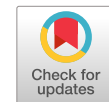


Case study

Dribbling Covid-19: Challenges and dilemmas of an entrepreneur

Bruno Grezole^a  e Giovana Bueno^{a*} ^a Universidade do Vale do Itajaí (UNIVALI), Itajaí, SC, Brazil

Editorial Details

Double-blind review System

Article History

Received : July 29, 2022

Reviewed : Jun. 30, 2023


Accepted : Ago. 26, 2023

Available online : Oct. 07, 2023

JEL classification: L26, L10

Article ID: 2442

Editor-in-Chief¹ or Adjunct²:

¹ Dr. Edmundo Inácio Júnior 
Univ. Estadual de Campinas, UNICAMP

Associate Editor:

Dr. Marcos Hashimoto 
Bradley University

Executive¹ or Assistant² Editor:

¹ M. Eng. Patrícia Trindade de Araújo

Translation / Proofreading:

The authors

Funding:

FAPESC, edital 015/2019

How to cite:

Grezole, B., & Bueno, G. (2023). Dribbling Covid-19: Challenges and dilemmas of an entrepreneur. *REGEPE Entrepreneurship and Small Business Journal*, 12(3), e2442. <https://doi.org/10.14211/regepe.esbj.e2442>

Related item (isTranslationOf):

<https://doi.org/10.14211/regepe.esbj.e2304>Article verified by:  Crossref
Similarity Check
PeerReview

*Corresponding author:

Giovana Bueno
giovanabueno2014@gmail.com

Abstract

Objective: to investigate the motivations, profile and skills of the individual who chooses to undertake; promote reflection about the entrepreneur's position in the face of a major crisis; and seek an answer to the question: Is digital influencer to be an entrepreneur? **Methodology/ Approach:** teaching case. **Main results:** in the "teaching notes", discussions are suggested on entrepreneurship itself, the use of the business model and the internationalization of small companies. **Theoretical and methodological contributions:** the structure of the case contributes methodologically to the dynamics in the classroom, constituting one more tool for learning the subject in question. **Relevance/originality:** the case is relevant because it shows the story of an entrepreneur (Breno) who, after realizing his dream and creating a promising business (a travel agency), as a result of a major crisis (Covid-19, lockdown and its impact on the travel industry, as well as the depression and feeling of impotence generated by it), needs to reinvent himself professionally (becoming a successful online consultant for entrepreneurs). With the end of the pandemic and the resumption of business, the impasse arises: Remain as a digital influencer or reactivate the old company (since tourism has grown again)? **Social contributions to management:** the case shows the reality of the entrepreneur in Brazil and raises questions about the regulation of the digital influencer profession.

Keywords: Entrepreneurial behavior. International entrepreneurship. Business strategy. Crisis management. Decision making.

Driblando a Covid-19: Desafios e dilemas de um empreendedor

Resumo

Objetivo: investigar as motivações, o perfil e as competências do indivíduo que escolhe empreender; promover a reflexão acerca do posicionamento do empreendedor perante uma grande crise; e buscar resposta para a questão: ser digital influencer é ser empreendedor? **Metodologia/Abordagem:** caso de ensino. **Principais resultados:** nas "notas de ensino", são sugeridas discussões sobre o empreendedorismo, propriamente dito, o uso do modelo de negócio e a internacionalização de pequenas empresas. **Contribuições teórico metodológicas:** a própria estrutura do caso contribui metodologicamente para a dinâmica em sala de aula, constituindo-se uma ferramenta a mais de aprendizagem do assunto em questão. **Relevância/originalidade:** o caso é relevante porque retrata a história de um empreendedor (Breno) que, após realizar seu sonho e criar um negócio promissor (uma agência de viagens), em decorrência de uma grande crise (Covid-19, lockdown e seu impacto no segmento de viagens, bem como a depressão e sentimento de impotência por ela gerados), precisa se reinventar profissionalmente (tornando-se um bem-sucedido consultor on-line para empreendedores). **Com o fim da pandemia e a retomada dos negócios, surge o impasse:** permanecer como digital influencer ou reativar a antiga empresa (pois o turismo voltou a crescer)? **Contribuições sociais para a gestão:** o caso retrata a realidade do empreendedor no Brasil e traz questionamentos sobre a regulamentação da profissão de digital influencer.

Palavras-chave: Comportamento empreendedor. Empreendedorismo internacional. Estratégia empresarial. Gerenciamento de crise. Tomada de decisão.

INTRODUCTION

Many people dream of starting their own business, and Breno was no different. After returning from a trip, he decided the time had come: he pooled his savings; borrowed money from family members; sought all the necessary information about the market in general and, specifically, about the tourism segment; became aware of the process of opening companies; defined who your target audience would be, etc. Thus, the company "*Caminha Esse Mundo*" began to take the form of a travel agency, focused on inspiring people to discover Patagonia, in the road-trip style. Breno was very excited because he could be, at the same time, a travel agent and a guide, who would accompany his future clients on their adventures.

After the first setbacks, after a year of opening, the business was going well, with a clientele that only grew, thanks, in large part, to word-of-mouth advertising from its customers. However, not everything is roses, and Breno felt firsthand the disappointment and frustration, in 2020, with the arrival of Covid-19 – an unprecedented pandemic that brought the world to a standstill. People were confined at home for days, weeks, months. Travel?! What a great joke! Amidst the turmoil of garbled information, emergency health measures, airport closures, and even the lockdown, trips began to be canceled and Breno's world came crashing down. With that, depression and the feeling of impotence grew exponentially. What could he do, with the multiple reimbursements being requested by customers and the expenses piling up?

So, half in jest and driven by desperation, Breno opened a YouTube channel and vented all his anguish. There he told his story, his dream of being an entrepreneur, the challenges, the interrupted success, and the conflicting emotions. Moreover, isn't it that from a lemon he made lemonade? People identified with him: some were complacent; others, solitary; and many felt in the "same boat", asking their opinion about the most diverse businesses.

The channel grew so much that the likes and shares became monetization and, thus, Breno reinvented himself! For that, he studied, went after rigging for video recording, and became practically a professional in the business. Called a "business guru" by followers due to his life experience and entrepreneurial profile, as well as his assertive advice, Breno was full of plans for his new career, that of an online consultant. Despite being "a free spirit", a born traveler, that role had its advantages: working from home, safely, and with flexible hours.

However, with the end of the pandemic and the gradual resumption of business, the travel agency (its dream come true, its apple of the eye), which had temporarily paralyzed its services, began to show signs of returning to activity.

To make Breno's decision even more difficult, he receives a very interesting proposal for a partnership in online consulting, but one that would require his total dedication. With one foot there and the other here, he probes the market in search of direction; seeks advice from family, friends, and business partners; however, it does not reach a consensus.

Although there are numerous advantages, such as flexible working hours and satisfactory remuneration, a career in digital media is uncertain and, for it to be profitable, Breno would require a lot of dedicated time. On the other hand, "*Caminha Esse Mundo*" was already implemented before the pandemic; however, even if it were successful at that time, the post-pandemic reality would bring new challenges and uncertainties to the business.

Unfortunately, for Breno, it would be impossible to reconcile the two professions. It was time, then, to choose which of the two businesses to undertake. These conflicting thoughts populated his mind and, once again, since the beginning of the pandemic, he found himself at a crossroads. What to do? What is the best decision to make?

THE JOURNEY TO UNDERTAKE

Breno has always been a born leader, fearless and visionary. He was never content to be like everyone else. From a very young age, he was a trailblazer of the world and discovered a passion for travel, making it a hobby. His goal was to save money so he could travel as much as he could and, gradually, that became a reality.

At age 20, Breno went to live in Argentina; at 23, he was on a plane to stay for a year in Irish lands. Between comings and goings, at the age of 28, he had already lived in five different countries and known another 20. However, he had never thought of making that hobby his profession. Until now.

After having experienced work in several different environments, such as a bank, restaurant, and foreign trade company, and having lived in other countries for a few years, Breno still did not identify with a specific career, nor with the idea of working 11 months a year, doing the same thing every day.

That's how, on returning from the 2018 vacation, in conversation with his girlfriend, Breno envisioned the possibility of working with something that would provide him with personal and professional fulfillment. Still on the plane, crossing the Andes Mountains, he asked his companion if she was happy to return home, back to "normal life".

– Yes, I'm happy, but actually... something seems to be missing.

He felt that excessively, incomplete. Passionate about traveling and getting to know different cultures, Breno could not understand the concept of happiness of a large part of society, which boiled down to having a house, a car, getting married, having children, and a dog. He needed to go further, so he began to list the possibilities of traveling longer, not just on vacation, and had an insight:

– Wait a minute! What if I could work on something that made me, at the same time, earn money and enjoy my dream? It would be a job that would allow me freedom of time and space. Would make me feel alive, motivated.

When you set a goal, fate conspires in your favor. Upon landing at the airport, while Breno was opening the app to call a car to take them home, he came across an ad about entrepreneurship, and an idea began to take shape in his mind. Opening a travel agency focused on inspiring people to get to know Patagonia, a road trip, which would allow him to accompany his future clients on their trips, becoming, in addition to a travel agent, the guide itself. It would be exciting!

Breno knew the difficulties of the path to be followed and the many risks that would arise because his parents were also entrepreneurs, but it was something viable, which was enough to get him very excited.

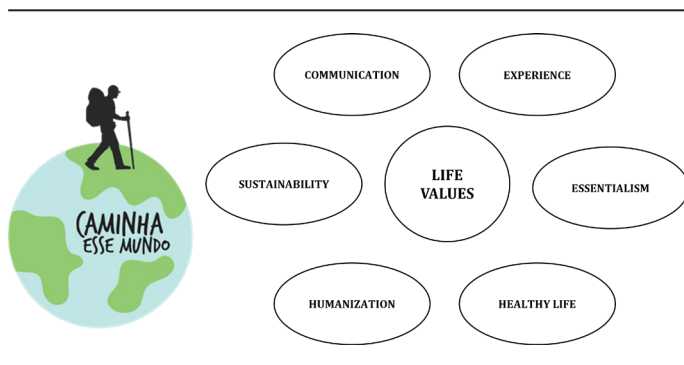
THE PATH TOWARDS THE CREATION OF THE COMPANY

As the weeks went by, Breno's desire to undertake grew bigger and bigger. He read and reread many articles on the subject and, after checking all his savings and borrowing money from family members, he decided that the time had come to put his idea into practice and open the company.

Breno started by planning the business, defining what the company would offer to customers, what their values were, and their budget. To do this, he talked to friends, family, and mentors at an incubator at the university where he had studied, receiving guidance that he should, at first, put the idea on paper and determine its purpose, subsequently developing a brand project, based on his life values (Figure 1).

Figure 1

Values of "Walk This World"



Note: Prepared by the authors (2023)

Therefore, the company's value proposition was defined as inspiring people, through innovative trips, to unconventional destinations. In this way, between Breno's comings and goings exploring the world, the venture was named *Caminha Esse Mundo* (Walk This World, our translation).

One of Breno's professors recommended an online course on entrepreneurship, which was very useful to him. Even more so because the tourism sector is highly competitive, and involves solid companies in the field. Beginners and small entrepreneurs, therefore, to survive in this segment, in Breno's view, must innovate from the beginning, positioning themselves in different ways in the market.

In a conversation with Chilean friend Paulo Bernal who, in his free time, likes to venture into Patagonia with his motorhome, Breno made a partnership proposal:

- I am creating a tourism company focused on exclusive experiences, aiming at a small scale, that is, to take groups of a few people. Brazilians aged between 25 and 65, who identify with unusual scenarios, snow, mountains, glaciers, desert, contact with nature; appreciate eco-tourism, respecting the region's natural resources and cultural heritage, but also enjoy adventure tourism, taking a road trip through the Patagonia region, with hiking, mountaineering and climbing options. I will be the guide and accompany the groups on trips, and I would like to count on your partnership to support me in Patagonia. Do you see?

- You can count on me! - said, Paul. I see this as a business opportunity, especially for the Brazilian public, as there is almost no winter tourism related to snow in the country.

After the initial procedures, Breno had everything ready and the company operating. With the help of the incubator, he planned his business, defining that the relationship with customers, at first, would happen through human interaction (his and Paulo's, back in Patagonia) and no automated messages or CRM software, at least in the beginning.

The channels to attract customers were social networks (Instagram and Pinterest), email, website, Google ADS, telephone, inbound marketing, word-of-mouth advertising, through customer feedback. The idea was to bring the company closer to travelers/customers, treated as friends, through ties similar to that of a family.

Thus, Breno made the deal happen, defining the main activities and doing all the planning for the trip, with the establishment of dates, destinations, hotels, transport, itinerary, and main attractions. In this way, to (a) market the trip, contact was made with future clients; (b) to carry out the trip, it was enough to set foot on the road; (c) optimize and reduce business risks, partnerships were identified and signed in Brazil and Patagonia; (d) airline tickets, hotels, and insurance, tour guides for a particular attraction, parks and trekking, resorting to partnership.

The main resources were also defined: (a) physical - hotel, transport (motorhome, minibus) and computer; (b) intellectual - photographer, guide, and driver; (c) human - three people hired to handle sales, finance, and marketing; (d) financial - initial capital and working capital.

Regarding the financial part, Breno established all the costs involved in operating the business: (a) fixed costs - rent and expenses for a commercial room, development, and maintenance of the website, in addition to management and marketing software; and (b) variable costs - fuel for the trip, hotel, guide, and photographer.

As for the source of revenue, the entry took place through direct sales: e-commerce, with credit card options, transfers/deposits, Pix, and bank slips.

NICE TO MEET YOU, I'M COVID-19!

After the first mishaps, a year after opening, Breno's company was doing well, and he already envisioned an expansion into Chilean lands. Its clientele only grew, thanks in large part to word of mouth from customers. In addition, the power of communication and the ability to form contact networks - networking - have always been Breno's outstanding personality traits. Everywhere he went, it was normal to make friends and keep these contacts, because, as he confided to his girlfriend.

- You never know which people can be engaged and be part of objectives in future business.

With these partnerships, then, Breno increased the possibilities of expanding his business. He did not count, however on the turnaround in the market, caused by Covid-19 - a pandemic that stopped the world - in 2020.

Breno had just set foot in Patagonia when his world came crashing down: due to the pandemic, the airports were closing, that trip had to be cancelled and the group of travelers needed to return to Brazil as soon as possible. The use of a mask became mandatory, as well as alcohol gel, and everyone would comply with the quarantine, as soon as they landed in Brazil.

It was a nightmare! Breno had to calm the tourists down, even though he was desperate. He refunded the money for that and other groups booked for the next few months.

Airlines were in chaos, airports closing; people had to stay confined at home for days, weeks, and months, respecting the lockdown in cities; there was the constant spread of misinformation and fake news; hundreds and hundreds of people were dying, the hospitals were full; Finally, the crisis set in and fear took hold of everyone.

Traveling, in that period, became a utopia. Breno had to fire his employees and paralyze the company's activities. The scenario was desperate and the losses only grew.

A LEMON-MADE LEMONADE

Breno has seen his dream come true and a few years later, it went downhill. With that came depression and a growing sense of helplessness. Despite being overly distressed, he needed to think of something, as the expenses just piled up. But what could Breno do to?

It was then that, unpretentiously and driven by desperation, Breno opened an online channel to vent. There, he told his story: his dissatisfaction with working with something that did not give him pleasure, the dream of being an entrepreneur, the search for an opportunity in the market, the challenges faced, the temporary success of his business, and, finally, the cruel blow of Covid-19. Surprisingly, isn't the channel successful? People identified with him, and many felt in the "same boat", asking his opinion on the most diverse types of business.

Leonel, an owner of a food truck in Vitória, Espírito Santo, was experiencing the same drama: he had to close everything, fire employees, and was looking for a way to start over. Maria, an event organizer, was thinking about being a translator of scientific works, as a job option, until everything goes back to normal, if that would ever happen. Breno received dozens of messages like these. He began to think of ways to help these people reinvent themselves. Therefore, without realizing it, he ended up reinventing himself.

As people were obliged to remain at home for a long period, their customs, desires, and way of life took on other formats and, with that, new needs emerged.

Breno carefully studied the new context; searched for courses online; talked with friends, former teachers, and family; went after rigging for video recording; and started to give basic entrepreneurship tips, dealing with how to transform the old business, the pre-pandemic one, into something new, capable of meeting new demands.

The channel grew so much that Breno spent hours and hours in front of the computer, working like never before. Moreover, his eyes sparkled again! He felt accomplished in doing something that helped people, vibrating with the increasingly frequent achievements reported on his channel.

The likes and shares of Breno's videos – called a “business guru” by his followers, due to his assertive advice on entrepreneurship, his life experience, and his entrepreneurial profile – turned into monetization, and he found himself, then, with a new profession, called digital influencer.

Full of plans for the new online consulting career, which looked promising financially; working in the home-office modality, in flexible schedules; after months in the red, Breno saw his bank balance turn positive again.

However, an influencer does not only live on likes – the profession demanded a lot of work and constant updating from Breno. With the pandemic, online services have grown exponentially, generating fierce competition. To stay on the “top of the wave”, it was, therefore, necessary to create innovative, useful, and quality content. Breno spent more than 16 hours recording a 40-minute video and spent a lot of time studying and monitoring his networks.

In 2022, a proposal for a partnership with an online course platform and e-book publisher emerged, which would enable Breno to attract a larger number of followers. The demand would probably triple and, to assist in its attendance, it would be necessary to hire other professionals.

Although Breno felt excited about the idea, he needed to consider it calmly before taking the next step. At first, online consulting was just a lifeboat for him; now, it was allowing him to guide his professional future.

At this point, his girlfriend's advice on what to do was of crucial importance:

– Breno, my love, I know that the profession of online consultant was an excellent “quick fix” for the haziest moments of the pandemic, but now that business is gradually resuming, what about reactivating your company and having a “real profession” again?

WILL BRENO WALK AROUND THE WORLD OR NOT?

For Breno, “Caminha Esse Mundo” was his dream come true, the apple of his eye! But the company had its services paralyzed since the beginning of the pandemic, and the latest news released did not seem to be promising for the sector (Figure 2), especially concerning the sale of international packages – the flagship of its business –, which suffered the most due to the closure of borders.

Figure 2

News about tourism and Covid-19

Nesta publicação, a partir da análise dos ambientes sanitário, político, social e econômico, e da contribuição de grandes empresários do setor, estima-se que o período de **interrupção das atividades será de cinco meses**. As premissas consideram ainda que o turismo doméstico poderá recuperar a produção em 12 meses, mas o turismo internacional precisará de, pelo menos, 24 meses para voltar ao nível de 2019.

O período necessário para a recuperação das vendas do mercado turístico tende a aumentar de acordo com o tempo de parada das atividades produtivas (**quanto maior o período inoperante, mais difícil será recuperar as perdas**). A recuperação econômica depende de um conjunto de fatores prioritários - como preservação de postos de trabalho, flexibilidade operacional, crédito, união setorial, segurança sanitária e resiliência - para o que o mercado vem chamando de um “novo normal”.

... o turismo doméstico poderá recuperar a produção em 12 meses, mas o turismo internacional precisará de, pelo menos, 24 meses para voltar ao nível de 2019.

Note: Adapted table from Barbosa, G. L. (2020, p. 3).
Our translation

In this publication, based on the analysis of the health, political, social and economic environments, and the contribution of large businesspeople in the sector, it is estimated that the period of interruption of activities will be five months. The premises also consider that domestic tourism could recover production in 12 months, but international tourism will need at least 24 months to return to the 2019 level.

The period necessary for the recovery of sales in the tourist market tends to increase by according to the downtime of production activities (the longer the inoperative period, the more difficult it will be to recover losses). Economic recovery depends on a set of priority factors - such as job preservation, operational flexibility, credit, sectoral union, health security and resilience - for what the market has been calling a “new normal”.

... domestic tourism could recover production in 12 months, but international tourism will need at least 24 months to return to 2019 levels.

In the constant search for information about the resumption of operations in the segment, when searching the internet, Breno found an article on the Sebrae website, about the tourism scenario and the behavior of travelers in the post-pandemic (Figure 3), which projected the search for less explored destinations, outdoors, in contact with nature and with greater exclusivity (without crowds).

Breno didn't know what to do, because: on the one hand, research and articles pointed to the search for differentiated experiences by future travelers, it means, small-scale tourism, which fit the business model of “Caminha Esse Mundo”. On the other hand, the economic figures for this sector were disappointing, as the effects of the pandemic would be present for months in the life of the tourism entrepreneur until everything returned to normal. In addition, even when returning, a new lifestyle was being shaped by the pandemic, with people used to staying at home, which led to a lower tendency to take risks on trips.

All these issues were, in fact, complex, and Breno knew that, if he chose to resume his company's activities, he would need to put into practice his adaptability and innovation capacity to undertake.

In addition, in the post-pandemic period, with airports reopened and health restrictions lessening, travel demand would begin to grow, and the “return to normal” would generate hitherto suppressed market demand. Would “Caminha esse Mundo” be structurally prepared to act in this new scenario? Would the original business model, successful before the pandemic, be enough, or should the company reinvent itself, creating an innovative model?

On the other hand, the role of digital influencer provided Breno with a lot of learning, not to mention the “extra money”, which was very welcome! There was, however, the uncertainty of the continuity of the profession in the post-pandemic period and, even if that happened, it would require countless hours of dedication, making it impossible to handle the two jobs.

All these conflicting thoughts populated Breno's mind and, again, just like at the beginning of the pandemic, he found himself at a crossroads! What to do? What would be the best decision to undertake?

Figure 3

Traveler behavior

Comportamentos dos Viajantes Importante para a retomada do Turismo

O cenário muda a todo momento e com ele o comportamento de consumo. Muitas pesquisas têm sido realizadas e podemos concluir influências no comportamento de consumo e no comportamento do viajante após o isolamento. Confira a seguir os pontos que a equipe da Lab Turismo aponta como impactantes para o comportamento do viajante na retomada do setor:



Saúde

Os turistas começarão a viajar na medida que se sentirem seguros com relação ao controle da pandemia. Os destinos com menos aglomeração, que ofereçam atrativos ao ar livre, atividades de esporte e de contato com a natureza serão as opções preferidas. Levarão vantagens os destinos e negócios turísticos que adotarem novas e eficientes práticas de segurança com relação às questões de saúde.

Além disso, aspectos como cuidado com hábitos mais saudáveis como alimentação equilibrada e atividades físicas serão mais presentes no cotidiano das pessoas.



Humanização

Mais do que nunca os consumidores querem ser surpreendidos e tratados como seres humanos, com sentimentos, medos e dificuldades. Querem que as empresas turísticas estejam verdadeiramente comprometidas em proporcionar momentos felizes durante uma viagem. Um dos desafios é preparar a oferta e os colaboradores para proporcionarem estes momentos de felicidade. Toda a experiência da jornada do cliente, antes-durante-após viagem,

deve ser repensada despertando vínculos mais diferenciados com os indivíduos. Conceitos ligados ao despertar de experiências inovadoras, que já eram uma tendência, passam a ser uma demanda mais intensa dos viajantes.

Note: Adapted table from Sebrae (2020a, pp. 3-4). Our translation

Traveler Behavior

Important for the recovery of tourism

The scenario changes all the time and with it consumer behavior.

Much research has been carried out and we can conclude influences on consumption behavior and traveler behavior after isolation.

Check out below the points that the entire SEBRAE team points out as having an impact on traveler behavior when the sector resumes:

Health

Tourists will begin traveling as they feel confident about controlling the pandemic. Less crowded destinations that offer outdoor attractions, sports activities and contact with nature will be the preferred options. Tourist destinations and businesses that adopt new and efficient safety practices in relation to health issues will benefit.

Furthermore, aspects such as taking care of healthier habits such as a balanced diet and physical activity will be more present in people's daily lives.

Humanization

More than ever, consumers want to be surprised and treated like human beings, with feelings, fears and difficulties. They want tourism companies to be truly committed to providing happy moments during a trip. One of the challenges is preparing the offer and employees to provide these moments of happiness. The entire customer journey experience, before-during-after the trip, it must be rethought, awakening more differentiated bonds with individuals. Concepts linked to the awakening of innovative experiences, which were already a trend, are now a more intense demand from travelers.

QUESTIONS FOR DISCUSSION

What is the best way to Breno? There is no right answer, but ways to help Breno make his decision in a period of so much uncertainty. To this end, several discussions can be raised, such as those described below.

Entrepreneurship

(concepts, motivations, and theoretical approaches)

Before any discussion, it is necessary to understand the concept of entrepreneurship and identify the skills of those who undertake it. Promising ideas are not capable of sustaining a business if the profile of the entrepreneur who will lead it does not support the risks inherent to that decision.

In the case of Breno, the promising start was crossed by the pandemic. Here, it is possible to address the profile and skills needed by an entrepreneur to deal with unfavorable situations, crises, and other unexpected events.

One can also discuss how the pandemic affected Breno's business and career; which, as others entrepreneurs, had to be redirected to survive the pandemic; and if there were questions about the advantage of resuming the previous business activity, when the context returned to be, in some way, favorable. In this area, it is also worth raising the reasons for the undertaking, discussing the two types of entrepreneurship: by necessity and by opportunity.

Finally, it is worth addressing the relationship between the activity of digital influencers and entrepreneurship, as well as its regulations and characteristics.

To this end, some actions are suggested:

- (a) Identify, in the character Breno, the profile and skills necessary to be an entrepreneur. (Table 1).
- (b) What are the motivations that lead individuals to undertake? Describe Breno's motivations before and after the pandemic. What has changed?
- (c) What are the different approaches to entrepreneurship? Moreover, what aspects can be analyzed from these approaches?

Table 1

Skills of an entrepreneur

Skills of an entrepreneur	Description	Main character traits
Opportunity Skills		
Relationship skills		
Conceptual skills		
Administrative skills		
Strategic skills		
Commitment skills		

Note: Adapted table from Man e Lau (2000); Zampier e Takahashi (2011).

International Entrepreneurship

An important step for the entrepreneur is to know the market in which he operates and, thus, structurally prepare himself to better adapt to new scenarios and the changes resulting from the pandemic.

In this sense, the following approach is suggested:

- What motivations drive the entrepreneur to choose the international market? Review Breno's options before and after the pandemic.

Business model

The business model helps in structuring the enterprise, and can be used at the beginning of a business or when there is a new perspective, capable of generating another direction for the company.

On this topic, the following activity is suggested:

- With the elements presented in the case, create a business model for the company "Caminha Esse Mundo" before and after the pandemic.

Data acquisition source

The story told involves a real case, experienced by the main author of the study, to which fictional elements were added for contextualization purposes. The author, who also provided, through direct narrative, the main data, chose the company name. Secondary data, in turn, were collected by searching websites and articles on the topic in question.

Educational objectives

The case aims to provide students, future entrepreneurs, and other readers with the identification of an entrepreneur’s skills, as well as a guide to development of a business model for a new business.

Recommended use

The case is aimed at undergraduate students and can be worked on, mainly, in the disciplines of Entrepreneurship and Innovation, and Internationalization of Companies. It is recommended that the students read the study beforehand and discuss it in the classroom.

Case Study

This case study provides the teaching notes separately.

Acknowledgments

Thanks to Fundação de Amparo a Pesquisa e Inovação do Estado de Santa Catarina FAPESC which, through the project linked to public notice 015/2019 allowed access to the universe of entrepreneurship.

Conflict of interest statement

The authors declare that there is no conflict of interest.

Authors’ statement of individual contributions

Roles	Contributions	
	Grezolet B.	Bueno G.
Conceptualization	■	
Methodology		■
Software		N. A.
Validation		■
Formal analysis		■
Investigation	■	
Resources	■	
Data Curation	■	
Writing - Original Draf	■	
Writing - Review & Editing	■	■
Visualization	■	■
Supervision		■
Project administration	■	■
Funding acquisition	■	■

Note: Acc. CRediT (Contributor Roles Taxonomy): <https://credit.niso.org/>

REFERENCES

Barbosa, L. G. M. (2020). *Impactos Econômicos da COVID-19 Propostas para o Turismo - 2a Edição*. FGV. Recuperado de <https://fgvprojetos.fgv.br/artigos/2a-edicao-impactos-economicos-da-covid-19-propostas-para-o-turismo-junho-2020>

Bezerra, P. R. S., de Souza, S. M. A., & Gonçalves, G. A. D. C. (2022). Estudo bibliométrico da produção científica internacional sobre empreendedorismo digital. *Revista de Gestão e Secretariado (Management and Administrative Professional Review)*, 13(2), 75-100. <https://doi.org/10.7769/gesec.v13i2.1236>

Brasil (2006). Lei Complementar nº 123, de 14 de dezembro. Institui o Estatuto Nacional da Microempresa e da Empresa de Pequeno Porte; altera dispositivos das Leis no 8.212 e 8.213, ambas de 24 de julho de 1991, da Consolidação das Leis do Trabalho - CLT, aprovada pelo Decreto-Lei no 5.452, de 1o de maio de 1943, da Lei no 10.189, de 14 de fevereiro de 2001, da Lei Complementar no 63, de 11 de janeiro de 1990; e revoga as Leis no 9.317, de 5 de dezembro de 1996, e 9.841, de 5 de outubro de 1999. Recuperado de https://www.planalto.gov.br/ccivil_03/leis/lcp/lcp123.htm

Brasil (1991a). Lei nº 8.212, de 24 de julho. Dispõe sobre a organização da Seguridade Social, institui Plano de Custeio. Recuperado de https://www.planalto.gov.br/ccivil_03/leis/l8212cons.htm

Brasil (1991b). Lei nº 8.213, de 24 de julho. Dispõe sobre os Planos de Benefícios da Previdência Social e dá outras providências. Recuperado de https://www.planalto.gov.br/ccivil_03/leis/l8213cons.htm

Brasil (2022). PL 2347 - Projeto de Lei. Dispõe sobre a regulamentação da atividade profissional de influenciador digital profissional no âmbito Federal. Recuperado de <https://www.camara.leg.br/proposicoesWeb/fichadetramitacao?idProposicao=2334286>

Cavusgil, S. T., & Knight, G. (2015) The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalization. *Journal of International Business Studies*, 46, 3–16. <https://doi.org/10.1057/jibs.2014.62>

Chandra, Y. (2018). Mapping the evolution of entrepreneurship as a field of research (1990– 2013): A scientometric analysis. *PLoS one*, 13(1), e0190228. <https://doi.org/10.1371/journal.pone.0190228>

Costa, L. D. F. L. G. D., Añez, M. E. M., Mol, A. L. R., & Damasceno, T. D. S. A. (2017). Escolas teóricas do processo de internacionalização: uma visão epistemológica. *Cadernos EBAPE.BR*, 15(4), 960-973. <http://dx.doi.org/10.1590/1679-395154072>

Dhanaraj, C., & Beamish, P. W. (2004). Effect of equity ownership on the survival of international joint ventures. *Strategic management journal*, 25(3), 295-305. <https://doi.org/10.1002/smj.372>

Dolabela, F. (2008). *O segredo de Luísa: uma ideia, uma paixão e um plano de negócios: como nasce o empreendedor e se cria uma empresa*. Sextante.

Filion, L. J. (1991). O planejamento do seu sistema de aprendizagem empresarial: identifique uma visão e avalie o seu sistema de relações. *Revista de Administração de Empresas*, 31(3), 63–71. <https://doi.org/10.1590/S0034-75901991000300006>

França, A. B., Saraiva, J., & Hashimoto, M. (2012). Orientação Empreendedora como Indicador do Grau de Empreendedorismo Corporativo: Fatores que Caracterizam os Intraempreendedores e Influenciam sua Percepção. *REGEPE Entrepreneurship and Small Business Journal*, 1(3), 78–103. <https://doi.org/10.14211/regepe.v1i3.38>

Gonçalves, E. J. V. (2012). *Análise e desenvolvimento de modelos de negócios em spin-offs acadêmicos: um estudo de caso junto a empresas da INBATEC UFLA* [Dissertação de Mestrado em Gestão Estratégica, Marketing e Inovação, Universidade Federal de Lavras]. Repositório da Universidade Federal de Lavras, Minas Gerais. <http://repositorio.ufla.br/handle/1/496>

Hagberg, J., Sundstrom, M., & Egels-Zandén, N. (2016). The digitalization of retailing: an exploratory framework. *International Journal of Retail and Distribution Management*, 44(7), 694–712. <https://doi.org/10.1108/IJRDM-09-2015-0140>

Hashimoto, M. (2017). *Espírito empreendedor nas organizações*. Saraiva Educação S.A.

Hymer, S. (1983). The international operations of national firms: a study of direct investment: a dissertation from MIT (Doctoral dissertation, Massachusetts Institute of Technology).

- Johanson, J., & Vahlne, J.-E. (2009). The uppsala internationalization process model revisited: from liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 40(9), 1411-1431. <https://doi.org/10.1057/jibs.2009.24>
- Johanson, J., & Vahlne, J.-E. (1977). The Internationalization Process of the Firm—A Model of Knowledge Development and Increasing Foreign Market Commitments. *Journal of International Business Studies*, 8(1), 23-32. <https://doi.org/10.1057/palgrave.jibs.8490676>
- Landström, H. (2020). The Evolution of Entrepreneurship as a Scholarly Field. *Foundations and Trends in Entrepreneurship*, 16(2), 65-243. <http://doi.org/10.1561/03000000083>
- Leite, Y. V. P., & Moraes, W. F. A. de. (2014). Facetas do risco no empreendedorismo internacional. *Revista de Administração Contemporânea*, 18(1), 96-117. <https://doi.org/10.1590/S1415-65552014000100007>
- Machado, M. C. (2018). *O processo de internacionalização de empresas de base tecnológica do tipo born global: um estudo da Cheesecake Labs* [Trabalho de Conclusão do Curso de Graduação de Relações Internacionais, Universidade Federal de Santa Catarina]. Repositório da Universidade Federal de Santa Catarina. <https://repositorio.ufsc.br/handle/123456789/192952>
- Man, T. W. Y.; Lau, T. (2000). Entrepreneurial competencies of SME owner/managers in the Hong Kong services sector: A qualitative analysis. *Journal of Enterprising Culture*, 8(3), 235-254. <https://doi.org/10.1142/S0218495800000139>
- Oliveira Junior, F. E. D. (2020). *As intenções empreendedoras na carreira de digital influencer* [Trabalho de Conclusão do Curso de Administração, Universidade Federal de Uberlândia]. Repositório Universidade Federal de Uberlândia. <https://repositorio.ufu.br/handle/123456789/29927>
- Osterwalder, A., & Pigneur, Y. (2011). *Generación de modelos de negocio: Un manual para visionarios, revolucionarios y retadores*. Centro Libros PAPP, Grupo Planeta.
- Porter, M. E (Org.). (1998). *Estratégia: a busca da vantagem competitiva*. Rio de Janeiro: Campus.
- Rodrigues, A. L. (2022, agosto 22). Veja as 5 leis que todos empresários devem conhecer: Para empreender no Brasil é preciso ter conhecimentos de algumas leis para ter sucesso [Informativo]. *Jornal Contábil*. <https://www.jornalcontabil.com.br/veja-as-5-leis-que-todos-empresarios-devem-conhecer/>
- Root, F. R. (1994). Design entry strategy for international markets. In F. R. Root, *Entry strategies for international markets* (Chap. 1, pp. 1-24). New York: Lexington Books.
- Schmidt, S., & Bohnenberger, M. C. (2009). Perfil empreendedor e desempenho organizacional. *Revista de Administração Contemporânea*, 13(3), 450-467. <https://doi.org/10.1590/S1415-65552009000300007>
- Sebrae. (2020a). Comportamento dos viajantes. Recuperado de [https://bibliotecas.sebrae.com.br/chronus/ARQUIVOS_CHRONUS/bds/bds.nsf/fc90dd9bc6190cc2dc66abba693f6dfa/\\$File/19573.pdf](https://bibliotecas.sebrae.com.br/chronus/ARQUIVOS_CHRONUS/bds/bds.nsf/fc90dd9bc6190cc2dc66abba693f6dfa/$File/19573.pdf)
- Sebrae. (2020b). Serviços Canvas. <https://www.sebraepr.com.br/servicos/canvas/>
- Sebrae. (2022). Momento da Empresa: Oportunidade ou Necessidade. <https://sebraers.com.br/momento-da-empresa/oportunidade-ou-necessidade/>
- Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217-226. <https://doi.org/10.5465/amr.2000.2791611>
- Snell, R. & Lau, A. (1994). Exploring local competences salient for expanding small businesses. *Journal of Management Development*, 14(1), 4-15. <https://doi.org/10.1108/02621719410057032>
- Vernon, R. (1966). International Investment and International Trade in the Product Cycle. *The Quarterly Journal of Economics*, 80(2), 190-207. <https://doi.org/10.2307/1880689>
- Zampier, M. A., & Takahashi, A. R. W. (2011). Competências empreendedoras e processos de aprendizagem empreendedora: modelo conceitual de pesquisa. *Cadernos EBAPE.BR*, 9(spe1), 564-585. <https://doi.org/10.1590/S1679-39512011000600007>

AUTHORS BIOGRAPHIES

Bruno Grezole has a degree in Business Administration with an MBA in International Business from Univali. He is currently on the staff of Royal Caribbean International in Miami, Florida, United States. His areas of interest include Entrepreneurship, Tourism and Internationalization of companies.

E-mail: grezolebruno@gmail.com

Giovana Bueno has a doctorate and a master's degree in Business Administration from Univali. She has a degree in Tourism from UEPG. She is currently a professor of the MBA in International Business and MBA in Financial Management courses at Univali. Her areas of interest include Tourism, Entrepreneurship, Business Model, Internationalization, Sustainability, ESG and Corporate Governance.

E-mail: giovanabueno2014@gmail.com