

RESEARCH HANDBOOK ON
**Transnational
Diaspora
Entrepreneurship**

EE
Elgar

Edited by

Rolf Sternberg • Maria Elo

Jonathan Levie • José Ernesto Amorós



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12. Looking for the American dream? An intercultural management perspective on the business diaspora at the USA-Mexico border

Oscar Javier Montiel Méndez and Araceli Almaraz Alvarado

INTRODUCTION

Since the beginning of humanity, human beings have migrated. In the last century, starting with the Universal Declaration of Human Rights in 1948, the right to the movement of people was recognised, as well as to choose "residence in the territory of a State" (UN, 1948). These principles provide the opportunity to analyse how people experience their migration processes in search of a better job, higher wages, better education, or for family matters (Villa, 2006), as well as to safeguard physical integrity. The same statement indicates in article 14 that "in the event of persecution, everyone has the right to seek asylum, and to enjoy it, in any country". One kind of forced migration, can be analysed from two types of displacement, those that have been generated by conflicts and those caused by disasters. In 1951, the International Organization for Migration was established, with the goal of "[making] sure that migration is managed in an orderly and humane manner; promote international cooperation on migration issues; help find practical solutions to migration problems; and offer humanitarian assistance to migrants in need, whether they are refugees, displaced or uprooted people" (UN, 1948). Every year the number of people who emigrate from their places of origin has continued to grow. In 2019, according to the UN, the registered figure was almost 272 million worldwide, of which 48 per cent corresponded to women and 52 per cent to men (an increase of 1.4 million compared to 2017), while slightly more than 60 per cent corresponded to migrant workers (UN, 2021).

The USA-Mexico border (Figure 12.1) has the largest flow of people in the world, although the flows have changed in recent decades due to the implementation of restrictive policies and massive deportations by the United States (US), which has implied a positive migratory balance in most cases. The influx of non-immigrants has been from North America, because of rising immigration from Mexico (MEX), which might be for tourism, business, temporary work, or study, not to say that some of them did not have the intent to stay temporarily. In 2000, 4,125,998 Mexican non-immigrants entered the US, compared to 21,412,174 in 2019 (Grajeda,

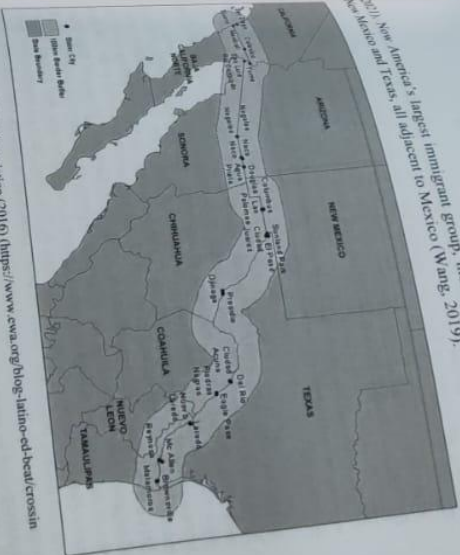


Figure 12.1 The US-MEX border
 source: Education Writers Association (2016) (<https://www.cw.org/blog/latino-ed-lead/crossin-potential/border-better-education>).

Table 12.1 shows the migration pattern from the Mexican states located along the US-MEX border, which have been showing a total decrease since the early 2000s, other than COahuila, less interest in the American way of life, or increasingly higher restrictions imposed in the USA. This behaviour does not reflect the displacements due to violence experienced in the country, particularly in the border areas, since the positive balance is suggested to hide this type of forced migration, massive population flows produced by wars, persecution, disasters and other consequences of global change (Foxen, 2021). According to the International Organization for Migration (IOM, 2019), forced migration can be defined as a migratory movement that, although the drivers can be diverse, involves force, compulsion or coercion. Masterer & Rodriguez (2019) highlight there are no official figures for this type of displacements in the interior and outside of Mexico, particularly after the implementation of the so-called "the war against drug trafficking in 2006". However, considering the Displacement Monitoring Center (IDMC) the authors mention that between 2009 and 2017 about 345,000 people were directly displaced inside the Mexican territory for causes associated with insecurity in their communities of

RESEARCH HANDBOOK ON Transnational Diaspora Entrepreneurship

'This Research Handbook mirrors the transnational innovation phenomenon that it studies: The tome shares data and perspectives crafted by scholars from around the world, whose ideas have been honed through transnational experience and interaction, resulting in novel and impactful outcomes. The compilation of this foundational knowledge in one place is game-changing.'

Liesl Riddle, Dean, The George Washington University, USA

'This book offers a comprehensive analysis of transnational diaspora entrepreneurship, its impact on the economies of the home and host countries and its challenges. It is a great Research Handbook for international entrepreneurship scholars, but also for the governments, international institutions and other organizations engaged in the promotion of transnational activities of diaspora entrepreneurs.'

Elie Chrysostome, Ivey Business School, Canada

'The Research Handbook on Transnational Disapora Entrepreneurship presents a comprehensive and contemporary view of one of the most pressing issues facing our global economies: immigration and its potential economic and entrepreneurial implications. The Research Handboo effectively asks how various ecosystems might be adapting (or effectively adapt, by implicit comparison) to the growing numbers of immigrants and return migrants globally. Never before has such a diverse and extensive compendium focusing on this important subject been assembled – and as an active researcher, I find it a particular pleasure to see such high quality and comprehensive material in one convenient location.'

Benson Honig, McMaster University, Canada

This comprehensive *Research Handbook* provides insights into entrepreneurship across a range of country contexts, migration corridors and national policies to provide a collection of conceptual, empirical and policy-focused findings addressing transnational diaspora entrepreneurship. Chapters illustrate the phenomenon, considering what it is, how it works and how it is regulated.

Contributions from top scholars in the field underline the view that transnational diaspora entrepreneurship is a socio-cultural as well as an economic phenomenon of increasing worldwide relevance in shifting economic, technological and political landscapes. Conceptual and methodological developments are presented from multiple perspectives, embedding unique country- and context-based empirical research. Split into four key thematic sections, this *Research Handbook* first provides readers with an overview of the topic, before delving into country-specific case studies, migration corridors and their impacts, and then finally exploring the policy implications.

Rolf Sternberg is Professor of Economic Geography in the Institute of Economic and Cultural Geography at Leibniz University Hannover, Germany, **Maria Elo** is Associate Professor in the University of Southern Denmark, Professor at the BRIIB Institute at Shanghai University, China, and Adjunct Professor at Åbo Akademi University, Finland Associate Professor in the University of Southern Denmark, Professor at the BRIIB Institute at Shanghai University, China, Adjunct Professor at Åbo Akademi University, Finland, and Migration Fellow at the Migration Institute of Finland, **Jonathan Levie** is Professor of Entrepreneurship and Regional Development in the J.E. Cairnes School of Business and Economics at the University of Galway, Ireland, and **José Ernesto Amorós** is Professor of Entrepreneurship in the EGADE Business School at Tecnológico de Monterrey, Mexico, and Adjunct Visiting Professor in the School of Business and Economics at Universidad del Desarrollo, Chile.

Edward Elgar
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The Lypiatts, 15 Lansdown Road, Cheltenham, Glos GL50 2JA, UK
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Looking for the American Dream? An intercultural management perspective on the business diaspora in the USA-Mexico border

Oscar Javier Montiel Mendez
Araceli Almaraz Alvarado

Abstract

The migration phenomena have been mostly approached from the low-skilled, low socioeconomic Mexican migrants to the USA. Understudied, both empirically and theoretically, are the entrepreneurs that, living in the USA-Mexico border, one if not the most important dividing line in terms of migration in the world, and under a forced migration process generated by Mexico's Drug War and violence spiral that this and other factors generated between 2007-2012, migrate to the USA and establish the businesses they once operated in Mexico. A call is made to address this social fact from the theoretical standpoint of international entrepreneurship (IE) and diaspora entrepreneurship (DE), and intercultural management (IM) lens, to understand and explain the multidimensionality of mobility entrepreneurs throughout other international borders and regions.

Keywords: Intercultural management, international entrepreneurship, migrant and diaspora entrepreneurship.

1. INTRODUCTION

Since the beginning of humanity, human beings migrated. In the last century, starting with the Universal Declaration of Human Rights in 1948, the right to free movement of people was recognized, as well as to choose "residence in the territory of a State" (UN, 1948). These principles provide the opportunity to analyze how people experience their migration processes in search of a better job, higher wages, better education, or family matters

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(Villa, 2006), as well as to safeguard physical integrity. The same statement indicates in article 14 that "in the event of persecution, everyone has the right to seek asylum, and to enjoy it, in any country." One kind of it, forced migration, can be analyzed from two types of displacement, those that have been generated by conflicts and those caused by disasters. Starting in 1951, the International Organization for Migration was established, with the goal of "make sure that migration is managed in an orderly and humane manner; promote international cooperation on migration issues; help find practical solutions to migration problems, and offer humanitarian assistance to migrants in need, whether they are refugees, displaced or uprooted people" (UN, 1948). Every year the number of people who emigrate from their places of origin has continued to grow. In 2019, according to the UN, the registered figure was almost 272 million worldwide, of which 48% corresponded to women and 52% to men (an increase of 14 million compared to 2017); while slightly more than 60% corresponded to migrant workers (UN, 2021).

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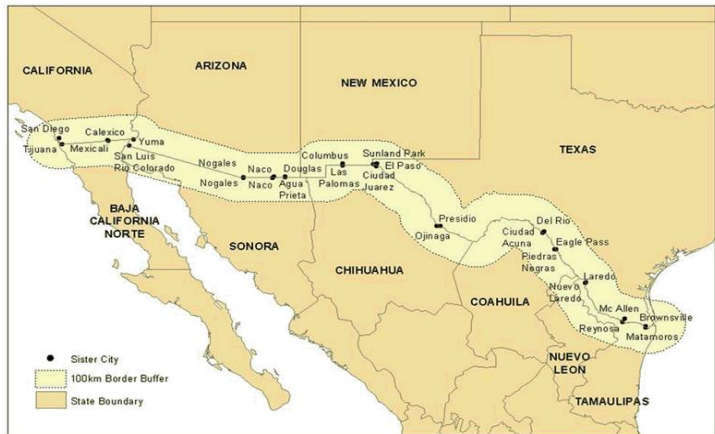
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The USA-Mexico border (Fig. 1) has the largest flow of people in the world, although the flows have changed in recent decades due to the implementation^s of restrictive policies and massive deportations by the United States (US), which has implied a positive migratory balance in most cases. The influx of nonimmigrants has been from North America, because of rising immigration from Mexico (MEX), might be for tourism, business, temporary work, or study, nor to say that maybe some of them did not have the intent to stay temporarily. In 2000, 4,125,998 Mexican nonimmigrants entered the US, compared to 21,412,174 in 2019 (Jarjoura, 2021). Now America's largest immigrant group, most live in California, Arizona, New Mexico, and Texas, all adjacent to Mexico (Wang, 2019).

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Figure 1. The USA-MEX border.



Source: Education Writers Association (2016). Available at <https://www.ewa.org/blog-latino-ed-beat/crossing-international-borders-better-education>

Table 1 shows the migration pattern from the Mexican states located along the US-MEX border, which have been showing a total decrease in the last 20 years, either due to covid-19, less interest in the American way of life, or restrictions imposed in the USA, increasingly tougher. This behavior does not reflect the displacements due to violence experienced in the country, particularly in the border areas, since the positive balance is suggested to hide this type of forced migration, massive population flows produced by wars, persecution, disasters, and other consequences of global change (Foxen, 2021). According to the International Organization for Migration (IOM, 2019), forced migration can be defined as a migratory movement which, although the drivers can be diverse, involves force, compulsion, or coercion.

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Table 1. Migration pattern, Mexican states located along the USA-MEX border.

State	2000	2010	2020
Baja California	898,680	1'114,316	1,252,409
Coahuila	-107,546	-71,910	-39,929
Chihuahua	322,033	278,427	301,633
Sonora	148,473	160,333	141,046
Total	308,030	336,490	237,377

Source: INEGI, 2020.

Masferrer & Rodríguez (2019) highlight that although there are no official figures for this type of displacement, it was in the Mexican government from 2006 to 2012, that about 345,000 people between 2009 and 2017 were displaced within Mexico as a result of conflicts associated with drug trafficking, and also they refer that 1% of the people who migrated between 2009 and 2014 from Mexico to the United States did so for causes associated with insecurity in their communities of origin.

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Among the groups of migrants due to forced displacement associated with violence are businessmen. It is estimated that since 2008, extortions against companies and businessmen (group 1) have increased, in fact becoming one of the most widespread crimes, and close to 115,000 businessmen moved to the US (Ríos, 2014), which can be conceptualized as a "business diaspora". However, other groups of migrants have moved outside of Mexico to promote commercial activities and who are part of the so-called skilled migration (group 2, well-educated and trained Mexican professionals from a wide range of fields). In this case, their socio-economic conditions are usually better than those of other groups of migrants, due not only to their economic position but also to their professional career, which represents an initial advantage.

A third group corresponds to people who have migrated to other countries and, due to lack of job opportunities, decide to undertake economic activities once they have immigrated, necessity-driven entrepreneurs. This situation can be related to the unique opportunity to get money or to begin a startup as an aspiration. In these cases, culture could be considered a limitation for the people, and at the same way as a strength to take advantage of the business environment. Finally, a fourth group corresponds to entrepreneurs who are continuously migrating, back and forth, e. g. between MEX and the US. Among them, the group of businessmen that operates on a common border (cross-border businessmen) stands out. Although they should be considered part of the business diaspora, the focus will be to discuss the entrepreneurial phenomenon in groups 1, 3, and 4.

This business diaspora has been little explored, due to the high mobility that entrepreneurs may have and the possibility of having up to two residences and nationalities, being the studies mainly focus **under** the drug-related violence era that emerges in Mexico, but, at least to our knowledge, no studies are from the intercultural management competencies scope, constantly developing once they begin to operate in the US. It is important to locate these migrant entrepreneurs and identify common denominators to define the diaspora, and the difficulties in a country other than the country of origin, the problems with intercultural management, and the trajectories of these diaspora subgroups. **On** the business diaspora of Mexicans in the US, there are four moments: (1) The moment and reasons for the forced departure or not of Mexican entrepreneurs to the US; (2) the recognition by Mexico of its existence in the US and the potential economic and perhaps political resources for Mexico; (3) the Mexico-US political support for migrants including entrepreneurs; and (4) the starting/insertion/mature processes of “business diaspora”, related to the new ventures, market, technological, cultural, and above all organizational intercultural management dimensions.

The chapter follows recent literature calls for more research on a) addressing the entrepreneur-person level **include** the types of individuals and their respective contexts that have not been previously perceived within international entrepreneurship (IE) (Elo,

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et al. 2018), which fit within the groups 1, 3 & 4, and b) to contribute to the field of IE by exploring whether, how, and why the IE/DE activities of migrant and diaspora US-MEX cross-border entrepreneurs differ from other internationally migrant entrepreneurs, and the particular capabilities (intercultural management skills, market selection, entry modes, international diffusion of products and ideas, as well as service development), for bridging international contexts (Riddle et al. 2010).

Moreover, migrant and diaspora entrepreneurs face additional complexities (like the forced migration, dual nationality, cross-border entrepreneurial context between an advanced vs emerging economy), richness related to its business environments and contexts, ethnicities, resources and business models, and borders (Elo, et al. 2018), or operations management (Etemad, 2017). The Mexican business diaspora settled in border towns between MEX and the US can help to better understand the aforementioned processes, taking as a reference the border strips of Baja California and Chihuahua. What are the dimensions of intercultural management, and the mechanisms handled by the cross-border Mexican business diaspora in the US, that might be included in an international entrepreneurship/migrant diaspora entrepreneurship model, to approach more accurately its daily operations and experiences in both its organizational settings and context?

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Section 2 takes a look at the diverse approaches related to business diaspora and intercultural management, and data from the US-MEX cross-border entrepreneurs. Section 3 explores two regions, these entrepreneurs who maintain a connection in the border areas of a) Baja California and California, and b) Chihuahua and Texas. Section 4 discusses the conceptual model proposed, and Section 5 gives our conclusions.

2. THEORETICAL CONSIDERATIONS

2.1 Approaches related to business diaspora

In 2007, immigrants in many OECD countries exhibited higher rates of self-employment than natives, e.g., Belgium, France, Nordic countries, and particularly, in central and

Eastern Europe (OECD, 2010)¹, suggesting that migrants are more likely than natives to start new businesses, but they are also more likely to see their businesses fail (among others, because of low levels of education, credit restrictions, length of residence, language, legal status, and region of origin). However, it is worth noting that nothing is mentioned about intercultural management.

Fernández et al. (2013), have pointed out three theories to analyze the migrant business community: Cultural theory, disadvantage theory, and mixed embeddedness theory (based on Kloosterman et al., 1999). In the first case, the authors consider cultural characteristics such as religious beliefs, family ties, savings, ethnic work, and compliance with social values as resources that explain the orientation of immigrants towards business activity. It should be worth exploring **in** the US-MEX border how migration policies have promoted entrepreneurship processes, and how these immigrants are shaping these regions, (even creating new ones within?), impacting the economic and social spheres.

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Regarding the disadvantage theory, Fernández, et al. (2013), also warn that migrant entrepreneurs face a disadvantageous context due to a lack of recognition and credentials abroad, which contributes to business failures. To Azmat (2010, p. 377), "immigrant entrepreneurs face challenges resulting from different values, policies, institutional environment, culture, and perception of social responsibility (SR) in the new country".

However, it must be differentiated whether the low intercultural management profitability of migrant entrepreneurs is related to the trajectories of entrepreneurs who experience self-employment or to the trajectories of entrepreneurs who already had developed organizations. Hence, it is worth analyzing how regulations on business and **labor** markets are obstacles to the businesses of other ethnic communities. This appreciation converges with the mixed embeddedness theory and the overlaps between the

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¹ The figures measure self-employment, by no means an exhaustive measure of entrepreneurship.

socioeconomic and political-institutional environments. A balance among environments can be revealed to understand the role of Mexican entrepreneurs in cross-border areas.

Therefore, the environment for entrepreneurs and entrepreneurship obeys different processes and, consequently, must be part of new debates. A migrant entrepreneur must differentiate from potential migrant entrepreneurs. Socioeconomic conditions may also be different in both social groups, which will reflect differences in trajectories, and in the institutional environment that influences directly in the 'business diaspora' group by group.

Also, 3 out of these 4 groups might have enough wealth, not only because they were targeted by criminal groups (group 1), because of **its** accessibility to quality higher education (group 2), or having both US and Mexican citizenship as well as a business dynamic in both sides of the border (group 4), that enables them to move forward in its entrepreneurial goals. Wealth rarely is measured directly in ethnic and migration studies, not only shapes the starting points of individuals but is also central to understanding migration and integration (Agius & Keister, 2020).

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2.2 Intercultural management

From the perspective of intercultural management,² it is feasible to study the role of Mexican entrepreneurs in the US. Although it can be focused on the **behavior** of people within organizations, its objective is to understand the interaction between workers, clients, suppliers, and partners of different ancestry (Adler, 1983). Also, it can be considered as a reference for the study of the business **behavior** of Mexicans in culturally different countries. Irrmann & Arcand (2000) suggest that no manager or organization, that is, no entrepreneur, can avoid the problem of intercultural management, specifically in the global arena. Within organizations, entrepreneurs must also show their capacities

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² The most widely used is 'intercultural' management. The 'cross-culture' dimension evokes the comparison between two cultural groups, while the "intercultural" dimension would be more focused on interaction. The term intercultural is used inclusively in its two meanings. The USA-Mexico border is a transnational context. International for the chapter refers basically to interactions or arrangements between nations, their governments, or people and organizations from two or more countries.

and consider that in contexts such as the US, the collaborators that hold different cultural horizons must cooperate within the same organization no matter the cultural diversity.

In addition to considering the local culture, the Mexican entrepreneurs in the US must put into practice **knowledge** of other cultures (Adler & Bartholomew, 1992; Tiessen, 1997; Silverthorne, 2005; Fink et al., 2006). It is not possible to make a serious reflection on intercultural management if it is not accepted that each person is the bearer of a multiplicity of cultures, and organizations should be seen as “potential bearers of a multiplicity of cultural groups that can be separated, superimposed, intertwined. and where each member of the organization can be a member of many different cultural groups at the same time” (Sackmann, 1997, p. 33).

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Irrman (2010) highlights that intercultural management must be conceived today as the management of multiple cultures that simultaneously integrate multiple dimensions: regional, cultural, professional, and organizational. In today's highly interconnected business context, the central task of intercultural management no longer refers only to understanding differences, its objective is to mitigate and reduce problems of misunderstanding, and to facilitate and direct interactions, synergies, and learning where there is contact between cultures (Søderberg & Holden, 2002).

Jacob (2003) identifies 9 dimensions of Intercultural Management, where culture permeates back and forth, iteratively, internally, and externally:

- Conflict Resolution
- Communications
- Core Values
- Knowledge Management
- Human Resource Management
- Organizational Structure
- Corporate Strategy (including those related to Marketing)
- Leadership (including those related to Negotiations)
- Team Management

Then it is possible to consider that the Mexican business diaspora in the United States-Mexico, has evolved and formed a transnational social space in the field of business, as Faist suggests (2000) or Pries (2017). Thus address a transnational community, and the primary mechanisms that operate in transnationalization: reciprocity in small groups, exchange in circuits, and solidarity among communities. The transnationalization implications for citizenship and culture, understanding the immigrant integration in the political and cultural realms, and immigrant adaptation are assimilation, ethnic pluralism and border crossing expansion of social space, citizenship (national, multicultural, and transnational), and culture (acculturation, cultural retention, and transnational syncretism).

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2.3 US-MEX Business Diaspora

Entrepreneurship is defined as "the process of identifying, valuing and capturing opportunity" (Low, 2001 cited in Engelen, *et al.* 2009, p. 21). Tiessen (1997) distinguishes two levels of analysis: i) from the entrepreneur and his traits, and ii) from the organization. Engelen, *et al.* (2009) also mention the dependency relationship between culture and entrepreneurship, pointing out that entrepreneurs share certain beliefs and values across cultures. From the organizational dimension, it is suggested that culture is likely to have the greatest impact on the configuration of organizations, imposing itself on the preferences and strategies of labor cooperation.

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According to the OECD (2010), one aspect that has received little attention so far is the contribution of migrants to entrepreneurship and job creation in their host countries. It is mentioned that among member countries the survival rate of these companies is often lower than that of native ones. Engelen, *et al.* (2009) highlight that even though intercultural research in entrepreneurship is still in its infancy, it offers important inferences for both theory and practice. Also, the OECD (2010) finds that greater knowledge of migrant entrepreneurship is essential so that policymakers can better support migrant businesses and their role in economic growth and job creation, as well

as increased awareness of the positive role that migrants can play as entrepreneurs, as it can contribute to a more balanced public debate on immigration.

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More research is required on migrant entrepreneurship and data sources. When analyzing the entrepreneurial initiative, is viable to integrate an explanatory hypothesis about the personal traits that contribute to business success, such as knowing how to face challenges and take risks, passion, vision, and personality. Currently, the literature is exploring the rise of a new migratory profile: migrants engaged in Transnational Entrepreneurship (TE)³ (Zapata-Barrero & Rezaei, 2020). TE is described as a 'social realm of immigrants operating in complex, cross-national domains, with dual cultural, institutional, and economic features that facilitate and require various entrepreneurial strategies' (Drori, Honig & Wright, 2009, p. 1). The group of TE includes immigrants who are engaged in border-crossing business activities involving their country of origin and destination (Elo & Freiling, 2015).

Not much research was oriented, on the one hand, to the organizational management of the business diaspora (and even less to the cross-border business diaspora between US-MEX), and on the other hand to intercultural management and business adaptation and continuity capacities. The above suggests that the literature on the subject is still scarce. Fink et al. (2006), point out that the dimensions in intercultural management, in addition to the cultural, imply personality traits and cultural standards that lead to the appearance of critical incidents and personal reactions. Morales, *et al.* (2014), propose to advance in other migratory trajectories that were traditionally directed to rural and/or disadvantaged communities.

The cross-border US-MEX business diaspora presents the following characteristics (Orraca et al., 2017): those who reside in Mexico but work in the US who are cross-border entrepreneurs, compared to entrepreneurs who live and operate in Mexico. The formers are older, more educated with stronger ties, shorter workweeks, and higher earnings than

³ What Bakhtin called a chronotype, time and space, for our chapter, management processes in the USA-Mexico border, embedded, without boundaries, same region, under a quasi-simultaneously dynamic action.

the latter. Also, years of schooling, having previously resided in the United States and having an adult in the household who was born in the United States (where under this context it is inferred that they acquire networks, implicit knowledge, and cultural experience), increase the likelihood of becoming a cross-border entrepreneur. Therefore, years of schooling and years of work experience are positively associated with the earnings of entrepreneurs operating in Mexico, but not with those of cross-border entrepreneurs.

This dynamic take place in a context **drive-by** cross-border economic activities, **work-family** arrangement to benefit from the social and economic resources of both Mexico and the United States (Chávez, 2016). This has the advantage to minimize risk by having sources of income in two different countries, or **to trade or sell their labor** on the other side (Orraca et al., 2017), e.g., entrepreneurs who buy goods in the United States for resale in Mexico or sell their services (or products) in the USA (Staudt, 1998). Cross-border entrepreneurs do not change their country of residence, they work for a day or week in the USA, **then** return to Mexico (Orraca et al., 2017).

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The Mexican business community in American contexts has acquired relevance from the economy, sociology (Fernández, *et al.* 2013), geography, and historical routes, as well as in the migration studies (Arias, 2018). Professionals, indigenous people, families of entrepreneurs, and qualified entrepreneurs have been the object of study over the last decades since they entered the markets and the organization of business communities in the US.⁴ In the case of displacements associated with issues of violence, the business community has been less studied.

The diaspora of Mexicans with a low socioeconomic level and who flee in search of better living conditions and to survive is more frequently studied. Likewise, the analysis **of**

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⁴ For an historical analysis of migrations between USA-Mexico, 1897-1931, see Cardoso (1980). Most migrants were low skilled workers, that went mostly into the south of USA to work in building railroads, farms, etc. But when the Mexican revolution started (c. 1910), wealthy farmers and businessman went on to move and establish in the USA, fear that the violence will reach them for being supporters of Diaz's regime.

migrant entrepreneurs and aspects related to the organization of Mexican companies tend to carry less weight. For this reason, it is necessary to also deepen this dimension.

Morales et al., 2014, found that Baja California, in 2015 has 3,808 or 65.3 percent of all cross-border entrepreneurs, followed by Chihuahua with 799 or 13.7 percent of all the cross-border entrepreneurs who operate in the United States but reside in Mexico, with some of them moved to the USA because of the high levels of violent crime in Mexico. Also, there is another type of cross-border entrepreneur, those who have both nationalities (USA-MEX), live in the USA, and operate on both sides of the border. Sometimes, cross-border entrepreneurs belong to what is called “cross-border families” (Ojeda, 1994), family members, parenthood, that live on both sides of the USA-Mexico border, which also can be a motivation and facilitate the start of the new venture, since they might have transnational capital (assets and income), and social networks in the U.S.A. (Morales, et al., 2013).

Cross-border groups are generally familiar with American culture (due to dual nationality and closeness) and the conduct of business on both sides of the border, which in principle would lead to differentiated insertion and adaptation strategies. On the supply side, we can also highlight differentiated opportunities that favor cross-border migrant communities, especially those of Mexican entrepreneurs where host locations tend to concentrate the Mexican population. This is the case for California as an entity. While in states like Texas, the permanent promotion by the San Antonio Hispanic Chamber of Commerce stands out, which permanently promotes the arrival of Mexican investments.

In the US-Mexico border, certain aspects can favor the business diaspora, starting with the cultural proximity, so the organizational conditions could be better as well as their competitive capacities (Trevizo & López, 2018). To approach these elements, we have chosen two cross-border cities contexts: Baja California and California (San Diego-Tijuana), and Chihuahua and Texas (Ciudad Juárez-El Paso). This social fact also occurred on the Tamaulipas border with Texas (Reynosa-McAllen), which has been receiving since 2009 a continuous flow of capital from wealthy Mexicans (Durin, 2012),

Comentado [30]: had

Comentado [31]: per cent

Comentado [32]: per cent

Comentado [33]: favour

Comentado [34]: favour

which helped stimulate economic growth and employment (Correa, 2014), but with an opposite effect for Tamaulipas, where tourism dropped 37 percent in the first half of 2010, and approximately 20 percent of restaurants closed, and the hotel industry fell 30-35 percent compared with 2008 (Correa, 2013).

Comentado [35]: per cent

Comentado [36]: per cent

Comentado [37]: per cent

Entrepreneurs who have migrated their businesses to cross-border regions require tools for good intercultural management that allow them to combine talents in an environment of multiple complexities. Cross-border contexts in California and Texas are multicultural and require work management agreements and cooperation among members of the business diaspora. Entrepreneurs must enable areas of convergence, to resolve differences and make accommodations within companies whose environments are divergent (Irrman & Arcand, 2010).

Comentado [38]: 'to' is not needed

In this chapter, we make a descriptive, exploratory, conceptual proposal, based on the Juarez-El Paso, and Tijuana-San Diego context and experiences, mainly regarding the 2007-2011 violence era that accelerate the entrepreneurial migration and the opening of new businesses on the US side because of it, with a final call to elaborate case studies that can give us a closer, in-depth look at these new ventures, and their present status. Although Whetten (1989) mentions that not all theoretical contributions require propositions, they can be meaningful concerning their derivations with the direction of relationships, the logic underlying the dimensions. Therefore, propositions will be presented, limited to specifying the logically deduced implications (Whetten, 1989) for the research of a theoretical model, recognizing that, over time, their elements will be refined.

Comentado [39]: and the logic of

It is acknowledged, in line with Whetten (1989), concerning being sensitive and realistic regarding the context, that by testing the model in various settings, the discovery of the inherent limiting conditions might appear. These conditions might involve the possible limitation of the model's applicability, recognizing that maybe entrepreneurship is too young to expect a predictive theory (Kenworthy & McMullen, 2014). A novel proposal might be the case where more questions will arise both on the propositions presented or

on new empirical data collected. Logical probability, through appraising the theory by facts (Meehl, 1990), was applied in section 3 to our model, using the literature review conducted.

3. Business Diaspora

3.1 Chihuahua and Texas (El Paso-Ciudad Juárez)

It starts from the context of forced migration that occurred during 2008-2011 when Ciudad Juárez was considered the most violent city in the world. Many business owners and professionals fled Ciudad Juarez and northern Mexico in large part due to the rise of insecurity brought about by the armed conflict between state forces and members of narco-trafficking groups (Campbell, 2009).

Comentado [40]: between 2008 and 2011

El Paso, Texas, USA, Ciudad Juárez, Chihuahua, Mexico, and suburbs configure the El Paso del Norte metropolitan area. Its population is approximately 2.5 million inhabitants, it is the 2nd. binational metropolitan area on the United States-Mexico border, one of the largest of any international border and among the 50 largest metropolitan areas in the Western Hemisphere. The Mexican war against drug cartels changed the migration and crossing patterns in the border region, a region that has been operating as a cross-border market since the nineteenth century, evidence of the economic integration between Mexico and the U.S.A, as a historical process (Román, 2003).

Comentado [41]: second

The businessman⁵ who can immigrate legally to El Paso gave investments, new jobs, and opportunities to the city. At that same time, one of the safest in the USA (gossip said that many drug dealers were operating from there and crossed the border into Mexico to offend). Other professionals would have been denied asylum, upper-middle and upper-class Mexicans seek refuge and new opportunities in the United States (Castañeda, 2021), and move without papers. Nevertheless, they brought business experience, know-

Comentado [42]: moved

⁵ For purposes of this chapter, and although there are differences between a businessman and an entrepreneur (Dolan & Gordon, 2019), because of lack of precise official data, both are treated as synonyms, belonging to the same business diaspora.

how, and capital to buy houses or start small businesses despite a constant fear of deportation (Castañeda, 2019). The war against drug cartels affected the economy of Ciudad Juárez but helped the economy of El Paso, Texas. Near 10,000 businesses closed in Ciudad Juárez from 2007-2011 (Morales, et al. 2014), and the business and investor visas given to Mexicans by the US after the Drug War began was 31,068 compared with 7,603 visas between 2001-2005 (Martínez, et al. 2011, Morales, et al. 2013). A Ciudad Juárez group representing companies from a different industry sector estimated that in 2008, near 4,500 businesses went bankrupt in the State of Chihuahua because of extortion (Emmott, 2009). In El Paso, 400 new small businesses were generated, which brought five to ten job opportunities (Grissom, 2010)⁶.

Comentado [43]: from 2007 to 2011

Figure 2 shows the entrepreneurial paths after migration by nationality or citizenship status. Of those who closed their businesses in Mexico and relocated them to the US, 50% are Mexican and 50% are U.S. nationals. The transnational entrepreneurs (who maintained their businesses in Mexico and move to live in the US) are mostly Mexican (69%) whereas most displaced entrepreneurs who closed their business in Mexico and did not re-establish them in the US are Mexican (50%), Americans (33%) and binational citizens (17%). Thus, US citizenship did not play a prominent role in the migration process.

Comentado [44]: businesses

At the height of this forced migration context, a group appeared (*La Red*, “network” in Spanish), creating a network of business people to form alliances between recent newcomers from Mexico, providing practical help to Mexican immigrants with some success⁷, since some complained that *La Red* did not provide enough support or even

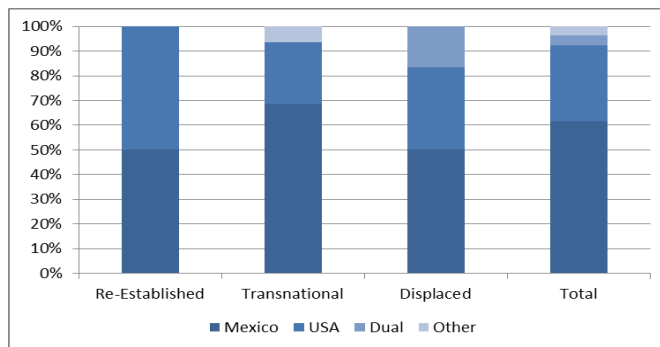
⁶ Regional newspapers left evidence of the experiences in some of the businesses that migrated and the overall community context. Please see <https://borderzine.com/2011/08/juarez-businesses-fleeing-violence-open-doors-north-of-the-border-2/> ; <https://borderzine.com/2011/02/businesses-abandon-a-troubled-juarez/> ; <https://www.nytimes.com/2011/07/31/magazine/life-on-the-line-between-el-paso-and-juarez.html> ; <https://www.nytimes.com/2013/12/15/world/americas/a-border-city-known-for-killing-gets-back-to-living.html>; where some businesses have success, but others do not, which can be explain in part, by the lack of intercultural management.

⁷ In the case for the Mexico’s Northeastern region (Reynosa-Mc Allen, Monterrey) in San Antonio, Texas (nearby the USA-Mexico border), the Mexican Entrepreneurs Association, founded 15 years before the Drug War, grew exponentially from a few members to 200 (Sheridan, 2011).

gave wrong information about local regulations while demanding high consultancy fees (Castañeda, 2019). This is not new as immigrants' organizations along with Mexican citizens. Many organizations in the US support Mexican immigrants (Federations of hometown associations, grouped by the state of origin, e.g., Zacatecas state, Michoacán state, etc. where Mexican state authorities have very close ties with and visit them frequently (Portes & Zhou, 2012).

Comentado [45]: immigrants

Figure 2. Characteristics of businessman migration, El Paso-Juarez region.



Source: Morales, *et al.*, 2014.

Today, many businesses are still open, not only in El Paso but also are expanding their operations to other cities throughout the US. They have been capable to adapt their organizational capabilities Others have failed, close their US operations, and return to focus on the Mexican side.

Comentado [46]: focusing

3.2 San Diego-Tijuana

In 2013, Mexican businessmen on the border of Las Californias (California and Baja California) formed a new organization that seeks to maintain regional communication and facilitate investments in the two states. It involved 70 Mexican businessmen from Los Angeles, Orange County, San Diego, Tijuana, Ensenada, and Mexicali. The society called *Asociación de Empresarios Mexicanos* corresponds to the Californias chapter of a regional organization that is part of a larger bi-national entity formed in Texas in 1996.

This chapter was hosted by the University of San Diego (USD) to promote Mexican businesses on both sides of the border strip: "We offer talent, experience, guidance" to those who want to invest in the region, said businessman Luis Echeverría. The director of the Los Angeles chapter at the time, Jorge Sadurni, former executive president of the Nestlé firm in North America, said that just meeting opens possibilities for Mexican entrepreneurs and investors. The above explains how a process towards integration is usually perceived in the field of cooperation as a step to success, but without clarity in the intercultural management processes. Also, Irrman & Arcand (2010) consider it false that cultural proximity is a guarantee of cohesion and harmony.

Speeches from the Association of Mexican Entrepreneurs in Las Californias in 2013 did not refer to employees. This is a problem because having similar cultural bases in command positions is different from employees since the same language guarantees a decrease in conflicts. To foster intercultural performance the understanding of interrelationships involves the cultural codes, personality traits, and cultural norms of groups. Employers must conduct incident analysis, underlying reasons, and cultural values. Researchers and managers can gain a deeper understanding of intercultural relationships, and propose ways to manage intercultural performance (Fink, *et al.*, 2006). The business diaspora, in this sense, has not passed the first hurdle.

The Californias business groups considered in 2013: "we have many forces, many entrepreneurial energies that we are not using in this region of the Californias, for the simple fact that we had not met or knew each other." An element in line with the principles of Intercultural Management is that which converges with the grouping of industries concentrated in parks, such as aerospace, textiles, food, automotive, and legal and financial services. The sectoral division can contribute to organizational management and open opportunities to the diaspora, as is often the case when hiring native managers.

Two years earlier in 2011, it had already been reported that more Mexicans were opening businesses in counties such as San Diego, particularly in the South of Coronado Bay. However, it was stressed that entrepreneurs (without specifying whether they were cross-

border) were not familiar with the procedures for setting up a business in the United States and that many did not speak English. This was again an indicator that the proximity between countries did not guarantee the understanding of the institutional environments and in no way the cultural domain. Within the framework of this business deployment, the so-called Mexico-American Chamber of Business (Canemexa) was formed, created by three veteran businessmen and activists, Patrick Osorio, Jesse Navarro, and Héctor Molina, who joined to support business communities, from City Heights to the Mexican border. Were 100 members, which represents a way to encourage what could be called “the business diaspora” from the US.

The mentioned association was tasked with supporting the professional skills of entrepreneurs, facilitating the understanding of US laws, and providing information to manage and promote businesses and profits through seminars and workshops in Spanish.

Some of the theories of migration, from the neoclassical perspective, would make it possible to point out the weight of the regional economy as part of common interests, and if the Intercultural management approach is added to this, then we can speak of a binational association that fostered cross-border business diaspora. A neoclassical economic theory from the point of view of Harris and Todaro (1970), refers to the emigration process as an imbalance of labor markets concerning the micro-level. A systemic perspective would be based on trading systems and their imbalances, and therefore Wallerstein's world-system theory is central to understanding macroeconomic imbalances (Wallerstein, 1979).

Comentado [47]: labour

It is noteworthy that at that time the San Diego Small Business Administration, 40 percent of the businesses in the counties of San Diego and Imperial belonged to Latinos, and the interest of US groups to grow the diaspora through the networks already established and other cross-border business groupings. We reiterate that institutions such as Canemexa represent that necessary bridge for business intercultural deployment. The support provided by business associations not only encouraged the diaspora between the two

Comentado [48]: per cent

countries to be strengthened but also allowed business owners to control internal elements of the organizations and those related to the diaspora itself.

Cooperation and governance institutions in the Tijuana-San Diego region have been based on public and private collaboration, where social and cultural interaction [which] has increased integration, both economically and socially, particularly since the establishment of the North American Free Trade Agreement. For their part, Barajas & Almaraz consider that the territory of Tijuana-San Diego has been configured by its institutions and companies to preserve a logic of creation and acquisition of resources. The authors consider that the territorial organization in this space is "cause and effect of socioeconomic dynamics, where strong interactions between organizational systems dedicated to specialization, integration, and technological development of the territory are key elements for the accumulation of creative capacities of individuals and communities." (Barajas & Almaraz, 2013, p. 56). In this case, the diaspora represents one more element of the territory's social and business know-how.

4. DISCUSSION

The dynamics of the USA-MEX border present a unique context that challenged present debates. The first one is related to why migrants are more entrepreneurial than host country nationals (Sahasranamam & Nandakumar, 2018), and high-income economies (Fairlie & Lofstrom, 2015). The explanation has been related to the migrants' human capital that conditioned their entry into the labor market (Huang, 2012). In the case of the forced migration from Mexico to the US, these individuals already were entrepreneurs with success in their origin country. Moreover, some of them have double nationality, with cross-border families, relatives, and homes on both sides of the border.

The second, as already stated, is related to the quality of migrants' entrepreneurial initiatives (Elo, et al., 2018). By living in different cultures, migrant entrepreneurs might have the advantage of launching new products/ services and to know better customer preferences, transfer their knowledge of customer problems or solutions between nations

Comentado [49]: labour

(Riddle, Hrivnak & Nielsen, 2010). But these entrepreneurs are very well adapted, not only because of their background mentioned but because the US-Mexico border is one of the biggest commercial border trade regions in the world. They cross very frequently, so for practical terms, San Diego-Tijuana and El Paso-Ciudad Juarez each can be considered one metropolitan area (two of the biggest in the world). This border has diverse elements embedded, is transnational.

Comentado [50]: in

Comentado [51]: , and is transnational

Another issue is to examine the intentions of the diaspora to return to their homeland and keep involved in entrepreneurial activity, in a post-conflict economy, where the entrepreneurial intentions of the returning diaspora are affected by their level of trust and risk in institutions at home (Krasniqi & Williams, 2019). More research must be done within this framework. At this point, it appears that some Mexican entrepreneurs indeed return to Mexico and continue their business, no matter the obstacles they confront when they migrate. More data is needed for the US-Mexico Border.

Following Elo, *et al.* (2018) and Etemad (2017, Etemad's framework illustrates the international entrepreneurship domain at the common intersection of five selected influential disciplines; these are entrepreneurship, international business, networks, strategy, and operations management, so it might be feasible to adapt their model to include the intercultural management view into the multiple and interdisciplinary lenses that can be employed in understanding and explaining IE & DE. 13 years have passed since the forced migration on Mexican entrepreneurs began, and now data can be collected not only in a transversal approach but also in a longitudinal one, so a deep analysis can be made to begin the discussion on all the obstacles and challenges these immigrants faced when starting its new ventures, adapting, and maintaining them. Then, how they manage to adapt their procedures to the new culture they were facing, and how to sustain them throughout the following years. Some of them had success, some do not at that time, but more entrepreneurs went and open businesses in the US side of the border, even when their local Mexican contexts were back to a calmer and safer place.

Comentado [52]: on

Figure 3 approaches several management constructs from an intercultural management dimensions standpoint. But this can be enriched more, adding value for it. Intercultural

Comentado [53]: to

management involves dimensions of different origins. When considering the potential of the Mexican diaspora in the US, the results of cultural proximity can be contradictory; have positive as well as negative results. We insist that the trajectories of migrants are very important. We propose in the first place **is** to reconcile the business diaspora.

Comentado [54]: not needed

Conflict Resolution within the organization but also in front of the different context the host country present; both involve having the skills **on** Communications, where the latter is key to divulge its Core Values to its stakeholders, how to start the new venture and adapt rapidly to the market needs, involves an efficient Knowledge Management along with its Human Resources, following of course different legislation at federal, state and local laws (in some cases very different altogether and different from the Mexican current legislation). So, there is a need to have an Organizational Structure adapted to the new conditions, implementing a whole new Corporate Strategy (including those related to Marketing) to make the correct market entry as an incumbent, strong Leadership (including those related to Negotiations) in the organizational level as well as in the team Management.

Comentado [55]: in

Including in the model intercultural elements, gives a better and clearest picture of reality, **on** the now long term this diaspora has been operating **in** the last decade. Based on the model and **in** the research question, the following propositions were made:

Comentado [56]: in

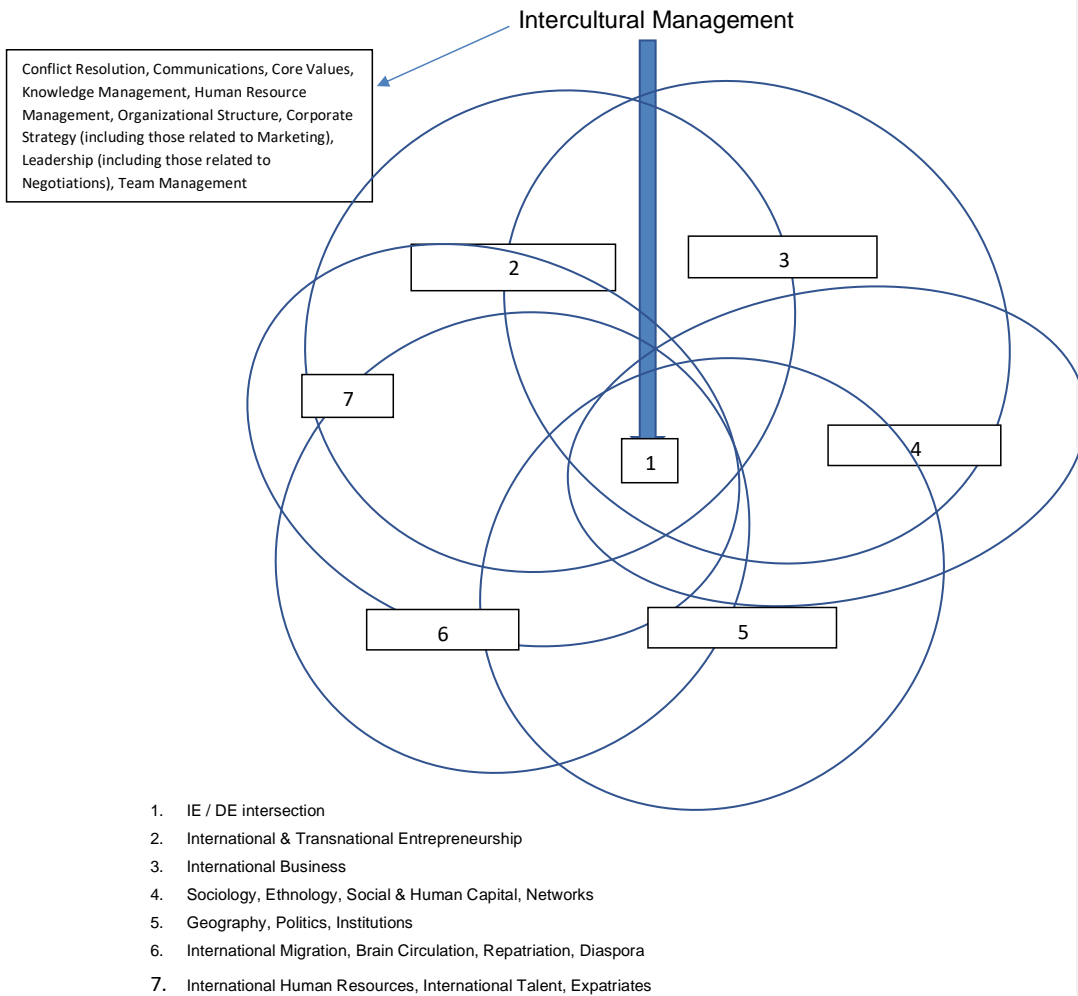
Comentado [57]: for

Comentado [58]: not needed

P. 1. The more difficult the intercultural management is in the organization, faced by the Mexican entrepreneur, no matter if there is a double nationality or cross-border family, once starts operations in the US, the more likely problems will emerge putting at risk the viability of the new venture.

P. 2. The feedback that an entrepreneur receives from the quantitative and qualitative measurement of the intercultural management dimensions, the more it will improve the probability of achieving better financial performance, having a positive impact across its business diaspora and cross-border community.

Figure 3. Dynamics of TE, with intercultural management influence



Source: Adapted from Elo et al. (2018).

It is clear to imagine (Conflict Resolution), all the hard times these entrepreneurs went by when faced with the violent atmosphere, the decision to save their families and themselves from kidnapping or extortion, and in decided to make an entrepreneurial

Comentado [59]: not needed

cross-border experience, forced by the situation. Then implement a whole different approach to initiate relationships with new employees, stakeholders, and local, state, and federal authorities that he/she never confront in the past (Communications) nor to say new customers (Corporate Strategy, including those related to Marketing) that might expect a new business model to capture value, and with that, adapt the vision and mission of its company (Core Values) to a new context, a whole different strategy both legally (Organizational Structure), and culturally when managing people (Knowledge Management, Human Resource Management, Leadership, Negotiations, and Team Management), both US citizens, Mexican citizens, and others with double nationality, a mixed embeddedness theory case. These entrepreneurs started a circular migration, a process that was perceived as temporally, but in reality, will never end. They reinvent not only its companies but themselves, as an entrepreneur, individual, as leaders.

Comentado [60]: has never confronted

Some companies had success, other fail. Building a US-MEX cross-border database should enable us to have a typology of the most (and worst in the case of a failure) relevant trajectories of the business diaspora, businessmen and entrepreneurs in the early stages of insertion, or group distinctions by company type and sector, place of origin of migrant companies and entrepreneurs. The business development of the diaspora can be modified if migration ceases to be circular. Intercultural management will change and will be altered by the sector and production chain. The number of Mexican businesses continues to increase and that on the border with the United States there are even organizations that encourage the arrival of Mexican businessmen, as is the case in Las Californias, but there is a lack of data on who is this diaspora, how it is organized, what are its informal structures both internally as an organization, and as a community.

Comentado [61]: their

Comentado [62]: and

Comentado [63]: others failed

Comentado [64]: on

Transnational life is host to the business diaspora and is subdivided into territories conducive to business development with different levels of interaction, where intercultural management can converge with other important aspects for the development of organizations.

5. CONCLUSIONS

They were not looking for the American Dream. But now, they are operating in that territory, and are going for everything. Therefore, the difficulties to successfully insert themselves in a country other than the country of origin, tend to be differentiated, but not in the sense that other diasporas face and that are commonly associated with situations with the use of the language and/or skills to startup, and professionals. To the cross-border business, diaspora makes it necessary to give a new meaning to the debate of adaptation, **continuity** more than the decision to migrate and do **businesses**. Business's diaspora is complex.

Comentado [65]: and continuity

Comentado [66]: business

A call is made to examine how integration into the US economy varies along with several places in different states on the US-MEX border, the repercussions that it has on its Mexican counterparts (subsidiaries, suppliers, customers), and the impact it has on the communities. Researchers are encouraged to test the conceptual model further. **Case** study methodology can give valuable data to begin addressing the US-MEX cross-border Mexican entrepreneurial diaspora.

Comentado [67]: The case study methodology ...

The challenges of internal organization for both small & medium businesses and large companies are in its business environment as much as in the organizational ones. The management of employees involves processes of hiring, development, and incentives to employees that can lead to creativity and innovation, among others. There is a need to explore further and show how the 'business diaspora' of Mexicans in the US aspires to dominate institutional, socioeconomic, and cultural environments, to control certain organizational situations in the case of **labor** markets, aspects of technological management, the regulations, and the dynamics of the business networks themselves are relevant. However, we must clarify that the next step is to address the trajectories and their differences, as well as the spaces where the 'business diaspora' has been developed.

Comentado [68]: labour

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“I was not looking for the American Dream?”: An intercross-cultural management perspective Perspectives on about the ‘business diaspora’ in the US-Mexican border

Oscar Javier Montiel Mendez
Universidad Autonoma de Ciudad Juarez (UACJ)

Araceli Almaraz Alvarado
El Colegio de la Frontera Norte (COLEF)

Comentado [A1]: Overall question: What kind of chapter is this? Is this a conceptual chapter, is this an explorative research or what kind of methodology are you using?

PLEASE SEE METHODOLOGY

ALSO: SOLVED, TITLE CHANGE

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Abstract

The migration phenomena have been mostly approached from the low-skilled, low socioeconomic Mexican migrants to the US. Understudied, both empirically and theoretically, are the ~~entrepreneursbusinessmen~~ that, living in the US-Mexico border, one if not the most important ~~divisory~~ dividing line in terms of migration in the world, and under a forced migration process generated by ~~the~~ Mexico's Drug War and violence spiral that this and other factors generated between 2007-2012, migrate to the US and establish their businesses ~~once~~ they once operated in Mexico. A call is made to address this social fact from the theoretical standpoint of international entrepreneurship (IE) and migrant and diaspora entrepreneurship (MDE), ~~butand under enrich them with~~ the intercultural management lens, ~~whichthat~~ can be employed in understanding and explaining with more depth and from a practical point, the multidimensionality of this event, but also throughout other international borders and regions.

Keywords: InterCross-cultural management, forced migration, international entrepreneurship, migrant and diaspora entrepreneurship.

INTRODUCTIONntroduction

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Introduction

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Since the beginning of humanity, human beings migrate. In the last century, starting with the Universal Declaration of Human Rights in 1948, the right to free movement of people was recognized, as well as to choose "residence in the territory of a State" (UN, 1948). These principles provide the opportunity to analyze how people experience their migration processes in search of a better job, higher wages, better education, or family matters (Villa, 2006), as well as to safeguard physical integrity. The same statement indicates in article 14 that "in the event of persecution, everyone has the right to seek asylum, and to enjoy it, in any country." One kind of it, fEinvoluntary forced migration, can be analyzed from two types of displacement, those that have been generated by conflicts and those caused by disasters. Starting in 1951, the International Organization for Migration was established, the main objective of which is to "make sure that migration is managed in an orderly and humane manner; promote international cooperation on migration issues; help find practical solutions to migration problems, and offer humanitarian assistance to migrants in need, whether they are refugees, displaced or uprooted people." (UN, 1948).

Every year the number of people who emigrate from their places of origin has continued to grow. In 2019, according to the UN, the registered figure was almost 272 million worldwide, of which 48% corresponded to women and 52% to men (an increase of 14 million compared to 2017); while slightly more than 60% corresponded to migrant workers (UN, 2021).

The US-Mexican border has is the one with the largest flow of people in the world, although the flows have changed in recent decades due to the implementations of restrictive policies and massive deportations by the United States, which has implied a positive migratory balance in most cases. The influx of nonimmigrants has been from North America, because of rising immigration from Mexico. In 2000, 4,125,998 Mexican nonimmigrants entered the US, compared to 21,412,174 in 2019 (Jarjoura, 2021). Now

America's largest immigrant group, live in California, Arizona, New Mexico, and Texas, all adjacent to Mexico (Wang, 2019).

Table 1 shows the migration pattern from the Mexican states located along the US-Mexican border. This behavior does not reflect the displacements due to violence experienced in the country, particularly in the border areas, since the positive balance is suggested to hide this type of forced migration, massive population flows produced by wars, persecution, disasters, and other consequences of global change (Foxen, 2021). According to the International Organization for Migration (IOM, 2019), forced migration can be defined as a migratory movement which, although the drivers can be diverse, involves force, compulsion, or coercion.

Table 1. Migration pattern, Mexican states located along the US-Mexican border.

State	2000	2010	2020	Net Migratory Balance
Baja California	898,680	1,114,316	1,252,409	
Coahuila	-107,546	-71,910	-39,929	
Chihuahua	322,033	278,427	301,633	
Sonora	148,473	160,333	141,046	

Comentado [A2]: SOLVED, TABLE SUGGESTED BY E. AMOROS

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	<u>308,030</u>	<u>336,490</u>	<u>237,377</u>	

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Source:

Instituto Nacional de Estadística y Geografía (INEGI,) (2020).

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states that in 2000, 2010 and 2020, the net migratory balance in the northern states was as follows: Baja California went from 898,680 (2000) to 1,114,316 (2010) and finally to 1,252,409 (2020); Coahuila changed from -107,546 to -71,910, and finally to -39,929 in the reference years; Chihuahua went from 322,033 to 278,427, and to 301,633 migrants; Sonora registered 148,473 in 2000, in 2010 a total of 160,333 and in 2020 of 141,046; Tamaulipas went from 308,030 to 336,490 and to 237,377 in the same cuts. This behavior does not reflect the displacements due to violence experienced in the country, particularly in the border areas, since the positive balance is suggested to hide this type of forced migration, massive population flows produced by wars, persecution, disasters, and other consequences of global change (Foxen, 2021). According to the International Organization for Migration (IOM) (2, 2019), forced migration can be defined as a migratory movement which, although the drivers can be diverse, involves force, compulsion, or coercion.

Comentado [A3]: It's a minor thing, but abbreviations are good if the full name has been mentioned beforehand. Don't expect the reader to know what you talk about.

SOLVED

Masferrer and Rodríguez (2019), highlight that although there are no official figures for this type of displacement, it was in the Mexican government from 2006 to 2012, that about 345,000 thousand people between 2009 and 2017 were displaced within Mexico as a result of conflicts associated to with drug trafficking, and also refer. According to the National Survey of Demographic Dynamics, these authors refer that 1% of the people who migrated internationally between 2009 and 2014 from Mexico to the United States did so for causes associated with insecurity in the communities of origin.

Comentado [A4]: Year of origin

Among the groups of migrants due to forced displacement associated with violence are businessmen. It is estimated that since 2008, extortions against companies and businessmen have increased, in fact becoming one of the most widespread crimes, and that close to 115,000 businessmen moved were transferred to the United States (US) (Ríos, 2014), that will conform a “-business diaspora. However, other groups of migrants have moved outside of Mexico to promote commercial activities outside of Mexico and who are part of the so-called skilled migration (well-e-educados and trained Mexican professionals from a wide range of fields) in discussions on international migration, ,but which we will generally call 'business diaspora. In this case, it must be considering their socioeconomic conditions, ,which are usually better than those of other groups of migrants, due not only to their economic position but also to their professional career, which represents an initial advantage. Although Even that they should be considered part of this business diaspora, the main focus will be on the entrepreneurial phenomenon (groups 1, 3, and 4).

Comentado [A5]: Please explain whom you mean. People who ran a business, or who ran entrepreneurial activities, or selfemployed. There is a difference.

SOLVED, FOOTNOTE 4.

Comentado [A6]: If you double check the language, try to use shorter sentences, to have a better reading fluency

SOLVED

Comentado [A7]: Why are they skilled migrant, due to qualification level or due to running a business? Not clear

SOLVED

Comentado [A8]: If you double check the language, try to use shorter sentences, to have a better reading fluency

SOLVED

A third group corresponds to people who have migrated to other countries and who, due to lack of job opportunities, decide to undertake economic activities once they have immigrated, necessity-driven entrepreneurs. This situation can be related to the unique opportunity to get money or the aspiration to begin a startup. In these cases, culture is usually a limitation for people, as well as one of their strengths to take advantage of the business environment with their conationalconational. Finally, a fourth group corresponds to entrepreneurs who are continuously migrating, back and forth, e.g. between Mexico and the US. Among them, the group of businessmen that operates on a common border (cross-border businessmen) stands out.

Comentado [A9]: We can also call them necessity driven entrepreneurs
SOLVED

Con formato: Inglés (Estados Unidos)

This business last diaspora has has been little explored, due to the high mobility that entrepreneurs may have and the possibility of having up to two residences and nationalities, being the studies mainly focus underen the drug-related violence era that emerge in Mexico, but, at least to our knowledge, no recent studies are fromn the

~~intercross-cultural management competencies, that were and are being constantly developconstantly developing once they begin to operate in the US.~~

~~For this work, it is important to locate these four groups of migrant entrepreneurs and identify the common denominators of the diaspora, that is, the difficulties in a country other than the country of origin, the problems with workers, and intercultural management, and their trajectories of these diaspora subgroups. Hence our main interest is in the starting/insertion/mature processes of this "what we have called the 'business diaspora'", related to networks~~

Meanwhile, Peraza and Valenzuela (2018), and Barros and Valenzuela (2013) discuss the categories of 'Mexican immigrant entrepreneurs' and 'ethnic economy'. In both cases, Mexicans in the United States are studied, from a perspective limited to small businesses and groups of indigenous or rural descent. Both categories can be discussed in-depth, even to refer to the management of workers, but not only from these groups.

~~For this work, it is important to locate the four groups of migrant entrepreneurs and identify the common denominator of the diaspora, that is, the difficulties in a country other than the country of origin, the problems with workers, and intercultural management, and their trajectories of diaspora subgroups. Hence our main interest is in the insertion processes of what we have called the 'business diaspora'. networks~~

The group of self-employed presents the following characteristics (Orraca et al., Ramírez & Ramirez, 2017), those self-employed workers who reside in Mexico but work in the US who are cross-border entrepreneurs, compared to entrepreneurs who live and operate in Mexico: the former are older, more educated with stronger ties, shorter workweeks, and higher earnings than the latter. Also, years of schooling, having previously resided in the United States and having an adult in the household who was born in the United States (where under this context it is infer that they acquire networks, implicit knowledge and cultural experience), increase the likelihood of becoming a cross-

Comentado [A10]: You might also explain in short, what you mean by diaspora. There are positive and negative connotations.
ARACELI

Comentado [A11]: Could you explain, what is the difference between ethnic economy and migrant economy. There are difference.
ARACELI

Comentado [A12]: You might also explain in short, what you mean by diaspora. There are positive and negative connotations.
ARACELI

Comentado [A13]: Could you once again refer to what is self-employed and what is an entrepreneurs and a businessman. As far as my understanding there is a difference. But I can be wrong.

border entrepreneur. Therefore, years of schooling and years of work experience are positively associated with the earnings of entrepreneurs operating in Mexico, but not with those of cross-border entrepreneurs.

This dynamic take place in a context drive-by cross-border economic activities, work-family arrangement to benefit from the social and economic resources of both Mexico and the United States (Chávez, 2016). This has the advantage to minimize risk by having sources of income in two different countries, or to trade or sell their labor on the other side (Orraca *et al.*, Ramírez & Ramírez, 2017), e.g., entrepreneurs who buy goods in the United States for resale in Mexico or sell their services (or products) in the USA (Staudt, 1998). Cross-border entrepreneurs do not change their country of residence, they work for a day or week in the USA, then return to Mexico (Orraca *et al.*, Ramírez & Ramírez, 2017).

They found that Baja California, in 2015 has 3,808 or 65.3 percent of all cross-border entrepreneurs, followed by Chihuahua with 799 or 13.7 percent of all the cross-border entrepreneurs who operate in the United States but reside in Mexico, with some of them moved to the USA because of the high levels of violent crime in Mexico (Morales *et al.*, Prieto & Bejarano, 2014). Also, there is another type of cross-border entrepreneur, those who have both nationalities (USA-MEX), live in the USA, and operate on both sides of the border. Sometimes, cross-border entrepreneurs belong to what is called “cross-border families” (Ojeda, 1994), family members, parenthood, that live on both sides of the USA-Mexico border, which also can be a motivation and facilitate the start of the new venture, since they might have transnational capital (assets and income), and social networks in the U.S.A. (Morales, *et al.* 2013).

We consider that the problems of the four groups are present in the market, technological, cultural, and above all organizational dimensions.

Comentado [A14]: Why? Because of the implicit knowledge, the experience, the networks

SOLVED

Comentado [A15]: Who found?
ARACELI

Comentado [A16]: Please be uniformly in citing of referring. I have change above some other references.

ARACELI

Following recent literature calls for more research on a) On.....addressing the entrepreneur-person level include the types of individuals and their respective contexts that have not been previously perceived within international entrepreneurship (IE) (Elo, et al. 2018), which fit within the subfocus proposes (groups 1, 3 & 4), b) to contribute to the field of IE by exploring whether, how, and why the IE/MDE E-activities of migrant and diaspora US-MEX cross-border entrepreneurs differ from other internationally migrant oriented-entrepreneurs, and the particular capabilities (intercultural and cross-cultural management skills, market selection, entry modes, business operations, and models, international diffusion of products and ideas, as well as service development), for bridging international contexts (Riddle et al. 2010)). Moreover, migrant and diaspora entrepreneurs face additional complexities (like the forced migration, dual nationality, cross-border entrepreneurial context between the 1st world economy vs an emerging market¹), richness relateds it to its business environments and contexts, ethnicities, resources and business models, and borders (Elo, et al. 2018). Even its operations management (Etemad, 2017).

Con formato: Sin Resaltar

Con formato: Fuente: (Predeterminada) Arial, 12 pto

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The Mexican business diaspora settled in border towns between Mexico and the US can help to better understand the mentioned processes, taking as a reference the border strips of Baja California and Chihuahua. What are the dimensions of intercultural management, and the mechanisms -dimensions- handled by the cross-border Mexican business diaspora in the US and vs other located in different borders across the w. world? What are the scopes of intercultural management that might be included in an international entrepreneurship/migrant diaspora entrepreneurship model, to approach more accurately its daily operations and experiences in both its organizational settings and context?

Beyond advocacy, it is worth discussing the intercultural, -cross-cultural- and organizational aspects, and -of migrants and- how the business diaspora in cross-border settings faces challenges such as globalization and international outsourcing. The

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¹A border embeddedness. See Granovetter (1985).

~~challenges of internal organization for both SMEs and large companies are not necessarily in the environment of the business environment, but in the organizational ones. The management of employees involves processes of hiring, development, and incentives to employees that can lead to innovation, among others. Given that product development is increasingly global, both in cutting-edge sectors and in those that use advanced technologies, such as businesses in global supply and/or production circuits. The business diaspora requires new adaptation processes and new forms of intercultural/cross-cultural relationships; mastering American culture is not enough to start a business if a person is a migrant. These processes must be understood at the same time to capacities for adaptation and business continuity.~~

Comentado [A17]: The derivation up to this point is very long and you do not know exactly what it is going be about. I have the feeling of loosing it, when reading. There is so much background info and I am unceratin if it is necessary for the research questions later.

SOLVED, WE MOVE TO THE INTRODUCTION THIS PARAGRAPH TO MAKE IT MORE CLEAR.

Con formato: Resaltar

~~Following recent literature calls for more research on.....Therefore, the difficulties to successfully insert themselves in a country other than the country of origin, tend to be differentiated, but not in the sense that other diasporas face and that are commonly associated with situations with the use of the language and/or skills to startup and professionals. To the cross border business, diaspora makes it necessary to give a new meaning to the debate of adaptation, continuity more than the decision to migrate and do businesses. Businessoc diaspora is complex and can be related to double residences for family and business. These processes must be understood at the same time to capacities for adaptation and business continuity.~~

Comentado [A18]: The derivation up to this point is very long and you do not know exactly what it is going be about. I have the feeling of loosing it, when reading. There is so much background info and I am unceratin if it is necessary for the research questions later.

SOLVED, WE MOVE TO THE INTRODUCTION THIS PARAGRAPH TO MAKE IT MORE CLEAR.

~~The Mexican business diaspora settled in border towns between Mexico and the US can help to better understand the mentioned processes, . This discussion might begin in the light of the main theories related to migrants adding the entrepreneur's presence. In the second place, it can include the role of the cross-border 'business diaspora', taking as a reference the border strips of Baja California and Chihuahua. What are the dimensions handled by the Mexican business diaspora in the US and vs other located in different borders across the world? What are the scopes of intercultural management? And how can the diaspora gain internal control and supply control of the companies?3. I was searching for the core message of the text. There is no clear question raised, that is my feeling, but many smaller issues. Have you answered the questions?~~

Comentado [A19]: Are these the research questions?

SOLVED

To my understanding, a bit too little explicitly. You might restructure your text, make a discussion. I am uncertain what your main message is at the end. Is it that business diaspora needs more research, more organization in itself, more knowledge on target group, more differentiated views?

Please specify.

To highlight the most relevant obstacles around 'business diaspora', we take as a reference the entrepreneurs of Mexican origin who maintain a connection in the border areas of Baja California and California, and Chihuahua and Texas as a first approach to the complexity of migration and Mexican businesses located on US-Mexican border. Section 1 takes a look on at the diverse approaches related to business diaspora and intercross-cultural management, and data from the US-MEX cross-border entrepreneurs. Section 2 gives methodology aspect. Section 3 explores two regions, these entrepreneurs of Mexican origin who maintain a connection in the border areas of a) Baja California and California, and b) Chihuahua and Texas; as a first approach to the complexity of migration and Mexican businesses located on the US-Mexican border. Section 3 discusses the conceptual model proposed, and Section 4 gives our conclusions.

Entrepreneurs and the US-Mexico border

Entrepreneurship is defined as "the process of identifying, valuing and capturing opportunity" (Low, 2001 cited by in Engelen, et al. 2009, p. 21). Tiessen (1997) distinguishes two levels of analysis: i) from the entrepreneur and his traits, and ii) from the organization. Engelen, et al. (2009) also mention the dependency relationship between culture and entrepreneurship, pointing out that entrepreneurs share certain

Comentado [A20]: Here, I am missing the research question, or the hypothesis and also some words on how you'd continue in this chapter. For instance: The following chapter is structures in XXX units. Unit 1 is followed by the theoretical considerations bla bla

SOLVED, last paragraph page 5.

Comentado [A21]: This chapter is between the introduction and the theory right? What is the function of this chapter?

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Con formato: Párrafo de lista, Izquierda, Nivel 1, Espacio Antes: 24 pto, Después: 6 pto, Interlineado: sencillo, Numerado + Nivel: 1 + Estilo de numeración: 1, 2, 3, ... + Iniciar en: 1 + Alineación: Izquierda + Alineación: -0.75 cm + Sangría: 0.52 cm

beliefs and values across cultures. From the organizational dimension, it is suggested that culture is likely to have the greatest impact on the configuration of organizations, imposing itself on the preferences and strategies of labor cooperation.

The Mexican business community in American contexts has acquired relevance from the economy, sociology (Fernández, *et al.*, 2013), geography, and historical routes (Valenzuela, 2003/2009), as well as in the migration studies (Zamora, 2009 / 2019; Arias, 2018). Professionals, indigenous people, families of entrepreneurs, and qualified entrepreneurs have been the object of study over the last decades since they entered the markets and the organization of business communities in the US.² In the case of displacements associated with issues of violence, the business community has been less studied. The diaspora of Mexicans with a low socioeconomic level and who flee in search of better living conditions and to survive is more frequently studied (Jiménez, 2008; Mondragón, 2016; Canales, 2018). Likewise, the analysis of migrant entrepreneurs and aspects related to the organization of Mexican companies tend to carry less weight. For this reason, it is necessary to also deepen this dimension. It is not only about understanding the success of implementing a productive activity in the US, but about analyzing all the aspects of the business diaspora and its different paths, about the capacities of the business diaspora in internal business management, growth, and continuity of companies, the management of cultural aspects, the market, and technical and technological development. The theories commonly used to address displacement corresponds to circular migration (Bustamante, 2000), to the analysis of labor markets (Harris & Todaro, 1970, Sassen, 1995), and self-employment (Wan, 2017, García & Gaspar, 2019), and disadvantage (Light, 1979).

Then, to explore further and show how the 'business diaspora' of Mexicans in the US aspires to dominate institutional, socioeconomic, and cultural environments, to control certain organizational situations in the case of labor markets, aspects of technological

² For an historical analysis of migrations between USA-Mexico, 1897-1931, see Cardoso (1980). Most migrants were low skilled workers, that went mostly into the south of USA to work in building railroads, farms, etc. But when the Mexican revolution started (c. 1910), wealthy farmers and businessman went on to move and establish in the USA, fear that the violence will reach them for being supporters of Diaz's regime.

Con formato: Fuente: (Predeterminada) +Cuerpo (Calibri)

management, the regulations, and the dynamics of the business networks themselves is relevant. However, we must clarify that the next step is to address the trajectories and their differences, as well as the spaces where the 'business diaspora' has been developed.

In the US-Mexico border, certain aspects can favor the business diaspora, starting with the cultural proximity, so the organizational conditions could be better as well as their competitive capacities (Trevizo & López, 2018). To approach these elements, we have chosen two cross-border contexts: Baja California and California (San Diego-Tijuana), and Chihuahua and Texas (Ciudad Juárez-El Paso). This has been a social fact that has also occurred on the Tamaulipas border with Texas (Reynosa-McAllen), which has been transformed since 2009 by a continuous flow of capital from wealthy Mexicans from that area, including Monterrey, who fled (Durin, 2012), which helped stimulate economic growth and employment in this border region (Texas side), from the Rio Grande Valley to Laredo (Correa, 2014), with an opposite effect for the state of Tamaulipas, where tourism dropped 37 percent in the first half of 2010, the closing of approximately 20 percent of restaurants and the hotel industry fell around 30-35 percent compared with 2008 figures (Correa, 2013).

Comentado [A22]: This sentence might be more understandable when shorter

Cross-border groups are generally familiar with American culture (due to dual nationality and closeness) and the conduct of business on both sides of the border, which in principle would lead to differentiated insertion and adaptation strategies. On the supply side, we can also highlight differentiated opportunities that favor cross-border migrant communities, especially those of Mexican entrepreneurs where host locations tend to concentrate the Mexican population. This is the case for California as an entity. While in states like Texas, the permanent promotion by the San Antonio Hispanic Chamber of Commerce stands out, which permanently promotes the arrival of Mexican investments.

Beyond advocacy, it is worth discussing the intercultural and organizational aspects of migrants and how the business diaspora in cross-border settings faces challenges such as globalization and international outsourcing. The challenges of internal organization for

both SMEs and large companies are not necessarily in the environment of the business environment, but in the organizational ones. The management of employees involves processes of hiring, development, and incentives to employees that can lead to innovation, among others. Given that product development is increasingly global, both in cutting-edge sectors and in those that use advanced technologies, such as businesses in global supply and/or production circuits. The business diaspora requires new adaptation processes and new forms of intercultural relationship; mastering American culture is not enough to start a business if a person is a migrant.

Entrepreneurs who have migrated their businesses to cross-border regions require tools for good intercultural management that allow them to combine talents in an environment of multiple complexities. Cross-border contexts in California and Texas are multicultural and require work management agreements and cooperation among members of the business diaspora. Entrepreneurs must enable areas of convergence, to resolve differences and make accommodations within companies whose environments are divergent (Irrman & Arcand, 2010).

Therefore, the difficulties to successfully insert themselves in a country other than the country of origin, tend to be differentiated, but not in the sense that other diasporas face and that are commonly associated with situations with the use of the language and/or skills to startup, and professionals. To the cross-border business, diaspora makes it necessary to give a new meaning to the debate of adaptation, continuity more than the decision to migrate and do businesses. Businesses diaspora is complex and can be related to double residences for family and business. These processes must be understood at the same time to capacities for adaptation and business continuity.

The Mexican business diaspora settled in border towns between Mexico and the US can help to better understand the mentioned processes. This discussion might begin in the light of the main theories related to migrants adding the entrepreneur's presence. In the second place, it can include the role of the cross-border 'business diaspora', taking as a reference the border strips of Baja California and Chihuahua. What are the dimensions

Comentado [A23]: The derivation up to this point is very long and you do not know exactly what it is going be about. I have the feeling of loosing it, when reading. There is so much background info and I am unceratin if it is necessary for the research questions later.

handled by the Mexican business diaspora in the US? What are the scopes of intercultural management? And how can the diaspora gain internal control and supply control of the companies?

Comentado [A24]: Are these the research questions?

THEORETICAL CONSIDERATIONS

1.

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1.1 A

Theories and approaches related to business diaspora

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According to the OECD (2010), evidence suggests that migrants are more likely than natives to start new businesses, but they are also more likely to see their businesses fail. In 2007, immigrants in many OECD countries exhibited higher rates of self-employment than natives, e.g., Belgium, France, Nordic countries, and particularly, in central and Eastern Europe (OECD, 2010)³, and suggests that migrants are more likely than natives to start new businesses, but they are also more likely to see their businesses fail (among others, because of). The main reasons for failure are related to low levels of education, credit restrictions, length of residence, language, legal status, and region of origin).

Comentado [A25]: In general or in specific world parts?

Comentado [A26]: In general or in specific world parts?
SOLVED

Con formato: Inglés (Estados Unidos)

Comentado [A27]: Same source?
SOLVED

However, it is worth noting that nothing is mentioned about intercultural management, nor are the jobs related to skilled migration and migrants who have promoted productive activities in the US. The US-Mexican businesses in the border cannot be dissociated from the host territories, nor from the processes of cultural management that entrepreneurs' displacements entail.

The theories commonly used to address displacement corresponds to circular migration (Bustamante, 2000), to the analysis of labor markets (Harris & Todaro, 1970, Sassen,

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Con formato: Inglés (Estados Unidos)

³The figures measure self-employment, by no means an exhaustive measure of entrepreneurship.

1995), and self-employment (Wan, 2017, García & Gaspar, 2019), and disadvantage (Light, 1979).

Fernández ~~et al., del Carpio & Mosqueda~~ (2013), have pointed out three theories to analyze the migrant business community: Cultural theory, dDisadvantage theory, and mMixed eEmbeddedness theory (based on Kloosterman et al., 1999). In the first case, the authors consider "cultural characteristics such as religious beliefs, family ties, savings, ethnic work, and compliance with social values" as resources that explain the orientation of immigrants towards business activity.

It should be worth exploring in the US-Mexico border how migration policies have promoted entrepreneurship processes, and how these immigrants are shaping these regions, (even creating new ones within?), impacting the economic and social spheres.

Regarding the disadvantage theory, Fernández, et al. (2013), also warn that migrant entrepreneurs face a disadvantageous context due to a lack of recognition and credentials abroad, which contributes to business failures. To Azmat (2010, p. :377), the "immigrant entrepreneurs face challenges resulting from different values, policies, institutional environment, culture, and perception of social responsibility (SR) in the new country" ._ (Azmat, 2010, p. 377). Also, she says that "among various areas of entrepreneurship, international entrepreneurship (IE), ethnic entrepreneurship (EE) and transnational entrepreneurship (TE) have attracted increasing interest" (Azmat, 2010, p. :378).

However, it must be differentiated whether the low intercultural management profitability of migrant entrepreneurs is related to the trajectories of entrepreneurs who experience self-employment or to the trajectories of entrepreneurs who already had developed organizations. In the US, self-employment can be considered a business activity, and therefore it may be debatable that the restrictions in that country paradoxically encourage business activity. Hence, it is worth the authors insist on analyzing the ways of regulating business and labor markets as obstacles to the businesses of other ethnic communities. This appreciation converges with what the mMixed eEmbeddedness theory proposes,

and the overlaps between the socioeconomic and political-institutional environments. A balance among environments can be revealing to understand the role of Mexican entrepreneurs in cross-border areas.

Therefore, the environment for entrepreneurs and ~~the environment~~ for entrepreneurship obey different processes and, consequently, must be part of new debates. A migrant entrepreneur must differentiate from potential migrant entrepreneurs. Socioeconomic conditions may also be different in both social groups, which will reflect differences in trajectories, and in the institutional environment that influences directly in 'business diaspora' group by group.

~~Also, it is worth noting that 3 out of these 4 groups, might have enough wealth, not only because they were targeted by criminal groups (group 1), because of its accesasibility to quality higher education (group 2), or having both US and Mexican citizenship as well as a business-dynamicsbusiness dynamic in both sides of the border (group 4), that enables them to move forward in its entrepreneurial goals. Wealth rarely measured directly in ethnic and migration studies, not only shapes the starting points of individuals, isbut is also central to understanding migration and [integration] (Agius, & Keister, 2020).~~

Profundizar en la conceptualización de emprendimiento y sobre todo en definiciones que expliquen los fenómenos específicos de diáspora-migración. Por ejemplo revisen el SI que se publicó 2020 en *Journal of Ethnic and Migration Studies*, 46(10). Siempre es mejor tener algunas referencias actualizadas.

1.2 Intercultural and Cross-cultural management

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Profundizar en la conceptualización de emprendimiento y sobre todo en definiciones que expliquen los fenómenos específicos de diáspora-migración
ARACELI

revisen el SI que se publicó 2020 en *Journal of Ethnic and Migration Studies*, 46(10).

SOLVED

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Con formato: Sin Resaltar

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From the perspective of intercultural management,⁴ it is feasible to study the role of Mexican entrepreneurs in the US. Although it can be a focus on the behavior of people within organizations, its objective is to understand the interaction between workers, clients, suppliers, and partners of different ancestry (Adler, 1983). Also, it can be considered as a reference for the study of the business behavior of Mexicans in culturally different countries. Irrmann & Arcand (2000), p. 2, suggest that no manager or organization, that is, no entrepreneur, can avoid the problem of intercultural management, specifically in the global arena. Within organizations, entrepreneurs must also show their capacities and consider that in contexts such as the US, the collaborators that hold different cultural horizons must cooperate within the same organization no matter the cultural diversity.

In addition to considering the local culture, the Mexican entrepreneursbusinessman in the US must put into practice knowledge of other cultures (Adler & Bartholomew, 1992; Tiessen, 1997; Silverthorne, 2005; Fink et al., Neyer & Kolling, 2006). It is not possible to make a serious reflection on intercultural management if it is not accepted that each person is the bearer of a multiplicity of cultures, and organizations should be seen as “potential bearers of a multiplicity of cultural groups that can be separated, superimposed, intertwined. and where each member of the organization can be a member of many different cultural groups at the same time” (Sackmann, 1997: 33).

Irrman (2010) highlights that intercultural management must be conceived today as the management of multiple cultures that simultaneously integrate multiple dimensions: regional, cultural, professional, and organizational. In today'she modern, highly interconnected business context, the central task of intercultural management no longer refers only to understanding differences, its objective is to mitigate and reduce problems of misunderstanding, and to facilitate and direct interactions, synergies, and learning

⁴ The most widely used is 'cross-cultural' and not 'intercultural' management. The 'cross-culture' dimension evokes the comparison between two cultural groups, while the "intercultural" dimension would be more focused on interaction. The term intercultural is used inclusively in its two meanings. The USA-Mexico border is a transnational context. International for the chapter us refers basically to interactions or arrangements between nations, their governments, or people and organizations from two or more countries.

where there is contact between cultures (Søderberg & Holden, 2002). Thus, Boyacigillar et al., Kleinberg, Phillips, and Sackman (1994) identified three types of research on intercultural management: a) the comparison between nations, b) intercultural interaction, and c) the perspective of multiple cultures.

Jacob (2003) identifies 9 dimensions of Intercultural Management, where culture permeates back and forth, iteratively, internally, and externally:-

- Conflict Resolution
- Communications
- Core Values
- Knowledge Management
- Human Resource Management
- Organizational Structure
- Corporate Strategy (including those related to Marketing)
- Leadership (including those related to Negotiations)
- Team Management

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Then it is possible to consider that the Mexican business diasporas in the United States-Mexico, have evolved and formed a **transnational social space** in the field of business, as Faist suggests (2000). Thus address a transnational community, and the primary mechanisms that operate in transnationalization: reciprocity in small groups, exchange in circuits, and solidarity among communities. The transnationalization implications for citizenship and culture, understanding the immigrant integration in the political and cultural realms, and immigrant adaptation are assimilation, ethnic pluralism and border crossing expansion of social space, citizenship (national, multicultural, and transnational), and culture (acculturation, cultural retention, and transnational syncretism).

Comentado [A31]: You come up with new terms and I am missing the explanation for the reader. For instance transnational social spaces calles TSS also by Pries (2000) are multi-plural places in different locations in which entrepreneurs act and function. Pries (2007) describes the ideal type of a TSS as a space that crosses national borders and extends between different places, regions and countries without a specific center. This is what for him the transantional is about.

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1.3 US-MEX Business Diaspora ~~Entrepreneurs and the US-Mexico border~~

Entrepreneurship is defined as "the process of identifying, valuing and capturing opportunity" (Low, 2001 cited in Engelen, *et al.* 2009, p. 21). Tiessen (1997) distinguishes two levels of analysis: i) from the entrepreneur and his traits, and ii) from the organization. Engelen, *et al.* (2009) also mention the dependency relationship between culture and entrepreneurship, pointing out that entrepreneurs share certain beliefs and values across cultures. From the organizational dimension, it is suggested that culture is likely to have the greatest impact on the configuration of organizations, imposing itself on the preferences and strategies of labor cooperation.

According to the OECD (2010), one aspect that has received little attention so far is the contribution of migrants to entrepreneurship and job creation in their host countries. It is mentioned that among member countries the survival rate of these companies is often lower than that of native ones. Engelen, *et al.* (2009) highlight that even though intercultural research in the field of entrepreneurship is still in its infancy as a line of research, it offers important inferences for both theory and practice. Also, the OECD (2010) finds that greater knowledge of migrant entrepreneurship is essential so that policymakers can better support migrant businesses and their role in economic growth and job creation, as well as increased awareness of the positive role that migrants can play as entrepreneurs, as it can contribute to a more balanced public debate on immigration.

More research is required on migrant entrepreneurship and data sources. When analyzing the entrepreneurial initiative, is viable to integrate an explanatory hypothesis about the personal traits that contribute to business success, such as knowing how to face challenges and take risks, passion, vision, and personality. Currently, the literature is exploring the rise of a new migratory profile: migrants engaged in Transnational Entrepreneurship (TE)⁵ (Zapata-Barrero & Rezaei, 2020). TE is described as a 'social

⁵ What Bakhtin called a chronotype, time and space, for our chapter, management processes in the USA-Mexico border, embedded, without boundaries, same region, under a quasi-simultaneously dynamic action.

Comentado [A32]: This chapter is between the introduction and the theory right? What is the function of this chapter?

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realm of immigrants operating in complex, cross-national domains, with dual cultural, institutional, and economic features that facilitate and require various entrepreneurial strategies' (Drori, Honig & Wright, 2009, p. 1). The group of TE includes immigrants who are engaged in border-crossing business activities involving their country of origin and destination (Elo & Freiling, 2015).

No research was identified oriented, on the one hand, to the organizational management of the business diaspora (and even less to the cross-border business diaspora between Mexico-USA), and on the other hand to intercultural management and business adaptation and continuity capacities. The above suggests that the literature on the subject is still scarce. Fink et al. (2006), point out that the dimensions in intercultural management, in addition to the cultural, imply personality traits and cultural standards that lead to the appearance of critical incidents and personal reactions. Therefore, it is stated that the performance of the organizations is not foreign to cultural settings. Morales, et al. (2014), propose to advance in other the migratory trajectories that were traditionally directed to rural and/or disadvantaged communities.

Then, to explore further and show how the 'business diaspora' of Mexicans in the US aspires to dominate institutional, socioeconomic, and cultural environments, to control certain organizational situations in the case of labor markets, aspects of technological management, the regulations, and the dynamics of the business networks themselves is relevant. However, we must clarify that the next step is to address the trajectories and their differences, as well as the spaces where the 'business diaspora' has been developed.

Meanwhile, Peraza and Valenzuela (2018), and Barros and Valenzuela (2013) discuss the categories of 'Mexican immigrant entrepreneurs' and 'ethnic economy'. In both cases, Mexicans in the United States are studied, from a perspective limited to small businesses and groups of indigenous or rural descent. Both categories can be discussed in-depth, even to refer to the management of workers, but not only from these groups.

Comentado [A33]: Could you explain, what is the difference between ethnic economy and migrant economy. There are difference.

ARACELI...

Pd: yo quitaria este parrafo...y sus referencias también...

The cross-border US-MEX business diasporagroup presents the following characteristics (Orraca et al., 2017), those who reside in Mexico but work in the US who are cross-border entrepreneurs, compared to entrepreneurs who live and operate in Mexico: the former are older, more educated with stronger ties, shorter workweeks, and higher earnings than the latter. Also, years of schooling, having previously resided in the United States and having an adult in the household who was born in the United States (where under this context it is inferred that they acquire networks, implicit knowledge, and cultural experience), increase the likelihood of becoming a cross-border entrepreneur. Therefore, years of schooling and years of work experience are positively associated with the earnings of entrepreneurs operating in Mexico, but not with those of cross-border entrepreneurs.

This dynamic take place in a context drive-by cross-border economic activities, work-family arrangement to benefit from the social and economic resources of both Mexico and the United States (Chávez, 2016). This has the advantage to minimize risk by having sources of income in two different countries, or to trade or sell their labor on the other side (Orraca et al., 2017), e.g., entrepreneurs who buy goods in the United States for resale in Mexico or sell their services (or products) in the USA (Staudt, 1998). Cross-border entrepreneurs do not change their country of residence, they work for a day or week in the USA, then return to Mexico (Orraca et al., 2017).

The Mexican business community in American contexts has acquired relevance from the economy, sociology (Fernández, et al. 2013), geography, and historical routes (Valenzuela, 2003/2009), as well as in the migration studies (Zamora, 2009 / 2019; Arias, 2018). Professionals, indigenous people, families of entrepreneurs, and qualified entrepreneurs have been the object of study over the last decades since they entered the markets and the organization of business communities in the US.⁶ In the case of

⁶ For an historical analysis of migrations between USA-Mexico, 1897-1931, see Cardoso (1980). Most migrants were low skilled workers, that went mostly into the south of USA to work in building railroads, farms, etc. But when the Mexican revolution started (c. 1910), wealthy farmers and businessman went on to move and establish in the USA, fear that the violence will reach them for being supporters of Diaz's regime.

Comentado [A34]: Why? Because of the implicit knowledge, the experience, the networks

SOLVED

Comentado [A35]: ARACELI

Falta en la bibliografía Valenzuela y zamora

displacements associated with issues of violence, the business community has been less studied.

The diaspora of Mexicans with a low socioeconomic level and who flee in search of better living conditions and to survive is more frequently studied (Jiménez, 2008; Mondragón, 2016; Canales, 2018). Likewise, the analysis of migrant entrepreneurs and aspects related to the organization of Mexican companies tend to carry less weight. For this reason, it is necessary to also deepen this dimension. It is not only about understanding the success of implementing a productive activity in the US, but about analyzing all the aspects of the business diaspora and its different paths, about the capacities of the business diaspora in internal business management, growth, and continuity of companies, the management of cultural aspects, the market, and technical and technological development.

The theories commonly used to address displacement corresponds to circular migration (Bustamante, 2000), to the analysis of labor markets (Harris & Todaro, 1970, Sassen, 1995), and self-employment (Wan, 2017, García & Gaspar, 2019), and disadvantage (Light, 1979).

The Mexican business diaspora

According to the OECD (2010), one aspect that has received little attention so far is the contribution of migrants to entrepreneurship and job creation in their host countries. It is mentioned that among member countries the survival rate of these companies is often lower than that of native ones. Engelen, et al. (2009) highlight that even though intercultural research in the field of entrepreneurship is still in its infancy as a line of research, it offers important inferences for both theory and practice. Also, the OECD (2010) finds that greater knowledge of migrant entrepreneurship is essential so that policymakers can better support migrant businesses and their role in economic growth and job creation, as well as increased awareness of the positive role that migrants can

Comentado [A36]: What is this chapter about. Is that still theory or Methodology?

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Comentado [A37]: This sentence might be more understandable when shorter

Comentado [A38]: Could you explain, what is the difference between ethnic economy and migrant economy. There are difference.

ARACELI

becoming a cross-border entrepreneur. Therefore, years of schooling and years of work experience are positively associated with the earnings of entrepreneurs operating in Mexico, but not with those of cross-border entrepreneurs.

Comentado [A39]: Why? Because of the implicit knowledge, the experience, the networks

SOLVED

This dynamic take place in a context drive-by cross-border economic activities, work-family arrangement to benefit from the social and economic resources of both Mexico and the United States (Chávez, 2016). This has the advantage to minimize risk by having sources of income in two different countries, or to trade or sell their labor on the other side (Orraca et al., 2017), e.g., entrepreneurs who buy goods in the United States for resale in Mexico or sell their services (or products) in the USA (Staudt, 1998). Cross-border entrepreneurs do not change their country of residence, they work for a day or week in the USA, then return to Mexico (Orraca et al., 2017).

They found that Baja California, in 2015 has 3.808 or 65.3 percent of all cross-border entrepreneurs, followed by Chihuahua with 799 or 13.7 percent of all the cross-border entrepreneurs who operate in the United States but reside in Mexico, with some of them moved to the USA because of the high levels of violent crime in Mexico (Morales et al., 2014). Also, there is another type of cross-border entrepreneur, those who have both nationalities (USA-MEX), live in the USA, and operate on both sides of the border. Sometimes, cross-border entrepreneurs belong to what is called “cross-border families” (Ojeda, 1994), family members, parenthood, that live on both sides of the USA-Mexico border, which also can be a motivation and facilitate the start of the new venture, since they might have transnational capital (assets and income), and social networks in the U.S.A. (Morales, et al. 2013).

Comentado [A40]: Who found?
ARACELI

Cross-border groups are generally familiar with American culture (due to dual nationality and closeness) and the conduct of business on both sides of the border, which in principle would lead to differentiated insertion and adaptation strategies. On the supply side, we can also highlight differentiated opportunities that favor cross-border migrant communities, especially those of Mexican entrepreneurs where host locations tend to concentrate the Mexican population. This is the case for California as an entity. While in

Comentado [A41]: Please be uniformly in citing of referring. I have change above some other references.

ARACELI

states like Texas, the permanent promotion by the San Antonio Hispanic Chamber of Commerce stands out, which permanently promotes the arrival of Mexican investments.

In the US-Mexico border, certain aspects can favor the business diaspora, starting with the cultural proximity, so the organizational conditions could be better as well as their competitive capacities (Trevizo & López, 2018). To approach these elements, we have chosen two cross-border cities contexts: Baja California and California (San Diego-Tijuana), and Chihuahua and Texas (Ciudad Juárez-El Paso). This has been a social fact that has also occurred on the Tamaulipas border with Texas (Reynosa-McAllen), which has been receiving transformed since 2009 by a continuous flow of capital from wealthy Mexicans from that area, including Monterrey, who fled (Durin, 2012), which helped stimulate economic growth and employment in this border region (Texas side), from the Rio Grande Valley to Laredo (Correa, 2014), but with an opposite effect for the state of Tamaulipas, where tourism dropped 37 percent in the first half of 2010, and the closing of approximately 20 percent of restaurants closed, and the hotel industry fell around 30-35 percent compared with 2008 figures (Correa, 2013).

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Entrepreneurs who have migrated their businesses to cross-border regions require tools for good intercultural management that allow them to combine talents in an environment of multiple complexities. Cross-border contexts in California and Texas are multicultural

Comentado [A42]: This sentence might be more understandable when shorter

SOLVED

and require work management agreements and cooperation among members of the business diaspora. Entrepreneurs must enable areas of convergence, to resolve differences and make accommodations within companies whose environments are divergent (Irrman & Arcand, 2010).

This chapter is a descriptive, exploratory, anatory, conceptual proposal, bthat is based on* the Juarez-El Paso, and Tijuana-San Diego context and experiences, mainly regarding the 2007-2011 violence era that accelerate the entrepreneurial migration and the opening of new businesses on the US side as a result of it, with a final call to elaborate case studies that can give us a closer, in-depth look at this new ventures these new ventures, and their present status.

Although Whetten (1989) mentions that not all theoretical contributions require* propositions, they can be meaningful with regard to concerning their derivations with the direction of relationships, the logic underlying the dimensions. Therefore, four propositions will be presented, limited to specifying the logically deduced implications (Whetten, 1989) for the research of a theoretical model, recognizing that, over time, their elements will be refined.:

Proposition 1. The more difficult the context encountered by the entrepreneur/founder, or the family business, the more likely those problems in each or both dimensions will emerge that might entail the appearance of DSFB.

Proposition 2. The more feedback the entrepreneur/founder and the family receive from the quantitative and qualitative measurement of both dimensions, the better decisions

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can be made to avoid the appearance of the DSFB, thus improving the probability of achieving a better financial performance.

It is acknowledged, in line with Whetten (1989), with respect to concerning being sensitive and realistic regarding the context, that by testing the model in various settings, the discovery of the inherent limiting conditions might appear. These conditions might involve the possible limitation of the model's applicability, recognizing that may be entrepreneurship is too young to expect a predictive theory (Kenworthy & McMullen, 2014).

As a novel proposal, might be the case where more questions will arise both on the propositions presented or on new empirical data collected. Logical probability, through appraising the theory by facts (Meehl, 1990), was applied in the next section 3 to our model, by means of using the literature review conducted, on each of the following sections.

METHODology

Or please, if you do not call it methodology explain what will happen next in your text: Is this descriptive, explorative, whatever, case studies....? Overall question: What kind of chapter is this? Is this a conceptual chapter, is this an explorative research or what kind of methodology are you using?

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~~Más que describir una “metodología” como indica la revisión, creo que si hay que explicar bien la naturaleza de su trabajo que es más bien descriptivo del fenómeno con una aproximación a casos de estudios (pero no es un ejercicio empírico como tal).~~

~~No description what kind of work it is, e.g. descriptive, conceptual, is there any methodology, literature review, case studies, or is this only a phenomenon the author(s) would like to describe~~**The Mexican business diaspora**

4.—

~~According to the OECD (2010), one aspect that has received little attention so far is the contribution of migrants to entrepreneurship and job creation in their host countries. It is mentioned that among member countries the survival rate of these companies is often lower than that of native ones. Engelen, et al. (2009) highlight that even though intercultural research in the field of entrepreneurship is still in its infancy as a line of research, it offers important inferences for both theory and practice. Also, the OECD (2010) finds that greater knowledge of migrant entrepreneurship is essential so that policymakers can better support migrant businesses and their role in economic growth and job creation, as well as increased awareness of the positive role that migrants can play as entrepreneurs, as it can contribute to a more balanced public debate on immigration.~~

~~More research is required on migrant entrepreneurship and data sources. When analyzing the entrepreneurial initiative, is viable to integrate an explanatory hypothesis about the personal traits that contribute to business success, such as knowing how to face challenges and take risks, passion, vision, and personality. Currently, the literature is exploring the rise of a new migratory profile: migrants engaged in Transnational Entrepreneurship (TE)⁸ (Zapata-Barrero & Rezaei, 2020). TE is described as a ‘social realm of immigrants operating in complex, cross-national domains, with dual cultural, institutional, and economic features that facilitate and require various entrepreneurial strategies’ (Drori, Honig & Wright, 2009, p. 1). The group of TE includes immigrants who are engaged in border crossing business activities involving their country of origin and destination (Elo & Froiling, 2015).~~

~~No research was identified oriented, on the one hand, to the organizational management of the business diaspora (and even less to the cross-border business diaspora between Mexico-USA), and on the other hand to intercultural~~

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Comentado [A44]: What is this chapter about. Is that still theory or Methodology?

⁸-What Bakhtin called a chronotype, time and space, for our chapter, management processes in the USA-Mexico border, embedded, without boundaries, same region, under a quasi-simultaneously dynamic action.

~~management and business adaptation and continuity capacities. The above suggests that the literature on the subject is still scarce. Fink et al. (2006), point out that the dimensions in intercultural management, in addition to the cultural, imply personality traits and cultural standards that lead to the appearance of critical incidents and personal reactions. Therefore, it is stated that the performance of the organizations is not foreign to cultural settings. Morales, et al. (2014), propose to advance in the migratory trajectories that were traditionally directed to rural and/or disadvantaged communities.~~

2. DISCUSSION

23.1 ~~The business diaspora of~~ Business Diaspora, Chihuahua and Texas (El Paso-Ciudad Juárez)

It starts from the context of forced migration that occurred during 2008-2011 when Ciudad Juárez was considered the most violent city in the world. Many business owners and professionals fled Ciudad Juarez and northern Mexico in large part due to the rise of insecurity brought about by the armed conflict between state forces and members of narco-trafficking groups (Campbell, 2009).

El Paso, Texas, USA, Ciudad Juárez, Chihuahua, Mexico, and suburbs configure the El Paso del Norte metropolitan area. Its population is approximately 2.5 million inhabitants, it is the 2nd. binational metropolitan area on the United States-Mexico border, one of the largest of any international border and among the 50 largest metropolitan areas in the Western Hemisphere (Pan American Health Organization, 2009). The Mexican war against drug cartels changed the migration and crossing patterns in the border region, a region that has been operating as a cross-border market since the nineteenth century, evidence of the economic integration between Mexico and the U.S.A, as a historical process (Román, 2003).

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Comentado [A45]: Does here your methodology or conceptual considerations start? For a ready, this is confusing without you describing, that now, you start with some considerations on the main topic of your chapter. Please explain your approach: In the following this chapter....

SOLVED

Con formato: Español (México)

The **businessman**⁹ who can immigrate legally to El Paso gave investments, new jobs, and opportunities to the city. ~~Ironically y, Aat~~ that same time, one of the safest in the USA (gossip said that many drug dealers were operating from ~~there, and there and~~ cross the border into Mexico to offend). Other professionals would have been denied asylum, upper-middle and upper-class Mexicans seek refuge and new opportunities in the United States (Castañeda, 2021), and move without papers. Nevertheless, they brought business experience, know-how, and capital to buy houses or start small businesses despite a constant fear of deportation (Castañeda, 2019). The war against drug cartels affected the economy of Ciudad Juárez but helped the economy of El Paso, Texas. Near 10,000 businesses closed in Ciudad Juárez from 2007-2011 (Morales, et al. 2014), and the business and investor visas given to Mexicans by the US after the Drug War began was 31,068 compared with 7,603 visas between 2001-2005 (Martínez, et al. 2011, Morales, et al. 2013). A Ciudad Juárez group representing companies from a different industry sector estimated that in 2008, near 4,500 businesses went bankrupt in the State of Chihuahua because of extortion (Emmott, 2009). ~~Ironically I,~~ in El Paso, 400 new small businesses were generated, which brought five to ten job opportunities (Grissom, 2010)¹⁰.

Comentado [A46]: Can you explain whom you refer to as businessman. You use it in the whole text. Are this people entrepreneurs, self-employed, whatever?

SOLVED, FOOTNOTE #7

Figure 1 shows the entrepreneurial paths after migration by nationality or citizenship status. Of those who closed their businesses in Mexico and relocated them to the US, 50% are Mexican and 50% are U.S. nationals. The transnational entrepreneurs (who maintained their businesses in Mexico and move to live in the US) are mostly Mexican (69%) whereas most displaced entrepreneurs who closed their business in Mexico and did not re-establish them in the US are Mexican (50%), Americans (33%) and binational

⁹ For purposes of this chapter, and although there are differences between a businessman and an entrepreneur (Dolan & Gordon, 2019), because of lack of precise official data, both are ~~tr~~treated as synonyms, belonging to the same business diaspora.

¹⁰ Regional ~~Local~~ newspapers left evidence of the experiences in some of the businesses that migrated and the overall community context. Please see <https://borderzine.com/2011/08/juarez-businesses-fleeing-violence-open-doors-north-of-the-border-2/> ; <https://borderzine.com/2011/02/businesses-abandon-a-troubled-juarez/> ; <https://www.nytimes.com/2011/07/31/magazine/life-on-the-line-between-el-paso-and-juarez.html> ; <https://www.nytimes.com/2013/12/15/world/americas/a-border-city-known-for-killing-gets-back-to-living.html>; where some businesses have success, but others do not, which can be explain in part, by the lack of intercultural management.

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citizens (17%). Thus, US citizenship did not play a prominent role in the migration process.

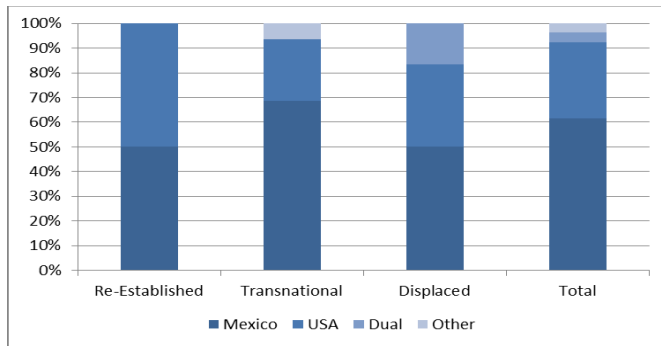
At the height of this forced migration context, a group appeared (*La Red*, “network” in Spanish), creating a network of business people to form alliances between recent newcomers from Mexico, providing practical help to Mexican immigrants with some success¹¹, since some complained that *La Red* did not provide enough support or even gave wrong information about local regulations while demanding high consultancy fees (Castañeda, 2019). This is not new as immigrants’ organizations along with Mexican citizens. Many organizations in the US support Mexican immigrants (Federations of hometown associations, grouped by the state of origin, e.g., Zacatecas state, Michoacán state, etc. where Mexican state authorities have very close ties with and visit them frequently (Portes & Zhou, 2012). Ironically, the maquiladora industry, correspondent to assembly factories located in Ciudad Juarez border city, was able to stabilize the regional development strategy, despite the city faced difficult context (Berndt, 2013).

Comentado [A47]: This is a personal evaluation of the situation, bur not part of a research chapter

DO NOT AGREE, SOLVED.

Figure 1. Characteristics of businessman migration, El Paso-Juarez region.

¹¹ In the case for the Mexico’s Northeastern region (Reynosa-Mc Allen, Monterrey) in San Antonio, Texas (nearby the USA-Mexico border), the Mexican Entrepreneurs Association, founded 15 years before the Drug War, grew exponentially from a few members to 200 (Sheridan, 2011).



Source: Morales, *et al.*, 2014.

Today, many businesses are still open, not only in El Paso but also are expanding their operations to other cities throughout the US. They have been capable to adapt their organizational capabilities Others have failed, close their US operations, and return to focus on the Mexican side.

23.2 Notions about the Business Diaspora, business diaspora of California and Baja California (San Diego-Tijuana)

In 2013, Mexican businessmen on the border of Las Californias (California and Baja California) formed a new organization that seeks to maintain regional communication and facilitate investments in the two states. It involved 70 Mexican businessmen from Los Angeles, Orange County, San Diego, Tijuana, Ensenada, and Mexicali. The society called *Asociación de Empresarios Mexicanos* corresponds to the Californias chapter of a regional organization that is part of a larger bi-national entity formed in Texas in 1996. This chapter was hosted by the University of San Diego (USD) to promote Mexican businesses on both sides of the border strip: "We offer talent, experience, guidance" to those who want to invest in the region, said businessman Luis Echeverría. The director of the Los Angeles chapter at the time, Jorge Sadurni, former executive president of the Nestlé firm in North America, said that just meeting opens possibilities for Mexican entrepreneurs and investors. The above explains how a process towards integration is usually perceived in the field of cooperation as a step to success, but without clarity in the

Comentado [A48]: So, what have we learnt here about the diaspora in regard to your research questions? Please sum up. Otherwise, this is only the description of an situation, but what is the clue?

SOLVED, PLEASE SEE SECTION

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intercultural management processes. Also, Irrman & Arcand (2010) consider it false that cultural proximity is a guarantee of cohesion and harmony.

Speeches from the Association of Mexican Entrepreneurs in Las Californias in 2013 did not refer to employees. This is a problem because having similar cultural bases in command positions is different from employees since the same language guarantees a decrease in conflicts.

To foster intercultural performance the understanding of interrelationships involves the cultural codes, personality traits, and cultural norms of groups. Employers must conduct incident analysis, underlying reasons, and cultural values. Researchers and managers can gain a deeper understanding of intercultural relationships, and propose ways to manage intercultural performance (Fink, *et al.*, 2006). The business diaspora, in this sense, has not passed the first hurdle.

The Californias business groups considered in 2013: "we have many forces, many entrepreneurial energies that we are not using in this region of the Californias, for the simple fact that we had not met or knew each other." An element in line with the principles of Intercultural Management is that which converges with the grouping of industries concentrated in parks, such as aerospace, textiles, food, automotive, and legal and financial services. The sectoral division can contribute to organizational management and open opportunities to the diaspora, as is often the case when hiring native managers.

Two years earlier [in](#) (2011), it had already been reported that more Mexicans were opening businesses in counties such as San Diego, particularly in the South of Coronado Bay. However, it was stressed that entrepreneurs (without specifying whether they were cross-border) were not familiar with the procedures for setting up a business in the United States and that many did not speak English. This was again an indicator that the proximity between countries did not guarantee the understanding of the institutional environments and in no way the cultural domain. Within the framework of this business deployment, the so-called Mexico-American Chamber of Business (Canemexa) was formed, created by

three veteran businessmen and activists, Patrick Osorio, Jesse Navarro, and Héctor Molina, who joined to support business communities, from City Heights to the Mexican border. Were 100 members, which represents a way to encourage what could be called “the business diaspora” from the US.

The mentioned Association was tasked with supporting the professional skills of entrepreneurs, facilitating the understanding of US laws, and providing information to manage and promote businesses and profits through seminars and workshops in Spanish.

Some of the theories of migration, from the neoclassical perspective, would make it possible to point out the weight of the regional economy as part of common interests, and if the Intercultural management approach is added to this, then we can speak of a binational association that fostered cross-border business diaspora.

It is noteworthy that at that time the San Diego Small Business Administration, 40 percent of the businesses in the counties of San Diego and Imperial belonged to Latinos, and the interest of US groups to grow the diaspora through the networks already established and other cross-border business groupings. We reiterate that institutions such as Canemexa represent that necessary bridge for business intercultural deployment. The support provided by business associations not only encouraged the diaspora between the two countries to be strengthened but also allowed business owners to control internal elements of the organizations and those related to the diaspora itself.

For authors such as Mendoza (2017), cooperation and governance institutions in the Tijuana-San Diego region have been based “on public and private collaboration and social and cultural interaction [which] has increased economic and social integration. of the two border cities, particularly since the expansion of globalization and the establishment of the North American Free Trade Agreement (NAFTA).” For their part, Barajas & Almaraz consider that the territory of Tijuana-San Diego has been configured by its institutions and companies to preserve a logic of creation and acquisition of

Comentado [A49]: What theories for instance is this based on?

ARACELI

resources. The authors consider that the territorial organization in this space is "cause and effect of socioeconomic dynamics, where strong interactions between organizational systems dedicated to specialization, integration, and technological development of the territory are key elements for the accumulation of creative capacities of individuals and communities." (Barajas & Almaraz, 2013, p. 56). In this case, the diaspora represents one more element of the territory's social and business know-how.

3. DISCUSSION 3.3 Conceptual Model Discussion Final Thoughts

Final thoughts

The dynamics of the USA-Mexico border, present a unique context that challenged present debates. The first one is related to why migrants are more entrepreneurial than host country nationals (Sahasranamam & Nandakumar, 2018), and high-income economies (Fairlie & Lofstrom, 2015). The explanation has been related to the migrants' human capital that conditioned their entry into the labor market (Huang, 2012). In the case of the forced migration from Mexico to the US, these individuals already were entrepreneurs with success in its their origin country. Moreover, some of them have double nationality, with cross-border families, relatives, and homes ion both sides of the border.

The second, as already stated, is related to the quality of migrants' entrepreneurial initiatives (Elo, et al., 2018). By living in different cultures, migrant entrepreneurs might have the advantage of launching new products/ services and to know better customer preferences, transfer their knowledge of customer problems or solutions between nations (Riddle, Hrivnak & Nielsen, 2010). But these entrepreneurs are very well adaptadapted, not only because of their background mentioned, but because the US-Mexico border is the top trade border in the worldone of the biggest commercial border trade regions in the world. They cross very frequently, so for practical terms, San Diego-Tijuana and El Paso-Ciudad Juarez each can be considered one metropolitan area (two of the biggest in the world). This border has diverse elements embedded, is transnational.

Comentado [A50]: Which questions could you answer with your considerations. Please pick up the research questions from the beginning.

SOLVED

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Comentado [A51]: So, they are re-startes?

SOLVED

Con formato: Inglés (Estados Unidos)

Another issue is to examine the intentions of the diaspora to return to their homeland and keep involved in entrepreneurial activity, in a post-conflict economy, where the entrepreneurial intentions of the returning diaspora are affected by their level of trust and risk in institutions at home (Krasniqi & Williams, 2019). More research must be done within this framework. At this point, it appears that some Mexican ~~entrepreneurs~~ ~~businessman~~ indeed returns to Mexico and continue their business, no matter the obstacles they confront when they migrate. More data is needed for the US-Mexico Border.

Following Elo, *et al.* (2018) and Etemad (2017, Etemad's framework illustrates the international entrepreneurship domain at the common intersection of five selected influential disciplines: these are entrepreneurship, international business, networks, strategy, and operations management), ~~so~~ it might be feasible to adapt their model to include the ~~intercultural~~ cultural management view into the multiple and interdisciplinary lenses that can be employed in understanding and explaining IE & -migrant and diaspora entrepreneurship (MDE). 13 years have passed since the forced migration on Mexican entrepreneurs began, and now data can be collected not only in a transversal approach but also in a longitudinal one, so a ~~depth~~ depth analysis can be made to begin the discussion on all the obstacles and challenges these ~~immigrants~~ immigrants faced when starting its new ventures, adapting and maintaining them.

Then, how they manage to adapt their procedures to the new culture they were facing, and how to sustain them throughout the following years. Some of them had success, some do not at that time, but more entrepreneurs went and open businesses in the USA side of the border, even when their local Mexican contexts were back to a calmer and safer place.

Figure 24 approaches several management constructs from an interculturalnational management dimensions standpoint. But this, ~~in our opinion,~~ can be enriched more, adding value for it ~~is not accurate~~. Intercultural management involves dimensions of different origins. When considering the potential of the Mexican diaspora in the US, the

results of cultural proximity can be contradictory; have positive as well as negative results. We insist that the trajectories of migrants are very important. We propose in the first place is to reconcile the business diaspora.

Conflict Resolution within the organization but also in front of the different context the host country present; both involves having the skills on Communications, where the latter is key to divulge its Core Values to its stakeholders, how to start the new venture and adapt rapidly to the market needs, involves an efficient Knowledge Management along with its Human Resources, following of course different legislation at federal, state and local laws (in some cases very differently altogether and totally-different from the Mexican current legislation). So, there is a need to have an Organizational Structure adapted to the new conditions, implementing a whole new Corporate Strategy (including those related to Marketing) to make the correct market entry as an incumbent, strong Leadership (including those related to Negotiations) in the organizational level as well as in the team Management.

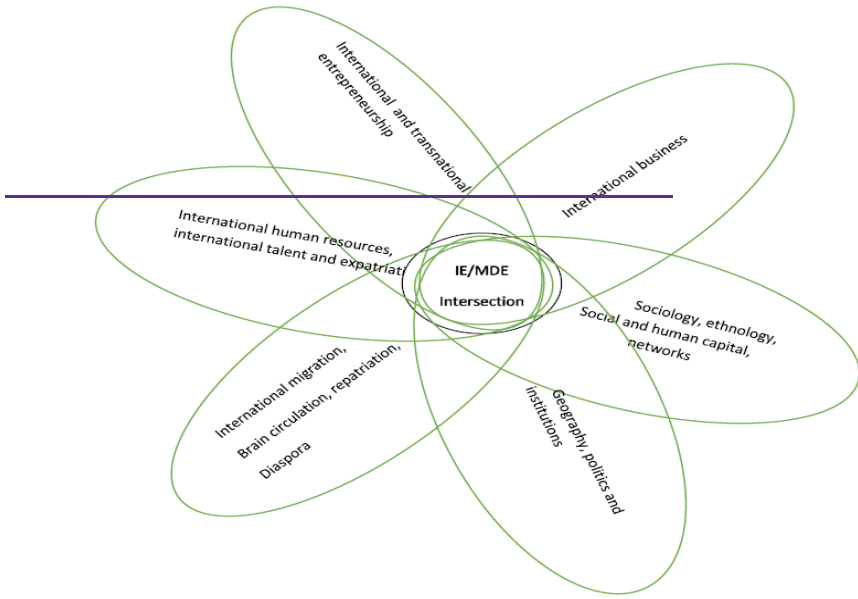
Including in the model intercultural elements, gives a better and clearest picture of reality, on the now long term this diaspora has been operating in the last decade.

~~The USA-Mexico border is a transnational context. International for us refers basically to interactions or arrangements between nations, their governments, or people and organizations from two or more countries.~~

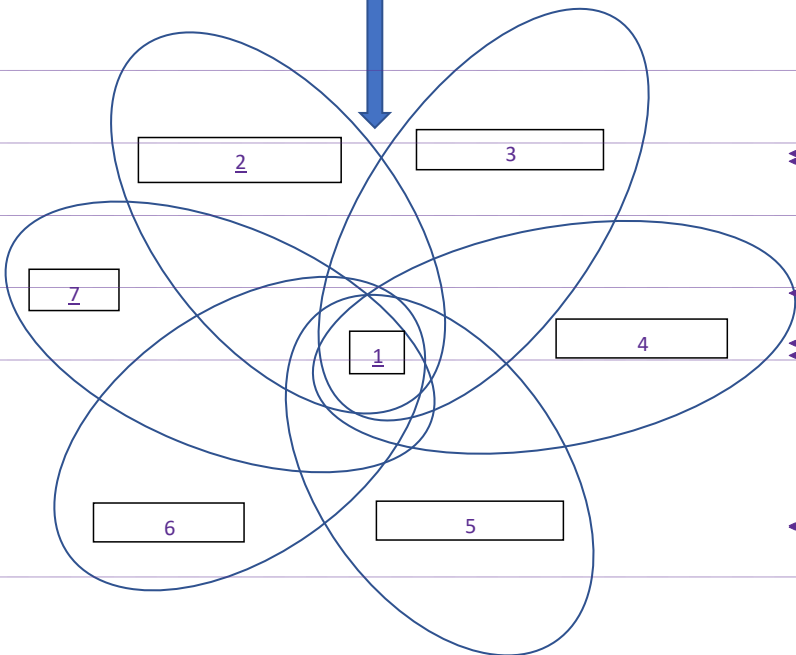
~~This border of course has this kind of relations, but as mentioned before, some elements are embedded, one of the biggest commercial trade regions in the world, cross-border families, individuals with double nationality, large metropolitan areas along the border~~

(two of the biggest in the world). Its context, as stated before, is transnational. Including in the model cross-cultural elements, gives a better and clearest picture of reality.

Figure -2.1 Dynamics of TE, with intercultural management influence-view



Intercultural Management



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1. JEM / MDE intersection

2. International & Transnational Entrepreneurship

3. International Business

4. Sociology, Ethnology, Social & Human Capital, Networks

5. Geography, Politics, Institutions

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4. International Migration, Brain Circulation, Repatriation, Diaspora

6. International Human Resources, International Talent, Expatriates

7. International Migration, Brain Circulation, Repatriation, Diaspora

7. International Migration, Brain Circulation, Repatriation, Diaspora

7. International Migration, Brain Circulation, Repatriation, Diaspora

7. International Migration, Brain Circulation, Repatriation, Diaspora

7. International Migration, Brain Circulation, Repatriation, Diaspora

Source: Adapted from **ADAPTED FROM** (HACER LA FIGURA NUEVA) Elo et. al (2018).

Based on the model and in the research question, the following propositions were made:

What are the dimensions of intercultural management, and the mechanisms handled by the cross-border Mexican business diaspora in the US, that might be included in an international entrepreneurship/migrant diaspora entrepreneurship model, to approach more accurately its daily operations and experiences in both its organizational settings and context?., tTthe following propositions were made: A call is made on to examine how integration into the U.S. economy varies along with several places in different states on the U.S.-Mexican border, the repercussions that it has on its Mexican counterparts (subsidiaries, suppliers, customers), and the impact it has on the communities.

InterCross-cultural management involves dimensions of different origins. When considering the potential of the Mexican diaspora in the US, the results of cultural proximity can be contradictory; have positive as well as negative results. We insist that the trajectories of migrants are very important. We propose in the first place is to reconcile the business diaspora.

Conflict Resolution

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Comentado [A52]: FALTA DEF DE INTERCULTURAL Y CROSS...ASI COMO SU TABLA DE DIMENSIONES Y ATRIBUTOS

• Communications

• Core Values

• Knowledge Management

• Human Resource Management

• Organizational Structure

• Corporate Strategy (including those related to Marketing)

• Leadership (including those related to Negotiations)

• Team Management

Including in the model cross-cultural elements, gives a better and clearest picture of reality.

The propositions solve the main research question

Proposition 1. The more difficult the intercultural management context is within the organization, faced encountered by the Mexican entrepreneur, no matter if there is a double nationality or cross-border family, -once he/she starts operations in the US/founder, or the family business, the more likely those problems in each or every both dimensions will emerge putting at risk the viability of the new venture. emerge that might entail the appearance of a DSFB.

Proposition 2. The more feedback the entrepreneur/founder and the family receives from the quantitative and qualitative measurement of the intercultural management both dimensions, the more it will will the better decisions can be made to avoid the appearance of the DSFB, thus improving the probability of achieving a better financial performance, having with a positive impact across its business diaspora and cross-border community.

Con formato: Fuente: Cursiva

~~That can enable us to~~ ~~Second,~~ to have a typology of the most ~~(and worst in the case of a failure)~~ relevant trajectories of the business diaspora. ~~The inquiries about migration and development theories do not emphasize~~ businessmen and entrepreneurs, in the early stages of insertion, or group distinctions by ~~type of company type~~ and sector. ~~Third, the diaspora of returning entrepreneurs can start companies in different countries, then we will refer to transnational companies. So the return is continuity.~~

~~Fourth, it has to do with the~~ place of origin of migrant companies and entrepreneurs, ~~and this may be relevant if links are maintained in the place of family roots. Only in the case of border contexts,~~ the business development of the diaspora can be modified if migration ceases to be circular, ~~or if the border is not precisely the place of origin, but a permanent residence. The intercultural management for each of the cases will change and will be altered by the sector and production chain.~~

~~The organizational challenges facing the business diaspora in the United States are elementary. While self-employment as a business reference (not necessarily qualified migration) should be part of new debates. Valenzuela (2003) mentioned that the role of Mexican migrants was different from that of other nationalities because the diaspora was generally of employees. Although many Mexicans have emigrated to the US to work, the truth is that the~~ number of Mexican businesses continues to increase and that on the border with the United States there are even organizations that encourage the arrival of Mexican businessmen, as is the case, ~~in Las Californias, but there is a lack of data on who is this diaspora, how it is organized, what are its informal structures both internally as an organization and also as a community.~~

~~Transnational life is host to the business diaspora and is subdivided into territories conducive to business development with different levels of interaction, where intercultural management can converge with other important aspects for the development of organizations.~~

Comentado [A53]: Here you are suggesting research on the topic. But, what are your results in this chapter? They are including inbetween the lines, but you do not explicit answer your questions raised in the beginning of your text. After reading I understood that:

1. The diaspora at the borders is focussed on employment rather than on entrepreneurship, right?
2. There should be organisations focused on the help to restart businesses, right?
3. These organisations should gain more skills on intercultural competences, right?
4. These organisations should distinct between highly skilled restarters and sectoral differences, right?

This is the part you raise your questions, right?

SOLVED, WE ADD A DISCUSSION ON THIS SECTION

The Mexican business diaspora settled in border towns between Mexico and the US can help to better understand the mentioned processes. This discussion might begin in the light of the main theories related to migrants adding the entrepreneur's presence. In the second place, it can include the role of the cross-border 'business diaspora', taking as a reference the border strips of Baja California and Chihuahua. What are the dimensions handled by the Mexican business diaspora in the US? What are the scopes of intercultural management? And how can the diaspora gain internal control and supply control of the companies?

SOLVED, WE REFINED THE RESEARCH QUESTION

However, what does it all mean then.? Who is the diaspora? Is it organized, so that you can give them recommendations? Or is it just an informal structure, which you cannot directly recommend to, but what then.? How to raise attention and knowledge on the needs of the target group.

Con formato: Resaltar

The key message, I understood is, that there is less knowledge on the diaspora structures in the border regions. And that diaspora on the other hand has less knowledge on the target group coming in. InThrough means of: kind of qualification, kind of sector, kind of action radius (transnational or whatever) and that intercultural competence could be one way to explain the intersectional concerns. Thus, the consequence is, that the potential of the people is not utilized at its best (?)...ADDED VALUE

Con formato: Resaltar

They were not looking for the American Dream. But now, that they are operating in that territory, they are going for everything.

Therefore, the difficulties to successfully insert themselves in a country other than the country of origin, tend to be differentiated, but not in the sense that other diasporas face and that are commonly associated with situations with the use of the language and/or skills to startup, and professionals. To the cross-border business, diaspora makes it necessary to give a new meaning to the debate of adaptation, continuity more than the decision to migrate and do businesses. Businesses diaspora is complex and can be related to double residences for family and business

The challenges of internal organization for both small & medium businesses and large companies are in its business environment as much as in the organizational ones. The management of employees involves processes of hiring, development, and incentives to employees that can lead to creativity and innovation, among others, given that product development, among others tasks, are increasingly global, both in cutting-edge sectors and in those that use advanced technologies, such as businesses in global supply and/or production circuits.

4. CONCLUSIONS

A call is made to examine how integration into the U.S. economy varies along with several places in different states on the U.S.-Mexican border, the repercussions that it has on its Mexican counterparts (subsidiaries, suppliers, customers), and the impact it has on the communities.

Researchers are encouraged to

test the conceptual model further.

A call is made to validate the model Case under case study methodology methodology can give valuable data to begin addressing the US-Mexico cross-border Mexican entrepreneurial diaspora.

They were not looking for the American Dream. But now, that they are operating in that territory, they are going for everything. Therefore, the difficulties to successfully insert themselves in a country other than the country of origin, tend to be differentiated, but not in the sense that other diasporas face and that are commonly associated with situations with the use of the language and/or skills to startup, and professionals. To the cross-border business, diaspora makes it necessary to give a new meaning to the debate of adaptation, continuity more than the decision to migrate and do businesses. Business's diaspora is complex.

The challenges of internal organization for both small & medium businesses and large companies are in its business environment as much as in the organizational ones. The management of employees involves processes of hiring, development, and incentives to employees that can lead to creativity and innovation, among others.

There is a need to explore further and show how the 'business diaspora' of Mexicans in the US aspires to dominate institutional, socioeconomic, and cultural environments, to

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control certain organizational situations in the case of labor markets, aspects of technological management, the regulations, and the dynamics of the business networks themselves is relevant. However, we must clarify that the next step is to address the trajectories and their differences, as well as the spaces where the 'business diaspora' has been developed.

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Comentado [A54]: APA O LA QUE APLIQUE, ARACELI

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Por mi parte otra sugerencias son:

:

~~— Hacer tablas de datos para entender mejor el contexto y visualizarlo mejor (por ejemplo datos de migración en el tiempo vale la pena hacer una tabla).~~

~~— Revisar consistencia de la narrativa (también lo destaca la revisión).~~

~~— Repiten dos veces Figure 1.~~

~~— Profundizar en la conceptualización de emprendimiento y sobre todo en definiciones que expliquen los fenómenos específicos de diáspora migración. Por ejemplo revisen el SI que se publicó 2020 en *Journal of Ethnic and Migration Studies*, 46(10). Siempre es mejor tener algunas referencias actualizadas.~~

~~— Mas que describir una “metodología” como indica la revisión, creo que si hay que explicar bien la naturaleza de su trabajo que es más bien descriptivo del fenómeno con una aproximación a casos de estudios (pero no es un ejercicio empírico como tal).~~

:

Espero que esto les sea útil para mejorar el capítulo y te agradeceré me indiquen cuanto tiempo necesitan para trabajarlo.

:

Muchos saludos.

:

Ernesto

:

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The overall comments are:

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1. The text is interesting

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2. The language could be a bit more washed professionally, in the sense of being more formal

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3. I was searching for the core message of the text. There is no clear question raised, that is my feeling, but many smaller issues

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4. There is no clear structure of the chapter in the sense of here begins this and here that and we continue in doing it like this

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5. No description what kind of work it is, e.g. descriptive, conceptual, is there any methodology, literature review, case studies, or is this only a phenomenon the author(s) would like to describe

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I know it is a chapter and not a scientific journal, however a clear understanding of what is the intention and an added value of the work, should be given. Especially, because the topic is so interesting. Also, I love the title and was hoping this is a citation from a case study. But it is not :(Could not find it in the text

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Implicitly, you have it all there. Explicitly, reading the text, one might be a bit confused. There are many questions raised in the text all over again, but less answers given or less ideas and approaches how to fix it all.

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Overall, I can imagine this text to be really interesting to the audience.

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The key message, I understood is, that there is less knowledge on the diaspora structures in the border regions. And that diaspora on the other hand has less knowledge on the target group coming in. In means of: kind of qualification, kind of sector, kind of action radius (transnational or whatever) and that intercultural competence could be one way to explain the intersectional concerns. Thus, the consequence is, that the potential of the people is not utilized at its best (?)

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However, what does it all mean then. Who is the diaspora? Is it organized, so that you can give them recommendations? Or is it just an informal structure, which you cannot directly recommend to, but what then. How to raise attention and knowledge on the needs of the target group.

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LEER TODO, GRAMMARLY...EN UN COMENTARIO ANOTAR MAS RELEVANTE AQUELLO QUE SUGIERO ERNESTO Y EN VERDE

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...

No método seccion

Añadir parte conceptual

Elementos de inter y cross, y dif entre estos.\..discusionn.

Modelo y discusion

Hablar de casos de éxito y de fail

Recortar Eliminar a 8200....ARACELI

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