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Original Research Article

Scalable Green Entrepreneurship in the Post-COVID-19 Pandemic World: The Australasian Case

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ABSTRACT

The disruption of the COVID-19 pandemic crisis has triggered worldwide multiple environmental, social, political, and economic consequences. In the entrepreneurship domain, now it is the time for reimagining the relationship between people (employees, customers) and technology. This is very important in the Australasian area (Oceania countries, OC), which aspire to American Australian Association (AAA) membership (enjoying a broad range of social, cultural, and corporate programs and initiatives) whilst facing serious environmental, social, political, economic and governance problems. The disruptions brought by the COVID-19 pandemic crisis have made OC countries and a number of international and domestic companies think about increasing the resilience of their production through sustainable, green, and scalable investments and management (e.g. supply diversification, geographically closer to customers activities and delivery centers, shorter supply chains, smarter solutions, thoughtful initiatives, increased home production, smart scalable inventories, open governance, new technology transformation, adaptable management, trusted relations, etc.). In this article, we examine several green entrepreneurship perceptions and green investment initiatives should formed in the Australasian area just after the COVID-19 pandemic crisis, the factors that influenced these perceptions/initiatives, and the consequences should they had on the political, social, and economic dynamics in OC. This article aims: (i) to analyze how the OC economies could benefit from these initiatives after the COVID-19 pandemic crisis, and (ii) to form the environmental, social, economic, and governance commitments.

Keywords: Green entrepreneurship, Australasia, Oceania, Sustainable and Green Investments, COVID-19 pandemic crisis, Environmental commitments, Social commitments.

JEL Classification: F21, E22, G10, G11, G14.

1. INTRODUCTION

There are 14 countries in Oceania today, according to United Nations official statistics. The full list is shown in the Table 1 below, with current population totals. Not included in this total count and listed separately are: The Cook Islands and Niue, both states in free association with New Zealand which are members of several UN specialized agencies and have been recognized "full treaty-making capacity", but are neither member states nor non-member observer states. Finally, dependencies or dependent territories (dependent areas) or areas of special sovereignty (autonomous territories) are displayed at Table 2.

45 Table 1. The Oceania Countries (OC)

46 #	Country Name	Population (2020)	Subregion
47 1	Australia	25,499,884	Australia and New Zealand
48 2	Papua New Guinea	8,947,024	Melanesia
49 3	New Zealand	4,822,233	Australia and New Zealand
50 4	Fiji	896,445	Melanesia
51 5	Solomon Islands	686,884	Melanesia
52 6	Micronesia	548,914	Micronesia
53 7	Vanuatu	307,145	Melanesia
54 8	Samoa	198,414	Polynesia
55 9	Kiribati	119,449	Micronesia
56 10	Tonga	105,695	Polynesia
57 11	Marshall Islands	59,190	Micronesia
58 12	Palau	18,094	Micronesia
59 13	Tuvalu	11,792	Polynesia
60 14	Nauru	10,824	Micronesia

61

62 Table 2. Dependencies or other territories

63 #	Territory	Population (2020)	Dependency of
64 1	New Caledonia	285,498	France
65 2	French Polynesia	280,908	France
66 3	Guam	168,775	U.S.A.
67 4	Northern Mariana Islands	57,559	U.S.A.
68 5	American Samoa	55,191	U.S.A.
69 6	Cook Islands	17,564	(partly New Zealand)
70 7	Wallis & Futuna	11,239	France
71 8	Niue	1,626	(partly New Zealand)
72 9	Tokelau	1,357	New Zealand

73 The eruption of the COVID-19 pandemic in early 2020 has triggered a worldwide and multiple crisis, whose consequences
 74 will be significant in terms of changing international structures and economic progress. During the COVID-19 pandemic,
 75 all OC countries and particularly the ones located at the poorer part of the Australasia area (e.g. Papua New Guinea, Fiji,
 76 Tonga, Palau, Nauru, etc.) experienced problems with the lack of medical supplies and protective equipment, insufficient

77 capacity of health systems, declines in economic growth, increasing public debt, and problems with fiscal constraints.
78 After the end of the pandemic, all of them will face financial problems and the need to bring their economy and life back to
79 normal.

80 In this paper we have dealt with the crucial issue of developing a healthy green entrepreneurship in the post-COVID-19
81 era for the OC countries. It is indeed a great opportunity for the countries of the Australasian area to take advantage of the
82 opportunities and funding provided by their prospect of joining the AAA and to make a business leap on the occasion
83 offered by the end of the COVID-19 pandemic.

84 The proposal of the present work refers to the adoption of good and innovative practices for a sustainable green
85 entrepreneurship. In particular, we reimagine the relationship between people (employees, customers) and the new
86 technology and discussed the issue of team-work (collaborative entrepreneurship and solutions) and the geospatial
87 optimization initiative (e.g. geospatial optimization for delivery centers).

88 The rest of the article is organized three sections. In Section 2 (“Entrepreneurship in OC: Getting Stronger after the
89 COVID-19 Crisis”), two key initiatives (keystone pillars) as core strategic are proposed. In Section 3 (“Entrepreneurship in
90 OC: Building on a Team-work Sustainable Approach”), the concept “team-work” is introduced and a coordinated
91 framework for this concept regarding sustainable investments is defined as a term. In Section 4 (“Entrepreneurship in OC:
92 Environmental, Social, and Governance Commitments”), the necessary commitments for greater impact toward a
93 sustainable, scalable, and green COVID-19 recovery are proposed, described, and documented. Finally, in Section 5
94 (“Conclusions”), the concluding remarks will summarize the research and the conclusions reached, after which the author
95 provides a projection which direction it is best for the Australasia region to move in order to overcome the crisis in the
96 post-pandemic world and makes recommendations for developing sustainable transformative resilience.

97 Finally, the innovative contribution and the research footprint of this paper is to discuss, list, and categorize the necessary
98 environmental, social, political, and government commitments for the transition, in the post COVID-19 times, of the
99 Australasian companies to a modern era with various state-of-the-art functionalities within the context of the so-called
100 “technology transformation”.

101 **2. ENTREPRENEURSHIP IN OC: GETTING STRONGER AFTER THE COVID-19 CRISIS**

102 An Inclusive sustainable prosperity, through quality job creation and innovation, is one of the main pillars of the proposed
103 development policy. Micro, small, and medium size enterprises, as the bulk providers of employment, are in the front line
104 of the pandemic crisis, with the risk that their liquidity constraints increasingly turn into solvency problems. The COVID-19
105 recovery requires countercyclical sustainable, green, inclusive and gender-sensitive investment on a massive scale
106 including by helping to mobilize sustainable private finance and investment, with the objective of building back better and
107 greener in the wake of the COVID-19 crisis.

108 In order the Australasian entrepreneurship to getting stronger after the COVID-19 crisis, the current article proposes two
109 key initiatives (keystone pillars) as core strategic purposes: (a) Reimagining the relationship between people involved in
110 entrepreneurship (employees, customers) and new technology functionalities; and (b) Geospatial optimizations in delivery
111 centers, inventories, offices, and stores.

112 In particular, “Reimagining the Relationship” should mean to create an environment and a culture that breeds success by
113 caring for customers as individuals and enabling employees to do the best that they can do. Also, for instance “Geospatial
114 optimization for delivery centers” should mean delivery centers across OC countries that are responsible for the
115 recruitment, career development and deployment of employees. So, working in partnership with customers, clients, and
116 account teams they are responsible for deploying the right skills and experience to deliver high quality client and industry
117 solutions. When on a client engagement, all delivery people report into the account teams ensuring they are measured
118 and rewarded based on the delivery success achieved with the customers and clients. By reimagining the relationship
119 between people and technology, we help customers to accelerate transformation in their industries. We give the people
120 who use the systems we design, build, and operate more confidence and motivation to engage digitally.

121 This challenge should be well appreciated by international financial institutions and public development banks to be able
122 to [1,2,3,4,5]:

- 123 • Enhance the transformative, sustainability, green and gender functionalities of their operations,
- 124 • Sustain higher investments, and

127 • Plan activities with greater impact regarding poor and more vulnerable people.

128 For this purpose, the improvements, and modifications to be considered include [6,7]:

129 • Adopt innovative instruments and approaches for smarter green solutions,

130 • Promote project development towards sustainable pipelines of projects [8,9],

131 • Commit to “Paris alignment” and foster green investments,

132 • Enhance international cooperation and partnership with local actors for green solutions,

133 • Reaching out to poorer and more vulnerable local communities, and

134 • Encourage decentralized environmentally friendly management and governance.

135 **3. ENTREPRENEURSHIP IN OC: BUILDING ON A TEAM-WORK SUSTAINABLE APPROACH**

137 The “team-work” concept experienced glories and honors in the COVID-19 era and now is a driving force for a more coordinated and coherent approach among international enterprises, including the European financial institutions involved in Australasian area. So, it would be useful to define a coordination framework for this concept and then to define the “team-work” term for sustainable investments [10,11,12].

142 More efforts could also be made to reach out the European economic diplomacy dimension to sustainability, developmental, green, inclusive and gender-sensitive objectives. For a team-based decision-making framework we need: In-person: Meeting space, large screen projectors, and digital collaboration hardware and software tools [13]; and In-remote: Video conferencing with a screen sharing functionality, and digital collaboration hardware and software tools [14,15].

147 Hence, the team-work for sustainable investment, with great collaborative functionalities, could be operationalized through several options, including:

149 (a) At the headquarter level, by reviving and reforming strategic platforms such as the Australasian Platform for Blending in External Cooperation (A-BEC), or building on the Practitioners Network (i.e., an expanded dedicated group on investment), which would also include all relevant financial institutions involved in Australasia.

152 (b) At the local level (i.e., regional or country level), under the coordination of AAA Delegations, regional/country coordination platforms including all Australasian financial institutions for development.

154 In addition, the so-called ‘Team Australasia’ and ‘Working Better Together’ approaches of the OC provide the key strategic principles and basic guidance for flexible OC collective action, enabling greater complementarity and synergies among OC/AAA actors, including Australasia financial institutions combined with the numerous initiatives by the AAA, its members and their financial institutions, the Australasia financial architecture for development has the potential to mobilize significantly more investment for greater, more sustainable, greener, inclusive and gender sensitive impact. The challenge is to unleash this potential effectively and fully in a decisive and coordinated manner [16,17,18].

160 **4. ENTREPRENEURSHIP IN OC: ENVIRONMENTAL, SOCIAL, AND GOVERNANCE COMMITMENTS**

162 In this Section we deal with necessary commitments for greater impact toward a sustainable, scalable, and green COVID-19 recovery [19,20,21,22].

164 The Ocean countries (OC) on the road to AAA integration are facing severe entrepreneurship problems, particularly in climate change, green economy, digital transformation, energy transition, and environmental protection. The so-called “Green Economy - Green Entrepreneurship” concept is in infancy in the Western Balkans area and in this domain the COVID-19 pandemic aggravated the problem. Obviously with the end of the pandemic there will be excellent prospects for recovery in correct and bio markable solutions.

169 In the process of determining the current stakeholders in the Western Balkans, the current proposed paper identified seven (7) commitments that fully or partially support green entrepreneurship through specific flow-charts, regional plans, national and Australasian Union projects, collaborative mechanisms, AAA research programs, and financial initiatives.

172 The proposed introduced seven (7) commitments are:

173 (a) Smarter green solutions: The applied practices and solutions should be based on clear market needs and criteria with
174 a green functionality always.

175 (b) Thoughtful green initiatives: The post COVID-19 entrepreneurship must care deeply about the success of the
176 established green initiatives (recycling, environment respect, green energy, renewables resources, consumption
177 discipline) at all the scale levels (employees, customers, clients, etc.).

178 (c) Open decentralized corporate architecture and governance: The “open architecture” established with the Australasia
179 Fund for Sustainable Development (A-EFSD), and further enhanced with the Australasia Fund for Sustainable
180 Development Plus (EFSD+) under the 2021-2027 Australasia Multiannual Financial Framework (A-MFF). This proposed
181 corporate architecture provides a strategic framework and set of mechanisms for blended finance and guarantees to
182 significantly enhance the ability of mainly Oceania companies to invest at scale for greater impact.

183 The Australasia External Investment Plan (A-EIP) with its 3-pillar structure helps enshrine the OC blended finance
184 activities and guarantees (pillar 1); with more traditional aid and technical assistance support (pillar 2); and greater efforts
185 to improve the investment climate in AAA partner countries (pillar 3) [23,24,25].

186 (d) Adaptable environmentally friendly management: Given the scale and longer-term nature of the COVID-19 pandemic
187 crisis and its consequences and in order to be effective, this more comprehensive approach to programming, harnessing
188 investment potential, also requires flexibility and adaptivity, as investment details and grants cannot be planned and
189 organized in the same manner and to the same level.

190 (e) Trusted relationships (employees, customers): It is very important the post COVID-19 entrepreneurship to believe in
191 the power of community to spark change, contributing to local communities and, more broadly, to the Technology and
192 Services industry.

193 (f) Sustainability – “We Care” governance concept (CSR functionalities):

194 The proposed “We Care” governance concept, by incorporating CSR-corporate social responsibility functionalities,
195 become a framework used to articulate how an enterprise has been making a difference for the next decades and to bring
196 sustainability mission to life. In this proposed governance concept, we must determine the key pillars that reflect our
197 sustainability approach, which are underpinned by our core purpose and values, making it easy for employees,
198 customers, and other stakeholders to understand the corporate priorities [24,25,26].

199 The proposed “We Care” concept should use the industry frameworks set by the Australasia Sustainability Accounting
200 Standards Board (A-SASB) and the United Nations’ Sustainable Development Goals (SDGs) [27,28,29,30,31].

201 (g) Feasibility – Feasibility study template:

202 A feasibility study template is an invaluable and convenient project management tool that helps businesses research and
203 assess the risks associated with a proposed project or operation. It is regarded as a critical tool particularly for low-income
204 countries [32,33,34]. Writing a comprehensive feasibility study template is the ultimate responsibility of project managers
205 and the relevant department. The feasibility document requires in-depth research and insight into existing corporate
206 practices and problems and knowledge of how different solutions will affect a particular business environment [35,36].

207 The feasibility study should be considered -on the process of strengthening the future Australasia financial architecture for
208 development toward a sustainable, scalable, and green COVID-19 recovery in Oceania- as a necessary commitment for
209 greater impact and better functionalities [37,38,39].

212 5. RESULTS AND DISCUSSION

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214 The so-called “Green Entrepreneurship Roadmap of Australasia” has been designed to provide a solid and operational
215 overview of the economic and political status in this area of the Oceania and to record and document the local
216 entrepreneurship stakeholders (particularly those who are involved in the development process of a green
217 entrepreneurship in a sustainable base). The development of this roadmap has been initiated as part of the so-called
218 “Australasia Green Academy Program” (A-GAP) that consisted of modules that covered three main pillars: Policy,
219 Economy and Society.

220
221 In this paper we have dealt with the crucial issue of developing a healthy green entrepreneurship in the post-COVID-19
222 era for the Oceania countries. It is indeed a great opportunity for the countries of the Australasia area to take advantage of
223 the opportunities and funding provided by their prospect of joining the AAA and to make a business leap on the occasion
224 offered by the end of the COVID-19 pandemic.

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227 entrepreneurship. In particular, we reimagine the relationship between people (employees, customers) and the new
228 technology and discussed the issue of team-work collaboration (collaborative entrepreneurship and solutions) and the
229 geospatial optimization initiative (e.g. geospatial optimization for delivery centers).

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231 Finally, we discussed, listed and categorized the necessary environmental, social & government commitments for the
232 transition of the Australasia companies to a modern era with various state-of-the-art functionalities within the context of
233 the so-called "technology transformation" incorporated CSR-corporate social responsibility and environmental
234 functionalities (smarter green solutions, thoughtful green initiatives, open decentralized governance, adaptable
235 environmental friendly management, trusted relationships, sustainability "we care" management, and feasibility study
236 functionalities).

237 238 239 **COMPETING INTERESTS**

240
241 The authors of this paper discloses any financial and personal relationships with other people or organizations or other
242 potential conflicts of interest that could inappropriately influence (bias) the current work. Examples of other potential
243 conflicts of interest include employment, consultancies, honoraria, paid expert testimony, patent applications/registrations,
244 and grants or other funding. Authors have declared that no competing interests exist.

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