



## Part one Austrade overview

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# our corporate plan

Austrade's Corporate Plan is a rolling, three-year document that sets out the key strategies that Austrade will pursue to achieve the outcomes required by the Government.

The 2005–06 to 2007–08 Corporate Plan outlines Austrade's objectives, priorities, and measures of performance aligned with its aim to increase the number of Australian exporters and drive growth in export value.

The four objectives of the Corporate Plan are to:

1. assist more Australian businesses to become exporters
2. help established exporters to enter more markets and assist exporters to become sustainable in export, so increasing export value
3. support more Australian businesses to achieve export success by developing relationships and working with allies
4. promote the benefit of export and international trade among businesses and the community.

The priorities outlined in the Corporate Plan are:

- > drive export outcomes through Australia's free trade agreements
- > expand Australia's international business in key growth markets such as China and India
- > enhance export development through an industry focus in Austrade's onshore and offshore network.

Through implementing strategies and initiatives focused around pursuing these objectives and priorities, Austrade's primary aim for 2005–06 was to assist **5,000** exporters (both new and established) to achieve export success to an estimated value of **\$17.5 billion**.

# our structure

Austrade is structured in Australia to provide services to new, irregular and established exporters through two divisions: Exporter Development and Client Services.

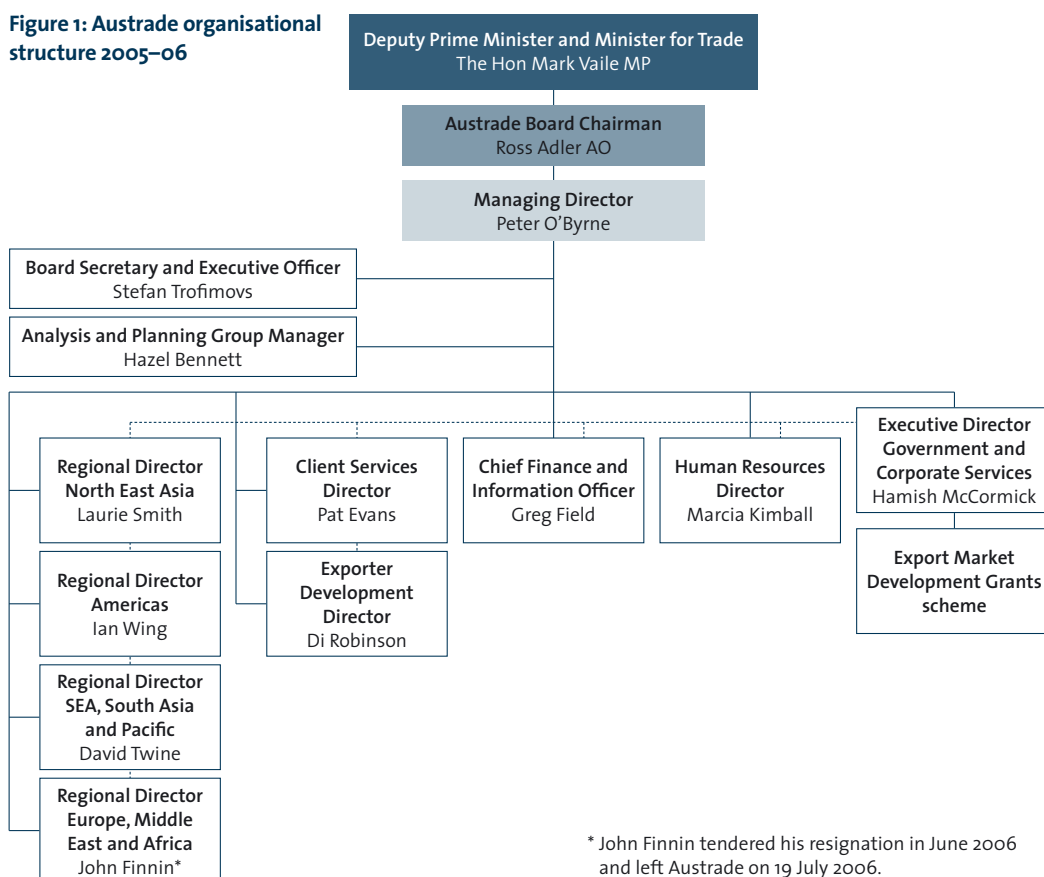
Offshore, Austrade's operations are structured around four regions: the Americas; Europe, Middle East and Africa (EMEA); North East Asia (NEA); and South East Asia, South Asia and Pacific (SEASAP). Each region is headed by a Regional Director located in the region. The regions' primary focus is to proactively identify opportunities and work with Australian businesses in overseas markets to capture export business. The regions also deliver consular, passport and immigration services in specific locations.

Organisational support for Austrade's onshore divisions and offshore regions is provided by four enabling areas. They are:

- > Human Resources
- > Finance and Information
- > Government and Corporate Services
- > Analysis and Planning.

For more information on Austrade's divisions, regions and enabling areas see Part two.

**Figure 1: Austrade organisational structure 2005–06**



\* John Finnin tendered his resignation in June 2006 and left Austrade on 19 July 2006.

# our global network

Offshore, Austrade is represented in 142 locations in 64 countries. In many locations Austrade has an office presence, either as a stand-alone office or as part of an Australian embassy or high commission. In other locations, Austrade is represented by a mobile Austrade employee or trade correspondent. The back cover of this report provides a full list of Austrade's points of service in Australia and overseas.

The location of Austrade's offices and mobile resources reflects, in part, the major export destinations for Australian exporters, as well as locations of significant export potential. It also reflects the priorities of the Australian Government, including markets where trade policy gains have produced enhanced opportunities for Australian businesses. Austrade's expansion in the United States and Thailand following the successful

conclusion of free trade agreements with those countries is an example of how Austrade focuses its representation to maximise benefits from trade policy wins.

In addition to our overseas network, Austrade has an extensive network in Australia. At 30 June 2006, Austrade had 18 national offices as well as 54 TradeStart and Export Hub offices as shown in Figure 3. TradeStart is a partnership between Austrade and state and territory governments, industry associations and regional development organisations. The 54 TradeStart offices were contracted to 32 providers. Individual TradeStart locations may alter as part of a tender process to renew the TradeStart program in the first quarter of 2006–07 (see page 8). A full list of locations and providers as at 30 June 2006 is at Appendix A.

**Figure 2: Austrade's global network**

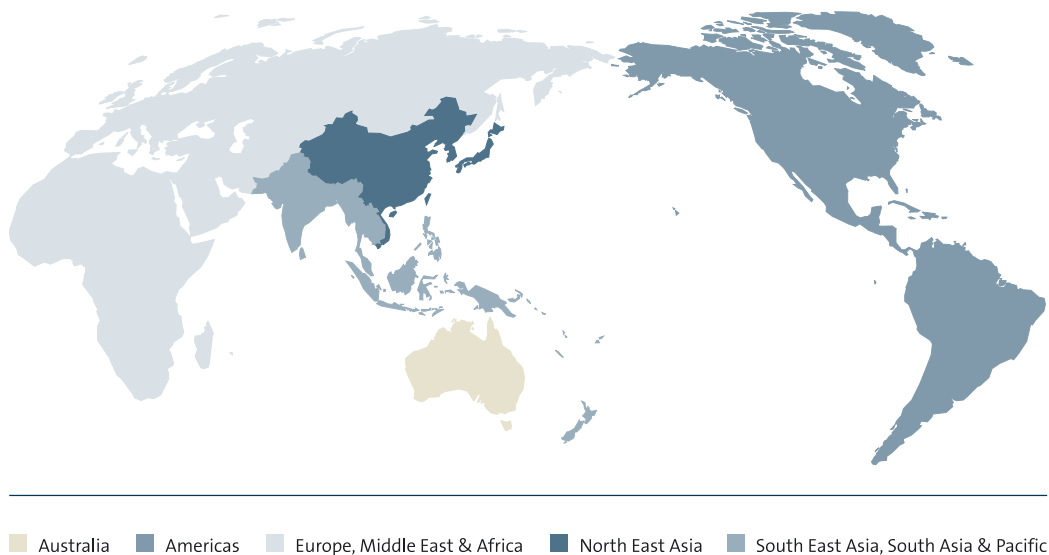
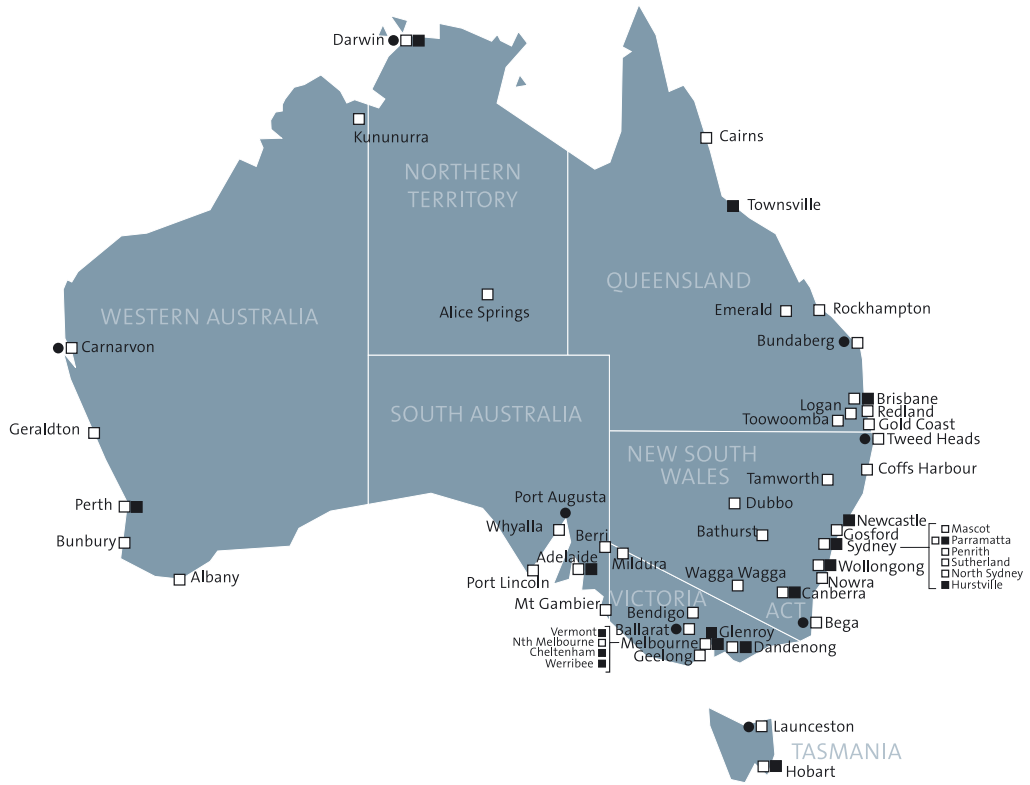


Figure 3: Austrade’s Australian network



■ Austrade office □ TradeStart Office ● Export Hub

# our performance

Austrade has a comprehensive range of output measures that enable it to demonstrate the extent to which it has achieved the outcomes set down by the Australian Government. Austrade's outcomes and outputs are outlined on page 36.

Internally, Austrade uses selected output measures as its key performance indicators (KPIs). The KPIs measure the organisation's performance in assisting Australian businesses to achieve success in export and international business.

In 2005–06, Austrade pursued several primary objectives supporting the achievement of growth in export value and doubling the number of Australian exporters. Table 1 outlines Austrade's KPI results against these objectives and demonstrates the successes we have achieved this year.

Further detailed information and commentary on Austrade's output performance is set out in Part three.

**Table 1: KPI results and targets, 2005–06**

Key objective	Key performance indicators	2005–06 Target	2005–06 Result (2004–05 Result)
Assist exporters (both new and established) to achieve export success	Total number of exporters achieving export success with Austrade's assistance	5,000	5,098 (4,358)
Grow established exporters and help exporters to become sustainable in export, so increasing export value	Number of established exporters achieving export success with Austrade's assistance	3,200	3,321 (2,641)
	Dollar value of export success achieved by new/irregular and established exporters with acknowledged assistance by Austrade	\$17.5 b	\$18.4b (18.4b)
	Client satisfaction with Austrade's services	85%	88%* (89%)
Assist more Australian businesses to become exporters	Number of new or irregular exporters achieving export success with Austrade's assistance	1,800	1,777 (1,717)
Support more Australian businesses to achieve export success by developing relationships and working with allies	Number of businesses achieving export success indirectly through Austrade (estimate)	400	601 (263)
Raise awareness of the benefits of export among businesses and the community	Community awareness of the importance of the Government's trade and international business facilitation activities through Austrade	75%	67% (66%)

\* The client satisfaction rating is for established exporters receiving Austrade services. The satisfaction rating for clients on the New Exporter Development Program (NEDP) was also 88 per cent (see page 45).

# our people

Austrade's workforce comprises a mix of Australia-based (A-based) staff working in Australia and overseas and overseas-engaged staff who bring with them relevant business skills and market knowledge. At 30 June 2006, Austrade employed 1,072 staff comprising 527 A-based staff and 545 overseas-engaged staff. Of the total number of A-based employees, 80 worked in an offshore location as either a senior trade commissioner or trade commissioner.

During the year two Austrade employees received special recognition for their dedication and contribution to assisting Australian exporters.

Ms Elizabeth Masamune, our Senior Trade Commissioner in Korea, was awarded a Public Service Medal for outstanding service in furthering the business expansion of Australian companies in Asian markets (see page 22). Mrs Toh Guek Hong, our Senior Business Development Manager in Singapore, was made an honorary Member of the Order of Australia for her contribution to Australia's export and international business objectives in Asia (see below).

For more details on staffing and Austrade's human resource management strategies see Appendix D and pages 26–9.

On 16 March 2006, His Excellency the Governor-General of Australia announced that Mrs Toh Guek Hong, Austrade's Senior Business Development Manager in Singapore, would be made an Honorary Member of the Order of Australia for her services to Australian exporters. This is the second-highest award the Australian Government has ever bestowed upon a Singapore citizen.

Mrs Toh's achievements include the establishment of an ongoing Australian food and beverage promotional platform in the

largest retail supermarket chain in Singapore. She was also responsible for the introduction of Australian pork into Singapore and for enhancing the marketing of Australian wine to a position where Singapore is now Australia's largest market for wine in South East Asia. She has helped hundreds of Australian small to medium food and beverage companies win business in Singapore.

Mrs Toh is Austrade's first overseas-engaged employee to receive such high official recognition.



*Mrs Toh Guek Hong (centre) with, from left to right, Miles Kupa, Australian High Commissioner to Singapore, Maurine Chong, Senior Trade Commissioner Singapore, her sons Zhuo Yixiang and Zhuo Tianxiang, Judy Twine and David Twine, Austrade Regional Director, South East Asia, South Asia and Pacific, at a celebratory function*

# our programs

Austrade has a number of programs and initiatives aimed at assisting more Australian businesses into exporting. A description of each program and initiative follows.

## Export Market Development Grants scheme

The Export Market Development Grants (EMDG) scheme is the Government's key financial assistance program for aspiring and current exporters. The scheme encourages Australian small to medium enterprises (SMEs) to enter and develop sustainable export markets by reimbursing up to 50 per cent of eligible export promotion expenses above a threshold of \$15,000.

After a review of the EMDG scheme the Australian Government announced in January 2006 the continuation of the scheme for a further five years to 2010–11. See further details on EMDG on page 47.

## TradeStart

TradeStart is an extensive national network that provide the resources, advice and expertise to help Australian businesses export successfully, with a particular focus on new and irregular exporters and small to medium enterprises, especially in regional and rural Australia. The Australian Government provided \$21.5 million from 2002–03 to 2005–06 to fund the TradeStart network and recently provided an additional \$23.4 million to extend TradeStart to 2009–10. The extension of the program involves a re-tender for the provision of services, which will occur in the first quarter of 2006–07.

In 2005–06 TradeStart assisted 854 Australian businesses achieve export sales worth \$353.1 million, a 25 per cent increase over the number of businesses assisted (634) in 2004–05. Of these clients, over 50 per cent (519), were new exporters, compared with 449 in 2004–05.

During the year the 26 TradeStart offices in regional Australia facilitated 415 export sales for Australian businesses worth \$228.7 million, an increase from 264 export sales in 2004–05. Of those sales, 224 were by new exporters compared to 158 in 2004–05.

## Export Hubs

During 2005–06, eight Export Hubs were established, including two that involved the creation of new TradeStart offices in Bega and Tweed Heads. Export Hubs co-locate the services of TradeStart and AusIndustry, the business program delivery division of the Department of Industry, Tourism and Resources (DITR); \$6.4 million has been provided from 2004–05 to 2008–09 for this initiative (see also page 13).

## New Exporter Development Program

Austrade has developed the New Exporter Development Program (NEDP) as a package of export services designed to assist, coach and prepare new and irregular Australian businesses for export. Through the national Austrade and TradeStart offices, and with the support of Austrade's extensive overseas network, small to medium enterprises (SMEs) work alongside their export adviser to develop the capabilities and knowledge required to achieve overseas sales and become sustainable exporters.

## Corporate Partnerships

The Corporate Partnerships Program seeks to extend the impact of Austrade's international business advisory expertise and assistance through the development of partnerships and alliances with the private sector.

The Corporate Partnerships Program offers partners:

- > the professional development program *Going International* to improve the depth of advice that they can provide to their clients
- > access to Austrade's network of market and industry specialists in locations all around the world
- > joint marketing and media activities promoting the benefits, opportunities and services available for those building business overseas.

During 2005–06, the program delivered *Going International* sessions to 116 partner advisers and undertook 65 joint marketing activities with partner organisations. Corporate Partners reported 601 international business successes achieved by their clients.