our corporate plan

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

Austrade’s Corporate Plan is prepared in the context of the Minister’s Statement of Expectations for Austrade and the CEO’s Statement of Intent outlining to the Minister the means to meet these expectations. Both the Statement of Expectations and Statement of Intent are available on the Austrade website.

The 2006–07 to 2008–09 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 sustainable exporters
2. grow established exporters to increase export value
3. deliver more value to Australian businesses by expanding Austrade services through relationships and partnerships
4. raise awareness of the benefit of export among businesses and the community.

The priorities outlined in the Corporate Plan are:

> to drive export outcomes through existing trade agreements and increase focus on future free trade agreement markets
> to expand Australia’s international business in key growth markets of China and India
> to enhance industry export development.

Through implementing strategies and initiatives focused around pursuing these objectives and priorities, Austrade’s primary aim for 2006–07 was to assist 5500 exporters (both new and established) to achieve export success to an estimated value of $18 billion.
Austrade delivers value adding services and assistance to Australian business through integrated offshore and onshore operational divisions, supported by enabling services provided throughout the network.

Within Australia, Austrade provides services and grants to Australian exporters through the Exporter Services Division and the Export Market Development Grants Team.

Offshore, Austrade operates through a four-region structure: 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 the identification of opportunities for Australian businesses to access overseas markets and capture export business. The regions also deliver consular, passport and immigration services at certain locations.

Organisational support for operational divisions and offshore regions is provided by three enabling areas. They are:

- Government and Corporate Services.
- Human Resources
- Finance, Information and Planning

For more information on Austrade’s divisions, regions and enabling areas, see Parts Two and Three.

**Figure 1: Austrade organisational structure 2006–07**
Offshore, Austrade is represented in 119 locations in 62 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 mobile Austrade employees. The back cover of this report provides a full list of Austrade’s points of service in Australia and overseas. At 30 June 2007 Austrade had 53 Posts, 30 Subposts and 36 Outposts. Austrade also used the services of 16 Trade Consultants to identify customer opportunities for Austrade clients.

In addition to our overseas network, Austrade has an extensive network in Australia. At 30 June 2007, Austrade had 18 national offices as well as 51 TradeStart Offices (includes 8 Export Hubs) as shown in Figure 3. TradeStart is a partnership between Austrade and state and territory governments, industry associations and regional development organisations. A full list of locations and providers as at 30 June 2007 is at Appendix A.

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.
Figure 3: Austrade’s Australian network
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 40.

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 2006–07, 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 Two.

### Table 1: KPI results and targets, 2006–07

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<tr>
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<tr>
<td>Assist exporters (both new and established) to achieve export success</td>
<td>Total number of exporters achieving export success with Austrade’s assistance</td>
<td>5500</td>
<td>5417 (5098)</td>
</tr>
<tr>
<td>Grow established exporters and help exporters to become sustainable in export, so increasing export value</td>
<td>Number of established exporters achieving export success with Austrade’s assistance</td>
<td>3600</td>
<td>3421 (3321)</td>
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<td></td>
<td>Dollar value of export success achieved by new/irregular and established exporters with acknowledged assistance by Austrade</td>
<td></td>
<td>$22.4 bn ($18.4 bn)</td>
</tr>
<tr>
<td></td>
<td>Client satisfaction with Austrade’s services</td>
<td>85%</td>
<td>89% (88%)</td>
</tr>
<tr>
<td>Assist more Australian businesses to become exporters</td>
<td>Number of new or irregular exporters achieving export success with Austrade’s assistance</td>
<td>1900</td>
<td>1996 (1777)</td>
</tr>
<tr>
<td>Support more Australian businesses to achieve export success by developing relationships and working with allies</td>
<td>Number of businesses achieving export success through Austrade’s services delivered via corporate alliances</td>
<td>600</td>
<td>668 (601)</td>
</tr>
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<td>Raise awareness of the benefits of export among businesses and the community</td>
<td>Community awareness of the importance of the Government’s trade and international business facilitation activities through Austrade</td>
<td>75%</td>
<td>65% (67%)</td>
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