




Please cite the Published Version

Cazeri, Gustavo T , Anholon, Rosley, Rampasso, Izabela Simon , Quelhas, Osvaldo L G and Leal Filho, Walter  (2021) Preparing future entrepreneurs: reflections about the COVID-19 impacts on the entrepreneurial potential of Brazilian students. *Journal of Work-Applied Management*, 13 (2). pp. 277-283. ISSN 2205-2062

DOI: <https://doi.org/10.1108/JWAM-10-2020-0046>

Publisher: Emerald

Version: Published Version

Downloaded from: <https://e-space.mmu.ac.uk/635076/>

Usage rights:  [Creative Commons: Attribution 4.0](https://creativecommons.org/licenses/by/4.0/)

Additional Information: This is an open access article which first appeared in *Journal of Work-Applied Management*

Enquiries:

If you have questions about this document, contact openresearch@mmu.ac.uk. Please include the URL of the record in e-space. If you believe that your, or a third party's rights have been compromised through this document please see our Take Down policy (available from <https://www.mmu.ac.uk/library/using-the-library/policies-and-guidelines>)

Preparing future entrepreneurs: reflections about the COVID-19 impacts on the entrepreneurial potential of Brazilian students

Reflections
about the
COVID-19
impacts

277

Gustavo T. Cazeri and Rosley Anholon

School of Mechanical Engineering, State University of Campinas, Campinas, Brazil

Izabela Simon Rampasso

PNPD/CAPES Program, Doctoral Program in Sustainable Management Systems,

Federal Fluminense University, Niterói, Brazil and

School of Mechanical Engineering, State University of Campinas, Campinas, Brazil

Osvaldo L.G. Quelhas

Master Program in Management Systems,

Doctoral Program in Sustainable Management Systems,

Federal Fluminense University, Niterói, Brazil, and

Walter Leal Filho

Faculty of Life Sciences, Hamburg University of Applied Sciences,

Hamburg, Germany

Received 30 October 2020

Revised 23 December 2020

Accepted 18 January 2021

Abstract

Purpose – This viewpoint aims to present reflections on the coronavirus disease 2019 (COVID-19) pandemic scenario and the entrepreneurial potential of Brazilian students. Guidelines are proposed to support debates in the academic environment and better prepare future entrepreneurs to the labour market.

Design/methodology/approach – Since this is a viewpoint article, some statements presented here are characterised by the authors' opinions. However, for a better foundation, bibliographic research related to the theme was carried out.

Findings – In the authors' point of view, the COVID-19 pandemic scenario may negatively influence the decisions of Brazilian students that are characterised as potential future entrepreneurs. Educators can use the guidelines presented here to conduct debates with students in order to clarify aspects related to profile, behaviour and other issues.

Originality/value – By understanding better entrepreneurial aspects in the COVID-19 pandemic scenario, Brazilian students can make better decisions. This initiative will contribute to future success in the Brazilian entrepreneurial activity and national economy.

Keywords Entrepreneurial activity, Labour market, Brazilian higher education institutions, COVID-19 pandemic

Paper type Viewpoint

© Gustavo T. Cazeri, Rosley Anholon, Izabela Simon Rampasso, Osvaldo L.G. Quelhas and Walter Leal Filho. Published in *Journal of Work-Applied Management*. Published by Emerald Publishing Limited. This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

This work was supported by the Conselho Nacional de Desenvolvimento Científico e Tecnológico (CNPq) under Grants 307536/2018-1, 305442/2018-0, and 140998/2020-9; and Coordenação de Aperfeiçoamento de Pessoal de Nível Superior - Brasil (CAPES) - Finance Code 001; process 88887.464433/2019-00.



Journal of Work-Applied
Management
Vol. 13 No. 2, 2021
pp. 277-283

Emerald Publishing Limited
2205-2062

DOI 10.1108/JWAM-10-2020-0046

1. Introduction

The coronavirus disease 2019 (COVID-19) pandemic has been impacting the global economy considerably, and its effects may already be noted in several quarterly macroeconomic indicators (AFP, 2020; Giones *et al.*, 2020). Experts argue that the real pandemic impacts will only be measured in a few years (Bin-Nashwan and Al-Daihani, 2020; ILO, 2020). Meanwhile, the pandemic has created new markets and needs and has highlighted the importance of some services and products, creating new business opportunities (Kuckertz *et al.*, 2020a, b; WEF, 2020a). The pandemic will provide significant changes in the entrepreneurial activity of all countries, while some of them are positive and others are negative (Giones *et al.*, 2020; Kuckertz *et al.*, 2020a, b; Ratten, 2020a; Zahra, 2021). Many businesses will fail and others will be created, reminding us of some aspects of the “creative destruction” concept (Schumpeter, 1942).

Of course, the changes mentioned will vary from country to country, since several aspects influence them (Ratten, 2020b). The maturity of the entrepreneurial ecosystem will make evident the capacity of each nation to absorb the negative impacts, and this maturity level will indicate opportunities to be explored by entrepreneurs (Giones *et al.*, 2020; Zahra, 2021). In the literature, the importance of support for entrepreneurs in crisis for the success of entrepreneurial activity is highlighted (Beliaeva *et al.*, 2019; Noelia and Rosalia, 2020; Ratinho *et al.*, 2020). This is important in several areas. Focusing on tourism industry, for example Khan and Krishnamurthy (2016) emphasise the relevance of entrepreneurs for countries’ economies and the role of educational institutions to prepare students to be entrepreneurs. The authors emphasise the need of governments and sponsoring organisations to stimulate entrepreneurs in the analysed sector and show the relevance that entrepreneurship may have in the country.

Focusing on the Brazilian reality, economic studies project a considerable fall in the gross domestic product (GDP) for 2020, evidencing an economic problem (Institute of Applied Economic Research (IPEA), 2020). This year has been marked by drops in company revenues, mass layoffs and the bankruptcy of many individual entrepreneurs, micro and small companies (Oliveira, 2020). Simultaneously, some multilateral platforms had a significant increase in their business, since many consumers entered into electronic commerce because of social distancing measures (Tecchio, 2020).

The current Brazilian and global scenarios can influence the decisions of potential entrepreneurs. In a pessimistic perspective, a potential entrepreneur may feel discouraged to start a new venture when facing the Brazilian economic scenario and bad experiences observed by relatives or friends in entrepreneurial activities. On the other hand, an entrepreneur can identify a new idea, consider new consumer behaviours and try to accelerate the implementation of them without performing an intensive critical analysis on it.

Debates in the academic environment about entrepreneurial activities can contribute to better clarification of some scenarios and opportunities (Secundo *et al.*, 2017, 2020). Jones *et al.* (2017), in their study conducted with students of English universities, verified that activities related to entrepreneurship education were valuable. In addition, Daniel and Almeida (2020) emphasise the need to link entrepreneurship education within higher education.

The need to debate about entrepreneurship education is emphasised, especially considering scenarios after the COVID-19 pandemic (Ratten, 2020c; World Economic Forum (WEF), 2020b). Considering the environment of Brazilian higher educational institutions (HEIs), especially in courses of engineering, business administration and correlated areas, it is possible to observe a significant number of students with entrepreneurial potential. Similar situations are observed in other countries, as reported by Mukesh *et al.* (2020). In general, these students present interesting qualifications, and they are willing to debate their ideas with professors, friends and other people. The major problem noted by authors of this viewpoint is that the COVID-19 pandemic scenario may negatively influence them, impacting the future Brazilian entrepreneurial activity.

Based on the context described, this viewpoint aims to present some reflections on the theme and guidelines for Brazilian educators to debate with their students about important

entrepreneurial aspects in the COVID-19 pandemic scenario that will also be relevant after the pandemic, showing that the pandemic can be used as a learning opportunity for these students. The next section presents the reflections and guidelines mentioned, followed by the conclusion section.

2. Reflections and guideline proposals

According to global entrepreneurship monitor (GEM) data ([GEM-IBQP, 2019](#)), Brazil can be characterised as a nation with the high entrepreneurial activity. It is estimated that 38.70% of the Brazilian population between 18 and 64 years old is involved with some entrepreneurial activities. Conversely, the same study showed that 88.4% of initial entrepreneurs (up to 3.5 years) mentioned issues related to need and employment scarcity as motivation in starting a new business, among other reasons (in the original reference, the indication of several motivations was plausible).

This study also analysed aspects related to products, services or technology innovation, considering both initial entrepreneurs and established entrepreneurs (over 3.5 years). The results made evident the following aspects: (1) For initial entrepreneurs, 89.00% do not present innovation in products and services, and 89.9% do not use new technologies; (2) For established entrepreneurs, 95.6% do not present innovation in their products and services, and 96.00% do not use new technologies ([GEM-IBQP, 2019](#)). These data show that Brazilian entrepreneurs are not using innovation and new technologies to enhance their business, which show they are against the trend pointed out by [Beliaeva et al. \(2019\)](#), who argue that entrepreneurs may create opportunities to face the increasing number of consumers who use e-commerce to obtain products and services.

It is not possible to confirm that the information presented above is the cause for the bankruptcy of many Brazilian businesses during the COVID-19 pandemic. However, the authors of this viewpoint believe that these data can provide a good path for this. When people who start a business consider “need and employment scarcity” as motivation among other reasons, the possibility is great to have three kinds of initial entrepreneurs: (1) those who do not have the aptitude to be entrepreneurs, yet face an economic situation to start a job due to employment scarcity; (2) those who have the aptitude to begin, but they accelerate the implementation of the idea and do not consider all stages necessary to achieve the idea’s maturation and (3) those who accumulated both characteristics presented above. Chances of success in the cases mentioned are reduced.

The Brazilian crisis caused by the COVID-19 pandemic has been demonstrated in an extreme way the problems related above: when people do not have an entrepreneurial profile, when an idea was not well developed and, in some cases, both. Regarding innovation and uses of technologies, the mentioned crisis highlights the importance for companies to become more resilient and attend clients’ demands using different channels, such as social networks, mobile applications among others.

Regarding the entrepreneurial profile, we recommend that Brazilian educators debate with students on the characteristics needed to be entrepreneurs according to the associated theories and studies. In the process, we recommend that they use COVID-19 pandemic situations to create dynamics in which students can reflect about their behaviours in extreme situations. For example, students can imagine being the owner of a company with ten employees, which during the pandemic needed to close doors for three months. Educators can ask if students can support the situation. Interesting studies about the entrepreneurial profile and behaviours are cited here and can be used by educators: ([Brundin and Gustafsson, 2013](#); [Espinoza-Benavides and Díaz, 2019](#); [Ferreira, 2020](#); [Korber and McNaughton, 2018](#); [Ratten, 2020b](#); [Vasconcelos Gomes et al., 2018](#)).

Another important point to be debated by educators with students is the full development of the idea before its implementation. The time spent in this activity will make the companies

become more robust. Critical analyses that are not carried out at during this development stage will sooner or later show the consequences. COVID-19 has made evident the weaknesses of many Brazilian companies, such as erroneous financial planning, failures to understand the real customers' needs and how the product or service may help them, deficient analysis of existing competition, low diversification of sales channels, absence of periodic critical analysis to consider existing innovations in the market, etc. When the idea is evaluated in consideration of different negative scenarios, risks in the real world are minimised; this must be made clear in the minds of Brazilian students.

As an example, we can cite the lack of any financial reserve by companies in the COVID-19 scenario. In our opinion, entrepreneurs need to think about how to generate a minimum financial reserve to guarantee business survival in face of an unforeseen event. Few Brazilian entrepreneurs think about this in the maturation phase. We understand, of course, that the COVID-19 pandemic could not be foreseen. However, other kinds of events may happen and make the business continuity impossible for a determined time. In addition, data from Sebrae (a Brazilian organisation to support micro and small companies) show that there are many entrepreneurs with serious financial difficulties during the pandemic (Sebrae, 2020), which means that lockdown periods can lead these companies to bankruptcy.

Another example refers to the critical analysis of customer needs. A new entrepreneur, observing new consumer behaviours during the pandemic scenario, may decide to start a company aiming to take advantage of a determinate gap. The first question to carefully analyse is whether the new consumer behaviours are momentary needs or may be classified as new trends in a "new normal life". Sheth (2020) presents eight different types of consumer behaviour in the COVID-19 pandemic. The consumer behaviours mentioned are as follows: accumulation, improvisation, repressed demand, greater use of digital technology, use of home delivery services, mix between personal and professional life, changes in meetings with friends and family and the discovery of talents (Sheth, 2020). Regarding the mix between personal and professional life in particular, Ratten (2020a) and Sheth (2020) believe that the "work from home modality" will be a new trend, and many services will be developed to consider this new reality. Changes in people's behaviour are involved in this work modality and need to be debated, as argued by Kashyap and Raghuvanshi (2020) and Madero Gómez *et al.* (2020). Another interesting study about consumer behaviour changes during the social distancing caused by COVID-19 pandemic is presented by Kirk and Rifkin (2020). We believe that the studies mentioned above can be used to support educators in their debates with Brazilian students about behaviours and trends.

Finally, we emphasise that the COVID-19 pandemic is showing that entrepreneurs should not only implement a business idea but also operate it for a long time. Periodically, it is necessary to conduct a critical analysis in order to identify the adequacy of services or products to clients, the initiatives performed by rival companies, the adequacy of communication channels, etc. The recommendation to periodically review business models is cited in many studies, for example in Björklund *et al.* (2020). In Brazil, a lot of cases were presented in the media about the bankruptcy during the COVID-19 pandemic of companies of different sizes and sectors (IBGE, 2020). An important question that arises about it is whether these entrepreneurs critically analysed the business model of their companies periodically. It is inferred that they did not. Thus, we believe that educators should emphasise to Brazilian students the importance of critically analysing the business model periodically and constantly updating in relation to market and competition innovations, using the current period as an example of how scenarios can drastically change and how a business needs to be dynamic to deal with these changes.

3. Conclusions and final considerations

The real consequences of the COVID-19 pandemic on the Brazilian entrepreneurial activity will only be known in a few years. The current scenario may influence different kinds of potential entrepreneurs, including Brazilian students of engineering, business administration and correlated areas. We believe that educators need to have discussions with these students on the current scenario of entrepreneurial activity in the Brazilian economic reality to clarify some aspects regarding profiles, behaviours and other important issues. These initiatives will contribute to the future success of Brazilian entrepreneurial activity.

Professors can develop the ideas presented in Section 2 of this viewpoint through modules offered in disciplines related to the theme of entrepreneurship or as the main theme of elective courses if more structured activities are possible. Since this viewpoint broadly analyses the impacts of the COVID-19 pandemic on Brazilian students' entrepreneurial potential, no specific curriculum structure has been focused on.

Other emerging countries can also use the debates presented here to analyse their own reality, since several challenges and opportunities are similar among developing economies. In addition, it is also important to highlight that although the changes and improvement opportunities evidenced in the text are more urgent in the pandemic scenario, this debate is valid for the period after COVID-19 pandemic too.

References

- AFP (2020), "Coronavírus provoca recessão recorde na economia mundial", *Dinheiro, Isto É*, available at: <https://www.istoedinheiro.com.br/coronavirus-provoca-recessao-recorde-na-economia-mundial/> (accessed 2 October 2020).
- Beliaeva, T., Ferasso, M., Kraus, S. and Damke, E.J. (2019), "Dynamics of digital entrepreneurship and the innovation ecosystem: a multilevel perspective", *International Journal of Entrepreneurial Behaviour and Research*, Vol. 26 No. 2, pp. 266-284.
- Bin-Nashwan, S.A. and Al-Daihani, M. (2020), "Fundraising campaigns via social media platforms for mitigating the impacts of the COVID-19 epidemic", *Journal of Islamic Marketing*, Vol. ahead-of-print No. ahead-of-print, doi: [10.1108/JIMA-07-2020-0200](https://doi.org/10.1108/JIMA-07-2020-0200).
- Björklund, T.A., Mikkonen, M., Mattila, P. and van der Marel, F. (2020), "Expanding entrepreneurial solution spaces in times of crisis: business model experimentation amongst packaged food and beverage ventures", *Journal of Business Venturing Insights*, Vol. 14 June, e00197.
- Brundin, E. and Gustafsson, V. (2013), "Entrepreneurs' decision making under different levels of uncertainty: the role of emotions", *International Journal of Entrepreneurial Behaviour & Research*, Vol. 19 No. 6, pp. 568-591.
- Daniel, A.D. and Almeida, J. (2020), "The role of junior enterprises in the development of students' entrepreneurial skills", *Education + Training*, Vol. ahead-of-print No. ahead-of-print, doi: [10.1108/ET-03-2019-0049](https://doi.org/10.1108/ET-03-2019-0049).
- Espinoza-Benavides, J. and Díaz, D. (2019), "The entrepreneurial profile after failure", *International Journal of Entrepreneurial Behaviour and Research*, Vol. 25 No. 8, pp. 1634-1651.
- Ferreira, C.C. (2020), "Experiential learning theory and hybrid entrepreneurship: factors influencing the transition to full-time entrepreneurship", *International Journal of Entrepreneurial Behaviour and Research*, Vol. 26 No. 8, pp. 1845-1863, doi: [10.1108/IJEBR-12-2019-0668](https://doi.org/10.1108/IJEBR-12-2019-0668).
- GEM-IBQP (2019), *Empreendedorismo No Brasil 2019*, IBQP, Curitiba, available at: <https://ibqp.org.br/PDF%20GEM/Relat%C3%B3rio%20Executivo%20Empreendedorismo%20no%20Brasil%202019.pdf> (accessed 5 October 2020).
- Giones, F., Brem, A., Pollack, J.M., Michaelis, T.L., Klyver, K. and Brinckmann, J. (2020), "Revising entrepreneurial action in response to exogenous shocks: considering the COVID-19 pandemic", *Journal of Business Venturing Insights*, Elsevier, Vol. 14 July, p. e00186.

- IBGE (2020), “Pesquisa pulso empresa: entre as empresas que estavam fechadas na 1ª quinzena de junho, 39,4% encerraram atividades por causa da pandemia”, available at: <https://agenciadenoticias.ibge.gov.br/agencia-sala-de-imprensa/2013-agencia-de-noticias/releases/28294-pesquisa-pulso-empresa-entre-as-empresas-que-estavam-fechadas-na-1-quinzena-de-junho-39-4-encerraram-atividades-por-causa-da-pandemia> (accessed 22 December 2020).
- ILO (2020), “Global wage report 2020–21: wages and minimum wages in the time of COVID-19”, available at: https://www.ilo.org/wcmsp5/groups/public/—dgreports/—dcomm/—publ/documents/publication/wcms_762534.pdf (accessed 22 December 2020).
- IPEA (2020), “Visão geral da conjuntura”, available at: <https://www.ipea.gov.br/> (accessed 3 October 2020).
- Jones, P., Pickernell, D., Fisher, R. and Netana, C. (2017), “A tale of two universities: graduates perceived value of entrepreneurship education”, *Education + Training*, Vol. 59 Nos 7-8, pp. 689-705.
- Kashyap, A. and Raghuvanshi, J. (2020), “A preliminary study on exploring the critical success factors for developing COVID-19 preventive strategy with an economy centric approach”, *Management Research: Journal of the Iberoamerican Academy of Management*, Vol. 18 No. 4, pp. 357-377, doi: [10.1108/MRJIAM-06-2020-1046](https://doi.org/10.1108/MRJIAM-06-2020-1046).
- Khan, F.R. and Krishnamurthy, J. (2016), “Future proofing of tourism entrepreneurship in Oman: challenges and prospects”, *Journal of Work-Applied Management*, Vol. 8 No. 1, pp. 79-94.
- Kirk, C.P. and Rifkin, L.S. (2020), “I’ll trade you diamonds for toilet paper: consumer reacting, coping and adapting behaviors in the COVID-19 pandemic”, *Journal of Business Research*, Elsevier, Vol. 117 May, pp. 124-131.
- Korber, S. and McNaughton, R.B. (2018), “Resilience and entrepreneurship: a systematic literature review”, *International Journal of Entrepreneurial Behaviour and Research*, Vol. 24 No. 7, pp. 1129-1154.
- Kuckertz, A., Berger, E.S.C. and Prochotta, A. (2020a), “Misperception of entrepreneurship and its consequences for the perception of entrepreneurial failure – the German case”, *International Journal of Entrepreneurial Behaviour and Research*, Vol. 26 No. 8, pp. 1865-1885, doi: [10.1108/IJEBR-02-2020-0060](https://doi.org/10.1108/IJEBR-02-2020-0060).
- Kuckertz, A., Brändle, L., Gaudig, A., Hinderer, S., Morales Reyes, C.A., Prochotta, A., Steinbrink, K.M. and Berger, E.S.C. (2020b), “Startups in times of crisis – a rapid response to the COVID-19 pandemic”, *Journal of Business Venturing Insights*, Vol. 13 April, doi: [10.1016/j.jbvi.2020.e00169](https://doi.org/10.1016/j.jbvi.2020.e00169).
- Madero Gómez, S., Ortiz Mendoza, O.E., Ramírez, J. and Olivas-Luján, M.R. (2020), “Stress and myths related to the COVID-19 pandemic’s effects on remote work”, *Management Research: Journal of the Iberoamerican Academy of Management*, Vol. 18 No. 4, pp. 401-420, doi: [10.1108/MRJIAM-06-2020-1065](https://doi.org/10.1108/MRJIAM-06-2020-1065).
- Mukesh, H.V., Prabhu, N., Koodamara, N.K., Chakraborty, S. and Kamath, P. (2020), “Entrepreneurial potential of students of MBA and engineering schools in the Indian context: roles of leadership and achievement motivation”, *Journal of Applied Research in Higher Education*. doi: [10.1108/JARHE-01-2020-0025](https://doi.org/10.1108/JARHE-01-2020-0025).
- Noelia, F.L. and Rosalia, D.C. (2020), “A dynamic analysis of the role of entrepreneurial ecosystems in reducing innovation obstacles for startups”, *Journal of Business Venturing Insights*, Elsevier, Vol. 14 August, p. e00192.
- Oliveira, J. (2020), “716.000 empresas fecharam as portas desde o início da pandemia no Brasil, segundo o IBGE”, *El País*, available at: <https://brasil.elpais.com/brasil/2020-07-19/716000-empresas-fecharam-as-portas-desde-o-inicio-da-pandemia-no-brasil-segundo-o-ibge.html> (accessed 5 October 2020).
- Ratinho, T., Amezcua, A., Honig, B. and Zeng, Z. (2020), “Supporting entrepreneurs: a systematic review of literature and an agenda for research”, *Technological Forecasting and Social Change*, Elsevier, Vol. 154 July 2018, p. 119956.

- Ratten, V. (2020a), "Coronavirus (covid-19) and social value co-creation", *International Journal of Sociology and Social Policy*. doi: [10.1108/IJSSP-06-2020-0237](https://doi.org/10.1108/IJSSP-06-2020-0237).
- Ratten, V. (2020b), "Coronavirus (Covid-19) and entrepreneurship: cultural, lifestyle and societal changes". doi: [10.1108/JEEE-06-2020-0163](https://doi.org/10.1108/JEEE-06-2020-0163).
- Ratten, V. (2020c), "Coronavirus (Covid-19) and the entrepreneurship education community", *Journal of Enterprising Communities: People and Places in the Global Economy*, Vol. 14 No. 5, pp. 753-764.
- Schumpeter, J. (1942), *Capitalism, Socialism, and Democracy*, Harper & Brothers, New York.
- Sebrae (2020), "O impacto da pandemia de Coronavírus nos pequenos negócios", available at: <https://www.sebrae.com.br/>.
- Secundo, G., Del Vecchio, P., Schiuma, G. and Passiante, G. (2017), "Activating entrepreneurial learning processes for transforming university students' idea into entrepreneurial practices", *International Journal of Entrepreneurial Behaviour and Research*, Vol. 23 No. 3, pp. 465-485.
- Secundo, G., Mele, G., Sansone, G. and Paolucci, E. (2020), "Entrepreneurship education centres in universities: evidence and insights from Italian 'contamination lab' cases", *International Journal of Entrepreneurial Behaviour and Research*, Vol. 26 No. 6, pp. 1311-1333.
- Sheth, J. (2020), "Impact of Covid-19 on consumer behavior: will the old habits return or die?", *Journal of Business Research*, Elsevier, Vol. 117, pp. 280-283.
- Tecchio, M. (2020), "Coronavírus: quarentena faz demanda em iFood, Rappi e vendas online dispararem", available at: <https://www.cnnbrasil.com.br/business/2020/03/20/com-inicio-da-quarentena-demanda-dispara-em-apps-de-entrega-e-compras-online> (accessed 29 September 2020).
- Vasconcelos Gomes, L.A.de, Salerno, M.S., Phaal, R. and Probert, D.R. (2018), "How entrepreneurs manage collective uncertainties in innovation ecosystems", *Technological Forecasting and Social Change*, Elsevier, Vol. 128 October 2017, pp. 164-185.
- WEF (2020a), "Challenges and opportunities in the post-COVID-19 world", available at: <https://www.weforum.org/reports/post-covid-19-challenges-and-opportunities> (accessed 1 October 2020).
- WEF (2020b), "Great Reset: what university entrepreneurship can bring to the post-COVID world", available at: <https://www.weforum.org/agenda/2020/07/university-entrepreneurship-post-covid-19-world/>.
- Zahra, S.A. (2021), "International entrepreneurship in the post Covid world", *Journal of World Business*, Elsevier, Vol. 56 No. 1, p. 101143.

Corresponding author

Izabela Simon Rampasso can be contacted at: izarampasso@gmail.com