

Proposta de um framework de mentalidade global: análise nas empresas hoteleiras em situação de desastres

Proposal for a global mindset framework: analysis in hospitality companies in disaster situations

Propuesta de marco de mentalidad global: análisis en empresas hoteleras en situaciones de desastres

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Resumo: Este estudo tem como objetivo propor uma estrutura de mentalidade global (GM) que impulse o Empreendedorismo Internacional (IE) diante de desastres. Trata-se de um estudo de caso múltiplo qualitativo, cujos documentos e transcrições de entrevistas semiestruturadas são analisados por meio do software ATLAS.ti. Como resultado, fica evidente que o derramamento de óleo e os desastres da covid-19 influenciaram a tecnologia e a geração de oportunidades. Apesar de ser semelhante em todas as empresas, a intensificação da comunicação via redes sociais foi mais aplicada em ambos os desastres pelo Hotel-A, Hotel-B e Pousada-C. Finalmente, o networking da GM foi um fator chave no IE. Percebe-se como aspecto comum nos quatro estabelecimentos, sendo um elemento influenciador ao IE, e que as organizações analisadas utilizaram as redes digitais como diferencial no enfrentamento dos desastres petrolíferos e covid-19. Portanto, as redes digitais influenciaram a IE e promoveram mudanças que se refletem nos comportamentos das organizações.

Palavras-chave: Estrutura, mentalidade global, empreendedorismo internacional, desastres, gestão hoteleira.

Abstract: This study aims to propose a global mindset (GM) framework that boosts International Entrepreneurship (IE) when facing disasters. This is a qualitative multiple-case study, documents and transcripts of semi-structured interviews are analyzed using the ATLAS.ti software. As a result, it is evident that the oil spill and covid-19 disasters influenced technology and the generation of opportunities. Despite being similar in all companies, the intensification of communication via social networks was more frequently applied during both disasters by Hotel-A, Hotel-B and Inn-C. Finally, GM's networking was a key factor in IE. It is perceived as a common aspect in the four establishments, being an influencing element to the IE, and that the analyzed organizations used digital networks as a differentiator when facing the oil and covid-19 disasters. Therefore, digital networks influenced IE and promoted changes that are reflected in organizations' behaviors.

Key words: Framework, global mindset, international entrepreneurship, disasters, hotel management.

Resumen: Este estudio tiene como objetivo proponer un marco de mentalidad global (GM) que impulse el Emprendimiento Internacional (IE) cuando se enfrenta a desastres. Este es un estudio cualitativo de casos múltiples, los documentos y transcripciones de entrevistas semiestruturadas se analizan utilizando el software ATLAS.ti. Como resultado, se evidencia que el derrame de petróleo y los desastres del covid-19 influyeron en la tecnología y la generación de oportunidades. A pesar de ser similar en todas las empresas, la intensificación de la comunicación a través de las redes sociales fue aplicada con mayor frecuencia durante ambos desastres por Hotel-A, Hotel-B y Posada-C. Finalmente, la red de GM fue un factor clave en IE. Se percibe como un aspecto común en los cuatro establecimientos, ser un elemento influyente a la IE, y que las organizaciones analizadas utilizaron las redes digitales

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como diferenciador al momento de enfrentar los desastres petroleros y covid-19. Por lo tanto, las redes digitales influyeron en el IE y promovieron cambios que se reflejan en los comportamientos de las organizaciones.

Palabras clave: Estrutura, mentalidad global, emprendimiento internacional, desastres, gestión hotelera.

1 Introduction

In the scientific literature on global mindset (GM), frameworks are presented with relevant findings. Although there is already a strong foundation on the subject, there is a gap as there are still no investigations that relate the GM to the context of disasters in the tourism sector.

Story and Barbuto (2011) define a GM framework by combining cultural intelligence and the entrepreneur's global orientation. The structure reveals how the managers' GM influences the staff's level of trust, their interpersonal relationships and the degree of commitment to the organization, as well as if there is interference in the leadership or only in the leaders considered global. Finally, the framework deals with how leadership is exercised and the relationship between GM and the individual level of results.

Torkkeli et al. (2018) propose a framework in which they examine the relationship between entrepreneurs' GM, which influences decision-making, and companies' results in the international scenario. The research identifies that managers with GM are able to administer complex and dynamic environments, being more rational in their decisions and rarely missing opportunities in international markets.

Lima and Lezana (2005) clarify that framework is a structure in which complex subjects are analytically expressed in order to facilitate understanding, having as characteristics: information of ideas and findings between academia and organizations, comparisons between situations, and approaches and interactions between the members involved in an environment with different perspectives. McNaughton and Gray (2017) postulate the need to carry out scientific studies that develop a framework presenting the motivations responsible for influencing entrepreneurs in their actions.

Despite being widely debated in organizations, MG is an area still little explored in studies with hotel companies, mainly in national surveys (Mozzato & Grzybovsk, 2018). In this sense, it is essential to investigate the influence of the global mindset on international entrepreneurs working in the hotel industry, given that tourism is one of the relevant segments for the economy (Moreira et al., 2020) and the hotel industry is an internationalized industry. Faced with this gap,

the objective of this research is to propose a global mindset (GM) framework that boosts International Entrepreneurship (IE) in the face of disasters.

Therefore, this research is justified due to the relevance of the global mindset theme in the hotel industry; despite the relevance of the global mindset theme, there is a lack of studies in the hotel segment, so it is pertinent to study the role of hotel organizations in coping with the oil spill that hit the coast of northeastern Brazil in 2019 and the covid-19 pandemic.

With this study, it is intended to advance discussions on global mindset, international entrepreneurship and disasters in the tourism sector. In addition, to contribute to the advancement of scientific and technical knowledge. As for the practical managerial implication, it is sought that organizations can identify practices that are crucial for maintaining business in times of scarcity, in addition to being fundamental to leverage organizational performance.

As for the methodological procedures, it is a multiple case study with a qualitative approach. Documents and transcripts of semi-structured interviews conducted with directors, managers and employees of hotels, inns, Associação de Hotéis de Porto de Galinhas (AHPG) and Porto de Galinhas Convention & Visitors Bureau (PGACVB) were analyzed using the ATLAS.ti software.

The study is structured in five sections, namely: introduction, conceptual framework proposed, methodology, discussion of results and, finally, the conclusion.

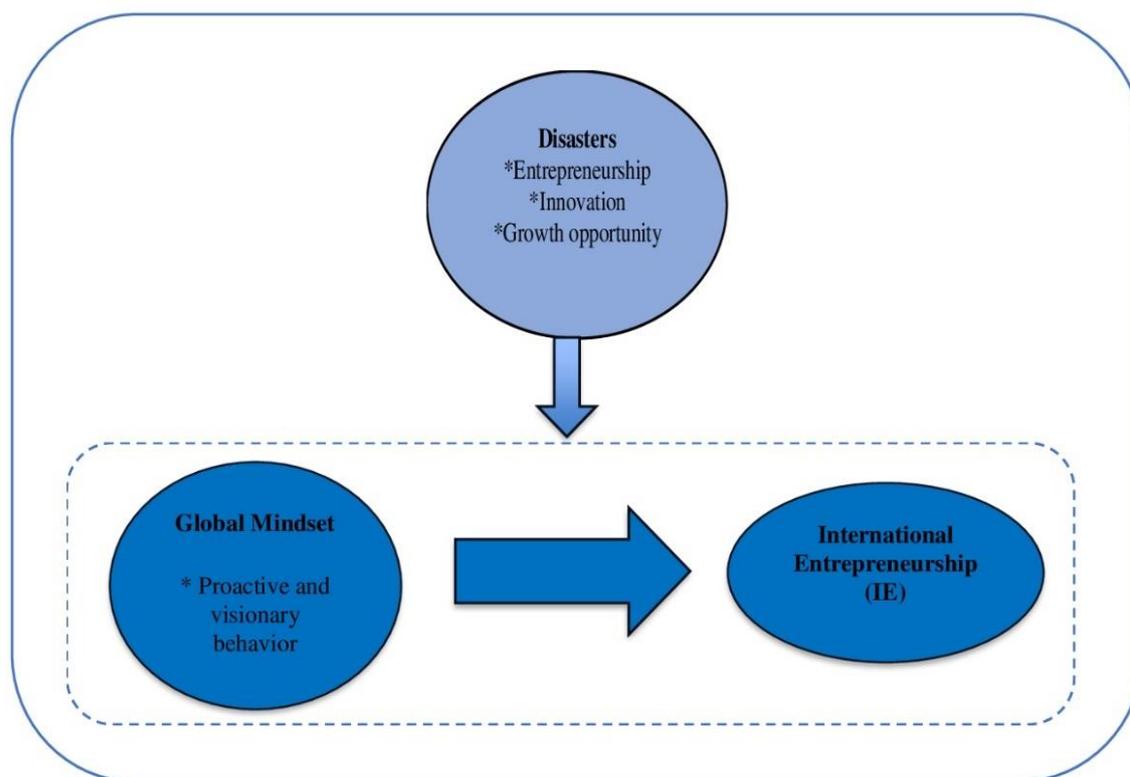
2 Conceptual Framework Proposal

This section aims to present an initial proposal for a conceptual framework represented in Figure 1. The authors Adom et al. (2018) postulate that a conceptual framework is a structure focused on specific ideas, is built by the researcher themselves, presents the logic of how the research should be carried out, delineates interconnected concepts to explain the relationships and the way the researcher responds to the research problem. In this study, a conceptual framework is presented due to the complexity of the global mindset theme and its relationship with international entrepreneurship in an adverse context.

Disasters are located in the organization's general environment, as they are considered one of the segments of the external environment. Therefore, disasters can influence GM and IE through entrepreneurship (new businesses arise in order to meet demands), innovation

(organizations transform their business models to maintain the activity and customers) and growth opportunity (technology provides cost reduction, access and control of the organization, fostering productivity) (Elnasr et al., 2021). Thus, events of this magnitude promote changes in the way individuals survive, act and organize society (Zahra, 2020).

Figure 1 - Conceptual Framework Proposal



Source: Authors elaboration (2022).

With regard to the disasters that contextualize this study, it is opportune to highlight the main impacts caused by the oil spill on the northeastern coast in 2019, as well as by covid-19 in the tourism sector.

The first oil spill registered in Brazil occurred on August 30, 2019, more precisely in the state of Paraíba (Fonseca & Oliveira, 2021). Being considered the biggest socio-environmental disaster that the country has witnessed in recent times, the substance reached an extensive range (3300 km) of the northeastern coast and with it the entire local economy, as well as activities related to tourism, were impacted (Araújo et al., 2020). The total of eleven states coastal areas

were impacted by the oil spill in different dimensions (Alagoas - AL, Bahia - BA, Ceará - CE, Espírito Santo - ES, Maranhão - MA, Paraíba - PB, Pernambuco - PE, Piauí - PI, Rio de Janeiro - RJ, Rio Grande do Norte - RN and Sergipe-SE) (Nascimento et al., 2022).

Because it is a carcinogenic substance, the frequency of bathers on the beaches has dropped significantly, causing financial and socio-environmental damage to workers in the sector (Ramalho, 2019). Silva et al. (2021, p. 340) add: “primarily, people who enjoy the affected environment or who depend on it economically, as they have reduced or prevented sales, modified food base, in addition to living with the uncertainties derived from what happened”.

The pandemic caused by covid-19 required a series of restrictive measures, such as: lockdown, quarantine and social distancing (Aquino et al., 2020). Kalaoum et al. (2020) postulate about a “hypermodern dystopian panorama”, since an isolated and empty scenario has never been witnessed in places with such speed and intensity. As a result, the market stagnated, companies and services were impacted, causing disruption to travel, tourism and leisure (Sigala, 2020). The hotel sector, for example, lost US\$ 150 million, affecting workers in the sector (Ratha, 2023). With the collapse generated by the pandemic, the scenario was challenging for the economy as a whole (Yeh, 2021). Del Rio and Scherer (2023, p. 2) add: “The sectors of tourism, transport and food away from home stand out among the most affected”.

It is important to emphasize that GM is reflected in the proactive and visionary conduct of the leaders inserted in the organization (Lasisi et al., 2019). Strauss and Parker (2018) postulate that proactivity stimulates creativity and is linked to positive results at work, so that entrepreneurs realize that, despite the uncertain scenario, paths can be provided for creative reconstruction (Monllor & Murphy, 2017). Still regarding the GM behavior, two factors are considered drivers of IE, namely: resilience and networks of joint actions (Gur et al., 2020).

Resilience is a topic discussed in the tourism literature (Gur et al., 2020; Ratten, 2020). Resilience when facing disasters in the hospitality industry is understood by Brown et al. (2018, p. 36) as “[...] A dynamic condition that describes the ability of a hotel, along with its stakeholders (staff, guests, local community), to evaluate, innovate, adapt and overcome possible disruptions triggered by disasters”. According to Prayag (2018), resilience has indicators, namely: proactive attitude, planning strategies and recovery priorities.

Regarding recovery priorities, the second factor that drives IE when facing disasters are the networks of joint actions. These networks consist of assistance from government agencies, partnerships with private companies and support from the local community. These factors contribute to the perception of opportunities and the survival of organizations (Gur et al., 2020). Finally, it is noteworthy that Rajput et al. (2020) postulate that, in addition to the combination and cooperation between government (local and national) and local communities, partnerships with the private sector can make a difference in the recovery process and boost IE.

3 Methodology

The identified region in which the research was carried out belongs to the municipality of Ipojuca, Pernambuco (Brazil), where Porto de Galinhas beach is located, one of the most sought-after tourist destinations by the national and international public (Santos & Cândido, 2018). For the state of Pernambuco, the representativeness of the destination and its national economic importance are considered requirements in the selection of this geographic area that can serve as a reference for academics and practitioners.

The hotels in Porto de Galinhas and other surrounding beaches are extensive and vary in classification depending on the size of the company (Association of Porto de Galinhas Hotels, 2020). For this purpose, four hotel developments in the region of different sizes were selected, which cater to the international public. Therefore, the criteria adopted for the selection of these hotels were, namely: having a history of guests originating from abroad, having shares in the commercial sector and/or reservations aimed at the international public and adopting hospitality policies for receiving foreigners, such as staff admissions and bilingual internal and external communication. The objective of this study was to propose a global mindset (GM) framework that boosts International Entrepreneurship (IE) when facing disasters. This framework was developed using information provided by hotels and other previously selected organizations.

Table 1 presents basic information on the selected projects, namely: year of company foundation, number of housing units (HU's) and employees. The information is current and was obtained during data collection. According to Table 1, four establishments of different sizes located in the region of Porto de Galinhas are analyzed, namely: Hotel-A started business in 2000, has 204 housing units (HUs) and 343 employees. Hotel-B started business in 2001, has 97

HUs and 340 employees. Inn-C started its activities in 1995 and has 61 accommodations and 35 employees. Finally, Hotel-D started business in 2012, has 240 apartments and 400 employees.

Table 1 - Information on the analyzed projects

Enterprise	Founded in	Number of housing units (HUs)	Number of employees	Main origin of foreign guests
HOTEL-A	2000	204	343	Portugal/Argentina
HOTEL-B	2001	97	340	Portugal/Italy/France/Germany/ Chile/Argentina/Uruguay
INN- C	1995	61	35	Argentina
HOTEL-D	2012	240	400	Portugal/Argentina

Source: Authors elaboration (2022).

This investigation is based on the qualitative research approach. Qualitative research locates the observer in the world, being composed of material practices (interviews, conversations, photographs and recordings) and interpretive practices that give visibility to the world (Denzin & Lincoln, 2006). As a strategy, the multiple case study method is adopted, as this research is focused on a contemporary phenomenon (Yin, 2001).

With regard to data collection, primary and secondary data were collected. The primary data were obtained by semi-structured interviews, as it is a flexible method used as a fundamental research technique in the most diverse fields of study (Batista et al., 2017). The interviews were conducted in person, online and by telephone. Due to the pandemic scenario, the following technological means were considered to obtain the information, namely: Google Meet and WhatsApp. Secondary data were collected from articles published in magazines and newspapers. For Guba and Lincoln (1981), in document analysis, the richness of details that make up the documents is perceived, enabling the researcher to select evidence for research.

Semi-structured interviews were carried out with 16 subjects (Table 2). With regard to the subjects who provided the primary data, the contact was directed to entrepreneurs, managers, directors considered individuals who have information and have access to the strategic actions of organizations, a criterion established by the authors. In addition, employees, former employees

and key representatives of the Associação dos Hotéis de Porto de Galinhas – AHPG and the Porto de Galinhas Convention & Visitors Bureau (PGACVB) who experienced the pandemic crisis that started in March 2020 caused by covid-19 and for the oil spill that occurred in the second half of 2019.

Were invited to respond to the interview the selected hotels and other organizations are active in the tourist trade in Porto de Galinhas and surrounding beaches. Santos et al. (2012, p. 8) define tourist trade as: “set of companies that offer services to tourists”. The tourist trade of Porto de Galinhas is formed by resorts, hotels, inns and restaurants of the municipality, AHPG and Convention Bureau.

The people interviewed and the collection method are presented in Table 2. Each interviewee has a code, this code is related to the region where the organization is located, in the municipality of Ipojuca (region of Porto de Galinhas – PG and surroundings), the position held and area of work. The description presents the hotel (pseudonym) and the position held, the time working in the company, the identity in ATLAS.ti (code generated in the system), the method used to acquire the information and the date of collection of the information. There were 16 subjects interviewed, the interviews were recorded (face-to-face, telephone, audio on WhatsApp and via the Google Meet platform) and transcribed, making a total of 12 hours, 423 minutes and 362 seconds, carried out between September and November 2021.

Table 2 - Presentation of the interviewed subjects

Interviewee's code	Description	Time in the company	ID ATLAS.ti	Data collection method	Date	Time
Interviewee 1 PG-EC-A	Hotel -A Account executive	2014 - present moment	D 247	<i>Google Meet</i> Online Platform	09/15	1h42min31s
Interviewee 2 PG-GG-A	Hotel-A General manager	2015- present moment	D 250	<i>Google Meet</i> Online Platform	09/28	1h19min11s
Interviewee 3 PG-GR-A	Hotel-A Booking manager	2009 - present moment	D 249	<i>WhatsApp</i> audio messages	10/05	17 min 53s
Interviewee 4 PG-CAB-A	Hotel-A Food and beverage coordinator	1985 - present moment	D 252	Telephone	10/19	1h34min06s
Interviewee 5 PG-AC-B	Hotel- B Commercial Assistant	2018 - present moment	D 248	<i>Google Meet</i> Online Platform <i>WhatsApp</i>	09/23 01/07/22	1h46min47s

Interviewee's code	Description	Time in the company	ID ATLAS.ti	Data collection method	Date	Time
Interviewee 6 PG-CME-B	Hotel- B Marketing and experience coordinator	2019 - present moment	D 254	<i>Google Meet</i> Online Platform <i>WhatsApp</i>	09/25 01/07/22	1h18min43s
Interviewee 7 PG-GC-B	Hotel- B Commercial Manager	2001 - present moment	D 255	<i>Google Meet</i> Online Platform <i>WhatsApp</i> Email	10/11 11/18 01/13/22	1h26min49s
Interviewee 8 PG-CC-B	Hotel-B Commercial coordination	2011 - present moment	D 256	Telephone/ <i>WhatsApp</i>	10/24	1h01min21s
Interviewee 9 PG-CR-C	Hotel- C Head receptionist	2004 - 2020	D258	In person	11/08	38min46s
Interviewee 10 PG-GH-C	Hotel-C Hosting manager	2017- present moment	D 259	In person	11/08	51min33s
Interviewee 11 PG-DC-D	Hotel -D Commercial Director	2012 – present moment	D 260	<i>Google Meet</i> Online Platform Email	11/22	1h19min08s
Interviewee 12 PG-CR-D	Hotel-D Head receptionist	2015 - present moment	D 261	<i>Google Meet</i> Online Platform	11/23	1h10min20s
Interviewee 13 PG-D-E	<i>Convention & Visitors Bureau</i> Director	2015 - present moment	D 245	<i>Google Meet</i> Online Platform <i>PPT(WhatsApp)</i>	09/03	1h23min00s
Interviewee 14 PG-RC-E	<i>Convention & Visitors Bureau</i> Former Sales Representative	2019 - 2020	D 246	<i>Google Meet</i> Online Platform	09/08	1h27min17s
Interviewee 15 PG-DE-F	AHPG CEO	2013 - present moment	D 252	Telephone	10/04	1h12min23s
Interviewee 16 PG-GC-F	AHPG Commercial Manager	2011 - present moment	D 251	Telephone/ <i>WhatsApp</i>	10/20	40min00s

Source: prepared by the authors (2022).

For data analysis, the technique of content analysis by Bardin (2016) was used along with ATLAS.ti software.

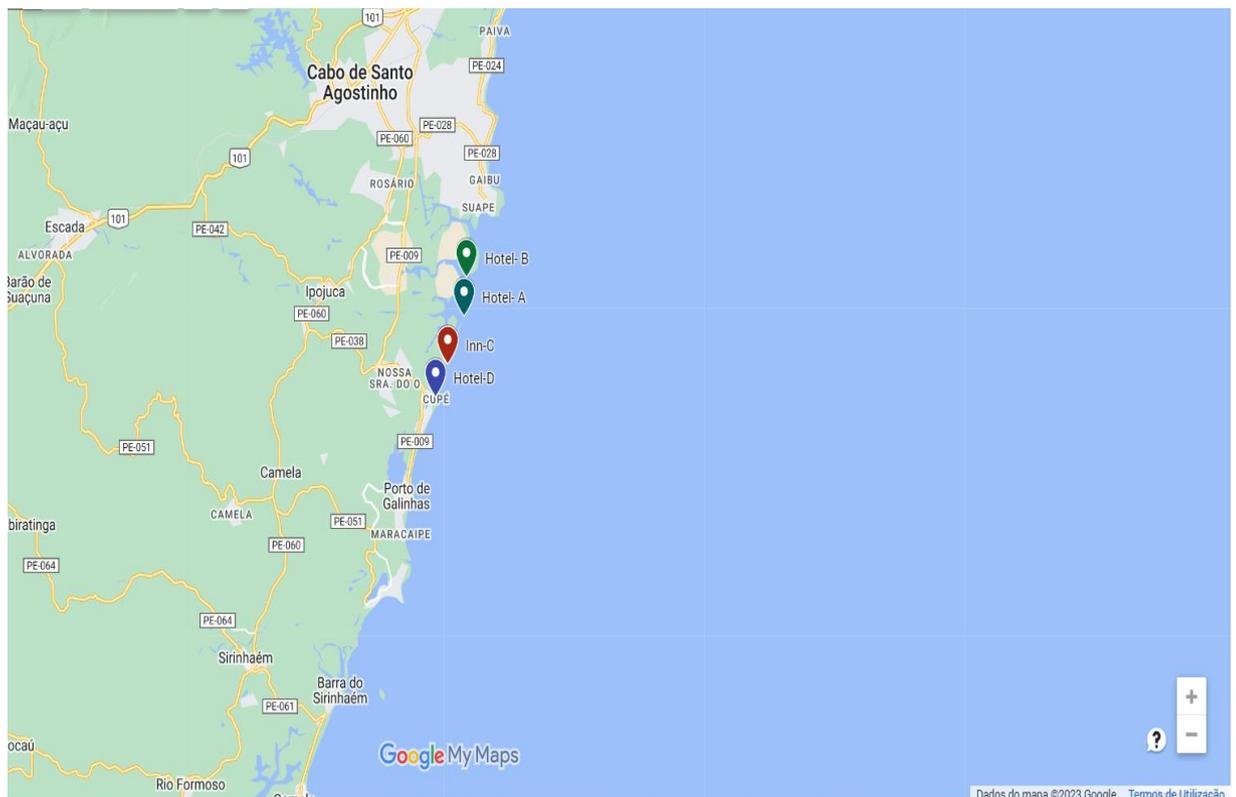
4 Discussion of results

This study includes the analysis of four hotel developments that operate in the region of Porto de Galinhas. This section seeks to make a general analysis of GM in the analyzed

companies, being organized in subsections. Each subsection represents a development, namely: 4.1 Mindset Overview (Hotel-A), 4.2 Mindset Overview (Hotel-B), 4.3 Mindset Overview (Pousada-C), 4.4 Mindset Overview (Hotel- D). Finally, subsection 4.5 addresses the cross-analysis of the cases selected for this research.

In order to help the representation of the results, throughout the following subsections, the findings are indicated in the networks, which collaborate in the assimilation of the relationship between the data analysis and the theoretical support of the study. The networks were used for illustration and developed with the support of the software for qualitative data analysis ATLAS.ti. are represented in Figure 3, Figure 4, Figure 5 and Figure 6. The location map of the analyzed developments is presented. See Figure 2.

Figure 2 - Location of the analyzed enterprises

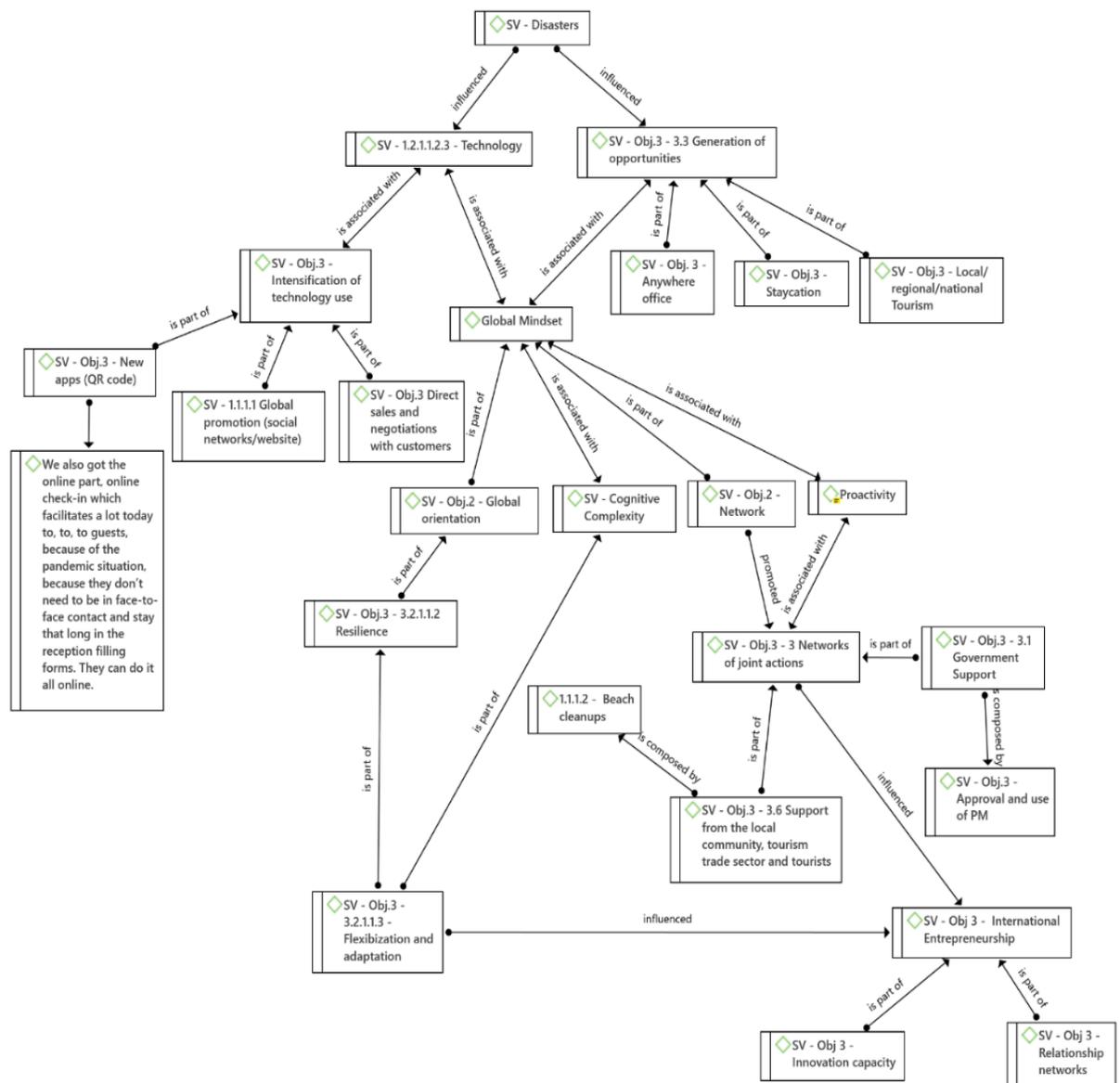


Source: prepared by the authors using Google My maps (2023)

4.1 Global Mindset overview (Hotel-A)

The disasters discussed in this study influenced technology and the generation of opportunities, represented in Figure 3.

Figure 3 - Overview of Hotel-A



Source: prepared by the authors using ATLAS.ti (2022).

According to Figure 3, technology is associated with the intensification of its use, marked by three aspects: the insertion of new applications (QR Code), global promotion through social networks and the company's website, and direct sales and negotiations with customers.

At the time of the oil spill, the hotel's interaction with customers took place through social media. In the pandemic, the hotel adapted to the changes so that the resumption of normal activities took place safely. According to Interviewee_1 PG-EC-A, as a result, new applications (QR Code) were made available for online check-in and hotel booking services.

The generation of opportunities is the second aspect influenced by Covid-19 and three practices comprise it, namely: anywhere office; staycation; local, regional and national tourism. Anywhere office is understood as teleworking, which allows employees to work from anywhere, making it possible for people to reside in the place of their choice (Choudhury et al., 2021).

The second activity is staycation. In the study by Sadhale and Sathe (2021), guests' impressions of staycation are that it is an interesting practice, as it provides the opportunity to know better the tourism in the region where they live. In the pandemic, staycation promoted a safe experience for guests, as, soon after the lockdown, people went to hotels in the region in order to step away from the routine promoted by social isolation.

With the slowdown of the pandemic in some locations, the tourism sector began to react slowly. In hotels, reservations increased and tourism activities gradually resumed (Collins-Kreiner & Ram, 2020). These factors contributed to the emergence of the third element: local, regional and national tourism. Hotel-A adopted proximity tourism as a way of resuming activities. As Interviewee_2 PG-GG-A reports: “[...] total focus on the national. Initially, it was regional”.

GM is associated with technology and the generation of opportunities. At Hotel-A, global orientation was decisive in changing to All Inclusive (AI) service. Cerrato and Piva (2015) state that global orientation contributes to more specific knowledge of the market in which one wants to operate and the company's ability in knowing the competition. When they opted for this kind of service, Hotel-A realized that the competition was not local but national. Therefore, in accordance with Interviewee_2 PG-GG-A, it was necessary to change to better position the product in the market.

The pandemic caused a devastating scenario for the tourism industry (Collins-Kreiner & Ram, 2021). The tourism industry has sought to be resilient at all times. Resilience is remarkable in situations of disasters of different magnitudes. “Resilience in the context of tourism is defined as the industry's ability to effectively deal with disasters” (Buultjens et al., 2017, p. 84). In this

investigation, resilience is related to global orientation, since globally oriented managers maintain relationship networks, take risks and are open to new challenges.

As a part of resilience, flexibilization and adaptation took place during the oil and Covid-19 disasters. The hotel adapted to the demands of the new normal, investing in technology and cleaning process. This process involves complex situations and organization, and managers need to propose alternatives in order to continue with their activities, being indicative of a globally oriented company.

Furthermore, cognitive complexity is also part of flexibility and adaptation. This construct allows managers to use a mindset that is appropriate to the nuances of the environment (Clapp-Smith & Lester, 2014). In addition, international experience contributes to the cognitive complexity of entrepreneurs (Levy et al., 2007). In this study, for Interviewee_2 PG-GG-A, managers consider it relevant to select people who have already experienced other cultures.

Regarding the disasters discussed in this research, networking promoted networks of joint actions, and proactivity was decisive for the oil removal in the region. Hotel-A, in partnership with the Association, Convention, other bodies and the local community, promoted beach cleanups. During the time of Covid-19, the networks of joint actions were important, as they promoted donations of essential food baskets to employees who had their contracts suspended and to a part of the community that depended 100% on tourism. Hotel-A adhered to the provisional measures (PMs) - PM No. 927/2020 PM and No. 936/2020. Fact reported by Interviewee_2 PG-GG-A: “[...] We adhered to the PM”.

Finally, flexibilization and adaptation, as well as networks of joint actions, had influence on IE. Innovation ability and networking are the dimensions of IE evidenced in the organization during the pandemic.

Zucchella (2021) argues that there are researchers who resist admitting the relationship of the IE construct with innovation and proactivity and justify that internationalization can occur through networking and previous experience. However, regarding innovation, Alchieri et al. (2017) present it as a fundamental factor for entrepreneurship.

Also, according to Alchieri et al. (2017, p. 6), “[...] innovation allows identifying international opportunities, creating and/or adapting products or services that generate value for the consumer”. Divisekera and Nguyen (2018) explain that disaster situations affect domestic

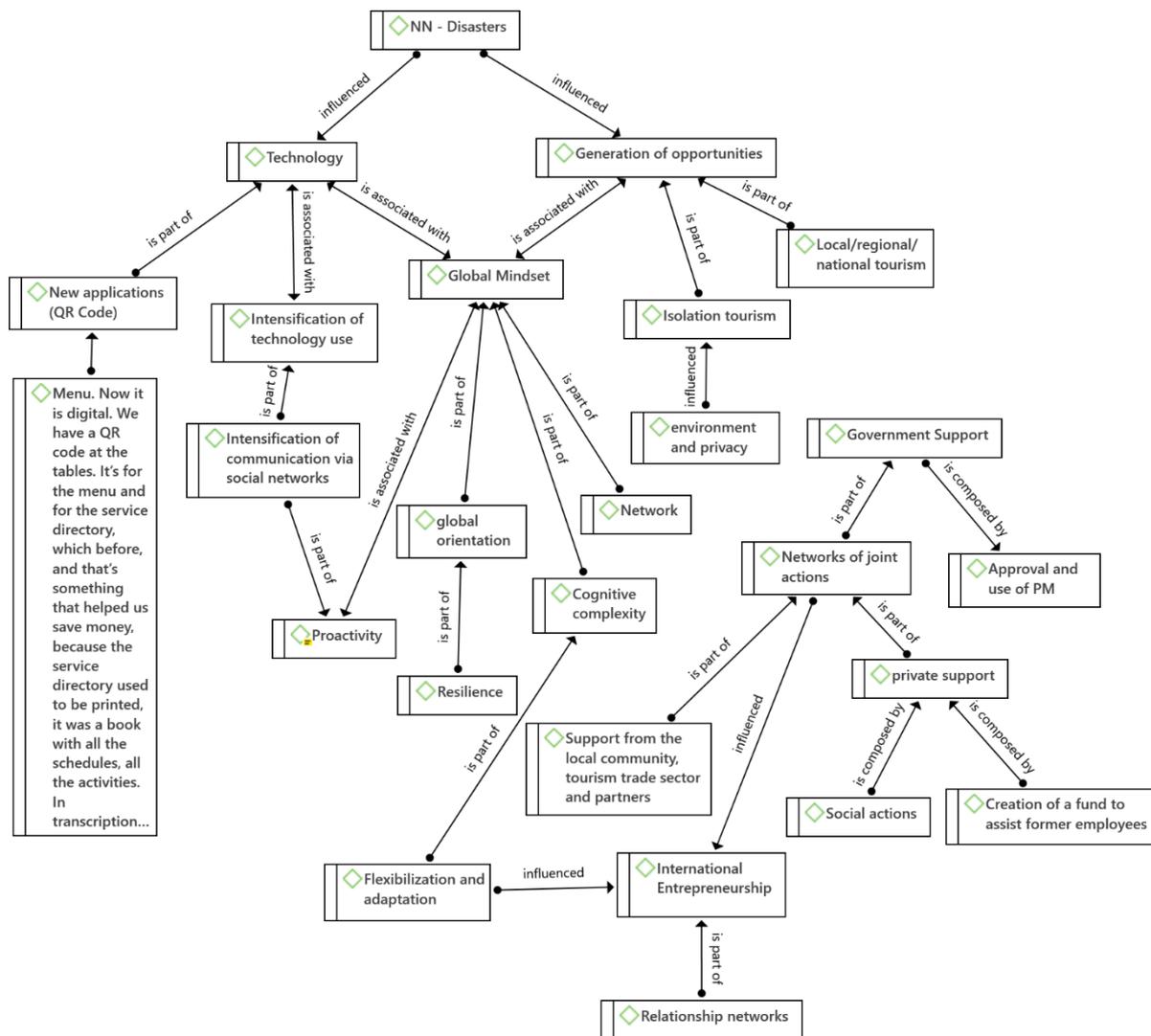
and international tourism and, therefore, inhibit companies from innovating their products and services. The authors differ from the findings of this investigation, as in the midst of a pandemic, Hotel-A changed to All Inclusive service. Regarding this change, Interviewee_1 PG-EC-A explains: “[...] we have already noticed that the product has changed completely, like, it went from water to wine”. The change in the food and beverage service countered the issue of flexibility and adaptation, influencing the IE. As evidenced by Interviewee_3 PG-GR-A during the oil disaster, the situation was resolved because, due to the All-Inclusive service and the hotel's opening hours, customers kept their reservations and enjoyed the development's infrastructure.

The networks of joint actions involving the tourism trade sector, customers, suppliers and government influenced IE. With the mobilizations of the trade sector, networking was one of the IE dimensions identified in the Hotel-A. In this research, social networks and networks with national and international markets are also considered part of networking. Rajput et al. (2020) present the importance of social networks in disaster situations. At Hotel-A, all communication with the target audience on the oil situation took place via the hotel's social media.

4.2 Global Mindset Overview (Hotel-B)

On this topic it is proposed an overview of the global mindset elements during the time of the oil spill disaster and the covid-19 pandemic. Represented in Figure 4.

Figure 4 - Overview of Hotel B



Source: prepared by the authors using ATLAS.ti (2022).

The oil spill and Covid-19 have had influence in technology. Hao (2021, p. 2) posits that the new standard for the hospitality industry has shifted from high-tech and high-touch to high-tech and low-touch. According to Interviewee 6 PG-COM-B at Hotel-B, the QR Code system was inserted in the company's processes in order to reduce physical contact and speed up service.

Another aspect is the intensification of communication via social networks. Social networks play an important role in disaster management (Phengsuwan et al., 2021). At the time of the oil spill, communication via social networks was accessed by Hotel-B. Almost daily, the

company used this channel to inform customers on the oil situation (Interviewee_6 PG-CME-B based on presented evidence).

The generation of opportunities was influenced by the oil and covid-19 disasters. Two elements make up this attribute, namely: isolation tourism and local, regional and national tourism. Hotel-B's infrastructure provides a private environment. As a result, isolation tourism was a practice that emerged due to the effects of the Covid-19 pandemic (Calixto, 2020). The report of Interviewee_7 PG-GC-B corroborates this understanding: “[...] because soon after the pandemic began to allow the resumption of activities, let's say so, the hotel, since it has a differential, Bungalow with privacy”.

Still on the generation of opportunities is the issue of local, regional and national tourism. According to the article published in *Exame* magazine in November 2020, it is observed that: “[...] the pandemic has radically changed the consumption habits of Brazilians” (Souza, 2020, p. 2). For Interviewee_5 PG-AC-B, with the return of tourist activities, Hotel-B sought to serve the local/regional/national market.

Global orientation in GM is related to the entrepreneur's desire to enter international environments (Yoon & Kim, 2016). To this end, Hotel-B joined the Brazilian Luxury Travel Association (BLTA), an organization with penetration in the international market (Interviewee 8_ PG-CC-B based on presented evidence).

Withstanding, flexibilizing and adapting to adverse situations are in line with the concept of resilience, which constitutes global orientation (Estevão & Costa, 2020). Prayag et al. (2018) postulate that organizational resilience can occur in a planned and adaptive way. This research is based on the adaptive resilience that spontaneously emerges in disasters, requires those involved to adapt to the environment, needs the establishment of networks, mutual help and generates learning.

Despite advances in negotiations and the opportunity to establish contacts with customers, Hotel-B was impacted by both disasters. According to Interviewee_5 PG-AC-B, the oil spill was considered a one-off problem and cannot be compared to Covid-19, which impacted the organization. However, during disasters, flexibility and adaptation stand out at Hotel B. Chanyasak et al. (2021) present how a hotel chain in China adapted its business model in response to Covid-19. One of the aspects was to understand the change in consumer behavior. Regarding

the management and flexibility of cancellations at Hotel-B, both in oil and in Covid-19 disasters, the company sought to adapt to this policy.

Another factor is cognitive complexity. Laureiro-Martínez and Brusoni (2018) argue that cognitively complex individuals are better at understanding problems and identifying creative solutions. Both disasters required creative solutions from managers in order to keep the business running.

In the case of Hotel-B, networks of joint actions were promoted both during the oil spill and the Covid-19 pandemic. Networks are connections that exist between organizations, and can be established with customers, suppliers, governments and others, enabling the exchange of experiences and mutual cooperation (Santana et al., 2020). Hotel-B is associated with AHPG and benefits from the actions promoted by this organization (Interviewee_15 PG-DE-F based on presented evidence).

In parallel, actions were carried out with the support of the local community, tourism trade sector, partners, the government and private support, forming networks of joint actions, which are important when dealing with disasters. Private support was an aid carried out by entrepreneurs in the region and Hotel-B, consisting of social actions and the creation of an assistance fund for employees laid off due to the pandemic. The last support is related to the government. In this context, Hotel-B adhered to the provisional measure enacted by the federal government. During the pandemic, emergency actions and measures were adopted by the federal government in an attempt to provide organizations with financial security and maintain workers' income (Guimarães & Rissato, 2020).

Finally, flexibility and adaptation, as well as the networks of joint actions, influenced IE. It is noticeable that networking is one of the IE dimensions evidenced in this organization.

Hotel-B, since its origin, has been a company with the purpose of marketing the product also to foreign audiences, converging with the understanding of Keupp and Gassmann (2009) on IE. In this context, Portuguese tourists were one of the first prospected markets, according to Interviewee_5 PG-AC-B: “[...] we started to receive Portuguese people, at that time and then, it was our entrance to this international audience”.

The networks of joint actions also influenced IE and were promoted by the network. Networking allows the organization to be aware of resources, systems and market developments

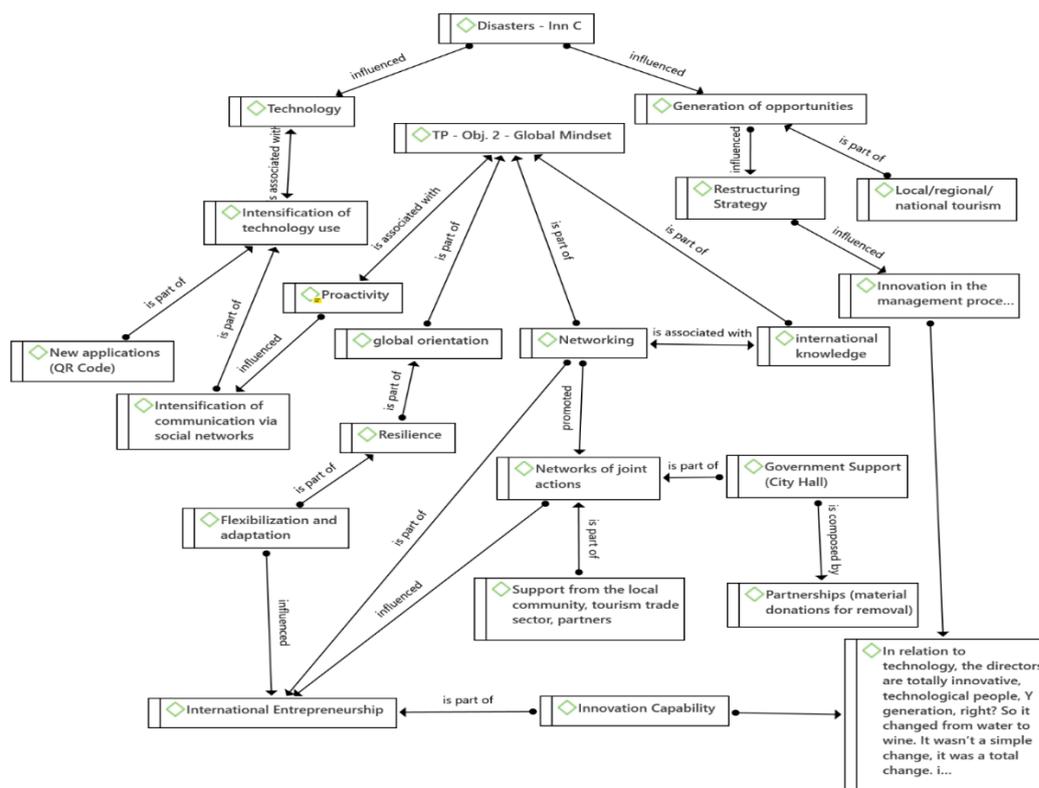
across national borders (Tabares et al., 2021). At Hotel-B, it contributes to the organization's performance with the international market. Interviewee_7 PG-GC-B explains: “[...] So, it is essential that we have support, a good relationship with the government, right? Holding events, fairs, promoting actions that put this destination, or this product, on the buyers' shelf, right?”.

Once the discussion on the overview of Hotel-B is concluded, an overview of Inn-C will be made.

4.3 Global mindset overview (Inn-C)

On this topic, it is proposed a general analysis of the global mindset elements at the time of the oil spill disaster and the covid-19 pandemic. Represented in Figure 5.

Figure 5 - Overview of Inn-C



Source: prepared by the authors using ATLAS.ti (2022).

Technology is the first aspect influenced by the oil and covid-19 disasters and is associated with the intensification of its use. Sousa et al. (2020, p. 25) say that: “[...] this new

means of communication reveals itself in a symbolic environment of interfaces, multiple images and sounds that make virtuality a reality”. In the oil episode, the intensification of technology use took place to publicize the event on social networks to the clients. Campaigns were developed, as Interviewee_11 PG-CR-C reports: “[...] campaigns instead of ‘don’t cancel, change your reservation’. This movement was made in partnership with the city hall and publicized on social networks”.

In covid-19 pandemic, the intensification was related to the insertion of new technologies in the organization. Hao et al. (2020) postulate that the pandemic required the need for smart services and that digital tools can contribute to the uninterrupted delivery of services to customers. In addition, due to the pandemic, the inn adhered to the QR Code system and the WhatsApp platform, according to Interviewee 9 PG-CR-C.

In agreement with Interviewee_10 PG-GH-C and Interviewee_11 PG-CR-C, during the oil disaster and the pandemic, proactivity helped to avoid booking cancellations, as companies focused on publicizing the region on social networks, making videos and posting.

Global orientation is part of GM. Interviewee_10 PG-GH-C reported that in the oil spill, the organization trained employees on how to guide guests about bathing in the sea, even offering other local attractions, allowing the company to continue operating. The management of Inn-C is in line with Prayag (2018), given that the author states that the company can intervene by training and developing employees and, thus, skills and behaviors can be developed in order to contribute for those involved in the disaster to deal with adverse changes, developing resilience.

Ratten (2020) understands that resilience can be a reactive attribute and, therefore, operations in organizations require processes to be changed. In both disasters, Inn-C needed to review the reservation policy for paid packages, promoting flexibility and adaptation in negotiations. Interviewee_10 PG-GH-C explains how it happened: “[...] What we could do, make the payment method more flexible, change the accommodation period, share accommodation”.

Networking is part of IE and promoted the joint actions at Inn-C. Tabares et al. (2021) indicate that networking can be a source of information on aspects such as: risks, suppliers, policies, economy and thus it can promote knowledge for the organization. Therefore, for Interviewee_10 PG-GH-C, Inn-C establishes a network and recognizes its importance.

International knowledge, which is part of GM and is associated with networking, has contributed to promoting the region abroad in the midst of the pandemic scenario. Kyvik (2018) argues that international knowledge comes from international experience and can occur through travel or work carried out abroad, which can promote the creation of networks.

After exposing the factors related to technology, we discuss the generation of opportunities. A practice related to the theme is local, regional and national tourism. It is worth mentioning that this practice was influenced by Covid-19. During the pandemic, analysis of the impacts caused by Covid-19 were presented in the Barometer report of the World Tourism Organization (WTO). In the document, domestic tourism was cited as a mitigating force in the pandemic scenario (OMT, 2020), corroborating the Interviewee_10 PG-GH-C: “What saved all hotel developments now was the local public [...]. So, we focused a lot on regional tourism”.

Finally, flexibility and adaptation, as well as the networks of joint actions already discussed in this investigation, influence International Entrepreneurship (IE). Relationship networks are part of the IE dimension evidenced in the organization during the pandemic.

Tabares et al. (2021) argue that sources of knowledge, networking, partnerships and customers are important for organizations that aim to enter the international arena. The directors of Inn-C have always been involved with the international market, as they have a company abroad, favoring the creation of relationship networks.

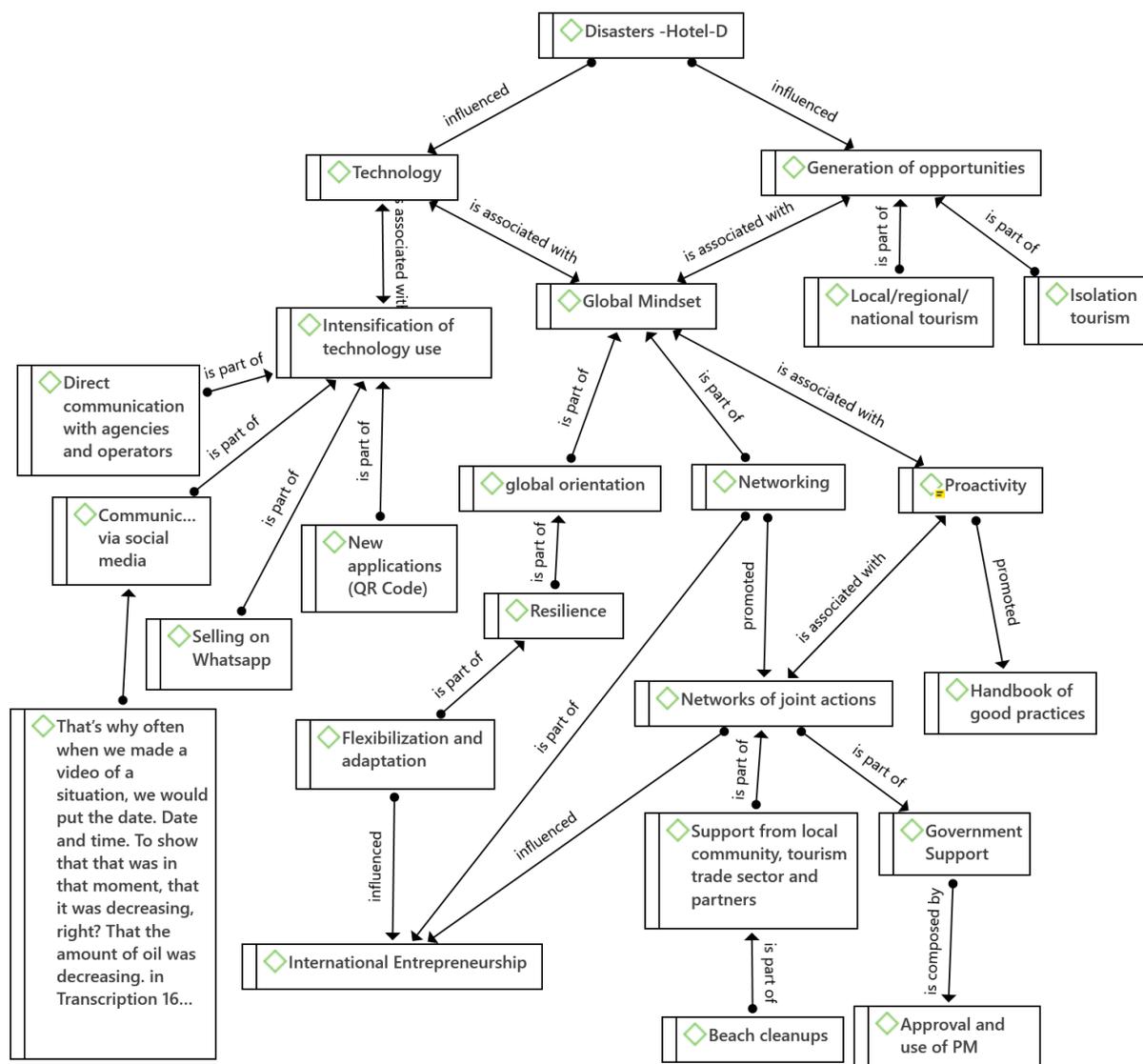
Relationship networks form an important dimension in the organization's business. Oviatt and McDougall (2005) understand that networking determines the speed of internationalization. According to Interviewee_10 PG-GH-C, in addition to local partnerships (AHPG), there are international partnerships (international agents) that generate demand for Inn-C.

Once the discussion on overview of Inn-C is concluded, an overview of Hotel-D will be made.

4.4 Global Mindset overview (Hotel-D)

In this topic, it is proposed an overview of the global mindset elements when facing the oil spill and the covid-19 pandemic disasters. It is observed that the disasters had an influence on technology and on the generation of opportunities. Represented in Figure 6.

Figure 6 - Overview of Hotel-D



Source: prepared by the authors using ATLAS.ti (2022).

Adverse situations can influence the use of technology (Zahra, 2020), as is the case with the disasters studied in this research. Technology influences the intensification of technology use. At Hotel-D, the pandemic promoted more direct communication with agencies and operators and thus stimulated the discovery and creation of new opportunities (Kuckertz & Brändle, 2021). Online and daily contacts were made with agencies and operators, which resulted in an interesting

number of reservations for the following months (Interviewee_11 PG-DC-D based on presented evidence).

The second element is communication via social networks. This research converges with Harrington (2021), who highlights the importance of generating reports on social media in order to inform the public on the real situation. According to Harrington (2021), partnerships with tourism and hospitality institutions are valid, and his study mentions the role of the *New Orleans Convention & Visitors Bureau* in the recovery of the destination hit by Hurricane Katrina. As in the investigation by Harrington (2021), Hotel-D was positively impacted by the actions promoted by the AHPG and *Convention Bureau* in the fight against the oil and covid-19. Interviewee_14 PG-RC-E explains: “[...] Look, what was done was reversing bad news to, not good news, but news with a positive connotation, right? Because of the cleaning, this joint action”. This report is related to the actions promoted to recover the destination.

Resilience, on the other hand, is associated with global orientation, which is part of GM. Prayag (2018) points out that resilient organizations (hotels) contribute to resilient communities (tourist destinations). For Interviewee_12 PG-D-E of the investigated hotel, resilience occurred in line with the overall orientation of the managers, even in the face of the difficulties caused by the oil spill and the intense publicity of the event in the media.

Networking, which is part of GM and International Entrepreneurship (IE), promoted networks of joint actions. Gil-Pechuan et al. (2013, p. 52) emphasize that “[...] the internationalization processes of entrepreneurial companies are enriched through networking, and not only through strategic management decisions”. In the oil disaster, the network, along with entrepreneurs in the region, promoted networks of joint actions through beach cleanups. In the pandemic, this attribute was important, as entrepreneurs sought actions that collaborated in the resumption of tourist activities in the region.

With regard to the support of the local community, the tourism trade sector and partners, the hotel mobilized its employees. In parallel, the actions developed by the AHPG and *Convention Bureau* mobilized the local community, tourism professionals and the government to collaborate in the beach cleanups. According to Interviewee_11 PG-DC-D regarding government support, during the pandemic, the hotel adhered to provisional measures (MPs) - MP No. 927/2020 and MP No. 936/2020 to minimize the impacts of the pandemic. The hotel

recognizes the importance of PMs for the company and Interviewee_11 DC-PG-D reports: “[...] Yes, in the pandemic, the federal government helped a lot”.

The generation of opportunities is another aspect influenced only by Covid-19, and two practices are part of this theme, namely: the issue of local, regional and national tourism and isolation tourism. The first was worked on by entrepreneurs in order to focus on the initial resumption of the tourism sector and the second perceived in enterprises that offer infrastructure and privacy.

The second element increased by the pandemic is isolation tourism (Vieira, 2021). Interviewee_11 PG-DC-D explains: “[...] In the pandemic, we noticed that the customer looks for bigger, wider, more horizontal accommodation”.

Finally, flexibility and adaptation influence IE. Networking as a dimension of IE is evidenced in the organization during the pandemic and the oil spill.

International entrepreneurship establishes a link between international business and entrepreneurship and is centered on the role of decision-makers (Zucchella, 2021). The managers of Hotel-D have extensive experience with the international market. Fact reported by Interviewee_11 PG-DC-D: “[...] the hotel has received foreign tourists for many years and I have been following this market for almost thirty years”. Networking influences IE in the studied hotel.

At the time of the oil spill, Hotel-D used social networks to update the market. Interviewee_11 PG-DC-D explains: “[...] We, both this hotel and the others, together took photos and videos daily”, a finding that corroborates Paula and Faria (2021), who postulate that the sharing of information and destination recovery can be optimized through social networks. Therefore, the hotel maintained active networking with the market globally, which influenced IE.

4.5 Cross analysis of the hotel companies

From the data collected, it is evident that in Hotels A, B, D and Pousada-C the oil and covid-19 catastrophes influenced technology and the generation of opportunities. In all establishments analyzed, new technologies and applications were implemented in the operational routine. The "new normal" established by the pandemic required some adaptations and changes in technology promoting practicality and safety for customers and employees of the ventures.

These findings are in line with studies by Hao (2020), Rahimizhian and Irani (2021), Hao et al. (2020), Jiang and Wen (2020) and Shin and Kang (2020) (Table 3).

Table 3 - General framework - Hotels A, B, D and Inn-C

Enterprises	Factors		Scientific contribution
Present at Hotel-A, Hotel-B, Inn-C and Hotel-D	Technology	New applications (<i>QR code</i>)	Hao (2020); Rahimizhian and Irani (2021)
		Intensification of the technology use	Hao et al., (2020); Jiang and Wen (2020); Shin and Kang (2020)
		Communication via social media	Liu et al., (2015); Phengsuwan et al. (2021)
	Opportunity generation	Local, regional and national tourism	De Faria Nogueira (2021); Organizacion Mundial Del Turismo (2020)
Enterprises	Aspects of Global Mindset (MG) - Similarities	Factors Related to Global Mindset (MG) - Similarities	Scientific contribution
Present at Hotel-A, Hotel-B, Inn-C and Hotel-D	Proactivity	Network of joint actions (local community and government support)	Kuckert and Brändle (2021); Rayamajhee et al., (2020)
		Intensification of communication via social media	Harrington (2021); Rajput et al. (2020)
	Global orientation	Resilience	Brown et al. (2018); Gur et al. (2020); Monllor and Murphy, (2017); Sharma et al. (2021);
		Flexibilization and adaptation	Chanyasak et al. (2021); Hao et al. (2020)
	Network	International Entrepreneurship (IE)	Dimitratos and Plakoyannaki (2003); Oviatt and McDougall (2005); Tabares et al. (2021)

Source: prepared by the authors (2022).

The oil disaster required the expansion of communication via social networks from the tourism trade sector, a result that converges with Liu et al. (2015). Thus, the four analyzed

companies published reports on the situation in the region on their social networks, filming, posting and answering questions by customers. These actions converge with the results obtained by Phengsuwan et al. (2021).

As for the generation of opportunities, local, regional and national tourism stands out. In Porto de Galinhas, where this investigation takes place, it is found the presence of public from the northeast (neighboring states), central-west, southeast and south (with the gradual resumption of flights) regions, considered as the main outbound markets for Porto de Galinhas (Interviewee_2 PG- GG-A; Interviewee_10 PG-GH-C based on presented evidence), corroborating De Faria Nogueira (2021) and Organización Mundial del Turismo (2020) regarding the relevance of proximity tourism in adverse situations.

With regard to proactiveness in GM, networks of joint actions and communication via social networks were essential. The joint actions in both oil and covid-19 disasters are related to the proactive conduct of entrepreneurs, the local community and institutions that support the destination. This evidence is in line with the research by Kuckert and Brändle (2021).

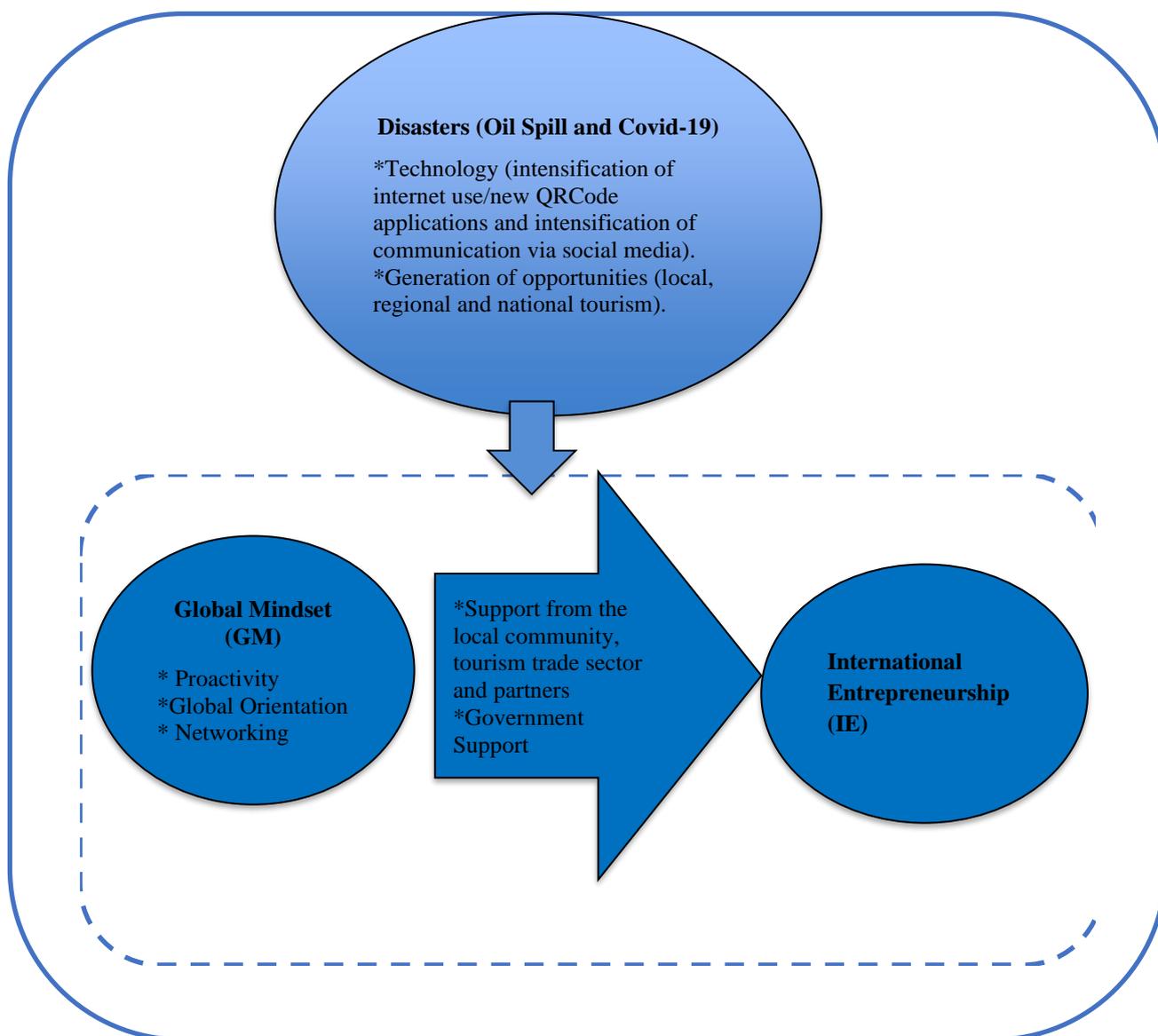
Although similar in all companies, communication via social networks was frequently used in both disasters by Hotel-A, Hotel-B and Inn-C, in order to facilitate communication, corroborating Harrington (2021) and Rajput et al. (2020). At Hotel-D, the platform was intended to reply to customers.

The second aspect of GM is global orientation, which presents resilience, flexibility and adaptation as factors related to the construct. Resilience is a key condition in the recovery of tourist destinations impacted by disasters (Gur et al., 2020). It can be seen that, in the analyzed companies, resilience contributes to the recovery of the sector, a result that converges with Brown et al. (2018).

In the pandemic period, Hotel-A, Hotel-B, Inn-C and Hotel-D got closed, but each organization continued with their projects and alternatives to adapt to what the scenario required (Sharma et al., 2021). This happened at Hotel-A with the all-inclusive premium project, at Hotel-B with the renovations, at Inn-C with the change of the management body and at Hotel-D with adaptations in certain spaces of the enterprise for the resumption. Such evidence is in line with Monllor and Murphy (2017).

Also, as part of resilience, flexibility and adaptation are identified in Hotels A, B, D and Inn-C in both disasters. Both the oil spill and the pandemic required new booking policies from the companies (Chanyasak et al., 2021), the pandemic due to the uncertainty of the moment and the oil due to the insecurity that customers reported on the situation. It should be noted that as indicated by Interviewee_2 PG-GG-A and Interviewee_7 PG-GC-B, the oil issue was one-off, and the pandemic was more demanding.

Figure 7 - Final framework of a global mindset when facing disasters that boosts IE



Source: prepared by the authors (2022).

Therefore, it is observed that there are active relationship networks in the enterprises and that these relationships are a driving factor of IE. However, the findings expand the understanding of networks by Dimitratos and Plakoyannaki (2003) and Oviatt and McDougall (2005). For these authors, relationship networks do not consist of digital networks, whereas Tabares et al. (2021) recognize the importance of these contemporary networks in international entrepreneurship. The four analyzed organizations use digital networks as a differentiator when dealing with the oil and covid-19 disasters. Therefore, digital networks (platforms for online meetings, social media and others) influenced IE and promoted changes that are reflected in the companies.

Contrasting the final framework (Figure 7) with the conceptual framework proposed at the beginning of this investigation (Figure 1), it is possible to see convergences and divergences between the findings and the literature. The final framework differs from the research by Story and Babuto (2011), since cultural intelligence, as an aspect of GM, was not identified as a relevant element in the analyzed companies. However, it is in line with Torkkeli et al. (2018), since GM influences the decision-making of entrepreneurs when facing both disasters regarding the issue of proactivity, networking and global orientation, and is not related to the research by Nummela et al. (2004), as their study evaluates the company's GM (CGM) and this investigation analyzes the individual GM (IGM).

There was no new business innovation as recommended in the literature, the evidence from this investigation reveals that the oil and covid-19 disasters influence technology through new applications, such as QR Code, and a greater intensification of communication via social networks and digital platforms, promoting changes in the behavior of people, converging with Zahra (2020). As for the generation of opportunities, local, regional and national tourism is explored, which allows the maintenance of the activities, being in line with Guimarães and Rissato (2020).

With regard to the global mindset (GM) it appears that proactivity, global orientation and networking are elements present in the conduct of entrepreneurs in the analyzed companies, which contributed to management during the uncertainty scenarios in both disasters, as stated by Lasisi et al. (2019), when they emphasize that aspects of GM contribute to positive results,

diverging from the initially proposed model, which emphasizes only the proactive and visionary conduct of entrepreneurs as a central aspect of GM.

Finally, networks of joint actions (support from the community, tourism trade sector, partners and government) and resilience (flexibility and adaptation) are identified in this study, corroborating Ballesteros and Domingos (2015) when they emphasize that networks of joint actions can be relevant in the recovery of destinations. Resilience is identified, as adaptations were made in order to maintain organizations running, as advocated by Prayag (2018) and, in this way, they became driving factors of international entrepreneurship (IE).

5 Conclusion

This study aimed to propose a global mindset (GM) framework that boosts International Entrepreneurship (IE) when facing disasters. It is a qualitative, multiple case study, made possible by the collection of secondary data, as well as by carrying out semi-structured interviews with directors, managers and employees of enterprises and institutions that support the region.

As a result, it appears that in Hotels A, B, D and Pousada-C, the oil and covid-19 disasters influenced technology and the generation of opportunities. In the analyzed companies, new technologies and applications were integrated into the operational routine, as was the case with QR Code applications. The intensification of communication via social networks was more used during the two disasters by Hotel-A, Hotel-B and Pousada-C to facilitate communication and dissemination of their implementations to operate in the face of both crises. MG's proactivity influences the actions of Hotel-A, Hotel-B, Pousada-C and Hotel-D with the national and international market in facing the oil disasters and covid-19. MG's global orientation is also present in the four companies and has repercussions on the actions of the accommodation establishments, allowing entrepreneurs to act with greater insight in resolving complex situations. In both disasters, networking in the region promoted a series of collective and individual actions for each organization. It is noticed that this aspect is common in the four establishments, being considered an element that influences the EI, and that the four organizations used digital networks to face the disasters caused in this research. Through them it was possible to establish contacts with customers, inform and establish commercial agreements.

Therefore, digital networks influenced IE and promoted changes that were reflected in the behavior of companies.

Finally, for future studies, it is suggested the development of global mindset frameworks considering international companies from different sectors that faced extremely adverse situations.

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