico or because they export to Mexico, because they internationalize their company. Mexico is never out of the equation.

- Part of the objective of the collaborative is welfare issues, how you help, how technology participates in social projects and initiatives. In fact, the consul is going to be one of the moderators during the event.

- We already have 38 schools in the U.S. and they are located in poor areas. We get children work, one day a week they all work in corporations, do not think that they work washing dishes; they work in corporations.

- I have been involved with the Bi-national Health Week, so I have been collaborating for many years and right now it is the largest health organization. More than twenty thousand people have been assisted and it is organized by the General Consulate of Mexico through its health window.

- Where I am working now... I support all people of Mexican origin. I teach them whenever I can, I talk to them about how to start a company.

- I am already contributing because I still have my company in Mexico, I travel very frequently to Mexico and every time I go and visit the company, the family, I share best practices that I have learned in the U.S.
To develop the typology of both Mexican migrant entrepreneurs and the businesses they undertake in the U.S., we developed an online survey. The survey was designed taking into account the main literature about entrepreneurial migration and the information gaps identified relative to Mexican entrepreneurial migration to the U.S. Two experts on migration issues reviewed the survey and some modifications and additions were done according to the experts' feedback. Three Mexican entrepreneurs living in the U.S. participated in a pilot application of the survey. They also provided feedback in terms of the structure of the survey, the clarity of the questions and the understandability of the response scale. Some minor changes were done based on entrepreneurs' observations. We used the on-line platform Qualtrix to apply the survey. The survey consisted of five main sections: migration personal drivers, socio-cultural drivers, market/business drivers, country/macro drivers, and...
transnationalism, and a section of demographic data for classification purposes (see Appendix II).

The on-line survey was applied from April to August 2019. It was sent to 200 recipients; approximately half of them were ascribed to professional associations, chambers of commerce, and Mexican consulates in the U.S. The recipients were asked to forward the survey link to other Mexican entrepreneurs living in the U.S. The rate of response was much lower than expected. Only 70 entrepreneurs answered the survey from which we only got 56 completely answered surveys. Despite stating that the survey was anonymous, we attribute the low response rate to two main situations: likely, some entrepreneurs who have migrated from Mexico to the U.S. due to insecurity issues do not want to provide any information which makes them traceable, and it is also possible that some of them are afraid of participating in this kind of surveys because they have not yet solved their migration status in the U.S.

Based on the number of responses, the characteristics of the measuring instrument and the own features of this research (non-confirmatory), we considered the Multiple Correspondence Analysis as the most appropriate technique to conform typologies. The Multiple Correspondence Analysis is an extension of the so-called correspondence analysis (Abdi and Valentin, 2007). It is a well-known interdependence technique of multivariate statistics. It allows quantifying qualitative data (nominal scale variables) (Greenacre, 1993). This multivariate analysis permits the evaluation of non-metric data as well as non-linear relationships. Besides, correspondence analysis provides a multivariate demonstration of the interdependence of non-metric data that is not possible to get with other methods (Hair et al., 2018).

This multivariate statistics technique is a method of composition based on the association between objects and the set of their characteristics or attributes. Through this method, it is possible to construct a projection of the correlation between individuals (or variables), and its relevance relies on its effectiveness to find sets of individuals with common characteristics and to identify relationships between variables (Clausen, 1998; Hair et al., 2018).

Stemmed from the above, and related to the construction of typologies, multiple correspondence analysis provides a means of direct comparison of similarity and difference
of individuals and their qualities. It allows constructing typologies (Blasius and Greenacre, 2014; Pérez López, 2004) from the distance between objects and between groups of objects. This analysis quantifies categorical data by assigning numerical values to the qualities so that individuals in the same category are close to each other. On the contrary, groups of people who differ will distance themselves. In this way, individuals are divided into homogeneous subgroups.

The results of this method are conditioned by the set of preselected attributes since it assumes that these attributes are appropriate for all individuals and each factor is applicable for each of them. This allows decreasing the number of variables into a smaller number, similarly to the principal component analysis (Greenacre, 1984).

The typologies obtained through the multiple correspondence analysis constitute the first step of the quantitative analysis. These typologies are needed to conduct the second analysis aimed to identify the relationship between the different groups/types of high-skilled Mexican entrepreneurs and the different types of businesses they are undertaking. Specifically, for this study, those entrepreneurs' typologies represent the independent variables and the businesses' typologies represent the dependent variables.

As the second step of this analysis, and given the nature of our data, which is gathered based on nominal scale variables, we conducted a multinomial regression that was fed with the results gathered by the Correspondence Analysis. This multinomial analysis aimed to identify the relationship between the typologies of entrepreneurs and the typologies of the businesses. Multinomial regression, also known as multinomial logit regression, is an extension of the logit regression (Hilbe, 2009).

These kinds of models are useful to understand how people behave in the face of a specific phenomenon. That is, what factors and how these factors, which are not easy to observe, are influencing the decisions of a specific group of people (McFadden, 1973). The decisions made by individuals, which represent the dependent variables, are based on a limited amount of options and can be gathered using nominal scale variables. In terms of the multinomial model, the dependent variables have more than two categories and the different options of an answer are nominal (Greene, 1993) like in this study.
In multinomial regression models, dependent categorical variables (nominal/ordinal) are assumed to follow multinomial distributions. Through these distributions, it is possible to estimate the probabilities of occurrence of events considering that there are more than two possible options in the outcome (Agresti, 2019). In other words, multinomial models evaluate the probability to choose a specific category in comparison to other categories (Hilbe, 2009).

Results

To develop a more accurate profile of high-skilled Mexican entrepreneurs living in the U.S., the findings are presented in two different sections. The first one corresponds to the findings extracted from the in-depth interviews following a rigorous qualitative approach. The second section presents the results derived from the correspondence and the multinomial analyses.

Findings of Qualitative Analysis

Entrepreneurs' Profile

Although most Mexican entrepreneurs living in the U.S. can be classified as high-skilled migrants, there is a broad spectrum of entrepreneurs according to their migration status, motivations to migrate, purposes while in the U.S., and economic situation.

In terms of migration status, in the last ten years, many Mexican migrants have applied to the EB-5 visa, which implies investing in a specific project in the U.S. This is relevant since getting the visa has led some Mexican migrants to become entrepreneurs. This has been questioned since most of these investments cannot be considered as real entrepreneurial undertakings but as passive investments. Other migrants are businessmen in Mexico and their entrepreneurial experience pushes them to apply for the EB-5 or the E-2 visa. In the case of the latter, the migration motivations of these entrepreneurs are different since, at least initially, they do not look for U.S. citizenship but they want to live in the U.S. along with their families for a limited period. From time to time, some entrepreneurs who initially did not migrate for a long time, change their minds once they live in the U.S., then they do the necessary arrangements to change their immigration status and be able to stay in the U.S. along with their families. Other migrants arrive in the U.S. with a tourist or a student visa and once they are in the U.S. they start looking for business opportunities to be able to apply for other types of visa, which in the end provide them with the citizenship or the Legal
Permanent Resident (LPR) status. All in all, most high-skilled migrant entrepreneurs enter the U.S. with documents.

In terms of education, most Mexican migrant entrepreneurs possess an undergraduate or graduate education. They are highly competitive, dynamic entrepreneurs with solid skills and competences. Most of them are English-fluent but not all of them are culturally-fluent in terms of being familiarized with the U.S. corporate and business culture (practices, processes, networks). They tend to be less risk-averse than previous generations of Mexican entrepreneurs.

In terms of economic resources, some of the Mexican entrepreneurs living in the U.S. arrive in this country with a consolidated economic legacy, which allows them not to depend economically on the success of their U.S. businesses (this group of entrepreneurs is the so-called Méxodo). These are wealthy Mexican families, from all over the country, who have the money to live where they want and choose to live in the U.S. due to its proximity to their businesses in Mexico. Other entrepreneurs do depend on the success and sustainability of their U.S. businesses to support their families and preserve a particular lifestyle in the U.S. What is more, a few of them arrive to the U.S. with a scant amount of money because their businesses have failed in Mexico or because they have sold their businesses in Mexico to be able to migrate to the U.S. During the last years, another group of Mexican entrepreneurs has arrived in the U.S., namely millennial entrepreneurs who inherited a family business from their millionaire parents but they rethink the business and try to grow it. These entrepreneurs also depend on the success of their business to keep their lifestyle while in the U.S. A different type of Mexican millennials are those who are migrating to the U.S. without a family fortune but with an interesting business idea which they undertake in the U.S. because they perceive a more favorable start-up ecosystem there. These young Mexican migrant entrepreneurs are global citizens who do not conceive themselves as migrants but as fluid intellectual capital without geographic boundaries whose nationality becomes invisible. They take cross-border businesses for granted.

Generally speaking, most Mexican entrepreneurs who invest in a business opportunity in the U.S. fall into one of three monetary categories: those who invest between USD100,000 and 500,000 (many of them become franchise owners), those who invest between USD1 million
and 5 million, and those who invest between USD5 million and 10 million. A relatively recent group of Mexican entrepreneurs comes to the U.S. with a large family fortune and they open private wealth management Family Offices. Dallas is one of the U.S. cities most frequently selected for establishing these Family Offices due to its attractive financial sector.

A different profile of entrepreneurs is that of Mexicans who arrived in the U.S. more than two decades ago without documents escaping from a difficult economic situation in Mexico. Although initially these entrepreneurs were not fluid in English and had a low level of education, throughout the time they became successful hard-working and tenacious entrepreneurs who nowadays are bilingual and possess a valuable set of skills and competences.

In terms of occupation, the profile has also changed. In the past, it was common that young single Mexicans were migrating to occupy an executive position within a multinational corporation, and they stayed living in the U.S. Many of these former MNCs' employees created small and medium-sized firms. Nowadays, many young married Mexicans with a solid financial capital are migrating to the U.S. along with their families specifically to undertake a business venture. There is also a third kind of entrepreneur who possesses a large company in Mexico with sound economic, and human resources and comes to the U.S. to extend his/her business. This type of entrepreneur has a consolidated economic position and owns large companies with refined skills and a well-rounded vision. The fourth kind of entrepreneur keeps his/her business in Mexico but lives in the U.S. along with his/her family and commutes between Mexico (mainly MEX/MTY/GDL) and the U.S. (SAT/IAH/DFW/LAX/MIA/JFK). In other words, they are nomad entrepreneurs who oftentimes do not get involved with the U.S. community; they remain deeply attached to their social and even business circles in Mexico. Still, there is another kind of Mexican migrant entrepreneur who owns a small/medium size business in Mexico, and he/she creates a second small/medium size business in the U.S. in the same or a different sector.

In terms of migration motivations, these also differ significantly and they have changed throughout the years. In the past, it was common that Mexican entrepreneurs migrated to the U.S. simply because they liked it and because they had the means to migrate. Nowadays, some Mexican migrant entrepreneurs move to the U.S. pursuing better business opportunities.
(a large market with a solid purchasing power); others look for a visa, which allows them to live in the U.S. along with their families. Some of them invest their money in large projects, which, as mentioned before, do not necessarily represent an entrepreneurial activity but a passive investment; in other words, some of these entrepreneurs “purchase their green card”. Yet, other entrepreneurs since the beginning of their migration process do not look for getting U.S. citizenship but their purpose is to live for a short time in the U.S.

Texas is a particularly attractive state for entrepreneurial migration from Mexico not only due to geographical proximity but also because it has a friendlier fiscal system and a more flexible labor approach (right-to-work state) than other states. Moreover, Texas has many cities characterized by its economic dynamism and by the presence of many multinational corporations' headquarters, among them some Mexican headquarters.

Looking for better opportunities (education mainly) for entrepreneurs' children is also a common migration motivation. Some Mexican entrepreneurs migrate to the U.S. to join their extended family who has been living in the U.S. for a while.

In general, the majority of Mexican entrepreneurs agree that the U.S. offers very interesting opportunities; it is only up to one to identify them and know how to harness them. Particularly, bilingual high-skilled migration with specialized knowledge in some areas (e.g. information technologies, energy, health) finds attractive opportunities enhanced by the talent shortage that the U.S. faces (Heisler and Bandow, 2018). They also agree that the U.S. has a very business-friendly environment with clearly structured processes and practices that make it easy and fast to start a new business and to operate it. New technologies accessibility and affordability is also an attractive aspect that fosters entrepreneurship among migrants. More flexible labor regulations for employers (e.g. at-will employment) also influence entrepreneurial initiatives of Mexican migrants.

Yet, entrepreneurial migration cannot be analyzed only from a pull perspective (attracting factors of the host country). Push factors also exert a significant impact on the migration decision such as insecurity in Mexico, which continues to be a relevant migration reason. The same happens with the economic growth of Mexico, perceived as mediocre by many entrepreneurs. Likewise, during the last year, some Mexican entrepreneurs have migrated to the U.S. because they consider that the election of the new president of Mexico in 2018
implies an uncertain business environment, and they prefer to diversify risks. This specific situation has taken place, particularly in Monterrey with many entrepreneurs migrating to The Woodlands, in Texas. Actually, in response to this new wave of entrepreneurial migration, a whole sector of law and real estate services targeted specifically to Mexican entrepreneurs has emerged in the U.S.

In terms of knowledge, skills, and competences, most migrant entrepreneurs come to the U.S. with a set of competences acquired in Mexico. Among the salient characteristics of Mexican entrepreneurs are being hardworking, creative, competitive, ambitious, and risk-takers. They possess a solid capacity of analysis, a service-oriented attitude, and the capacity of adaptation.

However, they have to develop other skills and mindset necessary in the U.S. business environment. They have to reinvent themselves, to be more humble and self-aware, and to leave behind the notion of being conquerors or being conquered to conceive themselves just as competitors in a fierce market. The idea that everything is possible with money does not work in the U.S. business environment, it has to be left behind. In the same vein, the adoption of a long-term approach is necessary to be able not only to create businesses but to maintain and scale them. Learning to work as a team is also an area of opportunity for Mexican entrepreneurs as well as learning to share information whose use can benefit everyone.

In terms of integration within the host U.S. community, clear variables are influencing the level of involvement of Mexican entrepreneurs in the host country. One of them is the time they have been living in the U.S. but also their migration status. Many of those recently arrived who have an EB-5 or E-2 visa or those who do not have U.S. citizenship, remain economically and socially attached to Mexico, so they do not participate nor they are interested in local issues such as politics. This affects their integration into the mainstream community, and even within the co-ethnic networks.

Co-ethnic networks facilitate integration within the host society but not all Mexican entrepreneurs have the same perception about these networks. Some of them are reluctant to be part of these associations because they consider that co-ethnic networks may contribute to keeping them isolated from the mainstream community. Consequently, some Mexican entrepreneurs prefer to be part of Hispanic associations (e.g. Prospanica, the Regional
Hispanic Contractors Association, Colaborativo IT) that allow them to accelerate their acculturization processes in the U.S. Others have not had a positive experience in terms of receiving support from these associations; conversely, they have received more support from mainstream associations (e.g. SCORE). There is a perceived lack of cohesion within co-ethnic networks. It is noteworthy that many entrepreneurs when referring to other Mexicans use the expression "kicking away the ladder" and comment that it is sometimes more feasible to receive support from migrants of other nationalities than from Mexican migrants themselves. Some entrepreneurs refer to a “negative coaching” from co-nationals that does not give impulse to the business culture. In this sense, some entrepreneurs who have been living in the U.S. for a long time warn about not restricting these relationships to co-ethnic networks but opening the social and professional circle to mainstream networks. Membership to different types of associations has to be seen as complementary rather than exclusive.

Still, some entrepreneurs consider co-ethnic networks as a valuable mechanism to start building one's network but they do consider that to harness the potential benefits these networks offer, the entrepreneur has to invest time and effort and to cultivate relationships; in other words, the mere membership to these associations does not guarantee a profitable result. Moreover, most Mexican entrepreneurs are cognizant of the potential that co-ethnic networks have to facilitate their integration within the U.S. community but they agree that cooperation and support among members of these associations need to be enhanced. Furthermore, they think that these associations fulfill a social purpose rather than a business pragmatic purpose and that business opportunities rather emerge from the local and Hispanic chambers of commerce. Interviewees also express that these associations sometimes promote the formation of certain small groups within the network itself which acquire more power and end up becoming politicized, ceasing to offer value to its members. Yet, co-ethnic associations have the potential to become the bridge that links Mexican entrepreneurs with other entrepreneurs to integrate partnerships, which may allow the sustainability of businesses through joint financial capital.

Interestingly, many Mexican entrepreneurs refer to the lack of support and even in some cases the rejection they perceive from the Tex-Mex community. They consider the Tex-Mex associations as closed groups, which are not interested in incorporating Mexicans into their
Some of them consider that the main goal of these associations is to bring together Mexican Americans whose families have been living in the U.S. before Texas became Texas, and that were excluded from the main power structures.

A key aspect in terms of integration of entrepreneurs to the U.S. mainstream community is to give part of the benefits generated by the business back to society. This is an intrinsic element of the American culture, and some Mexican entrepreneurs are still not cognizant of its relevance. Most Mexican migrant entrepreneurs have not yet adopted this practice as part of their life philosophy.

**Businesses Profile**

**Business Location**

Despite the anti-immigration rhetoric adopted by the current U.S. administration, most Mexican entrepreneurs establish their business in a specific location based on the regulatory and trade environment rather than on the social or political context of the location. Furthermore, Mexican migrant entrepreneurs take into account the local culture when selecting a business location since they identify strong motivational differences among potential employees. While people from the Mid-South and Mid-West tend to be disassociated from their job, considering it simply as a source of income, in cities like New York, Los Angeles, Dallas, and Seattle the labor culture is more aggressive, agile and ambitious. Additionally, talent demand tends to be concentrated in these cities.

In general, there is a redistribution of Mexican migrants in the U.S. There are consulates which are experiencing a decreasing number of Mexicans registered, others where numbers have remained flat as Houston, and two consulates that have gone through a sharp increase, namely Dallas and Atlanta.

Mexican entrepreneurs' business location in cities like Dallas, Houston, and San Antonio also responds to geographic proximity, which facilitates both logistic operations and frequent business and family trips between the U.S. and Mexico. Dallas, specifically, has attracted the attention of many Mexican entrepreneurs because it is considered a business-friendly city and it has become a gateway due to its geographic, cultural, financial and logistics hub positioning. Moreover, the Dallas–Fort Worth metroplex offers a very diverse economy,
which attracts many multinationals' headquarters, including some Mexicans such as Interceramic and Maseca. Some Mexican entrepreneurs are also arriving in other Texas cities such as Frisco, Plano, and Irving. Texas also provides the advantage of sharing Mexico's time zone, which becomes relevant for entrepreneurs operating business simultaneously in both countries. Additionally, Mexican entrepreneurs perceive Texas as a more affordable state than others such as California in terms of taxes and labor suits. Mexican entrepreneurs also take into account that Texas is a right-to-work state, being a relevant factor that stimulates the growth of the business since Texas has a more balanced approach as for the worker-employer relationship. Interestingly, Mexican entrepreneurs perceive less fierce competence in Texas than in other states such as Florida and California where many high-skilled migrants are trying to undertake similar entrepreneurial projects.

Business Size

Most Mexican migrant entrepreneurs create small to medium-size businesses. Nonetheless, some micro-business owners undertake e-commerce, import-export and distribution activities through a family business. Furthermore, many of the businesses undertaken by Mexican entrepreneurs are small firms since they are an extension of an already existing consolidated business in Mexico.

Mexican entrepreneurs who get an investor visa (E-2 or EB-5) tend to create medium-sized businesses due to the specific requirements of these visas. The size of the business is also determined by the sector or industry in which companies are operating, for example, those Mexicans undertaking IT projects must have at least a medium-size business due to high operation costs and sales cycles.

Since most successful businesses imply a pronounced learning curve, recently arrived entrepreneurs prefer to undertake simpler business ventures such as moving money through Real Estate Investment Trust (REIT).

Business Sector

Some of the main sectors in which Mexican entrepreneurs are undertaking businesses are construction (recently many Mexican entrepreneurs have become fixer-uppers: they fix houses to later sell them), and manufacturing of high-end products. In the services sector,
many of them own restaurants and some entrepreneurs address their businesses specifically to the nostalgic market through the establishment of Mexican-themed grocery stores and taquerias. Some entrepreneurs focus on e-commerce and import-export services. Others operate within advanced services such as legal (mainly migration issues), training, consulting, advertising, and assistance services for the elderly. Younger generations of Mexican entrepreneurs are creating information technology (particularly software development) firms, a sector that has experienced a dynamic growth during the last 15 years among Mexican high-skilled migrants.

The business sector where Mexican entrepreneurs operate is sometimes linked to the specific context these migrants face. In other words, some entrepreneurs establish companies with a conjectural perspective, like real estate or REIT investments whose sole objective is to create what the immigration law requires migrants so that they get or keep their visas. Other Mexican migrants buy franchises.

Business Target Market

Logically, the sector where Mexican entrepreneurs' businesses operate determines to a great extent their target market. For example, those entrepreneurs working within the IT sector, mainly address their services to the mainstream market, and they even develop projects for global clients.

The fact that most of these entrepreneurs are bilingual allows them to target the growing Hispanic market, which is expected to become the largest minority in the U.S. within a few years. This fact has led many Mexican entrepreneurs to concentrate their business efforts on this market. Likewise, some Mexican entrepreneurs have concentrated their efforts, based on their expertise, on being a bridge between the mainstream American market and the Hispanic market.

A key aspect that strongly affects the target market(s) of Mexican entrepreneurs' businesses is the time entrepreneurs have been residing in the U.S. Generally speaking, newly arrived entrepreneurs tend to target other Mexicans and in the long run, they expand their segment to Hispanics whereas those migrants who have been for a while in the U.S. tend to expand
their business to the mainstream market. This is a natural path since the level of integration into the host country increases throughout time and with it the belonging to specific networks.

Business Sustainability

According to one of the interviewees who is an expert on migration legal counseling, from those businesses in which Mexican entrepreneurs invest between 200,000 and half a million dollars, 80% do survive more than 5 years, of these, 40% survive more than 10 years. The size of the firms is a key survival variable since, in general, small firms tend to have a higher failure rate, and most Mexican entrepreneurs create small or medium-sized businesses. The sustainability of the business is also linked to the city where they are established, for example, the survival rate in cities such as Dallas is high due to the particularities of this city in terms of its logistical relevance.

Sometimes, the sustainability of many of these businesses is compromised because the economic legacy of some Mexican entrepreneurs relies on the businesses they have in Mexico, being the U.S. business either a way to get a visa or an LPR status or an entertainment activity while living in the U.S. Consequently, the attention paid to the U.S. business and the number of resources committed to it are not as significant as those allocated to the business in Mexico. Oftentimes, the profitable businesses undertaken in Mexico are the ones that provide the necessary capital to keep the U.S. business alive.

Business sustainability is also determined by the entrepreneurs' mindset. Many of them adjust or even completely change their business model according to the U.S. highly competitive and customer-centered business culture. However, some businesses fail because entrepreneurs continue operating their businesses as they do in Mexico. Furthermore, frustration appears when entrepreneurs expect to operate their businesses according to Mexican labor practices (wages, benefits, overtime work, paternalistic behavior), which are not common at all or even unacceptable in the U.S. labor context.

A relevant factor affecting business sustainability is networking. For Mexican migrant entrepreneurs, the sustainability of their businesses is more challenging since networking in the U.S. business context is almost a success prerequisite. Although Mexican migrant entrepreneurs have conformed professional associations, some of them are still co-ethnic
networks, which prevent or at least do not facilitate the integration into the mainstream community. For recently arrived migrant entrepreneurs, belonging to these associations takes time, a factor that weighs significantly on any business venture.

**Business Employment Positions**

Mexican entrepreneurs do create employment positions (11 positions on average) through their businesses. Nonetheless, oftentimes these positions cannot be sustained due to the high payroll and insurance costs, which take entrepreneurs off-guard when they just arrive in the U.S. and are not yet familiarized with the local payroll system. These positions are occupied mainly by Hispanic people but some businesses also employ native people. The industry where businesses operate determine to a great extent the number of job positions created, for example, many Mexican entrepreneurs are currently operating within the Information Technology sector where businesses have to be at least medium size with a solid structure, processes, and a client base to be able to face operation costs and sales cycles.

The number of job positions created also depends on the kind of visa Mexican entrepreneurs look for. Some of them have recurred to the E-2 or the EB-5 investor visa, which requires the creation of employment positions, a number not specified for the former and a minimum of 10 created or sustained jobs for the latter. However, as mentioned before, these visas are perceived as passive investments to “purchase” the U.S. residency, not representing a real entrepreneurial activity.

**Business Structure**

Most Mexican entrepreneurs founded their business by themselves without recurring to partnerships. This is a consequence of a deeply rooted individual work culture fostered by a lack of trust. Likewise, some Mexican entrepreneurs own a small-size business in the U.S. but medium-size in Mexico, who knows perfectly the business operation and they prefer to work by themselves. However, there are interesting initiatives to promote a more solid collaboration and the possible conformation of partnerships among entrepreneurs who work within the same sector such as the Colaborativo IT, which promotes synergies between Hispanic entrepreneurs working in the IT sector. The creation of partnerships among Mexican entrepreneurs has become a more common practice compared to 8 or 9 years ago.
According to an interviewee specialized on migration legal counseling, 30 to 40% of his Mexican clients go into a partnership. Establishing partnerships with native people is more complex due to the existence of very tight business circles with a universalistic mindset.

The search for specific types of visa such as the E-2 pushes some Mexican migrant entrepreneurs to partner with other Mexicans since this visa allows to have capital partners to disperse economic risks.

Financing schemas determine to a great extent business structure. While in the U.S., the general business model is open to external capital and there is a great availability of forms of external capital, Mexican entrepreneurs, in general, tend to grow their businesses almost organically with internal capital. Even though there is a certain use of loans, there is not a solid use of equity/bond capital. This prevents the competition since an institutionalized U.S. firm can probably be sold in the stock market or go to the “shark tank”.

Factors Affecting Business Performance

The profile (size, sector, structure, employment positions…) of Mexican migrant entrepreneurs' businesses is determined by external factors surrounding the business, which also affect their performance. One relevant factor has been the North American Free Trade Agreement (NAFTA), which has had a very positive impact on the performance of some sectors where Mexican entrepreneurs living in the U.S. operate (e.g. Information Technologies). Through this agreement, during the last twenty years, many U.S. firms' executives have been traveling back and forth to Mexico, which has increased their awareness about the work ethic of Mexican companies, transferring this positive image to the Mexican migrant entrepreneurs living in the U.S. On the contrary, many of these executives have developed a very negative perception about governmental bodies in Mexico linking them with questionable practices such as inefficient bureaucracy and corruption. Yet, most of these U.S. executives distinguish this government vision from the perception they have about Mexican entrepreneurs. Despite this remark, it is worth mentioning that the performance and image of the Mexican government cannot be generalized since some consuls have done an extraordinary job to strengthen the image of Mexico in the U.S. and to link Mexican entrepreneurs with US interest groups.
Another positive effect on the performance of Mexican migrants' businesses is the pragmatic view of some members of the American mainstream community (at least the average behavior) when undertaking businesses in the sense of their orientation towards the task and its results rather than the nationality of the business owner.

The existence of a broad Hispanic community in the U.S., which is growing and it is expected to become the largest minority, represents an interesting opportunity for Mexican entrepreneurs who share language and some idiosyncratic characteristics with this group of people.

The presence of successful Mexican multinationals' headquarters in the U.S. (e.g. Interceramic, Gruma, Bimbo, Televisa, Cinepólis, Softek, Cemex) contributes to disseminating a positive image of Mexican entrepreneurial initiatives, which in the end favor the positioning of smaller firms founded by Mexican entrepreneurs in the U.S.

On the other hand, more restrictive migration policies adopted by the U.S. government are affecting negatively Mexican entrepreneurial migration since investments or the execution of some specific business projects are in stand-by due to the uncertainty surrounding the requirements and conditions of some visa programs such as the E-2 (stricter review of conditions' fulfillment) and EB-5 (higher amount of investment required). Furthermore, negative perceptions of Mexican immigrants intentionally disseminated among the U.S. population may stimulate the rejection of goods and/or services offered by Mexican entrepreneurs among some U.S. consumers. Some Mexican entrepreneurs have experienced racism but normally they select the location of their businesses based on the commercial and regulatory environment of the cities and less on the social and political (migration) environment of these cities. If entrepreneurs think about a place and there are opportunities and an attractive potential market, they go there. This is why larger populations of immigrants have emerged in the southeast despite these are not necessarily socio-political environments that are friendly to many people, particularly of Hispanic descent.

Some entrepreneurs expressed that although most of them are English-fluent, the natural persistence of the Mexican accent (“chopped English”) occasionally becomes a barrier when doing business since some potential clients react negatively because of the existence of cultural misconceptions and stereotypes. Entrepreneurs face a challenging environment in
the U.S. since they have to deal with the facts of being migrant, non-being English native speakers, having gotten their academic degrees in Mexico, and, in some cases being women. Although as previously mentioned, most Mexican migrant entrepreneurs are highly qualified and have an undergraduate or even a graduate degree, another obstacle is the difficulty to get the recognition of those academic qualifications when they were granted by Mexican institutions.

Lack of access to financial capital, at least initially due to the inexistence of credit history in the U.S., is also a barrier for Mexican entrepreneurs. Likewise, the mistrust of many Mexican entrepreneurs to create or scale the business through a partnership instead of continuing financing and operating the business by themselves is also a relevant obstacle.

The learning curve also acts initially as a business obstacle since recently arrived Mexican entrepreneurs still do not possess the U.S. business mindset. Additionally, some Mexican entrepreneurs try to simply transfer their successful business model from Mexico to the U.S. without considering that taxes, hiring conditions, payroll, labor schedules, pricing strategies, deadlines, and insurance issues operate in a completely different way.

Part of this learning curve implies working hard on networking since some Mexican entrepreneurs are habituated to devoting most of their time to the operation of the business but American entrepreneurs invest a lot of time in networking as a core element of the success of their business. Networking is not only necessary for building a customer base or for expanding purposes but also as a starting mechanism since recently arrived Mexican entrepreneurs or those who have just started a business can save a significant amount of money and time if they receive coaching from members of networking groups such as the professional associations.

Transnationalism

The majority of Mexican migrant entrepreneurs interviewed engage in one way or another in transnational activities whose nature differs significantly. Although transnationalism often materializes in concrete infrastructure projects or joint investments in development areas, it also takes place in a more intangible way through the exchange of ideas and best practices. For example, entrepreneurs who have lived in the U.S. for many years and whose learning
curve is pronounced, attend to several forums (conferences, seminars, symposiums) in Mexico to transmit a different mindset to the Mexican business community. Part of this mindset implies a joint responsibility in creating a solid middle class in Mexico that allows a win-win situation for small, medium and large producers, intermediaries and merchants rather than perpetuating entrepreneurial practices that stimulate the concentration of wealth and therefore the appearance and/or intensification of large socioeconomic inequalities.

Another transnational action in which Mexican migrant entrepreneurs participate is the organization of integration events around a common sector (e.g. Information Technologies) to share knowledge and innovative ideas with players of the private and the public sector, and to devise a strategy to undertake welfare projects. Some of these events are held in the U.S. and some others in Mexico. Fostering a transnational approach, many Mexican multinational corporations established in the U.S. (e.g. Gruma, Interceramic, Barcel), as well as large and medium companies founded by Mexicans, use raw material from Mexico, generating a win-win profitable situation. Another transnational activity performed by Mexican entrepreneurs is the implementation of internship programs in their enterprises in which they receive students from Mexico (e.g. Taxco Produce).

An active political involvement is another form of transnationalism promoted by Mexican entrepreneurs who not only continue participating in electoral processes in Mexico but also do lobbying with Mexican governmental authorities for different political purposes (i.e. to allow Mexicans residing abroad to be voted in popular election contests for both local and federal positions). Some entrepreneurs keep a link with the Mexican consulates by actively participating in specific social programs executed by the Mexican government such as the Binational Health Week. Other migrant entrepreneurs also coach Mexican low-skilled migrants and other minorities to be able to create a business plan and undertake an entrepreneurial venture (e.g. through their collaboration in different community colleges).

Some Mexican migrant entrepreneurs who have been living in the U.S. for a while, and have created solid networks with the mainstream community, act as a bridge between American and Mexican entrepreneurs, bringing them together in specific projects where they can find profitable synergies.
Although the involvement of Mexican migrant entrepreneurs in transnational activities relies on entrepreneurs' themselves (their willingness, interest, and actions), the Mexican government also plays a key role in fostering and facilitating such involvement. In the past, particularly under former president Vicente Fox, the government created migration platforms to connect high-skilled migration with their home country and their communities of origin. This was the case of the Instituto de Mexicanos en el Exterior, recognized by many entrepreneurs as one of the strongest initiatives to bring together Mexican entrepreneurs. Even though this association still exists, its sustainability in terms of resources allocated to it is uncertain. In this sense, some Mexican entrepreneurs express their concern about the fact that many high-skilled Mexican migrants are dispersed within the U.S. and there lacks a platform that brings them together in different academic, educational, legal, health, business, sport, and artistic arenas. When the IME was created, there were two meetings every year between the president of Mexico and 100 outstanding Mexican entrepreneurs living in the U.S. to enhance relationships and to work together in different projects. Recovering this practice can contribute to turning the brain drain favorable or at least not so damaging for the Mexican society.

On the other hand, in some U.S. cities (e.g. Dallas) there is a strong presence of Mexican consulates, which actively promote the link of different Mexican migrant groups (entrepreneurs among them) with their home country.

Interestingly, some entrepreneurs refer to the existence of a sound infrastructure and an early civic cognizant education in the U.S. to facilitate citizens' contribution to social assistance created by both the government and the non-governmental organizations. This leads some Mexican entrepreneurs to get involved in social projects in the U.S. through which they can assist helpless groups. Unfortunately, this prevents Mexican entrepreneurs from assisting vulnerable groups in Mexico. This is relevant since a potential transnational involvement is eliminated and Mexico faces an additional opportunity cost derived from migration due to the inexistence of such social infrastructure.

Findings of Quantitative Analysis

The results of the quantitative analysis are presented below in two sections. The first one refers to the typologies of entrepreneurs while the second renders the typologies of
businesses. This second section is divided into a typology of companies operating in states other than Texas, and a typology that focuses solely on the businesses undertaken by Mexican migrant entrepreneurs living in Texas.

**Entrepreneurs' Typologies**

Figure 1 presents the four entrepreneurs' typologies developed through a Correspondence Analysis. Groups are conformed by entrepreneurs' responses (see Appendix III: Group 1.) The subgroup labeled 2 diverges from the other three since it is constituted by those who did not complete the survey.

Figure 1: Entrepreneurs' Typologies

![Complete Sample: Figure 1](image)

Source: Authors' Own Elaboration.

**Group 1: Expat-Preneurs**

On average, respondents of this group are 40-50-year-old women, who are sole owners of businesses established before the year 2000 and are currently undergoing migratory processes. Most of them are married, they studied in a foreign country, and arrived in the U.S. holding junior or senior positions at multinational corporations before becoming
entrepreneurs. Through their businesses, they tend to create between 10 and 50 employment positions. Most of the entrepreneurs of this group live in other states than Texas. Currently, most of them are satisfied with their quality of life in the U.S. Some of the expressed push factors were home-country institutional voids such as excessive bureaucracy in Mexico as well as violence and the feeling of insecurity. Among their multiple pull reasons for migrating to the U.S., the most predominant were the possibility of a higher quality of life, better education for their children, enhanced economic conditions, employment opportunities, and an overall friendlier environment. Having friends already living in the U.S. also influenced their decision to move to this country. Even though they did not frequently visit the U.S. before migrating, they identified networks before moving there.

However, they do face certain barriers that hinder their social and professional integration processes. These barriers take the shape of migratory bureaucratic policies as well as certification processes. A key barrier that this group of entrepreneurs has described is that developing professional legitimacy among the mainstream community is difficult, especially when they still experience instances of social and institutional discrimination.

Group 2: No Response

As mentioned above, Group 2 is characterized by the fact that they did not complete the survey. However, from the questions they did complete, they displayed a lack of satisfaction with their personal life and their business’ performance after their migration to the U.S.

As far as to pull factors, they displayed low levels of importance regarding better economic conditions and a better business environment. They don’t consider either the U.S.’ institutional context or family relationships as factors that justify their stay. In contrast with Group 1, Group 2 has not experienced problems related to migratory issues, and it has found easy to earn legitimacy as business owners among the mainstream community (see Appendix III: Group 2.)

Group 3: Self-made entrepreneurs

This group is constituted by male married entrepreneurs over 50 years old who traveled frequently to the U.S. before migrating. Contrary to group 1, most of them studied in Mexico. They used to be employees of a firm while in Mexico but moved to the U.S. and founded a
business after 2010. However, they create fewer employment positions than group 1, between 1 and 10 employment positions. The members of this group also consider Mexico’s inefficient bureaucracy as a push factor but do not consider it as a determinant factor. For them, corruption and violence/insecurity were not relevant factors in their decision to migrate. Most entrepreneurs making up this group already solved their migratory process, and are satisfied with their personal and professional quality of life in the U.S. Many are associated with one or more people, operating businesses in consulting or manufacturing. A particular characteristic of this group is that most live and operate their businesses in Texas. Most respondents identified co-national and native networks after their arrival to the U.S. This group of entrepreneurs has leveraged advice from consultants and other experts to handle the U.S. institutional context but they have not faced social discrimination (see Appendix III: Group 3.)

Group 4: Commuters

This group is made up of younger respondents (30-39 years old), who arrived in the U.S. with a tourist or student visa and eventually solved their migration status. While many do have friends in the U.S. they are not integrated within native networks and are not members of any association, which could be a reason why their market is predominantly Hispanic. Their businesses were founded after 2010, where they create on average 1-10 employment positions. In contrast with other groups, their businesses operate in industries such as education, energy, finance, and healthcare (all categories do not appear as conventional employment options). Most entrepreneurs are involved in partnerships with one or more people.

Many respondents had not visited the U.S. before their migration. As for push and pull factors, inefficient bureaucracy and the weak economic situation of Mexico were indeed strong factors that influenced their migration to the U.S. as well as corruption and impunity, all of which indirectly led to a low offer of employable talent. On the other hand, although many of them studied in Mexico, better education opportunities attracted them to the U.S. as well as employment opportunities and a solid economy, and consequently a perceived improved quality of life (see Appendix III: Group 4.)
Businesses' Typologies

Figure 2 presents the three groups of businesses emerging from the Correspondence Analysis. As in the case of entrepreneurs' typologies, group 3 corresponds to those entrepreneurs who did not complete the survey.

Figure 2: Businesses' Typologies

Source: Authors' own elaboration.

Group 1: Bootstrap Entrepreneurial Ventures

This group is made up of companies whose owners are mostly women and were found between the years 2000 and 2010. Even though their owners lacked experience in the specific sector where their businesses operate, this did not represent a relevant obstacle since their labor experience in the U.S. helped significantly. Most businesses conforming this group operate in management services and related areas, and they are established in states other than Texas. They tend to create between 10 and 50 employment positions. Normally, they have been created after 5 years their founders migrated to the U.S.

Trump’s presidency has not affected the performance of this group of businesses. A factor influencing this could be the time they have been operating since it allowed them to
consolidate their operations to become more resilient (see Figure 2 and Appendix IV: Group 1.)

Group 2: Strategic Capital Allocation

These businesses were founded in the last decade, between 2010 and 2019 from the identification of a business opportunity. These businesses were not recipients of any governmental aid. They are mostly small businesses that create between 1 and 10 employment positions or medium ones with over 50 positions. Most owners are men and attribute their business’ success to their work experience while in Mexico. These companies are established in Texas and operate in various fields such as education, entertainment, finance, coaching, science, and engineering. In comparison with group 1 companies, group 2 firms are constituted as associations integrated by two or more partners and tend to have operations both in Mexico and in the U.S.

Group 2 firms are started within families, and their performance depends to a high degree on how well-established networks are and whether they participate with pro-migrant business programs (see Figure 2 and Appendix IV: Group 2).

Association between entrepreneurs' profile and businesses' profile

A multinomial model was done aimed to identify which entrepreneur group influences the production of the observed business groups in the multiple correspondence analysis (see Table II).

Table II. Multinomial Model

```
Call: multinom(formula = TipoEmpr ~ CompEmpresarios$Grupo)

Coefficients:
            (Intercept) CompEmpresarios$Grupo2 CompEmpresarios$Grupo3 CompEmpresarios$Grupo4
Grupo2 0.4054549 -14.85966 0.7472421 1.6740114
Grupo3 -12.2410816 25.53295 -2.9114025 -0.1890994

Std. Errors:
            (Intercept) CompEmpresarios$Grupo2 CompEmpresarios$Grupo3 CompEmpresarios$Grupo4
Grupo2 0.5270462 1.616670e-04 0.7050376 1.184399
Grupo3 185.7982475 3.061973e+02 817.9935459 533.637434

Residual deviance: 54.02343
AIC: 70.02343

Source: Authors' elaboration.
```
The highlighted section refers to the estimations. The business clusters can be found in the rows, including only Group 2 and 3 since Group 1 is the base category for interpretation.

The columns display entrepreneurs clusters, made up of Groups 2 and 4 since Group 1 is the base category for interpretation.

To better understand the model and analyze the possible causation relationships in probabilistic terms, the probabilities for each Group are presented in Table III.

<table>
<thead>
<tr>
<th>Group</th>
<th>Business 1</th>
<th>Business 2</th>
<th>Business 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneur 1</td>
<td>40,0%</td>
<td>60,0%</td>
<td>0,0%</td>
</tr>
<tr>
<td>Entrepreneur 2</td>
<td>0,0%</td>
<td>0,0%</td>
<td>100,0%</td>
</tr>
<tr>
<td>Entrepreneur 3</td>
<td>24,0%</td>
<td>76,0%</td>
<td>0,0%</td>
</tr>
<tr>
<td>Entrepreneur 4</td>
<td>11,1%</td>
<td>88,9%</td>
<td>0,0%</td>
</tr>
</tbody>
</table>

Source: Authors' elaboration.

It can be observed that Group 1 entrepreneurs have a higher probability (60%) of belonging to business Group 2, with a 40% probability of belonging to business Group 1.

Group 2 entrepreneurs have a 100% probability of belonging to business Group 3. It is important to remember that this group is made up of respondents who did not complete the survey.

Entrepreneurs in Group 3 have a higher likelihood of belonging to business Group 2, with Group 4 entrepreneurs having the highest probability of making up businesses from Group 2.

As seen in Table III, Group 1 of entrepreneurs showcases medium-high probabilities of establishing both Businesses Groups 1 and 2 since they generate between 10 and 50 employment positions. Most businesses were likely founded in years closer to 2010. The activities undertaken in both business typologies are administrative or of a similar nature.

Group 2 of entrepreneurs, constituted mostly of those who did not complete the survey, show a 100% probability of establishing Type 3 businesses. This portrays the homogeneity previously mentioned between the type of business and the type of entrepreneur.
Entrepreneurs from Group 3 are 76% likely to start Type 2 businesses, with a 24% chance of them starting Type 1 businesses.

Entrepreneurs from Group 4 have a very high probability (80.90%) of creating type 2 businesses and a mere 11.10% of creating Type 1 businesses.

Business Typology 2 is shared by two entrepreneur Groups with different profiles, whose main distinctive characteristic is belonging to different generations, initially coinciding with older generations but ultimately replacing them in various activity sectors.

Discussion

Entrepreneurs’ Typologies

Based on the different profiles previously described as part of the qualitative and quantitative analyses, seven typologies of Mexican high-skilled migrants living in the U.S. emerge, for which we propose the following terms (see Table IV).

The *Commuter* entrepreneur is that one that lives in the U.S. but preserves his/her business in Mexico, thus he/she travels back and forth between Mexico and the U.S. A second type is the *Expat-Preneur* who initially migrated to the U.S. as a high-ranked executive of a multinational corporation but when his/her mission ended, the entrepreneur decided to stay in the U.S. along with his/her family and became a self-initiated expatriate.

Although among the interviewees there were no millennials, many informants referred to the third and fourth kinds of entrepreneurs that make up this typology. The third type of entrepreneur is the *Well-Off Millennial* who starts a business in the U.S. with the support of a sound family economic legacy. There is another kind of millennial entrepreneur, the *Stubborn Millennial*, who migrates to the U.S. to start a business in a knowledge-driven sector but he/she has to look for financial support. Many of them get an undergraduate or graduate degree in the U.S.

Informants also referred to another kind of entrepreneur that we have called the *Tycoon-Preneur* who is a Mexican migrant entrepreneur with a consolidated economic fortune who opens in the U.S. a private wealth management family office.
Some Mexican migrant entrepreneurs fall in the category of Comprehensive-Preneur who illustrates the American Dream because they arrived in the U.S. under precarious economic conditions but through hard effort become successful entrepreneurs. This type of entrepreneur is part of the mainstream community and his/her level of integration is full fundamentally due to his/her recognized social work both in the host and home societies. Finally, most Mexican migrant entrepreneurs belong to the Self-Made Entrepreneur category who is a highly qualified entrepreneur who depends on his/her business to survive in the U.S. and who achieves a satisfactory standard of life through hard work and vision.

Based on the characteristics of the expat-preneurs and of the self-made entrepreneurs, we could infer that women mainly migrate to the U.S. as corporate employees who eventually undertake their own business whereas most men migrate as entrepreneurs since the outset.

The identification of Mexico's institutional weaknesses as migration motivations is transversal to all the typologies but some institutional factors are more or less relevant for each group. Nevertheless, some entrepreneurs do not leave Mexico due to its institutional weaknesses but due to other personal and family reasons not necessarily linked to negative factors in Mexico (See Appendixes III and IV).

In general, the profile of high-skilled Mexican migrant entrepreneurs portrays a different relationship's dynamic within them than the one taking place among traditional low-skilled Mexican migrants. Whereas the latter is more collectivistic and empathetic, the former is individualistic, competitive, and mistrustful. This can find an explanation in the profile of the skilled migrant entrepreneur since when he arrives in the U.S. with social background, with certain financial capital, and with high self-esteem, his need to establish ties with co-nationals is less urgent. Also, the type of relationship established through co-ethnic networks is very different from the networks formed by traditional low-skilled migrants since they are not based on economic and/or labor support but rather on social support.

Differences between the profile of Mexican entrepreneurs living in Texas (Group 3: Figure 1) and the profile of Mexican entrepreneurs living in other states (Group 1: Figure 1).

Migratory procedures, certification processes, and social and institutional discrimination are among the main entry barriers migrants who live in other states than Texas face. However,
for Mexican migrants living in Texas social and institutional discrimination does not seem to be a hindering determinant. Group 3 is constituted mostly by men, which could influence a lower perception of discrimination. In Texas, entrepreneurs create around 1 to 10 employment positions, whereas in other states they create between 10 and 50 positions.

For Group 1, the U.S.’s solid institutional context explains why they choose to stay in the country. Likewise, one of their main reasons to migrate was the search for a better quality of life and better economic conditions. Factors such as higher quality of education, an attractive business environment with better employment opportunities, and friends already living in the U.S. are important to them to a lesser extent. In the case of Group 3, the only noteworthy reason to migrate was education but was not given high relevancy among respondents. As for Group 1, entrepreneurs founded their businesses before 2000, while Texas harbors younger entrepreneurs and considerably younger businesses, most of which were founded after 2010. Dallas is a perfect example, with its recent becoming of a logistics hub attracting thousands of entrepreneurs.

Despite the many differences between Group 1 and Group 3, both groups of entrepreneurs displayed satisfaction with their personal and family lives in the U.S.

Within Group 1, several co-national networks have been identified before migrants’ arrival to the U.S., but in the case of those migrants who arrived in Texas, these networks were identified after their arrival. This could be related to the fact that in Group 1, the insertion is given under Junior or Senior positions in the corporate sector, while in Group 3 the insertion takes place under entrepreneurial endeavors, which forces them to seek advice from expert consultants. The difference could be explained by an inverse relationship in risk appetite between corporate and entrepreneurial migrant profiles. Another influencing factor could very well be gender itself since women tend to be more plan-oriented and careful. Group 1, mostly conformed by women, refers to the difficulty for gaining legitimacy and credibility as a Mexican entrepreneur in the U.S. while this aspect does not stand out in Group 3.

There is also a significant difference in age between entrepreneurs, with Group 1 being made up mostly by migrants in their 40’s while Group 3 is mostly made up of migrants in their 50’s.
For Group 1, bureaucracy and insecurity in Mexico are constitutional conditions that motivated their decision to migrate. In the case of Texas, bureaucracy and corruption play a significant role, though they are not determinant factors. Among the main reasons that explained Group 1's stay in the U.S. is Mexico's institutional weakness contrasted with strong institutions in the U.S. Group 1 also reports a migratory process that is not yet concluded, while the Group that lives in Texas shows an established migratory status. This could be related with the mode of insertion into the U.S., which in the case of Group 1 is through a Junior or Senior position, while it is most likely that Group 3's insertion process takes place through an entrepreneurial project, making the migratory process more straightforward for a committed-upon period.

Both Group 1 and Group 3 are made up of married respondents. Those who live in states outside of Texas obtained their professional degree in other countries, while those from Group 3 obtained it in Mexico. This makes sense since by getting international education, Group 1 was able to develop a global mindset further influencing their decision to migrate. While those in Group 1 are sole owners of their business, those in Group 3 prefer to go into partnerships with one or more people. This could be explained by the time already spent working in the U.S. by inserting themselves as corporate employees, allowing them to gain sufficient knowledge of the market, its practices, processes, and regulations and understand how leveraging strategic partnerships can help them establish their operations more smoothly. Also, given that most businesses founded by Group 3 were started after 2010, they most likely have not overcome the experience curve, forcing them to seek partnerships. Younger companies also usually represent smaller operations, which explains why companies in Group 1 are more consolidated and grow at higher rates than those in Group 3. Another distinction is that entrepreneurs from Group 1 did not frequently visit the U.S. before migrating there whereas Group 3 did.

**Businesses' Typologies**

As for the businesses that Mexican migrant entrepreneurs undertake (see Table IV), their age and level of education, as well as the place where they got their undergraduate and/or graduate degrees, do influence the kind of businesses they undertake. In general, it can be identified that businesses undertaken by Mexican migrant entrepreneurs differ according to
the typologies previously proposed. As for the *Commuters*, they tend to carry out entrepreneurial projects in very diverse industries ranging from manufacturing goods to basic services (e.g. cinemas) or high-level services (e.g. specialized legal counseling). These businesses tend to target Hispanic consumers. They create at least 10 employments positions and are constituted through partnerships. The *Expat-Preneurs* tend to operate within services related to the sector where they got expertise while working for MNCs, which are also usual services. They target the mainstream community and tend to be owned by solo-preneurs. *Well-Off Millennials* tend to keep their parents' businesses but they introduce technological modifications or they adjust the business concept. They tackle the mainstream community and create employment positions. *Stubborn Millennials* oftentimes undertake businesses in the information technology sector developing software applications aimed to facilitate and democratize the use of different services based on shared economies' principles. They tend to be solo-preneurs who operate the business by themselves and target the mainstream community. As mentioned before, the *Tycoon-Preneurs* operate within a niche business dedicate to manage the financial assets of their wealthy families. *Self-Made Entrepreneurs* undertake business ventures within the services sector such as import-export, marketing, consultancy, real estate, training, construction and repair, and financial services. Their businesses are small or medium-size which creates 5 to 10 job positions, and these entrepreneurs work either as solo-preneurs or with partners. They tend to target the Hispanic market. *Comprehensive-Preneurs* tend to operate in the services sector (e.g. restaurants, fresh food distribution), and eventually either they continue operating within the same sector but at a large scale or they diversify their businesses to other services such as consultancy. They start targeting co-nationals, later they expand their offer to Hispanics, and ultimately they target the mainstream community. Most of the times they start operating a small or medium-sized business, which becomes a large one. Consequently, they create a significant number of job positions and tend to work under a single-owner structure without business partners.
Table IV. Typology of Mexican Entrepreneurs Living in the U.S. and of the Businesses They Undertake

<table>
<thead>
<tr>
<th>Entrepreneur Typology</th>
<th>Characteristics</th>
<th>Businesses undertaken</th>
</tr>
</thead>
</table>
| Commuters             | Preserve their business in Mexico, thus they travel back and forth between Mexico and the U.S. | - Operate in diverse industries.  
- Mainly located in Texas.  
- Target the Hispanic Market.  
- Create at least 10 employment positions.  
- Go into partnerships. |
| Expat-Preneurs        | Initially migrated to the U.S. as high-ranked executives of MNCs and decided to stay (along with their families) and became self-initiated expatriates. | - Operate in services related to the sector they previously worked in.  
- Target the mainstream community.  
- Solo-preneurs. |
| Well-Off Millennials  | Start a business in the U.S. with the support of a sound family economic legacy. | - Focus on introducing technological innovation or a new business concept to an established family business.  
- Target the mainstream community.  
- Create multiple employment positions. |
| Stubborn Millennials  | Migrate to the U.S. to compete in the knowledge-driven sector and to raise capital for their business. Many of them possess a graduate/undergraduate degree from a U.S. university. | - Operate in the IT sector developing software applications.  
- Solo-preneurs.  
- Target the mainstream community. |
| Tycoon-Preneurs       | Migrant entrepreneurs with consolidated wealth who open a private wealth management family office. | - Operate within a niche business dedicated to manage the financial assets of their wealthy families. |
| Self-Made Entrepreneurs | Highly qualified entrepreneurs who depend on their business to survive in the U.S. and who achieve a satisfactory standard of life through hard work and vision. | - Undertake business ventures within the services sector such as import-export, marketing, consulting, and financial services.  
- Small and Medium Enterprises.  
- Create 5-10 job positions.  
- Mostly target the Hispanic market.  
- Sole owners of their business. |
| Comprehensive-Preneurs | An illustration of the American Dream since they arrive in the U.S. under precarious economic conditions, but became successful through their efforts. They are now part of the mainstream community, and their level of integration is fundamentally due to their recognized social work. | - Operate businesses such as restaurants or fresh food distribution. Eventually they either continue operating in the same industry or diversify to other services.  
- Begin targeting co-nationals, later expand to Hispanics and eventually the mainstream market.  
- Begin operating as an SME then evolve into large businesses.  
- Create a large number of employment positions.  
- Tend to be sole owners of their business. |

Source: Authors' elaboration.

Differences between the profile of businesses undertaken by Mexican entrepreneurs living in Texas (Group 2: Figure 2) and the profile of businesses undertaken by Mexican entrepreneurs living in other states (Group 1: Figure 2).

Businesses established by Mexican migrant entrepreneurs living in Texas (Group 2) are mostly operated by men, while those in Group 1 are mostly driven by women. In Texas, business owners have a resolved migratory status. Their companies have less than 10 years of operation, and generate between 1-10 employment positions, while Group 1 companies
are much older and create between 10-50 employment positions. In Group 2 companies, the labor experience acquired in Mexico by their owners has had a positive impact, while in Group 1 companies, the labor experience acquired in the U.S. by their owners has had a stronger impact. Texas hosts various sectors, from energy, entertainment, science, and engineering. Group 1 is made up of companies operating in administrative and other related services such as H.R., Marketing, and commerce. Group 2 companies tend to operate in partnership and are usually involved in cross-border operations. We suppose that Group 1 companies only operate in the U.S. because of their larger geographic distance from Mexico and because they emerge as a consequence of a long stay of their founders in the U.S., which makes it difficult to keep links with Mexico. Group 2 companies can surge from within the family or due to solidarity rather than from the identification of a business opportunity. The U.S.’s support towards pro-migrant businesses is a factor that affects business performance, but not to a relevant degree. For this group, networks are very important. Group 2 companies were created in response to personal motivations such as goals, aspirations, or life strategy, but these motivations played a minor role in their decision making. Group 1 companies are usually opened after 5 years of their owners' arrival to the U.S. and have not been affected by Trump’s presidential administration (see Figure 2).

Conclusions

Through this research, we developed a typology of Mexican migrant entrepreneurs living in the U.S. and we differentiated it from those Mexican entrepreneurs living in Texas. Another objective of the study was the development of a typology of the businesses undertaken by Mexican entrepreneurs in the U.S. In this sense, we found two distinctive groups of businesses and we also identified some interesting differences between businesses undertaken by Mexican entrepreneurs in Texas and those undertaken in other states. The multinomial analysis allowed us to establish an association between the typology of entrepreneurs and that of the businesses they have created.

This work contributes to existing knowledge of high-skilled migration by proposing nascent concepts such as the typology of Mexican migrant entrepreneurs living in the U.S. Until now, a generic label has been used to refer to the entrepreneur even though the range of profiles of Mexican migrant entrepreneurs in the U.S. is very wide. The findings of this research
demonstrate the heterogeneity of profiles of Mexican migrant entrepreneurs living in the U.S. Such heterogeneity emerges from the combination of a broad set of variables such as age, economic resources, migration status, migration motivations, level of integration within the host society, and the kind of competences, knowledge, and skills that these entrepreneurs possess. Moreover, the set of variables determining the profile of Mexican migrant entrepreneurs has a direct influence on the characteristics of the businesses these entrepreneurs undertake. For instance, their age is closely related to the kind of sector where they operate, their economic resources define to a great extent their migration status and consequently the type of businesses in which they invest. Their migration motivations lead entrepreneurs to look for short or long-term business undertakings, their economic resources also determine the structure of the business as a single-owner firm or as a partnership. Their motivations, business mindset, and level of integration in the U.S. define the sustainability of the firm. As for their knowledge, competences, and skills, they also affect the sector where entrepreneurs are able not only to undertake a business but to maintain it and scale it.

Much of the migration literature focuses on the obstacles and challenges that traditional low-skilled Mexican migrants face in the U.S. but little is discussed about the hurdles that high-skilled migration also goes through. Even when the situation of the former cannot be compared with that of the latter in terms of economic and social vulnerabilities, it is worth mentioning that high-skilled migration is not exempt from difficulties. Although Mexican migrant entrepreneurs are most of the times opportunity-driven migrants, they encounter racism, unrecognition of their qualifications, fierce competition, cultural challenges, economic uncertainty, and a questionable higher quality of life (i.e. higher wages but also higher living cost, the do-it-by yourself culture, resignation to family and friends, loss of social recognition they enjoy in Mexico). Many entrepreneurs also refer to aspects such as how hard it is for a foreigner to succeed, the stigmas around Mexican migration, the discrimination, the underemployment, and the difficulty to find the right place in the corporate and the business worlds being Mexican.

Integration to the U.S. community is thus a challenge for these high-skilled migrants. Mexican entrepreneurs could significantly improve their incorporation into the U.S. society through the involvement in philanthropic activities since this is a core characteristic of
American society, and most Mexicans do not yet participate in this kind of activities nor they seem interested in doing it. Mexican entrepreneurs' children have to be educated to participate in volunteering to cultivate this responsible civic behavior from an early stage of their life. As for the role of co-ethnic associations in terms of integration to the host society, they have the potential to become key players but they have to reorient their strategy. For example, it would be very beneficial for their members if these associations offer concrete services such as the coaching of experts assisting entrepreneurs in dealing with specialized topics such as accounting principles, legal issues, export-import practices, etc. Conforming or integrating associations that target Hispanic migrant entrepreneurs instead of only Mexican migrant entrepreneurs can potentiate the positive effects of these networks (e.g., Colaborativo IT DWF, Hispanic100).

In terms of public policies, from the U.S. side, the recent anti-immigrant rhetoric of the current government administration does not only affect traditional low-skilled migrants but high-skilled migrants as well. More restrictive migration policies do alter in different ways (level of investment, level of uncertainty, clients' perceptions, the response of the mainstream community) the performance of businesses of Mexican migrant entrepreneurs. This may have a long-term effect on the U.S. entrepreneurial ecosystem. For example, foreign young people who were considering studying their undergraduate or graduate programs in the U.S. through an H1B visa, Mexican students among them, are starting to perceive the U.S. as a hostile country for foreigners. Indeed, many of these students may become future entrepreneurs that the U.S. is potentially losing. In the same vein, stricter policies around visas such as the EB-5 and the uncertainty surrounding the TN visa may push entrepreneurs to look for other host country alternatives.

From the Mexican side, the government has to harness the existence of previous transnational initiatives that brought together high-skilled Mexican migrants living in the U.S. to recover their knowledge and experience around different cross-border, legal, cultural, and investment topics. It is palpable that Mexican migrant entrepreneurs have a strong and genuine desire of keeping links with their home country not only at a nostalgic level but at a more pragmatic and concrete level by contributing to implement specific social and economic initiatives (e.g. education in vulnerable areas, transfer of technology and best practices to micro and small
companies, participation in public-private partnerships). Despite the austerity measures the Mexican government is committed to, it is possible to keep and even improve the links with the entrepreneurial diaspora in the U.S. through the joint participation of business leaders, opinion leaders and representatives of the Mexican government in the U.S. (i.e. consuls that have had an outstanding performance in some states) in forums that identify viable transnational projects and that determine methodologically how to implement those projects. Although this implies the responsibility of the different stakeholders involved (businessmen, associations, academia, and government), a leading group of each project would have to be defined, based on its nature that assumes responsibility and ensures the effectiveness of each project.

Notwithstanding the relatively limited sample, this work offers valuable insights into the behavior and the heterogeneity of the recent wave of Mexican entrepreneurial migration to the U.S. Further work needs to be done to expand the comparison with other states through a larger sample to determine whether there are significant differences between entrepreneurs according to their gender or the generation they belong to.

References


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APPENDIX I

IN-DEPTH INTERVIEW GUIDE

Presentation of researchers.

Objective of the study: To develop a typology of the Mexican migrant entrepreneurs and of their businesses, as well as identify if they get involved or not in transnational activities.

1. According to your experience regarding Mexican migration issues, do you identify any type of business in which Mexican entrepreneurs are more frequently incurring when they come to the United States, or is the type of activity they are engaged in very diverse?

2. Do you identify non-traditional U.S. cities in which the presence of Mexican migrant entrepreneurs has increased or do they continue to operate in traditional migration cities such as Chicago, New York, Los Angeles, Houston?

3. In terms of motivations of Mexican entrepreneurs to migrate to the U.S., do you consider that their reasons have changed in recent years? What are these reasons in general?

4. What importance do you think that professional networks such as the AEM have for these Mexican entrepreneurs?

5. From your point of view, are these entrepreneurs integrated into the mainstream community or do they remain within their co-ethnic communities?

6. Based on what you have researched, do the businesses undertaken by Mexican entrepreneurs tend to be micro, small, medium or large? Do these businesses survive or are they likely to disappear after a certain time? Are these businesses self-operated or do they create employment positions?

7. Is it common for these Mexican entrepreneurs to partner with other Mexican businessmen or do they create their businesses by themselves?

8. What kind of perception does the U.S. mainstream community have about Mexican entrepreneurs in the United States? Is it positive or rather negative?
9. How do you perceive the migratory environment in the United States for this new wave of Mexican entrepreneurs who come to this country? Is it favorable, unfavorable, is it uncertain? Could President Trump's recent initiatives favor the increase of Mexican entrepreneurs in the US?

10. Do you perceive significant differences in the labor and social environment in different cities of the United States (such as Houston, San Antonio, Dallas, Chicago, Miami, Los Angeles, etc.) regarding Mexican migrant entrepreneurs or are these environments similar?

INTERVIEWED DATA:

First name:

Position:

Company / Institution:

City in the United States:
APPENDIX II

MEXICAN ENTREPRENEURIAL MIGRATION SURVEY

This survey aims to develop a typology of Mexican migrant entrepreneurs today, and to identify the kind of business ventures they are undertaking and the places where they are deploying their investments. The development of this typology would allow the identification of potential areas of innovation so that the US and Mexican governments and the private sector of both countries reorient their efforts to promote synergies between entrepreneurs. The information provided by respondents will be treated confidentially and will be only used for research purposes.

INSTRUCTIONS: Please select one answer in each question. Otherwise, you will find a specific direction in those questions in which you can choose more than one response and/or you are asked to order them according to the importance you give to each aspect.

PERSONAL DRIVERS (ENTREPRENEUR-LEVEL)

In the next three questions, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).

1. What were your main extrinsic financial reasons for emigrating from Mexico to the USA?
   - Higher earnings ______
   - Reduction of expenses ______
   - Inflationary tendencies ______
   - Local taxation issues ______
   - Various kinds of allowances ______
   - Other (please specify)________________________

2. What were your main extrinsic non-financial reasons for emigrating from Mexico to the USA?
   - Career development opportunities ______
   - Life quality ______
   - Family ______
   - Work environment ______
   - Workload ______
   - Networks ______
   - Education ______
   - Business-friendly environment ______
   - Other (please specify)________________________

3. What were the main Mexico's institutional weaknesses that motivated your decision of emigrating from Mexico to the USA?
   - Insecurity ______(Specify the type of insecurity ________________)
   - Talent shortage ______
   - Corruption ______
o Impunity 
- Inefficient bureaucracy 
- Extortion 
- Other (please specify) __________________________

In the next four questions, you can select more than one answer.

4. What kind of personal resources have you used to overcome, steer or change the host (USA) institutional context?
- Specialized knowledge
- Specific skills and competencies
- Previous work experience
- Networks
- Consultants and other experts
- Other (please specify) __________________________

5. What kind of skills and competencies have you developed as a result of your migration to the USA?
- Innovativeness
- Risk-taking
- Proactiveness
- Competitive aggressiveness
- Autonomy
- New knowledge not related to my academic qualifications
- Other (please specify) __________________________
- I have not developed any particular skill or competence as a result of the migration experience

SOCIO CULTURAL DRIVERS

6. Did you know somebody in the USA before migrating there who might support you in the migration process?
- Family Native from the USA. Please specify the type of relationship
- Family Non Native from the USA. Please specify the type of relationship
- Non-family Native from the USA. Please specify the type of relationship
- Non-family Non-Native from the USA. Please specify the type of relationship
- I didn't know any person in the USA before migrating here

7. Where does your family (spouse/partner and children) live?
- In Mexico
- In the USA
- They move in between Mexico and the USA
- Spouse lives in Mexico and children in the USA
- Children live in Mexico and spouse in the USA
- Somewhere else (in a different country, other than Mexico or the USA)
- I do not have spouse or children

In question number 8, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).

8. Why did you decide to live in the specific city where you live?
   - Social ties ______
   - Resources (monetary, technological, natural, infrastructure…) ______
   - Business opportunities ______
   - Institutional conditions (security, quality of education for children, adequate municipal administration, civic behavior…) ______
   - Other (please specify)___________________________

9. When did you identify co-nationals' networks?
   - Before coming to the USA
   - Once in the USA
   - I have not yet identified a co-national network

10. When did you identify native networks?
    - Before coming to the USA
    - Once in the USA
    - I have not yet identified a native network

In question number 11, you can select more than one answer.

11. What kind of formal associations do you belong to in the USA?
    - Native (USA) social associations
    - Ethnic social associations (associations integrated by co-nationals)
    - Native (USA) business associations
    - Ethnic business associations (associations integrated by co-nationals)
    - Third country (other than Mexico and USA) social associations
    - Third country (other than Mexico and USA) business associations
    - I do not belong to any association

12. How often do you have an active involvement in these associations?
    - Never
    - Rarely
    - Several times a month
    - Several times a week
    - Every day

13. What is your perception regarding a co-migrant community (understood as other migrants with whom you share common interests and circumstances)?
    - I feel part of a co-migrant community integrated by Mexicans
    - I feel part of a co-migrant community integrated by Hispanic people
o I feel part of a co-migrant community integrated by migrants from different countries
o I feel part of the mainstream community
o I do not feel part of any ethnic nor mainstream community

14. How often do you spend time with US native people?
o Never
o Rarely
o Several times a month
o Several times a week
o Every day

MARKET/BUSINESS- LEVEL DRIVERS

15. Where does your business operate?
o In Mexico
o In the USA
o Both in Mexico and the USA
o In other country than Mexico or the USA

16. Did you try to settle in a different city than the city you currently reside/do business in?
o Yes
o No

17. Have you found specific cities/states more welcoming for Mexican business entrepreneurs than others?
o Yes
o No

18. What makes a difference?
o More business opportunities
o Friendlier environment for Mexicans
o More Mexican/Hispanic people
o Less discrimination
o More affordable cost of living
o Other (please specify)____________________
o I did not find a more welcoming city/state than the one where I currently reside/do business

**In the next two questions, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).**

19. Why did you decide to establish your business in the specific city where it is?
o Social ties ______
o Resources (monetary, technological, natural, infrastructure …) ______
o Business opportunities ______
Institutional conditions ______

20. What was the main motivation behind your venture creation?
   o It was driven by a survival need ______
   o It was driven by an identified business opportunity ______
   o It was driven by family or solidarity issues ______
   o It was driven by personal motivations (professional goals, life strategy, dreams) ______
   o I was driven by pre-migration entrepreneurial experience ______
   o It was driven by host government (USA) support in terms of pro-immigrant business programs ______

21. What was the time lapse in between arriving in the USA and implementing your business venture?
   o Less than a year
   o Between 1 and 3 years
   o Between 3 and 5 years
   o Between 5 and 7 years
   o More than 7 years

22. What market(s) does your business target?
   o Mexico markets targeted from the USA
   o Mexicans and Mexican migrant communities in the USA
   o U.S.-born Hispanics
   o Migrants from different countries
   o Non-Hispanic U.S.-born populations
   o Mainstream market (integrated by all the above groups)

In the next three questions, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).

23. What has been the main personal obstacle to undertake your business?
   o Lack of language proficiency ______
   o Lack of technical education ______
   o Lack of experience in the sector ______
   o Lack of personal confidence ______
   o Lack of financial resources ______
   o None ______

24. Which of the following groups has been involved in the undertaking of your business venture?
   o Immediate family ______
   o Extended family (cousins, uncles) ______
   o Distant family ______
   o Nonfamily members ______ Share who __________________
25. What kind of support have you received from your family in your business venture?
   o Financial support ______
   o Initial feedback ______
   o Input about a business idea______
   o Operational support ______
   o Emotional support ______
   o I have not received any kind of support

26. What kind of group has influenced the most or provided the most support for the creation and execution of your business?
   o Family (immediate and extended relatives)
   o Co-nationals
   o Other immigrants
   o US natives
   o I have been completely autonomous in the creation and execution of my business

27. How important has been belonging to specific networks for your business success?
   o Unimportant
   o Somehow unimportant
   o Somehow important
   o Important
   o Very important

28. Which of the next aspects has impacted the most positively your business?
   o My educational attainments
   o My home country (Mexico) labor experience
   o My host country (USA) labor experience
   o The groups (institutions, chambers of commerce, trade organizations, universities) I have affiliated to while in the USA
   o The groups (institutions, chambers of commerce, trade organizations, universities) I have affiliated to while in Mexico

29. How easy or difficult has been to develop legitimacy and credibility as a Mexican entrepreneur in the USA?
   o Very difficult
   o Difficult
   o Neither difficult nor easy
   o Easy
   o Very easy

30. How has the new US administration affected your business?
   o It has created new growth opportunities
   o It has depressed new growth opportunities
   o Nothing has changed
In the next three questions, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).

31. Has any of the following aspects impacted (positively or negatively) your business venture?
   - NAFTA renegotiation ______
   - Partners' change or new partners joining the business ______
   - Merger or acquisition ______
   - Currency depreciation or appreciation ______
   - USA governmental policies ______
   - Mexico governmental policies ______
   - Political or social environment changes ______
   - None of the above aspects has impacted my business

COUNTRY-LEVEL MACRO DRIVERS / INTEGRATION

32. What kind of barriers have you experienced which render your social and labor integration difficult?
   - Certification processes ______
   - Migration policies ______
   - Societal or institutional discrimination ______
   - No recognition of academic credentials ______
   - I have been downgraded in terms of job occupation ______
   - I have not experienced any barrier

33. How was your insertion into the US labor market when you just arrived from Mexico?
   - I experienced unemployment
   - I experienced underemployment
   - I started at entry-level or junior positions in a company
   - I started at a senior position in a company
   - I started immediately with my business

34. Has the USA market/business environment influenced the kind of entrepreneurial activity you currently undertake?
   - Yes, I used to work in a different sector while in Mexico and here in the USA I am currently undertaking a business venture in a different industry.
   - Yes, although my business operates within the same sector as the one while I was in Mexico, here in the USA this sector behaves differently and it demands different characteristics from my business.
   - No, my business still operates within the same sector as the one while I was in Mexico and it behaves similarly.

In question number 33, you can select more than one answer.

35. Have you received any kind of support for your business from governmental or non-governmental organizations (NGOs)?
   - Yes, I received support from the US government for my business venture.
o Yes, I received support from a US NGO for my business venture.
o Yes, I received support from a foreign NGO for my business venture.
o Yes, I received support from the Mexican government for my business venture.
o Yes, I received support from a Mexican NGO for my business venture.
o No, I did not receive any support from governmental or NGOs for my business venture.

36. How satisfied have you been up to now with your personal/family life in the USA?
o Completely unsatisfied
o Unsatisfied
o Neither satisfied nor unsatisfied
o Satisfied
o Completely satisfied

37. How satisfied have you been up to now with your business endeavor in the USA?
o Completely unsatisfied
o Unsatisfied
o Neither satisfied nor unsatisfied
o Satisfied
o Completely satisfied

In the next question, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).

38. What are the main reasons that explain your stay in the USA?
o Solid institutional context (transparency, flexible labor regulations, well-developed infrastructure, certain fiscal regulations…) ______
o Mexico's weak institutional context (inefficient bureaucracy, corruption, nepotism, organized crime…) ______
o Family reasons ______
o Education purposes ______
o Economic situation ______
o Management of my own business ______

TRANSNATIONALISM

The next questions deal with transnationalism, which refers to the engagement that an entrepreneur keeps simultaneously with his/her country of origin and country of residence or with another country due to personal, social, economic or political reasons.

39. How often do you travel to Mexico?
o Never
o Rarely
o Several times a month
o Several times a week
o Every day
40. Are you currently planning/undertaking a business opportunity in both the USA and Mexico?
   o Yes
   o No

41. Do you have entrepreneurial projects elsewhere (outside USA and Mexico)?
   o Yes
   o No

**In the next question, you can select more than one answer.**

42. What kind of transnational projects does the Mexican government foster among migrant entrepreneurs living in the USA?
   o Infrastructure construction
   o Technology development or transfer
   o Business consultancy
   o Cultural projects
   o I do not know about any governmental initiative of this kind

**In the next question, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).**

43. In your opinion, what actions, proposals or public policies should the Mexican government implement to cultivate the link with Mexican entrepreneurs abroad?
   o Public policies that support investment in the home country (housing, land, business, infrastructure) ______
   o Public policies that support import/export activities ______
   o Creating periodic knowledge-sharing forums ______
   o Fostering participation in Mexican political elections ______
   o Exhorting to participate in public festivities ______
   o Other (please specify) ____________________________________

**In the next question, you can select more than one answer.**

44. To what kind of cross-border organization (between Mexico and the USA) do you belong?
   o Industrial organization
   o Professional, alumni, cultural or inter-governmental organization
   o Political organization
   o Ethnic organization
   o I do not belong to any cross-border organization

**In the next question, you can select more than one answer. Please assign a number next to the answers that you select according to the importance that you give to each aspect (being 1 the most important).**

45. Why do you belong to a cross-border organization?
   o Pecuniary reasons ______
   o Altruistic reasons ______
In question number 44, you can select more than one answer.

46. In what kind of transnational immigrant activities have you been involved?
   - Economic (family remittances, investments, goods commerce)
   - Political (voting in Mexico's elections, membership and/or personal or financial support of Mexican political parties, following Mexico's general or political news)
   - Sociocultural (participation in sporting or religious activities related to the homeland, consumption of homeland media communication, use of independent compatriot webs related to the homeland)
   - Familiar (contact with family members, contact with friends, visits to country of origin, homeland influence on decision making, presence of homeland in daily life)
   - Other (please specify) _______________________
   - I have not been involved in any transnational immigrant activity

47. How frequent is your participation in transnational immigrant activities?
   - Never
   - Rarely
   - Several times a month
   - Several times a week
   - Every day

48. How often do you think about returning to Mexico?
   - Never
   - Rarely
   - Several times a month
   - Several times a week
   - Every day

DEMOGRAPHIC DATA:

Age:
Gender:
Marital status:
Number of children:
Degree:
Major/Discipline:
The country where you got your degree:
City in the home country:
City in the host country:
Year of arrival in the USA:
Number of previous visits to the USA before living there: Any / Few / Many
Pre-migration status:
   - Employed
Current migration status:
- American citizen
- Non-American citizen

Previous migration experiences in countries other than the USA:
- Yes
- No.

Years of work experience:

Field of past work experience: Commerce / Consultancy / Manufacturing / IT / Marketing / Science / HRM / Engineering

Current main business activity: Commerce / Consultancy / Manufacturing / IT / Marketing / Science / HRM / Engineering

Year of the foundation of your business in the USA:

Number of people employed in your business: Fewer than 10 employees / 10 to 49 employees / 50 to 249 employees / 250 or more people

Ownership of the company:
- Sole
- In partnership

Financial support of your business:
- Bank
- Own savings
- Independent investors
- Other:

Average number of employment (job) positions created by your business in the USA:

THANK YOU for contributing to this research. If you are interested in receiving the results of this research, please provide your email: ___________________
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<th>Variable</th>
<th>Variable</th>
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<td>32. ¿Cuál tipo de barreras se ha enfrentado que dificultan su integración?</td>
<td>Integración</td>
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<tr>
<td>QG1,2</td>
<td>31. ¿Cuál tipo de barreras se ha enfrentado que dificultan su integración?</td>
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<td>30. ¿Cuál es el promedio de empleo creados por su negocio en los últimos 6 meses?</td>
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<td>29. ¿Qué tan fácil o difícil ha sido desarrollar legalmente su negocio?</td>
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<td>28. ¿Cuáles son las razones principales que explican su estadia en el país?</td>
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<td>27. ¿Cuáles fueron las razones principales por las cuales decidieron emigrar?</td>
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<td>26. ¿Cuándo fue fundado su negocio? Por favor, anote el año al cual se refiere.</td>
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<td>25. ¿Cuál tipo de barreras ha enfrentado en su negocio? Por favor, anote el año al cual se refiere.</td>
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<td>24. ¿Cuál es el promedio de empleo en su negocio en los últimos 6 meses?</td>
<td>Empleo</td>
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<td>23. ¿En qué estado de los Estados Unidos ha vivido?</td>
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<tr>
<td>QG1,3</td>
<td>22. ¿En qué cinco ciudades más recientemente ha vivido?</td>
<td>Ciudades</td>
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<tr>
<td>QG1,2</td>
<td>21. ¿Cuál es su percepción sobre su estado de residencia?</td>
<td>Percepción</td>
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<tr>
<td>QG1,1</td>
<td>20. ¿Qué tan satisfecho ha estado con su vida personal/familiar en los Estados Unidos?</td>
<td>Satisfacción</td>
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<td>QG1,0</td>
<td>19. ¿Cuál es su percepción sobre su país de origen?</td>
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### APPENDIX IV

#### Grupo 1

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<td>52. ¿Cuál es su género?</td>
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**Nota:** Las categorías incluyen posiciones laborales, tiempos, estatus, etc.