

Resilience is synonymous with entrepreneurship.

I- Intersection between the past and the present.

On October 24, 1929, one of the greatest economic tragedies and a significant devaluation of capital occurred, the crash of the New York Stock Exchange¹. In this way, the United States sold shares exponentially for a low price, bank loans became more and more common and Americans did not regulate the stock exchange in accordance with the circulation of their currency, the US dollar. Thus, “The Black Thursday” generated an economic collapse that affected the United States of America (USA), countries indebted to the USA, and even the emerging nations like Brazil that relied heavily on its consumer market for exporting coffee and receiving the American currency to commence their late industrialization process. It is evident that the NY stock market crash has become a “snowball” and has caused several economies to stagnate and even reverse their economic development.

It is still noticeable that in that historical context, several establishments went to bankruptcy due to their lack of managerial skills during a crisis period, culminated in the bankruptcy of large state-owned and private companies, structural unemployment and inequality of income over society. Within this economic chaos, managers did not know how to deal with the absence of mass consumption and did not invest in new business practices that would ally themselves with the new economic and social paradigm. So it caused industries and other tertiary sectors to close their doors or even take their own lives in a desperate response to a depressed economic context.

Nevertheless, even in the face of this economic crisis Irving Kahn, an economist and investor in the stock market managed to profit in a period of monetary instability. As a great student of economic behavior, he was able to sell all his shares before them become devalued. According to the author, his primary mission was to preserve his capital and afterwards to seek a return from it², that is to say, many managers focused on an “economic bubble” fail to promote a wider prospect of the economic scenario. Therefore, they end up administering a certain establishment along the lines of the place where the industry is located. For Irving Kahn, the manager needs to observe beyond limited research, interconnecting with a global dimension, identifying how multilateral trade behaves with the cost, revenue and profit of a determined product. Consequently, one of the main factors that mislead managers in their analyses is not realizing how the economy works in a broader dimension, failing, by this way, to identify whether the market is overvalued or undervalued.

Thereby, in analogy with the 1929 crisis and the current moment of COVID-19, many countries are experiencing economic stagnation and a drop in the Gross Domestic Product (GDP)³. In this bias, since there is a different scenario than the managers are used to, they face a certain incapacity to deal with the new exigencies. In this context, many managers repeat the same attitudes of those in the 1920s, closing the doors of businesses and firing employees, because they were unable to adhere to a creative perspective in the face of the

¹ Movie The Great Depression of 1929. <https://www.youtube.com/watch?v=msxfuH56wXE>.

² Irving Kahn, The Father of Financial Analysis.

³ “FMI estima queda de 3% do PIB mundial por causa da pandemia do Covid-19”

<https://g1.globo.com/globonews/jornal-globonews>.

new coronavirus pandemic⁴. For writer Peter Drucker, entrepreneurship is a characteristic, not a personality trait⁵. During troubling scenarios, in any commercial sector, it is necessary to be willing to understand the new context and to seek plausible improvements to the new reality, that is, for the manager not to enter into decay by the lack of consumption or if the loss is protruding the profit, it urges one to reinvent and be attentive to the new changes of an increasingly globalized and technological society.

II- Entrepreneurship dichotomy.

Faced with the new public, social and economic crisis, the market needed to reinvent itself to suit the population's consumption. A great ally in this struggle was taking more advantage of digital marketing in cyber means, through websites and social networks, in order to significantly maintain mutualistic relations between the client and the company. Nonetheless, marketing needs to captivate the customer's attention, that is, one must follow the principles of creativity and the elaboration of marketing content to join new buyers. Thus, many managers suffered and suffer difficulties to undertake during the scenario of COVID-19, because most of the businesses had to stay behind closed doors to prevent the spread of the virus. As a result, the physical interaction between the seller and the customer was diminished, for this reason, the industries began to use technological means to their advantage.

In addition, many secondary sectors experienced declines in their production of raw materials, this directly influences the financial market and changes the manager's sales towards consumption. In Brazil, in a critical period with high mortality rates due to the pandemic⁶, the industries lacked supplies to achieve their production goal. As a result, once steel mining companies prioritize exportation over the national demand, there is a shortage of this supply in Brazilian national auto companies⁷, increasing the cars' price of production, which is passed on to the final consumer. In this bias, the manager has a fundamental role in this process, due to the necessity to process this fact and persuade the consumer to still purchase the factory-made product.

Similarly, the scarcity of raw materials⁸ is not something exclusive to the Brazilian reality, but rather it is present in various parts of the globe, which may generate negative impacts in the future on a social and environmental scale and the way of producing new equipment of electronic origin. Smartphones, cars, refrigerators, air conditioning and other items are products that need raw material for their production, whether of mineral or vegetable origin, it can be only extracted from natural resources. In this context, the manager has a primary role in this new paradigm, society is increasingly consumerist and capitalist⁹, this is interconnected with the times of crisis, that is, it is required from the manager, in the

⁴ <https://www.nytimes.com/2020/11/27/business/coronavirus-global-economic->

⁵ Peter Drucker, *Innovation and Entrepreneurship*, 39-67.

⁶ Lucas Sampaio, "O Brasil é o país das Américas com mais mortes por milhão de habitantes" April 4, 2021. <https://g1.globo.com/mundo/noticia>.

⁷ <https://www.revistaferramental.com.br/?cod=noticia/>. "Aço mais caro e em falta prejudica reação do setor automotivo".

⁸ Cleide Silva, Márcia de Chiara e Cícero Cotrim, "Falta de matéria-prima é a maior em 19 anos e leva a indústria a reduzir a produção" November 14, 2020.

⁹ February 13, 2020 " 56% Açam que o capitalismo faz mais mal do que bem, aponta estudo". <https://g1.globo.com/economia/noticia>.

foreground, to comprehend the awareness and ethics census in a scenario of environmental crisis, to use the company's logo to promote social wellbeing over the society.

Therefore, the dichotomy of entrepreneurship is related to various interconnected sectors of ecological, economic, social and political origin, which is for the manager to ally himself with all these aspects and develop a critical and ethical view both in normal periods as in times of chaos. Managers represent a part of the social scale who know how to identify the psychosocial behaviors of society, so since we live in an increasingly consumerist world, it is the duty of managers to be concerned with the abusive acquisition of material goods, to model society in unanimous parameters, and not be concerned only with the acquisition income. The deliberate innovation and the seven sources of opportunities¹⁰ for Drucker is a unique interpretation with multiple thoughts and countless answers, a manager when undertaking a particular trade needs to innovate not only to have a final six-digits balance, but to commit to the social development of society. Then, in order to become a qualified manager it requires giving confidence to the product, security in the way of production and the purpose of this product in our lives¹¹. Therefore, in times of crisis or in normal times management can never fail to commit to the basic rights of society and the client, because it is through this that a manager stands out in relation to the others.

III- The challenges of the crisis.

Any crisis, whether of economic, political, social or environmental origin, changes several links in society, such as the circulation of currency, the structuring of social classes and the consumption of a certain product. Concomitantly with this, the relationship of managers with challenges during troubled scenarios is often negative, that is, the main difficulty is not being able to obtain profit according to weekly or monthly periods. Thus, the aforementioned difficulties may be like the lower circulation of capital due to the economic and political disturbances that cause the country's inflation to increase and decrease the population's consumption capacity, and at the end of all this interferes with the work of managers. Still, there is the possibility of crises of environmental or sanitary origin, reducing the use of raw materials due to the scarcity of the product due to environmental aggression that pressures the environment to produce purchasing income or, as the new health crisis of COVID-19 that prevented social relations and increased social isolation¹², to prevent the spread of the new virus. Therefore, a crisis of any origin creates immeasurable challenges for managers.

From that premise, during a COVID-19 pandemic, many specifications, as they cannot open their doors to the public, needed to adhere to the technological model on a regular basis. Thus, the use of the iFood application has grown by about 250%¹³, that is, many managers who manage bakeries, restaurants and cafeterias have made use of this application more and more. The application works as follows, if the customer wants to

¹⁰ Peter Drucker, *The Practice of Management* (New York: HarperCollins, 1986).

¹¹ Peter Drucker, *Managing in a Time of Great Change* (Pioneira Thompson Learning, 1985).

¹² Felipe Grandin, "1 ano de pandemia: Gráficos mostram o que funcionou no combate à covid e quais os caminhos para o Brasil" March 3, 2021

¹³ August 8, 2020 "No ifood, esse delivery foi campeão na pandemia" <https://exame.com/marketing>

eat sushi, he accesses the application and places the order, the payment can be made both by a bank transaction or cash at the time the food is delivered to the accorded address. Thus, this method prevents the spread of the virus and generates profit for both the application and the establishment user of this digital service. From this example, it is possible to analyze how food companies managed to profit during a pandemic by reinventing its production line, avoiding, on this way, the bankruptcy treat.

There is still some fear and ignorance on society about internet services, with some even affirming that technology was created by an evil force that wants to destroy the planet. The abusive use of technology is evidently a peril to the future¹⁴, such as vision problems due to the brightness of the mobile screen or even the replacement of personal interactions by a virtual environment, what makes the relationship with new technologies at the present time in a paradoxical discussion. Knowing how to balance the use of technology and use it beneficially can generate impacts in the area that the individual invests. Therewith, many managers, from different companies, were capable of using media and virtual resources to start making sales through technological channels, avoiding, with it, bankruptcy. Furthermore, the use of digital platforms such as Google Meet and Zoom has increased their use in an exacerbated way, many managers use these platforms to better know their customers and make sales as a means of applications, and many educational institutions also use these resources on learning interactions.

Technology in times of crisis or in “normal” times is of great value in our lives¹⁵, however with the capacity of using this resource with a positive intention to generate proactive impacts for society on achieves its best benefits. However, even with all this mentioned, many companies closed their doors for not being able to deal with the financial and social difficulties generated. Then, a fundamental characteristic for the manager to reach success is optimism and resilience, because many times, the establishment ceases to operate in the market due to the fear of changing, so the manager does not have the leadership to reinvent himself and the fear of taking risks establishes obstacles on the pathway to success.

In summary with all that was mentioned, for Drucker, in his book “The Effective Manager”¹⁶, the main points of the manager's entrepreneurship and proactivity, consists on the manager's effectiveness based on communication, responsibility, creativity, planning and efficiency. Entrepreneurship is not an easy task, however to stand out in times of crisis these must be the essential characteristics for a company to face financial chaos. For that reason, entrepreneurship is not a personality trait, but a habit of seeking constant improvement against difficulties and adapting to new social scenarios, in order to significantly interconnect an equitable and clear interaction between manager and consumer.

¹⁴ <http://redeglobo.globo.com/globociencia/noticia/2013/08/uso-excessivo-das-tecnologias-pode-trazer-serios-riscos-vida-social.html>.

¹⁵ <https://www.nytimes.com/es/2021/01/11/espanol/tecnologia-2021.html>.

¹⁶ Peter Drucker, The Effective Executive (LTC, 1954).

IV- Learning from times of crisis.

Since its inception, humanity has suffered successive crises, such as the 1929 Great Depression, the post-World War II crisis, the Black Death crises in the 14th century and currently the coronavirus health crisis. Despite the aforementioned events being marked by anguish, distress and fear, the emergence of chaotic times always brings valuable lessons. The COVID-19 crisis showed how important science is for the development of a country. In Brazil, there were several philanthropic donations made by large private companies to help public hospitals and needy families struggling to survive. Small and large entrepreneurs had to leave their comfort zone and seek measures to enforce the performance and development of their companies in both local and multilateral trade. Faced with this, a word that defines the work of any manager during the pandemic was creativity and the responsibility to engage in the new present scenario.

Children and young people are often left out when it comes to matters that involve something related to politics and economics. However, it is these generations that in the future will represent the active population of society and who will be responsible for all social, economical and political parameters on society. Therefore, the coronavirus pandemic, as it interferes with the routine of practically all age groups, may be responsible for a positive effect for future generations. Today's young people are more engaged in social issues, that is, they have more representation, most need to study at home due to the pandemic¹⁷, so the dedication and responsibility needs to be higher compared to normal times. These are small elements, but which can have a beneficial effect in the future. Then, for instance, young people experiencing periods of social turmoil could keep a more critical eye on the news they receive due to fake news. Hence, the younger generation can be allied with critical conscience over political, environmental or social subjects in order to not become alienated by the media or even by the State itself. The book "1984"¹⁸, deed written by George Orwell, in an arouses portrays a totalitarian government that tries to manipulate individuals by imposing censorship on any type of freedom of expression whether in literature, art or in the individual's personal opinion. From this perspective, young people who are experiencing troubled periods should never be alienated by authorities with great resources to manipulate and impose ideas, because it is through resilience that a more democratic and more unanimous society is created. Furthermore, Drucker in his book "Managing in Times of Great Changes"¹⁹, portrays the role of the manager correlated to his behavior and positions in chaotic scenarios, still presenting the hypotheses that were taken for granted and safeguards the false and true information that circulates in society. In this context, a manager must always be attentive to the type of message that is being linked to know if it is something false or true. Consequently, management leaves its legacy when they are able to face a period of instability, so they are marked by professionals who have led with commitment during difficult times.

¹⁷ <https://www.istoedinheiro.com.br/jovens-enfrentam-sindrome-da-gaiola-durante-a-pandemia/>.

¹⁸ George Orwell, 1954 (Londres, Secker and Warburg, 1949).

¹⁹ Managing in a Time of Great Change (Pioneira Thompson Learning, 1985).

V- What does the crisis require from the manager?

No manager is equal, each has his or her own thoughts, own personality and own unique way of thinking. In the face of a crisis, both managers can act in antagonistic ways, but some manage to achieve more success in the enterprise than others. There are no miraculous formulas for a manager to obtain results, but rather attitudes and positions that make a total difference in the entrepreneurship of a given company. So, in line with everything that was covered in this essay and everything one can learn from the books of the writer Peter Drucker, the position of management²⁰ requires responsibility on the part of the manager, with this affirmation being a fundamental and essential characteristic for any individual who is willing to work in this area. The market varies widely in its shares and in the price of raw materials, and society's consumption is increasingly demanding due to competition with other companies and because of the constant technological development on society. Actually, it is clear that it is required from a manager the capacity to analyze all these variations that vary from frequently and always nurture a creative mind because the global financial market can become unstable at any time and even in relation to society. In fact, the emergence of the virus of Covid-19 was something sudden and changed physical relationships “from day to night”, that is, the manager needs to be willing to acknowledge these mechanisms and act in the face of uncertainties.

Thus, all crises, whatever their origin, can generate negative effects, but it can stimulate positive effects, it all depends on the person's view of what they are going through. In relation to everything that has been mentioned, the role of the manager in society goes far beyond managing, but it is linked to the moral values which should be intrinsic to any qualified manager.

²⁰ Peter Drucker, Management Challenges for the XXI century (NY, 2001).