

## Research Article

## Entrepreneurial behavior and strategy: A systematic literature review

Claudia Maria da Silva Bezerra<sup>a\*</sup> , Heidy Rodriguez Ramos<sup>a</sup> , Eloisa Elena Ramos Dias Shinohara<sup>a</sup> ,  
and Vânia Maria Jorge Nassif<sup>a</sup> 

<sup>a</sup> Universidade Nove de Julho (UNINOVE), São Paulo, SP, Brazil



### Editorial Details

Double-blind review System


#### Article History

Received : Jun. 21, 2021  
Reviewed : Jan. 04, 2023  
Accepted : Jan. 18, 2023  
Available online : Jun. 15, 2023

JEL classification: L26

Article ID: 2396

#### Editor-in-Chief<sup>1</sup> or Adjunct<sup>2</sup>:

<sup>1</sup> Dr. Edmundo Inácio Júnior   
Universidade Estadual de Campinas, UNICAMP

#### Associate Editor:

Dr. Jefferson Lopes La Falce   
Universidade FUMEC

#### Executive<sup>1</sup> or Assistant<sup>2</sup> Editor:

<sup>1</sup> M. Eng. Patrícia Trindade de Araújo

#### Translation / Proofreading:

Angela Maria Ferreira de Freitas

#### Funding:

CAPES, #001; CNPq, #PQ-2

#### How to cite:

Bezerra, C. M. da S., Ramos, H. R., Shinohara, E. E. R. D., & Nassif, V. M. J. (2023). Entrepreneurial behavior and strategy: A systematic literature review. *REGEPE Entrepreneurship and Small Business Journal*, 12(2), e2396. <https://doi.org/10.14211/regepe.esbj.e2396>

#### Related item (isTranslationOf):

<https://doi.org/10.14211/regepe.esbj.e2139>



#### \*Corresponding author:

Claudia Maria da Silva Bezerra  
[claudiamsbezerra@gmail.com](mailto:claudiamsbezerra@gmail.com)

### Abstract

**Study objective:** identify the gaps and theoretical axes of international scientific production related to the Entrepreneurial Behavior (EB) of the individual business owner as well as the strategies adopted, in different contexts, in addition to providing insights for future research. **Methodology/approach:** descriptive and qualitative study, based on a systematic review of 56 articles collected in June/2021 in the Scopus and Web of Science databases, with the support of the StArt tool, and the content analysis with aided by the Atlas.ti software. **Main results:** consolidation of the methodological profile of the studies and the topics addressed, identifying that both the EB and the strategy have fragmented definitions, even after numerous research. There is a positive relationship between EB and strategy, and the EB influences decision making and contributes to raising organizational performance. The success of an enterprise can therefore be determined by the ability and speed to respond effectively to changes in context. **Theoretical/methodological contributions:** advancement of research in the fields of entrepreneurship and strategy, with the identification of EB categories and strategies adopted (especially with regard to the understanding of EB and its influence on strategy), and consolidation and recommendation of a future research agenda. **Relevance/originality:** the theoretical articulation between entrepreneurship and strategy focuses on the EB, in the search for opportunities and competitive advantage, which are indispensable for business growth. **Social/management contributions:** contribute with managers and entrepreneurs in the identification of behavioral issues and strategic choices adopted in the most diverse contexts, including the sustainable development of organizations.

**Keywords:** Entrepreneur. Entrepreneurial behavior. Strategy. Systematic review of literature. Decision making.

## Comportamento empreendedor e estratégia: Uma revisão sistemática da literatura

### Resumo

**Objetivo do estudo:** identificar as lacunas e os eixos teóricos da produção científica internacional relacionados ao Comportamento Empreendedor (CE) do indivíduo proprietário de empresa, bem como as estratégias adotadas em diferentes contextos, além de fornecer insights para pesquisas futuras. **Metodologia/abordagem:** estudo descritivo e qualitativo, a partir da revisão sistemática de 56 artigos, coletados em junho de 2021, das bases Scopus e Web of Science, com o apoio da ferramenta StArt; e análise de conteúdo, com auxílio do software Atlas.ti. **Principais resultados:** consolidação do perfil metodológico dos estudos e dos temas abordados, identificando que tanto o CE quanto a estratégia possuem definições fragmentadas, mesmo após inúmeras pesquisas. Há relação positiva entre o CE e a estratégia, sendo que o CE influencia a tomada de decisão e contribui para elevar o desempenho organizacional. O sucesso de um empreendimento pode ser, portanto, determinado pela capacidade e velocidade em responder eficazmente às mudanças de contexto. **Contribuições teórico/metodológicas:** avanço da pesquisa nos campos de empreendedorismo e estratégia, com a identificação das categorias de CE e das estratégias adotadas (especialmente no que tange à compreensão do CE e de sua influência na estratégia); e consolidação e recomendação de agenda futura de pesquisas. **Relevância/originalidade:** a articulação teórica entre empreendedorismo e estratégia se concentra no CE, na busca de oportunidades e de vantagem competitiva, que são indispensáveis ao crescimento dos negócios. **Contribuições sociais/para a gestão:** contribuir com gestores e empreendedores na identificação de questões comportamentais e de escolhas estratégicas, adotadas nos mais diversos contextos, incluindo o desenvolvimento sustentável das organizações.

**Palavras-chave:** Empreendedor. Comportamento empreendedor. Estratégia. Revisão sistemática da literatura. Tomada de decisão.

## INTRODUCTION

Management conduct theories are increasingly focused on understanding how decision makers catalog the universe of possible solutions and then select the ideal one (Hitt et al., 2019; Titus & Adiza, 2019). An analogous process has developed in the area of entrepreneurship, involving debates about how entrepreneurs develop cognitions, goals and behaviors aimed at creating or identifying opportunities and resources to exploit them (Alvarez & Barney, 2007; Anderson et al., 2019; Kuratko et al., 1997; Rascão, 2020; Sarasvathy, 2004; Wood & McKinley, 2010).

Few constructs in the history of managerial thinking have received as much attention in academia as Entrepreneurial Behavior (EB) (Gruber & MacMillan, 2017), with research that seeks to characterize it, differentiating it from the behavior of other actors in the business world, as technical managers and/or managers of established organizations (Busenitz & Barney, 1997; Gruber et al., 2015; Pathak & Goltz, 2021).

In this context, there are publications that: (1) bring important initial evidence of how the EC is linked to actions and decisions in the creation of new organizations (Anderson et al., 2019; Fauchart & Gruber, 2011; Powell & Baker, 2017; Wry & York, 2017); (2) try to explain how the behavioral characteristics of entrepreneurs can relate to risk assessment, opportunity identification, innovation initiative (Hammerschmidt et al., 2021; Schumpeter, 1934; Zollo et al., 2021), and need for achievement (Garcia-Rodriguez et al., 2015; McClelland, 1961, 1979, 1987); (3) focus on understanding the entrepreneurial individual and their behaviors, focusing on the motivation to start new ventures, the ability to identify opportunities, take risks (Bird et al., 2012; Kirkley, 2016; Markowska, 2018; McClelland, 1987; Pathak & Goltz, 2021), and outline strategies (Anderson et al., 2019; Zollo et al., 2021).

One of the main objectives of the strategy is to improve the performance of organizations by obtaining competitive advantages (Hitt et al., 2001, 2019; Rascão, 2020; Titus & Adiza, 2019). Because of this, understanding how strategies are built to achieve and sustain these advantages is fundamental in an organizational environment, both in new businesses (startups) and in established companies (Hitt et al., 2001, 2009; Ott & Eisenhardt, 2020).

For Quinn (1980), the strategy encompasses pattern, plans, objectives, goals, sequence of actions, allocation of resources and ability to act with the unpredictable. Mintzberg and Waters (1985) and Mintzberg et al. (2010) dedicated themselves to identifying different types of strategies, classifying them as deliberate (characterized by the formalization of outlined plans) and emergent (related to actions and processes that include daily activities and decisions, without the prior intention of the executor).

There are other fragmented definitions of strategy, which make the construct transit through different nomenclatures, such as strategic planning (Hambrick, 1981; Ketokivi & Castañer, 2004; Mintzberg, 1994), strategic thinking (Goldman, 2012; Mintzberg, 1994; Sloan, 2013), strategic management (Hitt et al., 2001, 2019; Porter, 1997; Sambamurthy et al., 2003), and strategic leadership (Goffee & Jones, 2000; Hitt & Duane, 2002; Hitt et al., 2019). In this research, the articles analyzed were categorized according to these four nomenclatures.

According to Mintzberg et al. (2010), the entrepreneur develops the mental representation of the strategy, the environment being the field in which he directs and manages the organization. This relationship between entrepreneurship and strategic management has been independently studied over the last few decades (Amalia et al., 2020; Covin & Slevin, 1990; Dogan, 2015; Hitt et al., 2001; Ireland et al., 2001; Kyrgidou & Hughes, 2010; Lumpkin & Dess, 1996; Mintzberg, 1973; Mintzberg et al., 2010; Rascão, 2020), without, however, identifying or listing the types of EB of individual business owners, the formulated strategies and their contexts (Amalia et al., 2020; Pathak & Goltz, 2021; Rascão, 2020).

In organizational literature, the current prominence of studies on the EB and its connection with strategy (Alvarez & Barney, 2007; McCarthy, 2003; Rascão, 2020), as well as the Systematic Literature Reviews (SLR), try to establish the relationship between entrepreneurship and strategy (Herrera et al., 2020; Markowska, 2018; Pathak & Goltz, 2021), and this is, therefore, the right moment to reflect on the subject (Gruber & MacMillan, 2017; Rascão, 2020).

Given the scenario presented, with the aim of identifying the main gaps and theoretical axes of international scientific production related to the EB of the individual business owner, as well as the most relevant strategies adopted in different contexts, in addition to providing insights for future research, this study intends to answer the following research question: How has the international scientific production related Entrepreneurial Behavior (EB) and the main strategies adopted in different contexts?

To this end, with regard to the EB, the owners of companies (individuals or teams) who performed, in a concrete way, actions (tasks or activities), such as those categorized by McClelland (1987), and classified by Bird et al. (2012), considering three factors: personal attributes, motivation and emotion, and proximal causes. And, as a definition of strategy, this study adopted the one formulated by Quinn (1980), which establishes plans, objectives, goals, actions, allocation of resources and capacity to act with the unpredictable.

Based on these concepts, the classification of the types of EB identified in the analyzed studies was carried out, relating them to the types of strategies adopted. Based on the results that emerged from the literature, studies were inductively categorized into the four main strategy nomenclatures: strategic planning, strategic thinking, strategic management and strategic leadership.

This research was based on an SLR with the contribution of 56 articles, whose bibliography was analyzed and synthesized in a multidimensional structure, composed of the factors and characteristics that determine the EB (Bird et al., 2012; Kirkley, 2016; Krueger et al., 2000; McClelland, 1987; Mourão & Locatelli, 2020), and the strategies adopted, which can be used as a basis for further studies.

The main result found points out that, from the perspective of the individual owner of a company, the EB has a positive influence on the strategy and, in most of the studies carried out, it can be considered a predictor of organizational performance. It is also driven by entrepreneurs' motivations, emotions and cognitions, which influence their strategic decisions. The success of an enterprise can also be determined by the entrepreneur's ability and speed to respond effectively to context changes, notably an important element for the study of EB.

Therefore, this research contributes: (a) to the advancement of academic research on entrepreneurship, identifying gaps in the relationship between EB and strategy; and (b) with managers and entrepreneurs in identifying the main strategies adopted in the most diverse contexts.

## THEORETICAL REFERENCE

In this section, the theoretical foundation that supported this investigation will be presented, highlighting the concepts of entrepreneurial behavior and strategy, as well as the relationship between the two constructs.

### Entrepreneurial behavior (EB)

Some studies on entrepreneurship focus on understanding the individual entrepreneur, the motivation to start new ventures, identify opportunities and take risks, in addition to understanding

entrepreneurial activity in certain groups (Anderson et al., 2019; Bird et al., 2012; Kirzner, 1979; McClelland, 1965, 1987; Mourão & Locatelli, 2020; Pidduck et al., 2023).

The entrepreneurial individual has been identified as an active element in the development and creation of new ventures, thus being a fundamental part of the process (Alvarez & Barney, 2007; Bird et al., 2012). Thus, it is reasonable that at least some of the aspects that guide their role in this process should be studied, including behavior.

Entrepreneurial behavior (EB) plays a prominent role in the creation of new ventures and, therefore, should be analyzed in the search for fundamental answers for understanding entrepreneurship (Baron, 2007; Mourão & Locatelli, 2020; Santos et al., 2021). However, the EB still has fragmented definitions (Bird et al., 2012), making it difficult to understand what encourages individuals to become entrepreneurs (Baron, 2007; Gartner & Carter, 2005; Kirkley, 2016; Santos et al., 2021).

For Kirkley (2016), entrepreneurship is a kind of self-determined behavior, which enables the individual to express and satisfy different primary needs. To this end, four unique values are critical to the EB's motivation – independence, creativity, ambition and daring, with the meaning that is attributed to each one of them congruent with that conferred by Krueger (2007), who highlights self-determinism, self-efficacy and identity of entrepreneurial individuals. According to Krueger et al. (2000), deep beliefs (values) support decision-making and the subsequent EB can be explained by individual (personality) and situational (context) variables, which, in turn, influence the EB's key attitudes and motivations.

Some authors point out that the academic interest in EB has been focused on exploring opportunities and creating, developing and growing new ventures, focusing on the concrete actions of entrepreneurial individuals (Bird et al., 2012; Kuratko et al., 2021; Shane & Venkataraman, 2000). Thus, EB can be explained based on three factors: (1) personal attributes – traits, knowledge, skills, talents, cognition (such as perceptions, thoughts, mental models and scripts); (2) motivation and emotion – independence, creativity, ambition, daring, self-efficacy, self-determinism and identity and; (3) proximal causes centered on the individual and on the results of the enterprise – existence, sales, product launches, survival and growth. Thus, EB research aims to explain, predict, and control (shape and change) individual and team behavior.

According to McClelland (1987), some characteristics of entrepreneurial individuals are innate, while others can be learned. He grouped them, then, into three categories – accomplishments, planning and power, characterizing each one from the EB in the face of adversities experienced by individuals on a daily basis (Cooley, 1990; McClelland, 1987; Mourão & Locatelli, 2020).

In the achievements category, EB characteristics include: (a) opportunity-seeking and initiative (the entrepreneur identifies new business opportunities and takes advantage of them); (b) risk-taking (the entrepreneur deliberately analyzes and weighs risks, taking measures to reduce them or control their results); (c) search for quality and efficiency (ways of acting in order to meet or exceed the expected standards of excellence); (d) persistence (repeatedly acting to overcome an obstacle or face a challenge); and (e) commitment (the entrepreneur personally assumes responsibility for fundamental performance to achieve established goals and objectives (Cooley, 1990; Kruger & Ramos, 2020; McClelland, 1987; Mourão & Locatelli, 2020).

In the planning category, there are: (a) search for information (the entrepreneur engages in obtaining fundamental information for his activity); (b) goal setting (he sets clear, specific and long-term goals, as well as stipulates and constantly reviews short-term goals, noting financial performance and other objectives, such as socio-environmental sustainability; and (c) plans and monitors systematically plans to segment large tasks into subtasks

(frequently reviews the plans, evaluating the results obtained and the circumstantial changes that occurred, in addition to keeping records for decision-making (Cooley, 1990; McClelland, 1987; Mourão & Locatelli, 2020).

The power category involves EB characteristics related to the influence the entrepreneur has on others, such as: (a) networking and persuasion (the entrepreneur uses strategies to influence or persuade others and has key collaborators to assist him in achieving his goals; and (b) independence and self-confidence (he seeks autonomy from the norms and controls of others, and has confidence in his own ability to perform complex activities and tasks or overcome challenges (Cooley, 1990; McClelland, 1987; Michelin et al., 2022; Mourão & Locatelli, 2020).

The characteristics that influence the EB interfere with how the strategy will be elaborated and executed (Calabrese & Costa, 2015). The theoretical articulation between entrepreneurship and strategy focuses on the EB and concrete actions, in the search for new opportunities and competitive advantage (Amalia et al., 2020; Anderson et al., 2019; Dogan, 2015; Ireland et al., 2009).

## Strategy

Due to intense global competition, organizations, regardless of size or age, are forced to establish more entrepreneurial strategies so that they can, in this globalized scenario, achieve and sustain competitive advantage (Asmussen et al., 2019; Hitt et al., 2019; Rascão, 2020).

There have been several efforts to conceptualize and define strat: Drucker (1954, 2007) sees it as an analysis of the context, which allows for change when necessary, using current and future resources; Quinn (1980) treats it as a way of establishing a pattern, plans, objectives, goals, sequence of actions, allocation of resources and capacity to act in the face of the unpredictable; and Porter (1980) considers it competitive, which requires the use of defensive and offensive actions, thereby establishing a defensible position, capable of successfully facing competitive forces and obtaining a greater return on investment.

Other authors, in addition to conceptualizing and defining strategy, add relevant aspects to it, such as Ansoff and McDonnell (1988), who consider it a rule for decision-making. Thus, strategic management comprises three main elements: the formulation of the strategy, the structuring of the organization's competences and the management of discontinued changes.

Eisenhardt (1999), for example, understands the strategic process as a quick set of movements, based on collective intuition and conflict resolution to improve thinking and maintain a disciplined pace of decision-making. In this way, the definition of strategy is conditioned to the answer to two questions: "where do you want to go?" (choice of an attractive market and a differentiated strategic positioning); and "how do you want to get there?" (which actions will be carried out later).

Still in this sense, Mintzberg and Waters (1985) and Mintzberg et al. (2010) identified different types of strategies, according to the focus, direction and control of each one. Thus, they can be classified as: (a) deliberate, as they result from prior formal strategic planning, created by top management, which makes them rigid and focused on control; and (b) emerging, which arise due to circumstances, focusing on collective actions and consonant behavior, with an emphasis on learning (Games et al., 2020; Mintzberg et al., 2010; Mintzberg & Waters, 1985).

In the literature, there are also four main nomenclatures associated with strategy: (1) strategic planning – the organization's management establishes and formalizes systems and procedures focused on decision-making (Hambrick, 1981; Ketokivi & Castañer, 2004; Mintzberg, 1994); (2) strategic thinking – cognitive ability that can be taught, as it is an intuitive, creative, innovative

process that encourages all levels of the organization (Goldman, 2012; Mintzberg, 1994; Sloan, 2013); (3) strategic management – characterized by the requirement for decision-making among strategic moves to develop and sustain competitive advantage in a disruptive environment (Hitt et al., 2001, 2019; Porter, 1997; Sambamurthy et al., 2003); and (4) strategic leadership – an approach that establishes an innovative environment conducive to driving organizational, human, social and structural capabilities (Goffee & Jones, 2000; Hitt & Duane, 2002; Rahman et al., 2018).

### The relationship between EB and strategy

In approaching the strategic management of entrepreneurs in the creation, development and maintenance of their enterprises, one of the main points discussed is their cohesive planning and deliberate prescription (Ketchen & Craighead, 2020; Rascão, 2020). It is noted, therefore, the need to consider other likely strategic approaches, involving the entrepreneur's action in a non-linear and non-deterministic view (Mintzberg & Waters, 1985; Wolf & Floyd, 2017).

For Autio and Acs (2010), strategic entrepreneurial behavior cannot be understood without analyzing the context in which it occurs, capable of driving some individuals to allocate efforts in search of growth; and to act systematically, changing strategies to face challenges and overcome obstacles, even if, for that, some personal sacrifice is necessary (Anderson et al., 2019; Autio & Acs, 2010; Carreira et al., 2015).

In this same context, Mintzberg (1973) introduced the notion of business strategy elaboration; Covin and Slevin (1990) presented the concept of entrepreneurial strategic posture in organizations; Lumpkin and Dess (1996) extended the concept of entrepreneurship, through the introduction of entrepreneurial orientation, as a function of organizations getting involved with innovations, admitting risks and proactive strategies; and Ireland et al. (2001), who expanded this concept to add strategic management to the favorable scenario for entrepreneurial actions.

Still in this sense, Rascão (2020) focused his research on the intersection between entrepreneurship and strategic management in small and medium-sized enterprises (SMEs) and startups, due to the central role of the entrepreneur in the strategic management process, and his important link with the business plan.

Authors such as Ketchen and Craighead (2020), in turn, included supply chain management at the intersection between entrepreneurship and strategic management, driven by the COVID-19 pandemic, in order to understand organizational success and failure in this scenario, and to guide managers, especially in times of adversity.

The entrepreneurial aspect contributes to the ability of companies to identify new opportunities, while the strategic perspective allows isolating and exploiting those most likely to obtain sustainable competitive advantage and subsequent means to form advantage (Anderson et al., 2019; Prado et al., 2020). Practice occurs both in the strategy formulation process and in its implementation, according to the expected result (Hitt et al., 2001, 2019).

For Mintzberg and Westley (2001), strategy formulation is an interactive learning process, as the strategist develops the strategy in his mind and organizes its application and acceptance in the organization. This denotes its importance as an articulator of the other elements of the organization, considering that the development of a strategy depends on numerous factors (culture, beliefs and value judgment) and conditions (context, availability of resources, adversities and opportunities) that they alternate and change over time (Anderson et al., 2019; Mintzberg et al., 2010; Mintzberg & Waters, 1985; Wolf & Floyd, 2017).

Krueger et al. (2000) and Bird et al. (2012), in the same context, suggest that deep beliefs (values), individual (personality) and situational (context) variables greatly influence the key attitudes and motivations of the EB.

## METHOD

Systematic Literature Review (SLR) is an important method in management research, especially to address the diversity of knowledge in a specific academic area (Tranfield et al., 2003), such as entrepreneurship (Kraus et al., 2020).

This method is focused on a set of questions to guide the work and define the main areas of study, defining the data extraction strategies and the inclusion and exclusion criteria of the works (Kitchenham & Charters, 2007).

The protocol applied in this work is based on the recommendations of Kitchenham and Charters (2007), Kraus et al. (2020) and Tranfield et al. (2003) to ensure that SLR minimizes researcher bias, with some adaptations to the specific context and needs of the study.

### Article search and selection strategy

The elaboration of the SLR involved some fundamental steps: after identifying the research gap, defining the objectives and the research question, the research protocol was chosen (Table 1), which is a fundamental item to guarantee rigor, transparency and the replicability of the method (Kraus et al., 2020; Machado et al., 2020).

In the analysis, only articles published in peer-reviewed and freely available journals were included, through access to the Federated Academic Community (CAFe) and the agreement between Universities and the Coordination for the Improvement of Higher Education Personnel (CAPES).

The research was carried out in the Web of Science and Scopus databases, which are considered valuable sources, as they mainly concentrate journal publications with a relevant impact factor for the areas of Applied Social Sciences and, specifically, for the field of studies in entrepreneurship (Kraus et al., 2020).

The search performed did not include a specific period, obtaining 272 studies, reduced to 182, after applying some filters (Table 1) to compose the sample.

**Table 1**

#### Research protocol

Research Protocol	Description
Data base	Web of Science and Scopus
Publication type	Peer-reviewed articles
Language	English
Period	Any year of publication
Areas	Applied Social Sciences, Business, Management, Decision
Search fields	Title, abstract and keywords
Search terms	"Entrepr* Behav*" AND Entrepreneur AND Strateg*
Inclusion criteria	Only articles and reviews published in journals; that address the individual business owner's EC and strategy; entrepreneurial orientation and intention as sub-dimensions of entrepreneurial behavior.
Exclusion criteria	Intrapreneurship, entrepreneurial orientation and entrepreneurial intention distinct from EC; non-accessible items; published in academic events; editorials; books or book chapters.

Note: Prepared by the authors (2023).

In the second stage, the selected articles formed the object of the SLR, with the purpose of identifying, evaluating and interpreting the available research related to the topic in question (Kitchenham & Charters, 2007), that is, the relationship between EB and strategy. To support this selection process, the “State of the Art through Systematic Review” (StArt) tool was used as a facilitator of the SLR.

With the help of StArt, among the 182 articles selected in the Scopus and Web of Science databases, 39 duplicate articles were identified and excluded from the sample, leaving 143 articles. Through a preliminary analysis of the title, abstract and keywords, it was found that 55 articles were not in accordance with the scope of this study, as they did not contain the concepts of EB and strategy, and were therefore excluded. Thus, 88 articles met this inclusion criterion and were incorporated into the review.

Fully analyzed and classified by two researchers, based on each of the pre-established criteria in the protocol (Table 1), the articles showed little divergence. To provide a tie-breaking opinion, a third researcher was called, thus remaining the studies in which at least two researchers agreed (Nassif et al., 2010). In this way, it was ensured that the triangulation of researchers obtained a greater number of views about the articles analyzed (Flick, 2020).

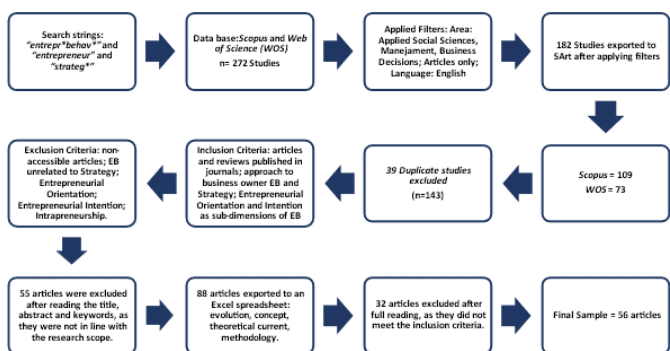
After the in-depth analysis stage, 32 publications did not meet the adopted inclusion criteria – only peer-reviewed articles that address the EB of the individual business owner, strategies and Entrepreneurial Orientation and Intention as sub-dimensions of the EB. Thus, as a final sample for this study, 56 publications remained.

Following the recommendations of Tranfield et al. (2003), a summary was developed for each of these 56 articles, with entry in a data extraction table built in Excel, in order to identify the evolution of concepts and theoretical currents used to define EC and strategy. Figure 1 shows the methodological procedures adopted in the SLR.

The Atlas.ti software was then used to integrate the surveys and identify the pre-established categories, according to the SLR of each of the articles analyzed (Woods et al., 2016). The codes and subcodes related to each of the EB categories and strategies were defined, a priori, based on references in the literature (Table 2).

Figure 1

Methodological procedures of the systematic review of the literature



Note: Prepared by the authors (2023).

Thus, it was possible to establish, in the articles analyzed, the relationships with the categories formed throughout the SLR and, from this, it was possible to perform the inductive analysis of the content of the studies (Woods et al., 2016).

Through the Excel spreadsheet, methods, techniques and approaches used in the SLR component studies were identified and checked with the help of Atlas.ti. It is expected, therefore, to

contribute to the improvement and epistemological expansion of the EB phenomenon, especially in the context of organizational strategy.

Table 2

Codes used in Atlas.ti

Category	Code	Subcode
Entrepreneurial Behavior	Motivations and emotions	Need for achievement, autonomy, risk-taking and self-efficacy (Bird et al., 2012).
	Personal attributes	Traits, knowledge, talents, abilities, cognition, proactivity, innovativeness and creativity (Bird et al., 2012).
	Outcome-centered proximal causes	Existence, survival, growth, sales, product launches and external factors (Bird et al., 2012).
Strategy	Strategic planning	Organization direction: greater interaction with the environment, establishes and formalizes systems and procedures focused on decision-making (Hambrick, 1981; Ketokivi & Castañer, 2004; Mintzberg, 1994).
	Strategic thinking	Cognitive ability that can be learned; it is a dynamic, continuous, interactive, intuitive, creative, innovative process that encourages all levels of the organization (Goldman, 2012; Mintzberg, 1994; Sloan, 2013).
	Strategic management	Decision-making methods, practices, and styles among the various strategic moves to develop and sustain competitive advantage in a disruptive environment (Hitt et al., 2001, 2019; Porter, 1997; Sambamurthy et al., 2003).
	Strategic leadership	Innovative environment conducive to driving organizational, human, social and structural capabilities (Goffee & Jones, 2000; Hitt & Duane, 2002; Rahman et al., 2018).

Note: Prepared by the authors (2023).

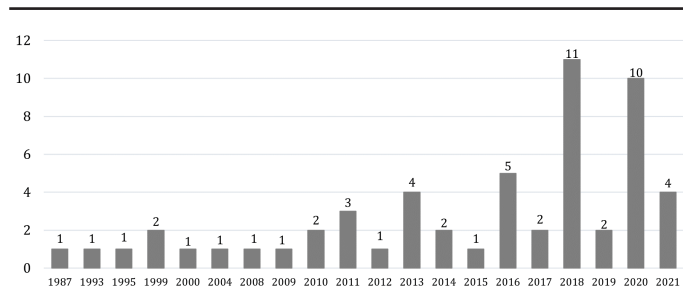
STRUCTURAL RESULTS OF THE LITERATURE REVIEW AND DISCUSSION OF THE RESULTS

According to this research, the first study that related the EB to the strategy was published in 1987, with an increasing number of works with this theme starting in 2016, with peaks of publications in 2018 and 2020.

As the collection in the databases was carried out in June 2021, that year was not fully contemplated in the research. Figure 2 evidencia a evolução das publicações dos 56 artigos selecionados e analisados em profundidade com o auxílio da ferramenta Start.

Figure 2

Chart of publications related to the EB and the strategy



Note: Prepared by the authors (2023).





**Table 5***Theories covered*

Theories covered		Identified studies		
Name	Main authors	n	References	Subject
Theory of Planned Behavior	Ajzen (1991).	6	Garcia-Rodriguez et al. (2015), Gundry et al. (2014), Herron and Robinson (1993), Krueger et al. (2000), Quintillán and Pena-Legazkue (2019), Wójcik and Ciszewska-Mlinaric (2020).	Internationalization, values and culture, family influence, entrepreneurial orientation and intention.
Knowledge Management Theories (KM)	Acs et al. (2009), Audretsch et al. (2006), Audretsch and Kelibach (2007, 2008), Kolb (1984), March (1996), Nonaka and Peltokorpi (2006), Qian et al. (2013), Zahra (1991).	5	Ahadi and Kasraie (2020), Capello and Lenzi (2016), Crammond et al. (2018), Ekanem (2019), Hongwei and Ruef (2004).	Knowledge management, SMEs, internationalization and global competition, strategic risk tolerance, regional development.
Motivation Theory and Need for Achievement	MacInnis and Jaworski (1989), McClelland (1961, 1965).	4	Aramand (2013), Garcia-Rodriguez et al. (2015), Mourão and Locatelli (2020), Pathak and Goltz (2021).	Female entrepreneurship, sustainability, emotional intelligence, values and culture.
Theories of Female Entrepreneurship		4	Ahmad (2011), Huq et al. (2020), Mucha (2020), Olsson and Bernhard (2021).	Digitization, SMEs, COVID-19, cultural attributes and values, motivations
Social Feminist Theory (SFT)	Calás et al. (2009), Fischer et al. (1993).			
Female Entrepreneurship	Lerner et al. (1997).			
Internationalization Theories	Coviello and Munro (1995), Johanson and Vahlne (1977), Knight and Cavusgil (2004), Kuivalainen et al. (2012), McDougall et al. (1994).	3	Cortellazzo et al. (2020), Ekanem (2019), Freeman et al. (2013).	Internationalization and global competition; SME.
Institutional Theory	Bruton et al. (2010), Ervin et al. (2013), Hoskisson et al. (2000), Jennings et al. (2013).	3	Muhammad et al. (2016), Munoz (2018), Thompson (2018).	Sustainability, legitimacy and conflict.
Self-efficacy Theory	Bandura (1989, 1993, 1994).	3	Aramand (2013), Mathews (2008), Seikkula-Leino and Salomaa (2020).	Entrepreneurial education, new business performance, female entrepreneurship.
Effectuation and Causation Theory	Sarasvathy (2001).	3	Eyana et al. (2018), Futterer et al. (2018), Hmieleski et al. (2013).	Business model innovation, performance and improvisation.
Teoria da Contingência	Fiedler (1972).			
Entrepreneurial Guidance Theory	Covin and Slevin (1989), Lumpkin and Dess (1996), Wiklund and Shepherd (2005).	2	Cortellazzo et al. (2020), Hammerschmidt et al. (2021).	COVID-19, internationalization of SMEs.
Resource-based theory	Barney (1991, 2001).	2	Muldoon et al. (2018), Wright (2011).	Productive and unproductive entrepreneurship, startup.
Other Theories of Entrepreneurship		5*	Anosike (2018), Branicki et al. (2018), De Rosa and McElwee (2015), Ekanem (2019), Van der Veen and Wakkee (2009).	Learning, resilience, SMEs, conflict, rural development and digitization.
Bricolage	Levi-Strauss (1962).			
Multilevel Resilience	Lengnick-Hall et al. (2011), Van der Vegt et al. (2015).		*(one theory in each study)	
Entrepreneurship Education	Gibb (1993).			
Entrepreneur Alert	Kirzner (1999).			
Entrepreneurship	Kirzner (1999), Shane and Venkataraman (2000).			
Classic Pull and Push Migration Theory	Amit and Muller (1995).	1	Gonzalez-Gonzalez et al. (2011).	Female entrepreneurship.
Teoria da Identidade Social Identity Theory (SIT)	Tajfel et al. (1979).			
Human Capital Theory	Dimov (2017), González-Pernía et al. (2015).	1	Quintillán and Pena-Legazkue (2019).	Emotional intelligence.
Bounded Rationality Theory	Cherniss (2000).			
High Rank Theory	Hambrick and Mason (1984).	1	Moruku (2013).	Entrepreneurial orientation and behavior.
Different Economic Theories		4*	Autio and Acs (2010), Kourtit and Nijkamp (2012), Mandysová (2018), Sandberg and Hofer (1987).	New venture performance; critical success and failure factors of migrant entrepreneurs, decision-making, intellectual property.
Social Insertion	Brandl and Bullinger (2009), Boyne and Meier (2009).			
Strategic management	Katz (1970).		*(one theory in each study)	
Economic development	Schumpeter (1934).			
Economic Theory	Kahneman (2003).			
Real options	Amit et al. (1995).			

Note: Prepared by the authors (2023).



(EI), EB and entrepreneurial coping; postulating that the EI of entrepreneurs works as an antecedent that guides the selection of their coping strategies, through initial optimism and acceptance of the stressful situation.

Despite committed efforts, previous research has not identified the types of EB and the strategies adopted by entrepreneurs, nor has it indicated in which contexts this may occur.

The analysis of previously selected articles to identify the types of EB and adopted strategies allowed this study to verify that both concepts have fragmented definitions (Bird et al., 2012). In this perception, it was found that there are two important distinctions that characterize the EB phenomenon in the existing literature: a micro view and a macro view.

In the micro view, the phenomenon is analyzed from the point of view of the individual owner of the company, the focus of this SLR, characterizing the EB by concrete actions used in the identification and exploration of opportunities, and in the creation and development of new businesses (Bird et al., 2012; McClelland, 1987), being recognized as a precursor to social change and a facilitator of innovation in emerging companies (Gartner et al., 2010) and in established ones (Kuratko et al., 2005).

Studies that adopted this approach were classified into three categories, according to Bird et al. (2012): (1) motivations and emotions – need for achievement, autonomy, risk-taking and self-efficacy; (2) personal attributes – traits, knowledge, talents, abilities, cognition, proactivity, innovativeness and creativity; and (3) outcome-centered proximal causes – existence, sales, product launches, survival, growth, and external factors (Table 6).

In the macro view, from the point of view of the organization, the EB is characterized as synonymous with Entrepreneurial Orientation (EO) which, according to Covin and Slevin (1990), denotes the characteristics of organizations that manifest proactivity, innovation and risk-taking simultaneously. Lumpkin and Dess (1996) also add two other dimensions to the concept of EO – autonomy and aggressiveness.

Although Covin and Slevin (1990) and Lumpkin and Dess (1996) have established this classification within the framework of the analysis of organizations, and this has not been the focus of this SLR, some studies appropriate these definitions to classify the EO as a subdimension of the EB of entrepreneurial individuals within their own organization, making analyzes of the personal attributes of these entrepreneurs. Because of this, these studies were considered in the sample composition of this SLR: Branicki et al. (2018); Cortellazzo et al. (2020); Futterer et al. (2018); Hammerschmidt et al. (2021); Moruku (2013) and Van der Veen and Wakkee (2009).

ALike EC, strategy has different nomenclatures identified in the literature, such as strategic thinking, strategic planning, strategic management and strategic leadership (Table 7).

From the reading and analysis of these articles (Table 7), it was possible to identify that:

1. The strategy, in the organizational context, is characterized as allocation of decision rights, availability and allocation of resources to lower-level members, degree of formalization of positions and relationships, project selection criteria, as well as planning and measurement systems of performance (Burgelman, 1983, 1991; Zahra, 2008). It is, then, a set of selection processes, based on raw data, facts, prior knowledge and personal experience of gain and loss, which helps and affects decision-making (Haselhuhn et al., 2012; Payne et al., 1992; Porter, 1997, 2007).

**Table 6**

*Categorization of entrepreneurial behaviors and identified strategies*

Categories	Identified studies	Identified strategies
Motivations and emotions (need for achievement, autonomy, risk-taking, self-efficacy, orientation and intention)	Ahmad (2011), Aramand (2013), Garcia-Rodriguez et al. (2015), Gonzalez-Gonzalez et al. (2011), Gonzalez-Gonzalez and Bretones (2013), Kourtit et al. (2015), Kourtit and Nijkamp (2012), Krueger et al. (2000), Mourão and Locatelli (2020), Munoz (2018), Pathak and Goltz (2021), Quintillán and Pena-Legazkue (2019), Sandberg and Hofer (1987), Toms (2006), Troise and Tani (2020), Woodside et al. (2016), Hongwei and Ruef (2004), Zollo et al. (2021).	Reactivity, managing stressors, co-creation, pedagogical internationalization, invention, growth, dissemination, self-defense, tolerance, profit maximization, skills, differentiation and social disidentification.
Personal attributes (traits, knowledge, talents, skills, cognition, proactivity, innovativeness and creativity)	Ahadi and Kasraie (2020), Anosike (2018), Branicki et al. (2018), Capello and Lenzi (2016), Cortellazzo et al. (2020), De Rosa and McElwee (2015), Ekanem (2019), Futterer et al. (2018), Hammerschmidt et al. (2021), Huq et al. (2020), Moruku (2013), Olsson and Bernhard (2021), Palich and Bagby (1995), Seikkula-Leino and Salomaa (2020), Van der Veen and Wakkee (2009), Wójcick and Ciszewska-Mlinaric (2020), Wright (2011).	Recruitment, product modification, training, internationalization, networking, organizational, constructive feedback, competition and trust, continuous reframing, sustainability, flexibility, innovation and adaptation, coping and downsizing, growth, agricultural diversification, adaptive, knowledge and risk.
Proximal causes centered on the individual and on the results of the enterprise (existence, sales, product launches, survival, growth)..	Autio and Acs (2010), Crammond et al. (2018), Eyana et al. (2018), Freeman et al. (2013), Gartner et al. (1999), Gibb (1999), Gilinsky et al. (2010), Gundry et al. (2014), Herron and Robinson (1993), Hmieleski et al. (2013), Idris (2011), Israel and Hitzeroth (2018), Mandysová (2018), Mathews (2008), Mucha (2020), Muhammad et al. (2016), Muldoon et al. (2018).	Product modification, knowledge, staged decisions, trust, encouragement, adaptation, evasion or acquiescence, sustainability, restructuring, improvisation, organizational, resource input allocation, useful outputs, on-demand, value creation, and learning.

Note: Prepared by the authors (2023).

2. In some studies, strategy is defined as synonymous with strategic planning, characterized as a managerial methodological process, responsible for the direction of the organization, with a tendency to promote greater interaction with the environment (Kotler, 1975; Mintzberg, 1994). It can be seen, therefore, as an “integrative device”, which enables greater participation of different members in decision-making (Ketokivi & Castañer, 2004). Thus, it is a tool capable of broadening the understanding of the business environment and promoting the identification of opportunities (Burgelman, 1983; Hambrick, 1981), which involves, establishes and formalizes the systems and procedures focused on decision making (Mintzberg, 1994).

**Table 7***Categorization of the definitions of strategies identified in the studies*

Categorization	Identified studies
<i>Strategic planning</i>	
Burgelman (1983), Hambrick (1981), Ketokivi and Castañer (2004), Kotler (1975), Mintzberg (1994).	Ahadi and Kasraie (2020), Ahmad (2011), Anosike (2018), Bryson and Lombardi (2009), Cortellazzo et al. (2020), Ekanem (2019), Eyana et al. (2018), Freeman et al. (2013), Gibb (1999), Herron and Robinson (1993), Hmieleski et al. (2013), Israel and Hitzeroth (2018), Kourtiti et al. (2015), Kourtiti and Nijkamp (2012), Krueger et al. (2000), Mathews (2008), Mourão and Locatelli (2020), Quintillán and Pena-Legazkue (2019), Wójcik and Ciszewska-Mlinarič (2020).
<i>Strategic thinking</i>	
Goldman (2012), Goldman and Casey (2010), Mintzberg (1994), Sloan (2013).	Branicki et al. (2018), Capello and Lenzi (2016), Crammond et al. (2018), De Rosa and McElwee (2015), Garcia-Rodriguez et al. (2015), Gartner et al. (1999), Idris (2011), Moruku (2013), Munoz (2018), Olsson and Bernhard (2021), Palich and Bagby (1995), Troise and Tani (2020), Hongwei and Ruef (2004).
<i>Strategic management</i>	
Hitt et al. (2001), Lumpkin and Dess (1996), Porter (1991), Sambamurthy et al. (2003).	Autio and Acs (2010), Futterer et al. (2018), Gilinsky et al. (2010), Gonzalez-Gonzalez and Bretones (2013), Gundry et al. (2014), Hammerschmidt et al. (2021), Mucha (2020), Muhammad et al. (2016), Olsson and Bernhard (2021), Sandberg and Hofer (1987), Thompson (2018), Van der Veen and Wakkee (2009), Wright (2011), Woodside et al. (2016).
<i>Strategic leadership</i>	
Bennis and Biederman (1997), Goffee and Jones (2000), Hitt and Duane (2002), Ireland et al. (2001).	Ahmad (2011), Aramand (2013), Gonzalez-Gonzalez et al. (2011), Herron and Robinson (1993), Huq et al. (2020), Mandysová (2018), Muldoon et al. (2018), Pathak and Goltz (2021), Seikkula-Leino and Salomaa (2020), Zollo et al. (2021).

Note: Prepared by the authors (2023).

- The concept of strategy, in other studies, is defined as strategic thinking, characterized as a dynamic, continuous and interactive process (Goldman, 2012; Mintzberg, 1994), through which the organization becomes an integrated set to its environment. This strategic thinking, according to Sloan (2013), can be taught, as it is an underlying, advanced and complex cognitive ability, different from that required in the strategic planning process. Therefore, its emphasis is on being an intuitive, creative, innovative process that encourages all levels of the organization (Mintzberg, 1994).
- Strategic management is characterized by the requirement to make decisions in various strategic moves in order to develop and sustain competitive advantage in a disruptive environment (Hitt et al., 2001; Porter, 1997; Sambamurthy et al., 2003). In the general field of strategic management, a growing emphasis on the "entrepreneurial process, i.e., the decision-making methods, practices, and styles that managers use to act entrepreneurially" (Lumpkin & Dess, 1996, p. 136).
- Finally, strategic leadership has been presented by several authors as an approach that establishes an innovative environment conducive to driving organizational, human, social and structural capabilities (Goffee & Jones, 2000; Hitt & Duane, 2002; Ireland et al., 2001).

From the categorization, through inductive content analysis, with the help of Atlas.ti, it was possible to identify some of the strategies adopted and relate them to the three EB categories (Bird et al., 2012). Then, an analysis was performed to divide the articles into two periods: from 1987 to 2015, period in which the publications were more spaced (n=25); and from 2016 to 2021, period in which there was greater interest from academia in relation to the topic (n= 31) (Table 6).

From 1987 to 2015, it was possible to highlight studies that proposed to analyze the relationship between the EB and the strategy, based on proximal causes, centered on performance results (about 46% of the articles). According to most of them, entrepreneurial individuals should improve their strategic skills (Gartner et al., 1999; Gibb, 1999; Gilinsky et al., 2010; Herron & Robinson, 1993; Sandberg & Hofer, 1987), considering that the The entrepreneur's cognitive apparatus employs different strategies to produce solutions in the face of adversity (Mathews, 2008), that is, to develop an entrepreneurial culture, it is essential to have learning strategies (Freeman et al., 2013; Gartner et al., 1999; Gibb, 1999).

In this context, Herron and Robinson (1993) pointed out causality between behaviors and strategies in determining performance. Krueger et al. (2000) complement, pointing out intention as the best EB predictor, which must be understood to understand the phenomena related to them, such as strategic decisions for growth and innovation (Gundry et al., 2014).

For Mathews (2008), the EB determines the type and form of entrepreneurship, showing how individuals who undertake adapt strategies and goals to manage opportunities and adversities. Autio and Acs (2010) and Gundry et al. (2014) complete this thought, claiming that the context is an important regulator of the individual EB which, in turn, influences entrepreneurs' strategic resource allocation decisions (Anderson et al., 2019; Krueger, 2007).

In studies published from 2016 to 2021, the predominant focus was: (a) on personal attributes (48% or 14 articles); (b) on motivations and emotions (28% or eight studies); and (c) on outcome-centered proximal causes (24% or seven articles).

Studies that focused on personal attributes related EB especially to the search for opportunities, based on knowledge and skills (Anosike, 2018; Olsson & Bernhard, 2021; Seikkula-Leino & Salomaa, 2020; Wójcik & Ciszewska-Mlinarič, 2020); and in the proactivity, innovation and creativity of entrepreneurs (Ahadi & Kasraie, 2020; Branicki et al., 2018; Cortellazzo et al., 2020; Futterer et al., 2018; Hammerschmidt et al., 2021; Huq et al., 2020; Thompson, 2018; Zollo et al., 2021).

Some of these studies established the relationship between the EB and the strategy, highlighting the influence of the context (Anosike, 2018; Capello & Lenzi, 2016; Cortellazzo et al., 2020; Seikkula-Leino & Salomaa, 2020; Wójcik & Ciszewska-Mlinarič, 2020), especially when there are adversities, such as a pandemic, for example (Hammerschmidt et al., 2021; Mucha, 2020), and conflicts (Anosike, 2018).

Markowska (2018) showed EC differences between entrepreneurial, novice and experienced individuals, given that the greater the strength in the beliefs of action controls, the greater the incentives for them to develop and use strategies that allow them to trust in the means and ends supported by their perceived ability. In this way, experienced entrepreneurs behave more like experts.

Other studies establish a relationship between EB and strategy, based on gender comparisons (Huq et al., 2020; Mucha, 2020; Olsson & Bernhard, 2021). In this sense, characteristics of the female EB, such as female values and attributes (altruism, sensitivity, courage, search for continuous learning, propensity for innovation and interpersonal relationships) influence the strategies adopted by female entrepreneurs: in the relationship with clients; in branding (Huq et al., 2020); recruitment and learning (Olsson & Bernhard, 2021); and in defensive strategies, such as cost reduction in the midst of a crisis (Mucha, 2020).

Studies that focused on motivations and emotions related the EB mainly to the need for achievement (Garcia-Rodriguez et al., 2015; Mourão & Locatelli, 2020; Pathak & Goltz, 2021; Woodside et al., 2016); autonomy and self-efficacy (Munoz, 2018; Quintillán & Peña-Legazkue, 2019; Troise & Tani, 2020); and risk-taking (Quintillán & Peña-Legazkue, 2019; Zollo et al., 2021). Such studies suggest that EB is driven not only by reason, but also by

the motivations, emotions and cognitions of entrepreneurs, which, in turn, influence strategic decisions (Mourão & Locatelli, 2020; Munoz, 2018; Quintillán & Peña-Legazkue, 2019; Troise & Tani, 2020; Woodside et al., 2016; Zollo et al., 2021).

And there are other studies worth mentioning, such as: (a) Mourão and Locatelli (2020) and Munoz (2018), which suggest the relationship between the EB and the strategic analysis of sustainable businesses; (b) Pathak and Goltz (2021), who show optimism and proactivity as influencers of strategies to reduce and manage stressors; (c) Troise and Tani (2020), who relate EB to strategic decision-making for product co-creation and network exploration; and (d) Woodside et al. (2016), for whom innovative production strategies are driven by EB.

### Systematization of the future research agenda

The identification of the definitions of the EB and strategy constructs, which served as the basis for this research, was approached holistically in most of the analyzed articles. This allowed a research agenda to be systematized and categorized based on the reading of the 56 articles, based on the propositions and limitations that emerged from the existing literature (Table 8).

With this systematization in ten different themes, it is expected: (a) to contribute to the advancement of research related to the subject in question, addressed in this RSL; (b) help other researchers make decisions regarding the design of new studies; and (c) contributing to managers and entrepreneurs, who can use the results found in the literature on the subject as a subsidy to manage their enterprises.

### CONCLUSION

In most studies on entrepreneurial behavior, even when presented as synonymous with entrepreneurial orientation, entrepreneurial intention or corporate entrepreneurship, the construct is always characterized by at least three dimensions: proactivity, innovation and risk-taking (Covin & Slevin, 1989). The strategy, in turn, was defined in most studies as a managerial methodological procedure, responsible for the direction of the organization (Mintzberg et al., 2010).

Deeply rooted in corporate entrepreneurship research, EB has often been defined in terms of organizational outcomes. Thus, there is a growing body of studies that relates the EB to the concrete actions of individuals, in the initiative and in the growth of enterprises. Thus, part of this research directs the theoretical focus to: (a) understanding how individuals can effectively achieve success, through the exploration of opportunities, in the form of organizational strategy; (b) identify the motivations (Bird et al., 2012; Kirkley, 2016; Krueger et al., 2000; McClelland, 1987) for decision making; and (c) comparative gender analyzes and coping strategies.

It was possible to identify the lack of terminological consensus to define the EB, presented in several studies as: synonymous with intrapreneurship, entrepreneurial orientation, entrepreneurial intention and corporate entrepreneurship. This suggests a more complex and non-linear relationship between EB, entrepreneurial orientation and corporate entrepreneurship than the one adopted in this research. More in-depth investigations could be useful in delimiting these terminologies, establishing theoretical currents for each of the definitions.

In this research, the focus was on publications from other countries, but research related to the Brazilian context, with the objective of verifying whether the results are different or similar, could be developed. Furthermore, in this study, the search in the

databases considered only articles published in journals; in future research, the search scope can be expanded, including articles published in academic event annals, considering their peer review.

Based on the SLR carried out by this research, it was possible to infer that the EC, from the perspective of the individual business owner, has a positive influence on the strategy, in most of the studies carried out, indicating that the EB can be considered a predictor for the organizational performance.

In addition, it was possible to identify that the context is notably an important element in the study of EB and that, in many cases, the success of an enterprise can be determined by the ability and speed of the entrepreneur to respond effectively to changes in context. Thus, more research is needed to investigate how the EB influences the strategy in certain contexts, especially in adverse situations.

It is also suggested that comparative studies be carried out between countries or regions, to verify whether cultural aspects or situational characteristics influence the relationship between entrepreneurial behavior and strategy.

### Funding

*This work was carried out with the support of the Coordination for the Improvement of Higher Education Personnel – Brazil (CAPES) – Financing Code 001; and of the National Council for Scientific and Technological Development (CNPQ), Research Productivity Scholarship.*

### Conflict of interest statement

*The authors declare that there is no conflict of interest.*

### Authors' statement of individual contributions

Roles	Contributions			
	Bezerra C.M.S.	Ramos H.R.	Shinohara E.E.R.D.	Nassif V.M.J.
Conceptualization	■	■		
Methodology	■	■	■	■
Software	■		■	
Validation		■		■
Formal analysis	■	■		■
Investigation	■		■	
Resources			N.A.	
Data Curation	■	■		
Writing - Original Draf	■			
Writing - Review & Editing	■	■		■
Visualization	■	■	■	■
Supervision		■		■
Project administration	■	■		
Funding acquisition			N.A.	

**Table 8***Agenda for future research*

Context	Future research	References
Pandemic (COVID-19)	<p>Long-term effects, accompanied by longitudinal analyzes to investigate the strategic responses of professional sports organizations to the COVID-19 crisis, should be the subject of future research.</p> <p>Future research can perform gender, cross-sectoral, and age comparisons, applying mixed methods to reveal aspects of digitalization strategies, as well as entrepreneurial challenges related to the COVID-19 pandemic.</p> <p>Explore the interactions between entrepreneurial behavior and strategies aimed at trust and distrust in the traditional (face-to-face) environment, as well as in the online environment, especially in the pandemic period.</p> <p>Empirical research to use the conceptual model that highlights the role of emotional intelligence (EI) of entrepreneurs in coping with the pandemic can be carried out by testing the relationship between the main components of their EI and entrepreneurial behaviors and coping strategies.</p> <p>Entrepreneurial behavior can be studied to explain the adaptability and success of coping strategies adopted during the crisis caused by the COVID-19 pandemic, which could be an important future investigation.</p>	Hammerschmidt et al. (2021), Pathak and Goltz (2021), Muldoon et al. (2018), Olsson and Bernhard (2021).
Adversity	<p>Context is a notably important element when studying entrepreneurial behavior. The entrepreneur acts systematically and changes strategies according to the context to face challenges and overcome obstacles. Thus, more empirical research is needed to investigate how entrepreneurial behavior influences organizational strategy in certain contexts, especially in adverse situations.</p> <p>Transnational empirical study on which conditions contribute to the development of entrepreneurial behavior, through entrepreneurship education, in conflict-affected countries.</p>	Anosike (2018), Mourão and Locatelli (2020), Seikkula-Leino and Salomaa (2020).
Personal characteristics	<p>Future research on the complex internationalization process should consider that entrepreneurs' personal traits and behaviors are important to explain their entry into foreign markets in response to economic shocks.</p> <p>Identify how entrepreneurial behavior acts in the development of resilience. Clarify and validate the concept of entrepreneurial resilience and develop instruments to measure it.</p> <p>Research to identify which individual (personality) and situational (context) variables can motivate the choice of strategy to be adopted.</p>	Quintillán and Pena-Legazkue (2019). Branicki et al. (2018). Troise and Tani (2020), Zollo et al. (2021).
Cognitive variables	<p>Examine the interactions between different entrepreneurial behaviors and cognitive models (your internal cognitive and emotional processes). The social groups that enable or constrain action will be critical to better understanding how sustainable decision-making translates into sustainable outcomes.</p> <p>Studies that determine the relative importance of an entrepreneur's cognitive and contextual variables.</p> <p>Future research should further investigate the impact of entrepreneurial behaviors and their relationship with other dimensions of human capital, such as demographic characteristics, education and previous experience of entrepreneurs on the success of internationalization.</p>	Munoz (2018). Garcia-Rodriguez et al. (2015). Cortellazzo et al. (2020).
Culture/values	<p>Conducting quantitative research on the role of culture in entrepreneurial motivation, with studies involving different cultures and their peculiarities in entrepreneurial behavior.</p> <p>Future research should include critical comparison testing of entrepreneurial behavior and strengths, using additional cultural value paradigms, with samples n&gt;100 if possible).</p> <p>Deeply analyze the cultural impacts on the entrepreneurial behavior of migrants from different national origins, and the implications for carrying out their businesses.</p> <p>Future research would benefit from investigating different cultural, institutional and geographic contexts that may facilitate or hinder entrepreneurial behavior.</p>	Aramand (2013). Woodside et al. (2016). Kourtit et al. (2015). Cortellazzo et al. (2020).
Gender	<p>Studies that examine whether gender variance affects decision-making behavior, which may expand the academic literature and provide implications for policies that seek to reduce the gender gap in entrepreneurship.</p>	Gonzalez-Gonzalez et al. (2011), Huq et al. (2020), Idris (2011), Mucha (2020), Zollo et al. (2021).
Sustainability	<p>Future research may measure the impact of entrepreneurial behavior on other constructs such as survival and performance among sustainable entrepreneurs in particular, looking for similar or different legitimization strategies in different sectors and countries.</p>	Thompson (2018).
Public policies	<p>New research to better understand the connection between legitimacy and entrepreneurial behavior can help policymakers and business support organizations in conflict regions.</p>	Muhammad et al. (2016).
External support	<p>How support from family and friends influences entrepreneurial behavior and can contribute to the performance of enterprises.</p>	Ahadi e Kasraie (2020).
Causation e Effectuation	<p>Empirical research can test the relationship between the main characteristics of entrepreneurial behavior in the causation and effectuation approaches, separately, and the entrepreneurial strategies adopted and resulting from each one of them.</p>	Eyana et al. (2018), Futterer et al. (2018).

Note: Prepared by the authors (2023).

## REFERENCES

- Acs, Z. J., Braunerhjelm, P., Audretsch, D. B., & Carlsson, B. (2009). The knowledge spillover theory of entrepreneurship. *Small Business Economics*, 32(1), 15–30. <https://doi.org/10.1007/s11187-008-9157-3>.
- Ahadi, S., & Kasraie, S. (2020). Contextual factors of entrepreneurship intention in manufacturing SMEs: The case study of Iran. *Journal of Small Business and Enterprise Development*, 27(4), 633–657. <https://doi.org/10.1108/JSBED-02-2019-0074>
- Ahmad, S. Z. (2011). Evidence of the characteristics of women entrepreneurs in the Kingdom of Saudi Arabia: An empirical investigation. *International journal of gender and entrepreneurship*, 3(2), 123–143. <https://doi.org/10.1108/17566261111140206>
- Ahmadi, A., Abzari, M., Isfahani, A. N., & Safari, A. (2019). The effect of organisational culture items on entrepreneurial behaviour of knowledge workers in Iranian knowledge-based companies. *International Journal of Learning and Intellectual Capital*. <https://doi.org/10.1504/IJLIC.2019.098931>
- Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Alvarez, S. A., & Barney, J. B. (2007). Discovery and creation: Alternative theories of entrepreneurial action. *Strategic Entrepreneurship Journal*, 1(1–2), 11–26. <https://doi.org/10.1002/sej.4>
- Amalia, R., Rakhmawati, L., Afrida, A., & Pribadi, J. (2020). New Venture Competitive Advantage and Performance: The Role of Strategic Entrepreneurship. *Proceedings of Aceh Global Conference – Business, Economics, and Sustainable Development Trends*, 2. Recuperado de <http://202.4.186.66/AGC-BEST/article/view/16850>
- Amit, R., & Muller, E. (1995). “Push” and “Pull” Entrepreneurship. *Journal of Small Business & Entrepreneurship*, 12(4), 64–80. <https://doi.org/10.1080/08276331.1995.10600505>
- Amit, R., Muller, E., & Cockburn, I. (1995). Opportunity costs and entrepreneurial activity. *Journal of Business Venturing*, 10(2), 95–106. [https://doi.org/10.1016/0883-9026\(94\)00017-0](https://doi.org/10.1016/0883-9026(94)00017-0)
- Anderson, B. S., Eshima, Y., & Hornsby, J. S. (2019). Strategic entrepreneurial behaviors: Construct and scale development. *Strategic Entrepreneurship Journal*, 13(2), 199–220. <https://doi.org/10.1002/sej.1306>
- Anosike, P. (2018). Entrepreneurship education knowledge transfer in a conflict Sub-Saharan African context. *Journal of Small Business and Enterprise Development*, 25(4), 591–608. <https://doi.org/10.1108/JSBED-01-2017-0001>
- Ansoff, H. I., & McDonnell, E. J. (1988). *The new corporate strategy*. J. Wiley.
- Aramand, M. (2013). Women entrepreneurship in Mongolia: The role of culture on entrepreneurial motivation. *Equality, Diversity and Inclusion*, 32(1), 68–82. <https://doi.org/10.1108/02610151311305623>
- Asmussen, C. G., Foss, N. J., & Nell, P. C. (2019). The role of procedural justice for global strategy and subsidiary initiatives. *Global Strategy Journal*, 9(4), 527–554. <https://doi.org/10.1002/gsj.1341>
- Audretsch, D. B., & Keilbach, M. (2007). The theory of knowledge spillover entrepreneurship. *Journal of Management Studies*, 44(7), 1242–1254. <https://doi.org/10.1111/j.1467-6486.2007.00722.x>
- Audretsch, D. B., & Keilbach, M. (2008). Resolving the knowledge paradox: Knowledge-spillover entrepreneurship and economic growth. *Research Policy*, 37(10), 1697–1705. <https://doi.org/10.1016/j.respol.2008.08.008>
- Audretsch, D. B., Keilbach, M. C., & Lehmann, E. E. (2006). *Entrepreneurship and economic growth*. Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780195183511.001.0001>
- Autio, E., & Acs, Z. (2010). Intellectual property protection and the formation of entrepreneurial growth aspirations. *Strategic Entrepreneurship Journal* 4(3), 234–251. WILEY. <https://doi.org/10.1002/sej.93>
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191–215. <https://doi.org/10.1037/0033-295X.84.2.191>
- Bandura, A. (1989). Regulation of cognitive processes through perceived self-efficacy. *Developmental Psychology*, 25, 729–735. <https://doi.org/10.1037/0012-1649.25.5.729>
- Bandura, A. (1994). Social Cognitive Theory and Exercise of Control over HIV Infection. In: DiClemente, R.J., Peterson, J.L. (eds) Preventing AIDS. AIDS Prevention and Mental Health. Springer, Boston, MA. [https://doi.org/10.1007/978-1-4899-1193-3\\_3](https://doi.org/10.1007/978-1-4899-1193-3_3).
- Bandura, A. (1993). Perceived Self-Efficacy in Cognitive Development and Functioning. *Educational Psychologist*, 28(2), 117–148. [https://doi.org/10.1207/s15326985ep2802\\_3](https://doi.org/10.1207/s15326985ep2802_3)
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643–650. <https://doi.org/10.1177/014920630102700602>
- Baron, R. A. (2007). Behavioral and cognitive factors in entrepreneurship: Entrepreneurs as the active element in new venture creation. *Strategic Entrepreneurship Journal*, 1(1–2), 167–182. <https://doi.org/10.1002/sej.12>
- Bennis, W., & Biederman, P. (1997). *Organizing Genius: The secrets of successful collaboration*. Nicholas Brealey.
- Bird, B., Schjoedt, L., & Baum, J. R. (2012). Entrepreneurs’ Behavior: Elucidation and Measurement Introduction. *Entrepreneurship Theory and Practice*, 36(5, SI), 889–913. <https://doi.org/10.1111/j.1540-6520.2012.00535.x>
- Boyne, G. A., & Meier, K. J. (2009). Environmental turbulence, organizational stability, and public service performance. *Administration & Society*, 40(8), 799–824. <https://doi.org/10.1177/0095399708326333>
- Brandl, J., & Bullinger, B. (2009). Reflections on the societal conditions for the pervasiveness of entrepreneurial behavior in Western societies. *Journal of Management Inquiry*, 18(2), 159–173. <https://doi.org/10.1177/1056492608329400>
- Branicki, L. J., Sullivan-Taylor, B., & Livschitz, S. R. (2018). How entrepreneurial resilience generates resilient SMEs. *International Journal of Entrepreneurial Behaviour and Research*, 24(7), 1244–1263. <https://doi.org/10.1108/IJEBR-11-2016-0396>
- Bruton, G. D., Ahlstrom, D., & Li, H. (2010). Institutional Theory and Entrepreneurship: Where Are We Now and Where Do We Need to Move in the Future? *Entrepreneurship Theory and Practice*, 34(3), 421–440. <https://doi.org/10.1111/j.1540-6520.2010.00390.x>
- Bryson, J. R., & Lombardi, R. (2009). Balancing product and process sustainability against business profitability: Sustainability as a competitive strategy in the property development process. *Business Strategy and the Environment*, 18(2), 97–107. <https://doi.org/10.1002/bse.640>
- Burgelman, R. A. (1983). Corporate Entrepreneurship and Strategic Management: Insights from a Process Study. *Management Science*, 29(12), 1349–1364. <https://doi.org/10.1287/mnsc.29.12.1349>
- Burgelman, R. A. (1991). Intraorganizational Ecology of Strategy Making and Organizational Adaptation: Theory and Field Research. *Organization Science*, 2(3), 239–262. <https://doi.org/10.1287/orsc.2.3.239>
- Busenitz, L. W., & Barney, J. B. (1997). Differences between entrepreneurs and managers in large organizations: Biases and heuristics in strategic decision-making. *Journal of Business Venturing*, 12(1), 9–30. [https://doi.org/10.1016/S0883-9026\(96\)00003-1](https://doi.org/10.1016/S0883-9026(96)00003-1)
- Calabrese, A., & Costa, R. (2015). Strategic thinking and business innovation: Abduction as cognitive element of leaders’ strategizing. *Journal of Engineering and Technology Management*, 38, 24–36. <https://doi.org/10.1016/j.jengtecman.2015.06.001>
- Calás, M. B., Smircich, L., & Bourne, K. A. (2009). Extending the boundaries: Reframing “entrepreneurship as social change” through feminist perspectives. *Academy of Management Review*, 34(3), 552–569.
- Capello, R., & Lenzi, C. (2016). Innovation modes and entrepreneurial behavioral characteristics in regional growth. *Small Business Economics* 47(4), 875–893. <https://doi.org/10.1007/s11187-016-9741-x>
- Carreira, S. da S., Benciveni Franzoni, A., Judith Folle Esper, A., Chagas Pacheco, D., Bohm Gramkow, F., & Francisco Carreira, M. (2015). Empreendedorismo feminino: Um estudo fenomenológico. *Navus – Revista de Gestão e Tecnologia*, 5(2), 6–13. <https://doi.org/10.22279/navus.2015.v5n2.p06-13.208>

- Cherniss, C. (2000). Emotional Intelligence: What It Is and Why It Matters. In *Proceedings of the Annual Meeting of the Society for Industrial and Organizational Psychology*, New Orleans, LA. [https://www.researchgate.net/publication/228359323\\_Emotional\\_intelligence\\_What\\_it\\_is\\_and\\_why\\_it\\_matters](https://www.researchgate.net/publication/228359323_Emotional_intelligence_What_it_is_and_why_it_matters)
- Cooley, L. (1990). *Entrepreneurship training and the strengthening of entrepreneurial performance*. Final Report. Contract No. DAN-5314-C-00-3074-00. USAID.
- Cortellazzo, L., Bonesso, S., & Gerli, F. (2020). Entrepreneurs' behavioural competencies for internationalisation: Exploratory insights from the Italian context. *International Journal of Entrepreneurial Behaviour and Research*, 26(4), 723–747. <https://doi.org/10.1108/IJEBR-12-2018-0806>
- Coviello, N. E., & Munro, H. J. (1995). Growing the entrepreneurial firm: Networking for international market development. *European Journal of Marketing*, 29(7), 49–61. <https://doi.org/10.1108/03090569510095008>
- Covin, J. G., & Slevin, D. P. (1990). New venture strategic posture, structure, and performance: An industry life cycle analysis. *Journal of Business Venturing*, 5(2), 123–135. [https://doi.org/10.1016/0883-9026\(90\)90004-D](https://doi.org/10.1016/0883-9026(90)90004-D)
- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(1), 75–87. <https://doi.org/10.1002/smj.4250100107>
- Crammond, R., Omeihe, K. O., Murray, A., & Ledger, K. (2018). Managing knowledge through social media: Modelling an entrepreneurial approach for Scottish SMEs and beyond. *BALTIC JOURNAL OF MANAGEMENT*, 13(3, SI), 303–328. <https://doi.org/10.1108/BJM-05-2017-0133>
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- De Rosa, M., & McElwee, G. (2015). An empirical investigation of the role of rural development policies in stimulating rural entrepreneurship in the Lazio Region of Italy. *SOCIETY AND BUSINESS REVIEW*, 10(1), 4–22. <https://doi.org/10.1108/SBR-08-2014-0041>
- Dimov, D. (2017). Towards a qualitative understanding of human capital in entrepreneurship research. *International Journal of Entrepreneurial Behavior & Research*, 23(2), 210–227. <https://doi.org/10.1108/IJEBR-01-2016-0016>
- Dogan, E. (2015). The relationship between economic growth and electricity consumption from renewable and non-renewable sources: A study of Turkey. *Renewable and Sustainable Energy Reviews*, 52, 534–546. <https://doi.org/10.1016/j.rser.2015.07.130>
- Drucker, P. F. (1954). *The Practice of Management*. Sunil Sachdev.
- Drucker, P. F. (2007). *The Practice of Management*. Routledge.
- Eisenhardt, K. M. (1999). Strategy as strategic decision making. *MIT Sloan Management Review*, 40(3), 65–72.
- Ekanem, I. (2019). Understanding internationalisation approaches and mechanisms of diaspora entrepreneurs in emerging economies as a learning process. *International Journal of Entrepreneurial Behaviour and Research*, 25(5), 819–841. <https://doi.org/10.1108/IJEBR-02-2018-0068>
- Ekanem, I., & Uwajeh, N. J. (2017). Transnational entrepreneurs and their global market entry modes. In S. Ojo (Ed.) *Diasporas and Transnational Entrepreneurship in Global Contexts* (pp. 130–151). IGI Global. <https://doi.org/10.4018/978-1-5225-1991-1.ch008>
- Ervin, D., Wu, J., Khanna, M., Jones, C., & Wirkkala, T. (2013). Motivations and Barriers to Corporate Environmental Management. *Business Strategy and the Environment*, 22(6), 390–409. <https://doi.org/10.1002/bse.1752>
- Eyana, S. M., Masurel, E., & Paas, L. J. (2018). Causation and effectuation behaviour of Ethiopian entrepreneurs: Implications on performance of small tourism firms. *JOURNAL OF SMALL BUSINESS AND ENTERPRISE DEVELOPMENT*, 25(5, SI), 791–817. <https://doi.org/10.1108/JSBED-02-2017-0079>
- Fauchart, E., & Gruber, M. (2011). Darwinians, communitarians, and missionaries: The role of founder identity in entrepreneurship. *Academy of management journal*, 54(5), 935–957. <https://doi.org/10.5465/amj.2009.0211>
- Fiedler, F. E. (1972). Personality, motivational systems, and behavior of high and low LPC persons. *Human Relations*, 25(5), 391–412. <https://doi.org/10.1177/001872677202500502>
- Fischer, E. M., Reuber, A. R., & Dyke, L. S. (1993). A theoretical overview and extension of research on sex, gender, and entrepreneurship. *Journal of business venturing*, 8(2), 151–168. [https://doi.org/10.1016/0883-9026\(93\)90017-Y](https://doi.org/10.1016/0883-9026(93)90017-Y)
- Flick, U. (2020). Triangulation. In G. Mey & K. Mruck (Eds.), *Handbuch Qualitative Forschung in der Psychologie* (pp. 185–199). Springer Fachmedien. [https://doi.org/10.1007/978-3-658-26887-9\\_23](https://doi.org/10.1007/978-3-658-26887-9_23)
- Freeman, S., Deligonul, S., & Cavusgil, T. (2013). Strategic re-structuring by born-globals using outward and inward-oriented activity. *International Marketing Review*, 30(2), 156–182. <https://doi.org/10.1108/02651331311314574>
- Futterer, F., Schmidt, J., & Heidenreich, S. (2018). Effectuation or causation as the key to corporate venture success? Investigating effects of entrepreneurial behaviors on business model innovation and venture performance. *Long Range Planning*, 51(1), 64–81. <https://doi.org/10.1016/j.lrp.2017.06.008>
- Games, D., Kartika, R., Sari, D. K., & Assariy, A. (2020). Business incubator effectiveness and commercialization strategy: A thematic analysis. *Journal of Science and Technology Policy Management*, 12(2), 176–192. <https://doi.org/10.1108/JSTPM-03-2020-0067>
- Garcia-Rodriguez, F. J., Gil-Soto, E., Ruiz-Rosa, I., & Sene, P. M. (2015). Entrepreneurial intentions in diverse development contexts: A cross-cultural comparison between Senegal and Spain. *International Entrepreneurship and Management Journal*, 11(3), 511–527. <https://doi.org/10.1007/s11365-013-0291-2>
- Gartner, W. B., & Carter, N. M. (2005). Entrepreneurial Behavior and Firm Organizing Processes. In Z. J. Acs & D. B. Audretsch (Eds.), *Handbook of Entrepreneurship Research* (Vol. 1, pp. 195–221). Springer-Verlag. [https://doi.org/10.1007/0-387-24519-7\\_9](https://doi.org/10.1007/0-387-24519-7_9)
- Gartner, W. B., Carter, N. M., & Reynolds, P. D. (2010). Entrepreneurial behavior: Firm organizing processes. In Z. J. Acs & D. B. Audretsch (Eds.), *Handbook of Entrepreneurship Research: An interdisciplinary survey and introduction* (pp. 99–127). Springer. [https://doi.org/10.1007/978-1-4419-1191-9\\_5](https://doi.org/10.1007/978-1-4419-1191-9_5)
- Gartner, W. B., Starr, J., & Bhat, S. (1999). Predicting new venture survival: An analysis of "Anatomy of a Start-up". Cases from Inc. Magazine. *Journal of Business Venturing*, 14(2), 215–232. [https://doi.org/10.1016/S0883-9026\(97\)00063-3](https://doi.org/10.1016/S0883-9026(97)00063-3)
- Gibb, A. (1999). Creating an entrepreneurial culture in support of SMEs. *Small Enterprise Development*, 10(4), 27–38. <https://doi.org/10.3362/0957-1329.1999.040>
- Gibb, A. A. (1993). Enterprise Culture and Education: Understanding Enterprise Education and Its Links with Small Business, Entrepreneurship and Wider Educational Goals. *International Small Business Journal*, 11(3), 11–34. <https://doi.org/10.1177/026624269301100301>
- Gilinsky, Jr., A., Lopez, R. H., Santini, C., & Eyler, R. (2010). Big bets, small wins? Entrepreneurial behavior and ROI. *International Journal of Wine Business Research*, 22(3), 238–250. <https://doi.org/10.1108/17511061011075374>
- Goffee, R., & Jones, G. (2000). Como desenvolver a Liderança. *HSM Management*, 26, 57–63.
- Goldman, E. F. (2012). Leadership practices that encourage strategic thinking. *Journal of Strategy and Management*, 5(1), 25–40. <https://doi.org/10.1108/17554251211200437>
- Goldman, E. F., & Casey, A. (2010). Building a Culture That Encourages Strategic Thinking. *Journal of Leadership & Organizational Studies*, 17(2), 119–128. <https://doi.org/10.1177/1548051810369677>
- González-González, J. M., & Bretones, F. D. (2013). Pushed or pulled? Entrepreneurial behaviour among immigrants as a strategy to cope with negative social identity. *Identities*, 20(5), 633–648. <https://doi.org/10.1080/1070289X.2013.832680>
- González-González, J. M., Bretones, F. D., Zarco, V., & Rodríguez, A. (2011). Women, immigration and entrepreneurship in Spain: A confluence of debates in the face of a complex reality. *Women's Studies International Forum*, 34(5), 360–370. <https://doi.org/10.1016/j.wsif.2011.05.007>

- González-Pernía, J. L., Parrilli, M. D., & Peña-Legazkue, I. (2015). STI-DUI learning modes, firm-university collaboration and innovation. *The Journal of Technology Transfer*, 40(3), 475-492. <https://doi.org/10.1007/s10961-014-9352-0>
- Gruber, M., Kim, S. M., & Brinckmann, J. (2015). What is an attractive business opportunity? An empirical study of opportunity evaluation decisions by technologists, managers, and entrepreneurs. *Strategic Entrepreneurship Journal*, 9(3), 205-225. <https://doi.org/10.1002/sej.1196>
- Gruber, M., & MacMillan, I. C. (2017). Entrepreneurial Behavior: A Reconceptualization and Extension Based on Identity Theory. *Strategic Entrepreneurship Journal*, 11(3), 271-286. <https://doi.org/10.1002/sej.1262>
- Gundry, L. K., Kickul, J. R., Iakovleva, T., & Carsrud, A. L. (2014). Women-owned family businesses in transitional economies: Key influences on firm innovativeness and sustainability. *Journal of Innovation and Entrepreneurship*, 3(1), 1-17. <https://doi.org/10.1186/2192-5372-3-8>
- Hambrick, D. C. (1981). Environment, Strategy, and Power Within Top Management Teams. *Administrative Science Quarterly*, 26(2), 253-275. <https://doi.org/10.2307/2392472>
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of management review*, 9(2), 193-206. <https://doi.org/10.2307/258434>
- Hammerschmidt, J., Durst, S., Kraus, S., & Puumalainen, K. (2021). Professional football clubs and empirical evidence from the COVID-19 crisis: Time for sport entrepreneurship? *Technological Forecasting and Social Change*, 165, 120572. <https://doi.org/10.1016/j.techfore.2021.120572>
- Haselhuhn, M. P., Pope, D. G., Schweitzer, M. E., & Fishman, P. (2012). The Impact of Personal Experience on Behavior: Evidence from Video-Rental Fines. *Management Science*, 58(1), 52-61. <https://doi.org/10.1287/mnsc.1110.1367>
- Herrera, M. V., García, M. M. F., & Carretero, R. C. (2020). Migrant Entrepreneurship in Spain: A Systematic Review. *Revista Internacional de Estudios Migratorios (RIEM)*, 10(1), 1-38. Recuperado de <https://dialnet.unirioja.es/servlet/articulo?codigo=7658994>
- Herron, L., & Robinson, R. (1993). A structural model of the effects of entrepreneurial characteristics on venture performance. *Journal of Business Venturing*, 8(3), 281-294. [https://doi.org/10.1016/0883-9026\(93\)90032-Z](https://doi.org/10.1016/0883-9026(93)90032-Z)
- Hitt, M. A., & Duane, R. (2002). The Essence of Strategic Leadership: Managing Human and Social Capital. *Journal of Leadership & Organizational Studies*, 9(1), 3-14. <https://doi.org/10.1177/107179190200900101>
- Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (2001). Strategic entrepreneurship: Entrepreneurial strategies for wealth creation. *Strategic Management Journal*, 22(6-7), 479-491. <https://doi.org/10.1002/smj.196>
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.
- Hitt M. A., King D., Krishnan H., Makri M., Schijven M., Shimizu K., Zhu H. 2009. Mergers and acquisitions: Overcoming pitfalls, building synergy and creating value. *Business Horizons*, 52: 523-529. <https://doi.org/10.1016/j.bushor.2009.06.008>
- Hmieleski, K. M., Corbett, A. C., & Baron, R. A. (2013). Entrepreneurs' Improvisational Behavior and Firm Performance: A Study of Dispositional and Environmental Moderators. *Strategic Entrepreneurship Journal*, 7(2), 138-150. <https://doi.org/10.1002/sej.1143>
- Hongwei, H., & Ruef, M. (2004). The myth of the risk-tolerant entrepreneur. *Strategic Organization*, 2(4), 331-355. <https://doi.org/10.1177/1476127004047617>
- Hoskisson, R. E., Eden, L., Lau, C. M., & Wright, M. (2000). Strategy in Emerging Economies. *Academy of Management Journal*, 43(3), 249-267. <https://doi.org/10.5465/1556394>
- Huq, A., Tan, C. S. L., & Venugopal, V. (2020). How do women entrepreneurs strategize growth? An investigation using the social feminist theory lens. *Journal of Small Business Management*, 58(2), 259-287. <https://doi.org/10.1080/00472778.2019.1659679>
- Idris, A. (2011). Uncertainty avoidance and innovative differences in a multi-ethnic society: A female perspective. *Asian Journal of Social Science*, 39(3), 275-295. <https://doi.org/10.1163/156853111X577578>
- Ireland, R. D., Covin, J. G., & Kuratko, D. F. (2009). Conceptualizing corporate entrepreneurship strategy. *Entrepreneurship: Theory and Practice*, 33(1), 19-46. <https://doi.org/10.1111/j.1540-6520.2008.00279.x>
- Ireland, R. D., Hitt, M. A., Camp, S. M., & Sexton, D. L. (2001). Integrating entrepreneurship and strategic management actions to create firm wealth. *Academy of Management Perspectives*, 15(1), 49-63. <https://doi.org/10.5465/ame.2001.4251393>
- Israel, A., & Hitzeroth, M. (2018). How do micro- and small-scale enterprises respond to global competition? An example of the textile survival cluster Gamarra in Lima. *International Development Planning Review*, 40(2), 203-222. <https://doi.org/10.3828/idpr.2018.9>
- Jennings, P. A., Frank, J. L., Snowberg, K. E., Coccia, M. A., & Greenberg, M. T. (2013). Improving classroom learning environments by Cultivating Awareness and Resilience in Education (CARE): Results of a randomized controlled trial. *School Psychology Quarterly*, 28(4), 374-390. <https://doi.org/10.1037/spq0000035>
- Johanson, J., & Vahlne, J.-E. (1977). The internationalization process of the firm—A model of knowledge development and increasing foreign market commitments. *Journal of international business studies*, 8, 23-32. <https://doi.org/10.1057/palgrave.jibs.8490676>
- Kahneman, D. (2003). Maps of bounded rationality: Psychology for behavioral economics. *American economic review*, 93(5), 1449-1475. <https://doi.org/10.1257/000282803322655392>
- Katz, R. L., (1970). *Cases and Concepts in Corporate Strategy*, Prentice-Hall Inc., New Jersey.
- Ketchen, D. J., & Craighead, C. W. (2020). Research at the Intersection of Entrepreneurship, Supply Chain Management, and Strategic Management: Opportunities Highlighted by COVID-19. *Journal of Management*, 46(8), 1330-1341. <https://doi.org/10.1177/0149206320945028>
- Ketokivi, M., & Castañer, X. (2004). Strategic Planning as an Integrative Device. *Administrative Science Quarterly*, 49(3), 337-365. <https://doi.org/10.2307/4131439>
- Kirkley, W. W. (2016). Entrepreneurial behaviour: The role of values. *International Journal of Entrepreneurial Behaviour and Research*, 22(3), 290-328. <https://doi.org/10.1108/IJEBR-02-2015-0042>
- Kirzner, I. M. (1999). Creativity and/or alertness: A reconsideration of the Schumpeterian entrepreneur. *The Review of Austrian Economics*, 11(1-2), 5-17. <https://doi.org/10.1023/A:1007719905868>
- Kirzner, I. M. (1979). *Perception, opportunity, and profit: Studies in the theory of entrepreneurship*. University of Chicago Press.
- Kitchenham, B., & Charters, S. (2007). *Guidelines for performing systematic literature reviews in software engineering*. School of Computer Science and Mathematics, Keele University and University of Durham.
- Knight, G. A., & Cavusgil, S. T. (2004). Innovation, organizational capabilities, and the born-global firm. *Journal of international business studies*, 35(2), 124-141. <https://doi.org/10.1057/palgrave.jibs.8400071>
- Kolb, D. A. (1984). *Experience as the source of learning and development*. Prentice Hall.
- Kotler, P. *Administração de marketing*. Atlas, 1975.
- Kourtit, K., & Nijkamp, P. (2012). Strangers on the move: Ethnic entrepreneurs as urban change actors. *European Review*, 20(3), 376-402. <https://doi.org/10.1017/S1062798711000627>
- Kourtit, K., Nijkamp, P., & Arribas-Bel, D. (2015). Migrant Entrepreneurs as Urban 'Health Angels'—Contrasts in Growth Strategies. *International Planning Studies*, 20, 71-86. <https://doi.org/10.1080/13563475.2014.942496>
- Kraus, S., Breier, M., & Dasí-Rodríguez, S. (2020). The art of crafting a systematic literature review in entrepreneurship research. *International Entrepreneurship and Management Journal*, 16(3), 1023-1042. <https://doi.org/10.1007/s11365-020-00635-4>
- Kruger, C., & Ramos, L. F. (2020). Entrepreneurial Behavior from behavioral characteristics and entrepreneurial intent. *Revista de Empreendedorismo e Gestão de Pequenas Empresas*, 9(4), 556-584.
- Krueger, N. F. Jr. (2007). What lies beneath? The experiential essence of entrepreneurial thinking. *Entrepreneurship theory and practice*, 31(1), 123-138. <https://doi.org/10.1111/j.1540-6520.2007.00166.x>
- Krueger, N., Reilly, M., & Carsrud, A. (2000). Competing models of entrepreneurial intentions. *Journal of Business Venturing*, 15(5-6), 411-432. [https://doi.org/10.1016/S0883-9026\(98\)00033-0](https://doi.org/10.1016/S0883-9026(98)00033-0)

- Kuivalainen, O., Sundqvist, S., Saarenketo, S., & McNaughton, R. (2012). Internationalization patterns of small and medium-sized enterprises. *International Marketing Review*, 29(5), 448–465. <https://doi.org/10.1108/02651331211260331>
- Kuratko, D. F., Fisher, G., & Audretsch, D. B. (2021). Unraveling the entrepreneurial mindset. *Small Business Economics*, 57, 1681–1691. <https://doi.org/10.1007/s11187-020-00372-6>
- Kuratko, D. F., Hornsby, J. S., & Naffziger, D. W. (1997). An examination of owner's goals in sustaining entrepreneurship. *Journal of small business management*, 35(1), 24–33.
- Kuratko, D. F., Ireland, R. D., Covin, J. G., & Hornsby, J. S. (2005). A Model of Middle-Level Managers' Entrepreneurial Behavior. *Entrepreneurship Theory and Practice*, 29(6), 699–716. <https://doi.org/10.1111/j.1540-6520.2005.00104.x>
- Kyrgidou, L. P., & Hughes, M. (2010). Strategic entrepreneurship: Origins, core elements and research directions. *European Business Review*, 22(1), 43–63. <https://doi.org/10.1108/09555341011009007>
- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243–255. <https://doi.org/10.1016/j.hrmr.2010.07.001>
- Lerner, M., Brush, C., & Hisrich, R. (1997). Israeli women entrepreneurs: An examination of factors affecting performance. *Journal of business venturing*, 12(4), 315–339. [https://doi.org/10.1016/S0883-9026\(96\)00061-4](https://doi.org/10.1016/S0883-9026(96)00061-4)
- Levi-Strauss, C. (1962). *La Pensée sauvage*. (The Savage Mind). Translated from the French by George Weidenfield and Nicholson Ltd. University of Chicago Press.
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking It To Performance. *Academy of Management Review*, 21(1), 135–172. <https://doi.org/10.5465/amr.1996.9602161568>
- Machado, M. C., Vivaldini, M., & de Oliveira, O. J. (2020). Production and supply-chain as the basis for SMEs' environmental management development: A systematic literature review. *Journal of Cleaner Production*, 273, 123141. <https://doi.org/10.1016/j.jclepro.2020.123141>
- Machado da Silva, C. L., Cunha, V. C., & Amboni, N. (1990). *Organizações: O estado da arte da produção acadêmica no Brasil*. In: *Anais do Encontro Anual da ANPAD*, Florianópolis, Santa Caterina, 14.
- MacInnis, D. J., & Jaworski, B. J. (1989). Information processing from advertisements: Toward an integrative framework. *Journal of Marketing*, 53(4), 1–23. <https://doi.org/10.1177/002224298905300401>
- Mandysová, I. (2018). A behavioral theory of the firm: Specifics of Czech entrepreneurial behavior. *E a M: Ekonomie a Management*, 21(1), 85–100. <https://doi.org/10.15240/tul/001/2018-1-006>
- March, J. G. (1996). Continuity and change in theories of organizational action. *Administrative science quarterly*, 278–287. <https://doi.org/10.1177/002224298905300401>
- Markowska, M. (2018). The role of action-control beliefs in developing entrepreneurial expertise. *Journal of Small Business and Enterprise Development*, 25(2), 222–240. <https://doi.org/10.1108/JSBED-05-2017-0180>
- Mathews, J. (2008). Entrepreneurial process: A personalistic-cognitive platform model. *Vikalpa*, 33(3), 17–34. <https://doi.org/10.1177/0256090920080302>
- McCarthy, B. (2003). The Impact of the Entrepreneur's Personality on the Strategy-Formation and Planning Process in SMEs. *Irish journal of management*, 24(1), 154–172.
- McClelland, D. C. (1961). *Achieving Society*. A Free Press Paperback. <https://doi.org/10.1037/14359-000>
- McClelland, D. C. (1987). Characteristics of successful entrepreneurs. *The Journal of Creative Behavior*, 21(3), 219–233. <https://doi.org/10.1002/j.2162-6057.1987.tb00479.x>
- McClelland, D. C. (1979). Inhibited power motivation and high blood pressure in men. *Journal of Abnormal Psychology*, 88(2), 182–190. <https://doi.org/10.1037/0021-843X.88.2.182>
- McClelland, D. C. (1965). N achievement and entrepreneurship: A longitudinal study. *Journal of Personality and Social Psychology*, 1(4), 389–392. <https://doi.org/10.1037/h0021956>
- McDougall, P. P., Shane, S., & Oviatt, B. M. (1994). Explaining the formation of international new ventures: The limits of theories from international business research. *Journal of Business Venturing*, 9(6), 469–487. [https://doi.org/10.1016/0883-9026\(94\)90017-5](https://doi.org/10.1016/0883-9026(94)90017-5)
- Michelin, C., Minello, I. F., Siluk, J. C., Gerhardt, V., dos Santos, J., & Neuenfeldt, A. (2022). Evaluation of entrepreneurial behavior of technology based companies in stages of the business life cycle. *Intangible Capital*, 18(1), 1–19. <https://doi.org/10.3926/ic.1876>
- Mintzberg, H. (1994). Rethinking strategic planning part I: Pitfalls and fallacies. *Long Range Planning*, 27(3), 12–21. [https://doi.org/10.1016/0024-6301\(94\)90185-6](https://doi.org/10.1016/0024-6301(94)90185-6)
- Mintzberg, H. (1973). Strategy-making in three modes. *California Management Review*, 16(2), 44–53. <https://doi.org/10.2307/41164491>
- Mintzberg, H., Ahlstrand, B., & Lampel, J. (2010). *Safari de Estratégias (Safari Strategy)*. Bookman.
- Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic management journal*, 6(3), 257–272. <https://doi.org/10.1002/smj.4250060306>
- Mintzberg, H., & Westley, F. (2001). It's not what you think. *MIT Sloan Management Review*, 42(3), 89–93.
- Moruku, R. K. (2013). Does entrepreneurial orientation predict entrepreneurial behaviour? *International Journal of Entrepreneurship*, 17(1), 41–60. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-84896352298&partnerID=40&md5=a9dc8770ff8a907c6b5441b8139ec405>
- Mourão, P., & Locatelli, D. R. S. (2020). Testing McClelland at the academy: An analysis of entrepreneurial behavioral characteristics. *Sustainability*, 12(5), 1–16. <https://doi.org/10.3390/su12051771>
- Mucha, S. (2020). Ethnic Albanian family businesses and COVID-19 pandemic: A gender-based comparison. *Journal of Family Business Management*, 12(1), 170–182. <https://doi.org/10.1108/JFBM-07-2020-0074>
- Muhammad, N., Ullah, F., & Warren, L. (2016). An institutional perspective on entrepreneurship in a conflict environment: Evidence from Pakistan. *International Journal of Entrepreneurial Behaviour and Research*, 22(5), 698–717. <https://doi.org/10.1108/IJEBR-04-2016-0112>
- Muldoon, J., Bauman, A., & Lucy, C. (2018). Entrepreneurial ecosystem: Do you trust or distrust? *Journal of Enterprising Communities*, 12(2), 158–177. <https://doi.org/10.1108/JEC-07-2017-0050>
- Munoz, P. (2018). A cognitive map of sustainable decision-making in entrepreneurship: A configurational approach. *International Journal of Entrepreneurial Behavior & Research*, 24(3), 787–813. <https://doi.org/10.1108/IJEBR-03-2017-0110>
- Nassif, V. M. J., Silva, N. B., Ono, A. T., Bontempo, P. C., & Tinoco, T. (2010). Empreendedorismo: Área em evolução? Uma revisão dos estudos e artigos publicados entre 2000 e 2008. *Innovation & Management Review*, 7(1), Art. 1. <https://www.revistas.usp.br/rai/article/view/79164>
- Nonaka, I., & Peltokorpi, V. (2006). Objectivity and subjectivity in knowledge management: A review of 20 top articles. *Knowledge and Process Management*, 13(2), 73–82. <https://doi.org/10.1002/kpm.251>
- Olsson, A. K., & Bernhard, I. (2021). Keeping up the pace of digitalization in small businesses-Women entrepreneurs' knowledge and use of social media. *International Journal of Entrepreneurial Behavior & Research*, 27(2), 378–396. <https://doi.org/10.1108/IJEBR-10-2019-0615>
- Ott, T. E., & Eisenhardt, K. M. (2020). Decision weaving: Forming novel, complex strategy in entrepreneurial settings. *Strategic Management Journal*, 41(12), 2275–2314. <https://doi.org/10.1002/smj.3189>
- Palich, L., & Bagby, D. (1995). Using cognitive theory to explain entrepreneurial risk-taking - challenging conventional wisdom. *Journal of Business Venturing*, 10(6), 425–438. [https://doi.org/10.1016/0883-9026\(95\)00082-J](https://doi.org/10.1016/0883-9026(95)00082-J)
- Pathak, S., & Goltz, S. (2021). An emotional intelligence model of entrepreneurial coping strategies. *International Journal of Entrepreneurial Behavior & Research*, 27(4), 911–943. <https://doi.org/10.1108/IJEBR-01-2020-0017>
- Payne, J. W., Bettman, J. R., & Johnson, E. J. (1992). Behavioral Decision Research: A Constructive Processing Perspective. *Annual Review of Psychology*, 43(1), 87–131. <https://doi.org/10.1146/annurev.ps.43.020192.000511>



- Pidduck, R. J., Clark, D. R., & Lumpkin, G. T. (2023). Entrepreneurial mindset: Dispositional beliefs, opportunity beliefs, and entrepreneurial behavior. *Journal of Small Business Management*, 61(1), 45-79. <https://doi.org/10.1080/00472778.2021.1907582>
- Porter, M. E. (1997). Competitive Strategy. *Measuring Business Excellence*, 1(2), 12-17. <https://doi.org/10.1108/eb025476>
- Porter, M. E. (1991). Towards a dynamic theory of strategy. *Strategic management journal*, 12(S2), 95-117. <https://doi.org/10.1002/smj.4250121008>
- Porter, M. E. (1980). *Estrategia competitiva: Técnicas para el análisis de la empresa y sus competidores*. Recuperado de <http://www.casadelibro.com/libro-estrategiacompetitiva-tecnicas-para-el-analisis-de-la-empresa-y-suscompetidores/9788436823387/1619763>.
- Porter, M. E. (2007). *Clusters and economic policy: Aligning public policy with the new economics of competition*. Institute for Strategy and Competitiveness at Harvard Business School.
- Powell, E. E., & Baker, T. (2017). In The Beginning: Identity Processes and Organizing in Multi-Founder Nascent Ventures. *Academy of Management Journal*, 60(6), 2381-2414. <https://doi.org/10.5465/amj.2015.0175>
- Prado, R. de S., Ayala, L. S., & Pedroso, M. C. (2020). Tomada de decisão estratégica para empreendedores: Uma aplicação da abordagem effectuation/Strategic decision making for entrepreneurs: an application of the effectuation approach. *Brazilian Journal of Business*, 2(4), Art. 4. <https://doi.org/10.34140/bjbv2n4-001>
- Qian, H., Acs, Z. J., & Stough, R. R. (2013). Regional systems of entrepreneurship: The nexus of human capital, knowledge and new firm formation. *Journal of Economic Geography*, 13(4), 559-587. <https://doi.org/10.1093/jeg/lbs009>
- Quinn, J. B. (1980). *Strategies for change: Logical incrementalism*. Richard D Irwin.
- Quintillán, I., & Peña-Legazkue, I. (2019). Emotional intelligence and venture internationalization during economic recession. *International Journal of Entrepreneurial Behaviour and Research*, 26(2), 246-265. <https://doi.org/10.1108/IJEBR-08-2018-0521>
- Rahman, N., Othman, M., Yajid, M., Rahman, S., Yaakob, A., Masri, R., Ramli, S., & Ibrahim, Z. (2018). Impact of strategic leadership on organizational performance, strategic orientation and operational strategy. *Management Science Letters*, 8(12), 1387-1398. <https://doi.org/10.5267/j.msl.2018.9.006>
- Rascão, J. P. (2020). Strategic Management and Entrepreneurship. *International Journal of Strategic Decision Sciences (IJSDS)*, 11(1), 35-55. <https://doi.org/10.4018/IJSDS.2020010103>
- Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003). Shaping Agility through Digital Options: Reconceptualizing the Role of Information Technology in Contemporary Firms. *MIS Quarterly*, 27(2), 237-263. <https://doi.org/10.2307/30036530>
- Sandberg, W. R., & Hofer, C. W. (1987). Improving new venture performance: The role of strategy, industry structure, and the entrepreneur. *Journal of Business Venturing*, 2(1), 5-28. [https://doi.org/10.1016/0883-9026\(87\)90016-4](https://doi.org/10.1016/0883-9026(87)90016-4)
- Santos, S. C., Neumeyer, X., Caetano, A., & Liñán, F. (2021). Understanding how and when personal values foster entrepreneurial behavior: A humane perspective. *Journal of Small Business Management*, 59(3), 373-396. <https://doi.org/10.1080/00472778.2021.1888384>
- Sarasvathy, S. D. (2001). Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency. *Academy of Management Review*, 26(2), 243-263. <https://doi.org/10.5465/amr.2001.4378020>
- Sarasvathy, S. D. (2004). The questions we ask and the questions we care about: Reformulating some problems in entrepreneurship research. *Journal of Business Venturing*, 19(5), 707-717. <https://doi.org/10.1016/j.jbusvent.2003.09.006>
- Schumpeter, J. (1934). *The theory of economic development* Harvard University Press. Cambridge, MA: Harvard University Press.
- Seikkula-Leino, J., & Salomaa, M. (2020). Entrepreneurial competencies and organisational change-assessing entrepreneurial staff competencies within higher education institutions. *Sustainability*, 12(18), 7323. <https://doi.org/10.3390/SU12187323>
- Shane, S. A. (2003). *A general theory of entrepreneurship: The individual-opportunity nexus*. Edward Elgar Publishing. [https://doi.org/10.1007/0-387-24519-7\\_8](https://doi.org/10.1007/0-387-24519-7_8)
- Shane, S. A., & Venkataraman, S. (2000). The Promise of Entrepreneurship as a Field of Research. *Academy of Management Review*, 25(1), 217-226. <https://doi.org/10.5465/amr.2000.2791611>
- Sloan, J. (2013). Strategic Thinking: Gain the Leaders Advantage. *Leadership Excellence Essentials*, 30(12), 6-7.
- Tajfel, H., Turner, J. C., Austin, W. G., & Worchel, S. (1979). An integrative theory of intergroup conflict. In M. J. Hatch, & M. Schultz (Eds.), *Organizational identity: A reader* (pp. 56-65). Oxford University Press.
- Thompson, N. A. (2018). Biofuels are (not) the future! Legitimation strategies of sustainable ventures in complex institutional environments. *Sustainability*, 10(5), 1382. <https://doi.org/10.3390/su10051382>
- Titus, N., & Adiza, G. R. (2019). Entrepreneurship and strategic management: A critical review on the relationship between these paradigms. *European Journal of Research and Reflection in Management Sciences*, 7(2), 14-24.
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207-222. <https://doi.org/10.1111/1467-8551.00375>
- Troise, C., & Tani, M. (2020). Exploring entrepreneurial characteristics, motivations and behaviours in equity crowdfunding: Some evidence from Italy. *Management Decision*. <https://doi.org/10.1108/MD-10-2019-1431>
- Van der Veen, M., & Wakkee, I. (2009). Value creation and the internet: Entrepreneurial behaviour in Dutch SMEs. *International Journal of Entrepreneurship and Small Business*, 8(3), 411-430. <https://doi.org/10.1504/IJESB.2009.025089>
- Van Der Vegt, G. S., Essens, P., Wahlström, M., & George, G. (2015). *Managing risk and resilience*. *Academy of Management Journal*, 58(4), 971-980. <https://doi.org/10.5465/amj.2015.4004>
- Wiklund, J., & Shepherd, D. (2005). Entrepreneurial orientation and small business performance: A configurational approach. *Journal of business venturing*, 20(1), 71-91. <https://doi.org/10.1016/j.jbusvent.2004.01.001>
- Wójcik, P., & Ciszewska-Mlinarič, M. (2020). Explorative and exploitative choices in response to initiative failure: Study of entrepreneurs and managers. *Entrepreneurial Business and Economics Review*, 8(3), 83-99. <https://doi.org/10.15678/EBER.2020.080305>
- Wolf, C., & Floyd, S. W. (2017). Strategic Planning Research: Toward a Theory-Driven Agenda. *Journal of Management*, 43(6), 1754-1788. <https://doi.org/10.1177/0149206313478185>
- Wood, M. S., & McKinley, W. (2010). The production of entrepreneurial opportunity: A constructivist perspective. *Strategic Entrepreneurship Journal*, 4(1), 66-84. <https://doi.org/10.1002/sej.83>
- Woods, M., Paulus, T., Atkins, D. P., & Macklin, R. (2016). Advancing qualitative research using qualitative data analysis software (QDAS)? Reviewing potential versus practice in published studies using ATLAS.ti and NVivo, 1994-2013. *Social Science Computer Review*, 34(5), 597-617. <https://doi.org/10.1177/0894439315596311>
- Woodside, A. G., Bernal, P. M., & Coduras, A. (2016). The general theory of culture, entrepreneurship, innovation, and quality-of-life: Comparing nurturing versus thwarting enterprise start-ups in BRIC, Denmark, Germany, and the United States. *Industrial Marketing Management*, 53, 136-159. <https://doi.org/10.1016/j.indmarman.2015.11.003>
- Wright, M. (2011). Entrepreneurial mobility. *Research Methodology in Strategy and Management*, 6, 137-159. [https://doi.org/10.1108/S1479-8387\(2011\)0000006008](https://doi.org/10.1108/S1479-8387(2011)0000006008)
- Wry, T., & York, J. G. (2017). An identity-based approach to social enterprise. *Academy of Management Review*, 42(3), 437-460. <https://doi.org/10.5465/amr.2013.0506>
- Zahra, S. A. (1991). Predictors and financial outcomes of corporate entrepreneurship: An exploratory study. *Journal of Business Venturing*, 6(4), 259-285. [https://doi.org/10.1016/0883-9026\(91\)90019-A](https://doi.org/10.1016/0883-9026(91)90019-A)
- Zahra, S. A. (2008). The virtuous cycle of discovery and creation of entrepreneurial opportunities. *Strategic Entrepreneurship Journal*, 2(3), 243-257. <https://doi.org/10.1002/sej.47>
- Zollo, L., Rialti, R., Tron, A., & Ciappei, C. (2021). Entrepreneurial passion, orientation and behavior: The moderating role of linear and nonlinear thinking styles. *Management Decision*, 59(5), 973-994. <https://doi.org/10.1108/MD-10-2019-1500>

## AUTHORS BIOGRAPHIES

**Claudia Maria da Silva Bezerra** is a professor of Entrepreneurship and Law at the Development and Learning Institute – IDEA. She holds a PhD in Business Administration: Strategy in Organizations from UNINOVE, a Master's in Business Administration: Environmental Management and Sustainability from UNINOVE, Specialist in Real Estate Business from FAAP and Bachelor's Degree in Business Administration from UNIP. Associate editor of the Iberoamerican Journal of Strategy Management (RIAE). Ad hoc reviewer for the International Journal of Innovation (IJI). Leader of the Sustainability research line at the International Symposium on Management, Projects, Innovation and Sustainability - SINGEP. She is a member of the Research Group on Entrepreneurship and Small Organizations at PPGA-UNINOVE. Her areas of interest include Entrepreneurship and Strategy in MSMEs, Sustainable Entrepreneurship, Entrepreneurship in Law. Scholarship holder in the Graduate Support Program for Higher Education Institutions – PROsup.

E-mail: [claudiamsbezerra@gmail.com](mailto:claudiamsbezerra@gmail.com).

**Heidy Rodriguez Ramos** is a permanent professor at the Graduate Program in Business Administration (PPGA) and at the Graduate Program in Smart and Sustainable Cities (PPG-CIS) at Universidade Nove de Julho (UNINOVE). She holds a PhD in Business Administration from FEA / USP, a Master's in Latin American Integration from PROLAM / USP and a Bachelor's Degree in Business Administration from FEA / USP. Editor-in-Chief of the Revista Iberoamericana de Estrategia (RIAE). Member of the Organizing and Scientific Committee of SINGEP. Leader of the theme "Strategic formulation in entrepreneurial environments" of the academic division Strategy in Organizations (ESO) of ENANPAD. She is a member of the Research Group on Entrepreneurship and Small Organizations at PPGA-UNINOVE. Her areas of interest include Sustainable Entrepreneurship, Rural Entrepreneurship, Circular Economy, Renewable Energy and Efficient Use of Natural Resources in the context of Smart and Sustainable Cities. Research Productivity Scholarship (PQ2/CNPQ).

E-mail: [heidyr@gmail.com](mailto:heidyr@gmail.com).

**Eloisa Elena Ramos Dias Shinohara** holds a PhD in Business Administration from UNINOVE (2022). Scholarship holder in the Graduate Support Program for Higher Education Institutions – PROsup. Master in Administration - Management of Health Systems, UNINOVE (2019). Specialist in Health Systems in Administration by UNINOVE (2016). Graduated in Business Administration from UNINOVE (2015). Areas of interest as a researcher: entrepreneurship, senior entrepreneurship, entrepreneurial behavior, leadership, strategy. She is a member of the Research Group on Entrepreneurship and Small Organizations at PPGA-UNINOVE. Worked to support Scientific Initiation projects at Universidade Nove de Julho for 5 years. Reviewer and event evaluator. Ad hoc reviewer for the International Journal of Innovation – IJI. Ead material contents.

E-mail: [eloisa.elena@hotmail.com](mailto:eloisa.elena@hotmail.com).

**Vânia Maria Jorge Nassif** is a full Professor in the area of Human Resources at FEARP/USP. PhD in Entrepreneurship at FGV/SP. PhD in Business Administration from Mackenzie University. Psychology by FFCLRP/USP. Research Productivity Scholarship (PQ2/CNPQ). Professor of the Graduate Program in Business Administration at Universidade Nove de Julho-UNINOVE/SP. She researches areas of entrepreneurship, entrepreneurial behavior, female entrepreneurship, psychological, emotional, affective, cognitive and entrepreneur resilience and gender.

E-mail: [vania.nassif@gmail.com](mailto:vania.nassif@gmail.com).