

REINVENTION IN TIMES OF CRISIS: BRAZILIAN ENTREPRENEURSHIP BOOSTED BY THE COVID-19 PANDEMIC

REINVENÇÃO EM TEMPOS DE CRISE: O EMPREENDEDORISMO BRASILEIRO IMPULSIONADO PELA PANDEMIA DO COVID-19

REINVENTARSE EN TIEMPOS DE CRISIS: EL EMPRENDIMIENTO BRASILEÑO IMPULSADO POR LA PANDEMIA DE COVID-19



<https://doi.org/10.56238/sevened2026.019-064>

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ABSTRACT

Considering the relevance of entrepreneurship to the economic and social development of the country, in different sectors of activity, this study sought to examine, through a literature review, how the COVID-19 pandemic influenced the emergence of new entrepreneurs in Brazil. Furthermore, it aimed to identify the segments that stood out most during this period and the main challenges faced by new entrepreneurs. The justification for this research is based on the importance of understanding the role of entrepreneurship in crisis contexts, especially in the face of adverse scenarios that demand innovation, resilience, and adaptation. The research, of a qualitative and descriptive nature, was structured through an integrative review of scientific production published between 2020 and 2024. The content analysis of the studies sought to identify, select, evaluate, and synthesize the evidence on the growth of entrepreneurship in Brazil impacted by the COVID-19 pandemic. The results indicated that the pandemic acted as an accelerator for the emergence of new entrepreneurs in Brazil, driven mainly by income loss, unemployment, and the need to adapt to the digital market. It was concluded that, despite the difficulties imposed by the health crisis, the pandemic context fostered both necessity-driven and opportunity-driven entrepreneurship, strengthening innovation and reinvention in small businesses.

Keywords: Entrepreneurship. Covid-19. Economic Crisis. Innovation.

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RESUMO

Considerando a relevância do empreendedorismo para o desenvolvimento econômico e social do país, em diferentes setores de atividade, o presente estudo buscou examinar, por meio de revisão de literatura, como a pandemia do COVID-19 influenciou no surgimento de novos empreendedores no Brasil. Além disso, procurou-se identificar os segmentos que mais se destacaram nesse período e os principais desafios enfrentados pelos novos empreendedores. A justificativa desta pesquisa fundamenta-se na importância de compreender o papel do empreendedorismo em contextos de crise, especialmente diante de cenários adversos que exigem inovação, resiliência e adaptação. A pesquisa, de natureza qualitativa e caráter descritivo, foi estruturada por meio de uma revisão integrativa da produção científica publicada entre os anos de 2020 a 2024. A análise do conteúdo dos estudos buscou identificar, selecionar, avaliar e sintetizar as evidências sobre o crescimento do empreendedorismo no Brasil impactado pela pandemia do COVID-19. Os resultados indicaram que a pandemia atuou como aceleradora do surgimento de novos empreendedores no Brasil, impulsionados principalmente pela perda de renda, desemprego e pela necessidade de adaptação ao mercado digital. Concluiu-se que, apesar das dificuldades impostas pela crise sanitária, o contexto pandêmico fomentou tanto o empreendedorismo por necessidade quanto por oportunidade, fortalecendo a inovação e a reinvenção dos pequenos negócios.

Palavras-chave: Empreendedorismo. Covid-19. Crise Econômica. Inovação

RESUMEN

Considerando la relevancia del emprendimiento para el desarrollo económico y social del país, en diferentes sectores de actividad, este estudio buscó examinar, a través de una revisión de la literatura, cómo la pandemia de COVID-19 influyó en el surgimiento de nuevos emprendedores en Brasil. Además, buscó identificar los segmentos que más destacaron durante este período y los principales desafíos que enfrentaron los nuevos emprendedores. La justificación de esta investigación se basa en la importancia de comprender el rol del emprendimiento en contextos de crisis, especialmente ante escenarios adversos que exigen innovación, resiliencia y adaptación. La investigación, de naturaleza cualitativa y descriptiva, se estructuró a través de una revisión integradora de la producción científica publicada entre 2020 y 2024. El análisis de contenido de los estudios buscó identificar, seleccionar, evaluar y sintetizar la evidencia sobre el crecimiento del emprendimiento en Brasil impactado por la pandemia de COVID-19. Los resultados indicaron que la pandemia actuó como un acelerador para el surgimiento de nuevos emprendedores en Brasil, impulsado principalmente por la pérdida de ingresos, el desempleo y la necesidad de adaptarse al mercado digital. Se concluyó que, a pesar de las dificultades impuestas por la crisis sanitaria, el contexto pandémico impulsó tanto el emprendimiento por necesidad como el impulsado por la oportunidad, fortaleciendo la innovación y la reinvención en las pequeñas empresas.

Palabras clave: Emprendimiento. Covid-19. Crisis Económica. Innovación.

1 INTRODUCTION

In view of the transformations that have occurred in the market, mainly due to technological innovations and the globalization process, entrepreneurship has been consolidated as one of the main vectors of economic and social development of a country. This is because entrepreneurship stands out for its contribution to the generation of employment and income, as well as for the introduction of innovations capable of boosting and expanding the competitiveness of markets.

In the Brazilian context, characterized by high levels of social inequality and economic instability, entrepreneurial activity takes on even greater relevance. In many cases, entrepreneurship is configured as an alternative for people who face limitations in the formal labor market, sometimes representing the only possibility of generating income and subsistence.

This reality has become especially evident in times of crisis, such as the one experienced during the COVID-19 pandemic. Officially declared by the World Health Organization (WHO) in March 2020, the pandemic has forcefully exposed the fragility of the Brazilian economy (Gullo, 2020). The social isolation measures adopted to contain the spread of the virus resulted in the closure of numerous establishments and significant reductions in the revenue of micro, small and medium-sized companies. As a result, many formal workers were laid off or had their incomes significantly reduced, intensifying the search for entrepreneurial alternatives as a form of economic autonomy and survival.

In this challenging context, entrepreneurship has emerged as an alternative for economic survival. According to Gullo (2020), even with signs of possible economic recovery in early 2020, the impacts of the pandemic were profound and directly affected the income, consumption, and sustainability of numerous businesses. a

It is important to consider that the context of the COVID-19 pandemic presented a dual scenario where, on the one hand, companies closed their businesses due to the drop in demand and the inability to compete in the scenario that was presented (Nogueira; Moreira, 2023) and, on the other hand, other enterprises emerged adapting to the new reality and the new needs that emerged (Saleme; Oliveira, 2022). se

Data from the *Global Entrepreneurship Monitor Brazil Report* (GEM, 2020) show that about 53% of the Brazilian adult population showed intention to start a business in the three years following the pandemic, equivalent to approximately 50 million people. This number represented an increase of 22.5 percentage points compared to the previous year. The same survey pointed out that 32.2% of these people made this decision due to the direct influence of

the pandemic, both due to the loss of employment and the need to seek a new source of income (GEM, 2020).

Based on this perspective and the scenario imposed by the COVID-19 pandemic, the following problem arises: How did the Covid-19 pandemic influence the emergence of new entrepreneurs in Brazil, as addressed in the literature? From this question, we sought to reflect on the main elements that led people to undertake in the midst of the crisis and what lessons could be extracted from this period.

The justification for this study lies in the importance of understanding entrepreneurship as a social and economic phenomenon, especially when it arises as a response to emergencies. By investigating the factors that drove entrepreneurial behavior during the pandemic, the research seeks to contribute to the understanding of how adverse contexts can stimulate innovation, creativity, and the development of new strategies for income generation and business sustainability.

The object of study is individuals who started entrepreneurship during the COVID-19 pandemic, motivated by need, opportunity or a combination of these. These new entrepreneurs represent a significant portion of the population that reacted to the changes imposed by the crisis with creativity, resilience, and action.

It should be noted that this study was carried out through an integrative review of the scientific production published between the years 2020 and 2024. The collection of the material was carried out in the Google Scholar and CAPES Journal databases, considering articles in Portuguese that addressed, in the abstract, the emergence of new entrepreneurs or enterprises during the Covid-19 pandemic.

Thus, the general objective of the present study was to examine, through a literature review, how the COVID-19 pandemic influenced the emergence of new entrepreneurs in Brazil. Specifically, it sought to analyze the impact of the pandemic on the increase in the number of entrepreneurs in Brazil, based on articles selected in the time interval - 2020 to 2024 - and to identify the reasons that led to the creation of ventures during the COVID-19 pandemic.

2 THEORETICAL FOUNDATION

In this topic, the concepts of entrepreneurship, the economic impacts of the COVID-19 pandemic, the role of entrepreneurship as an agent of social and economic transformation, and the way in which this phenomenon has intensified in the midst of the health crisis were addressed. These discussions offered a basis for a better understanding of the relationship between the context of crisis and the emergence of new enterprises in Brazil.

2.1 ENTREPRENEURSHIP AND ITS IMPACT ON THE COUNTRY'S ECONOMIC DEVELOPMENT

According to Schumpeter (1985), economic development does not occur in a linear way, but through a "process of industrial mutation" that continuously transforms the economic structure, replacing the old with the new. This movement, called creative destruction, is driven by the figure of the Schumpeterian entrepreneur, responsible for carrying out new productive combinations capable of generating innovation (Schumpeter, 1985 *apud* Martes, 2010).

Also according to , by introducing new products, methods, markets or forms of organization, the entrepreneur acts as a central agent of structural changes, triggering cycles of renewal that drive economic growth. This Schumpeter (1985) *apud* Martes, 2010) process is considered essential for the economic and social development of a country, as it drives the continuous renewal of economic structures.

In a complementary way, Almeida, Valadares and Sediya (2017) state that entrepreneurship acts as a "development diffusion mechanism", contributing to productive diversification and to the absorption of labor in less industrialized regions. On the other hand, Ferreira, Loiola and Gondim (2020) consider that , for entrepreneurship to effectively contribute to economic growth, it is necessary to invest in training and technical support for entrepreneurs, favoring the transition from subsistence initiatives to structured enterprises. Go

Ferreira, Loiola, and Gondim (2020) also highlight the role of universities, incubators, and local public policies in building entrepreneurial ecosystems capable of sustaining regional competitiveness. This view is convergent with the recommendations of the *Global Entrepreneurship Monitor* (GEM, 2024), which highlight the need to strengthen innovation support mechanisms, bringing science, technology, and business closer together.

The same GEM survey dated 2022 already warned of the structural limitations that hinder the full conversion of entrepreneurial potential into sustainable economic development (GEM BRASIL, 2022). The Brazilian National Entrepreneurship Context Index (NECI) reached 3.6 points, a value considered intermediate, reflecting deficiencies in areas such as basic education, access to credit, and investments in research and development (GEM BRASIL, 2024).

The experts' recommendations converge on the need for public policies that promote debureaucratization, expansion of financing lines, and strengthening entrepreneurial education (GEM BRASIL, 2022). This diagnosis complements the evidence of Almeida, Valadares and Sediya (2017), according to which the positive impact of entrepreneurship on GDP is conditioned by the quality of institutions, human capital and regional infrastructure. a a o

As a way to complement the entrepreneurship scenario in Brazil, GEM data (2023) show an advance in formalization and the growing importance of "solo entrepreneurs", who represent a significant portion of the autonomous workforce. Although these entrepreneurs contribute to increased income and economic inclusion, they often face difficulties in growing or employing other workers, which limits the sector's multiplier potential (GEM BRASIL, 2023). Thus, the contemporary challenge is to transform the entrepreneurial base into an engine of innovation, productivity, and scale.

Also as a way to characterize this scenario, it is important to talk about the role of entrepreneurship as a vector of technological innovation and digitalization. The GEM (2024) presents positive data in relation to this vector: 90% of Brazilian entrepreneurs use digital technologies in their businesses and about 800 thousand new ventures have a national impact, while approximately 130 thousand already reach international reach. This demonstrates that Brazilian entrepreneurship has become more connected and competitive, contributing to technological diffusion and increased productivity.

Lima, Santos and Montebello (2025), analyzed the entrepreneurial scenario during the years 2012 to 2022 and highlight that the development of entrepreneurship in Brazil is strongly conditioned by institutional factors, especially by government policies. According to the authors, the extensive bureaucracy and the complex tax burden raise costs, hinder formalization and reduce the competitiveness of new businesses, directly limiting their ability to generate economic growth.

In addition, the results show that Brazilian entrepreneurship reflects structural inequalities: low-income individuals tend to undertake out of necessity, while higher income and higher education groups have greater stability and continuity of enterprises, revealing that the social impact of entrepreneurship is still marked by disparities in gender, income and education (Lima; Santos; Montebello, 2025).

From the data presented, a positive scenario can be seen where Brazilian entrepreneurship has been evolving in quantity and quality, presenting digital insertion, greater female and youth presence and a change in motivational profile. This trajectory reflects a maturing entrepreneurial ecosystem and a significant potential to boost the country's economic development. However, structural bottlenecks persist, such as education, government policies, infrastructure, credit, and research, which limit the conversion of this potential into sustainable productivity.

2.1.1 Entrepreneurship by necessity and opportunity

Entrepreneurship can arise from different motivations, and for Barros and Pereira (2008), it is closely related to factors such as the unemployment rate and economic growth. The authors point out that these variables have an inverse correlation, that is, when unemployment increases, the tendency is for more people to seek entrepreneurship as an alternative to overcome the lack of opportunities in the labor market.

According to Bandeira and Silva (2023), entrepreneurship by necessity occurs when the individual starts a business due to lack of income options, usually in situations of economic crisis and absence of formal work alternatives. In this case, it is an immediate response to financial difficulties, without structured planning. On the other hand, entrepreneurship by opportunity occurs when the individual identifies a business opportunity and has the skills, strategic perception and long-term vision to exploit it, being more common in developed economies, in which there is greater stability and investment capacity (Bandeira; Silva, 2023).

This distinction (opportunity x need) is also reinforced by studies that show that entrepreneurs out of necessity, in general, start their activities in an improvised way and motivated by the adverse context, acting without a minimum business structure and only to remain economically active (Silva; Istoé; Silva, 2020). Although there are successful cases, Brum (2003) *apud* Bandeira e Silva (2023) points out that entrepreneurship out of necessity should not be understood as a viable or accessible solution for everyone, since its origin is often associated with the lack of real job and income opportunities, limiting its potential for growth and sustainability.

On the other hand, entrepreneurship by opportunity occurs when the entrepreneur identifies a specific need or desire in society and, based on this, creates innovative solutions (Marques, 2022). This type of entrepreneurship has a significant impact on the economic growth of a country, as the entrepreneurs who adopt it, usually more qualified, develop businesses based on innovations and new technologies, which often have great potential for sustainable growth (Degen, 2008).

This statement by Marques (2022) and Degen (2008) is complemented by Bandeira and Silva (2023) when the latter state that entrepreneurship by opportunity occurs when the individual identifies a concrete business opportunity and decides to explore it strategically, based on skills, knowledge, and long-term vision. This motivation is more common in developed economies and is associated with more structured businesses, with greater potential for innovation.

Rocha (2014) reinforces this distinction by demonstrating that countries with a higher proportion of entrepreneurs by opportunity have higher levels of economic and social development. The author uses the Opportunity/Need Ratio (RON) as an indicator and identifies a positive correlation between RON and the Human Development Index (HDI), showing that entrepreneurship by opportunity contributes more strongly to development than entrepreneurship by necessity (Rocha, 2014). In his analysis, entrepreneurship out of necessity appears predominantly in countries with worse economic conditions, while entrepreneurship out of necessity tends to grow in more structured environments, with greater stability, capacity for innovation, and better working conditions (Rocha, 2014).

Silva, Furtado and Zanini (2015), analyzing the GEM time series between 2001 and 2013, observed a growing trend of entrepreneurship by opportunity and a reduction in the relative participation of entrepreneurship by necessity in Brazil. According to the authors, this change indicates that the country has gradually moved towards an entrepreneurial profile more aligned with planned initiatives, with greater potential for innovation, productivity, and economic impact (Silva; Furtado; Zanini, 2015).

This theoretical differentiation is also evidenced by the empirical data from the *Global Entrepreneurship Monitor*, which analyzes the evolution of these motivations in Brazil over the last few years of 2021, 2022, 2023, and 2024. In the 2021 report, GEM revealed that the entrepreneurial landscape was remarkably complex, being shaped by both need and opportunity. The study revealed that, despite a slight drop compared to the previous year, survival motivation was still intense, with a significant portion of nascent entrepreneurs, almost 8 out of 10 (79.2%), citing the search for "making a living because jobs are scarce" as a driver to start the business (GEM, 2021).

However, this motivation coexists with high aspirations linked to opportunity: the overwhelming majority of nascent entrepreneurs, for example, were driven by the desire to "make a difference in the world", while more than half aim to "build great wealth or a very high income". This intentionality is proven in the aspirational aspect, since "having one's own business" has been consolidated as the main professional dream for more than 60% of nascent entrepreneurs, and is even a goal cited by almost half (45%) of those who have not yet started any entrepreneurial activity (GEM, 2021).

In 2022, motivation by necessity continued to be prevalent in the entrepreneurial population. Data from GEM (2022) show that, for early-stage entrepreneurs (nascent and new), the search for "making a living due to the scarcity of jobs" was the main reason, being cited by just over 80% of them. This data highlighted the persistence of the function of entrepreneurship

as a refuge or alternative for the adult population in the face of the difficulties of the formal labor market (GEM, 2022).

The year 2023 marked an important change in the balance of these motivations. The GEM (2023) recorded a sharp drop in mention of need, with the option "making a living because jobs are scarce" falling to 74.1% among early entrepreneurs. For the first time in the time series, the motivation "to make a difference in the world" reached the best position in the reasons to undertake, which was interpreted by the researchers as an indication of improvement in the quality of entrepreneurship in the country. In addition, financial ambition remained robust, with 66.1% of initial entrepreneurs citing "building great wealth or a very high income" (GEM, 2023).

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In 2024, the scenario once again demonstrated the complex interaction between the two vectors. According to GEM (2024), motivation for opportunity solidified his leadership, with "making a difference in the world" being the most cited (74.6%). However, the need remained at high levels, with 73.9% of the initial entrepreneurs citing "making a living because jobs are scarce", reflecting the economic instability. What stood out the most in 2024 was the record proportion of people who answered "to build great wealth or a very high income" (69.3%). This convergence of data reaffirms the nature of Brazilian entrepreneurship as a field where the drive for survival coexists and often merges with ambition and aspiration for impact and substantial financial growth (GEM, 2024).

2.2 ECONOMIC AND SOCIAL SCENARIO: THE COVID-19 PANDEMIC

The health crisis hit the country at a time of slowdown, causing a sharp retraction of productive activities. The Gross Domestic Product (GDP), the unemployment rate, and price indices showed intense instability between 2020 and 2021 (Miguel, 2021). Also according to Miguel (2021), the irregular behavior of these indicators reflects the direct impact of social isolation measures and highlights the vulnerability of national economic policies to external shocks. , to

In a complementary analysis, Paula, Vaz, and Machado (2023) state that, when the pandemic took hold, the economy was already in a scenario of stagnation and precariousness of the labor market, marked by high informality and income inequality. The authors note that economic policy, since 2015, had been guided by a liberal and fiscally restrictive cut, focused on the Spending Ceiling and austerity measures. This context significantly limited the State's capacity to respond to the health crisis, intensifying a process of preexisting social and

economic crisis, characterized by the combination of high unemployment, informality, and structural inequality (Garbe, 2021).

It can be observed, based on the data presented above, that the health crisis manifested a profoundly unequal character, affecting historically vulnerable social groups more severely, women, young people, blacks, and informal workers, resulting in greater loss of income and exclusion from the labor market (IPEA, 2022). Also according to the Institute of Applied Economic Research (IPEA, 2022), the most affected sectors were those that depend on face-to-face contact (commerce, personal services, and tourism), while activities with the possibility of remote work showed less retraction. These data from IPEA (2022) confirm the deepening of structural inequalities and the reinforcement of social and racial segmentation in the Brazilian labor market.

Garbe (2021) also points out that the crisis revealed the insufficiency of public policies for social protection and highlighted the need to rethink the role of the State as an inducer of development and guarantee of well-being. At the same time, Aguiar (2024), when exploring COVID-19 in a context of socioeconomic inequalities, suggests that the populations most affected by the disease are also the most susceptible to precariousness and job loss, deepening social disparities in a scenario of economic downturn and growing unemployment.

To complement this scenario, Mazuqueli (2022) portrays that the unemployment rate underwent significant changes after the emergence of the new coronavirus, registering a strong upward trend. The author uses data from the IBGE, which indicate that, in the first quarter of 2021, the number of unemployed people reached 14.805 million, the highest level since the beginning of the time series of the Continuous National Household Sample Survey (PNAD-C).

While many countries quickly adopted policies to expand public spending to contain the social and productive impacts of the crisis, the Brazilian government initially maintained a hesitant stance. The Executive's priority continued to be the maintenance of fiscal adjustment, even in the face of the worsening economic and humanitarian scenario (Paula; Vaz; Machado, 2023).

Within this more conservative context, the creation of the Emergency Aid ended up representing a temporary break with this logic. Paula, Vaz, and Machado (2023) highlight that this measure did not arise from a government initiative, but rather from strong pressure from the National Congress and civil society, which reacted to the lack of effective responses to protect the most vulnerable population and face the sharp drop in income.

In addition to the social impact, the crisis caused serious damage to the productive sector, especially to Micro and Small Enterprises (MSE's). Nogueira and Moreira (2023) point

to the destruction of the capital stock of these companies as one of the most serious consequences of the pandemic. According to the authors, by June 2020, the country had lost billions in fixed capital, reflecting the closure of more than 716 thousand companies, the vast majority of which are small. This loss of productive capacity has compromised the potential for long-term employment and income generation, exposing the fragility of MSEs in the face of systemic crises (Nogueira; Moreira, 2023).

The analysis of the different studies reveals a point of convergence: the pandemic has deepened structural vulnerabilities and reinforced the importance of the State in the coordination of economic and social policies. In addition, the pandemic crisis has intensified social inequalities, significantly affecting the dynamism and conditions for entrepreneurial action in Brazil.

2.3 ENTREPRENEURSHIP IN TIMES OF CRISIS: THE COVID-19 PANDEMIC

As seen in the previous topics, entrepreneurship has been consolidated as an essential element for economic and social development, especially in contexts of instability. According to Fialho *et al.* (2018), periods of crisis, although challenging, also work as catalysts for innovation, encouraging individuals to seek new opportunities and creative ways to generate income.

In this sense, economic crises present themselves as fertile scenarios for the emergence of new entrepreneurs, driven both by the need for survival and by the desire for autonomy and personal fulfillment. This understanding is reflected in the data from the Covid-19 pandemic: during this period, Brazil recorded records in the opening of new micro-enterprises. As an example, between February and September 2020, there were more than 1.15 million new formalizations of MEI's, driven by the economic crisis (Agência Brasil, 2020).

For Nassif, Corrêa and Rossetto (2020), the pandemic required entrepreneurs to have a deep capacity for adaptation, since the health context imposed sudden ruptures in traditional ways of managing business. According to the authors, this scenario forced many entrepreneurs to develop not only creativity, but above all resilience to deal with uncertainties, restrictions, and the constant need for reinvention.

This view dialogues with what Schumpeter (1985, *apud* Martes, 2010) already defended: the entrepreneur is an agent of transformation, capable of converting adverse moments into opportunities for innovation and economic growth. This discourse of reinvention was confirmed again in the pandemic: the total rate of entrepreneurship in Brazil fell by 18.33% in 2020, according to the Brazilian Micro and Small Business Support Service (SEBRAE), but this decline was strongly fueled by the departure of established entrepreneurs (over 3.5 years old), while many new entrepreneurs entered the market, out of necessity (SEBRAE, 2020). a

Oliveira and Ferreira (2023) highlight that the emergence of the virus and social isolation measures caused an unprecedented global crisis, forcing companies and entrepreneurs to rethink their operating strategies. In a scenario of paralysis of economic activities, many entrepreneurs needed to adopt innovative and quickly adapted practices to ensure the survival of their businesses.

In line with this perspective, Lima, Santos, and Montebello (2025) show that this adaptation process did not only occur at the behavioral level, but was also reflected in national statistics: during the years 2020, 2021, and 2022 there was a significant increase in entrepreneurship out of necessity, driven by the increase in unemployment and the reduction of formal job opportunities, leading a large part of the population to undertake as an alternative for economic survival.

In this scenario, Ponsoni and Teixeira (2024) reinforce that micro and small enterprises (MSEs), responsible for a large part of job creation in Brazil, were the most affected, given their weaker structure and lower capacity for financial resistance. However, the strengthening of the entrepreneurial spirit and the emergence of new businesses were observed, especially focused on innovation and customer loyalty (Ponsoni; Teixeira, 2024).

This phenomenon of "bottom-up" renewal is also corroborated by data on business openings: according to CNN Brasil, between 2020 and 2022 the number of new companies in the country grew by 25.3%, compared to the previous three years (CNN Brasil, 2022). To a large extent, these new businesses are micro enterprises (94% according to the report), which fits well into the profile of emerging businesses by necessity and creativity. In addition, GEM data (2021) show that about 50% of entrepreneurs, at all stages, perceived new opportunities resulting from the pandemic (GEM, 2021).

Despite the positive scenario, which was demonstrated above, by data from CNN Brasil (2022) and GEM (2021), the health crisis was associated with the closure of many enterprises: 46.2% of the Brazilian population discontinued some business due to the pandemic between 2020 and 2021. In addition, the context of restrictions has led many entrepreneurs to adapt their internal processes, with almost half of nascent entrepreneurs adopting or accelerating digital technologies in response to the pandemic, while among new and established entrepreneurs this percentage was around a third (GEM, 2021).

In addition, Lima *et al.* (2024) address the concept of "*effectuation*", which is a theory about a strategy for coping with crises, in which the entrepreneur, in the face of uncertainty, uses the available resources in a creative and flexible way. This approach values practical action

and the ability to improvise, which proved crucial during the pandemic, when responses needed to be quick and adapted to resource scarcity.

The pandemic has also revealed the importance of social and academic entrepreneurship. Prytoluk and Boll (2023), when analyzing the case of the Federal University of Rio Grande do Sul, demonstrated how higher education institutions began to develop entrepreneurial actions aimed at innovation and extension, contributing to society in a time of crisis. This performance reflects the role of entrepreneurship as a tool for social transformation, going beyond the creation of businesses and incorporating collective responsibility. This social impulse, in fact, is mirrored in the new formalizations of MEI's motivated by necessity, as reported by Agência Brasil (2020), which highlights the crisis, but also the capacity for individual reinvention with collective impact.

According to the data presented, entrepreneurship has become an important tool to face the challenges of the health crisis, driven by digitalization and the use of technologies. The expansion of digital and informal entrepreneurship demonstrates the capacity of Brazilians to reinvent themselves in the face of the economic and social restrictions imposed by the period (Araújo; Alves; Silva, 2021).

Finally, Backes *et al.* (2020) point out that the pandemic not only changed business dynamics, but also redefined strategic management models, imposing the need for new organizational and planning practices in contexts of uncertainty. Organizations that were able to react with agility and innovative vision were the ones that best adapted, confirming that entrepreneurship continues to be one of the main drivers of transformation and overcoming in times of crisis (Backes *et al.*, 2020).

The data presented above show entrepreneurship as an important mechanism for economic recovery, being able to promote creative and sustainable solutions even in periods of crisis. It manifests as an active response to adversity, turning uncertainty into opportunity and driving development through creativity, innovation, and resilience.

3 METHODOLOGY

This research used a qualitative approach, with a descriptive nature and carried out from a bibliographic research, specifically, by the method of integrative literature review. The research is characterized as qualitative because it seeks to understand the meanings, interpretations and perceptions present in studies on the impact of the pandemic on entrepreneurship, analyzing the phenomena in their context. At the same time, it has a

descriptive character because it aims to describe and characterize this growth, identifying segments, challenges and trends pointed out in the literature.

Lima and Mito (2007) define bibliographic research as a methodological procedure that enables researchers to search for solutions to their research problem. The authors emphasize that this type of research implies an ordered set of procedures for searching for solutions, attentive to the object of study, and that, therefore, it cannot be random.

Among the types of review, the integrative review is the most comprehensive, which represents an advantage because it allows the simultaneous inclusion of experimental and quasi-experimental studies, offering a broader view of the researched theme, in addition to allowing the gathering of information from both theoretical and empirical productions, which contributes to a more complete and in-depth understanding of the phenomenon studied (Mendes, Silveira; Galvão, 2008). This approach contributes to defining concepts, reviewing theories, identifying evidence, and analyzing possible methodological gaps in existing productions (Souza, Silva; Carvalho, 2010).

This methodology was chosen because it allows the identification of evidence, the mapping of trends and the critical analysis of the main results presented in the literature. The focus in question was studies that address the COVID-19 pandemic and its impact on the emergence of new entrepreneurs, considering articles published on the Google Scholar and Capes Journal platforms, in the period from 2020 to 2024.

3.1 DATA COLLECTION, PROCESSING AND ANALYSIS

The present study followed the phases proposed by Souza, Silva and Carvalho (2010), which guided the methodological conduct of the integrative literature review. These steps ensure a systematic and rigorous process, enabling the synthesis of available knowledge. According to the authors mentioned above, this form of review is composed of six phases, namely: elaboration of the guiding question, search in the literature, data collection, analysis of the included studies, discussion of the results and presentation of the review.

The first phase corresponds to the elaboration of the guiding question, considered one of the crucial stages for the development of the study. It is at this moment that the question-problem of the research is defined, in a clear and specific way, outlining the objects of study and the information that is sought to be obtained throughout the investigation. Following the proposed phase, the research question that guided this Integrative Review was formulated: "What is the impact of the COVID-19 pandemic on the increase in the number of new entrepreneurs in Brazil and what factors motivated this growth?"

The second phase consists of searching the literature, a stage directly connected to the previous one. This phase involves prospecting in digital or physical databases, looking for content relevant to the focus of the study. It is imperative to address all the criteria for selecting and excluding the results obtained, ensuring the necessary specification to attest to the reliability and reliability of the research carried out (Souza; Silva; Carvalho, 2010).

In carrying out the literature search, the Google Scholar and CAPES Journals databases were used, prioritizing articles published in Portuguese, in the period from 2020 to 2024, to ensure the updating of the data in relation to the proposed theme.

On Google Scholar, the search was carried out through the advanced search tool. The inclusion criteria were: containing the words "Entrepreneurship" and "COVID-19" in the title; address in the summary the focus on new entrepreneurs or new ventures that emerged during the pandemic; be in Portuguese and be an article published in scientific journals, annals of events or symposia. For this research, the following coordinate was used: *allintitle:* entrepreneurship new OR entrepreneurs OR entrepreneurship "covid 19" 2020-2024, obtaining 90 results, of which 8 articles were selected for meeting the inclusion criteria.

In the CAPES Periodicals database, the coordinate was used: "new entrepreneurs" "covid-19" 2020-2024, obtaining 2 results, both selected according to the defined criteria, namely: addressing in the abstract the focus on new entrepreneurs or new ventures during the pandemic and being in Portuguese.

The third phase is dedicated to data collection, whose main objective is to accurately select all the information necessary for the study. This includes the identification of the subjects involved, the methodology addressed, the size of the sample obtained, the method of analysis employed and the concepts used that served as a basis for the research. s e

In this sense, the subjects involved correspond to the studies analyzed, which represent scientific productions on entrepreneurship in the context of the COVID-19 pandemic. The methodology adopted at this stage followed the design proposed by the integrative review, with defined inclusion and exclusion criteria that ensured the rigor of the selection. The size of the sample obtained was determined after screening the results found in the databases. A total of 92 articles were found, after applying the initial filters in the selected databases. For the final selection, inclusion and exclusion criteria were adopted. In Table 1, it is possible to see the inclusion and exclusion criteria of the articles found.

Table 1*Criteria for selection of Articles*

Inclusion	Exclusion
Works that have in their title the context of the COVID-19 pandemic	Articles that do not deal with Brazilian entrepreneurs
Articles that address the topic of new entrepreneurs in the summary	Summaries that don't explicitly mention a focus on new entrepreneurs
Publications in Portuguese	Works from non-scientific sources or in another language
Availability in scientific journals, conference proceedings or symposia	Duplicate articles

Source: Prepared by the authors, 2025.

Table 2 shows the selected articles, containing information such as the title, the name of the authors, the year of publication, and their source.

Table 2*Selected Articles*

N o.	Article Title	Author(s)	Year	Source
1	Entrepreneurship in the context of covid-19: need, opportunity and solidarity	Cristiane Pereira Guimarães, Quésia Klem Horsts de Oliveira, Matheus de Souza Dimas, Társis De Marcos Corrêa	2022	Pensar acadêmico v. 20 n. 1, p. 93-105.
2	Female entrepreneurship and digital marketing in border territories during the covid-19 pandemic	Jéssica Andrade Fleitas, Dionni Benites, Álvaro Freitas Faustino-Dias, Manoela Morais, Luisa Rhoden Rech	2024	Boletim de Conjuntura, v. 19, n. 55, p. 579–600.
3	Entrepreneurship during the covid-19 pandemic: analysis of the numbers of new microentrepreneurs in the Brazilian market in the period of 2020 and 2021	Jéssica Franciele Rodrigues Azevedo, Leandra Mariana Viana de Souza, Luiz Augusto Dias de Melo, Mara Lopes da Silva, Greyce Lara Pereira	2022	Scientific Journal of Faculdade Quirinópolis, Quirinópolis, 2022, v. 2, n. 12, p. 7-30.
4	The growth of entrepreneurship motivated by the covid-19 pandemic	Cristiane Henrique Batista, Simone Teles da Silva Costa, Dênia Aparecida de Amorim	2024	. Management, Technology and Science Journal (GETEC), 2024, v. 14, p. 77-94
5	Unemployment and entrepreneurship in the Covid-19 pandemic and its effects on Brazilian society	Katia Gobatti Calças, Mitali Daian Alves Maciel, Sebastião Ailton da Rosa Cerqueira-Adão	2022	Revista de Administração da UFSM, v. 15, p. 743–759
6	The Impact of the Covid-19 Pandemic on Entrepreneurship: a study on the perception of Entrepreneurs in the Municipality of Resende - RJ	Amanda Fagundes Soares, Gabriela Fonseca de Moura, Rayla dos Santos Oliveira Dias	2021	Symposium on Excellence in Management and Technology, SEGet 8.
7	Entrepreneurship and the fear of failure: a comparative study supported in the context of the covid-19 pandemic	Alex Ribeiro Maia Baroni, Renata de Sousa da Silva Tolentino	2024	Revista de Administração FACES Journal, v.23, n.4, p. 118-137.

8	Entrepreneurship of opportunities in digital marketing in the context of the covid-19 pandemic	Joice Darc Maranini dos Santos, Ana Carolina Nascimento dos Santos	2021	Conic Semesp, 21st Congress of Scientific Initiation, v. 12, n. 12.
9	Entrepreneurship and Covid-19: Opportunities in the Pandemic	Anderson Lopes Nascimento, Sérgio Castro Gomes.	2020	Methods and Research in Administration, v. 5, n. 2, p. 2-6
10	Trademark registration in the pandemic era: relevance in the face of increased entrepreneurship	Bárbara Giacomazzo de Carvalho	2023	Journal of Entrepreneurship and Management of Micro and Small Enterprises, v. 7, n. 03, p. 18–30

Source: Prepared by the authors, 2025.

After the selection of the articles, the next phase corresponds to the analysis of the included studies. The analysis method used consisted of reading the abstracts and subsequent critical analysis of the selected articles, in order to identify convergences and patterns in the publications. The concepts used were extracted from the included studies, serving as a theoretical basis for understanding the factors that drove the emergence of new entrepreneurs in the context of the pandemic.

The collection in the databases was carried out on May 24, 2025 and 10 articles were selected, 8 from Google Scholar and 2 from CAPES Journals. All articles were read in full and critically analyzed, with the aim of identifying the main factors that drove the emergence of new entrepreneurs in the context of the pandemic.

The analysis of the articles was carried out with the objective of answering the research question. Therefore, we sought to identify convergences and divergences between the selected studies, grouping the main factors highlighted in the analyzed articles.

From this analysis, the results of this work were structured according to the final stages proposed by Souza, Silva and Carvalho (2010). The fifth phase corresponds to the discussion of the results, at which time the studies are analyzed together to answer the research question and identify limitations and suggestions for future work. Finally, the sixth phase refers to the presentation of the integrative review, carried out in a clear and objective manner, allowing the reader to understand and evaluate the results obtained.

4 RESULTS AND DISCUSSION

In this topic, the results of the ten articles chosen in the integrative review were presented. The results sought to respond to the objective of the research, which was: To examine, through a literature review, how the COVID-19 pandemic influenced the emergence of new entrepreneurs in Brazil. Specifically, the objective was to analyze the impact of COVID-

19 on the increase in entrepreneurship in Brazil and the reasons for the creation of new ventures.

The research carried out by Guimarães *et al.* (2022) aimed to explore entrepreneurship in the context of the COVID-19 pandemic, analyzing in particular its link with unemployment, informal work and the Brazilian economic crisis. In this context, the authors point out that a large part of the population saw entrepreneurship as an instant option to obtain income, given the scarcity of government measures.

Guimarães *et al.* (2022) reveals that entrepreneurship out of necessity was in evidence during the pandemic period, since part of the population began to undertake not by identifying opportunities, but by the lack of formal work options. In addition, there was an increase in the formalization of individual microentrepreneurs (MEIs) and the emergence of the so-called solidarity entrepreneurship, characterized by creativity and community collaboration, as a response to the crisis.

Fleitas *et al.* (2024) sought to identify the relationship between women living in border territories and entrepreneurship focused on digital strategies during the period of the COVID-19 pandemic. This is a qualitative research using semi-structured interviews conducted with five entrepreneurs from Ponta Porã (MS), on the border between Brazil and Paraguay. The study highlights that these regions are characterized by very specific economic and social dynamics, influenced by their proximity to neighboring countries and the strong presence of small businesses. As the pandemic progressed, the restrictions mainly affected these small businesses, which were forced to adapt their operations to survive. *Marketing*

In this scenario, digital has emerged as a strategic tool to overcome challenges, build customer loyalty, and discover new opportunities. Fleitas *Marketing et al.* (2024) show that, for these women, digitalization is not only considered as a resource, but also a way to reposition themselves in the market, enabling greater visibility, direct communication with consumers, and expansion of commercial reach. The study demonstrates that the pandemic accelerated the adoption of digital practices, showing that digital innovation was fundamental for both the survival and growth of the businesses analyzed.

Through a literature review and descriptive research using databases of companies of the Federal Government and information from Sebrae, the authors Azevedo *et al.* (2022) aimed to identify and analyze the number of new micro and small companies opened in Brazil in 2020 and 2021, during the most critical period of the pandemic. The study was based on the observation that the pandemic caused profound changes in the economic and social scenario, increasing unemployment and making it difficult for physical businesses to operate.

The results of Azevedo *et al.* (2022) show a strong increase in the number of new companies opened, with more than 3 million in 2020 and more than 2 million in 2021, indicating an intensification of entrepreneurship during the crisis. The study also highlights that much of this growth is related to entrepreneurship out of necessity, motivated by unemployment and the urgent search for alternative sources of income. Additionally, the work highlights that, although the pandemic has imposed difficulties, it has also stimulated entrepreneurial initiatives in different sectors.

Batista, Costa and Amorim (2024) conducted a bibliographic research, with a focus on 2010, with the objective of analyzing how the pandemic boosted the growth of entrepreneurship in Brazil. The authors contextualize that the pandemic has brought accelerated changes in consumption patterns, social interactions, and economic activity. The study reveals that, despite the crisis, entrepreneurship continued to grow, driven mainly by necessity, as many people were forced to take ideas off the paper as an alternative to survival, especially in the face of rising unemployment and falling family income.

The data presented by Batista, Costa and Amorim (2024) indicate that sectors such as *e-commerce*, the pharmaceutical sector, *delivery* services, supermarkets, lunch box trade, beverages, pets, sports consulting, computer items, domestic and construction services stood out as viable alternatives due to the restrictions. The work also highlights that there was business adaptation, digitalization and resilience, indicating that many entrepreneurs took advantage of the circumstances to innovate and reinvent themselves.

In the research by Calça, Maciel and Adão (2022), carried out through quantitative, descriptive research, using the survey method - through the IBGE, GEM and Entrepreneur Portal databases - analyzes the relationship between unemployment and entrepreneurship in Brazil from 2016 to 2021, focusing on the pandemic period. Descriptive and inferential statistical analyses were performed. The results indicate that, during the pandemic, there was a 14% increase in unemployment, a 23% increase in the number of new ventures, and a significant increase in the number of active MEIs. or

Although these data indicate an increase in entrepreneurial activity during this period, Calça, Maciel, and Adão (2022) find that unemployment showed a low correlation with the start of new ventures, suggesting that other factors influenced the decision to undertake more strongly. On the other hand, the study demonstrates a link between the start of new ventures and formalization through MEI's, highlighting that many new entrepreneurs sought formal means to remain active. The study contributes by demonstrating that the Brazilian reality during

the pandemic is complex and cannot be explained only by the direct relationship between unemployment and entrepreneurship.

Soares, Moura, and Dias (2021) examined the impact of the pandemic on entrepreneurs in Resende (RJ), comparing existing businesses with those created during the crisis. The research is qualitative in nature and used semi-structured interviews applied to six participants, organized into two groups: Three entrepreneurs active before the pandemic and three who started entrepreneurship amid the restrictions imposed by the pandemic scenario.

In this environment, small businesses were the most affected, needing to adapt through new sales strategies, intensified use of social networks, and reformulation of processes. Soares, Moura and Dias (2021) highlight that the pandemic boosted the growth of entrepreneurship, especially through the MEI regime, which reached more than 10 million registrations. Among the interviewees who started their businesses during the pandemic, motivation by necessity predominated, mainly due to unemployment and reduced family income. However, cases of identification of opportunities have also emerged, especially related to the increase in demand for digital services, a *delivery*, and essential products.

The work of Baroni and Tolentino (2024) sought to investigate how the fear of failure influenced the intention to undertake in Brazil during the pandemic, using GEM data for the years 2019 and 2020, being a comparative quantitative research, using Spearman's statistical methods of correlation and Analysis of Variance (ANOVA), with the objective of finding relationships between schooling, entrepreneurial knowledge, self-confidence and fear of negative results.

Baroni and Tolentino (2024) contextualize the pandemic period characterized by severe economic instability, increased unemployment, and a social climate of uncertainty, which reinforced the perception of risk among potential entrepreneurs. The authors demonstrate that, despite this unfavorable scenario, many people remained interested in opening new businesses, especially those with higher education and familiarity with entrepreneurial practices. However, the fear of failure intensified in 2020, mainly affecting groups with lower education. The results suggest that more qualified people tend to assume behaviors aligned with entrepreneurship by opportunity, while individuals with lower education and income demonstrate characteristics closer to entrepreneurship by necessity, especially in the face of the economic difficulties caused by the crisis (Baroni; Tolentino, 2024).

Through a qualitative research based on interviews, Santos, Santos and Moraes (2021) analyzed how digital drove the emergence of a silver enterprise during the Covid-19 pandemic, taking as a case study a microenterprise based in Fernandópolis (SP). The interview was

conducted with the owner and an analysis of her documents and institutional strategies was also carried out. The authors emphasized that the pandemic has caused profound changes in consumer behavior, accelerating the expansion of e-commerce. In this scenario, many entrepreneurs have found in digital media a way to promote their products, interact with customers, and maintain their business even amid the restrictions of face-to-face activities.

Marketing Jewelry

Santos, Santos and Moraes (2021) also reveal that the microenterprise analyzed emerged precisely at the height of these transformations, relying on digital marketing practices, particularly the use of social networks, such as *Instagram* and *WhatsApp*. The founder identified a market opportunity, realizing that consumers were looking for affordable products and personalized service through digital channels. Therefore, the analyzed business is mainly characterized as a case of opportunity entrepreneurship, since it arose from the identification of consumer trends and the expansion of *online commerce*.

Nascimento and Gomes (2020) investigated the ways in which Brazilian entrepreneurs identified and used business opportunities during the pandemic, analyzing, in particular, the emergence of new ventures in the digital environment. This qualitative study used a focus group with nine participants, whose reports were examined through Similarity Analysis and Meaning Nucleus. The authors contextualized that the pandemic significantly impacted sectors such as commerce, tourism, and entertainment, leading to the closure of many businesses and a significant drop in the population's income.

At the same time, they observed profound changes in consumption habits, with a strong migration to delivery services, *online shopping* and digital communication. In this scenario, many entrepreneurs have recognized opportunities, especially through the intensive use of social media and the *internet* as their primary advertising and sales channels. The results show that the number of online store openings in Brazil increased dramatically, reaching more than one per minute in the first months of the pandemic. The focus group revealed that the participants were motivated by curiosity, the need to adapt and the gap left by the closure of physical stores (Nascimento; Gomes, 2020).

Carvalho (2022) analyzed the relationship between the growth of entrepreneurship during the COVID-19 pandemic and the significant increase in trademark registrations at the National Institute of Industrial Property (INPI). The study discusses economic and social data from this period, highlighting the increase in unemployment, the drop in family income, and the massive migration of consumers and companies to the digital environment.

The author demonstrates that 2021 was a record year in Brazil in terms of the number of new businesses, with more than four million openings, linked both to the search for alternative forms of survival and the discovery of new needs created by the pandemic. Simultaneously, there was a significant increase in trademark applications, demonstrating the desire of new entrepreneurs to strengthen their business identity and gain market share. The study points out that the growth of entrepreneurship had different motivations, on the one hand, many people resorted to entrepreneurship out of necessity, due to job loss and, on the other hand, sectors linked to *online* commerce and digital media made room for entrepreneurs by opportunity who identified promising niches (Carvalho, 2021).

4.1 MOTIVATIONS TO UNDERTAKE DURING THE COVID-19 PANDEMIC

The studies that made up the literature review highlight several factors that motivated entrepreneurship during the pandemic period. The motivations that were most mentioned were presented in Table 3.

Table 3

Motivations to Undertake in the Pandemic

Motivations for Entrepreneurship during the Pandemic	Number of studies that mentioned motivation
Unemployment and falling income	8 studies cited this factor as a motivation to start entrepreneurship during the pandemic.
Identification of new demands in the market	7 studies cited this factor as a motivation to start entrepreneurship during the pandemic.
Accelerating digitalization and the use of digital <i>Marketing</i>	7 studies cited this factor as a motivation to start entrepreneurship during the pandemic.
Search for formalization through registration as an individual microentrepreneur (MEI)	3 studies cited this factor as motivation to start entrepreneurship during the pandemic.

Source: Prepared by the authors, 2025.

Unemployment and loss of income appear as the main reason that led many people to undertake during the pandemic. Guimarães *et al.* (2022) draw attention to the direct impact of business closures, showing that, given the lack of government support, many people saw entrepreneurship as the most immediate way to survive. Azevedo *et al.* (2022) reinforce this idea by presenting data showing the opening of millions of new businesses in 2020 and 2021, showing that most people resorted to entrepreneurship out of necessity.

The perspective of Batista, Costa and Amorim (2024) follows the same line, pointing out that family income decreased rapidly and that this caused many ideas to be "taken off the paper", more out of urgency than planning. Despite this association, Calça, Maciel, and Adão (2022) bring an interesting counterpoint by showing that, statistically, unemployment and the

creation of new businesses do not have as high a correlation as one might think, suggesting that other elements also influenced this movement.

Even so, in the study by Soares, Moura, and Dias (2021), the interviewees clearly report that they resorted to entrepreneurship after losing their jobs, revealing how this phenomenon manifests itself in practice. Baroni and Tolentino (2024) complement by indicating that groups with less education suffered more from economic insecurity, which increased both the fear of failure and the dependence on entrepreneurship as an alternative income. Nascimento and Gomes (2020) and Carvalho (2022) reinforce that the closure of consolidated sectors and the sharp drop in income stimulated not only the search for new forms of work, but also the search for business models adapted to the new reality.

The pandemic not only brought difficulties, but also promoted the opening of opportunities that were strategically identified and explored by several entrepreneurs. In this sense, Guimarães *et al.* (2022) point out that the crisis generated changes in consumption that created gaps in the market, while Azevedo *et al.* (2022) show that specific sectors grew precisely because they met emerging needs, such as food, essential services, and businesses in delivery format.

Batista, Costa, and Amorim (2024) expand this discussion by bringing concrete examples of areas that have been strengthened, such as information technology, domestic services, and *online commerce*, revealing how some activities have become more viable precisely because they adapt to the context of social isolation. Other studies have helped to understand how this identification of new demands occurred in practice. Fleitas *et al.* (2024), for example, show that women in border regions observed rapid changes in the profile of consumers and adapted their businesses using new strategies to stay active.

Soares, Moura, and Dias (2021) brought reports from entrepreneurs who took advantage of the increased demand for digital services and deliveries, realizing that opportunities existed even in the midst of the crisis. In the same vein, Santos, Santos, and Moraes (2021) analyze a case in which the founder of a microenterprise noticed a greater demand for affordable products and personalized service, creating a business that was born fully aligned with new consumer expectations.

Finally, Nascimento and Gomes (2020) show that many entrepreneurs identified opportunities precisely because of the adaptation of consumers to the digital environment, revealing a scenario where demands changed quickly and, those who realized this first, were able to position themselves better.

It is a fact that the digitalization of business has been accelerated by the pandemic. Guimarães *et al.* (2022) highlight that the digital environment became practically mandatory for those who wanted to maintain some form of income. Azevedo *et al.* (2022) reinforce this by pointing out that many new businesses have emerged already structured to operate entirely *online*.

Fleitas *et al.* (2024) revealed how digital marketing has consolidated itself as a survival tool among frontier entrepreneurs, making it essential for communication, loyalty, and repositioning in the market. This movement also appears strongly in qualitative studies. Soares, Moura, and Dias (2021) reported that entrepreneurs used social networks as their main sales channel, demonstrating a quick adaptation to the new scenario. Santos, Santos, and Moraes (2021) analyzed the case of a company that was born within these practices, using *Instagram* and *WhatsApp* to create a close and personalized service.

Nascimento and Gomes (2020) reinforce that many businesses have come to exist only in the digital environment, driven by the growth of *e-commerce* and the change in consumer behavior. Carvalho (2022) complements by showing that, along with this digitalization, trademark registration increased, indicating that new entrepreneurs wanted to consolidate their presence in the *online* environment and compete more strategically.

Formalization through the MEI appears as an important path for some entrepreneurs. Guimarães *et al.* (2022) point out that regularization was a way to ensure some security and legitimacy for businesses that emerged in an improvised way. Calça, Maciel and Adão (2022) reinforced that formalization grew, especially among those who had already started some type of informal activity and sought to stabilize their situation in the market.

Soares, Moura, and Dias (2021) highlighted that the number of MEI's exceeded the 10 million mark, showing that registration became an option for many workers who sought to better structure their businesses and access basic rights.

5 FINAL CONSIDERATIONS

Based on the ten articles analyzed in the integrative review carried out, it is possible to say that the COVID-19 pandemic had an impact on the entrepreneurial scenario in Brazil. Importantly, this is a statement based on the 10 selected studies. In addition, it was observed in the studies that the pandemic ended up boosting new enterprises, especially those created out of necessity, due to the increase in unemployment and the reduction in family income. At the same time, the pandemic period also provided the emergence of new opportunities, especially in the digital environment, which has consolidated itself as an essential strategic element for the creation, adaptation, and continuity of business models.

The studies analyzed during the work showed that many Brazilians began to see entrepreneurship as an alternative to ensure their livelihood. Others had the ability to identify demands/gaps in the market, managing to innovate, even with the uncertainties of the moment. The acceleration of digitalization, the more intense use of digital and the greater search for formalization through the MEI, are examples of how entrepreneurs needed to reinvent themselves to continue operating and remain active in the market. *Marketing*

The present work has a current and specific theme, which ended up limiting the selection process of the studies that would compose the basis of articles for the integrative bibliographic review. Thus, the greatest difficulty encountered during the work was to build a theoretical framework that makes it possible to develop the research in a complete way, achieving the general objective and the specific objectives previously established. As a suggestion for future studies on the subject, the analysis of the health of these enterprises and what is their permanence rate in the current scenario. sse It is indicated

Finally, it is concluded that the pandemic, despite bringing challenges, also opened space for reinventions, being new ways to generate income and promote development. In this scenario, entrepreneurship stood out as a viable, resilient, and fundamental alternative for many Brazilians to rewrite their trajectories and adapt to a challenging reality.

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