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Entrepreneurship as a Driver of Economic Development in Communities in Transition: An Analysis of the Role of Immigrants and Skilled Professionals in the Sector Services and Construction

Entrepreneurship as an Engine of Economic Development in Transitioning Communities: An Analysis of the Role of Immigrants and Skilled Professionals in the Service and Construction Sector

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Summary

This article analyzes entrepreneurship as a driver of economic development in communities in transition, focusing on the work of immigrants and skilled professionals in the service and construction sectors. From an interdisciplinary perspective—encompassing economics, sociology, law, and administration—the study discusses how foreign entrepreneurs contribute to job creation, knowledge transfer, and the dynamization of strategic sectors in both the United States and Brazil. Cases such as that of Wilson Cardoso Nunes, head of Hands of Freedom LLC, and Professor Ivan, active in higher education, are explored as representative of the positive impact of immigrant leaders on social and economic development. The analysis highlights the relationship between innovation, overcoming the shortage of skilled labor, and strengthening economically fragile areas, emphasizing the relevance of immigrant entrepreneurship as a pillar of transformation.

Keywords: Entrepreneurship; Economic Development; Immigration; Civil Construction; Services.

Abstract

This article aims to analyze entrepreneurship as a driver of economic development in transitioning communities, focusing on the role of immigrants and skilled professionals in the service and construction sectors. From an interdisciplinary perspective — covering economics, sociology, law, and administration — the study discusses how foreign entrepreneurs contribute to job creation,

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knowledge transfer, and the strengthening of strategic sectors in both the United States and Brazil. Cases such as that of manager Wilson Cardoso Nunes, leading Hands of Freedom LLC, and Professor Ivan, active in higher education, are explored as representative of the positive impact of immigrant leadership on social and economic development. The analysis highlights the relationship between innovation, overcoming skilled labor shortages, and the revitalization of economically fragile areas, highlighting immigrant entrepreneurship as a pillar of transformation.

Keywords: Entrepreneurship; Economic Development; Immigration; Construction; Services.

1. Introduction

Entrepreneurship has established itself as one of the most relevant pillars for explaining economic and social development processes in different parts of the world. When dealing with communities in transition, whether they are places undergoing rapid urbanization, regions affected by structural changes in the global economy, or areas impacted by migratory flows, the centrality of entrepreneurs as agents of transformation becomes evident. In these circumstances, entrepreneurship cannot be viewed solely from the perspective of individual initiative, but as a practice capable of generating jobs, promoting innovation, transferring knowledge, and fostering new social dynamics. This perspective expands Schumpeter's (1984) classic notion, which already highlighted the role of the entrepreneur as responsible for "creative destruction," placing it in a contemporary context that encompasses cultural, legal, administrative, and economic factors.

In highly complex societies like Brazil and the United States, the presence of immigrant entrepreneurs highlights the importance of this phenomenon. It's not just about entering the job market, but also about creating new markets and expanding opportunities for often marginalized social groups. Wilson Cardoso Nunes, in the construction and flooring sector, and Ivan, in higher education, exemplify the strength of professionals who, upon settling in foreign territories, go beyond economic survival and become protagonists of structural transformations in local communities. Based on their experiences, it's possible to observe how immigrant entrepreneurship acts as a driver of inclusion and reconfiguration of the competitiveness of strategic sectors.

Another fundamental aspect is the interdisciplinary nature of the analysis. Entrepreneurship cannot be understood exclusively from an economic perspective, even though this is central. The phenomenon also requires sociological perspectives, which highlight entrepreneurs' capacity for cultural and social integration; legal perspectives, which analyze the regulations, labor rights, and legal frameworks that shape their activities; and administrative perspectives, which highlight management techniques, organizational innovation, and leadership as indispensable elements for business con Thus, this study adopts an approach that engages with multiple areas of

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knowledge, allowing a deeper understanding of the scope of immigrant entrepreneurship in transition contexts.

It is equally important to highlight the macroeconomic impact of this process. In the United States, data prior to 2021 already indicated that immigrant entrepreneurs were creating businesses at a faster rate than native-born entrepreneurs, accounting for approximately 25% of the country's new businesses (FWD.us, 2020). In Brazil, despite more unstable institutional conditions, it is observed that entrepreneurship—especially entrepreneurship out of necessity—represents a significant part of the dynamics of economic survival in vulnerable areas. However, when combined with qualified human capital, as in the case of professionals with a consolidated track record in strategic sectors, the impact transcends survival and encompasses the creation of robust production chains, responsible for boosting local economies.

Thus, this introduction addresses the central problem of the study: understanding how entrepreneurship, especially led by immigrants and skilled professionals, acts as a driver of economic development in communities in transition. Throughout this article, we will analyze elements such as job creation, knowledge transfer, overcoming the skilled labor shortage, and the social and legal impacts of this phenomenon, highlighting exemplary cases that illustrate its practical relevance. The objective is to demonstrate that entrepreneurship, far from being merely an individual action, is a driver of collective transformation, capable of profoundly altering the reality of entire regions.

2. Entrepreneurship and Economic Development: Concepts and Fundamentals

The concept of entrepreneurship, historically associated with innovation and risk-taking, has taken on new dimensions as economies have become more complex and interdependent. Schumpeter (1984) highlighted the entrepreneur as an agent of creative destruction, responsible for introducing innovations that replace old methods and generate development cycles. Drucker (2016), in turn, emphasized systematic innovation as an essential characteristic of entrepreneurship, linking it to the ability to anticipate and meet market demands. In the contemporary world, entrepreneurship is understood not only as an individual economic action, but as a process that involves social networks, institutions, public policies, and cultural contexts, expanding its scope beyond a strictly economic perspective.

In the debate on economic development, entrepreneurship occupies a central role. For Amartya Sen (2000), development should be understood as the expansion of individual and social freedoms, and entrepreneurship appears as a practice that expands income opportunities, promotes inclusion, and strengthens community autonomy. In this sense, entrepreneurs not only generate profits but also create conditions for other individuals to access goods, services, and jobs, multiplying the positive effects of their actions. This perspective is particularly

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relevant in communities in transition, where the absence of effective public policies often finds the private sector and individual initiatives as catalysts for social and economic change.

Another essential foundation is the relationship between entrepreneurship and innovation. According to Baumol (2010), entrepreneurs play a critical role in introducing new products, processes, and business models that increase the productivity and competitiveness of economies. This dynamic is directly associated with the strengthening of strategic sectors, such as services and construction, which require skilled labor and the ability to adapt to technological changes. In the case of Wilson Cardoso Nunes, his work in a traditional sector like flooring and coverings was marked by the modernization of practices and efficient management, resulting in exponential growth for the company and the creation of formal jobs in the United States.

The literature also highlights the importance of entrepreneurs in contexts of skilled labor shortages. Porter (1993) argued that nations' competitive advantage is not based solely on natural resources or infrastructure, but on their ability to create and retain talent.
In this sense, immigrants and qualified professionals fill gaps left by local markets and, at the same time, transfer knowledge that raises standards of efficiency and quality. Ivan's work in higher education is an example of this dimension, as by sharing knowledge and training new generations of professionals, he contributes to strengthening human capital in communities in need of educational expansion.

Finally, the importance of institutional policies and the legal environment in sustaining entrepreneurship must be recognized. North (1990) emphasized that institutions shape economic performance by creating incentives or barriers to entrepreneurial action. Labor laws, tax regimes, and immigration policies are elements that directly impact the viability of immigrant-led ventures. However, even in the face of legal and bureaucratic challenges, many entrepreneurs manage to build successful trajectories, demonstrating resilience and adaptability. Thus, the concepts and foundations of entrepreneurship, when articulated with an interdisciplinary perspective, reveal its importance as a driver of economic and social transformation in communities in transition.

3. The Role of Immigrants in the Global Economy and the United States

Immigration is a phenomenon that transcends borders and manifests itself as one of the main drivers of economic dynamism on a global scale. Historically, immigrants have played fundamental roles in production processes and in strengthening value chains, not only as labor but also as agents of innovation and business creation. According to Castells (2019), the networked society reinforces the mobility of people and knowledge, placing immigrants in a leading position in the dissemination of modern economic practices.

This reality is especially evident in the United States, a country whose economy was largely built on the diversity of foreign talent. The relevance of this group can be measured

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based on data that shows how immigrants have higher rates of entrepreneurship than natives, contributing significantly to economic growth and the generation of
jobs.

In the United States, studies prior to 2021 already showed that immigrants accounted for approximately 25% of new businesses created in the country, a figure that proportionally exceeds their share of the total population (FWD.us, 2020). This phenomenon results from a combination of factors: on the one hand, the need to integrate into a new market, which drives the search for alternatives to formal employment; on the other, the cultural and technical baggage brought from their countries of origin, which becomes a competitive advantage. Thus, immigrant entrepreneurs not only fill gaps left by the market but also innovate in products, services, and processes, generating positive externalities for the entire economy. In the construction sector, for example, the presence of immigrants has been fundamental to sustaining the growth of the activity, mitigating the shortage of skilled workers and expanding the supply of specialized services.

Another relevant point is how immigrants contribute to the diversification and strengthening of the social fabric. According to Putnam (2002), the integration of different cultures and experiences expands the social capital of communities, fostering networks of trust and cooperation that positively impact economic development. In the US, foreign entrepreneurs have played a leading role in sectors such as technology, healthcare, and construction, areas considered strategic for global competitiveness. This contribution is not limited to the economic aspect: it also reflects social cohesion, cultural integration, and expanded opportunities for social advancement, elements that strengthen democracy and the dynamism of local communities.

In Brazil, although the phenomenon of immigration has historically been less explored from an economic perspective, there is evidence of the positive impact of immigrants on the formation of production chains and the introduction of innovative practices. Immigrant communities, such as Japanese in the agricultural sector or Italians in the industrial sector, have been responsible for transforming entire regions into development hubs. This historical experience reinforces the thesis that human mobility, when accompanied by appropriate institutional conditions, can generate structural changes in communities in transition. Thus, in both the US and Brazil, immigrants are protagonists of a narrative of economic growth, social integration, and productive innovation.

Therefore, the role of immigrants must be understood from multiple perspectives. In the globalized economy, they serve as channels for transferring knowledge, technologies, and management practices. In the US, they stand out as founders of innovative companies and as a strategic workforce for expanding sectors. In Brazil, their historical contribution shows that the development of communities in transition depends, to a large extent, on openness to diversity and the appreciation of foreign human capital. These elements reinforce the need for public policies that encourage and facilitate the integration of immigrants as

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entrepreneurs, recognizing them as drivers of economic and social development in different realities.

4. Qualified Professionals as Transformation Agents (Wilson and Ivan)

Analyzing the role of qualified professionals as agents of change in communities in transition requires understanding how specialized knowledge can be converted into social and economic impact. According to Porter (1993), a nation's competitiveness is directly linked to its ability to attract and retain talent with specific skills. In this sense, human capital becomes a strategic resource capable of transforming local realities, especially in sectors considered critical, such as education and construction. The case of Ivan, in higher education, and Wilson Cardoso Nunes, in construction, clearly exemplifies the importance of these actors. Both represent not only individual excellence in their fields but also the collective strength that comes from applying their skills to the benefit of the community.

Wilson Cardoso Nunes, head of Hands of Freedom LLC, is an emblematic example of how skilled management can transform the services and construction sector. Operating in the United States, he has built a company that not only grows exponentially in terms of revenue but also generates direct and indirect jobs, strengthening the local economy.

Their ability to lead multicultural teams, promote innovation in installation techniques, and manage complex processes demonstrates how qualified professionals can act as catalysts for development in communities in transition. The job creation and positive economic impact resulting from their work reflect their extraordinary ability to transform technical knowledge into collective prosperity.

On the other hand, Ivan stands out in the educational sector, especially in higher education, by contributing to the training of new generations of professionals. His work goes beyond the transmission of content, but also involves creating an academic environment that values research, interdisciplinarity, and innovation. In this context, professional qualifications play a transformative role, as they not only prepare individuals for the job market but also strengthen the human capital of the communities in which they operate. The impact of his work extends beyond the classroom, reaching broader social dimensions, such as inclusion and social mobility.

In both cases, it's clear that professional excellence cannot be separated from social responsibility. Both Wilson and Ivan demonstrate that qualifications, when combined with an entrepreneurial vision, have the potential to generate transformations that go beyond the confines of the company or academic institution. These impacts are reflected in job creation, community strengthening, and the creation of opportunities for historically disadvantaged groups.

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marginalized. This dimension highlights that the role of qualified professionals goes beyond technique: they become agents of inclusion, innovation, and sustainable development.

Thus, analyzing these examples allows us to affirm that qualified professionals, whether entrepreneurs or educators, play an essential role in strengthening communities in transition. They represent the synthesis of the relationship between knowledge, innovation, and social impact, functioning as bridges between theory and practice, the local and the global, the individual and the collective.
In this sense, Wilson and Ivan consolidate themselves as paradigms of the transformative power of human capital, demonstrating that economic development only becomes effective when accompanied by professional qualifications and social commitment.

5. Overcoming the Shortage of Skilled Labor: Innovation and Adaptation

The shortage of skilled labor is one of the greatest challenges faced by strategic sectors in various economies, such as construction, healthcare, and education. This shortage refers not only to the insufficient number of available workers, but primarily to the lack of professionals with the technical and behavioral skills required by constantly changing markets. According to Baumol (2010), entrepreneurship emerges in this context as an alternative to overcoming these barriers, as entrepreneurs are capable of developing innovative strategies for training, talent management, and modernizing production processes. Thus, the labor shortage ceases to be an insurmountable obstacle and becomes a stimulus for innovation and the search for creative solutions to sustain growth.

In the United States, the shortage of skilled workers has intensified in recent decades, especially in basic sectors such as construction. The increased demand for infrastructure, combined with the decline in interest among younger generations in manual trades, has created significant gaps in the market. It is in this scenario that skilled immigrants, like Wilson Cardoso Nunes, take center stage. Through Hands of Freedom LLC, Wilson not only employs dozens of professionals but also promotes internal training and adaptation mechanisms that allow him to raise the technical level of his team. His experience proves that entrepreneurial leadership, when combined with qualifications, has the ability to transform structural deficiencies into development opportunities.

In Brazil, the reality is no different. The lack of qualified technical professionals is highlighted as one of the main obstacles to national competitiveness. According to data from the National Confederation of Industry (CNI, 2019), more than 70% of companies reported difficulty finding workers with the right skills for their needs. In this context, the role of educators and managers, like Ivan in higher education, is crucial. By training new generations of professionals capable of facing the challenges of a constantly changing market, their

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Our work contributes to reducing qualification gaps and expanding the productive capacity of the communities in which we operate.

Innovation plays a central role in this adaptation process. Kotler and Keller (2018) emphasize that companies that invest in continuous innovation not only overcome talent shortages but also create the conditions to attract and retain qualified professionals. This is because innovative environments offer greater prospects for growth, learning, and recognition. In the case of immigrant entrepreneurs, innovation manifests itself both in the modernization of processes and in the ability to integrate distinct cultural practices, resulting in more resilient teams that adapt to market changes.

Therefore, overcoming the skilled labor shortage should not be understood solely as an economic challenge, but as an opportunity for transformation. Entrepreneurs like Wilson and educators like Ivan demonstrate that the combination of leadership, innovation, and professional qualifications can create sustainable solutions to this structural problem. More than just filling gaps, it's about redefining work patterns and building solid foundations for the development of communities in transition.

6. Social Impacts of Entrepreneurship in Economically Fragile Communities

Entrepreneurship in economically fragile communities goes beyond generating profit and creating businesses: it constitutes an instrument of social transformation. Sen (2000) argues that development should be understood as the expansion of freedoms, which means that entrepreneurship, by creating job opportunities and inclusion, directly contributes to strengthening citizenship. In vulnerable areas, the impact of job creation goes beyond the economic dimension and translates into greater self-esteem, reduced marginalization, and a stronger social fabric. Thus, entrepreneurship becomes a driver of resilience in contexts marked by structural inequalities.

In the case of immigrant communities, this impact is even more evident. Foreign entrepreneurs often establish themselves in peripheral or economically disadvantaged regions, where costs are lower and the need for revitalization is greater. The presence of companies in these locations generates not only jobs but also a virtuous cycle of consumption, income circulation, and stimulation of the local economy. Wilson Cardoso Nunes, with Hands of Freedom LLC, demonstrates in practice how entrepreneurial activity in developing areas can change social reality. By employing local and immigrant workers, he strengthens both the economy and community cohesion, transforming weaknesses into potential for growth.

Another relevant aspect concerns knowledge transfer. Qualified professionals, like Ivan, in higher education, impact fragile communities by training individuals capable of

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enter more competitive job markets. Access to quality education, combined with innovative teaching methodologies, expands the possibilities for social advancement and breaks cycles of poverty. Thus, educational entrepreneurship is not limited to the academic field, but plays a strategic role in reducing social inequalities and strengthening social mobility in vulnerable regions.

Development sociology also points to the role of entrepreneurship in building social capital. Putnam (2002) argues that more cohesive societies, with greater mutual trust and cooperation networks, are also more efficient in terms of economic growth.
In this sense, entrepreneurship in fragile communities fosters the formation of stronger social bonds, based on relationships of trust and solidarity. These bonds, in turn, facilitate the resolution of collective problems, increase community resilience, and create more favorable conditions for development.

Finally, it's important to highlight the symbolic impact of entrepreneurship in communities in transition. The presence of successful entrepreneurs in these contexts serves as an inspiring example for new entrepreneurs, creating a multiplier effect of innovation and perseverance. Cases like Wilson and Ivan's show that it's possible to transform adverse realities into opportunities for growth, reinforcing the idea that entrepreneurship is not only a driver of economic development but also an instrument of inclusion, dignity, and hope for historically marginalized communities.

7. Legal and Administrative Perspectives on Immigrant Entrepreneurship

Understanding immigrant entrepreneurship also requires an analysis of the legal and administrative dimensions that shape its performance. As North (1990) points out, institutions play a central role in economic performance, as they create incentives or barriers to entrepreneurial activity. In the case of immigrants, legal aspects such as work visas, regularization policies, and tax regulations define the viability of their businesses. In the United States, for example, more restrictive immigration policies can discourage the formalization of businesses, while tax incentive schemes aimed at small businesses strengthen the market presence of these actors. Thus, the institutional structure is a determining factor in the success or failure of immigrant entrepreneurs.

Business management by immigrants faces additional challenges due to cultural, linguistic, and bureaucratic barriers. However, qualified human capital and experience gained in other contexts allow these entrepreneurs to find innovative solutions for managing their companies. Drucker (2016) emphasizes that modern management should not be merely reactive, but focused on systematic innovation, and this applies directly to immigrants. By creating adaptive management models that combine learned techniques,

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In their countries of origin, with local market practices, foreign entrepreneurs are able to increase their competitiveness and consolidate themselves in strategic sectors such as services and construction.

In Brazil, the legal landscape presents distinct challenges, such as regulatory instability and a complex tax system. For immigrant entrepreneurs, these factors can pose significant barriers to formalizing their businesses. However, the country has a long tradition of integrating immigrants into production chains, especially in the agricultural and industrial sectors, demonstrating that, even in the face of legal obstacles, the ability to adapt and organize communities allows for the development of successful trajectories. Furthermore, more recent policies supporting micro and small businesses reinforce the importance of the institutional environment in promoting entrepreneurship as a driver of economic development.

The management of immigrant-led businesses also stands out for their often inclusive approach. Wilson Cardoso Nunes, for example, leads Hands of Freedom LLC with management practices that value diversity and inclusion, employing workers of diverse backgrounds and qualifications. This approach not only strengthens the company's reputation but also demonstrates how business management can align economic and social goals.
Wilson's experience confirms that the administrative dimension of immigrant entrepreneurship is not limited to operational issues, but also involves a leadership vision focused on sustainability and positive impact on the community.

Therefore, the legal and administrative perspectives of immigrant entrepreneurship reveal a field of challenges and opportunities. While institutions can create obstacles, they also have the potential to offer incentives and stability for business growth. Effective management, in turn, requires entrepreneurs to possess a combination of technical skills, adaptability, and cultural sensitivity. Cases like Wilson and Ivan's demonstrate that when these elements align, the result is the consolidation of solid companies capable of generating jobs, transferring knowledge, and contributing to economic development in communities in transition.

8. Connection between Entrepreneurship, Innovation and Economic Sustainability

The relationship between entrepreneurship, innovation, and economic sustainability is a central theme in contemporary discussions about development. Schumpeter (1984) had already highlighted the importance of innovation as a driving force behind economic growth, but in the current context, this connection takes on even broader dimensions. Entrepreneurship not only introduces new technologies and processes but also redefines business models to make them more resilient, inclusive, and sustainable. In this sense, immigrant entrepreneurs and qualified professionals play a fundamental role, as their trajectories are often marked by the need to innovate to overcome institutional, social, and cultural barriers.

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Economic sustainability, understood as the ability to ensure long-term growth without compromising essential resources, is directly linked to innovative entrepreneurship. According to Porter (1993), a nation's competitiveness depends on its ability to create environments that foster innovation, allowing entrepreneurs to introduce solutions that increase efficiency and productivity. This reasoning applies to the case of Wilson Cardoso Nunes, whose management of Hands of Freedom LLC demonstrates how modernizing processes in the construction sector can generate lasting economic impacts, strengthening both the company and the community in which it operates.

In the field of education, Ivan's work reinforces this connection by promoting innovative pedagogical practices in higher education. By training professionals capable of meeting market challenges, Ivan contributes not only to strengthening human capital but also to the long-term sustainability of local economies. His work demonstrates that innovation is not restricted to the business environment but also manifests itself in educational institutions that become incubators of talent and creative solutions. This perspective broadens the understanding that economic sustainability is built on the combination of knowledge, innovation, and entrepreneurial action.

From a sociological perspective, innovation fostered by qualified entrepreneurs and educators also strengthens social cohesion in communities in transition. Castells (2019) argues that networked societies depend on the circulation of information and knowledge to maintain their vitality. By introducing innovative practices, immigrant entrepreneurs not only strengthen the economy but also create stronger social bonds capable of sustaining long-term development. This demonstrates that economic sustainability is deeply intertwined with social sustainability, both driven by the dynamism of entrepreneurship.

Thus, the connection between entrepreneurship, innovation, and economic sustainability must be understood as a strategic element for communities in transition. Cases like Wilson and Ivan's demonstrate that innovation, when combined with inclusive entrepreneurial practices, generates impacts that go beyond the confines of the company or the classroom. It is a process that strengthens strategic sectors, creates jobs, expands opportunities, and builds solid foundations for long-term development. This interdisciplinary perspective reinforces the idea that entrepreneurship is, in fact, a central driver of economic and social transformation in different contexts.

Conclusion

This article demonstrated that entrepreneurship in communities in transition transcends the merely economic dimension, revealing itself as a social, legal, and cultural phenomenon of great impact. By analyzing the work of immigrant and qualified professionals, such as Wilson Cardoso Nunes and Ivan, it was possible to observe that entrepreneurship, when combined with innovation,

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and technical qualifications, it becomes an instrument of economic development and social inclusion. The combination of these factors shows that entrepreneurs not only create businesses but also change local realities, generating jobs, promoting social cohesion, and strengthening the competitiveness of economies.

In a globalized context, human mobility and the circulation of knowledge have become structuring elements for economic growth. Immigrants play a leading role in filling gaps in the labor market, introducing innovative practices, and revitalizing strategic sectors. In the United States, data indicate that immigrant entrepreneurs are founding companies at a faster rate than native-born entrepreneurs, accounting for approximately a quarter of new businesses created. This data reveals not only the workforce of these individuals but also their capacity for innovation and resilience in the face of challenging institutional and cultural contexts.

The study also highlighted the importance of qualified professionals as agents of change. Wilson Cardoso Nunes, leading Hands of Freedom LLC, exemplifies how innovative management can transform the construction industry, promoting economic growth and the inclusion of workers in vulnerable communities. Ivan, in higher education, represents the impact of human capital by training new generations of professionals capable of facing the challenges of a constantly changing market. Both illustrate how entrepreneurship, when combined with qualifications, becomes a driver of sustainability and social progress.

The shortage of skilled labor, highlighted by various studies as one of the main obstacles to development, was another central topic discussed. This shortage, far from being merely an economic problem, constitutes an opportunity for innovation. Entrepreneurs and educators have sought to create training and development mechanisms that not only fill market gaps but also raise standards of quality and productivity. Wilson's experience training his team, as well as Ivan's experience in academic training, exemplify that the solution to this challenge depends on the combination of entrepreneurship, strategic management, and education.

The article also highlighted the social impacts of entrepreneurship in economically fragile communities. By creating jobs and fostering income circulation, businesses led by immigrants and skilled professionals promote not only economic growth but also social cohesion. This multiplier effect strengthens social capital, creates cooperative networks, and inspires new entrepreneurs, transforming vulnerable regions into hubs of innovation and development. This social dimension demonstrates that entrepreneurship cannot be reduced to revenue figures but must be understood in its entirety as a driver of transformation.

The legal and administrative perspective of immigrant entrepreneurship proved equally relevant. Institutions, migration policies, and tax systems can both create barriers and offer incentives to formalizing businesses. The analysis showed that business management, when combined with resilience and cultural adaptability, is crucial to the success of

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foreign entrepreneurs. The case of Hands of Freedom LLC confirms that inclusive, innovation-focused management can transform institutional obstacles into opportunities for sustainable growth.

Another key aspect was the connection between entrepreneurship, innovation, and economic sustainability. Contemporary literature reinforces that the competitiveness of nations depends on their ability to foster innovation and sustain long-term growth. In this sense, entrepreneurs like Wilson and educators like Ivan contribute to the creation of more resilient, productive, and sustainable environments, capable of guaranteeing benefits that transcend the economic sphere and reach social and environmental dimensions.

Interdisciplinarity was a key element in the analysis, allowing us to understand entrepreneurship through the lenses of economics, sociology, law, and administration. This approach confirmed that the phenomenon is not isolated, but rather the result of multiple interactions between individuals, institutions, and social contexts. Thus, the contribution of immigrants and qualified professionals must be understood as part of a larger ecosystem, in which public policies, management practices, and private initiatives interact to build paths toward sustainable development.

In summary, the article concludes that entrepreneurship in communities in transition is a central driver of transformation, capable of overcoming structural challenges, promoting social inclusion, and ensuring economic sustainability. Cases like Wilson and Ivan's reinforce that leadership, when combined with technical qualifications and innovation, generates impacts that transcend the confines of the company or the classroom, reaching the entire community. This finding should guide not only academic debate but also the formulation of public policies and business strategies aimed at valuing human capital and strengthening communities.

Finally, it is worth highlighting that the results presented here highlight the need for continued research on immigrant and skilled entrepreneurship. Future studies can deepen the comparative analysis across different national contexts, assess the impact of specific public policies, and explore the relationship between entrepreneurship and the inclusion of historically marginalized groups. What can be confidently stated is that entrepreneurship, when conducted with innovative vision and social commitment, will continue to be one of the most important tools for promoting economic development and social transformation on a global scale.

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