

**INTERNATIONAL ENTREPRENEURSHIP AND THE IMPACTS OF  
CATASTROPHES ON THE TOURISM SECTOR**  
Empreendedorismo Internacional e os Impactos das Catástrofes no  
Setor de Turismo

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**ABSTRACT**

Humanity experiences the catastrophic effects of the Covid-19 pandemic. In view of this scenario, studies are needed to understand the impacts of catastrophes in the most varied dimensions. The tourism sector emerges as one of the most affected economic segments when disasters occur. For companies in the sector that operate globally, the consequences influence the actions of international entrepreneurs. This study aims to conduct a theoretical discussion of the relationship between catastrophe impacts in the tourism sector and international entrepreneurship. From this purpose, impacts of catastrophes on the tourism sector are identified, as well as the reactions of international entrepreneurship in this context. Therefore, from the literature, impacts of catastrophes on the tourism sector are observed, as in the case of the crisis in the hotel sector. In addition, it results in the main reactions of entrepreneurs in the face of catastrophes.

**KEYWORDS**

Tourism; International Entrepreneurship; Catastrophe; Disaster; Covid-19.

**RESUMO**

A humanidade vivencia os efeitos catastróficos da pandemia Covid-19. Diante desse cenário, tornam-se prementes estudos para compreender os impactos de catástrofes nas mais variadas dimensões. O setor do turismo desponta como um dos segmentos econômicos mais afetados quando ocorrem desastres. Para as empresas do setor que atuam globalmente, as consequências influenciam as ações dos empreendedores internacionais. Este estudo possui o objetivo de realizar uma discussão teórica da relação entre impactos de catástrofes no setor de turismo e empreendedorismo internacional. A partir desse propósito, foram identificados impactos de catástrofes no setor de turismo, bem como as reações do empreendedorismo internacional frente a esse contexto. Assim sendo, a partir da literatura observou-se impactos

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de catástrofes no setor de turismo, a exemplo da crise no setor hoteleiro. Ademais, tem-se como resultado as principais reações dos empreendedores frente às catástrofes.

#### **PALAVRAS-CHAVE**

Turismo; Empreendedorismo internacional; Catástrofe; Desastre; Covid-19.

#### **INTRODUCTION**

International Entrepreneurship [IE] has been analyzed in several areas of knowledge (Oviatt & McDougall, 1994), standing out for its contemporaneity and global mentality. As for the age of organizations, there are researchers who perceive the internationalization process as speedy, and this speed is independent of the size and age of the companies (Oviatt & McDougall, 2000). In the information technology [IT] sector, companies have a natural vocation for IE because they usually interact with competitors in globalized environments. However, the field of IE research is vast and composed of multiple disciplines that offer opportunities for different economic sectors (Leite & Moraes, 2014; Oviatt & McDougall, 1994).

International entrepreneurship appears more frequently in companies with a globalized strategic vision that offer differentiated products and services with a focus on sales abroad (Oviatt & McDougall, 1994). In this context, it should be noted that Ronda-Pupo and Guerras-Martín (2012) understand strategy as the form of interaction of the organization with the environment in which it is inserted, aiming at improving performance. The interaction takes place through actions that are selected and prioritized by means of decision-making processes. Such actions are carried out in a structured and coordinated manner (Ronda-Pupo & Guerras-Martín, 2012). In addition, it is noteworthy that, since 1962, this strategy was introduced in business related to long-term goals and objectives (Steensen, 2014).

As for the context, entrepreneurship is analyzed in studies that are related to opportunities for social growth and economic development, bringing innovation and job creation (Monllor & Murphy, 2016). However, opportunities arise in various ways for entrepreneurship (Shane & Venkatarama, 2000). Even in extreme situations, such as catastrophes, threats inherent to the circumstances can generate opportunities. Regarding this theme, Monllor and Altay (2016) and Monllor and Murphy (2016) investigated how natural disasters provide opportunities for entrepreneurship in society, thus revealing how enterprises survive after disasters, but also how new promises of enterprises emerge in this context.

The impacts derived from catastrophes can affect the environment and society in social, economic and even political arrangements. It should also be considered that they do not happen exclusively and separately (Galbraith & Stiles, 2006), as in the case of tourism, both for large companies [airlines, hotel chains, tour operators, among others] and for small enterprises [local travel agencies, inns, restaurants, etc.]. Therefore, the impacts resulting from catastrophes, such as earthquakes and even pandemics, can be perceived in society.

In a crisis scenario, opportunities can arise (Monllor & Altay, 2016). The pandemic caused by the new Coronavirus spurred the emergence of new products and services. Technology has facilitated business communication and helped many organizations to continue their operations (Zahra, 2020). On the other hand, it harmed the economy and caused the closure of activities of many organizations (Giousmpasoglou, Marinakou & Zopiatis, 2021). Given the crises that have occurred in recent decades and their possible dichotomies, a coherent justification for the time frame in this century is obtained.

Recently, in an article published by *Isto é Dinheiro* magazine, it was reported that a pandemic has taken over the world since January 2020. Covid-19 had its initial epicenter in Wuhan, China, and spread, generating a sense of terror, making streets and cities empty, impacting various sectors of the economy. In the case of tourism, hotels were temporarily closed, cruises prevented from sailing and some passengers confined without authorization to disembark. Aviation companies are estimated to lose around US \$ 30 billion (Masson, 2020).

Disasters of this magnitude are hardly quickly understood and faced with proactivity and planning by international entrepreneurs who serve consumers from the most diverse nations. Therefore, this article is a theoretical study that aims to conduct a discussion of the relationship between the impact of catastrophes in the tourism sector and international entrepreneurship. The contribution of this research lies in the possibility of revealing how international entrepreneurs in the tourism sector can act in situations such as those resulting from catastrophes.

## **INTERNATIONAL ENTREPRENEURSHIP**

So far, there is no consensus in the literature on the definition of entrepreneurship. Some researchers relate the concept to the role of the entrepreneur and how he performs it (Shane & Venkataraman, 2000). For Baggio and Baggio (2014), "entrepreneurship can be understood as

the art of making things happen with creativity and motivation” (p. 26). Schumpeter (1988) goes further and defines entrepreneurship as a process of 'creative destruction'. For this author, existing products or production methods are destroyed and replaced by new ones. Therefore, for this study, the term entrepreneurship is related to change and innovation, being put into practice through an entrepreneurial behavior that influences people and transforms scenarios such as environments that were impacted by catastrophic events.

In the concept of entrepreneurship, there is an interested party [stakeholders], which is important for the entrepreneur's decision making. The term entrepreneur [entrepreneur, in French], in the 12th century, was related to individuals who stimulated conflicts. In the 17th century, the meaning was modified and the word assumed a connotation of someone who conducts military actions. Only at the end of the 17th century and the beginning of the 18th century was the term directed towards a more objective understanding, which conceives the entrepreneur as a person who manages and leads projects (Filion, 1999). Entrepreneur is a visionary individual who idealizes the realization of their visions for the future. Thus, it is necessary to have a holistic and accurate view to analyze the present environment, in order to understand the opportunities for future business. In addition, entrepreneurs are, as a rule, people with a high level of risk tolerance (Filion, 1999), who can act in the foreign market, being recognized as international entrepreneurs.

The term international entrepreneurship was initially cited by Marrow (1988), when he emphasized that technology and knowledge of culture strengthen managers to enter foreign markets (Gonçalves, Castro & Felício, 2017). For Oviatt and McDougall (2000), IE is a phenomenon that seeks to be anticipatory and to take risks that go beyond domestic borders, generating benefits for the organization. IE is a system that creatively highlights and analyzes situations that are outside the national market, with a focus on obtaining competitive advantage (Zahra & George, 2002). Publications in several international journals developed the concept of IE, demonstrating its relevance to academics who seek robust knowledge on the subject (Oviatt & McDougall, 2000). Entrepreneurs have their own profile and, among the characteristics observed in these individuals, the global mindset stands out, which is a relevant expression in the world economic scenario (Mozzato & Grzybovski, 2018). This is a topic on the rise, which has been spreading internationally (Arora, Jaju, Kefalas & Perenich, 2004; Javidan & Bowen, 2013;

Levy, Taylor, Boyacigiller, & Beechler, 2007; Story, Barbuto Jr., Luthans & Bovaird, 2014; Andresen & Bergdolt, 2017).

The global mindset reveals the importance of a set of knowledge, skills and attributions that allow a new look at the performance of management in the globalized market (Nogueira & Barreto, 2013). With the increase in global competition, the global mindset gained ground, serving as a basis for the decision-making process in obtaining competitive advantage - a fundamental factor for organizations that operate in the international market. Competitive advantage has a body of managerial and technological knowledge from companies, which supports the internationalization process (Kyvik et al., 2013). In internationalization, organizations use knowledge of markets, new technologies and business strategies. As a consequence, they raise the quality of products and services, stimulate the new and generate market competitiveness (Guimarães & Azambuja, 2018).

With the development of globalized markets, the achievement of the desired results has become even more challenging for organizations that choose to undertake beyond local borders. Thus, the need to make changes to improve structural and administrative issues is evident (Levy et al., 2007). For this reason, entrepreneurs with globalized mentality must take different actions and gather attributes to face the complex and competitive global market (Mozzato & Grzybovski, 2018). The international arena requires that entrepreneurs have prior knowledge about culture, laws, customers, infrastructure and direct competitors of the country where they intend to undertake (Nogueira & Barreto, 2013). Therefore, a holistic and flexible understanding of the markets to be explored for international entrepreneurship is fundamental. This view is the result of the global mentality that relates to mental models adaptable to cultural, market and even social differences. International entrepreneurs are constantly challenged to rethink their paradigms and seek innovative solutions to emerging problems, such as those arising from catastrophes.

## **CATASTROPHES AND THEIR IMPACTS ON THE TOURISM SECTOR**

Tourism is considered a sector of economic importance in the world. In terms of job creation, one in ten jobs is related to the tourism area, so this segment is representative in the economy and generates positive impacts for the production chain, whether in developed or developing countries (Correia & Homem, 2018). The high development of tourism in the last 50 years was

due to technological advances, in the means of transport, as well as the advent and popularization of the internet, which provides an interconnectivity independent of distances. The tourism industry in several regions of the world has relevance for socioeconomic development (Pforr, 2006). Despite the movement that tourism generates in the economy of a region or country, the tourism industry is considered vulnerable. The intention to travel is prone to several risks, such as epidemics, terrorist attacks, instability of the economy, among other threats. The appearance of catastrophes, regardless of their natural or human origin, usually generates challenging impacts and scenarios for the sector (Meditinos & Vassiliadis, 2008).

Tourism industry agencies and bodies recognize this complexity. In response, information and proposals to face disasters and crises were published with the aim of helping and guiding the sector to face these situations (Ritchie & Jiang, 2019). However, such information is still not sufficient for destinations to be able to develop effective contingency plans to mitigate the impacts related to disasters. Such scarcity of information shows the limitation of investigations in loco (Faulkner, 2001). International researchers, such as Tsai and Chen (2010), Hystad and Keller (2008) and Meditinos and Vassiliadis (2008), study the impacts generated by disasters in the tourism sector. From their investigations, it is observed that the effects are the most varied, ranging from impacts on infrastructure [access to locations, transport and accommodation], media [TV and radio], reduction of tourist movement, to economic consequences such as the drop in revenue and tax collection. The effects of catastrophes in the tourism sector tend to recover slowly (Rocha & Mattedi, 2016).

In the dictionary, the word catastrophe is defined as "disaster or accident of great proportions", and its origin comes from the Greek katastrophe (Michaelis, 2015). Thus, catastrophes are related to disasters and crises (Keown-McMullan, 1997). Numerous catastrophes have been cataloged in recent decades. One of the most striking was the tsunami of December 26, 2004, which wiped out large populated areas around the Indian Ocean, claiming around 310,000 lives, most of them in Aceh province, Sumatra, Indonesia (Galbraith & Stiles, 2006). An example of human catastrophe is that of Ebola, which started in 2013, in the interior of the Republic of Guinea [in a village], presenting a scenario with more than 28 thousand cases, which caused more than 11 thousand deaths. As cases have been recorded in other countries, such as Italy, the United Kingdom, Spain and the USA, the scenario has become an emergency and can be considered pandemic (Mendes & Marques, 2016).

The COVID-19 is yet another current example of human catastrophe, perhaps the greatest in recent human history. The pandemic caused by the new coronavirus has spread around the world in such a way that, in just a few months, billions of people were forced to remain in social isolation, millions of people were infected and tens of thousands of deaths were recorded. In the economy, there was a dramatic global paralysis and, once again, the tourism sector was one of the most affected. Beni (2020) highlights that the pandemic, only in the tourism sector in Brazil, generated a loss of approximately R\$ 90 billion and that, in the world, more than 190 million jobs were impacted. In view of the analysis carried out and structured in Table 1, a series of catastrophe impacts on the tourism sector are identified, such as: crisis in the hotel sector, closing of hotels and casinos, significant loss of revenue in the tourism sector, drop in demand of air travel, travel reduction, significant reduction of customers in restaurants, negative impact on the image of some places, suspension and cancellation of flights and transfer of large events to another location. Each of the catastrophes that gave rise to the identified impacts was classified by category and group, according to the Brazilian Disaster Codification (Brasil, 2012).

As for the crisis in the hotel sector, it is identified that the attacks on the World Trade Center towers, on September 11, were extreme in the USA and worldwide, generating an overwhelming crisis in the sector. After the attacks, requests for cancellation of reservations peaked and cities such as New York, Boston, San Francisco and Las Vegas experienced a 40% drop in occupancy. The hotels in the luxury category were the hardest hit because they used to receive business guests who moved the markets with large events, fairs and meetings. Another impact observed in the tourism sector was the closing of hotels and casinos. Before Hurricane Katrina passed through the American state of Mississippi, there was a significant volume of tourists who frequented casinos and other tourist attractions. In 2004, this sector earned an average of 2.7 billion dollars. After the hurricane, several casinos were closed or did not open, as was the case with the Hard Rock hotel and casino, which opened only in July 2007. Before the catastrophe, the main casinos in the region employed an average of 14,000 people (Tomić et al., 2013).

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**Table 1. Impacts of catastrophes in the tourism sector**

Impacts	Authors	Catastrophes	Catastrophes group/category
Crisis in the hotel sector	Lohmann (2004)	Terrorist attack 11/09/2001	Technological/ Hazardous Product-Related Disasters
Closing of hotels and casinos	Tomić et al. (2013)	Katrina 2005	Natural/ Meteorological
Significant loss of revenue in the tourism sector	Cepal (2020)	COVID-19 2020	Natural / Biological
Drop in demand of air travel	Gut and Jarrel (2007)	Terrorist attack 11/09/2001	Technological / Hazardous Product-Related Disasters
Travel reduction	Baker (2014)		
	Avitex et al. (2020)	COVID-19 2020	Natural / Biological
	Maditinos and Vassiliadis (2008)	Severe Acute Respiratory Syndrome (SARS) 2002/2003	Natural / Biological
	López et al. (2004)	Tsunami 2004	Natural / Geological
	Tomić et al. (2013)	Katrina 2005	Natural/ Meteorological
Significant reduction of customers in restaurants	Maditinos and Vassiliadis (2008)	Severe Acute Respiratory Syndrome (SARS) 2002/2003	Natural / Biological
Negative impact on the image of some places	Tomić et al. (2013)	Katrina 2005	Natural/ Meteorological
	Ritchie and Jiang (2019)	Ebola 2013/2014	Natural / Biological
Suspension and cancellation of flights	Pattani (2015); Ventura (2017)	Ebola 2013/2014	Natural / Biological
Transfer of large events to another location	Maditinos and Vassiliadis (2008)	Severe Acute Respiratory Syndrome (SARS) 2002/2003	Natural / Biological

**Source:** Prepared by the authors (2021).

As for the significant loss of revenue in the tourism sector, it stands out as a consequence of the Covid-19 pandemic. In addition to the restrictive measures imposed by the government [isolation, quarantine and social distancing], the population's concern to contain the spread of the disease caused a decrease in demand for goods and services from the tourism and entertainment sector. As a reflection of this scenario, companies of the most diverse sizes are



going through financial crises, such as: reduced revenue, increased debt and dismissal of employees (ECLAC, 2020). The drop in demand for air travel caused an estimated loss of US \$ 2 billion, right after the 9/11 attack (Gut & Jarrel, 2007). Those who had planned to travel to the destination-stage of the attack chose to change their plans. As a result, the United States experienced a drastic decrease in international flight arrivals and departures (Baker, 2014).

In this sense, there is also a reduction in travel. From the survey conducted by the Outbound Tourism Research Institute of China, 6.3 million Chinese tourists traveled abroad during the 2019 Lunar New Year holiday, generating travel revenue of around \$ 73 billion. However, in 2020, due to COVID-19, travel was reduced, affecting countries other than China, such as Vietnam, Thailand, Indonesia, Singapore, South Korea, Malaysia, Cambodia, Hong Kong, Japan and Australia (Ayttey et al., 2020). This impact was also visible in another catastrophe that occurred in China, in 2003/2004. Severe Acute Respiratory Syndrome [SARS] brought to the tourism industry the decrease in the arrival of international tourists due to the reduction in the number of flights to destinations that had cases of the virus (Madininos & Vassiliadis, 2008). Finally, there was a significant drop in the arrival of tourists and a consequent reduction in travel in the region affected by the 2004 Tsunami (López, Anato & Rivas, 2004).

As for the significant reduction in customers in restaurants, which hit China during the SARS crisis, this reduction was estimated at up to 90%. One of the reasons that contributed to this configuration was the concern of customers with food security, understood as something of extreme relevance, especially at the time of the crisis (Madininos & Vassiliadis, 2008). It is also noteworthy the negative impact on the local image observed in the region affected by Hurricane Katrina, which has tourism as one of the pillars of the economy (Tomić et al., 2013). In the same sense, in Gambia, during the Ebola epidemic, the tourism sector was hit due to the absence of a plan to deal with the disaster and to poor media coverage, which caused damage to the image of the place (Ritchie & Jiang, 2019).

Flight suspension and cancellations were also recorded in catastrophic events. In the Ebola natural-biological catastrophe, which peaked in 2014, in order to contain the spread of the virus, countries like Australia and Canada reduced their flights (Pattani, 2015). Likewise, airline companies such as British Airways and Emirates Airlines canceled flights to the affected area (Ventura, 2017). Finally, there is the transfer of large events to another location, considering that the original chosen area for the event is impacted due to the occurrence of disasters. During

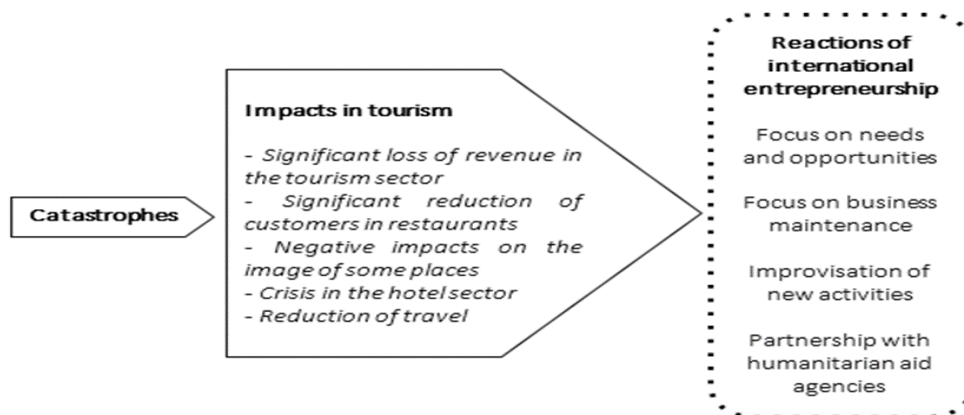
the SARS crisis in China, large events were transferred to another country. For example, the Women's World Cup, initially planned in China, was transferred to the United States (Madinios & Vassiliadis, 2008). Table I summarizes and highlights what is presented in the researched literature. It is noticed a greater tendency of natural category catastrophes, when compared to technological category catastrophes.

Despite the effects of the magnitude of disasters, the occurrence of these events is often rare. However, even if unlikely, disasters and their impacts on the tourism sector require that tourist destinations prepare themselves to face calamitous scenarios. Paiva and Santos (2020) emphasizes that post-disaster communication is a relevant factor in the process, namely: proactive information, news of positive issues and creation of their own communication through a digital platform. Also, according to the aforementioned authors, these actions influence the tourist's decision-making and, consequently, their perceptions. Being organized for the worst perspective must be an appropriate disaster management practice. In this sense, the lessons learned from catastrophic events in the past and a constant analysis of scenarios may also be instruments of leverage and rapid recovery of tourist destinations.

#### **INTERNATIONAL ENTREPRENEURSHIP IN THE FACE OF CATASTROPHES IN THE TOURISM SECTOR**

This study aims to conduct a theoretical discussion of the relationship between the impact of catastrophes in the tourism sector and international entrepreneurship. From this investigation, it was observed that catastrophes impact tourism in several ways, namely: crisis in the hotel sector, closing of hotels and casinos, significant loss of revenue in the tourism sector, drop in demand for air travel, reduction of travel, significant reduction of customers in restaurants, negative impacts on the image of some places, suspension and cancellation of flights and transfer of large events to another location. Some of these impacts, we move on to the analysis of the reactions of international entrepreneurs to disasters, namely: Significant loss of revenue in the tourism sector, significant reduction of customers in restaurants, crisis in the hotel sector and negative impacts on the image of add places as illustrated in Figure 1.

**Figure 1. Reactions of international entrepreneurship**



**Source:** Prepared by the authors (2021).

One of the reactions observed is the **focus on needs** when facing a catastrophe. In such moments, the entrepreneur usually encourages people and organizations to build new businesses, since the options for formal jobs are scarce and the population needs to continue the struggle for survival. **Focus on opportunities** is also observed, taking advantage of the moment for growth. For example, the Tsunami in Asia has created a shortage in the supply of numerous inputs supplied by large corporations. In this scenario, smaller companies had the opportunity to expand their business and profits (Monllor & Altay, 2016).

The crisis caused by Covid-19 caused a significant loss of revenue in the tourism sector, as explained in the previous section. However, technology was an important ally (Zahra, 2020). The museum visitation market, for example, adapted and re-signified itself during the pandemic, offering the virtual tour to clients (Almeida, 2021). Just as the SARS crisis in 2002/2003 caused a significant reduction in restaurant customers, the SARS-CoV-2 [Coronavirus or Covid-19] virus pandemic contributed to many companies suspending their activities in person and many establishments they inserted their businesses in sales & delivery platforms, adapting to the changes in consumer behavior imposed by the pandemic event (Rezende, Marcelino & Miyaji, 2020).

Another perceived reaction is the **focus on maintaining the business**. In this type of reaction, the action taken is to resume activities or keep them active, even in the midst of the event. Disasters provide a fertile environment for reflection and business interventions due to changes in the relationship between entrepreneurs and the community. The scarcity of resources creates opportunities for the development of reactions to the catastrophe situation. An example of maintenance is the installation of cash machines near banks that were destroyed in the disaster

caused by Hurricane Katrina (Linnenluecke & McKnight, 2017). Despite all the negative repercussions on the image of the place disclosed by the media, the region became a stage for constant visits to the affected area and travel agencies developed new packages with the so-called “Post Katrina Tour”. In the first two years after the catastrophe, the site received an intense number of visitors that greatly contributed to the recovery of tourism in the region (Rucińska, 2016).

Entrepreneurs need to be attentive to the rapid process of post-catastrophe change, so that they are able to capture new connections of means-ends created by a radically different situation, leading to the discovery of business opportunities (Shane & Venkataraman, 2000). The **improvisation of new activities** is also an identified reaction that seeks to meet the emerging needs of the community, in order for entrepreneurs to strengthen ties with society. This type of action can be observed when ceding the company's facilities to be used as a shelter in disaster situations (Linnenluecke & McKnight, 2017). At the time of Hurricane Katrina, Walmart supplied the local population with food and emergency teams and hospitals with pharmaceutical products (Horwitz, 2009).

With the pandemic caused by the new Coronavirus, the crisis in the hotel sector reached its apex, hotels in Barcelona went from 58,000 tourists a day to 3,200, a devastating situation (Proença, Ramos & Pessanha, 2021). However, amidst all this collapse in the accommodation sector, establishments managed to adapt to the requirements established by the health authorities, which provided more security for guests (Oliveira, Cunha, Felício, & Morett, 2020). In addition, regional tourism began to react and many of these clients sought ‘isolation tourism’, often exchanging small houses or apartments for rooms with differentiated services and large, open spaces (Moreira, Lopes & Carneiro, 2020).

The disaster by the Tsunami in Asia caused a reduction in travel to the destination and created uncertainty in the real situation of the place. In circumstances after events of this magnitude, establishing partnerships is a *sine qua non* condition. **A partnership with humanitarian aid agencies** reveals themselves as a reaction of international entrepreneurship in the face of catastrophes. This kind of partnership is important because it encourages the business community to be part of economic reconstruction and recovery. For example, the United States Agency for International Development, known by the English acronym USAID, responsible for assisting in disaster recovery, created a restructuring scheme after the Tsunami in Asia. The

project focused on the development of small companies, with vocational training, and made it possible to restart many places affected by the event (Galbraith & Stiles, 2006).

According to the contemporary historian and philosopher Harari (2018), problems of global scope demand answers with an equally global scope. For Kyvik (2018), the global mindset contributes to effectuating necessary reactions to complex problems commonly encountered in catastrophic situations. This way of thinking and acting enables entrepreneurs to qualify the decision-making process, in order to seek partnerships, focus on needs and opportunities, focus on maintaining the business, improvising new activities, as well as managing and leading situations in order to strengthen the company in the midst of the crisis.

## **CONCLUSION**

This study sought to discuss the impacts of catastrophes on the tourism sector, as well as the reactions of the IS against this context. Thus, it is observed that the tourism sector has significant sensitivity to catastrophes. Events such as terrorist attacks, hurricanes, tsunamis and pandemics, despite the low probability of occurrence, prove to be negatively impacting, generating crises in the hotel sector, closing of hotels and inns, causing loss of revenues in the sector, reducing demand for air travel, among others. Research reveals that numerous tourism catastrophes have been recorded in recent decades and that the global damage resulting from these disasters, mainly of a natural category, was in the order of large hundreds of billions of dollars. It is not just about financial aspects, but about the process of retaking and rebuilding the affected place, as well as how the local population manages to face the crisis. Allies in the face of these crises appear in society, they are: technology and the sector's resilience. Which are driven by entrepreneurs who see possibilities for a fresh start, even if in a timid way.

Among the findings, it is believed that the essential contribution of this research is in the identification of IE reactions to catastrophes. Among them, the focus on needs and opportunities, the focus on business maintenance, the improvisation of new activities and the partnership with humanitarian aid agencies stand out. It is noteworthy that the global mindset of international entrepreneurs collaborates in strengthening business and enables the achievement of positive results, even in times of crisis. In addition, it is necessary that

entrepreneurs have an analytical position in the face of past experiences in order to act in a more assertive way, enabling the maintenance of the internationalization of their organizations. This theoretical essay allows some reflections on the subject of catastrophes and entrepreneurship. At the same time, it promotes discoveries about the various possibilities by which companies and entrepreneurs can act in disaster management. This study points to the entrepreneur as the main actor, holder of a global mindset and active in reducing the vulnerability of communities exposed to disasters. Covid-19 caused a real disruption in the ways of working and human interactions. With the advance of vaccination, hope grows and in tourism some perspectives can already be glimpsed. It was noticed that activities related to the sector are already showing signs of recovery, such as: air service, the return of more regional tourism, the reopening of bars & restaurants and face-to-face events with a pre-established limit of participants.

At the same time, it is possible to see that the challenges mentioned in this study also provided opportunities and innovations, namely: entrepreneurs reinvented their businesses, companies discovered new forms of communication through online meetings and conferences through new technological platforms. As a result, the telework regime was used on a larger scale in organizations of the most diverse sizes. Leisure and celebrations were transferred to and through a screen. In this pandemic context, ways to meet new demands emerged and what is conventionally called the “new normal” may last indefinitely.

Finally, it is indicated for future research, the quantitative analysis of impacts on the tourism sector and how they influence the global mindset in international entrepreneurship. It is also noteworthy that humanity experiences, at the moment when this study is taking place, a catastrophe unprecedented in the history of the world: the pandemic caused by COVID-19. Therefore, it is essential, above all, to indicate the realization of studies to understand other impacts of the new coronavirus in the tourism sector and the reactions of entrepreneurs during and after the crisis.

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