



# Initial 3 Year Strategic Plan

2010/2013

## **Vision**

Offering Australia's water success to the world

## **Mission**

To stimulate growth of the Australian water sector by facilitating national and export sales growth

## **Targets**

Overall:

- Exports to triple from 2009 levels by 30 June 2015
- Market share in the Australian water market to increase by 25% by 30 June 2015

## Current Issues

- Little international awareness of sector's capabilities
- Government business often goes to foreign companies
- Industry does not have a tangible identity and is not unified
- Programs run by government agencies (Austrade, ICN, DIISR, state governments) not effectively tapped or realising full potential
- International competitors are government backed (eg Netherlands Water Partnership)
- Inadequate market intelligence
- International sales and marketing is expensive
- Often enter the bidding process too late
- Many SMEs need encouragement and assistance to export
- Supply chains and teams are difficult to form

# Strategic Initiatives

## **Mission Relevant**

- Create international and domestic awareness of Australian water sector capability
- Generate opportunities and contacts
- Build the sector's credibility in key markets
- Increase sector participation in export and domestic government business

## **Organisational**

- Build sound governance arrangements and systems
- Achieve financial stability
- Develop core competencies consistent with mission
- Effective engagement with stakeholders

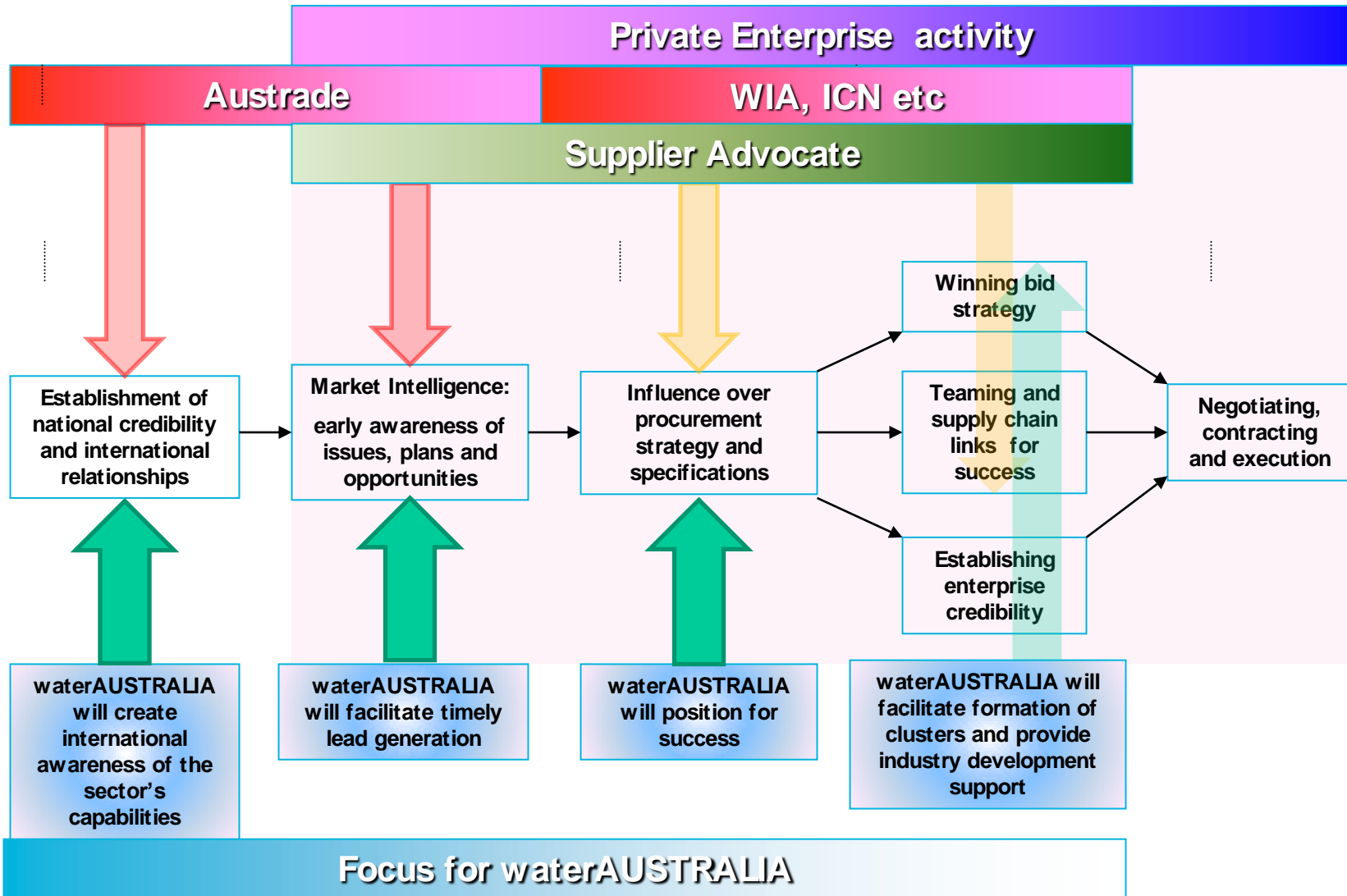
# Proposed Activities

Activity/Strategic Initiative	Awareness Creation	Opportunities and contacts	Build Sector Credibility	Increase Participation
Brand creation, mgmt and promotion				
Capability statement and marketing collateral				
Direct marketing e-newsletter				
Missions and events				
Web Portal and CRM				
Foster clusters and alliances				
Networking events				
Leads and contacts				
Market reports				
Influencing domestic procurement policy and practice				
Export and general business readiness support				
Accessing public sector know-how (to support bid teams internationally)				

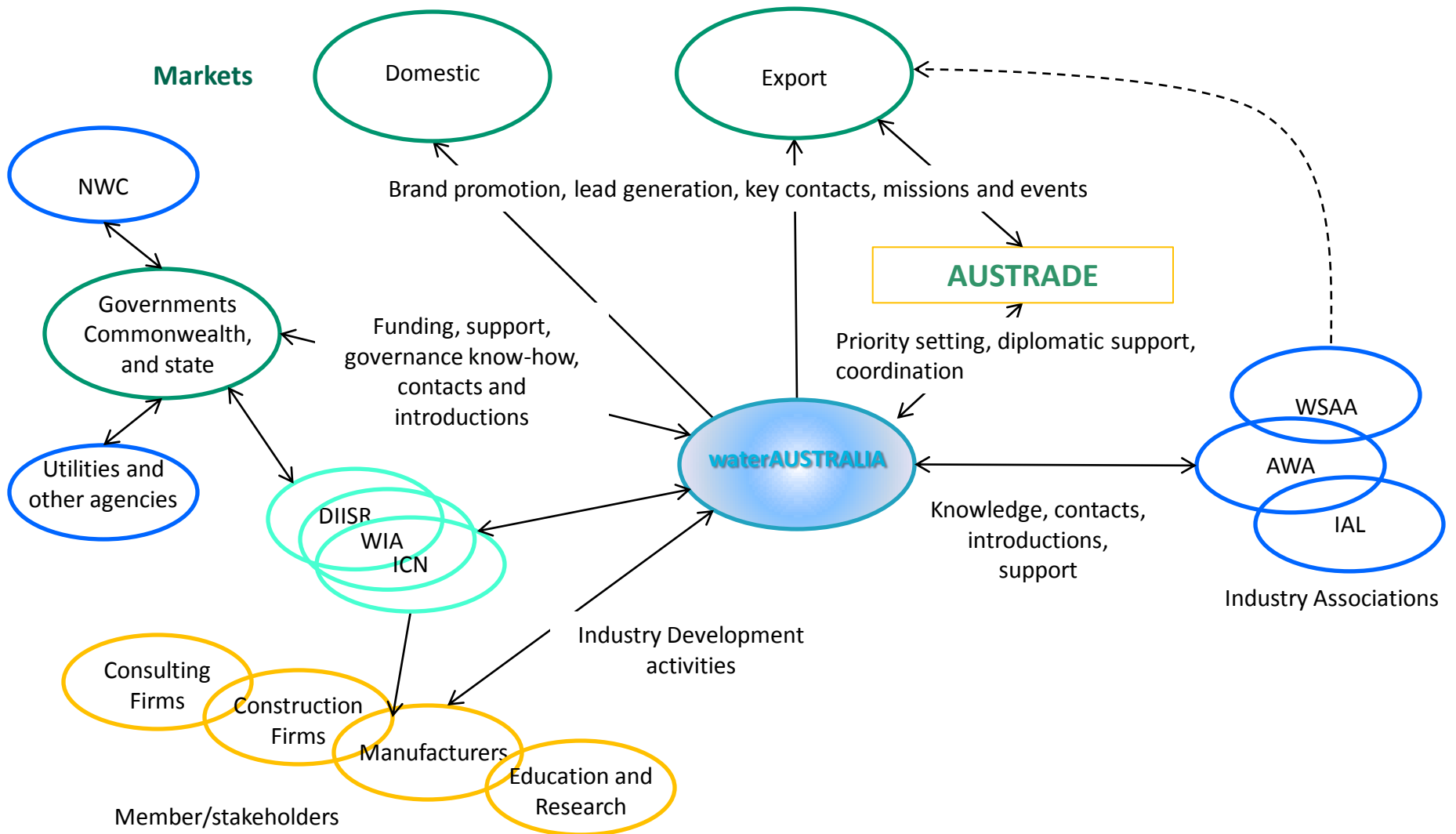
# Organisational Actions

Strategic Initiative	Action
Build sound governance arrangements and systems	<ul style="list-style-type: none"> <li>•Take on an additional member</li> <li>•Experienced, representative Board selected in consultation with subscribers</li> <li>•Establish metrics and build transparent reporting systems</li> </ul>
Achieve financial viability	<ul style="list-style-type: none"> <li>•Offer subscribers value for money on the subscription fees</li> <li>•Engage with Commonwealth and state governments to build cooperative programs and attract funding</li> </ul>
Develop core competencies	<ul style="list-style-type: none"> <li>•Identify competencies required and design and execute a development plan</li> <li>•Core competencies envisaged to include brand management, marketing and promotion, water sector knowledge, lead management, government liaison and communication</li> </ul>
Engage with stakeholders	<ul style="list-style-type: none"> <li>•Provide forums for two-way communication with industry</li> <li>•Regular e-newsletter</li> <li>•Work closely with Austrade, ICN, DIISR, Supplier Advocate, state government agencies, AWA, IAL, WSAA, Water Industry Alliance</li> <li>•Integrate or collaborate with Water Industry Alliance in South Australia</li> </ul>

# waterAUSTRALIA Value Proposition



# The Business Model





# Subscription Categories

## **Standard Packages**

- Major Sponsor
- General Subscribers

## **Tailored by Negotiation**

- Public Sector Export Supporter

# Major Sponsor Package

<b>Sponsorship Fee</b>	<b>Exclusive Benefits</b> (additional to those available to General Subscribers)
\$10,000 in one initial payment, due with the application	<ul style="list-style-type: none"><li>• Provides 3 years subscription<ul style="list-style-type: none"><li>• Waiver of annual subscription fees for 3 years</li></ul></li><li>• Acknowledgment of the leading role played by the Major Sponsor in supporting the development of Australia's water sector by displaying the company logo on the waterAUSTRALIA web site, reports and selected promotional materials</li><li>• 10% discount off all fees for services</li><li>• Free licence to use the waterAUSTRALIA trademark for co-branding purposes for 3 years</li><li>• Guaranteed access to waterAUSTRALIA events</li><li>• Guaranteed seat on waterAUSTRALIA National Advisors Roundtable</li><li>• First option to take part in waterAUSTRALIA events, such as meeting with overseas delegations, involvement in waterAUSTRALIA overseas missions and international trade shows</li></ul>

# General Subscriber Package

Annual Subscription Fee	Benefits First Year	Subsequent Benefits
<p>\$2,500 (over 100 employees)            \$1,000 (over 25 employees)            \$500 (between 5 and 25 employees)            \$250 for organisations with less than 5 employees</p>	<ul style="list-style-type: none"> <li>• Focussed support in international markets tuned to the strengths and needs of subscribers</li> <li>• Improved success rate through advance information about emerging requirements and opportunities</li> <li>• Support of waterAUSTRALIA to help position the subscriber favourably in export opportunities by providing introductions to potential prime contractors</li> <li>• Networking opportunities with export oriented companies</li> <li>• Links to the subscriber's home page through the waterAUSTRALIA web site which will be designed as an international portal into the Australian industry</li> <li>• Regular communications and newsletters</li> <li>• Initial fee to apply for an extended period to 30 June 2011.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved international standing as a result of promotion of waterAUSTRALIA brand</li> <li>• Some opportunity to take part in waterAUSTRALIA events, such as meeting with overseas delegations, involvement in waterAUSTRALIA overseas missions and international trade shows</li> <li>• Increased networking opportunities</li> </ul>

## Expenditure by Activity

Revenue Level	waterAUSTRALIA will provide...
\$200K (the bare minimum)	<ul style="list-style-type: none"><li>• International promotion of Brand Australia in target markets</li><li>• One out-bound mission (probably USA)</li><li>• One in-bound mission</li><li>• Basic web site</li></ul>
\$250K	Add <ul style="list-style-type: none"><li>• Sector Capability Survey as basis for brochures and other marketing tools and collateral</li></ul>
\$300K	Add <ul style="list-style-type: none"><li>• web-site upgrade</li><li>• Marketing collateral</li></ul>
\$350K plus	Add <ul style="list-style-type: none"><li>• Specific market reports</li><li>• Stronger lead generation in more markets and CRM</li><li>• More out-bound and in-bound missions</li><li>• Assistance for companies to become export ready and general business support (part dependant on state government funding)</li><li>• Interactive web-site with sector capability database</li></ul>

# Measuring Success

- waterAUSTRALIA will develop metrics with which to assess its success and will report on these to subscribers and stakeholders, including measurements of:
  - Increase in export sales by the sector
  - Increase in share of domestic government business
  - Number of companies participating in exports
  - Number of subscribers
  - State government participation
  - Attendance at events
  - Subscriber satisfaction
- waterAUSTRALIA recognises the difficulty of attributing credit for achieving sales increases but nevertheless believes it needs to adopt this overall yardstick with which to measure its performance
- waterAUSTRALIA also recognises the difficulty of obtaining sensitive company information and will do what it sensibly can to encourage its provision
- waterAUSTRALIA seeks to integrate with the Water Industry Alliance in South Australia, thereby forming a state chapter
  - And to also to create chapters in other states

## Subordinate Plans

- In executing this Strategic Plan, waterAUSTRALIA will develop specific plans for:
  - International and domestic marketing and promotion (of sector capability)
  - Brand management
  - Stakeholder communications
  - Industry development activities
  - Finance
  - HR
  - State or regional chapter formation



# **Year 1 Business Plan**

**April 2010 to 30 June 2011**

## Year 1 Targets

- Conduct 2 focussed events
  - Such as, for example, promoting Australian capability to the World Bank and its customers and facilitating meetings with decision makers who are part of ongoing visit programs
- Complete industry capability survey and establish metrics for the sector
- Develop promotional material and web site based on information received from industry capability survey
- Complete integration arrangements with the Water Industry Alliance
- Establish relationships with other state governments and peak bodies
- Achieve financial break-even



# Year 1 Initiatives and Actions

Initiative Action	Expected Outcome	Date
<b><i>Brand creation, management and promotion</i></b>		
Register trade mark	Trade mark registered in key markets	July 10
Offer to badge or co-badge high profile activities and events	Increasing recognition and understanding of the company and its role	Ad-hoc
All waterAUSTRALIA events, including missions, to be badged with the trade mark	Association of the trade mark with water sector promotional activities	Ad-hoc
Web site, letterhead and collateral all prominently displaying trade mark	Increased recognition of the trade mark	September 10
Issue press release	Increased awareness of waterAUSTRALIA and the industry's credibility	August 10
Distribute information to relevant customer groups, politicians and other stakeholders	Increased awareness of waterAUSTRALIA and the industry's credibility	June 10
Develop simple form license agreement	A standard agreement protecting the usage of the trade mark	August 10
Issue licenses to major sponsors to co-badge with the trade mark	Increased exposure of the trade mark and cross benefit to the licensee	Ad-hoc

Initiative Action	Expected Outcome	Date
<b><i>Capability statement and marketing collateral</i></b>		
Undertake capability survey of the water sector	Easy to access information on the sector's capabilities (by organisation), strengths, opportunities, key markets	December 10
Prepare an industry capability statement and associated brochure	Sufficiently comprehensive brochure with good information relevant to potential customers' needs and interests	April 11
Occasional presentations and special purpose publications	Material tuned to the specific needs of special purpose meeting, missions and events	Ad-hoc
<b><i>Direct Marketing E-newsletter</i></b>		
Gather e-mail addresses for customers, stakeholders and subscribers	Comprehensive distribution lists	August 10
Commence preparation and distribution of bi-monthly newsletter	Increased awareness of waterAUSTRALIA and the industry's credibility	July 10
<b><i>Missions and events</i></b>		
In probable association with Austrade, undertake one out-bound to a high priority target market	Increased awareness of waterAUSTRALIA and the industry's credibility Generation of leads and contacts	March 11

Initiative Action	Expected Outcome	Date
In probable association with Austrade, invite one in-bound mission from a high priority target market	Increased awareness of waterAUSTRALIA and the industry's credibility Generation of leads and contacts Exposure of increased number of organisations to export opportunities	March 11
In probable association with Supplier Advocate, conduct one event with key public sector procurement agencies	Increased awareness of waterAUSTRALIA and the industry's credibility Generation of leads and contacts Exposure of increased number of organisations to domestic opportunities	April 11
<b><i>Web Portal and CRM</i></b>		
Develop and launch a web site with functionality to be governed by available funds (including web-compatible CRM)	Increased awareness of waterAUSTRALIA and the industry's credibility Generation of leads and contacts Exposure of increased number of organisations to export and domestic opportunities	July 10
Coordination with ICNL to utilise each other's systems and tools	Key functionality provided without duplication as between waterAUSTRALIA and ICNL	September 10
Regular update of content	Relevant and up to date information on show which encourages frequent visits	Ad-hoc

Initiative Action	Expected Outcome	Date
<b><i>Fostering clusters and alliances</i></b>		
In probable association with Supplier Advocate, assess the desirability of developing industry capability teams for specific market segments	Increased awareness of waterAUSTRALIA and the industry's credibility Generation of leads and contacts Exposure of increased number of organisations to domestic and export opportunities Develop supply chains	April 11
<b><i>Networking Events</i></b>		
Conduct networking events commensurate with number of subscribers and funding (including state funding)	Increased awareness of waterAUSTRALIA and the industry's credibility Generation of leads and contacts Exposure of increased number of organisations to export and domestic opportunities	Ad-hoc
<b><i>Leads and contacts</i></b>		
Brief Austrade and ICNs on strengths and target markets and sectors to focus activities	Increased awareness of waterAUSTRALIA and the industry's credibility Generation of leads and contacts Exposure of increased number of organisations to export and domestic opportunities	February 11

Initiative Action	Expected Outcome	Date
<b><i>Market reports</i></b>		
Disseminate any valuable information received about the market	Generation of leads and contacts Exposure of increased number of organisations to export and domestic opportunities	Ad-hoc
Conduct targeted research into key target markets	Generation of leads and contacts Exposure of increased number of organisations to export and domestic opportunities	Funding Dependent
<b><i>Influencing domestic procurement policy and practice</i></b>		
In conjunction with Supplier Advocate and subscribers, identify procurement policies and practices that pose unfair or unwarranted barriers to the Australian industry – lobby to overcome	Increased awareness of waterAUSTRALIA and the industry’s credibility Generation of leads and contacts Exposure of increased number of organisations to domestic opportunities	Ad-hoc
<b><i>Export and general business readiness support</i></b>		
Work with Supplier Advocate and ICNs to facilitate support via programs such as Enterprise Connect	Improved business development professionalism and sales success rate Generation of leads and contacts Exposure of increased number of organisations to domestic opportunities	Ad-hoc

Initiative Action	Expected Outcome	Date
In conjunction with Austrade, identify subscribers who may benefit from and be eligible for EMDG funding or other Austrade assistance	Improved business development professionalism and sales success rate Generation of leads and contacts Exposure of increased number of organisations to export opportunities	Ad-hoc
Identify subscribers that may need other forms of business support assistance not provided elsewhere – except in South Australia where this support is provided by the Water Industry Alliance	Improved business development professionalism and sales success rate Generation of leads and contacts Exposure of increased number of organisations to export and domestic opportunities	Relevant state government funding dependent
<b><i>Accessing public sector know-how (to support bid teams internationally)</i></b>		
For major opportunities where it is identified that the Australian water sector's prospects would be enhanced by gaining access to public sector expertise, support industry's efforts to secure a collaborative relationship	Enhanced standing and credibility for the opportunity	Ad-hoc
<b><i>Completing some form of integration with the Water Industry Alliance in South Australia</i></b>	At the minimum an agreement to ensure effective collaboration with the potential for a merger.	