



SHOALHAVEN EXPORT STRATEGY

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Shoalhaven
City Council

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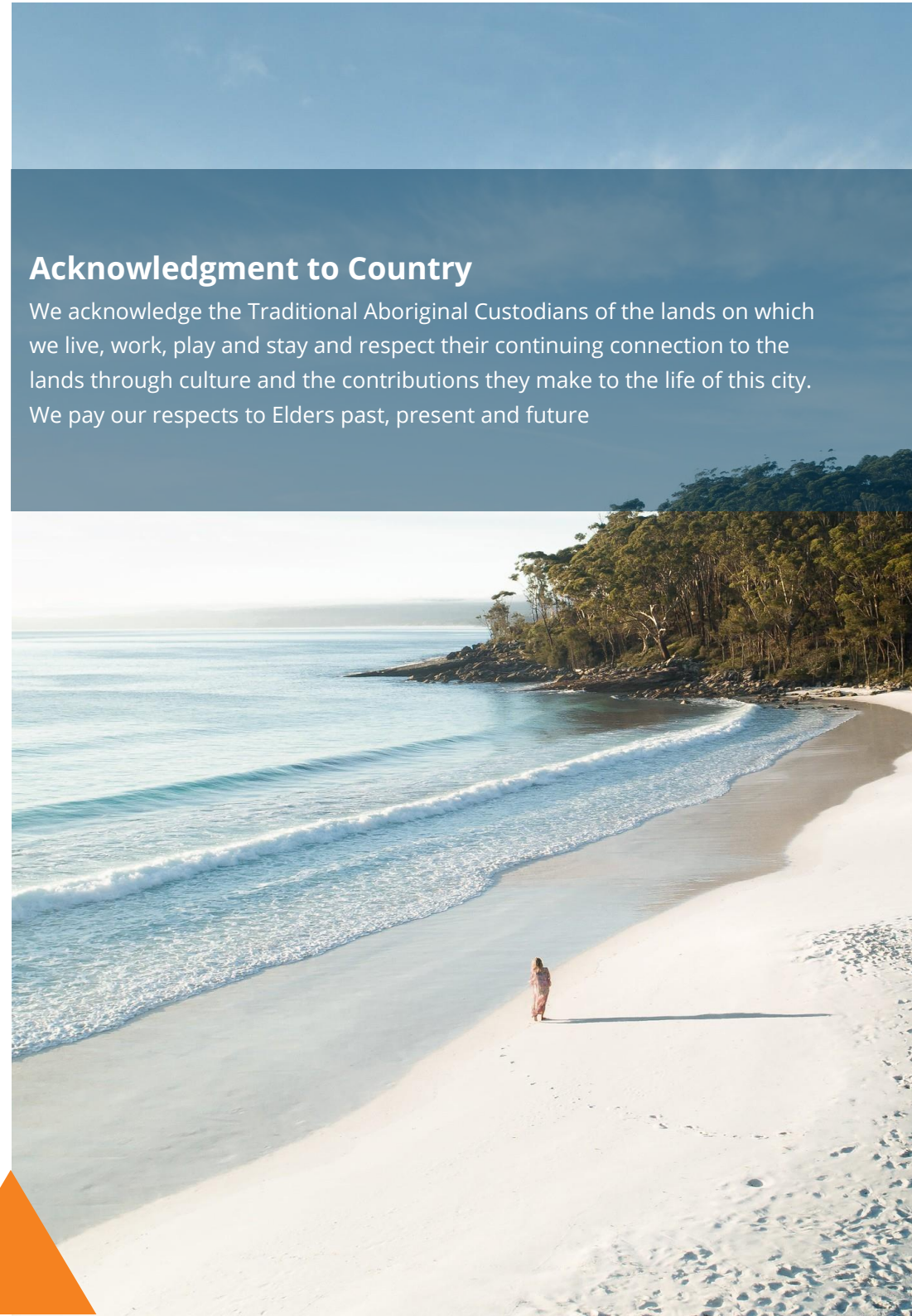
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Acknowledgment to Country

We acknowledge the Traditional Aboriginal Custodians of the lands on which we live, work, play and stay and respect their continuing connection to the lands through culture and the contributions they make to the life of this city. We pay our respects to Elders past, present and future



EXECUTIVE SUMMARY

The Shoalhaven Export Strategy represents a statement of intent that businesses of the Shoalhaven are set to become more and more involved in international trade.

Exporting goods and services has long been a key driver of Australia's national and state economies. However, in conjunction with the megatrend of increasing technological growth, international exports have also become more accessible, and therefore more important, to local economies such as the Shoalhaven. As a result, a growing number of small to medium enterprises (SMEs) are becoming more familiar with, and reaping the rewards of, international trade.

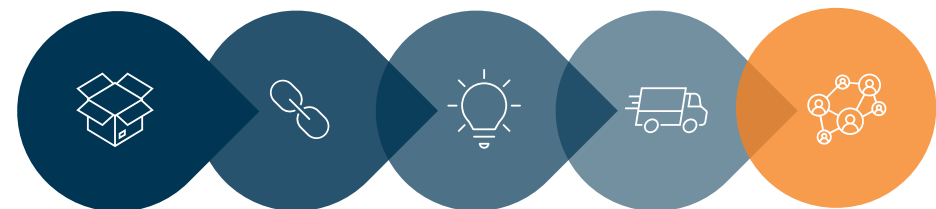
Yet, according to the NSW Trade Statement 2021, even though SMEs comprise some 97.5% of all enterprises in NSW, they contribute just 3% of all exports. This small proportion reflects the reduced capacity SMEs have to resource export efforts, which can be costly and complex for both first timers and those who are well-versed. Shoalhaven City Council, through the Federal Government's SME Export Hubs grant program, responded to these needs by establishing the *Shoalhaven Export Hub* in 2020.

Combining input from all three levels of government, the Shoalhaven Export Hub has sought to identify and resolve key impediments to export, including a lack of knowledge, capability and capacity, as well as technical barriers. The Shoalhaven Export Hub has found that these barriers can be eliminated through providing a better understanding of market opportunities and working collaboratively to learn about entry strategies, regulatory environments and distribution channels.

This *Shoalhaven Export Strategy*, and the establishment of the Shoalhaven Export Hub in 2020, seeks to break down these barriers and to foster a collaborative model that increases international trade capability. This same priority is shared by the NSW Government, who recently made additional commitments to address export challenges through information sharing, training, and targeted assistance through the NSW Trade Statement 2021.

A concerted effort has been made to create the Shoalhaven Export Hub and there is now a need to establish a future long-term plan for its future. This plan needs to build on lessons learnt and to drive future actions that sustains the current momentum.

For this to be realised, a five-stage approach has been identified through this Strategy. This approach will engage and involve new participants, assist in actualising business export potential, and enable SMEs to evolve with the Shoalhaven Export Hub. This process aims to take businesses from a new participant to an experience exporter.



1. ENGAGE 2. INVOLVE 3. ENLIGHTEN 4. DELIVER 5. EVOLVE

Combined with key implementation partners in the State and Federal Government, this Strategy will endeavour to meet its overarching goal of enabling more Shoalhaven businesses to access and leverage global markets.

1. Introduction

1.1 Purpose

The overarching purpose of the *Shoalhaven Export Strategy* (the Strategy) is to provide a framework and key actions that ensure the continuation of the Shoalhaven Export Hub beyond its current funding period.

Ultimately, this will strengthen the reputation of the Shoalhaven as a global trading node in regional NSW by attracting and enabling more businesses across a range of sizes and industries to export internationally.

1.2 How this Strategy works

This Strategy is structured into four key parts as shown below. The Strategy provides a solid platform to build on the successes of the Shoalhaven Export Hub and to continue to establish a culture of export readiness in the Shoalhaven.

The Strategy also provides a series of local case studies and linkages to government agencies that highlight the benefits and experiences of the Shoalhaven Export Hub members.





Case study **STORMTECH**

Exporting has been a long tradition for Nowra based company Stormtech.

The family-owned business started in 1989 with a one-off request for an architectural drainage solution. Five years later the business was the winner of a Design Mark at the Australian Design Awards and by the late 2000's export requests were rolling in.

"Organic off-shore enquiries were the beginning of our export story," says Managing Director Troy Creighton, son of the inventor of Stormtech's drainage

system, John Crieghton. "Once we were able to overcome those first hurdles, we quickly realised that we had a product that was unique throughout the world."

With a world-first patented product, Stormtech was soon in a position to supply to a range of countries. In fact, Stormtech has distributors across the United Kingdom and Europe, United States, Middle East, New Zealand and South East Asia.

"One of the most satisfying parts of being an exporter is the recognition that comes with creating a unique product," and this recognition is always spreading, having now maintained a regular export

market for the business for more than 13 years.

But it hasn't all been smooth sailing. Troy has provided a range of experiences to the Shoalhaven Export Hub group. "There's never a single fixed plan. Planning is crucial, but so is the need to refresh, renew and modify those plans over time – nothing ever works to the original plan!"

Troy's had a number of positive experiences with the Export Hub, combining the presence of key State and Federal trade staff with "free-wheeling conversations that are often the best part of the process", he says.

"There tends to be a lot of people with great information and experiences in the Hub meetings, so it's definitely a place to get things moving."

Stormtech is always looking at the next opportunity, whether by plan or by chance, but with hard work and a positive mind-set there are endless opportunities. "Even if the first time doesn't work out, there's always an opportunity to return to exporting and the Export Hub is a great place to start."

www.stormtech.com.au



1.3 Shoalhaven Economic Development Office

Shoalhaven City Council (Council) has an active Economic Development Office, working at the strategic and operational level to grow the economy and encourage expansion and diversification across all sectors. The Office is one of the largest in regional Australia.

1.4 Shoalhaven Export Hub

The Shoalhaven Export Hub was launched in November 2020, after a successful grant was received through the Australian Government's *Small and Medium Enterprises (SME) Export Hubs Initiative*. The initiative is designed to help Australian SMEs to grow, export and increase local and regional jobs through a focus on the following sectors¹:

- ▶ Advanced Manufacturing
- ▶ Cyber Security
- ▶ Food and Agribusiness
- ▶ Medical Technologies and Pharmaceuticals

The Shoalhaven Export Hub is a collaborative business-to-business network that helps small and medium size businesses harness opportunities in global markets. The Shoalhaven Export Hub works with businesses to build their skills and know-how to harness global opportunities. By developing globally competitive SMEs, this leads to regional economic growth and job creation across the Shoalhaven.

The Shoalhaven Export Hub sits within Council's Economic Development Office.

¹ Noting that "Mining Equipment, Technology and Services" and "Oil, Gas and Energy Resources" are also target sectors of the program, but of low relevance to the Shoalhaven at this time.



AIMS:

- ▶ Assisting firms in determining their export readiness
- ▶ Assisting member firms in developing export strategies focused on current or future global opportunities that reflect local strengths
- ▶ Enhance member skills and management capability through training and seminars
- ▶ Increase information and resource sharing between participating businesses
- ▶ Help to address barriers to participation by member firms in global supply chains
- ▶ Develop an overarching Shoalhaven export strategy that aligns with growth industry sectors
- ▶ Providing market intelligence about export opportunities

1.5 Strategic Context

There are a range of organisations that assist in driving the global export process. Harnessing a range of these can be critical to export success. An outline of key organisations and the strategic context of this Shoalhaven Export Strategy is summarised below.

Shoalhaven City Council

The *Shoalhaven Economic Development Strategy 2017-2026* is Council's overarching economic strategy that aims to foster sustainable economic development through collaboration. This overarching Strategy builds on a series of detailed "industry sector strategies". Each of these sector strategies have their own desired outcomes and objectives and include the:

- ▶ Defence Sector Strategy
- ▶ Agri-Business Sector Strategy
- ▶ Digital Economy Sector Strategy
- ▶ Aquatic Biotechnology Sector Strategy
- ▶ Medical Education Sector Strategy

Council has also developed the *Shoalhaven Destination Management Plan 2018-2023* that seeks to build its reputation and products for the international market. Whilst tourism is recognised as an important export sector for the Shoalhaven, actions relating to it are more appropriately captured in that Plan. It is also noted that tourism is not a target sector associated with the existing funding, the Shoalhaven Export Hub or the Australian Government's *SME Export Hubs Initiative*.

With a strong export character and philosophy, Shoalhaven City Council is a proud supporter of building diverse and adaptable businesses for the future.

Australian Government

The Australian Trade and Investment Commission, or more simply known as Austrade, is the Australian Government's international trade promotion and investment attraction agency. A core objective of Austrade is to link Australian businesses to global export opportunities – aligning with the primary objective of the Shoalhaven Export Strategy and the Shoalhaven Export Hub.

A range of strategies have been developed by the Australian Government of relevance to the Shoalhaven, including the *Defence Export Strategy* and *Australia's Services Exports Action Plan* (targeting services including tourism).

Austrade provides a range of information and services from an export perspective including the following:

- ▶ Assistance with getting started with exporting
- ▶ Providing in-country support
- ▶ Market profiles and information
- ▶ Export grants
- ▶ Information and assistance with Free Trade Agreements
- ▶ Administer the Australian Suppliers Directory

Together with AusIndustry, who provide a range of on-shore assistance to assist in business growth, and the TradeStart Program, delivered in partnership with State and local governments, there is a range of Australian Government support for existing and future exporters.

NSW Government

The *NSW Trade Statement 2021* provides a contemporary vision for how NSW will thrive in a new international trade landscape. It establishes five key strategies as outlined below.

- 1. Facilitate** new export growth opportunities 
- 2. Help** SMEs to compete internationally 
- 3. Promote** NSW as a world-leading knowledge economy 
- 4. Harness** NSW's competitive advantages 
- 5. Strengthen** international partnerships at all levels 

The Trade Statement builds on the NSW Government's *Global NSW* initiative. This government-wide initiative supports trade, investment and innovation, aiming to drive economic growth and build prosperity across cities and the regions of NSW.

The NSW Government is also responsible regionally for the *Illawarra-Shoalhaven Regional Plan* and has developed the *Shoalhaven Regional Economic Development Strategy*, both of which highlight the core strengths of the Shoalhaven economy.



Case study **THE QUILTING PATCH**

Danni's Quilting Patch is a small business based in Nowra, NSW. Growing from an "accidental" invention in 2017, the family business now exports to New Zealand, United Kingdom, Canada and the United States.

"After displaying at our first trade show, we immediately had international enquiries," says Danni Reynolds, business owner.

"Whilst it seems all very daunting, it's really not too hard once you're up and running," she admits, "and it feels great to be around, and associate with, successful business women!"

Danni is now looking to expand further, moving from her patented Eppiflex sewing templates to divine spray starches that are already desired across Australia.

"Like with most people, there has always been a lot to learn, but the Shoalhaven Export Hub has been wonderful for that," she says.

With the support of State and Federal Government, and including a successful Export Market Development Grant, the Export Hub has given Danni the confidence to keep moving.

"I might not have the largest business, or be the most experienced exporter, but there are always opportunities to talk through barriers and options with the group."

Danni recognises the value and opportunities of being an international exporter. "We've got Japan on our minds next – here we come!"

www.eppiflex.com

 Shoalhaven
City Council

 shoalhaven
EXPORT
HUB

2. Existing Situation

This part of the Strategy identifies the current situation of the Shoalhaven Economy and outlines the future opportunities which can become targets for this Strategy.

2.1 The Shoalhaven Economy

The Shoalhaven is experiencing exciting times, with major infrastructure projects making the area ever more accessible and creating opportunities to expand on the existing productive, entrepreneurial and robust businesses. Combined with readily available and reasonably priced residential and employment land, and an extensive skilled labour force, the Shoalhaven already has some serious competitive advantages that are only expected to grow.

The defence and manufacturing sectors have traditionally been (and will continue to be) key industry sectors for the Shoalhaven having already supported the substantial growth in the economy (GRP) over many years. Other key growth areas from an export perspective have also included international tourism² and professional, scientific and technical services³.

These industries are also well represented from a location quotient perspective, with the Shoalhaven outperforming regional NSW more

generally across the manufacturing, tourism (accommodation and food services) and professional, scientific and technical services sectors.

More broadly, the Shoalhaven economy has outpaced the broader Regional NSW area over the last 10-years, building on its solid and diversified foundations as shown below⁴.

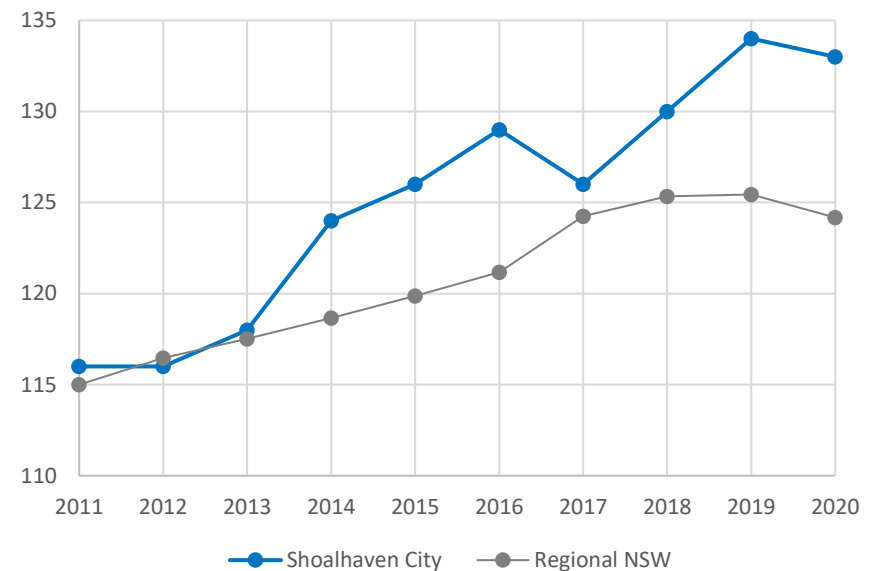


Figure 1: GRP growth over 10 year period

² Tourism Research Australia's National and International Visitor Survey datasets highlight growth in the domestic overnight market between December 2014 and December 2019 of more than 40% - increasing from 1.29 million to 1.84 million during the period.

³ Full-time equivalent jobs have increased by more than 40% over the 2009/2010 to 2019/2020 period.

⁴ Cumulative growth over last 10 years by Gross Regional Product - based on commencement at an equivalent base level of 100 in 2011.

2.2 Key export capability areas

Consistent with the strengths of the broader economy, the Shoalhaven also has a range of existing key export capability areas. These include:



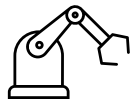
Food and agriculture – with pristine aquatic and land-based environments, there is a range of export quality foods and agricultural products emanating from the Shoalhaven. Access to key markets in Asia and beyond is critical.



Defence and security – building on the presence of two Naval facilities in the area, the purpose build Albatross Aviation Technology Park and associated high numbers of business and personnel based in the area.



Science and technology – through growth areas such as the development of nutraceuticals and the “Blue BioTech” collaborative arrangement, there are numerous businesses participating in this innovative space.



Manufacturing – a long-term and core strength of the Shoalhaven across a range of industries. With substantial employment and opportunities available, manufacturing has continued to outperform comparable areas of the State.

These areas are but a snapshot of the broader markets of the Shoalhaven. They represent a range of export business size and type, from small, low volume businesses to much larger firms with links across the globe. They display a similar range of export platforms, from eCommerce through to direct or established distributor networks.



Case study ECLASS OUTBOARDS

“There’s a rapid change coming in the EV car market, why not boats?” That’s the question business owner, Lynelle Johnson, has been asking.

And she’s not alone...

For the past 10 years Eclass Outboards chief innovator, Ron Kelly, has developed a diverse range of powerful, portable outboard electric motors and an electric jet-ski.

“Our product range allows us to cater to a diverse portable outboard market - from rescue craft, marina duty boats and commercial vessels through to tenders, houseboats and yachting all looking for sustainable boating.” says Lynelle.

What was originally planned as a domestic product quickly changed. “Online interest came almost immediately from overseas,” explains Lynelle, “which led us to

exports to the Netherlands and New Zealand in our first months.”

As one of only a small number of electric marine manufacturers in the world, and in an outboard market expected to be worth \$12 billion USD by 2027, the opportunities are enormous.

“Knowing we have a great product is one thing but getting it to the right markets is quite another” she admits. “The Hub quickly highlighted that we had a lot to learn, but with other local businesses that have faced similar challenges in the room, it’s great for an accidental exporter like us!”

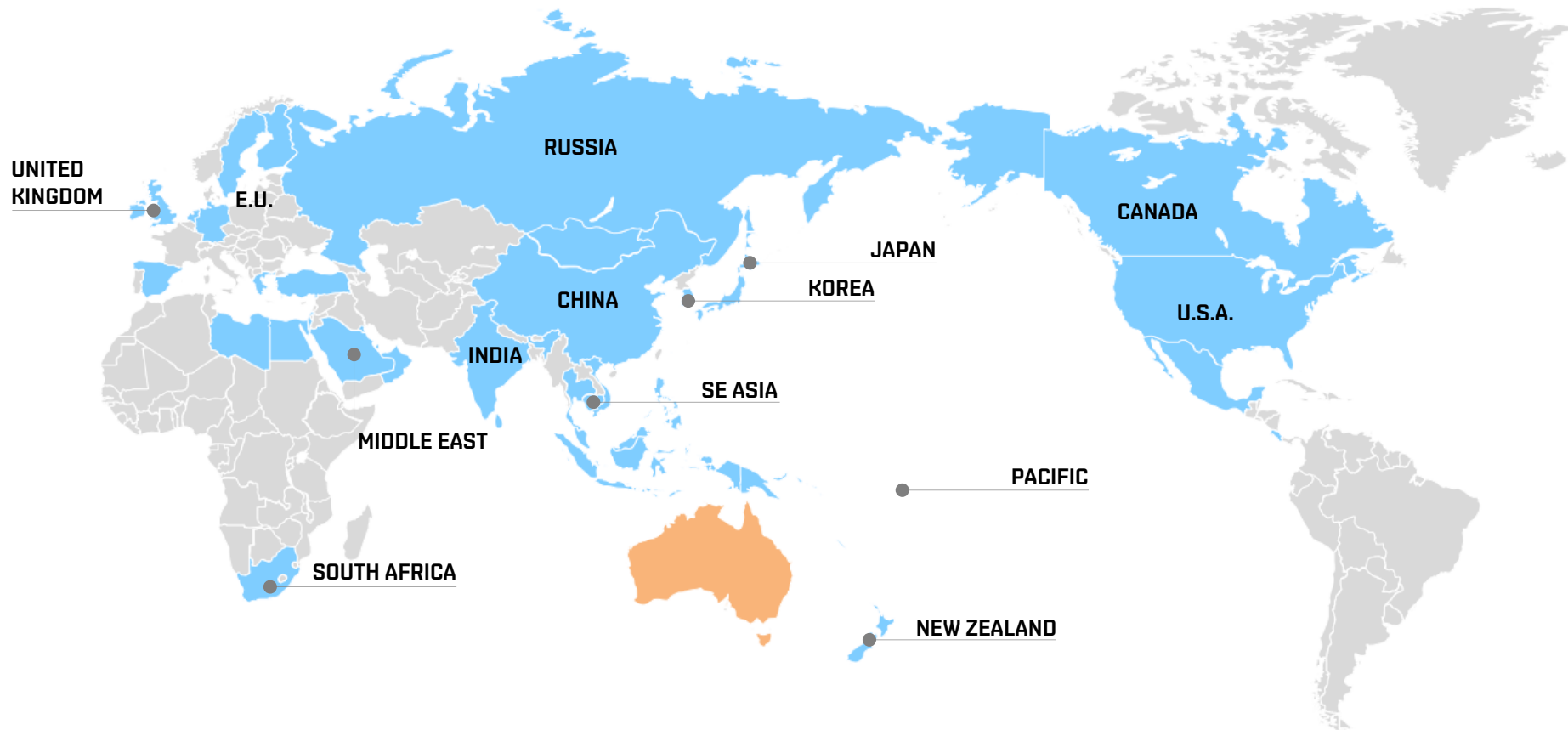
For now, Eclass Outboards is being approached from Canada, Africa and beyond. For Lynelle it’s an exciting time, “but we know there’s hard work ahead” she reminds herself.

www.eclassoutboards.com.au

2.3 Existing markets

Like the diversity of the businesses that are involved in international exports, there is also significant diversity in the markets that they export to. Already, Shoalhaven businesses are exporting to many key markets, including several countries in Asia, the Middle East, Europe and North America.

With Free Trade Agreements (FTAs) in place across many of these corresponding regions, there are a number of large and smaller opportunities for exporting.



2.4 Why Export?

Need some reasons to try exporting – consider these:

1 EXPAND YOUR CUSTOMER BASE
Tapping into a global customer base of 7,800 million rather than 25 million.

2 DIVERSIFY YOUR MARKETS
Reducing your dependence on any one single market, which can reduce your risks.

3 CREATE ECONOMIES OF SCALE
Building economies of scale into your own domestic production.

4 DRIVE PRODUCT PREMIUMS
Establishing premium price opportunities for your unique product in specialised markets.

5 LEVERAGE OUR REPUTATION
Leveraging Australia's reputation for quality, reliability, honesty and environment.

6 USING FTAs TO YOUR BENEFIT
Taking advantage of negotiated Free Trade Agreements to access key markets.

2.5 SWOT Analysis

There are recognised strengths, weaknesses, opportunities and constraints to the existing Shoalhaven export network and the Shoalhaven Export Hub model. These are summarised below.

 STRENGTHS	 WEAKNESSES
<ul style="list-style-type: none"> Existing Shoalhaven Export Hub presence Nowra based 'TradeStart' office highlighted State & Federal commitment Diversity of exporters by sector, market and scale Access to markets from Botany, Sydney and Western Sydney International Airports Willingness to share / relatively low competition locally Entrepreneurial spirit of Shoalhaven businesses 	<ul style="list-style-type: none"> Small businesses / quantity of exports – confidence Lack of export knowledge / understanding – confidence Access to Shoalhaven specific export information Infancy of the Shoalhaven Export Hub network Limited number of participants within the Shoalhaven Export Hub
 OPPORTUNITIES	 THREATS
<ul style="list-style-type: none"> Capacity to transfer knowledge within and outside of the Shoalhaven Export Hub Capacity to grow participation in the Shoalhaven Export Hub Additional NSW Government commitment to exports Linkages to Shoalhaven based business groups Access to markets through FTAs / other connections 	<ul style="list-style-type: none"> Loss of local network to assist and share ideas Exorbitant cost increases for international freight (air and sea) Trade relations at higher levels Over-promised and under-delivered Export Hub commitments Loss of critical mass or key participants High cost of exporting and access to finance



Case study CHERUB RUBS

In 2004, a Nowra based first-time mum was looking for a safe natural skincare product. Recognising the impacts that prolonged use of synthesised ingredients can have, and not being able to find an alternative, the only answer was to make her own.

And with that, Cherub Rubs was born.

Cherub Rubs is now run and managed by a team of Shoalhaven mums under the guidance of the business owners including local pharmaceutical manufacturing business Nowchem Pharma.

For Eliza De Paoli, Nowchem Pharma's Compliance and Risk Manager, developing a certified

organic skincare range for infants has been passion-driven project.

"We quickly realised the potential for the product in Asian markets" says Eliza, "and we needed worldwide connections and to better understand local markets - it's hard work!"

But with a strong product line-up, and with Australia's clean and green image behind it, Cherub Rubs was quickly becoming popular at trade shows.

"Baby expos were becoming a key part of our export model" Eliza recalls. "Then the Covid-19 outbreak hit, and like everything, the expos were quickly shut down."

Nowchem's Managing Director, John Lamont, also recalls the time. "It's important to have a well thought

through export plan" he says, "but being flexible and adaptable is also a must".

Whilst going through the roller-coaster ride of the pandemic, it was time to think about options. "Joining the Shoalhaven Export Hub was a welcome opportunity to refocus and learn some new ways." says Eliza.

"Whilst we're experienced exporters in some ways, creating a new local network and learning from a room full of local businesses has been one of the biggest benefits" John reflects.

The Export Hub provides businesses with access to key local and broader information. This can relate to market intelligence, in-

country connections and knowledge on local logistics.

"We've been able to help others and share our contacts just as they have done for us" says John. "Locals learning off locals to help build an export community can only help to strengthen us all".

"The practical and detailed advice available to the group means there are many 'I didn't know I needed to know that' moments" adds Eliza.

Eliza says meeting people and making connections is a satisfying experience, but you can never know too much in the world of exports.

www.cherubrubs.com/



3. Future Directions

3.1 Shoalhaven Export Strategy Goal & Objectives

The overarching goal of the Shoalhaven Export Strategy is to enable more Shoalhaven businesses to access and leverage global markets.

This overarching goal will be achieved through the following four objectives of the Shoalhaven Export Strategy:

1. Creating a culture of international trade across the Shoalhaven
2. Growing the export capacity of small to medium sized businesses in the Shoalhaven
3. Increasing the level of participation in the Shoalhaven Export Hub through constant evolution and engagement
4. Establishing meaningful connections between Shoalhaven Export Hub members and advocates / supporters

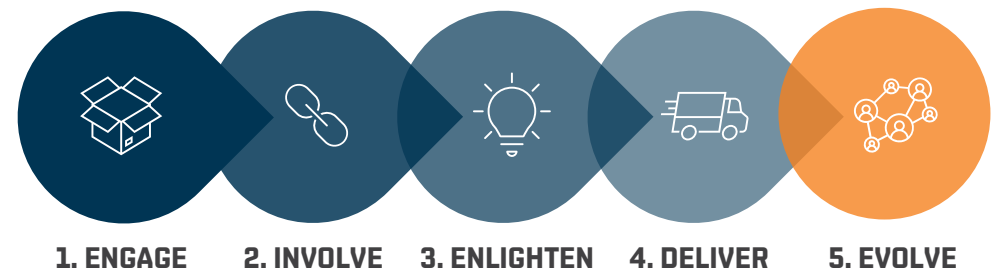
The Action Plan presented in Part 4 of this Strategy highlights the key opportunities to assist in delivering on these objectives.

3.2 Maintaining momentum

Review of the initial stages of the Shoalhaven Export Hub with key stakeholders and input from members has highlighted a number of strengths. These generally relate to interconnectedness of the Hub.



Building from this base is critical to the future success of the group, and of export efforts more broadly. Directions have therefore been developed around engaging and involving new participants, with the intention of these being assisted to the point of delivering on export potential and ultimately evolving with the group from a new participant to an experience exporter. These steps, numbered 1 to 5 below, are further developed in the implementation strategy in Section 4.



3.3 Measuring success

This Strategy seeks to have real outcomes. The following targets provide a measurement tool for establishing success.

MEASURE	EXISTING (2021)	TARGET
New business participation	15 businesses (inaugural figure)	+5 per annum
Pre-export participants <i>(Business has not yet commenced exporting)</i>	2 businesses	>3 businesses (at any one time)
Growing exporter participants <i>(As a proportion of business output)</i>	2 businesses	>3 businesses (at any one time)
Exporters expanding by market <i>(Exporting business seeking new markets)</i>	2 businesses	>3 businesses (at any one time)
Hub meetings held <i>(Including local speakers and networking)</i>	8 meetings	3 per annum
Guest speaker / local trade events <i>(Including specialist advisor topics, trade shows, trade consul visits etc.)</i>	2 events	5 per annum

3.4 What next?

There is a wide range of assistance and information that will help businesses in becoming export ready.

Places to Start



Shoalhaven Export Hub – The Hub is the first point of call for local business seeking to become or expand their involvement in exports. The Hub has a library of export training materials and can put you in contact with similar businesses in the area. To find out more visit the [Hub website](#) or [contact](#) Shoalhaven City Council's Economic Development Office.



TRADESTART OFFICE - NOWRA

The Nowra based TradeStart office will put you into direct contact with key government personnel from both a State and Federal perspective. The prime objective of the TradeStart network is to assist small and medium sized exporters to achieve long term success in international markets. To find out more visit the [Program website](#).



AUSTRADE GUIDE TO EXPORTING

Austrade Guide to Exporting - This Guide sets out the steps to consider and things to look out for when considering your export opportunities. To find out more visit the [Guide website](#), take the Austrade [Export Readiness Test](#).

Speak to the experts

If you're seeking further assistance, then consider any of these key contacts that may be able to assist with your needs:



Investment NSW
Senior Export Adviser
Rory McAlester



AusIndustry
Regional Manager –
Illawarra & South Coast
Peter Masterson PSM



Shoalhaven City Council
Economic Development
Manager
Greg Pullen



You may also like to speak with and explore the resources of the Export Council of Australia. The Export Council provides a range of courses and information sources designed to develop international trade skills. Visit the Export Council [website here](#).

Explore grants and program assistance

There is a wide range of assistance and information that will assist in developing an export business from the start.

Export Market Development Grants – Austrade

The Export Market Development Grants (EMDG) program helps Australian businesses grow their exports in international markets. These grants encourage SMEs to market and promote their goods and services globally. [Access information](#) about the program to see how it can assist your business.

Going Global Export Program

This program supports NSW businesses to reach new customers in new international markets. Run by Investment NSW, the program has a focus on the following sectors:

- ▶ Food and Beverage, Agri-Food, Processed Food
- ▶ Health and Medtech
- ▶ Technology, Cyber Security, Fintech, Edtech or Space

Information on this program can be [found here](#).

Export Finance Australia

This is Australia's export credit agency. It provides Australian businesses with finance solutions, including loans, bonds and guarantees, so they can grow their export business. Visit their [website](#) for more information.

Trade shows and other opportunities

An option for understanding and testing your product or market is through exposure at trade shows and being part of international consul visits. These are great opportunities for showcasing your products international audiences or establishing information on your competition. Examples include:

- ▶ Fine Food Australia - occurs twice each year in Sydney and Melbourne with everything related to food, *"if you're in the business of food, Fine Food is for you"*.
- ▶ Naturally Good - provides an opportunity showcase brands and product innovations for all things natural, organic and healthy. Held in Sydney each year.
- ▶ Indo Pacific International Maritime Exposition - is in its 12th iteration and recognised as a gateway to marine and naval technologies.
- ▶ Australian International Airshow and Aerospace & Defence Exposition - is held at Avalon each year, bringing together global civil aviation, air transport, aerospace and defence industry from around the world.
- ▶ Asia-Pacific International Mining Exhibition - is an internationally renowned platform that showcases the latest mining technology, equipment and services in an interactive forum.

Trade shows offer an opportunity for suppliers and buyers to meet and conduct face-to-face business, learn about the latest trends and innovations, as well as networking to better business opportunities and processes.



Case study **RORY MCALESTER & PETER MASTERSON**

The Shoalhaven Export Hub provides an important link to State and Federal expertise.

Rory McAlester is one of six regional export advisors in NSW. His Tradestart role works to both Austrade (Commonwealth) and Investment NSW (State Government), and he's passionate about driving the economy, especially through international trade.

"The Export Hub has built expertise specifically within Shoalhaven context" he says. "This dedicated group benefits local businesses and enables the services of Austrade and Investment NSW to be well targeted".

Rory works closely with Peter Masterson, AusIndustry's Regional Manager for the area.

"My role is really about supporting local businesses to be stronger and more resilient" he says. "This means that they are more ready and well positioned to tackle the export journey."

Both Rory and Peter support and invest their time in the Shoalhaven Export Hub. "The Hub is important not only from a business knowledge perspective but also as a community to share information, contacts and experiences" says Rory.

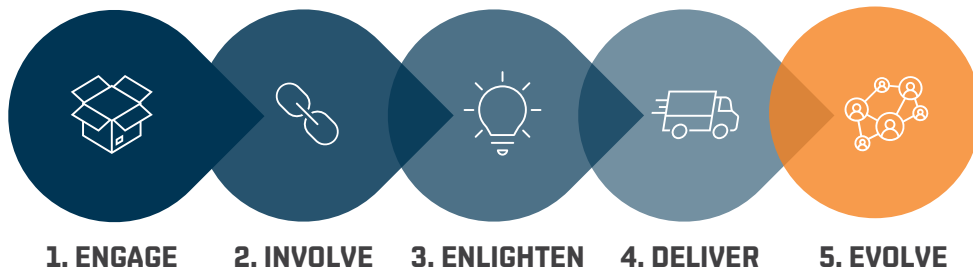
Peter adds, "the Hub covers a wide range of exporters and topics, there's often something for everyone."

Coupled with their connections to trade shows and international networks, their involvement can greatly improve local export potential.



4. Action Plan

This Part of the Shoalhaven Export Strategy provides a plan for the future, taking the objectives and targets to create tangible directions. These are set out in detail in the “Action Plan” table overleaf. The table is designed to respond to the staged framework for involvement in the Shoalhaven Export Hub as outlined again below.



The Action Plan table includes:

- ▶ Recommendations under each of the five steps outlined above
- ▶ Actions that further elaborate and dissect the recommendation
- ▶ Timing of the implementation, expressed as Short-term (1-2 years), Medium-term (3-5 years), or the frequency of implementation
- ▶ Council’s role in implementing the action, expressed as
 - Lead - A council led action
 - Administrator - Council administers the action
 - Facilitator - Council facilitates the process with others
 - Collaborate - Council as an equal partner
- ▶ Any partners that are involved in undertaking the action

4.1 Summary of Recommendations

A summary of the recommendations as set out in the Action Plan are:

- ▶ **1. ENGAGE**
 - 1.1 Develop resources to engage with new exporters
 - 1.2 Raise awareness of the Shoalhaven Export Hub and the potential of international exports
 - 1.3 Link the Shoalhaven Export Hub with existing Shoalhaven business networks
- ▶ **2. INVOLVE**
 - 2.1 Undertake regular networking and information events for Shoalhaven Export Hub members
 - 2.2 Establish an export mentoring and/or business development program for local businesses
 - 2.3 Provide regular reports to relevant Council committee and local members
- ▶ **3. ENLIGHTEN**
 - 3.1 Establish opportunities for education and training on key export topics
- ▶ **4. DELIVER**
 - 4.1 Facilitate visiting trade consul connections with local businesses
 - 4.2 Encourage and facilitate local business attendance at trade shows
- ▶ **5. EVOLVE**
 - 5.1 Consider development of targeted markets for Shoalhaven businesses

SHOALHAVEN EXPORT STRATEGY – ACTION PLAN

RECOMMENDATION	ACTIONS	TIMING	COUNCIL'S ROLE	PARTNER
1. ENGAGE				
1.1 - Develop resources to engage with new exporters	i. Develop and maintain a Shoalhaven Export Hub resource kit that identifies key points of assistance and direction for new exporters to connect with and consider export requirements from a Shoalhaven perspective.	Short / Medium term	Lead	Investment NSW / AusIndustry / Businesses
	ii. Develop a free, online, on-demand video training series, including content and test questions to facilitate new entrant engagement. Monitor usage and gather user data (contacts) to facilitate integration with mentoring and group activities.	Short / Medium term	Facilitator	Investment NSW / AusIndustry / Businesses
1.2 - Raise awareness of the Shoalhaven Export Hub and the potential of international exports	i. Create monthly export stories for website, social media and local media promotion.	Monthly	Lead	Investment NSW / AusIndustry / Businesses
	ii. Create a LinkedIn page – #shoalhavenexporters – to enable followers to grow and maintain an interest with the Export Hub.	Short-term	Administrator	N/A
	iii. Establish trade export display material and exhibit within prominent Council or business locations at regular intervals	2 per annum	Lead	Businesses
	iv. Establish an export “recognition” award within Shoalhaven Business Awards. Create as a non-competitive recognition award initially, with consideration of becoming a competitive category as export growth occurs.	Annually	Facilitator	Business Awards Committee
	v. Develop a video series of businesses to highlight success stories.	Short-term	Lead	Businesses

RECOMMENDATION	ACTIONS	TIMING	COUNCIL'S ROLE	PARTNER
1.3 - Link the Shoalhaven Export Hub with existing Shoalhaven business networks	i. Seek to embed the export philosophy within the Shoalhaven Business Chamber through a working sub-committee or representative on the Shoalhaven Export Hub committee.	Short-term	Collaborator	Shoalhaven Business Chamber
	ii. Undertake regular presentations to the Shoalhaven Professional Business Association (SPBA) to engage with interested professional business participants	Annually	Collaborator	SPBA
2. INVOLVE				
2.1 - Undertake regular networking and information events for Shoalhaven Export Hub members	i. Facilitate the delivery of regular localised networking events to ensure connection of existing members, and integration of new members to the Shoalhaven Export Hub. Ensure all events contain a balance of information / topics, as well as opportunities for group discussion and interaction.	3 per annum <i>(in addition to 3.1 below)</i>	Lead	Professional facilitator / Investment NSW / AusIndustry / Businesses
2.2 - Establish an export mentoring and / or business development program for local businesses	i. Through the Shoalhaven Export Hub, consider options for a more formalised mentoring program between experienced and established participants, and new participants identified via the video training series or other enquiries.	Short / Medium term	Facilitator	Investment NSW / AusIndustry / Businesses
	ii. With additional resourcing through grant or partnership opportunities, establish a hands-on business development program that creates pro-active engagement with local businesses to drive involvement with the Shoalhaven Export Hub and/or personalised export advice.	Short / Medium term	Facilitator	Investment NSW / AusIndustry / Grant sponsor
2.3 - Provide regular reports to relevant Council committee and local members	i. Prepare reports to Council's Business & Employment Development Committee (or similar) on progress of the Shoalhaven Export Hub to ensue regular Councillor and other committee member engagement.	2 per annum	Lead	N/A
	ii. Forward reports to State and Federal Parliamentary Members, and relevant Ministers where appropriate, for information.	2 per annum	Lead	N/A

RECOMMENDATION	ACTIONS	TIMING	COUNCIL'S ROLE	PARTNER
3. ENLIGHTEN				
3.1 - Establish opportunities for education and training on key export topics	i. Facilitate regular visiting speaker opportunities to be dictated by the Shoalhaven Export Hub in advance. Examples may include a variety of international trade related matters such as transport, IP, freight forwarding, market snapshots etc.	2 per annum	Facilitator	Professional facilitator / Investment NSW / AusIndustry / Businesses
	ii. Facilitate occasional speakers from larger business (preferably within the Shoalhaven e.g. Manildra, Orica etc), to discuss their export activities and identify lessons for smaller exporters.	Annually	Facilitator	
4. DELIVER				
4.1 - Facilitate visiting trade consul connections with local businesses	i. With collaboration of State and Federal agencies, and local businesses where applicable, facilitate the provision of in person or virtual information sessions with Australian Trade consuls of interest.	2 per annum	Collaborator	Investment NSW / AusIndustry / Businesses
4.2 - Encourage and facilitate local business attendance at trade shows	ii. With collaboration of State and Federal agencies, encourage and facilitate attendance of Shoalhaven based businesses to international scale trade shows within Australia and off-shore where possible.	10 per annum nationally 2 per annum internationally	Collaborator	Investment NSW / AusIndustry / Businesses

5. EVOLVE

5.1 - Consider development of targeted markets for Shoalhaven businesses	i. Work with the Shoalhaven Export Hub to identify potential target markets (by type or geography) that may be of interest to multi-businesses within the group.	Short-term	Lead	Investment NSW / AusIndustry / Businesses
	ii. Consider potential for exports through international city relationships where these exist and where these align with the outcomes of the above action.	Short-term	Lead	Investment NSW / AusIndustry
	iii. Engage with Investment NSW and AusIndustry to establish opportunities, information and collateral to enable a targeted market plan to be developed for implementation.	Medium-Term	Collaborate	Investment NSW / AusIndustry / Businesses
	iv. Work with businesses to implement the targeted market plan, including measures to monitor success and lessons learned for future opportunities in other targeted market plans.	Ongoing	Collaborate	Investment NSW / AusIndustry / Businesses



Economic Development

Productive ▶ Shoalhaven



innovation
opportunity
inspiration



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