

Understanding Brazilian Migrant Entrepreneurship in Portugal: Motivations, Barriers, and Policy Implications

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Abstract: This study examines the entrepreneurial activities of Brazilian migrants in Portugal, focusing on their motivations, challenges, and policy implications. It addresses two central research questions: What are the key motivations and barriers for Brazilian migrant entrepreneurs in Portugal? And how can policy interventions enhance their business success? Based on 58 interviews and secondary data, the study uses thematic qualitative analysis. The findings are grouped in two entrepreneurial profiles: opportunity-driven and necessity-driven. Opportunity-driven entrepreneurs typically migrate with capital, prior experience, and strategic business plans. They often launch scalable ventures in sectors such as consulting, IT, and gastronomy, leveraging networks, education, and foresight. Conversely, necessity-driven entrepreneurs transition into self-employment after low-skilled employment, pushed by limited job prospects and Portugal's relatively low minimum wage (under €900). These ventures are concentrated in labour-intensive, low-margin sectors like retail and construction, often facing barriers related to financing, bureaucracy, and informality. Findings show that both groups are motivated by economic instability, violence, and a declining quality of life in Brazil. Portugal is perceived as a safe and accessible destination, offering better education, public services, and long-term stability. While opportunity-driven entrepreneurs benefit from EU market access and time zone advantages, necessity-driven ones rely heavily on informal networks and face greater difficulty in formalizing their businesses. Despite these disparities, Brazilian entrepreneurs contribute significantly to the Portuguese economy by generating employment, revitalizing neighbourhoods, and enriching cultural diversity. The study underscores the importance of differentiated policy frameworks: European market integration and investment incentives for high-growth ventures, and simplified regulations, microcredit, training, and community-based support for subsistence-level businesses. These insights are valuable for policymakers, incubators, and scholars focused on migrant entrepreneurship and inclusive development. Addressing structural barriers can further unlock the entrepreneurial potential of Brazil's growing diaspora in Portugal.

Keywords: Migrant Entrepreneurship; Global Mobility; Brazilian Entrepreneurs; Economic and POLICY FACTORS; BUSINESS ENVIRONMENT in Portugal

1. Introduction

Migrant entrepreneurship plays a vital role in driving economic growth, job creation, and social integration in host countries (Dheer, 2024). In 2023, the number of foreign residents in Portugal grew by 33.6% compared to 2022, reaching a total of 1,044,606 individuals holding a Residence Permit. In recent years, the country has seen a rise in immigration from Asian countries, including India, Nepal, Bangladesh, and Pakistan. Brazilians represent the largest immigrant group, accounting for 368,449 residents—equivalent to 35.3% of the total foreign population.

Entrepreneurship emerges as a central strategy for the economic integration of many migrants, drawing on resources such as social capital, creativity, and cultural adaptability (Malheiros & Padilla, 2015; Sarkar et al, 2022). Data from AIMA (2023) indicate that immigrants contribute significantly to sectors such as transportation (e.g., taxis, delivery services) and technology, but face barriers including limited access to formal financing, excessive bureaucracy, and ambiguous media representations (Silva et al, 2024). Moreover, public policies such as the Golden Visa and microcredit programs, while aiming to promote economic integration, often channel migrants toward real estate investments rather than productive entrepreneurial ventures (Ratten & Pellegrini, 2019).

Therefore, this study investigates the two different profiles of entrepreneurs: opportunity-driven and necessity-driven; their motivations, barriers, and policy implications of Brazilian migrant entrepreneurship, focusing on

how these individuals navigate Portugal's business landscape. This research addresses two questions: 'What motivates Brazilian entrepreneurs in Portugal? And 'how can policies support their success?' Drawing on 58 in-depth interviews and secondary data, following Johnson and Rowlands (2012), the study employs thematic analysis (Gioia et al, 2013). Some migrants also choose Portugal as an entry point into the EU, relocating after acquiring residency rights (Schrooten et al, 2016). While opportunity-driven businesses tend to scale in consulting, tech, and gastronomy, necessity-driven ventures (Fairlie & Fossen, 2020) concentrate in labour-intensive sectors, facing more structural barriers. Despite challenges, Brazilians—numbering over 368,000 (Statista, 2023)—enhance economic diversity, generate jobs, and stimulate urban revitalization.

2. Literature Review

2.1 The Mixed Embeddedness Framework Applied to the Brazilian Migration to Portugal

Migrant entrepreneurship plays a vital role in economic development by generating employment, fostering innovation, and diversifying markets (Kloosterman & Rath, 2010; Ram et al, 2017). Immigrant entrepreneurs leverage distinct skills, networks, and cultural insights to identify niche opportunities and introduce novel products. The mixed embeddedness framework, developed by Kloosterman (2018), offers a comprehensive lens to understand these dynamics by examining how entrepreneurial activity is shaped by the interplay of individual, social, and structural factors. At the micro level, it considers personal resources and motivations; at the meso level, it emphasizes social networks and community support; and at the macro level, it focuses on institutional contexts such as immigration policies and labour market regulations. This framework moves beyond culturalist interpretations by underscoring the interaction between entrepreneurial agency and structural constraints.

Brazilian migration to Portugal reflects shifting economic and political dynamics, facilitated by linguistic and cultural affinities (Esteves et al, 2018). While earlier waves included students and professionals, recent flows comprise both skilled entrepreneurs and low-wage workers (Rath & Swagerman, 2016). Many Brazilians pursue self-employment due to barriers in the formal labour market, yet entrepreneurial outcomes vary based on legal status, financial resources, and access to networks (Solano, 2016).

While some succeed in high-value sectors like technology and gastronomy, others remain confined to low-margin industries such as construction and retail (Lantai et al, 2024). Despite challenges such as bureaucracy, limited credit, and regulatory hurdles (Kloosterman & Rath, 2010), Brazilian entrepreneurs contribute meaningfully to Portugal's economy. Strengthening their long-term viability requires policies that expand credit access, streamline business registration, enhance entrepreneurship training, and foster integration into Portuguese business ecosystems (OECD, 2019; Ram et al, 2017).

2.2 Motivations, Barriers, and Institutional Support for Migrant Entrepreneurship

Research on migrant entrepreneurship highlights a wide range of motivations shaped by personal circumstances, market opportunities, and institutional frameworks (Kloosterman & Rath, 2010). Among Brazilian entrepreneurs in Portugal, motivations often reflect push factors—such as economic instability, violence, and political uncertainty—and pull factors like cultural affinity, favourable business conditions, and access to the EU market. Opportunity-driven migrants tend to leverage Portugal's strategic advantages to pursue scalable ventures, often entering higher-margin sectors such as technology and consulting with prior experience, capital, and strategic intent (Fairlie & Fossen, 2020). In contrast, necessity-driven entrepreneurs typically emerge from more vulnerable conditions and start small businesses using personal savings and informal networks, frequently concentrated in saturated, low-skilled sectors like beauty and construction (Solano, 2016; Rath & Swagerman, 2016). These ventures often face systemic constraints such as bureaucratic red tape, limited credit access, and institutional neglect.

To support this heterogeneous landscape, tailored policies are essential. Necessity-driven entrepreneurs benefit from expanded credit, simplified procedures, and targeted training, while opportunity-driven ventures require innovation incentives and support for scaling (OECD, 2019). Broader institutional barriers—such as restrictive visa processes, high interest rates, and financial illiteracy—continue to hinder business growth (Kloosterman, 2018). Social challenges including language barriers, discrimination, and limited networks further constrain integration (Ram et al, 2017). Targeted interventions like incubators, mentorship, microcredit schemes, and regulatory reform can facilitate formalization and long-term success (Desiderio, 2014). Within this landscape, female migrant entrepreneurs face additional gendered constraints. Studies reveal how women from Latin America and the Middle East navigate intersecting cultural, legal, and economic barriers, balancing tradition

with innovation (Villar, 2019). Intersectional and context-sensitive approaches remain crucial to fully understanding and supporting the entrepreneurial trajectories of migrant women.

3. Methodology

3.1 Data Collection

Using a qualitative research approach, this study draws on 58 in-depth interviews with Brazilian entrepreneurs established in Portugal. Data collection was conducted in person between October 2024 and February 2025. The interview guide included questions related to: (i) the participant’s individual migratory trajectory; (ii) their experience in creating and managing their businesses; (iii) the opportunity structures encountered; (iv) the importance of networks and social mechanisms for business survival and success; (v) financial issues; (vi) administrative or legal advisory services; (vii) local partnerships and suppliers; and (viii) logistical and business support issues.

Questions about business size or revenue were avoided, as participants considered them sensitive or linked to vulnerabilities. Each interview lasted approximately one hour and fifteen minutes on average, was fully recorded and transcribed, resulting in a total of 4,125 minutes of audio and approximately 380 pages of transcription. Only one interview was conducted per participant, although the data were triangulated with field notes and the researcher’s participant observation.

3.2 Data Analysis

A thematic analysis was conducted using the Gioia methodology (Gioia et al, 2013), which emphasizes inductive theory building while preserving participants’ voices. This approach was well-suited to the study’s aim of generating theoretical insights grounded in the lived experiences of migrant entrepreneurs. The analysis followed a three-stage process—first-order concepts, second-order themes, and aggregate dimensions—ensuring analytical rigor, transparency, and a strong connection between empirical data and theory (Gehman et al, 2018).

In the first stage, we identified first-order codes by closely examining participants’ own words and meanings, avoiding pre-imposed theoretical frames. In the second stage, we distilled these into more abstract second-order themes, interpreting patterns and relationships across the data. This shift enabled a transition from descriptive to conceptual analysis, informed by existing literature. Additionally, interview transcripts were examined considering relevant studies following Johnson and Rowlands’ (2012) recommendations, reinforcing the credibility and depth of the theoretical constructs developed.

Finally, we synthesized the second-order themes into aggregate dimensions—higher-level categories that captured the core theoretical insights of the study. The data structure served not only as an analytical tool but also to convey the transparency of the coding process and the logic behind the emergent theoretical model. The interviews were then grouped in two segments based on their profiles and motivations: opportunity-driven and necessity-driven entrepreneurs (see table 1).

4. Findings

4.1 Presentation of Data

According to their profiles and characteristics, most of the entrepreneurs of the sample were framed into opportunity driven as shown in Table 1.

Table 1: Sample of interviewees

Opportunity Driven	Necessity Driven
E1, E3, E4, E5, E6, E7, E8, E10, E11, E13, E14, E15, E16, E17, E18, E20, E23, E24, E26, E27, E28, E30, E31, E32, E33, E34, E35, E36, E37, E40, E41, E42, E43, E44, E45, E46, E47, E48, E49, E50, E52, E53, E55 e E58	E2, E9, E12, E19, E21, E22, E25, E29, E38, E39, E51, E54, E56 e E57

Source: own elaboration

The 58 interviews with Brazilian entrepreneurs in Portugal revealed two predominant profiles, commonly recognized in international literature: opportunity-driven and necessity-driven entrepreneurs. The interviews reveal a dual pattern of entrepreneurial motivation among Brazilian migrants, distinguishing between opportunity-driven and necessity-driven pathways. Opportunity-driven entrepreneurs, comprising the majority, often migrated with clear business plans, financial capital, and professional experience, enabling them to engage in extensive pre-migration planning, conduct market research, and formalize their businesses quickly—often in scalable sectors like technology and consulting. In contrast, necessity-driven entrepreneurs typically transitioned from low-wage jobs, such as caregiving or construction, due to job insecurity or lack of credential recognition. Their ventures emerged gradually, supported by community networks and family labour, and were commonly concentrated in sectors with low entry barriers like personal services and retail. While opportunity-driven entrepreneurs benefited from structured strategies and reduced reliance on external financing, necessity-driven counterparts relied on incremental growth and resourcefulness. Nonetheless, the distinction between these profiles was fluid: some necessity-driven entrepreneurs later expanded and adopted strategic planning, while others initially classified as opportunity-driven faced setbacks that led them to downscale. These findings echo prior research (Rath & Kloosterman, 2000; Baycan-Levent & Nijkamp, 2009), underscoring how varying access to resources, planning, and institutional recognition shapes the entrepreneurial trajectories of migrant populations. This reinforces Kloosterman and Rath’s (2010) emphasis on how mixed embeddedness conditions influence business positioning and strategic capacity.

While the categorization of opportunity- and necessity-driven entrepreneurs offers analytical clarity, it becomes more meaningful when grounded in the lived experiences of Brazilian migrants. Opportunity-driven entrepreneurs typically arrived with structured plans, higher education, and prior success in fields like consulting, engineering, and tech, viewing migration as a strategic move toward reinvention or lifestyle improvement. They often brought capital, pursued franchise models, and aligned their ventures with personal values such as sustainability and autonomy. In contrast, necessity-driven entrepreneurs came from precarious conditions—marked by unemployment, informal work, or personal crises—and started businesses out of immediate need, relying heavily on community support and resilience. These ventures, often in sectors like beauty, food, or services, began informally and slowly formalized over time, sometimes evolving into more strategic models.

Despite differing starting points, both groups shared common elements: a strong female presence, varied age ranges, geographic dispersion across cities like Lisbon and Porto, and migration framed as a means of achieving protection, independence, or family stability. Ultimately, all entrepreneurs expressed a shared goal of rebuilding their lives and achieving meaningful livelihoods in Portugal, highlighting the interplay between planning and improvisation, and the central role of perseverance—findings that echo existing literature on migrant entrepreneurship trajectories (Rath & Kloosterman, 2000; Baycan-Levent & Nijkamp, 2009). Table 2 presents the second-order categories associated with each entrepreneurial profile.

Table 2: Second order categories by entrepreneurial motivation

Entrepreneurial Motivation	Second-Order Categories (Thematic Insights)
Opportunity-Driven	<ul style="list-style-type: none"> • Structured migration plans and strategic intent • Higher education and prior professional success • Business as reinvention, internationalization, or lifestyle choice • Use of accumulated capital and franchise models • Value alignment (e.g., sustainability, autonomy, family well-being) • - Sectors: consulting, education, tech, engineering
Necessity-Driven	<ul style="list-style-type: none"> • Migration triggered by unemployment, informality, or personal crises • Informal or unplanned business start-up • Reliance on community networks and resilience • Entry into accessible, low-barrier sectors (beauty, food, services) • Gradual formalization for social benefits or stability • - Emergence of strategic thinking over time

Source: own elaboration

4.2 Entrepreneurial Motivations

Preliminary findings suggest that Brazilian entrepreneurs in Portugal are motivated by a combination of opportunity-driven and necessity-driven factors. While some view Portugal as a strategic entry point for European markets, others turn to entrepreneurship due to difficulties securing employment (see Table 3).

Table 3: Opportunity and necessity-driven entrepreneurs

Feature	Opportunity-Driven Entrepreneurs	Necessity-Driven Entrepreneurs	Examples (from Interviews)	Implications
Motivation	Market opportunity, autonomy, lifestyle change	Lack of job opportunities, survival needs	Franchise acquisition, consultancy, tech startups vs. informal salons, food stalls	Requires tailored policy focus based on planning capacity
Pre-migration Planning	Extensive research and strategic foresight	Little to none, reactive approach	Used diaspora networks, legal support vs. trial and error with family help	Opportunity-driven benefit from startup support, necessity-driven need training
Financial Resources	Capital reserves or external investments	Personal savings, family loans	Initial equity vs. bootstrapped ventures	Credit access should differentiate profile needs
Business Type	Consulting, IT, education, niche services	Beauty, cleaning, food delivery, retail	Registered limited company vs. informal micro-business	Sector-specific interventions are key
Challenges	Market adaptation, regulation	Legal status, bureaucracy, informality	Complex tax system vs. delayed regularization	One-size-fits-all policy may fail

Source: own elaboration

Given the notable proportion of female entrepreneurs in the sample, future research could further explore gender-specific motivations and constraints.

4.3 Barriers to Immigrant Entrepreneurship in Portugal

Migrant entrepreneurs in Portugal face a complex array of structural, financial, and social challenges that influence their ability to establish and grow their businesses, regardless of background or motivation (Desiderio, 2014). One of the most significant obstacles is navigating bureaucratic systems, including lengthy registration procedures, visa regulations, and unfamiliar legal frameworks (OECD, 2019; Rath & Kloosterman, 2000). These administrative burdens often delay business operations and contribute to informality, especially when compounded by digital illiteracy or lack of access to legal support (Kloosterman et al., 1999). Financial barriers are equally salient, as many migrant entrepreneurs lack credit history and face high rejection rates from banks, forcing them to rely on personal savings or informal lending networks (Baycan-Levent & Nijkamp, 2009). Even those with initial capital encounter difficulty accessing public funding and investment programs, which are often tailored to local or EU-based applicants (Desiderio, 2014).

Market adaptation poses further difficulties, as entrepreneurs must understand local consumer behaviour, adjust to new competition dynamics, and often reposition their offerings to fit the Portuguese context (Kloosterman & Rath, 2010; Solano, 2016). Many enter oversaturated sectors such as food, cleaning, and beauty, where intense competition and low profit margins hinder sustainability. Others target more competitive but higher-barrier industries like technology or consulting, where success depends on integration into formal business networks and local credibility (Fairlie & Fossen, 2020). However, access to these networks remains limited, as many migrant entrepreneurs struggle with weak social capital, limited professional connections, and, at times, discrimination (Ram et al, 2017). Addressing these intersecting challenges requires targeted policy interventions aimed at simplifying administrative processes, improving financial inclusion, supporting market adaptation, and fostering diverse, inclusive business networks (OECD, 2019; Desiderio, 2014). This aligns with Ram et al. (2017), who stress the structural exclusion of migrants from mainstream entrepreneurial ecosystems.

Enclave-style businesses are ventures embedded within ethnically concentrated communities, often known as ethnic enclaves. They primarily cater to co-ethnic customers by offering culturally specific goods and services—such as traditional foods, clothing, or religious products. These businesses frequently rely on informal ethnic

networks for labour, financing, and supply chains, drawing on family ties or community-based support. Their sustainability is closely linked to the geographic clustering of immigrant populations, as they are typically located in neighbourhoods with a high density of migrants from the same origin.

While enclave-style businesses can offer protective environments for immigrant entrepreneurs—providing easier market entry, linguistic familiarity, and lower competition—they may also limit opportunities for growth and broader market integration. These enterprises often remain confined to niche markets and face challenges in expanding beyond the boundaries of the enclave. Despite these constraints, enclave businesses represent an important strategy of economic survival and cultural preservation for many migrants (Portes & Jensen, 1989).

4.4 Enhancing the Entrepreneurial Ecosystem for Migrant Entrepreneurs

To create a more supportive environment for migrant entrepreneurs, policymakers must address key structural barriers such as complex bureaucracy, limited financial access, and lack of tailored training. Streamlining administrative procedures—especially business registration and visa applications—through digitalization and clearer regulatory frameworks would reduce delays and encourage formalization, fostering entrepreneurship and job creation (OECD, 2019). Financial inclusion is equally critical, as many migrant entrepreneurs lack credit history or collateral. Expanding access to microloans, alternative financing, and migrant-focused investment programs can help bridge this gap, especially through partnerships between government, financial institutions, and impact investors (Desiderio, 2014). Entrepreneurship training is another crucial area: programs focused on business planning, financial literacy, and digital marketing can strengthen migrants' ability to navigate unfamiliar markets. Public-private partnerships and university-led initiatives could serve as effective platforms for such capacity building (Kloosterman & Rath, 2010).

Tailored policy design must also recognize the diversity among migrant entrepreneurs, adapting support to different needs and contexts. High-growth ventures may benefit from mentorship and acceleration programs, while smaller or necessity-driven businesses require microcredit and simplified guidance. Interview evidence underscores the urgency of these measures: many migrants faced long delays due to limited legal information and digital literacy, while others relied on informal advice and struggled to secure formal credit, even when bringing capital from abroad. Training and mentorship proved transformative for market adaptation, especially for those with access to incubators, workshops, and local networks. However, effectiveness depends on regional accessibility and delivery formats—highlighting the need for inclusive, decentralized support models that reach beyond major cities. Ultimately, migrant entrepreneurs' success is shaped not only by their capabilities but also by the host country's institutional openness and investment in inclusive entrepreneurship ecosystems (Rath & Swagerman, 2016).

Table 4 describes the main barriers faced by Brazilian migrant entrepreneurs in Portugal, contrasting how these barriers manifest differently among necessity-driven and opportunity-driven profiles.

Table 4: Comparison of barriers by motivational profile

Barrier Type	Necessity-Driven Entrepreneurs	Opportunity-Driven Entrepreneurs	Observed Impact	Example of quotes extracted from interviews
Financial Constraints	Limited savings, no access to credit	May have capital but face high operational costs	Limits business growth and formalization pace.	"I used family money and had to sell my car in Brazil to get started." (E12)
Regulatory Complexity	Informal businesses, legal status issues	Bureaucratic hurdles, tax complexity	Delays formalization and increases operating risk.	"I spent months trying to regularize the business, but I couldn't open a bank account." (E39)
Market Access	Low-profit sectors, informal networks	High competition, difficulty accessing key industries	Constraints of profitability and business differentiation.	"I had to reformulate my plan because I didn't understand the local market." (E44)
Social Barriers	Language issues, discrimination	Limited access to elite business networks	Limits client base diversity and partnership potential.	"I've never been invited to local business events." (E53)
Business Growth	Dependence on Brazilian community	Need for stronger local partnerships	Uneven growth trajectories across both groups.	"Almost all of my clients are Brazilian; I couldn't break that bubble." (E29)

Source: own elaboration

Drawing on qualitative data from 58 interviews, the table synthesizes key challenges across five dimensions: financial constraints, regulatory complexity, market access, social barriers, and business growth capacity. While both groups experience significant obstacles, the nature and intensity of these challenges vary. Necessity-driven entrepreneurs tend to operate with limited financial resources and lower legal literacy, often navigating informal markets and relying on family support. In contrast, opportunity-driven entrepreneurs are generally more prepared but still struggle with regulatory complexity and difficulties accessing high-value sectors or elite business networks.

5. Conclusion

This study investigates the motivations, challenges, and policy implications of Brazilian migrant entrepreneurship in Portugal, drawing on 55 in-depth interviews to explore how structural conditions and individual trajectories intersect. By distinguishing between opportunity-driven and necessity-driven entrepreneurs, the analysis reveals distinct patterns: while opportunity-driven entrepreneurs often face hurdles related to market adaptation and regulatory complexity, necessity-driven entrepreneurs are more affected by financial constraints and barriers to formalization. Notably, the findings challenge fixed typologies by showing that entrepreneurial motivations and migration pathways are fluid—some necessity-driven entrepreneurs evolve toward growth-oriented strategies, while some opportunity-driven ones confront unanticipated setbacks. These dynamics underscore the need for more flexible and integrative analytical models. As highlighted in Solano's (2016) work on transnational practices, entrepreneurial trajectories often defy static categorizations. Methodologically, the study combines thematic and narrative approaches to examine how bureaucratic, financial, and social constraints coalesce to shape entrepreneurial outcomes and integration pathways.

5.1 Contributions and Policy Implications

This research contributes to the literature by providing a nuanced understanding of Brazilian migrant entrepreneurship in Southern Europe and advancing the application of mixed embeddedness theory to a Lusophone context. The study identifies the differentiated needs of migrant entrepreneurs and offers policy recommendations accordingly. Necessity-driven entrepreneurs require targeted interventions such as simplified business registration, access to microcredit, legal assistance, and foundational training. In contrast, opportunity-driven entrepreneurs benefit more from support mechanisms focused on scaling, internationalization, and venture capital access. Both groups would gain from strengthened integration into local business networks—especially in peripheral regions—and from gender-sensitive policies that support women's entrepreneurial resilience. The findings emphasize that inclusive, differentiated support frameworks are essential for fostering sustainable migrant entrepreneurship.

5.2 Limitations

While the study offers in-depth insights, its qualitative nature and focus on Brazilian entrepreneurs in Portugal limit the generalizability of the findings. The sample, although diverse in terms of age, gender, and geographic distribution, reflects a single national group within a specific host-country context. As such, the conclusions may not apply to other migrant populations or national settings. Furthermore, the reliance on self-reported narratives introduces subjectivity, which, while valuable for understanding lived experiences, may overlook structural dynamics not visible to participants. These limitations point to the need for complementary research using comparative, quantitative, or mixed methods approaches.

5.3 Future Research Directions

Future studies should examine cross-cutting themes that emerged across different entrepreneurial profiles, particularly the strong female presence and diversity in age and life-course stages. Further investigation into how motivations such as protection, autonomy, and family care shape entrepreneurial strategies could enhance understanding of gendered and familial dynamics in migrant entrepreneurship. The regional dispersion of businesses—spanning Lisbon, Porto, Leiria, and other areas—warrants research on how local institutional and economic contexts mediate opportunity structures. Additionally, exploring long-term business trajectories—including transnational expansion, return migration, or intergenerational succession—can illuminate the evolving nature of migrant entrepreneurship. The interplay between structured planning and improvisation suggests promising avenues for studying hybrid strategic behaviours under uncertainty. Future research could

explore digital entrepreneurship and compare groups (e.g., African, Asian migrants) or longitudinal studies to assess business sustainability across different contexts and temporal scales.

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Ethics Declaration

This research involved human participants through interviews and surveys. Ethical clearance was obtained from the appropriate institutional ethics committee prior to data collection. The study was reviewed and approved by the Ethics Committee of Universidade do Grande Rio [UNIGRANRIO], under protocol number CAAE-84607524.1.0000.5283, granted in November/2024.

Participants were informed of the study's objectives, and informed consent was obtained from all individuals involved. Data was anonymized to ensure participant confidentiality and privacy in accordance with data protection regulations.

Use of AI Tools

Artificial Intelligence (AI) tools were used during the preparation of this paper. Specifically, AI-assisted translation tools were employed to support the translation and refinement of sections originally drafted in Portuguese. The final content was reviewed and edited by the authors to ensure accuracy, coherence, and adherence to academic standards. No AI tools were used to generate original research content, analyse data, or draw conclusions.

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