



## ENTREPRENEURSHIP AND DISASTERS IN THE TOURISM SECTOR

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**Objective:** This theoretical essay aims to analyze the relationship between entrepreneurship and catastrophes in the tourism sector.

**Method:** A bibliographic research was carried out in databases such as Emerald Insight, Scopus, Spell, Springer and Web of Science. In total, 372 articles were found and among them 24 were considered valid since they relate the themes of entrepreneurship and disasters in tourism.

**Relevance/originality:** Research on these themes raises the question of building niches and resilience. Thus, the generic approach strategy helps to keep companies active in the midst of crises. Resilience is the driving force behind reinventing business management in the midst of catastrophes.

**Main results:** It can be seen that crisis management and entrepreneurial training are the main convergences identified. Innovation, entrepreneurial vulnerability for entrepreneurship and entrepreneurial intentions for disasters and catastrophes are differentiating characteristics that involve the two constructs.

**Theoretical/methodological contributions:** The findings reveal scientific advances by indicating that, even in adverse contexts of catastrophes, it is essential to invest in training the entrepreneurs themselves and their team to have the knowledge to manage organizations.

**Keywords:** Entrepreneurship. Catastrophes. Tourism. disasters.

### Cite como

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## EMPREENDEDORISMO E CATÁSTROFES NO TURISMO

**Objetivo:** Este ensaio teórico possui objetivo de analisar a relação entre empreendedorismo e catástrofes no setor de turismo.

**Método:** Foi realizado um levantamento bibliográfico em bases de dados como Emerald Insight, Scopus, Spell, Springer e Web of Science. No total, 372 artigos foram encontrados e dentre eles 24 foram considerados válidos tendo em vista que relacionam as temáticas empreendedorismo e catástrofes no turismo.

**Relevância/originalidade:** Pesquisas sobre essas temáticas apresentam a questão da construção de nichos e resiliência. Assim, a estratégia genérica de enfoque colabora para manter as empresas ativas em meio a crises. Já a resiliência é o eixo motriz para reinventar o gerenciamento empresarial em meio às catástrofes.

**Principais resultados:** Percebe-se que a gestão de crises e capacitação empreendedora são as principais convergências identificadas. Inovação, vulnerabilidade empresarial para empreendedorismo e intenções empreendedoras para desastres e catástrofes são características diferenciadoras entre os dois construtos.

**Contribuições teóricas/metodológicas:** Os achados revelam avanços científicos ao indicar que mesmo em contextos adversos de catástrofes é fundamental investir em capacitações dos próprios empreendedores e da equipe para terem conhecimento para gerenciar as organizações.

**Palavras-chave:** Empreendedorismo. Catástrofes. Turismo. Desastres.

## EMPRENDIMIENTO Y DESASTRES EN TURÍSTICO

**Objetivo:** Este ensaio teórico pretende analizar la relación entre emprendimiento y catástrofes en el sector turístico.

**Método:** Se realizó un levantamiento bibliográfico en bases de datos como Emerald Insight, Scopus, Spell, Springer y Web of Science. En total se encontraron 372 artículos y entre ellos 24 fueron considerados válidos ya que relacionan las temáticas de emprendimiento y desastres en el turismo.

**Relevancia/originalidad:** La investigación sobre estos temas plantea la cuestión de la construcción de nichos y la resiliencia. Así, la estrategia de enfoque genérico ayuda a mantener activas a las empresas en medio de las crisis. La resiliencia es el motor que impulsa la reinención de la gestión empresarial en medio de las catástrofes.

**Principales resultados:** Se puede apreciar que la gestión de crisis y la formación emprendedora son las principales convergencias identificadas. La innovación, la vulnerabilidad empresarial para el emprendimiento y las intenciones empresariales para los desastres y catástrofes son características diferenciadoras que involucran a los dos constructos.

**Aportes teóricos/metodológicos:** Los hallazgos revelan avances científicos al indicar que, aún en contextos adversos de catástrofes, es fundamental invertir en la formación de los propios emprendedores y su equipo para tener conocimientos para gestionar organizaciones.

**Palabras clave:** Emprendimiento. Catástrofes. Turismo. Desastres

## Introduction

Entrepreneurship is a growing area of knowledge and has attracted the attention of academics in recent decades (Landström & Harirchi, 2018). For the Global Entrepreneurship Monitor (GEM), Entrepreneurship can be understood as the practice of managing a new activity and a driving force of economic growth, as it generates jobs, explores opportunities and fosters productivity (Gem, 2023; Gem, 2021). Cuaton (2019), Alchieri, Dalbosco and Do Nascimento (2017) and Wach (2017) emphasize that entrepreneurship influences economic transformation and innovation, in addition to opening opportunities and stimulating the decision of individuals.

In entrepreneurship, opportunities and the presence of entrepreneurial people are relevant (Shane & Venkataraman, 2000; Venkataraman et al., 2012). As for entrepreneurs, they have the ability to subsidize the identification of opportunities in the midst of a scenario ruined by a catastrophic event (Dushnitsky et al., 2020; Knoll & Sternad, 2021). In organizations, the entrepreneur can greatly contribute to the process of managing the ventures (Silva et al., 2012). Therefore, it is opportune to study the characteristics of the theme, in order to contribute not only in the academic sphere, but also in the strategic management of enterprises inserted in the tourism sector.

Nevertheless, the entrepreneur is an important actor in decision making, which makes him largely responsible for the results of the organization (Silva et al., 2012; Zuchella, 2021), including in relation to facing disasters. For Galbraith and Stiles (2006), the entrepreneur plays a crucial role in the recovery of the economy and society affected by disasters or catastrophes. Monllor and Murphy (2017) argue that disasters are events that cause suffering to society and distressing scenarios for the economy. According to these authors, disasters may or may not impact entrepreneurial intentions, as there is a particular moment for each entrepreneur involved in the catastrophe to resume. Catastrophe can be understood as an unpredictable, harmful, and disruptive event (Paiva & Santos, 2020).

Even in disaster situations, opportunities need to be creatively explored as soon as they are identified and risks must be managed properly. According to Zahra (2020), Choudhury et al. (2021) and Teng et al. (2020), the pandemic of the new coronavirus caused significant changes in people and organizations in different sectors, such as tourism. In people and organizations, for example, we have a growth in the use of information technology at work and in personal life. In addition, managers had to review business models and customer



relationships. Therefore, organizations that invest in research and development have found that the existence of unique knowledge and skills provides a competitive advantage.

Tourism is a social, cultural, and economic activity that is related to the movement of people to destinations outside their customary space for personal or professional purposes (World Tourism Organization, 2008). Despite its economic representation, tourism has been impacted by several crises (Bas & Sivaprasad, 2020; López et al., 2004). Crises can be defined as complex situations, caused by environmental disasters, economic instability, wars, epidemics, pandemics and other events of great negative impact (Corbari & Grimm, 2020). Chaos, on the other hand, can be understood as something started suddenly that disrupts the system and promotes the most diverse results (Ivkov et al., 2019; Russell & Faulkner, 2004).

Even with advances in research on the subject, there are gaps in the literature on the relationship between entrepreneurship and disasters in the tourism sector. Specifically, it is not known which entrepreneurial actions should be implemented in the context of tourism during turbulent situations. Therefore, this study aims to answer the following research question: what is the relationship between entrepreneurship and disasters in the tourism sector? Alvesson and Sandberg (2011) argue that gap discoveries play a relevant role in the literature. Sandberg and Alvesson (2011) complement: identifying them is a way to broaden discussions in studies based on what is presented in the literature.

Due to the relevance of the tourism sector to the economy, it is justified to study the issue of entrepreneurship and its role in dealing with disasters. There is a shortage of research that addresses the relationship between strategic actions to be implemented in companies and catastrophes (Kraus et al., 2020). Similarly, there is a lack of studies that discuss how organizations should position themselves in dealing with adverse situations (Tito & Araújo, 2019). Therefore, this theoretical essay has the overall objective of analyzing the relationship between entrepreneurship and catastrophes in the tourism sector. Thus, the present research can serve as a scientific basis for organizational management of companies inserted in a highly relevant sector for the economy, as well as revealing research trends in the area.

## **Theoretical framework**

This section aims to explain the relationship between entrepreneurship and disasters in the tourism sector. To achieve this, the topics are initially individually.



The concept of entrepreneurship is comprehensive and the absence of a focus makes it difficult to define (Leunbach, 2021; Volery & Mazzarol, 2015). The lack of uniformity of the concept provoked resistance in the development of the subject (Shane, 2012). Many of the definitions refer to who the entrepreneur is and their respective role (Venkataraman, 1997). As defined by Shane and Venkataraman (2000, p. 218), the field of entrepreneurship is: “The academic examination of how, by whom and with what effects and opportunities to create future goods and services are discovered, evaluated and explored”.

The study published in 2000 by Shane and Venkataraman entitled *The promise of entrepreneurship as a field of research* allowed for the advancement and consensus of the central idea on the subject. In the publication, the authors emphasize that people and opportunities are determining factors for entrepreneurship (Shane, 2012). This definition stands out since there is no clear conceptualization of the phenomenon (Verga & Soares da Silva, 2014). Thus, in this investigation, the definition that deals with opportunities and individuals is considered.

The people involved in this process are called entrepreneurs. The term originates from the French word *entre-preneur* (entrepreneur) and was studied by V erin in 1982, when initially on the 20th century its understanding was related to people who provoked fights (Filion, 1999). Later, at the beginning of the 17th century, it was defined as an individual who led military action. Finally, at the beginning of the 18th century, the connotation of a person who leads large projects is assumed (Bosman & Fernhaber, 2018; Filion, 1999).

For Baggio and Baggio (2014, p. 36), the entrepreneur is seen as “(...) an individual who detects an opportunity and creates a business to capitalize on it, taking calculated risks”. This concept corroborates the research carried out with a group of professors who taught the subject of entrepreneurship. In the study, they perceive the entrepreneur as someone with virtue who takes advantage of opportunities (Zappe et al., 2013). However, entrepreneurs need to be aware, as opportunities can arise in any scenario and sector, even in catastrophic situations (Monllor & Altay, 2016).

Gur et al. (2020) postulate that disasters promote changes in the scenario as well as in the relationships between stakeholders. With this, entrepreneurs perceive that opportunities can arise in uncertain situations. Even in the uncertainty that an environment impacted by catastrophic situations presents, alternatives can be discussed through creativity for a creative reconstruction (Kuckertz & Br andle, 2021; Monllor & Murphy, 2017). However, the experience gained in the reconstruction process can contribute to the creation of resilient



communities when faced with adverse events (Melián-Alzola et al., 2020). It should be noted that this analysis is not associated with a specific type of business/segment and can be extended to other sectors. For example, this was the case with the healthcare system of certain nations during the Covid-19 crisis, when some European countries learned from the experiences of China and Italy and behaved proactively (Kuckertz et al., 2020).

In the economic segment of tourism, the role of entrepreneurs is fundamental. It is noteworthy that tourism is considered a highly representative sector for the world economy, as it generates revenues, jobs, investments and infrastructure in the countries that explore it (Honório et al., 2020; Gomes & Pereira, 2016; Gurtner, 2016; Pereira & Costa, 2016). Perinotto et al. (2019, p. 220) explain: “(...) tourism is linked to the economic process of globalization, which has promoted worldwide availability and accessibility to various tourist products and services”. In 2019, the sector contributed to the economy with 9.3 trillion dollars, which represented 6.7% of global GDP (Ferreira Austregesilo et al., 2021; Wang, 2021). However, it is also a vulnerable industry in the face of catastrophes, disasters or crises (Aliperti et al., 2019; Awan et al., 2021; Cró & Martins, 2017; Da Cruz Vareiro & De Sousa Pinheiro, 2017; Harrington, 2021; Rodríguez-Antón & Alonso-Almeida, 2020). In 2020, the World Tourism Organization (UNWTO) recorded that global tourism presented challenging numbers, suffering a 74% drop in international travel, making a reduction of approximately 1 billion passengers, compared to 2019 (World Tourism Organization, 2021). Thus, catastrophes or disasters are related to crises (Keown-McMullan, 1997).

Regarding the origin and concept of the word catastrophe, Monteiro (2018) explains that:

(...) catastrophe is a word of Greek origin, formed by the preposition *kata*, which in ancient Greek indicates a displacement at the same time downwards and towards the end, and in modern Greek it means both 'against' and 'for'; and by the root *strephe*, to turn, of a cyclic character. In ancient Greek, *katastrophê* means 'I bring down', as when the top of something falls to the ground, when a city is destroyed by enemies or a house is demolished, a fighter puts his opponent to the ground. The noun *katastrophê*, still in ancient Greek, designates 'overturn, conquest, destruction', of a country, a city or a people, and at the same time the completion of something. (p. 207)

Braga et al. (2008) argue that disasters can be recognized as catastrophes and are events of great magnitude accompanied by aspects of nature, causing many deaths and devastation. Faulkner (2001) understands disasters as: “situations in which a company (or a group of companies, in this case a tourist destination) is faced with unpredictable catastrophic changes over which they have little control” (p. 136).

Finally, the concept of crisis in tourism by Sönmez et al. (1999) is presented below:

(...) any occurrence that may threaten the normal operation and conduct of tourism-related business; harming a tourist destination's overall reputation of safety, attractiveness and comfort, negatively affecting visitors' perceptions of that destination; and, in turn, causing a slowdown in the local travel and tourism economy and disrupting the continuity of business operations of the local travel and tourism industry by reducing tourist arrivals and expenditures. (pp.13-14)

For Faulkner (2001), crisis can be defined as: “(...) an event, self-initiated through problems such as inept management structures and practices or failing to adapt to changes” (p. 136). In this study, the same understanding will be considered for catastrophes and disasters.

Despite being a sector that grows rapidly and influences the economy's performance, it is noticeable how much the tourism industry can be impacted by external events considered out of control (natural disasters or man-made disasters), which end up preventing the sector from operating in its fullness (Harrington, 2021; Silva & Silva, 2021).

An example of a technological catastrophe, caused by hazardous products, is the oil spill event in 2019 on the south coast of Pernambuco in Porto de Galinhas, the region where this research takes place. Still on this impact, the oil spill, which occurred in August 2019 on the coast of Northeast Brazil, had significant effects on the local tourism sector, generating socioeconomic and environmental consequences. The tourism sector in the region lived with a reality of restaurants and bars with low occupancy rates and low customer frequency, causing losses due to the high stock of perishables, such as: crustaceans, shellfish, crabs and fish (Araújo et al., 2019). In addition, the interruption occurred due to the very low frequency of bathers on the beach, as it is a carcinogenic substance. The negative economic impact of the oil spill was heightened when, as a preventive measure, the consumption of seafood was suspended by health authorities (Ramalho, 2019), causing a decrease in the number of customers going to restaurants specialized in seafood.

Another catastrophe recently experienced by humanity is the pandemic caused by Covid-19. With the pandemic caused by the new coronavirus, made official in March 2020 (World Health Organization, 2020; Raki et al., 2021), countries around the globe had airports shutting down, drastically reducing the number of flights. According to the Brazilian Association of Airlines (ABEAR), the domestic network suffered a 93% decrease in the number of flights and the international network a decrease of 98% during the first months of the pandemic (Beni, 2020), causing suspension and cancellation of many flights.

## Methodology

This investigation was developed from a qualitative approach. Qualitative research locates the observer in the world, being composed of material and interpretive practices that give visibility to the world (Denzin & Lincoln, 2006). The qualitative method seeks to study the subjectivity of phenomena and behaviors within an environment, not limited to quantity, intensity or frequency, being inductive research (Ikeda, 2009; Taylor et al., 2015). In this approach, the researcher is concerned with understanding and explaining how phenomena occur in the environment in different ways (Denzin & Lincoln, 2006). However, in qualitative research, the researcher is considered a fundamental actor, responsible for thinking, feeling, perceiving and, in this way, externalizing the motivation for the subject he wants to investigate (González, 2020).

For the development of this study, a bibliographic investigation was carried out in the Portal Periodicals of CAPES (Coordination for the Improvement of Higher Education Personnel), in Emerald Insight, Scopus, Spell, Springer and Web of Science. These databases are considered suitable for studies in the area of applied social sciences and only peer-reviewed articles were selected.

In order to carry out the literature review, articles available in Emerald Insight, Scopus, Spell, Springer and Web of Science were selected. The research is shown in Figure 1, with an indication of the databases, descriptors, available periods and the number of articles that discuss the themes.

The following descriptors are used: “entrepreneurship” AND “tourism disasters”, “entrepreneurship” AND “tourism catastrophes”, “empreendedorismo” AND “desastres no turismo”, “empreendedorismo” AND “catástrofes no turismo”. As a result of the search, 372 articles are found with the descriptors in English and 0 articles with the descriptors in Portuguese, totaling 372 searches. Among the researched articles, 24 are considered valid since they relate the themes of entrepreneurship and disasters in tourism. In addition, the databases that supported the search for journals and the respective results are described in Table 1.

Regarding the research in the databases, it is opportune to explain the semantics of the numbers contained in each one of them. The first analyzed database is Emerald Insight and the period available for consultation is from 1900 to 2021. The search indicates 94 articles (18 for the descriptor disasters and 76 for the descriptor catastrophes), of which 14 are validated (12 for the descriptor disasters and 2 for the descriptor catastrophes) due to the connection with the

two themes, 75 are discarded as they are not related to the themes and, finally, the result of the consultation presents 2 repeated articles. The second studied database is SCOPUS, the period available for research is from 1960 to 2021 and 4 articles are found (descriptor disasters), of which 2 are considered valid, 2 are discarded and 0 are repeated. At Spell, the period for the search comprised the years between 0 and 2021, but no articles are found.

**Figure 1.**

*Accessed databases*

Databases	Descriptors	Available period	Number of articles relating Entrepreneurship and Disasters in Tourism	Subtotal of articles
Emerald Insight	Entrepreneurship and tourism disasters	1900 to 2021	18 - descriptors in English – (disasters) (12 valid; 4 unrelated; 2 repeated) 76 - descriptors in English - (catastrophes) (2 valid; 71 unrelated; 3 repeated) 0 - descriptors in Portuguese ( <i>desastres</i> and <i>catástrofes</i> )	14
SCOPUS (Elsevier)		1960 to 2021	4 - descriptors English (disasters) (2 valid; 2 unrelated; 0 repeated) 0 - descriptors in English (catastrophes) 0 - descriptors in Portuguese ( <i>desastres</i> and <i>catástrofes</i> )	2
Spell		0 to 2021	0 - descriptors in English (disasters; catastrophes) 0 - descriptors in Portuguese ( <i>desastres</i> and <i>catástrofes</i> )	0
Springer		1900 to 2021	223 - descriptors in English (disasters) (4 valid; 219 unrelated; 0 repeated) 37 - descriptors in English (catastrophes) (0 valid; 0 unrelated; 0 repeated) 0 - descriptors in Portuguese ( <i>desastres</i> and <i>catástrofes</i> )	4
Web of Science		1945 to 2021	14 - descriptors in English (disasters) (4 valid; 9 unrelated; 1 repeated) 0 - descriptors in English (catastrophes) (0 - valid; 0 unrelated; 0 repeated) 0 - descriptors in Portuguese ( <i>desastres</i> and <i>catástrofes</i> )	4
<b>Total with no repetitions</b>				<b>24</b>

Source: Prepared by the authors (2023).

As for Springer, the period available for search is between the years 1900 and 2021 and 260 articles are located (for the descriptors disasters and catastrophes), of which 4 are validated, 256 are discarded and 0 are repeated articles. Finally, on the Web of Science, the period available is between 1945 and 2021, in which 14 articles are located (only for the descriptor

disasters), namely: 4 validated, 9 excluded and 1 repeated. Additionally, to Figure 1, Figure 2 shows the articles that were analyzed and supported the discussion of the results.

**Figure 2.**

*Articles analyzed*

Data base	Article title	Author/ Year
Emerald Insight	Renegotiating organisational crisis management in urban tourism: strategic imperatives of niche construction	Faisal et al. (2020)
	Hospitality managers in turbulent times: the COVID-19 crisis	Giousmpasoglou et al. (2021)
	Entrepreneurial opportunity recognition in the face of disasters	Gur et al. (2020)
	Using social media in hotel crisis management: The case of bed bugs	Liu et al. (2015)
	Natural disasters, terrorism, and civil unrest: crises that disrupt the tourism and travel industry-a brief overview	Harrington (2021)
	Reviving the Indian hospitality industry after the Covid-19 pandemic: the role of innovation in training	Gupta & Sahu (2021)
	Small tourist firms in rural areas: agility, vulnerability and survival in the face of crisis.	Irvine & Anderson (2004)
	Discovering opportunities in necessity: The inverse creative destruction effect	Monllor & Altay (2016)
	Coronavirus (Covid-19) and entrepreneurship: cultural, lifestyle and societal changes	Ratten (2020)
	Business model adaptation as a strategic response to crises: navigating the COVID-19 pandemic	Chanyasak et al. (2021)
	A post-disaster study of a women-led handicraft industry in rural Philippines	Cuaton (2019)
	Strategic human resource management practices and organizational resilience	Bouaziz & Hachicha (2018)
	Natural disasters, entrepreneurship, and creation after destruction: A conceptual approach	Monllor & Murphy (2017)
Aesthetically clean to clinically clean—A study on new housekeeping practices in Delhi hotels beyond COVID-19 pandemic	Sharma & Kaushik (2021)	
SCOPUS (Elsevier)	National tourism strategies during the Covid-19 pandemic	Collins-Kreiner & Ram (2020)
	Social network analysis: Characteristics of online social networks after a disaster	Kim & Hastak (2018)
Springer	Managing uncertain consequences of a global crisis: SMEs encountering adversities, losses, and new opportunities	Etemad (2020)
	Predicting small business demise after a natural disaster: an analysis of pre-existing conditions	Marshall et al. (2015)
	Collaborating against COVID-19: Bridging travel and travel tech	Mizrachi & Gretzel (2020)
	The role of diversity in organizational resilience: a theoretical framework	Duchek et al. (2020)
Web of Science	Selecting lifestyle entrepreneurship recovery strategies: A response to the COVID-19 pandemic	Dias et al. (2022)
	(Re) Creating spaces for tourism: Spatial effects of the 2010/2011 Christchurch earthquakes	Faisal et al. (2020)
	Post-pandemic recovery strategies: revitalizing lifestyle entrepreneurship	Dias et al. (2021)

Data base	Article title	Author/ Year
	Tourism recovery strategies during major crises: the role of proactivity	Raki et al. (2021)

Source: prepared by the authors (2023).

In the treatment of data, the technique of content analysis by Bardin (2016). The author defines the technique as:

(...) a set of analysis techniques of communications aimed at obtaining, through systematic and objective procedures for describing the content of messages, indicators (quantitative or not) that allow the inference of knowledge related to the production/reception conditions (inferred variables) of these messages (Bardin, 2016, p.25).

According to Bardin (2016), content analysis consists of the following steps: pre-analysis (organization of all material), exploration of the material (coding and categorization process) and treatment of the results (ATLAS.ti software support).

In the pre-analysis, the initial reading and definition of the documents used in this research was performed. Regarding the articles of the theoretical framework for this investigation, they were also studied from the content analysis of Bardin (2016) and with the support of the ATLAS.ti software. In the exploration phase of the material, coding and categorization took place. Coding is the transformation of raw data to represent the content of the analysis. Categorization allows the joining (grouping) of elements with the same characteristics, according to previously established rules (Bardin, 2016). Finally, in the final phase of analysis - treatment of results, inference and interpretation, the researcher in possession of the raw results aims to make them valid and meaningful (Bardin, 2016).

The codes were based on constructs identified in the literature, which guided this research. With this, it is clear that in the data analysis, the identified constructs are related and appear frequently in the analyzed articles. For example, the construct "crisis management" appears 131 times, resulting in the formation of the respective code, and other codes emerged in the process according to the analysis. It is noteworthy that 12 codes were generated in the ATLAS.ti software that supported the structuring of Figure 3 with the convergences, and Figure 4 with the distinguishing characteristics between entrepreneurship and disasters.

This is an empirical theoretical article, the articles were compiled for the document manager, also known as a local hermeneutic unit where the primary documents are inserted (Pocrifka & Carvalho, 2014) and analyzed with ATLAS.ti, software indicated for investigation of qualitative data meeting the objectives of this research.





The software encourages the researcher to organize the data, thus achieving a better general analysis of the documents and in this way, it is possible to obtain significant and effective results, generating an analytical discussion of the process (Rambaree, 2014).

Bley and Carvalho (2019, p.13) elucidate:

The association with the ATLAS ti software allows the researcher to have control of their data, establishing standards, themes and having the possibility of deepening the analysis of the data, keeping the focus on their objective, facilitating coding and, consequently, enabling the creation of networks that provide a visualization and interpretation of the research corpus.

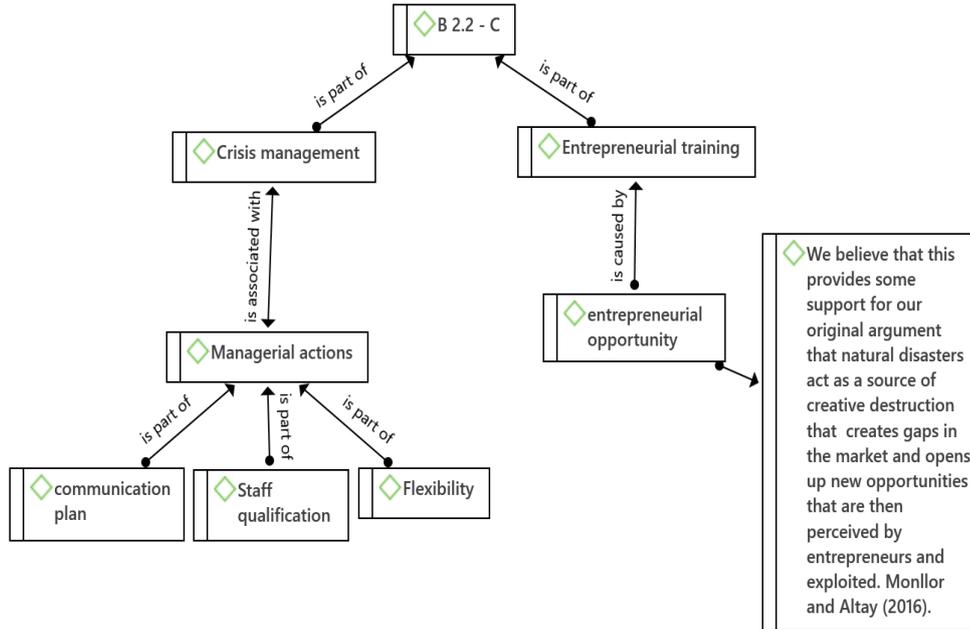
With regard to encoding, this step “[...] corresponds to a transformation – carried out according to precise rules – of the raw data of the text [...] allows reaching a representation of the content or expression [...]” (Bardin, 2016, p. 133), the codes were listed and related to the text, generating a total of 13 codes. Initially, after coding, the ATLAS.ti software allows generating network(s) with the codes created as presented in the section: discussion of the results.

## Results

To achieve the objective of this research, the relationship between the constructs entrepreneurship and catastrophes in the tourism sector is analyzed. In the analysis of the 24 articles, it is possible to perceive convergences between constructs entrepreneurship and disasters in tourism, represented in Figure 3 and the differentiating characteristics involving the two constructs are presented in Figure 4.

**Figure 3.**

*Convergences Between Entrepreneurship And Disasters In Tourism*



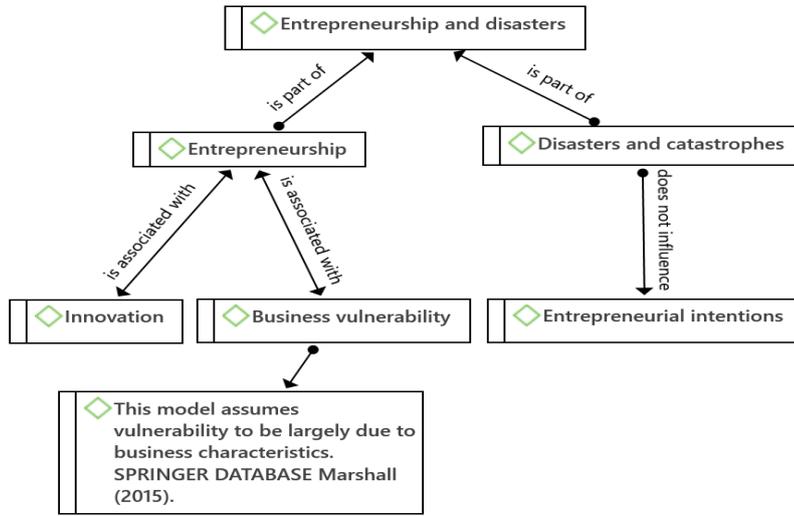
**Source:** Prepared by the authors using ATLAS.ti (2023).

Crisis management and entrepreneurial training are the main identified convergences. Crisis management is associated with managerial actions that involve three elements that reinforce the validity of the entrepreneurship construct and its relationship with catastrophe in tourism, namely: communication plan, staff qualification and flexibility. With regard to entrepreneurial training, it is clear that the relationship between entrepreneurship and disasters in tourism provides entrepreneurial opportunity.



**Figure 4.**

*Differentiating Characteristics Between Entrepreneurship And Disasters In Tourism*



**Source:** prepared by the authors using ATLAS.ti (2023).

In the differentiating characteristics of each analyzed construct, it can be seen that innovation and business vulnerability are associated with entrepreneurship. And that entrepreneurial intentions are not influenced by catastrophe/disaster situations.

**Discussion of results**

This section initially presents the convergences between entrepreneurship and catastrophes in tourism as shown in Figure 3, then the differentiating characteristics represented in Figure 4. It is understood as differentiating characteristics, the factors that express particularities of each of the constructs discussed. Finally, the trends that deal with the two researched themes are discussed.

In Figure 3 crisis management must act early and preventively, that is, before the crisis is installed by any eventuality. The literature shows that, in order to recover from disasters and manage crises, it is necessary to understand the importance of planning for organizing efforts in events of this nature (Faisal et al., 2020). Other studies diverge by showing that organizations are more reactive than preventive in response to crisis situations (Silva et al., 2021; Andirin et al., 2017). Despite the divergences found in the literature, research reveals that crisis management must be based on the crisis management plan, associated with the chain of managerial actions (Giousmpasoglou et al., 2021; Liu et al., 2015).



The actions are focused on detailed information and strategies in order to guide managers in coping with crisis and minimizing its impacts, in order to seek new forms of daily action (Doern, Williams & Vorley, 2019; Kim & Hastak, 2018; Phengsuwan et al., 2021; Nguyen, Imamura & Iuchi, 2018; Spillan & Hough, 2003), for example: many companies have learned, adapted and implemented new operational protocols and new hygiene standards due to COVID-19, so that security is established for internal and external audiences (Etemad, 2020; Giousmpasoglou et al., 2021; Gupta & Sahu, 2021; Hao et al., 2020; Sharma et al., 2021; Sharma & Kaushik, 2021).

Among the managerial actions listed in the literature on dealing with crisis, the following stand out: communication plans, staff qualification and flexibility. Crises, when triggered, tend to affect tourists' impressions of the destination in the long term (González-Herrero & Pratt, 1998). Communication plans are effective, as they can guarantee security and tranquility to tourists or visitors regarding the real situation of the place impacted by the disaster, in addition to minimizing the negative impacts of the media on the location's image (Harrington, 2021; Kim, 2021; Mizrachi & Gretzel, 2020; Nilakant et al., 2014; Ribeiro et al., 2020; Seller & Laurindo, 2018;). Communication should also be focused on the organization's internal audience (managers), providing the necessary information for crisis management at the level of excellence (Giousmpasoglou et al., 2021).

Staff qualification is another important management action in a crisis situation. Qualification actions involve investments in human capital and training of staff focused on: adaptability, fostering innovation, developing new skills and designing more robust business models (Faisal et al., 2020; Dias et al., 2021; Giousmpasoglou et al., 2021).

Flexibility is the third and last managerial action that provides managers with autonomy in decision making, transforming them into agents of change and leaders with the ability to work more assertively in the reconstruction of the organization (Chanyasak et al., 2021; Garrido-Moreno et al., 2021; Irvine & Anderson, 2004; Szumanski et al., 2021). Regarding flexibility, Finkelstein (2019) and Dane (2010) differ from the previously mentioned authors and postulate that this aspect can limit managerial capacity.

Entrepreneurial training is another convergence between the studied constructs. This training is directly related to experience and what can be learned from it (Gur et al., 2020). Giousmpasoglo et al. (2021) postulate that entrepreneurial training influences the development of resilience, allowing companies to develop the ability to adapt and continue their activities in disaster situations. Furthermore, entrepreneurial training provides the involved individuals with



the opportunity to acquire new knowledge, which allows them to take advantage of opportunities (Dias et al., 2021).

Monllor e Altay (2016) argues that disaster situations act as creative destruction, showing new opportunities that are exploited by entrepreneurs. Opportunities can be oriented towards small businesses, including involving the community and boosting the local economy. In this way, entrepreneurs can be responsible for planning and influencing changes in the impacted location (Cuaton, 2019; Zhang, 2016).

After explaining the convergences, the differentiating characteristics involving the two constructs are presented in Figure 4. Innovation reveals itself as the first differentiating characteristic of entrepreneurship. In order to ensure survival in the market, it is necessary to deal with the crisis situation and innovate in the coping process. To this end, entrepreneurship sees innovation as an ally for identifying opportunities, even if this differentiating characteristic leads to adjustments that create cultural, lifestyle and social changes (Brandão et al., 2019; Nakano & Wechsler, 2018; Ratten, 2020). For Dias et al. (2022) and Adriano et al. (2020) innovation can be considered one of the priorities in the recovery process in the post-disaster context.

Entrepreneurial vulnerability is the second and final differentiating characteristic perceived in the literature as being related to entrepreneurship. Tourism organizations and companies are vulnerable in disaster situations (Faisal et al., 2020) and this vulnerability can be presented in four dimensions: capital (liquidity and size of the organization), work (flexibility), supplier (degree of dependence to suppliers) and customer (business diversity) (Zhang et al., 2009). Thus, having the expertise on which aspects help or hinder the survival of a company provides relevant data to develop it and prepare it for unexpected events (Marshall et al., 2015).

Another perceived differentiating characteristic consists of entrepreneurial intentions. These intentions are related to a person's time and level of interest in starting a new venture soon after the catastrophe. The time may vary, because individuals who are victims of disasters can establish priorities and question what is the most appropriate period for a business resumption or if they will seek other opportunities (Monllor & Altay, 2016).

After discussing the differentiating characteristics, trends in studies that simultaneously deal with entrepreneurship and disasters in tourism are indicated. Research on these themes raises the question of the building of niches and resilience.



The building of niches at an organizational level can be understood as an adaptive process, in which organizations modify the environment and can influence the evolutionary process (Spisak et al., 2015). For Luksha (2008), the building of niches makes the environment more competitive and contributes to the creation of opportunities. Therefore, the building of niches allows the manager to act in the reconstruction of the organizational niche and their influence will collaborate in the organizational evolutionary process (Faisal et al., 2020).

The second and last striking trend on the constructs in question deals with resilience. Resilience in organizations emphasizes the ability to manage challenges and threats through planning and adaptation in adverse situations (Clapp-Smith & Lester, 2014; Dobie et al., 2018; Jiang et al., 2019; Estevão & Costa, 2020; Fonseca & Oliveira, 2021; Giousmpasoglou et al., 2021; Raki et al., 2021; Sharma et al., 2021). The term is related to adapting to change, seeking flexible and innovative responses, which provides entrepreneurs with new opportunities (Bouaziz & Hachicha, 2018; Gialis et al., 2019; Kamalahmadi & Parast, 2016; Lee et al., 2013; Monllor & Murphy, 2017).

Resilience is a topic that has been frequently discussed in the tourism literature (Cellini & Cuccia, 2015; Giousmpasoglou et al., 2021; Gur et al., 2020; Ratten, 2020). “Resilience in the context of tourism is defined as the ability of the industry to effectively deal with disasters and self-inflicted crises in order to maintain [...] stability [...] while ensuring flexibility and diversity for innovation and development future” (Buultjens et al., 2017, p. 84). The COVID-19 pandemic has created a devastating scenario for the tourism and hospitality industry (Collins-Kreiner & Ram, 2021; Kaushal & Srivastava, 2021; Assaf & Scuderi, 2020). Many organizations closed their doors when the need for stricter health rules such as the lockdown (distancing measures and mobility restrictions) was decreed (Rutynskyi & Kushniruk, 2020; Okafor et al., 2022). The tourism industry has sought to be resilient at all times. Resilience is a striking aspect in situations involving catastrophes of different magnitudes.

Regardless of the study approach, whether emphasizing political and economic crises or disaster, natural or man-made, these studies are usually directed towards response and recovery (Cellini & Cuccia, 2015), with this relationship being a possibility of resilience incidence. The term is defined by Duchek et al. (2020) as the “(...) ability to anticipate potential threats, effectively deal with unexpected events and learn from these events” (p. 388). Regarding catastrophes in the hotel sector, the term is understood by Brown et al. (2018) as “(...) A dynamic condition that describes the ability of a hotel, along with its stakeholders (staff, guests and the local community), to assess, innovate, adapt and overcome possible disruptions



triggered by disasters” (p. 36). So, in order to recover from this type of event, organizations in the tourism sector require different characteristics and capabilities (Brown et al., 2018). According to Prayag (2018), resilience is related to extraordinary and incremental changes, having as main indicators: elements of learning, risk identification, vulnerability assessment, proactive attitude, planning strategies and recovery priorities. Therefore, resilience can promote transformations in the entire industry, being a key factor in the disaster scenario (Gur et al., 2020). Zahra (2020) emphasizes that resilient organizations learn from management/entrepreneurial guidance and discover opportunities in the midst of chaos.

## Conclusion

This study aims to analyze the relationship between entrepreneurship and disasters in the tourism sector, and to achieve this, 24 articles were analyzed. As a result, the main convergences and distinctive characteristics between entrepreneurship and disasters in the tourism sector were identified. With regard to convergences, two important aspects can be seen, namely: crisis management and entrepreneurial training. Crisis management is associated with managerial actions related to three elements that reinforce the validity of the entrepreneurship construct and its relationship with disasters in tourism, such as communication plan, staff qualification and flexibility. These findings reveal scientific advances by indicating that, even in adverse contexts of catastrophes, it is essential to invest in training for the entrepreneurs and for their teams, in order to have the knowledge to manage organizations.

Regarding the differentiating characteristics, the constructs of entrepreneurship and disasters in the tourism sector involve innovation, entrepreneurial vulnerability for entrepreneurship and entrepreneurial intentions in disasters and catastrophes. Finally, trends in studies that deal simultaneously with entrepreneurship and disasters in tourism are indicated. Research on these themes raises the question of niche building and resilience. Thus, the generic approach strategy helps to keep companies active in the midst of crises. Resilience, on the other hand, is the driving force for reinventing business management in the midst of catastrophes.

The findings of this study provide relevant information to help entrepreneurs in the management of organizations and for the academy with regard to raising new research related to the topic. Entrepreneurship and disasters in the tourism sector were analyzed, which can contribute to adequate management practices identified before, after and, mainly, during the confrontation of catastrophes, they have great potential to add value to the business of



enterprises in the tourism sector and especially the practices that need to be analyzed and incorporated into the organization in situations involving crises. And yet, how they lived experiences (governed by some important strategies) in catastrophic scenarios can contribute to the development of local entrepreneurship. For example, with the adaptation and implementation of new safety and hygiene protocols due to Covid-19 (Hao et al., 2020).

With regard to public policies, this study focuses on emphasizing the importance of these policies for tourism, education, economics and crisis management. The complexity of a situation experienced by organizations when dealing with catastrophes, for example, may require the joint efforts of public and private initiatives, in addition to the third sector, to respond quickly to emerging challenges. Therefore, public policies that are increasingly integrated and aligned with both a local and global agenda are mandatory. Therefore, it is urgent to adopt public policies that encourage, for example, the ability to innovate, a capacity that is fundamental in entrepreneurship, in order to prepare people and organizations to face the coming crisis, optimize the use of resources and, mainly, take advantage of the opportunities.

With regard to the limitations of the study, the main obstacle is the descriptors used in the research. It is recommended to expand the keywords and use terms such as: crisis and crisis management, which can strengthen future research by identifying essential elements related to the theme.

As a suggestion for future research, it is indicated to carry out theoretical-empirical studies that address the role of the entrepreneur in facing catastrophes in organizations from different economic segments and sizes. Entrepreneurial actions in these contexts can reveal peculiar idiosyncratic aspects that contribute to the advancement of scientific and technical knowledge.

Finally, it is believed that this article contributed by highlighting the research gaps that deal with the topics discussed. As well as serving as a scientific basis for entrepreneurs and company managers to understand the importance of people's training and the resilience development in crisis situations. As well as revealing research trends in the area and insights on how crisis or chaos situations can be pedagogical in the future of organizations, regardless of the sector they operate in.

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