

# Sample Plan to Market

## EMDG Round 4 - Tier 3 SME applicants

This document is a sample plan to market for Tier 3, which is based on goods manufacturing. It should only be used by EMDG applicants as a guide to the questions that will be asked on the application form. Its purpose is to provide applicants with a point of reference when framing their own export promotion strategy.

This sample contains information about a fictional company. Names, businesses, places and events are fictitious for the purpose of demonstrating how to complete a Plan to Market. Any resemblance to actual companies, persons, or actual events is purely coincidental.

Your plan to market must be unique, high-quality and specific to your business and directly relates to your planned export promotional activities. To be considered high-quality all mandatory questions must be completed with sufficient detail. Austrade will use the plan to market to determine your suitability for the tier you have applied for. You cannot submit a plan to market that is copied from another business, another EMDG application or a generic marketing plan.

Plan to market questions will form part of the online application form for EMDG Round 4. Some questions allow for an open-ended response, while other questions have a drop-down list to choose from. Where questions have a drop-down list, the available responses are also shown in this sample plan.

You can find more information on a plan to market in the Grant Guidelines. Applicants are encouraged to review the questions in this sample plan in advance and prepare responses which can be included in the application form when the portal opens.

EMDG Rules, No. 10: Plan to market eligible products  
 **Mandatory questions**

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| **Q** | **Question and response** |
| **1** | **Describe the export promotional activities that you have undertaken for the past 2 years.**  In 2020, Reco Australia (“Reco”) began exporting its products to the US market, with a particular focus on the East and West coasts.  In this market, Reco has run paid, targeted advertising campaigns (via Instagram and Google Ads) to attract and engage with prospective US customers, and to build its brand awareness.  Furthermore, promotional campaigns are also reaching our existing US and Canada-based customers. For example, Reco ran its Black Friday sale promotion to the US market, where 90% of its 40+ range of popular models were on sale. |
| **2** | **What was the value (full cost) of your export promotional activity expenditure on eligible products in the previous financial year?** *Please provide details of value and a description of promotional activity.*  The following list is a breakdown of Reco’s export promotional activity expenditure in the 2023-24 financial year.   * Consultants - $90,000 * Promotional and advertising material - $20,000 * Intellectual Property rights - $4,000   Total Expenditure = $114,000 |
| **3** | **Describe the export promotional activities that you plan to undertake to promote your eligible products in 2025-26 and 2026-27.**  Reco plans to grow its export market by using a range of different methods of promotion and marketing. Of these expenses, a proportion will be EMDG eligible expenditure. These methods include:  Consultants:   * + Reco will engage a marketing consultant to conduct search engine optimisation and digital advertising which will enable greater reach in the Hong Kong and Indonesia markets. A consultant will also provide Reco with ongoing market insights that will shape Reco’s strategy. Estimated cost of AUD 50,000 per financial year, per market.   Promotional and Advertising Material:   * + Reco plans to build a new website for each new market – allowing it to display products in local currency and to launch market-specific promotions. Estimated set up cost of AUD 20,000 (10,000 per market) in Year 1, followed by a AUD 10,000 maintenance fee (5,000 per market) from Year 2.   + Reco will use EDM campaigns to reach its existing and growing customer base. Through EDMs, Reco will issue promotional campaigns, sales and influencer messaging to their customer base.   Free Samples:   * + Reco will send a small number of samples to its overseas-based consultants, as a means of familiarising them with the Reco product and brand. Estimated cost of AUD 250 per financial year, per market.   Intellectual Property Rights:   * + Reco will register its brand for trademarks, its advertising content for copyright and its products for patent in both Hong Kong and Indonesia. Estimated cost of AUD 4,000 per financial year, per market. |
| **4** | **Describe the business goals you seek to achieve through your export promotional activities and how you will measure your export success** (*e.g. increase export sales by 10%, increase the volume and yield from visitors by 15%, appoint a partner or distributor, be shortlisted for a potential contract or tender*).  Reco’s primary objective is to increase its overall export sales by 15% in the first year and subsequent second year, to reach a cumulative 30% growth in sales after 2 years.  Its secondary objective is to increase its database of subscribed customers by 20% (to reach 960,000) by the end of year 1, and another 20% for the following year, to reach 1.15 million subscribed customers.  The additional revenue expected to be generated from this is approximately $200,000. |
| **5** | **Describe your experience, capability and preparation to diversify into the new export market/s.**  Reco has previously utilised search engine optimisation (SEO) within the Australian market, to reach its target market. Reco employs a team of SEO professionals to manage its online presence, to ensure maximum product visibility. This team will work closely with the employed consultants in the Hong Kong and Indonesia markets.  Reco uses Swift Digital to manage its EDM campaigns, allowing us to reach the entirety of our Australian and overseas subscription-based audience.  Reco employs four in-house digital design experts who design and manage Reco’s promotional assets, including email banners, social media tiles and video content. Reco currently has a combined social following of 600,000 followers (across Instagram and TikTok) and a database of subscribed customers of approximately 800,000.  Having already successfully entered the US and Canadian markets, Reco is able to demonstrate its substantial, existing export revenues. In the 2022-23 financial year, Reco achieved 1,070 sales in the US market, at a combined total value of AUD 160,500 (after tax). This can be seen in Evidence of Export Earnings, included in the application form. |
| **6** | **Describe how you will expand your existing export promotional activities into new key export market/s** *(see Attachment 1 of the Grant Guidelines for a list of eligible key export markets).* Reco is leveraging its existing, strong brand image to capitalise on the Hong Kong and Indonesia markets. Its two new market-specific websites are an expansion of Reco’s existing online presence. Combined with updated IP assets, and new EDM campaigns, Reco can continue to expand its share of the global sunglasses market. |
| **7** | **Describe how you will make a strategic shift in your export promotional activities to new key market/s.** *Please see the definition of strategic shift at section 4.1.1.3 of the Grant Guidelines, i.e. a change in your business strategy including operational and/or supply chain readiness that supports changing your marketing or promotional activities to target a new export market (defined as a single economy).*  Reco’s movement to the Hong Kong and Indonesia markets represents a strategic shift. In the Australian, US and Canadian markets, Reco’s key target market has been young consumers (Gen Zs and Millennials). Moving into Hong Kong and Indonesia, Reco’s primary target market will be affluent, eco-conscious professionals, who have the discretionary income to spend on quality eyewear. |
| **8** | **In the table below, please enter planned eligible promotional activities and associated eligible expenditure that you intend to undertake in 2025-26 and 2026-27.**  *You can only receive grant funding for eligible expenditure up to the maximum grant amount per financial year for your tier ($80,000 per financial year for Tier 3). You will need to be able to demonstrate how you estimated your planned eligible expenditure in the relevant financial year and substantiate the budgeted costs. You must demonstrate in your application and in your first milestone report, that you have sufficient funds from your own sources in a bank account to fund your contribution towards the grant activity. This needs to be at least $20,000 to meet the minimum capacity to spend requirements for the program.*  *To meet the minimum capacity to spend requirements, you need to plan to undertake at least $40,000 in eligible expenditure per financial year on eligible marketing and promotional activities.*  *If you cannot demonstrate that you have the minimum capacity to spend $20,000 of your own money, you will not be eligible for a grant. If after receiving the grant agreement, you spend less than $40,000 per financial year on eligible marketing and promotional activities, you will not receive a grant payment or you will be asked to return the grant, if we already paid the grant at the start of the financial year.*  See combined budget breakdown for Hong Kong and Indonesia below as an example.  **Budget breakdown for Reco Sunglasses in Hong Kong and Indonesia**   |  |  |  | | --- | --- | --- | | **Planned eligible expenditure category** | 2025/26  **Planned eligible expenditure amount**  **A$** | 2026/27  **Planned eligible expenditure amount**  **A$** | | Consultants | 100,000 | 100,000 | | Promotional and advertising material | 20,000 | 10,000 | | Free Samples | 500 | 500 | | Intellectual Property rights | 8,000 | 8,000 | | **Total eligible expenditure per financial year** | **$128,500** | **$118,500** | | **Total grant amount sought per financial year** | **$80,000** | **$80,000** | |

### **Optional questions**

Your responses to the following questions are optional. Answering these questions will help Austrade understand your business’ overall export readiness as outlined in [Austrade’s Go Global Toolkit](https://export.business.gov.au/), which is designed to assist businesses in strengthening their export capabilities. Based on your answers, Austrade may contact you to offer additional trade support services to your business. If you agree to your information being shared with State and Territory Government trade advisory services you may also be contacted by them.

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| **Q** | **Question and response** |
| **1** | **Describe the competitive advantage or** [**unique selling proposition**](https://export.business.gov.au/get-started-with-exporting/develop-your-unique-selling-proposition) **of your products or services.**  Reco’s unique selling proposition is its sustainable and fashionable product.  Eco Friendly Materials: Reco distinguishes itself from its competitors by crafting frames from materials that are up to 45% derived from natural resources. Reco’s innovative use of bamboo, recycled plastics, reclaimed wood and bio-acetate ensures that every pair of sunglasses is as environmentally conscious as it is stylish.  Sustainable and Safe Lenses: Reco’s polarised lenses offer superior glare reduction and enhanced visual clarity, making them ideal for driving and water activities. Our non-polarised lenses provide essential UV protection, ensuring that every wearer is safeguarded against harmful rays. All Reco lenses are crafted with sustainability in mind, using processes that minimize environmental impact.  Style meets Durability and Comfort: Reco’s collection is designed to suit a myriad of personal styles and occasions. From the timelessness of aviators, to the modern appeal of wayfarers, Reco’s designs are both versatile and fashionable. Combined with lightweight materials, flexible hinges and ergonomic design, Reco ensures a perfect fit and enduring wearability.  Environmental Advocacy: Purchasing a pair of Reco sunglasses is an act of environmental stewardship. A portion of our proceeds is dedicated to supporting global reforestation projects. Our customers become partners in our mission to preserve the planet for future generations. |
| **2** | **How will you scale up your business (including** [**financial resources**](https://export.business.gov.au/pricing-costs-and-finance)**) to match increased demand for your eligible product or service?** *(Please describe)*  Pricing: Reco plans to implement a competitive pricing strategy that will facilitate its market entry into Hong Kong and Indonesia. Reco’s pricing strategy will position its products as high-tier for quality and sustainability, matching the budgets for discretionary purchases held by our target market. The higher costs charged abroad for Reco’s products will generate turnover that will help cover the costs associated with entering the market, including the maintenance of Reco’s IP. In future years, this may help fund the opening of onshore distribution facilities.  Range: To quickly achieve economies of scale in Hong Kong and Indonesia markets, Reco will initially only offer its top 40 most popular models in these markets. This will allow Reco to minimise manufacturing costs while it determines the best strategy for these new markets.  As the markets grow, and sales increase, Reco will consider establishing onshore distribution facilities in these two new markets. |
| **3** | **How will you comply with** [**laws or regulations**](https://export.business.gov.au/laws-and-regulations) **that are relevant to your eligible product or service in your target markets?** *(Please describe)*  Reco complies with Australian Export Controls. For the Indonesian market, the Indonesia-Australia Comprehensive Economic Partnership Agreement (IACEPA) and the ASEAN-Australia-New Zealand Free Trade Agreement (AANZFTA) ensure that exporters of sunglasses can export their goods to Indonesia, tariff free. A value added tax (VAT) of 11% is leveraged by the Indonesian Government on the sale of sunglasses. This will be added to the price of Reco’s products in this market. This information was sourced from Austrade’s Tariff finder tool.  For the Hong Kong market, the Australia-Hong Kong Free Trade Agreement (A-HKFTA) ensures that exporters of sunglasses can export tariff free. |
| **4** | **What potential legal or financial** [**risks**](https://export.business.gov.au/get-started-with-exporting/export-benefits-and-risks) **will you need to manage in your export activities (e.g. ensuring you get paid, protecting your intellectual property, disruptions to your supply chain, handling unanticipated changes in market demand, managing currency fluctuations etc.) and how do you plan to mitigate them?** *(Please describe)*  Protecting Intellectual Property: Reco will continue to invest in copyright, and the trademarks and patents required to safeguard its product when exporting abroad, to mitigate the risk of someone stealing its IP.  Managing Supply Chain: Reco currently uses two delivery companies (DHL and UPS) to ensure diversification of its delivery services, and better manage potential supply chain disruptions. We are currently considering a third option for the Indonesian market.  Stock Levels: Reco holds its stock in our warehouse in Rosebery, NSW. Here, we house stock for our entire range of 120+ models, with an approximate stock count of 200,000. We anticipate this to be a sufficient level to meet increased demand driven by Reco’s market entry into Hong Kong and Indonesia. We have briefed our suppliers on our market expansion plans and have planned for a 10% increase in demand in the first year and up to 30% in the second year of expansion.  Currency Fluctuations: Reco anticipates a normal amount of fluctuation of the exchange rate of foreign currency. Diversifying into two new markets, with different currencies will offset some of the risk associated with these fluctuations. |
| **5** | **Why did you** [**select your target**](https://export.business.gov.au/find-export-markets) **export markets?** *(Choose all that apply)*   * *We have received enquiries from potential customers* * *The market presents good prospects for our products/services* * *Looking for opportunities to expand into new markets* * *We have successfully exported to similar or neighbouring markets* * *We are pursuing tenders or contracts in the target markets* * *We have sought advice from the Go Global Toolkit and considered industry body recommendations* * *We have reviewed the Go Global Toolkit and identified new markets from that information* * *We are exploring opportunities in Free Trade Agreement (FTA) markets* * *We are participating in trade promotion programs targeting the specific markets* * *Changes in the regulatory environment in the market has created potential opportunities for our products/services* * *Other reasons (please specify)*   We have received enquiries from potential customers; The market presents good prospects for our products/services; and, We are exploring opportunities in Free Trade Agreement (FTA) markets. |
| **6** | **What is your** [**market entry pathway**](https://export.business.gov.au/find-buyers-and-sales-partners/market-entry-strategies?industry=consumer_products&sector=consumer_products)**?** *(Choose all that apply)*   * *Direct export to business/consumer* * *Export via distributor* * *Attracting visitors to Australia* * *Export via online channel* * *Franchising* * *Licensing* * *Supporting Australian businesses to grow their exports* * *Other (please specify)*   Export via online channel. |
| **7** | **How will you** [**compete**](https://export.business.gov.au/find-export-markets/competitor-analysis?industry=consumer_products&sector=consumer_products) **in your target markets?** *(Please describe)*  Pricing: Reco’s pricing strategy will position its products as high-tier for quality, eco-conscious products. There is a moderate level of competition in the high-tier quality and eco-conscious eyewear sector, in both Hong Kong and Indonesia. However, these brands are positioned as mid-range products. Reco plans to match the prices set by competitors – such as Nomad and Eco Beach – and emphasise the competitive advantage of being Australian made and owned.  To better attract customers in both new markets, prices will be displayed in Hong Kong Dollars and Indonesian Rupiah, respectively.  Promotion: As Reco has previously done in the US market, we will promote our range of eco-friendly eyewear through a series of site-wide sales. An initial “opening” sale will assist Reco in breaking into both new markets, and building brand awareness.  To encourage bulk sales, orders of multiple items will receive a flat rate on international postage. |