

EXPORT ACCELERATOR

A TOOLKIT FOR NSW
BUSINESS



Export accelerator - a toolkit for NSW business

NSW is a growing export hub

When you launch or expand your export business you will join over 16,000 successful NSW business people who, together, export over \$28 billion worth of services and more than \$36 billion worth of goods a year¹.

Every successful exporter agrees that planning is the key to success. That is why the NSW Government has prepared this toolkit. The aim is to provide guidelines to enable you to systematically develop your thinking around export opportunities. This toolkit will help you to:

- Assess whether you are ready for export
- Identify people and organisations that can help you
- Develop an export plan
- Assess opportunities and plan a market visit
- Learn about the logistics of product export

Whether you are a first-time exporter or an exporter who wants to expand, this toolkit will deliver the information and tools you and your employees need to develop your business.

NSW Government—how we can help

NSW Government supports NSW exporters to build their export capability by providing access to:

- **Seminars, workshops and networking activities** to develop skills and contacts.
- **One-on-one advice and support:** Our export advisers help exporters to identify market opportunities, prepare an export plan and implement market entry strategies. Advisers also assist eligible exporters to identify sources of financial assistance to help manage some of the risks associated with new export ventures.
- **A program of domestic and international trade exhibitions and missions** that allow export-ready companies to build their overseas trade.
- **The Premier's Export Awards** organised by the Export Council of Australia. These awards celebrate the achievements of NSW exporters of all sizes.
- **Online information and databases** tailored to the needs of NSW exporters.

More Information:

Telephone: [+61 2 8222 4135](tel:+61282224135)

Email: export.enquiries@industry.nsw.gov.au

Or visit www.industry.nsw.gov.au

Source: Australian Bureau of Statistics

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Getting started – strategies for success

Top 10 tips for first-time exporters and those seeking to build a sustainable export business

- 1. Seek advice:** A number of government and industry agencies provide services, assistance and, in some cases, financial support to NSW exporters. The good news is many of the services are free. Section 1.2 provides a list of organisations that can help, including the NSW Government which offers workshops and one-on-one coaching to NSW exporters. Remember to also seek advice from your accountant, financial adviser, banker and other successful exporters. You will gain valuable knowledge and inspiration from hearing about others' overseas wins. Section 1.2 will help you to seek out like-minded people who are succeeding in export.
- 2. Know where you're going:** What do you hope to achieve through export? Access to new markets? Economies of scale? Perhaps you are seeking increased competitive advantage in the Australian market by sourcing overseas skills, labour or know-how? Perhaps you have a product or service that is ideally suited to a group of overseas customers? Section 1.1 will step you through a series of questions to help you to clarify your thinking.
- 3. How committed are you?** Successful exporting requires effort in researching new markets, producing a product or service that will meet overseas customers' needs and servicing those customers. It takes time and money to build the business. Are you ready to take on an export project? Will your board, your investors, your management team and your family support the plan?
- 4. Research the market:** Successful exporters often start with a visit to their target markets to learn about demand, competitors and entry requirements. You will need to consider demographics, economic conditions, market conditions, the legal and regulatory environment, business culture and practices, and the competition. Sections 1.3 and 4.1 of this toolkit provide information and a checklist to help you plan a successful market visit.
- 5. Do you have a product or service that suits the market?** Have you identified the overseas people who will buy your product or service? What do you do that makes you stand out from the crowd? How big is your export potential? Section 2.2 will help you answer these and other questions.
- 6. Develop a marketing plan:** What action will you take to market your product or service to overseas customers? Can you adapt your Australian marketing materials for international markets; or will you need to rethink your approach? What is your unique selling proposition – those important aspects of your product or service that will set you apart from the crowd and ensure success in your export field? How will you communicate your unique selling proposition in your export market? Your website and social media platforms are important marketing tools. Ensure that your online strategy presents your business in the best possible light. You might be able to add special pages for your international customers.

7. **An export plan:** While export markets can open up a new world of customers for your product or service, trading overseas is different to doing business in Australia. Customers have different tastes and needs. Product exporters need to consider different labelling and product regulations. By planning ahead, your chances of sustained success are increased, and the risk of loss is reduced. Section 2 outlines the steps to create a successful export plan and section 4.6 contains a template that you can use to develop your own export plan.
8. **Capability:** Do you have the people and the knowledge to compete in new markets? Will you need to bring new people into the business? Will you need special licences or qualifications to operate overseas? What training will your people need? Do you have people with the right skills and connections to help you grow your new export business?
9. **Capacity:** Do you have the capacity to respond to increased orders? Will you need more resources; or more equipment? Will you need to ship goods overseas? How will this work? How will you service your export markets?
10. **Finance:** Exporting requires financial resources and the means to fund market development. How much will you need to invest? How will you maintain your domestic cash-flow to ensure you have enough working capital to fund your export market-entry? Remember that it is likely to take time to reach break-even in exports, and it is likely to take several years to recover the costs of market-entry. Working through section 2.6 will enable you to anticipate the costs and produce a sound financial plan.

Export accelerator - a toolkit for NSW business

1. Getting started – strategies for success

- 1.1 Assess your export-readiness
- 1.2 Seek the right advice
- 1.3 Plan a market visit
- 1.4 Plan a domestic or an international trade show, or a trade mission or a market visit

2. Develop an export plan

- 2.1 Prepare an export plan
- 2.2 Assess the export demand for your product or service
- 2.3 Plan your distribution
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1. Getting started

This section of the toolkit will help you to:

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- 1.2 Seek the right advice
- 1.3 Plan a market visit
- 1.4 Plan a domestic or an international trade show or a trade mission, or a market visit



1. Getting started

1.1 Assess your export readiness

Successful Australian exporters such as Bega Cheese, aussieBum and De Bortoli Wines agree that expanding into offshore markets can bring significant rewards. And they also warn that building an offshore business takes time, energy, commitment and money.

Whether you are a first-time exporter, or an exporter who wants to expand, now is the time to test your export-readiness by taking the export-readiness test.

Assess your export-readiness	Yes	No
1. Have you identified potential overseas markets for your product or service?	<input type="checkbox"/>	<input type="checkbox"/>
2. Have you estimated the market size? Strength of competitors in your export markets? Will your pricing fit the market?	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you have a product or service that is successful in the Australian market?	<input type="checkbox"/>	<input type="checkbox"/>
4. Is it necessary to modify your product or service to meet the needs of overseas customers? (Considering the overseas economy, buyer needs, cultural and religious preferences, climate, seasonality, government regulations)	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you have the capacity to support new markets (people, production capacity, time?)	<input type="checkbox"/>	<input type="checkbox"/>
6. Is your management team committed to exporting?	<input type="checkbox"/>	<input type="checkbox"/>
7. Do you have the financial resources to support the marketing, distribution and servicing of overseas markets? Is your bank prepared to back you?	<input type="checkbox"/>	<input type="checkbox"/>
8. Do you and your team know about export payment mechanisms, such as letters of credit?	<input type="checkbox"/>	<input type="checkbox"/>
9. Are you, your investors, your employees and your family prepared to make a long-term commitment to exporting?	<input type="checkbox"/>	<input type="checkbox"/>
10. Do you have an export plan with defined goals and strategies?	<input type="checkbox"/>	<input type="checkbox"/>

If you said 'yes' to seven or more of these questions, you are probably ready to export now. If you scored between four and seven, you have good potential for export. If you scored less than four, you may need to do more work before launching an export plan. This toolkit can help all potential exporters.

Tools:

- **Austrade's export readiness indicator:** <http://www.austrade.gov.au/Export/About-Exporting/International-Readiness-Indicator>
- **NSW Government's export readiness questionnaire:** http://www.industry.nsw.gov.au/_data/assets/pdf_file/0019/55612/NSWTI_Export-Readiness-Checklist.pdf

1.2 Seek the right advice

The good news for new and experienced exporters is you don't have to go it alone. There are many organisations and individuals who can help you to succeed in export – and there are ways to gain access to professional advice at low, or no cost.

- **NSW Government export advisers** who work from offices across NSW provide capability building workshops and hands-on advice, and help NSW exporters to take full advantage of international opportunities. Advisers help exporters to develop market-entry strategies and to plan for export. Last year, with our partners, export advisers helped NSW exporters by facilitating market briefings, skills development workshops, field days, panel discussions and access to domestic and international trade shows.
- The **NSW Government Trade Missions and Exhibitions** program may assist exporter's efforts to identify new international business opportunities and to acquire the knowledge and connections that are critical to export success. For more information on the program of domestic and international trade missions and exhibitions: <http://www.industry.nsw.gov.au/about/news-and-events/events> or speak to an Export Adviser.
- **The NSW Government Export Capability Building** is a series of events to help businesses become export-ready and grow their international operations. For more information: <http://www.industry.nsw.gov.au/export-from-nsw/export-assistance/export-capability-building-program>.
- **Women in Global Business** is a joint Australian, State and Territory governments initiative that supports businesswomen to take their products and services to the world. The program offers information and resources, support and connection. Membership is free. For more information: <http://www.wigb.gov.au/>
- **Austrade** is the Australian Government's trade, investment and education promotion agency. Austrade assists Australian companies to grow their international business and has a network of offices in over 50 countries. For more information: <http://www.austrade.gov.au/>
- **TradeStart** is an Australian Government initiative to assist businesses to export. In NSW TradeStart partners with the NSW Government to help exporters gain access to Austrade's advisers, resources and overseas network. The **NSW Government** export advisers deliver the TradeStart education programs in venues across regional NSW. TradeStart export advisers are located in Tamworth, Ourimbah, Port

Macquarie, Nowra, Wagga Wagga and Orange. For more information:
<http://www.industry.nsw.gov.au/export-from-nsw/export-assistance/coaching-with-our-export-advisors> <http://www.austrade.gov.au/Australian/How-Austrade-can-help/Trade-services/TradeStart>.

- **Austrade** administers the Australian Government's **Export Market Development Grants** scheme that delivers on-going financial assistance over several years to eligible exporters. For more information: <http://www.austrade.gov.au/What-Is-EMDG/default.aspx>
- The **NSW Government maintains international offices** in high-potential export markets including China (Shanghai and Guangzhou), India (Mumbai), United States (San Francisco), United Arab Emirates (Abu Dhabi), Japan (Tokyo), United Kingdom (London), Malaysia (Kuala Lumpur), Singapore, Indonesia (Jakarta), South Korea (Seoul). Teams in these locations promote NSW as a destination for trade, investment, tourism and events. The teams also work with governments, companies and universities to develop NSW exports in financial services, ICT, infrastructure, green technology, scientific research and the creative industries. For more information: <http://www.industry.nsw.gov.au/contact-us/international-network>
- **Efic** is a specialist financier that delivers solutions for Australian companies to enable them to win business, grow internationally and achieve export success. As Australia's export credit agency, Efic operates on a commercial basis and partners with banks to provide financial support to:
 - SMEs and large domestic exporters
 - Australian companies in an export-related global supply chain
 - Australian companies investing in emerging and frontier markets
 - buyers of Australian goods and services in emerging markets.Through its loans, guarantees, bonds and insurance products, Efic has helped many Australian exporters and subcontractors take advantage of new opportunities that may otherwise have been out of reach. More information on 1800 093 724 or www.efic.gov.au
- The **Export Council of Australia** (ECA) is the peak industry body for the Australian export community and works with export industry organisations and governments to further the interests of Australian exporters. A not-for-profit organisation with more than 50 years of experience in supporting Australian exporters, ECA is owned by its members and directed by a council of industry specialists. The Council offers webinars to help business people learn about new markets, and to get started in exports. For more information: www.export.org.au
- The **Australian Institute of Export** is a member of the Export Council of Australia and delivers a wide range of export training programs including courses on export procedures and documentation, international trade law, intellectual property law. More information: <http://www.aiex.com.au>
- The **Premier's NSW Export Awards** celebrate the achievements of NSW exporters. The awards are organised by the Australian Institute of Export with the support of the NSW Government. Winners are announced in October each year. Winners of national award categories progress as finalists in the Australian Export Awards. In the past NSW exporters have excelled at the national level. For more information:

<http://www.export.org.au/eca/awards/premier-nsw-export-awards/intro>

- **The NSW Business Chamber** provides international trade services, processing of international trade compliance documents and international trade consulting. The Chamber also produces a range of publications. For more information: <http://www.nswbusinesschamber.com.au>
- **Industry associations, chambers of commerce and other professional groups** offer exporters the opportunity to gain knowledge and insight into offshore markets, as well as the support of like-minded people. Bilateral associations provide support to exporters who target particular countries, including China, India, Thailand, Malaysia, Japan and Indonesia. Many organisations provide in-market support. For more information contact a NSW Government export adviser.
- **The Department of Foreign Affairs and Trade (DFAT)** provides information for Australian exporters including:
 - Trade Statistics on import and export values by country and region
 - Information on Australia's Free Trade Agreements
 - Information on Australian exporters' obligations in relation to sanctions, bribery and corruption
 - The opportunity to register with the Australian government when travelling to potentially risky destinations (see Smart Traveller). For more information: <http://dfat.gov.au>
- The Australian government's **Department of Agriculture and Water Resources** website provides online resources for plant and animal product exporters including:
 - A lookup table that summarises quarantine and other requirements at overseas ports
 - Guidelines on how to treat wooden packaging to ensure it will clear foreign customs and quarantine
 - Information about export documentation.For more information: <http://www.agriculture.gov.au/export>
- **Professional Advisers:** Talk to your banker, accountant, lawyer and business adviser about your export plans. These people will help you to plan, and to access the financial resources to fund your export plans.
- **Connect with peers:** Successful exporters seek out fellow exporters. They identify people, groups and events that are relevant to their export plan, and they quiz people about what worked and what didn't. By connecting with the people and organisations listed in this section you will gain access to learning and capacity-building opportunities, as well as creating a powerful network among successful exporters across the state.

1.3 Plan a market visit

No matter how much research you do in Australia at some point you must visit your target market. If you are starting out in exports a visit will allow you to:

- Develop personal relationships with potential customers, distributors and suppliers
- Check your assumptions about the market structure, customer preferences and the legal, economic and cultural environment
- Test demand, assess the competition, seek feedback from local experts
- Identify potential partners.

If you are an established exporter, regular market visits will also allow you to:

- Monitor events in the market, and adjust your business plan to capture opportunities and mitigate risk
- Build important relationships with customers, distributors, suppliers and employees. It means a lot to people when the most senior person in the firm takes time to visit and to demonstrate an interest in activities.

Setting up a market visit

Exporters often seek introductions to people in their target markets via:

- The NSW Government and Austrade's overseas posts
- Industry organisations
- Customers in Australia who operate in the target market
- Personal contact.

With careful planning and forethought a market visit can deliver the important knowledge, insights and connections to accelerate your export trade.

New exporters should take care to focus their efforts on one or two markets in the early stages, and to avoid spreading valuable resources too thinly too quickly.

Tools:

- The NSW Government's **market visit checklist** in section 4.1 of this toolkit will help you to plan a successful trip. Alternatively you may download a copy from our website.
- **Austrade** provides market and sector information tailored to the needs of exporters, as well as delivering advice and support: <http://www.austrade.gov.au>
- The **Department of Foreign Affairs and Trade's** (DFAT) country profiles website provides information on more than 240 countries, some of which are likely to be potential export markets: <http://www.dfat.gov.au/geo/>

- DFAT's **Smart Traveller** site provides travel advice for Australians. Travellers are encouraged to register their itineraries in advance so that the Australian government is able to deliver travel updates and support in an emergency: <http://smartraveller.gov.au/>
- **The CIA world Factbook** provides information on the history, people, government, economy, geography, communications, transportation, military, and transnational issues for 267 world entities. The site contains maps of the world and the major regions, political maps, a world oceans map, maps of standard time zones, as well as flags of the world. For more information: <https://www.cia.gov/library/publications/the-world-factbook/>

1.4 Plan a domestic or an international trade show, or trade mission, or a market visit

International trade shows provide exporters with opportunities to showcase their products and services to new buyers and markets. They also offer an invaluable opportunity to conduct market research.

A trade show can help you to:

- Understand the country and the culture
- Test the market
- Benchmark your products or services by studying competitors' offerings
- Network, build relationships and pursue partnership opportunities
- Identify potential distributors
- Promote your products and services
- Learn about the market entry requirements
- Demonstrate to competitors, customers and potential offshore representatives that you are committed to entering and serving the market
- Assess your export readiness.

International conferences can provide similar opportunities for services exporters.

Some successful first-time exporters have chosen to participate in international tradeshows for two or three years prior to launching their export drive. The tradeshow experience enables would-be exporters to build a profile, demonstrate commitment and to prepare a robust market-entry plan.

Some exporters choose to participate in a **domestic trade show** before testing overseas markets. A local trade show offers the opportunity to learn about how to:

- Set up and manage your stand
- Train and manage the employees who will present your product or service
- Position (and differentiate) your product or service among competitors

- Develop the most effective promotional material.

NSW Government may be able to provide you with networking and business-matching opportunities at Australian trade shows. For example, in 2016 the NSW Government participated in domestic trade shows and field days to support:

- **The rail, mining services, marine, maritime and food** sectors
- **Rural development** through field days at Gunnedah, Orange and Henty.

International Trade Missions:

International trade missions can take many forms - from broad, government-led missions aimed at introducing businesses to overseas governments and business counterparts to industry-specific trips. Trade missions are typically organised around the needs of export-ready firms. For more information contact a NSW Government export adviser.

Tools:

- The NSW Government's **trade show checklist** in section 4.2 will help you to maximise the benefits of these opportunities:
- **The NSW Government** may sponsor trade missions and trade events that help exporters to tap new markets. More information: <http://www.industry.nsw.gov.au/export-from-nsw/export-assistance/trade-missions-and-exhibitions>
- **Austrade** sponsors trade missions: <http://www.austrade.gov.au/Export-Events>
- Austrade offers **Export Market Development Grants** to assist eligible exporters with the costs of participating in trade fairs and missions. More information: <http://www.austrade.gov.au/Export/Export-Grants/EMDG>

2. Develop an export plan

This section of the toolkit will help you to:

- 2.1 Prepare an export plan
- 2.2 Assess the export demand for your product or service
- 2.3 Plan your distribution
- 2.4 Price for export
- 2.5 Understand bonds, guarantees, letters of credit
- 2.6 Manage risk
- 2.7 Protect your intellectual property
- 2.8 Develop a financial plan



2. Develop an export plan

2.1 Prepare an export plan

As with any business decision, it is important to start with a clear vision of what you want to achieve. Are you seeking:

- **Economies of scale**, leading to better utilisation of your current assets, and lower costs?
- **Growth for your products** or services by selling into new markets?
- **Increased security** by spreading risk across domestic and off-shore markets?
- **Challenge** and an opportunity to sharpen your innovative edge through exposure to overseas competition?
- **Seasonal advantages** by selling your product or service into offshore markets when demand is slow in the domestic market? (Eg: fruit, clothing)
- **An extension of the life of a product or service** that is out of fashion in NSW?

Your export plan should be a supplement to your company's business plan. If you do not have a current business plan, now is the time to create one. The plan should describe the direction of the company, growth expectations and the resources required to enact the plan.

Your export plan will be a living document, updated as circumstances and opportunities change. The simpler it is, the more valuable it will be to you and your backers.

A well-written export plan will help you to communicate your vision to your employees, your board of directors, accountant, banker and potential offshore partners.

Seek input from key employees, and from your advisers.

Who will read your export plan, and what will they do with the plan?

Consider the needs of your audience and structure your plan to address their interests. Prepare an outline of the key points before you start. This will keep you on track and help you to address all the important points.

The length of the plan is not important. Often it is better to be short and to-the-point. The value of the plan lies in the accuracy of the information, and the use to which you put the plan.

Prepare a one or two-page executive summary. This is likely to be the first (and often the only section) that people will read so it should be short, sharp and cover all the key points. It should be written last.

Don't fall into the trap of borrowing a sample export plan and simply changing the names and numbers. The plan must reflect what is important to you and your business. The text

should flow well, explaining how and why your new export business will be successful.

Tools:

- **Export Plan Template:** see section 4.6 of the resources section of this toolkit.
- The **NSW Government's export advisers** are available to help you to prepare your export plan.
- Austrade has a list of **approved consultants** who are able to assist exporters to seek financial assistance under the Export Market Development Grants (EMDG) scheme. For more information: <http://www.austrade.gov.au/Export/Export-Grants/Consultants>
- You may choose to use the **NSW Government's pro-forma export plan** in the Resources section of this toolkit, or you may download a copy at: http://www.business.nsw.gov.au/_data/assets/pdf_file/0017/5444/SampleOutlineExportPlan.pdf

2.2 Assess the export demand for your product or service

What is special about your product or service? What will attract people to your offering, rather than to your competitors'? Spell out your unique selling proposition. Then:

- **Describe the country or countries you will target:** What is the size of the market? Which cities or regions will you target? How much can your target customers afford to pay? What are the demographics of your chosen markets? What impact will age, cultural beliefs, customs, religion have on demand for your product?

In some locations you will be able to obtain this information from government agencies or industry associations. In other locations you may need to buy data. In some locations (eg: USA) access to markets in particular states and regions may be easier than elsewhere. Freight and logistics are more efficient and easier to arrange; regulation is transparent; it is easier to win government work; and competitive pressures are less intense.

- **Define the consumer or business segments** that will buy your product or service. How many people are in your target market? Where are they located? How and where will they purchase? Will customers in the target market accept your product or service? Will it be necessary to modify your product or service? Are there industry or government regulations that you will need to consider? Are there cultural or religious factors that may influence acceptance of your product?
- **Assess your competitors:** Who are the competitors? What do they offer? What are the price points? How do competitors promote their products or services?
- **Distribution:** How will you distribute your product or service? If you are a product exporter you must consider the costs and potential delays in transporting products to distant markets. Overseas buyers will demand the same level of service from you as they do from their local suppliers.

- **Regulatory issues:** Will you require a special licence to operate in your target market? Will it be necessary to submit to trials or tests before you can operate overseas? Will your labelling comply with government standards? What level of warranties and after-sales service will you need to provide? In some locations quarantine regulations are open to different interpretations and are likely to change frequently.
- New exporters are advised to carry out careful due diligence before launching a marketing drive.
- **Branding and marketing considerations:** Make sure your name and your trade mark will attract customers in the target locations. For example Fiat, a sporty Italian auto manufacturer, was forced to rename its "Uno" when selling it in Finland. In Finnish "Uno" means "garbage".

2.3 Plan your distribution

How will you distribute your product or service? You may choose to:

1. **Develop an online strategy** to enable customers to buy goods or services directly over the Internet using a web browser. You may choose to set up your own on-line store, or to sell via an established operation. The largest of these online retailing corporations are Amazon.com and eBay (which support the retail trade) and Alibaba (which supports business-to-business trade). The growth of online shopping brings a wealth of new opportunities for NSW exporters to serve offshore markets.
2. **Establish an offshore operation** and market your product or service directly to offshore customers. The advantages of this approach are that you are able to retain control of your product or service, distribution and pricing. Profits may be higher as you won't have to share income with a partner, agent or distributor. Potential risks include:
 - **High expenses** in setting up your export business including establishing premises, and attracting and retaining new customers
 - **Low sales**, as it is likely to take time to build your business in a new location
 - **Potential mistakes** as you learn about the market and local business practices
 - The risk of a **breach of international taxation law or transfer pricing** regulations
 - Research shows **credit risks** to be higher under this strategy.
3. **Distribute via a fulfilment service provider** which is an organisation that will receive an exporter's goods, store the goods, receive the orders, and package and ship the items to the end consumer.
4. **Appoint an agent** to represent you in your export market. An agent is legally authorised to act on your behalf. Typically an agent does not take ownership of your goods or services and is paid a salary, retainer or commission, or a mix of all three.

By applying sound due diligence, you may be able to locate an agent who brings an

established customer base, marketing expertise and the capacity to grow the market for your product or service.

Disadvantages are that, typically, it is necessary to grant an agent exclusive rights to your product or service. Profits are lower because of the agent's commissions. Under a typical agency agreement you would be responsible for collecting payments and for resolving bad debts.

The legal rights and duties of agents and representatives are different in different countries. Remember to seek legal advice before entering into any agreements (see Tools below).

5. **Appoint a distributor** to be your single export customer for a country or a region. Typically the distributor would take title and possession of your goods and would take a key role in setting the selling prices. The distributor would be responsible for marketing, promotion, delivery, customer service and returns.

Advantages include potentially higher sales volumes and lower credit risk. Distributor agreements are often performance-based and time-bound. Disadvantages are that distributor agreements can be more difficult to terminate than agent or representative agreements.

6. **Export indirectly** by selling to overseas buyers who visit Australia, or by selling through an offshore intermediary.
7. **License your product or service** to an offshore company. A licence gives the purchaser the right to make and sell the product or service in return for a set fee or royalty.
8. **Franchise** your product or service to overseas operators in a similar way to Australia's Domino's Pizza or Gloria Jeans Coffee and other smaller operators.
9. **Set up a Joint Venture (JV):** A Joint Venture occurs when an exporter and an off-shore firm set up an entity and both parties invest capital and resources to build a new business. Potential advantages include higher sales volumes, more extensive market penetration and greater profits through access to the partner's customer base and expertise. Some Australian manufacturers enter into offshore JVs to enable low-cost manufacturing, and increased margins and profits in Australia.

Exporters who export via a third party agree that choosing the right people to work with is central to success. Be sure to carry out careful due diligence before entering into an agreement. Check out the reputation of potential partners. Consider a trial period. Seek professional advice before you sign any documents.

Tools:

- **Checklist for choosing an agent or distributor** – see section 4.3 of the resources section of this toolkit.
- **Checklist for choosing a joint venture partner** – see section 4.4 of the resources

section of this toolkit.

- Remember to consult your **lawyer, accountant or business adviser** before you sign any agreements or contracts.

2.4 Price for export

Before calculating the prices of your exports:

- **Consider market pricing practices:** Where would you like to target your pricing relative to your key competitors? Some markets will offer significant opportunities for price variation. Other markets will be price-sensitive and exporters will be obliged to meet the market.
- **Consider the additional expenses of exporting** your product or service including the costs of market visits, expanding your operations or setting up new facilities, certification, advertising and promotional costs, insurances and (in the case of product exports):
 - packaging and labelling to meet local standards
 - shipping, ground transportation, insurances, storage fees (if third party warehousing applies)
 - marine insurance (if you are responsible for transport)
 - possible import duties and taxes, customs and broker fees
 - the agent's or the distributor's commissions.
- **Consider market credit practices in your target locations:** How will you structure payment terms to ensure you maintain your competitive edge?
- **Will you sell via a retailer?** If so, what is the appropriate mark-up in the target location? After the mark-up, will your product be competitively-priced in the store?
- **Consider currency fluctuations.** Will these issues affect the way you manage your export pricing?
- **Export pricing rebates:** Austrade's Export Market Development grants scheme pays cash rebates to small and medium sized Australian exporters for defined marketing expenses. Up to 50 per cent of eligible expenses may be reimbursed, less the first \$5,000. To access the scheme for the first time, businesses must have invested at least \$15,000 over two years on eligible export marketing expenses. The scheme supports a wide range of activities, including inbound tourism and the export of intellectual property.
- **Will you use a Free Trade Agreement?** Information is available at DFAT's FTA Portal <https://ftaportal.dfat.gov.au/>

Calculating prices

Pricing methods include:

1. **The cost-plus method** where exporters take their domestic production costs, add the

costs of exporting and arrive at an export price. Export costs include administration, research and development, overhead, freight forwarding, distributor margins, customs charges and profit. The complication is that this method may result in pricing that is uncompetitive in the target market.

2. **Marginal cost pricing** occurs when exporters choose to charge their export customers less than the average cost of production to ensure they are price-competitive. Typically the exporter will aim to recoup the cost of producing the additional ("marginal") units, along with a small profit.
3. **Buyer-based pricing** starts with an assessment of the amount buyers will be prepared to pay. Exporters then work backwards to engineer their delivery system to meet the market.

Remember to present your export price list in your customer's preferred currency.

Tools:

The NSW Government's **export pricing** website:

<http://www.industry.nsw.gov.au/export-from-nsw/getting-started-in-export/export-pricing>

Austrade's **Export Market Development Grant** website:

<http://www.austrade.gov.au/Export/Export-Grants>

DFAT's FTA Portal: <https://ftaportal.dfat.gov.au>

2.5 Understanding bonds, guarantees, letters of credit

In international trade overseas buyers often require one or more bonds or guarantees, for example:

- **Advance payment bonds:** At the start of an export contract an overseas buyer may agree to make an upfront payment in advance of delivery of the goods or services. While this payment provides the exporter with cash to finance the contract, the buyer may need assurance that their upfront payment will be returned if the exporter does not complete the contract. An advance payment bond provides the buyer with this security.
- **Bid Bonds:** When bidding for large offshore contracts or overseas governments' work, exporters may be required to lodge a bond in support of the bid. The bond guarantees that, if successful, the exporter will proceed to contract.
- **Performance bonds** provide assurance to importers that, in the event that the exporter does not perform, they may draw upon the bond to reduce their losses.
- **Warranty bonds** protect importers from loss if the goods or services do not meet the seller's contractual warranty obligations.
- **US bonding line:** Exporters to the USA are typically required to provide a bond from

a registered US surety bond issuer as security against their performance obligations.

Documentary Letter of Credit

A Letter of Credit is issued by the buyer's bank and guarantees that a buyer's payment to a seller will be received on time and in the correct amount provided that documentation conforming to the conditions outlined in the credit is received by the bank. In the event that the buyer is unable to make payment on the purchase, the bank is required to cover the amount outstanding.

The bank also acts on behalf of the buyer (the holder of the Letter of Credit) by ensuring that the seller is not paid until the bank receives confirmation that the seller has performed their duties under the underlying contract.

Most letters of credit are governed by rules set down by the International Chamber of Commerce (UCP 600).

As a new or expanding exporter, your ability to compete overseas will be improved if you are able to provide the necessary bonds or guarantees.

Tools:

- **International Chamber of Commerce** documentary credits: <http://store.iccwbo.org/icc-uniform-customs-and-practice-for-documentary-credits>
- The Australian Government's **Efic**: <http://www.efic.gov.au>
- Or contact your bank or financial services provider.

2.6 Manage risk

Product and services exporters face three key risks – exchange rate risk, the risk of not getting paid and intellectual property risk. Product exporters face the additional risk of damage or loss of goods before payment.

Fortunately there are strategies to mitigate these and other risks.

- **Exchange rate risks:** Adverse movements in exchange rates are an inherent risk in export trade. For example, if you pay your suppliers in Australian dollars and receive payment for your exports in US dollars, unfavourable shifts in the exchange rate may erode your profit margins. A foreign exchange facility (or hedging) helps protect export profits from exchange rate fluctuations by locking in rates at pre-determined levels.
- **The risk of not getting paid:** Partners, suppliers or customers may default, or become insolvent. Your best protection is careful due diligence (see the Tools below for more information). Credit insurance (or trade credit insurance or business credit insurance or export credit insurance) is a risk management product offered by private insurance companies and export credit agencies to protect exporters against loss due to default, insolvency or bankruptcy.

- **Intellectual property** risk is the threat that foreigners will steal your design, invention or know-how. Section 2.7 examines strategies to protect your intellectual property.
- **The risk of damage or loss of goods before payment:** Many organisations offer insurances to cover losses through shipment by road, rail, air or sea. A freight forwarder is well-placed to advise on the best approach.
- **Political risk** occurs when your export profits are eroded as a result of political decisions in your target country. Adverse political actions can range from the very detrimental, such as widespread destruction through a revolution, to those of a more financial nature, such as import restrictions, import taxes or laws preventing the movement of capital. Trade Credit Insurance may include a component of country risk insurance. Some exporters who target high-risk countries choose to take out country risk insurance which provides protection against specific, nominated risks. See Tools below for more information.
- As in Australia, **the commercial risks** of business are numerous and include:
 - Potential disputes over the ownership of intellectual property including systems, databases, source codes, templates, case studies, manuals, know-how
 - The risk that managers and employees will not perform to the required level; or do not possess the necessary skills and qualifications to succeed in your target market
 - The risk of insufficient insurance (public liability, professional indemnity, key person)
 - Legal risks arising from insufficient knowledge of the regulatory system. Sound planning and preparation will enable you to mitigate these risks. Seek advice from qualified people who operate in your target countries. Some of the questions to ask include:
 - How will you resolve contractual disputes in your export market? If you need to go to court, which jurisdiction will apply?
 - What are the rights and obligations of the exporter, the customer, employees, contactors and representatives in your target markets?
 - How does employment law work? What benefits and entitlements must the employer provide? How does tax work? Redundancy? Termination of employment?
 - What is the process for Australians to obtain a work permit in the target country? Is it possible for a foreign employee's spouse or partner to work in the location?
 - What are the laws and regulations that will apply to your new export operation? What standards or qualifications will you need to demonstrate to the authorities?
 - Does your contract conform to the laws of the buyer's country?

As in Australia, the best risk protection is preparation. Successful exporters:

- Monitor events in their export markets and take quick action if circumstances change
- Plan well – they list potential threats such competitors' product innovation or price-cutting. Then they enlist the help of employees and overseas partners to monitor

the market and provide regular updates. Many exporters develop a risk management action plan in advance to ensure they are ready to respond swiftly to the more likely adverse scenarios.

Tools and support:

- **Due diligence:** NSW Government and Austrade's offshore posts assist exporters to conduct due diligence on local businesses. Organisations such as Dunn & Bradstreet provide credit reports (at a fee) in most developed countries
- Or talk to your bank or financial services provider. When appropriate seek the services of a competent lawyer who is experienced in international contract law.

2.7 Protect your intellectual property

Intellectual property (IP) represents the property of your mind or intellect. In business terms this also means your proprietary knowledge. Intellectual property is increasingly important as the application of knowledge contributes more to international trade and commerce.

Your intellectual property is likely to be one of your most valuable business assets. Intellectual property may take the form of a unique design, formula, invention, process or system. Intellectual Property often provides the leverage needed for exporters to successfully stay ahead of the competition. It is essential that exporters protect their IP.

Intellectual property rights include patents, trade marks, designs, copyright, circuit layout rights, plant breeder's rights and trade secrets.

Protecting your intellectual property

1. **Discretion:** When canvassing international opportunities take care to protect your IP. Do not disclose your ideas prematurely, or before seeking appropriate protection.
2. **Identify the foreign markets** that you wish to target and **search the IP databases in those markets** to identify competitors who may have registered similar products, services or ideas. Most countries' IP offices provide free online trade mark, patent and design databases. Alternatively, you may engage an IP professional to conduct a search on your behalf.
3. **Document the ownership of intellectual property:** If you choose to partner with an offshore organisation, set up a contract that clearly spells out ownership of the existing IP, and the ownership of any new IP that may be generated in the future by the partnership.
4. **Know your rights** (and the limits to your rights): Registering your IP rights in Australia will not give you automatic protection in overseas markets. It may be necessary to seek IP protection in a number of countries. Fortunately there are a number of international agreements that make it easier to secure rights in multiple

jurisdictions.

5. **Monitor the market and your IP protection** to ensure the protection does not expire, and that competitors do not breach your protection.
6. **Continue to innovate.** Staying one step ahead of the competition is the best way to protect your intellectual property.
7. **Don't over-invest.** Some exporters start by working out how much they would be prepared to spend to defend their IP; and how they would go about defending it. This allows the exporter to determine the most efficient way of maximising IP protection while minimising the costs.

The next section of the toolkit provides an overview of some of the strategies exporters choose to protect their intellectual property. **This information is of a general nature and does not constitute legal advice. Exporters should seek professional advice prior to implementing an IP strategy.** The right IP strategy will maximise protection and minimise the amount of time and money associated with establishing and maintaining the protection.

Trade marks

Trade marks are used to distinguish the goods and services of one trader from those of another. A trade mark is a right that is granted for a letter, number, word, phrase, sound, smell, shape, logo, picture and/or an aspect of packaging. A registered trade mark is legally enforceable and gives the owner exclusive rights to commercially use, license or sell the trade mark for the goods and services it is registered to represent.

Exporters seeking to register their trade mark overseas may choose to:

- **File separate trade mark applications** in each target country, or
- **File a single application in Australia** and seek international trade mark registration in the target countries via the Madrid System for the International Registration of Marks.

The Madrid System enables the filing, registration and maintenance of trade mark rights in more than one jurisdiction, provided the target jurisdiction is a party to the system. The System relies on a multilateral treaty (the Madrid Agreement Concerning the International Registration of Marks [1891]) and the Protocol Relating to the Madrid Agreement [1989]). The Madrid System is administered by the International Bureau of the World Intellectual Property Organisation (WIPO) in Geneva, Switzerland. Exporters seeking trade mark protection in a country that is not part of the Madrid System should file directly with the country.

Patents

A patent is a legally enforceable and government-sanctioned right to commercially exploit an invention in a defined marketplace. Patents are not granted automatically and may take time to process.

An invention is a solution to a specific technological problem, and may be a product or a process. The procedure for granting patents, the requirements placed on the patentee, and the extent of the exclusive rights vary widely between countries according to national laws and international agreements. Typically a patent application must include one or

more claims that define the invention. In most countries a patentee is granted the exclusive right to make, use, sell, or distribute the patented invention; and to prevent others from using the patent.

In Australia there are two types of patents - standard and innovation patents. A standard patent provides protection to the owner for a twenty-year term. An innovation patent lasts for eight years. To obtain a standard patent, the invention must meet the following criteria:

- be a manner of manufacture
- be novel
- be useful
- possess a sufficient level of inventiveness, otherwise known as an 'inventive step'.

A registered Australian patent provides protection only in Australia.

Seeking overseas patent protection

Exporters may seek overseas patent protection by filing for a patent in their target countries. Exporters who:

- File in one of the (approximately 180 countries) that are signatories to the Paris convention, and,
- File within 12 months of their Australian application

will be entitled to the earlier Australian patent priority date in their target countries.

Alternatively exporters may file a patent application via the Patent Cooperation Treaty (PCT). Approximately 150 countries are signatories to the PCT.

A PCT patent application must be filed within 12 months of the Australian filing priority date. Exporters then have a further 18 months to convert their PCT application(s) to complete patent application(s) for each country. Many exporters use this time to determine which overseas markets are commercially viable before seeking enduring patent protection.

The European Patent Convention (EPC) enables exporters to file a single application to seek a 'European patent' which is legally enforceable in 37 European countries.

Protecting your design overseas

Design protection gives the owner a monopoly in the visual features of shape, configuration, pattern and ornamentation of the design. In Australia an owner may choose to protect a design through:

- **The design regime** which requires an application with the Designs Office at IP Australia, or
- **The copyright regime** which is administered by the Attorney General's Department.

Registering a design in Australia does not protect it overseas. Exporters may:

- **Seek separate design applications** to each target country, or,
- **Seek design applications via the Hague System** for the International Registration of Industrial Designs. The Hague System is administered by the International Bureau of World Intellectual Property Organisation in Geneva, Switzerland and offers owners a way to obtain protection in several countries through one application in one language, with one set of fees in one currency (Swiss Francs). The System covers some 60 countries and allows exporters to record changes, or to renew multiple design registrations in member countries in a single procedure.

Registering a plant variety overseas

The International Union for the Protection of New Varieties of Plants (UPOV) is an intergovernmental organisation that provides a system of plant variety protection with the aim of encouraging the development of new varieties of plants. UPOV membership comprises over 70 nations including Australia and many of Australia's key trading partners.

In most cases exporters may use their Australian Plant Breeder's Rights (PBR) application as the basis for an application in another UPOV member country. PBR registration systems are broadly the same in member countries. Some differences arise in the scope of protection and in administrative procedures. UPOV countries generally offer members special concessions to enable exporters to commercialise a plant variety before an application is lodged. PBR may be called plant variety rights (PVR) or plant variety protection (PVP) – however they are effectively the same.

Alternatively plant exporters may apply for breeder's protection in:

- The European Community (EC) by making an application through the Community Plant Variety Office.
- 17 African countries that are affiliated under the African Intellectual Property Organisation (AIPO)

Tools:

- NSW Government's export advisers are able to assist you to devise a strategy to protect your intellectual property overseas. More information: <http://www.industry.nsw.gov.au/export-from-nsw/export-assistance/coaching-with-our-export-advisors>
- NSW Government's **IP site**: <http://www.industry.nsw.gov.au/export-from-nsw/growing-your-export-business/protecting-your-ip-when-exporting>
- Australian Government's **IP Australia** site: www.ipaustralia.gov.au
- The Australian Government's **IP Australia site on registering plant varieties overseas**: <https://www.ipaustralia.gov.au/plant-breeders-rights>
- Australian Government's **Professional Standards Board for Patent and Trademark Attorneys**: www.psb.gov.au
- **Institute of Patent & Trade Mark Attorneys of Australia**: www.ipata.com.au
- **Bilateral Business Organisation Contacts**: <http://www.industry.nsw.gov.au/export-from-nsw/growing-your-export-business/bilateral-business-organisation-contacts>
- **The World Intellectual Property Organization (WIPO)** provides a guide to International Registration: www.wipo.int
- Countries that are party to the **Madrid System for the International Registration of Marks**: http://www.wipo.int/export/sites/www/treaties/en/documents/pdf/madrid_marks.pdf

2.8 Develop a financial plan

A sound financial plan is critical. Start early and be prepared to adjust your assumptions and the numbers as you learn more about the opportunities in your target markets. As you collect more data, your financial projections will become more robust, and you will feel more confident about deciding whether to invest in an export drive. Key elements of your financial plan will include a schedule of:

- **Export research and launch expenses** including a detailed estimate of the cost of market visits and trade shows, market research, product or service development and the launch campaign. Usually these expenses can be amortised over several years.
- **Sales and income forecasts for the first three years:** Most exporters prepare a pessimistic, an optimistic and a 'most likely' scenario. This approach will allow you to plan the different levels of investment that would be required under each scenario.
- **Expenses for the first three years** including salaries, wages and selling expenses. Remember that expenses are likely to be higher than at home. You must budget for the additional costs of servicing overseas markets (travel, communications), dealing with foreign regulatory systems (legal advice, licences, insurances), shipping costs, import duties and customs expenses.
- **Capital investment** including investment in intellectual property, trade marks, patents, new equipment, new production capacity.
- **Cash flow needs** to ensure adequate funds to run the domestic business, recover start-up costs, fund the new export drive and achieve sustained profitability.

Seek professional advice on country, industry and firm-specific issues such as:

- Working capital requirements
- Taxation
- Repatriation of funds to Australia
- Payment arrangements for royalties or licence fees
- Recruitment costs
- The estimated expense of employee salaries and benefits.

A robust financial plan will enable you to:

- Test the viability of your export plan and ensure you have secured sufficient financial backing to launch and maintain the business
- Gain the support of investors, bankers and your advisors
- Monitor your performance in exports, and a keep close control of the business.

Tools:

- The Australian Government's **Efic** is a specialist financier that delivers simple and creative solutions for Australian companies: www.efic.gov.au

3. Logistics

This section of the toolkit contains information about:

- 3.1 Understanding contract terms
- 3.2 Planning freight and warehousing
- 3.3 Organising labelling
- 3.4 Preparing export documentation



3 Logistics – a toolkit for product exporters

Successful product exporters have procedures for managing contract terms, freight, logistics, insurance, export documentation, customs and duties and international legal issues. This toolkit provides an introduction to these important aspects of export trade.

3.1 Understanding contract terms

The International Chamber of Commerce (ICC) publishes a series of pre-defined commercial terms (“Incoterms”) that are widely used in international commercial transactions or procurement processes. The Incoterms rules are intended to clearly communicate the tasks, costs, and risks associated with the transportation and delivery of goods.

The Incoterms rules are accepted by governments, legal authorities, and practitioners worldwide for the interpretation of the most commonly used terms in international trade. They are intended to reduce or remove uncertainties arising from different interpretations of the trade rules in different countries. Incoterms are regularly incorporated into sales contracts worldwide.

Exporters of goods should know and understand Incoterms and the implications of each of the options.

Tools:

- **International Chamber of Commerce Incoterms:** <https://iccwbo.org/resources-for-business/incoterms-rules/incoterms-rules-2010/>

3.2 Planning freight and warehousing

The movement of goods overseas may be organised directly with a shipping line or an airline however many exporters use the services of a freight forwarder (sometimes known as a forwarder or forwarding agent). A forwarder does not move the goods but acts as an expert in supply chain management. Forwarders contract with carriers to move goods by ship, airline, truck or railroad. It is not unusual for an export shipment to move on multiple carriers. International freight forwarders have expertise in preparing and processing customs and other documentation, and in performing the multitude of specialist administrative tasks such as issuing transport documents (such as the bill of lading and an airway bill). See section 3.4 for more information on export documentation.

Tools: for information about freight forwarders contact:

- One of our **NSW Government export advisers:**
<http://www.industry.nsw.gov.au/export-from-nsw/export-assistance/coaching-with-our-export-advisors>
- **Customs Brokers and Forwarders Council of Australia:**
<http://www.cbfca.com.au/default.aspx>

- **Australian Federation of International Forwarders:** www.afif.asn.au

3.3 Organising packaging and labelling

Packaging and labelling requirements vary according to the market and the product. Exporters must consider foreign buyers' language, sizing and aesthetic preferences, along with government regulations.

Prospective export customers are a good source of knowledge and information about what is likely to work in your chosen market. The Tools section below contains links to selected international labelling websites.

EAN-13 barcodes are used worldwide for marking products that are typically sold at a retail point of sale. The EAN-13 is a 13 digit barcoding standard which is defined by the international standards organisation, Global Standards 1 (GS1). The less common EAN-8 barcodes are usually reserved for smaller items such as confectionery.

EAN is shorthand for International Article Number. In Japan EAN barcodes are called Japanese Article Numbers.

Tools:

- **European Union labelling** guidelines: <http://www.eubusiness.com/topics/single-market/labelling>

Hong Kong food labelling

- International **alcohol labelling** guidelines: <http://www.iard.org/policy-tables/beverage-alcohol-labeling-requirements/>
- **Global Standards 1 (GS1):** <http://www.gs1au.org>

3.4 Preparing export documentation

This section describes documents that are frequently used in exporting. Requirements vary according to the product and the destination. A freight forwarding agent is well-placed to provide information about the procedures for particular destinations. At a minimum, product exporters must provide their buyer with a commercial invoice and a transport document. Depending on the type of goods, the country of destination and the buyer requirements, additional documentation may be required.

- **A commercial invoice** is the bill for the goods that are dispatched by the exporter to the buyer. Exporters should take care to comply with the buyer's instructions (within reason). The commercial invoice is used by overseas governments to assess customs duties and import access. Typically the commercial invoice would include:
 - The name and address of the exporter
 - The name and address of the overseas buyer
 - The name and address of the consignee (if not the buyer)
 - The name of the vessel, voyage number and sailing date

- Port of loading and port of discharge and final destination
 - Shipping Marks
 - Description of goods in full
 - Unit price
 - Amount, currency and Incoterm
 - Country of origin
 - Other details, as required
- An **export packing list** does not include pricing and typically contains:
 - The names of the seller/shipper and buyer/consignee
 - The invoice number, date of shipment, mode of transport and carrier
 - The quantity of goods, net and gross weight (in kilograms) and dimensions
 - A description of the goods and the packaging (eg: box, crate, drum, carton) and packaging marks.
- A **proforma invoice** is a pre-shipment invoice prepared by an exporter. The pro forma invoice informs the buyer of the goods to be exported, their value and the product specifications. A proforma invoice can be used as an offering of sale, a price quotation, an order acknowledgment, or documentation for a buyer to apply for an import permit/licence or finance (such as a letter of credit). A proforma invoice should have a validity date.
- An **airway bill** (sometimes abbreviated as AWB or HAWB) is a carriage document only and is issued either by a freight forwarder or an airline when cargo is moved by air freight.
- A **bill of lading** (sometimes abbreviated as B/L or BOL or HBL) is a legal document generated by a shipping line or a freight forwarder to provide a record or contract of freight for the shipment of goods. A bill of lading describes the merchandise, provides title to the goods, and specifies the carrier's legal obligations to deliver the merchandise to the appropriate party. The bill of lading can be used to transfer title of goods, provided it is correctly endorsed. There are many types of BOL including:
 - Shipped on Board BOL
 - Received for Shipment BOL
 - Combined Transport BOL
 - Ocean – Port to Port BOL
 - Claused or Dirty BOL (bill of lading noting damage to the goods)
 - Clean BOL
 - Non-negotiable BOL
 - Express Release BOL
 - Telex Release BOL
- **Export Declaration Number:** If you plan to export goods that require an export licence, or goods with an FOB value of \$2,000 or more, you (or your agent) must apply for an Export Declaration Number (commonly known as an EDN). An EDN is issued by Australian Customs and Border Protection and is used to monitor and control exports and to inform the Australian Bureau of Statistics of exports (for statistical purposes). Exporters or freight forwarders may apply for an EDN online (charges apply).

Export compliance documents

- **An export licence** is issued by the relevant Australian government department and authorises the export of restricted goods in specific quantities to a particular destination. Certain categories of Australian exports require a licence, including:
 - Primary products and commitments under particular marketing agreements (eg: meat, wheat and wine)
 - Resources such as mineral ores and animals such as merino sheep.

For more information see Tools below.

- **The Australian Harmonised Export Commodity Classification** (known as the AHECC – tariff number) is used by exporters, customs brokers and freight forwarders to classify goods when preparing export declarations for the Australian Customs and Border Protection (see Tools below).
- A **Certificate of Origin (COO)** is a document that is typically authorised by a chamber of commerce and certifies that goods originated in Australia. Many countries will not allow imported goods to clear customs without a Certificate of Origin.
- A **Certified Declaration of Origin** is a document that is typically authorised by a chamber of commerce and certifies that goods were manufactured in a country other than Australia. Many countries will not allow goods to clear customs without an Origin declaration.
- **Certificate of Origin (COO) for claiming benefits under Free Trade Agreements (FTAs)**: Australia is party to a number of Free Trade Agreements and the definition of origin often varies according to the agreement. Exporters who are shipping to an FTA country should seek information on the COO requirements from the Department of Foreign Affairs and Trade (DFAT). See Tools below for more information.
- **The ATA Carnet** is an international customs document that enables exporters to temporarily bring goods into a foreign country on a duty-free and tax-free basis under certain conventions, provided the goods are intended for re-export. A carnet enables exporters to avoid posting bonds or duty deposits at customs posts. ATA Carnets are issued for commercial samples, professional equipment, goods for presentation or use at trade fairs, shows and exhibitions. ATA Carnets do not cover perishable or consumable items, or goods for processing or repair.
- **A certificate of analysis** may be required when exporting seeds, grain, health foods, dietary supplements, fruits and vegetables, and pharmaceutical products. Depending on the buyer's requirements, a certificate may be issued by an independent body or by the exporter.
- A **Dangerous Goods Certificate** is required for the movement of such goods by sea or air. Within Australia movement is governed by the Australian Department of Infrastructure and Regional Development. Dangerous sea cargo is subject to procedures set down by the International Maritime Dangerous Goods (IMDG) Code, and air cargo must comply with International Air Transport Association (IATA) procedures. The Department of Infrastructure and Regional Development works

closely with the international bodies to ensure Australian regulations meet international standards.

- A **Fumigation Certificate** provides evidence of the fumigation of goods for export (especially agricultural products) and facilitates quarantine clearance. Typically the exporter is required to fumigate their goods a maximum of 15 days prior to loading. Pallets and timber used for packaging require fumigation certificates.
- **Halal Certificates** are required by most countries in the Middle East and confirm that meat or poultry products were slaughtered in accordance with Islamic law. Typically it is necessary to obtain import certification from the appropriate Chamber of Commerce and the destination country's embassy in Australia.
- **Health Certificates** are required for the shipment of live animals and animal products (processed foodstuffs, poultry, meat, fish, seafood, dairy products, eggs and egg products). Health certificates are issued by the Department of Agriculture.
- **Phytosanitary Certificates** are official government to government certificates which certify that plants and plant products have been properly inspected tested or sourced from pest free areas and are considered free from pests and diseases specified by the importing country. Phytosanitary certificates are issued by the Department of Agriculture.
- Under Wine Australia's Corporations Regulations, all **wine shipments over of 100 litres** require export approval by Wine Australia.
- **Insurance certificates** provide the consignee with proof that insurance will cover loss or damage to the cargo during transit under certain inclusions or exclusions noted on the certificate. Insurance certificates can be issued by insurance companies, insurance brokers and/or freight forwarders on behalf of an insurance company. It is recommended that the shipper or the consignee takes out insurance cover for every shipment.
- **A certificate of weight** is a document issued by the shipper, certifying gross and net weight of the exported goods.
- **A dock receipt and warehouse receipt** are used to track accountability when goods are transferred from the shipper to the ground carrier or freight forwarder.
- **Import licences** are required by some countries. The import licence is the responsibility of the importer and the requirements vary according to the destination and the product. Exporters should note the import licence number of their shipping documentation as it will assist customs clearance in the destination country and ensure a smooth transition from arrival at port to the buyer.
- **A shipper's letter of instruction** is prepared by the exporter and communicates the shipping instructions to the freight forwarder. Freight forwarders have a legal obligation to produce a copy of the shipper's letter of instruction to Australian Customs and Border Protection Service, if requested.

Tools

- The **Australian Department of Infrastructure and Regional Development** regulates the transport of dangerous goods within Australia:
<http://www.infrastructure.gov.au/transport/australia/dangerous>
- The **International Air Transportation Association** regulates air transport of dangerous goods: <http://www.iata.org/whatwedo/cargo/dgr/Pages/index.aspx>
- The **NSW Business Chamber** issues Certificates of Origin:
www.nswbusinesschamber.com.au
- The **Australian Industry Group** issues Certificates of Origin:
<https://www.aigroup.com.au/business-services/trade/certificateoforigin/>
- The **Austrade** website has information on Certificates of Origin:
<http://www.austrade.gov.au/Export/About-Exporting/Exporting-FAQs/Certificate-of-origin>
- **Austrade** provides information on export documentation procedures for specific countries. (Note: as requirements change frequently, exporters are advised to check with their buyer prior to dispatching goods for export):
<https://www.austrade.gov.au/Australian/Export/Guide-to-exporting/Getting-ready-for-export>
- The **Australian Customs and Border Protection Service** tracks Australia's international trade, controls the export of certain goods, advises on tariff classifications and administers the Duty Drawback Scheme. For more information:
<http://www.customs.gov.au/site/page4268.asp>
- The Australian Government's **Department of Agriculture and Water Resources** provides export controls and assistance to exporters of plant and animal products. For more information: <http://www.agriculture.gov.au/export>
- The **Australian Department of Foreign Affairs and Trade** (DFAT) provides information on how to claim benefits under Free Trade Agreements. More information: www.dfat.gov.au
- The **Wine Australia** website provides information on exporting wine, approval requirements and application forms:
<http://www.wineaustralia.com/en/Production%20and%20Exporting.aspx>

4. Resources

This section of the toolkit contains:

- 4.1 Market visit checklist
- 4.2 Trade show checklist
- 4.3 Choosing an agent or a distributor – a checklist
- 4.4 Choosing a joint venture partner – a checklist
- 4.5 Export pricing template
- 4.6 Export plan template
- 4.7 Incoterms
- 4.8 Useful web sites



4.1 Market visit checklist

Visiting the market you are targeting will help you to develop a robust export plan. This checklist will help you to plan your visit and to organise an effective itinerary.

Before you leave:

- Check the hours of business and public holidays
- Check the Department of Foreign Affairs and Trade (DFAT) site for information about the country you are visiting
- Register with DFAT's Smart Traveller site
- Plan your trip to coincide with a Trade Show or an industry conference
- Allow enough time to secure visas
- Consider potential difficulties in travelling from one place to the next
- Consider whether you will need an interpreter for business meetings
- Consider the type of accommodation that will be available
- Consider the types of communications materials you will require in your business meetings
- Dispatch product samples or promotional literature in advance
- Plan out the amount of time you will need to accomplish all tasks
- Consider the appropriate dress for your meetings
- Consider the appropriate business and social etiquette in your target market(s). Research the polite and appropriate forms of address

During your visit, research the market:

- Which distribution channels would be best?
- Meet prospective customers, distributors, sales people
- Check your competitors' pricing, product or service characteristics, strengths and weaknesses, customer service or support packages
- Research buyer preferences and buyer behaviour
- How much do competitors charge?
- Analyse competitors' promotional activities, including packaging, advertising and communications

- Review industry standards and regulations. How much will it cost to obtain the necessary licences or approvals; or to carry out testing?
- Collect industry and market demographics and statistics

After your visit:

- Summarise your findings
- Develop an action plan
- Follow up immediately with all your business leads. Briefly summarise your discussions, and confirm next steps
- Dispatch trial orders to potential agents or partners for test marketing

Source: Winning Exports Workbook, Pitman Publishing

4.2 Trade show checklist

Prepare

- Book early to maximise the 'early-bird' discounts on exhibition space, travel and accommodation
- Determine your objectives - **what do you want to achieve from the trade show? How will you measure your success?**
- Consider partnering with Australian firms, or with overseas agents, distributors or organisations that operate in your target market
- Research the trade show options and select the show that is best-suited to your goals. Talk to colleagues who have attended previous shows to make sure you have chosen appropriately
- Determine the products or services to be show-cased. What will you do to stand out from the rest?
- Read the brochures as soon as they arrive. Try to book a booth in a busy aisle near a popular booth that will attract lots of traffic
- Read the exhibitor's kit carefully. There are many confusing forms to complete. You may have to deal with two or more companies; one producing the conference and another renting equipment, telephone lines and electrical power. You may need to hire local workers to carry your displays and materials in and out of the convention centre
- If you can't afford a custom display, be creative and make one. Bring your own backdrop, lights, cameras and glossy posters. Most exhibition centres provide one draped table, a few chairs and a rubbish bin
- Create a realistic budget. Consider the costs of accommodation and whether it is appropriate to ask employees to share rooms. Consider the expense of transport, meals, snacks, giveaways and the cost of being out of the office for a few days. Prepare a cost/benefit analysis
- If money is tight, contact the organizers and volunteer to help in exchange for free admission
- Bring your friendliest employees. Make sure your booth is staffed with high-energy, happy people. The team must be well-groomed, attentive and not chewing gum, sitting or talking to each other
- Ship products and promotional materials; arrange freight and insurance
- Train your employees

Spread the word

- Create a press kit or a press release and make sure it is delivered into the press room or distributed at the press conferences. Ask the show's press reps to arrange introductions to reporters who are covering the show

- Set up interviews in advance with local radio and newspaper reporters
- Promote the show on your website, and through social media and customer communications
- Set up a schedule that allows you to work in the booth for part of the day and to walk the floor and make contacts
- Bring a clever giveaway that ensures your name and your brand will stay with participants long after the show is over
- To attract people to your stand, offer the type of chocolates, sweets or mints that will appeal to people in your target market
- Send invitations to potential customers and business partners
- Set up meetings with customers, potential customers or potential partners
- Promote the show on your website and through all of your customer communications

Circulate

- No matter how tired you are, attend a few seminars and all the group meals. Target industry leaders and people who are important to your business. Spend some time each day circulating and meeting new people
- Speak to as many people as you can while waiting in buffet or bathroom lines. You never know who will turn out to be a great contact
- If you meet a reporter or a producer be prepared to offer a good quote for their story
- Distribute postcards. Unlike heavy brochures, postcards are light and easy to carry. They are also inexpensive to print
- Bring three times as many business cards as you think you will need
- Wear comfortable clothes and a jacket with pockets, one for cards to hand out and one for cards that you will collect
- If you don't have a stylish, comfortable outfit to make a good impression, go shopping before the show

After the show

- Schedule a debrief with the whole team
- Update social your media platforms and include images
- Document what went well; what could have been better
- Capture all the potential business opportunities, and write them up
- Determine an action plan
- Follow up with each contact

- Evaluate the investment. Did you meet your goals?
- Measure the results over time

4.3 Choosing an agent or a distributor – a checklist

Exporters may choose to distribute via an **agent** who is a representative of the exporter; or a **distributor**, who is a customer of the exporter.

Your choice will depend on the market size, the type of product and the degree of control you want to exercise (or are able to exercise) in the market, local practices and local laws. Remember to research the legal rights of agents and distributors in your target market as the law is likely to be different to Australia. Pay particular attention to the rights and responsibilities of the parties on termination.

When choosing an agent or a distributor you will wish to consider:

- The strength of the organisation's sales force**
 - How many field personnel does the organisation support?
 - Do they plan to expand?
 - Would they need to expand to accommodate your account? If so, would they be willing to invest?

- Sales record**
 - What is their sales history? Has sales growth been consistent? If not, why not? Try to obtain reliable data on sales and sales growth over the past five years.
 - What are the organisation's sales objectives for the next year? How were these objectives determined? Are the sales projections realistic?

- Territorial analysis**
 - What territories do they cover?
 - Does the organisation have branch offices within in the territory? If so, are branches located where your sales prospects are the strongest?
 - Does the management have plans to open additional offices?

- Product mix**
 - How many product lines do they represent? Are these product lines compatible with yours? Would there be conflicts of interest?
 - Do they represent any other Australian exporters? If so, which firms?
 - If necessary, would they be willing to alter their product mix to accommodate yours?
 - What is the minimum sales volume required to justify handling your line?

□ **Facilities and equipment**

- Do they have adequate warehouse facilities?
- Do they have computers? If so, are their programs compatible with yours?
- What communications equipment do they have?

□ **People and incentives**

- How are sales staff compensated?
- Does the organisation provide motivational and incentive programs?
- Do they employ product managers to co-ordinate and maximise sales?
- How is sales performance monitored and controlled?
- How do they train their people?

□ **Customer profile**

- What types of customers do they support?
- Are their customers' interests compatible with your product line? What are their key accounts?
- What percentage of total receipts do these key accounts represent?

□ **Promotions**

- What media, if any, does the firm use to promote sales?
- How much of their budget is allocated to advertising?
- Would you be expected to contribute funds for promotional purposes? If so, how would the amount be determined?
- What type of materials are used to promote the company and the products?
- Are the managers able to help you to research the market and to develop your sales forecasts?

Source: New Zealand Trade and Enterprise and Western Economic Diversification Canada, Ready for Export: Building a Foundation for a Successful Export Program.

4.4 Choosing a joint venture partner – a checklist

1. Who is your potential joint venture partner?

- Who are the people behind the business? How well do you know them?
- What business communities do they belong to? (Important in some markets)
- Who are the shareholders? Is it a stand-alone business, or part of a group?
- How long has the organisation been operating in your target market?
- Have you undertaken a due diligence search? What did this reveal? Is the organisation profitable?
- Do you have a copy of the organisation's financial statements?
- Who are their bankers?
- Is it a family-run company? Or is the firm run by managers? Will their management style align with yours?

2. Objectives of the parties

- Define your objectives. Define your potential partners' objectives. Are the objectives aligned? Are they seeking access to your know-how and expertise, or do they want to market their products to your customer base in Australia?
- Are there potential conflicts of interest? Would you and your potential partners find yourselves competing against each other in some markets?
- Is a joint venture the best approach? Would it be better to consider an agency, distributor or licencing agreement?
- Would it be preferable to establish your own subsidiary in the market and sub-contract to your partner? Or pay a commission for every customer lead?

3. Set up

- What will the JV do? Is it a sales and marketing vehicle? Or will it operate as a stand-alone operation with accountability for the entire life cycle of the product or service?
- Who will contribute to the JV? What will be contributed? (Money, expertise, technology, intellectual property, access to customers)
- How will each party's contribution be valued? How will profits be distributed? Will profits be allocated in the same proportions as each party's contribution?
- Will the parties charge the JV for certain inputs (eg: marketing expenses)? Note: Take care to ensure that one partner does not extract an unfair proportion of profits by charging fees to the JV
- Is it appropriate to consider a lump sum payment to one of the partners to enable the transfer of technology, intellectual property or access to a customer base?
- Will the JV incur loans in the set-up stage, and to fund working capital? How will

these loans be structured?

- How will the partnership fund expansion? Is there a risk that your equity may be diluted if expansion is funded from JV profits?
- Who will run the JV on a day-to-day basis? Who will be managing director? Who will be chairman? Who will have veto rights at board and shareholder meetings?
- How will you monitor and control your interests from Australia?

4. Sales and marketing

- Will the JV target your offshore partner's customers? Or will it be necessary to develop a new customer base?
- What territory will the JV cover? Does the territory align with your target market?
- Is there a risk that the JV could cannibalise your partner's business? Or your business?
- Is it possible to market other products or services via the JV? These might be your products or services, your JV partner's or a third-party's

5. The agreement

- Will the agreement bind both parties? Is there a time limitation?
- What are the performance benchmarks? What happens if the performance benchmarks are not met? Will the agreement terminate?
- Is the agreement structured to gain the maximum commitment from all parties?
- Who is able to terminate the agreement? Under what circumstances?
- Which jurisdiction and whose law will apply in the event of a dispute?
- How will the shares be valued and divided upon termination?

6. Financial management

- What accounting rules will apply?
- What duties and taxes will apply? (Consider corporate tax; dividend tax; excise tax; import duties, sales tax, income tax)
- What restrictions or taxes apply when transferring profits to Australia?
- Do you need to consider transfer pricing regulation?

Source: Austrade - Joint Ventures in overseas markets

4.5 Export pricing template (cost-plus worksheet)

This template will guide you to calculate the input costs and the cost-plus price for exporting goods overseas.

ITEM	Sub-total	Total
Manufacturing Costs + Export packaging (seller responsible for packing cargo suitable to the mode of transport that the goods will transit by) + Profit margin less any discounts/rebates/volume discounts/sales commission = Selling price ex works (EXW) – named place		
+ Transport and insurance costs from plant to place of loading (train/truck) = Selling price free carrier (FCA) – named place		
+ Transport costs from origin place of loading to origin shipping port + Unloading at harbour + Transport insurance to origin shipping port = Selling price free alongside ship (FAS) – named place		
+ Storage costs if applicable, origin terminal handling charge (THC), loading onto ship + Costs for export clearance + Commission of port agent if applicable = Selling price free on board (FOB) – named place		
Multimodal transit + Freight to port of destination = Selling price Carriage Paid to (CPT) – named place		
Multimodal transit + Marine Insurance = Selling price Carriage and Insurance Paid (CIP) – named place		
Seafreight only + Freight to port of destination = Selling price cost and freight (CFR) – named place		
Seafreight only + Marine Insurance = Selling price cost, insurance, freight (CIF) – named place		
+ Additional costs for full transport insurance + Destination terminal fees for unloading from carriage conveyance = Selling price delivered at terminal (DAT) – named place		
+ Delivery to local named destination - Excludes Customs Clearance and payment of Duty and Taxes if applicable. = Selling price delivered duty unpaid (DAP) – named place		
+ Customs Clearance costs – duty and taxes if applicable. = Selling price delivered duty paid (DDP) – named place		

4.6 Export plan template

Company background and organisation

Company Details	
Address	
Postal Address	
Contact and Position	
Telephone	
Fax	
Email	
Web	
Other Offices	

History

How long in operation?	
Who established the company and why?	
Number of employees?	
Main competitors?	

Products and Services

Description of product or service lines	
Production facilities and number	
Adjustment needed for other markets (storage or life cycle issues)	
Current production utilisation (%)	
Features and benefits of product or services (USP) and relevance to overseas markets	

Current Sales and Marketing Strategy

Target markets	
Position in market	
Promotion strategy	
Product/ service availability (time to fill orders)	
Distribution method	

Export SWOT Analysis

Strengths	
Weaknesses	
Opportunities	
Threats	

Analysis of target market structure

Country/ regional focus	
Market size	
Market segmentation	
Market growth potential	
Seasonality	
Competition	
Market Trends	
Key success factors	
Entry requirements	
In country logistics	

Entry Checklist

Market entry method (distributor, agent, direct exporting)	
Legal / IP Issues	
Entry budget	
Risk Management <ul style="list-style-type: none">• Country Risk	
<ul style="list-style-type: none">• Commercial Risk	
<ul style="list-style-type: none">• Payment Risk	
<ul style="list-style-type: none">• Market Risk	

Export Growth Projection

Sales (volume, product, price)	
Financial performance (Profit & Loss over three years)	
Profit margin	
Risk assumptions (Recognise and be clear about any reservations)	

Recommendations

The decision on target market	
The decision on product/ service selection and pricing	
In-country distribution method	
The advertising and promotion to support market entry	
The internal systems and administration to support the export initiative	

4.7

INCOTERMS® 2010 RULES QUICK REFERENCE CHART

RULES FOR SEA AND INLAND WATERWAY TRANSPORT ONLY					RULES FOR ANY MODE(S) OF TRANSPORT						
RULE	FAS	FOB	CNF	CIF	EXW	FCA	CPT	CIP	DAT	DAP	DDP
COSTS RED –SELLER - BUYER	Free Alongside Ship	Free On Board	Cost and Freight	Cost Insurance & Freight	Ex Works	Free Carrier	Carriage Paid To	Carriage & Insurance Paid to	Delivered at Terminal	Delivered at Place	Delivered Duty Paid
DELIVERY AT, & RISK TRANSFER	Ship's side at Port of shipment	On Board at Port of Shipment	On Board at Port of Shipment	On Board at Port of Shipment	Seller's Premises (not loaded)	First Carrier (not unloaded)	First Carrier	First Carrier	Named Terminal (unloaded)	Named Place (not unloaded)	Named Place (not unloaded)
PACKING COSTS	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller
EXPORT DOCUMENTATION	Seller	Seller	Seller	Seller	Min. Obligation by Seller	Seller	Seller	Seller	Seller	Seller	Seller
INLAND DELIVERY TO PLACE OF SHIPMENT	Seller	Seller	Seller	Seller	Buyer	*Seller or Buyer	Seller	Seller	Seller	Seller	Seller
PROOF OF DELIVERY	Seller	Seller	Seller	Seller	Buyer	Seller	Seller	Seller	Seller	Seller	Seller
EXPORT CUSTOMS	Seller	Seller	Seller	Seller	Buyer	Seller	Seller	Seller	Seller	Seller	Seller
TRANSPORT DOCUMENT (B/L, AWB)	Buyer #	Buyer #	Seller	Seller	Buyer	Buyer #	Seller	Seller	Seller	Seller	Seller
FREIGHT CONTRACT OF CARRIAGE	Buyer	Buyer	Seller	Seller	Buyer	Buyer	Seller	Seller	Seller	Seller	Seller
INSURANCE	Buyer +	Buyer +	Buyer +	Seller	Buyer +	Buyer +	Buyer +	Seller	Seller +	Seller +	Seller +
DELIVERY AT DESTINATION	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Seller	Seller	Seller
IMPORT CUSTOMS /DUTY	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Seller

The responsibility for obtaining these documents is the Buyer's, although the Seller is required to "...render the Buyer at the latter's request, risk and expense any documents and information including security information that the buyer needs for the import of the goods and/or for their transport to the final destination" This also applies to any other documents issued in the country of shipment / origin, which the buyer may require for exportation / importation of the goods and the cost, would be included in the *Export Documentation* row above.

* For FCA terms, Inland delivery costs to the port or airport of departure will be borne by the Seller if the first carrier takes delivery at the port or airport (not unloaded from vehicle) and by the Buyer if the goods are delivered to the first carrier (nominated by the Buyer) at the Seller's premises (Seller has responsibility for loading on to buyer's vehicle).

+ Some INCOTERMS® 2010 Insurance clauses indicate "No obligation", yet have been allocated to Seller or Buyer in this chart where prudent business practice dictates their consideration

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4.8 Useful websites

General	
Australian Aid	http://dfat.gov.au/aid/Pages/australias-aid-program.aspx
Department of Industry, Innovation and Science	www.industry.gov.au
AusTrade	www.austrade.gov.au
Australian Bureau of Statistics	www.abs.gov.au
Australian Business	www.australianbusiness.com.au
Australian Copyright Council	www.copyright.org.au
Australian Customs and Border Protection Service	www.australia.gov.au/directories/australia/customs
Australian Freight Council	www.freightcouncils.com.au
Australian Industry Group	www.aigroup.com.au
Australian Institute of Export	www.aiex.com.au
Australian Venture Capital Association	www.avcal.com.au
Business Entry Point	www.business.gov.au
Digital Business	www.digitalbusiness.gov.au
Department of Agriculture and Water Resources (includes quarantine inspection services)	http://www.agriculture.gov.au/
Department of Foreign Affairs	www.dfat.gov.au
Economist Intelligence Unit	www.eiu.com
Exchange Rate Converter	www.exchangerates.net.au
Export Council of Australia	www.export.org.au
Export 61	www.export61.com.au
Export Finance and Insurance Corporation (Efic) DFAT FTA Portal	www.efic.gov.au https://ftaportal.dfat.gov.au/
Industry Capability Network	www.icn.org.au
International Chamber of Commerce – Incoterms	https://iccwbo.org/resources-for-business/incoterms-rules/incoterms-rules-2010/
IP Australia	www.ipaustralia.gov.au
NSW Business Chamber	www.nswbusinesschamber.com.au

NSW Small Business	www.smallbusiness.nsw.gov.au
NSW Government – Business Support	www.industry.nsw.gov.au
Reserve Bank of Australia	www.rba.gov.au
Safety Institute of Australia	www.sia.org.au
Smartraveller	www.smartraveller.gov.au
Therapeutic Goods Administration (TGA)	www.tga.gov.au
World Bank	www.worldbank.org
World Clock and International Weather	www.timeanddate.com/weather
Market research	
The Asian Development Bank	www.adb.org
Corporate Information	www.corporateinformation.com
Federation of International Trade Associations (FITA)	www.fita.org
Global Edge	www.globaledge.msu.edu
IBIS World	www.ibisworld.com
Market research	www.marketresearch.com
The research and Markets Company	www.researchandmarkets.com
Freight and logistics	
The Australian Trade and Shipping	www.australiatrade.com.au
Supply Chain & Logistics Association of Australia	http://sclaa.com.au/
Sensis Australia (freight companies databases)	www.sensis.com.au
Trade Gate	www.tradegate.org.au
Industry	
Create NSW	www.create.nsw.gov.au
Australian Automotive Aftermarket Association	www.aaaa.com.au
Australian Industry and Defence Network (AIDN)	www.aidn.org.au
Australian Wine and Brandy Corporation	www.wineaustralia.com
Defence Export Controls	http://www.defence.gov.au/ExportControls/
Meat and Livestock Australia	www.mla.com.au

International - General	
Central Intelligence Agency	www.cia.gov
Economist Intelligence Unit Reports Store	https://store.eiu.com/home
International Labour Organisation	www.ilo.org
International Monetary Fund	www.imf.org
National Accreditation Authority for Translators and Interpreters (NAATI)	www.naati.com.au
UN Conference on Trade & Development	www.unctad.org
World Bank	www.worldbank.org
World Trade Organisation	www.wto.org
Food & Agriculture Organisation	www.fao.org
Export Marketing	
Email techniques	
Having a good website	
Search Engine Watch	www.searchenginewatch.com
News Services	
Australia Network	www.australiannetwork.com
Cable News Network (CNN)	www.cnn.com
Channel News Asia	www.channelnewsasia.com
EIN News	www.einnews.com

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