

BUSINESS SUPPORT STRATEGY

2019-2024

Current as at 28.02.2019

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ISAAC
REGION 
HELPING TO ENERGISE THE WORLD

METHODOLOGY

The diagram below demonstrates an overview of the methodology for the creation of the Business Support Strategy.



WHOLE OF COUNCIL APPROACH

A whole of Council approach represents working across department boundaries to achieve a shared goal and an integrated government response to elevate the region's economy. Approaches can be formal and informal. They can focus on strategic development, new initiatives and service delivery.

THE ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. The diagram below highlights the core areas of Local Government influence:

Advocate...	For good ideas, policy change and infrastructure investments from the Queensland and Australian governments.
Facilitate...	Positive outcomes through relationships with key local service providers; partnerships with adjoining jurisdictions and organisations; interpretation and dispersal of important baseline data on key statistics, demographics, trends and other pertinent information; convening partners to identify pathways, resources and responsibilities for achieving priorities.
Regulate...	Through a sound regulatory framework, and provide certainty for existing businesses, potential investors and the community.
Plan...	Direct and facilitate future growth by working with the community and development industry.
Provide Services...	Provide a range of important and valuable services for the local economy, including infrastructure, waste collection, place-making and multiple other services.
Collaborate...	Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

Local Government's work should be complementary to private sector efforts, not competitive or duplicative.

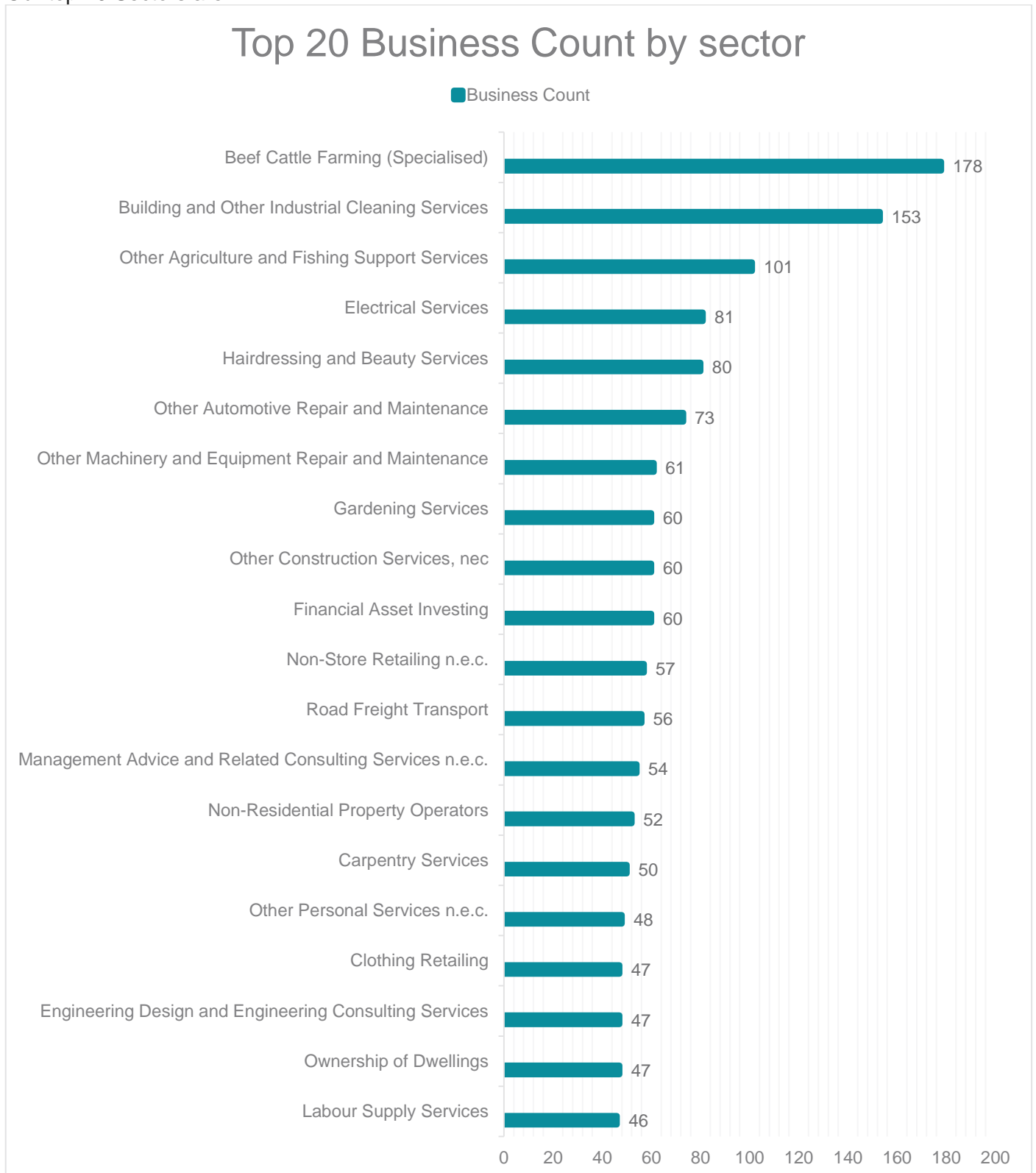


ISAAC SME PROFILE

ISAAC SME BUSINESS PROFILE

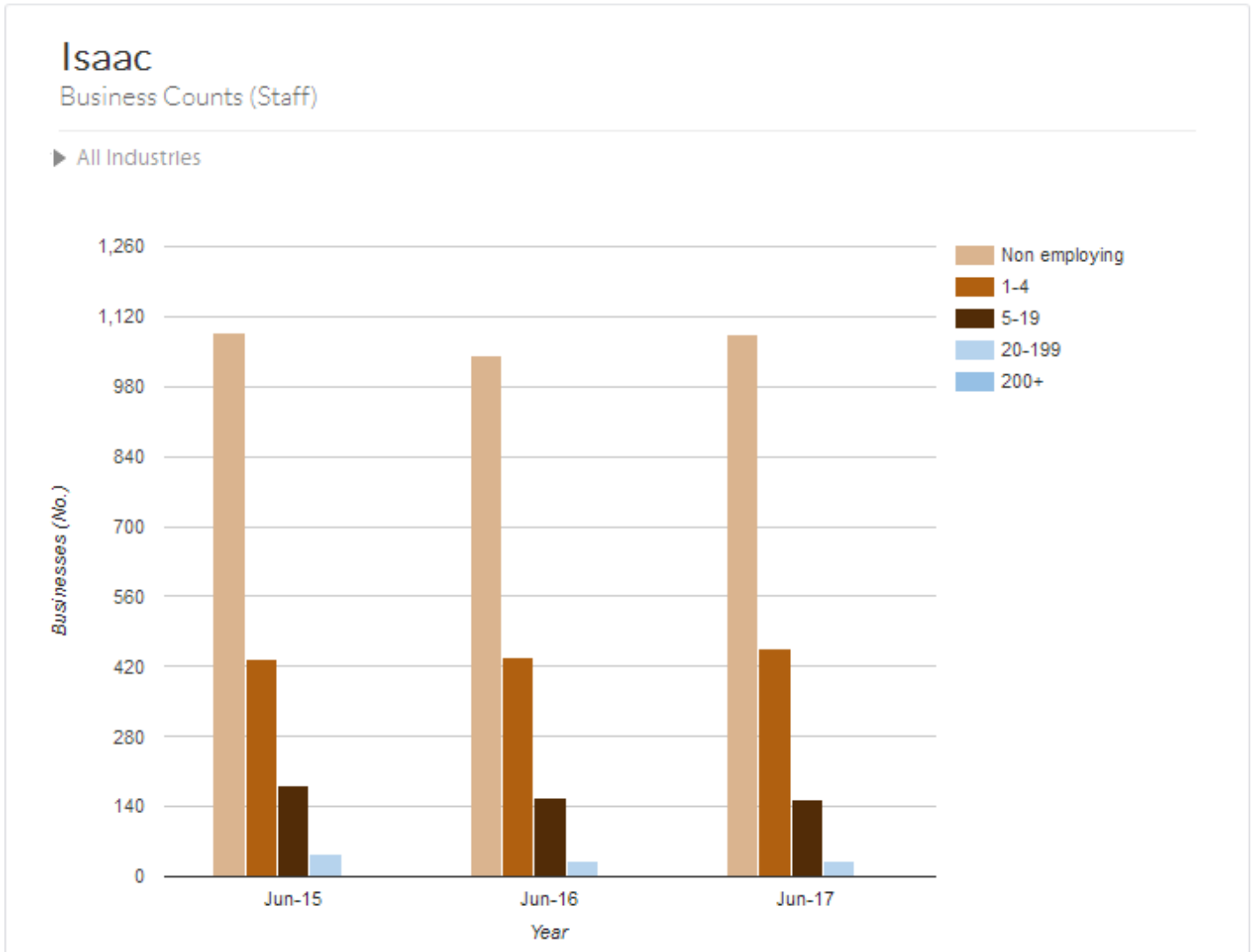
Isaac currently has 3,097 businesses registered within the region (excluding Trust and Self-managed Superannuation Funds and unspecified ANZSIC descriptions).

Our top 20 Sectors are:



BUSINESS COUNTS – STAFF

Business Counts are based on snapshots of actively trading businesses as at June 2014, 2015, 2016 and 2017 from the Australian Bureau of Statistics Business Register (ABSBR). The ABSBR contains counts and rates of business entries and exits from the Australian economy as well as counts and rates pertaining to the survival of businesses. This count only includes businesses which actively traded in goods or services during the reference period.



Percentage changes of business counts from year to year reflect entries and exits of business. It is important to note that the percentage changes also reflect turnover and staffing level changes in businesses. Therefore, a large percentage change, for example in businesses employing 200+ staff, does not necessarily mean an exit or entry of large firms but may instead relate to changes in staffing levels, resulting in a business being assigned to a different 'number of staff' cohort.

Isaac

Business Counts (Staff)

Business Counts (Staff)	Isaac		
	Jun-15	Jun-16	Jun-17
Non employing	1,088	1,041 -4.3% ↓	1,083 4.0% ↑
1-4	436	438 .5% ↑	458 4.6% ↑
5-19	183	158 -13.7% ↓	154 -2.5% ↓
20-199	45	33 -26.7% ↓	33 .0% ↓
200+	0	0	0
Total	1,752	1,670	1,728

The methodology used to derive business counts is based on the ABS' best estimate of an average number of employees over the reference year and as such is a more representative view than a cumulative total number of employees throughout the year. A statistical adjustment is applied to the payees data using Business Activity Statement (BAS) wages and salaries and ABS survey information to bring the counts closer into alignment with the target variable (i.e. average number of employees across the financial year). Adjustment factors are calculated, based upon unit record differences between reported employment in ABS business surveys and payment summary information from the Australian Taxation Office (ATO). These factors, along with payment summary information form the inputs into the derived employment variable and in turn, the employment size range.

BUSINESS COUNTS – TURNOVER

Business Counts are based on snapshots of actively trading businesses as at June 2014, 2015, 2016 and 2017 from the Australian Bureau of Statistics Business Register (ABSB). The ABSB contains counts and rates of business entries and exits from the Australian economy as well as counts and rates pertaining to the survival of businesses. This count only includes businesses which actively traded in goods or services during the reference period.

Annual turnover values are based on data reported to the ATO through Business Activity Statements (BASs) and includes imputation for missing periods for all businesses in the Non-profiled population. For businesses in the Profiled population, turnover reported on BAS for ABNs is aggregated to Enterprise (EN) level and is apportioned to the relevant types of activity units.

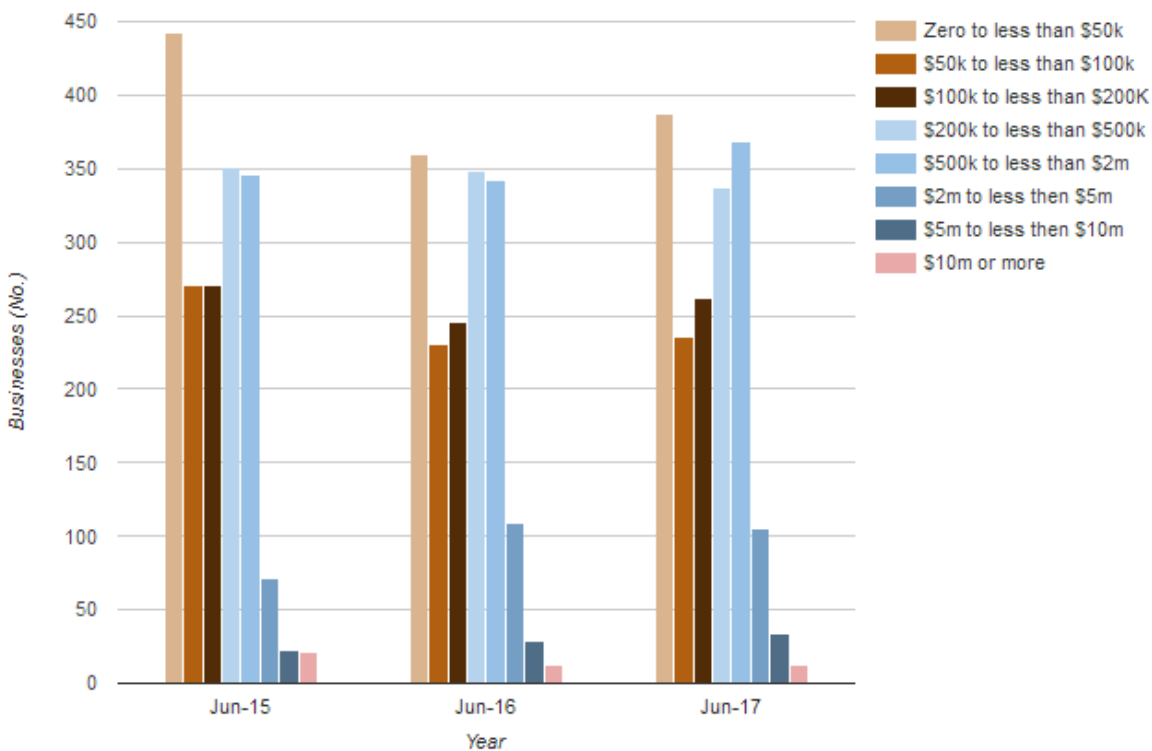
Where businesses report zero values on their BAS or have failed to report at all, these data are compared with auxiliary BAS data, which are then used for the purposes of assigning annual turnover values for each in scope business. In cases where auxiliary BAS data are not available, an imputation based on auxiliary ABSB data (including wages and salaries and employment data) is used.

Percentage changes of business counts from year to year reflect entries and exits of business. It is important to note that the percentage changes also reflect turnover and staffing level changes in businesses. Therefore, a large percentage change, for example in businesses employing 200+ staff, does not necessarily mean an exit or entry of large firms but may instead relate to changes in staffing levels, resulting in a business being assigned to a different 'number of staff' cohort.

Isaac

Business Counts (Turnover)

► All Industries



Business Counts (Turnover)

Isaac

	Jun-15	Jun-16	Jun-17
Zero to less than \$50k	443	360 -18.7% ↓	387 7.5% ↑
\$50k to less than \$100k	271	231 -14.8% ↓	236 2.2% ↑
\$100k to less than \$200k	271	246 -9.2% ↓	262 6.5% ↑
\$200k to less than \$500k	351	348 -.9% ↓	337 -3.2% ↓
\$500k to less than \$2m	346	342 -1.2% ↓	369 7.9% ↑
\$2m to less than \$5m	71	109 53.5% ↑	105 -3.7% ↓
\$5m to less than \$10m	23	29 26.1% ↑	34 17.2% ↑
\$10m or more	21	12 -42.9% ↓	12 .0% ↓
Total	1,797	1,677	1,742

REGIONAL QLD STARTUP ECOSYSTEM

MACKAY SUMMARY

This project aimed to benchmark and quantify the ecosystems around early stage high growth digital technology companies (referred to as start-ups for short) across Regional Queensland. The report aimed to measure Regional Queensland's comparative strengths, and identify critical issues within each ecosystem. This project is the first of its kind in regional Australia.

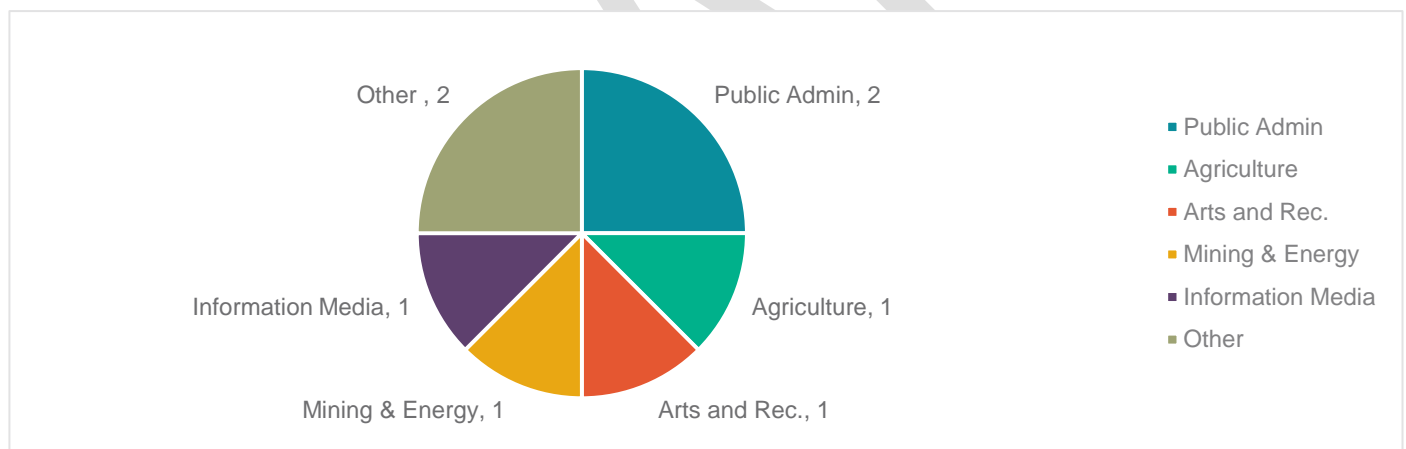
In the report, it was identified the Mackay region had struggled to establish an ecosystem over the past few years. It was rated below Cairns and Rockhampton in the number of organisations involved in the innovation space per head of population.

The report identified only 8 start-ups across the region but acknowledging the ecosystem is beginning to take root. Regular meetups have lacked in the past, but a series of regular tech specific networking sessions have been run throughout 2015. The Mackay IT Network also organises regular meetups but these lack a specific start-up focus. A lack of a shared space or Co-working hub means people are dispersed across the city and meetups don't yet have a set venue.

It is estimated that start-ups operating out of Mackay were employing 20+ people. Investment in innovation in the region was running at \$0.87 per capita, compared with \$1.20 across all of regional Queensland. This compares with \$5 in South East Queensland, \$11 in New Zealand and \$81 in the USA. Start-ups were focussed on a range of areas, with Public Administration dominating and the METS space lagging.

QUICK STATS

Mackay Start-ups by market focus



Mackay Issues Top 5

Collaboration & Networking	23%
Infrastructure	23%
Talent & Skills	20%
Raise Awareness	17%
Funding	10%

A major issue highlighted by participants was the lack of established networks, mentors and educators to help build the ecosystem from the ground up. Participants stated that the lack of a collaborative space to work from and hold central events had resulted in a number of silos developing. A lack of available local talent was also seen as a hurdle for growing large local start-ups without having to move to a capital city, and this was compounded by the mining industry drawing talent away from local start-ups.

Mackay Actions Top 5

Local Angel / VC Group	30%
Hub / Coworking Space	23%
Startup Apprentice	20%
Collaboration & Networking	10%
Communication Hub	10%

Participants highlighted a major desired action was the set up of a local hub in the CBD to enable collaboration and networking. The identification of a local angel investor network was also seen as a priority action to localise investments. Securing a Startup Weekend and Mentor Blaze was seen as a core enabler to the establishment of a grassroots ecosystem.

Regional QLD, Top community issues

As part of the project, seven regional workshops with 100 participants and 30 interviews were held with key members of each regional ecosystem. Participants were asked to discuss, identify and vote on “which issues were critical to the growth of the regions startup ecosystem”, and discuss the actions which would address these challenges. Votes are weighted proportionately by the relative sizes of each region’s population. The top seven issues in order of total weighted votes from all regions were:

Talent & Skills	19%
Collaboration & Networking	18%
Infrastructure	16%
Funding	16%
Raise Awareness	15%
Culture	10%
Education	5%

Building, attracting, and retaining talent was seen as a critical factor across all regions. Participants in the Ipswich workshop (33% of all votes), Rockhampton (22%) and Townsville (23%) viewed this as the priority issue facing the development of a robust local ecosystem.

The region’s ‘brain drain’ is a pressing factor that surfaced continuously. Retaining a critical mass of talent is of paramount importance to the growth of a regional ecosystem.

Talent & Skills

Whilst this report does not seek to provide solutions to population growth and greater regional development, it is clear that some regions have incredibly thin STEM talent bases, with the vast majority of local graduates moving away from the region in search of better job opportunities.

Participants in Cairns and Townsville mentioned that attracting talent to the region was increasingly becoming a problem and the wage gap for software engineers in the regions was also a large barrier to recruitment. Rarely were we presented with the idea of talent outflow being a positive occurrence, even if that talent was able to move back at a later date.

Collaboration and networking was the second highest issue raised. Participants in Toowoomba (33%), Mackay (23%) and Rockhampton (19%) viewed this as a priority issue.

Collaboration & Networking

Increasing the breadth and depth of collaboration, identifying local mentors, creating local skills directories and providing financial support from both state and local government for key nodes was seen as vital to the continued growth of the ecosystem. Establishing both physical and digital hubs was seen as critical in most regions. Startup Toowoomba, Startup Townsville, theSpace Cairns, Mentor Blaze and Startup Weekend

events are superb examples of networks that bring the local community together.

Infrastructure

For participants within the Cairns (29%), Toowoomba (31%) and Mackay (23%) regions, the most critical infrastructure issue was access to physical space and the isolation that this results in. With only Cairns and Toowoomba having opened up co-working spaces, participants in other regions lacked a central location to work, meet and network. The sporadic rollout of the NBN was seen as another central issue, with many regions having NBN coverage in residential areas but not in the CBD. Nevertheless, participants in Townsville rated the NBN as being the core enabler to the growth of their startups.

Funding

Across all regions, access to early-stage funding ranked as a critical challenge for startups. The shortage of funding was particularly pronounced at the angel and early seed investment stage. Participants in Townsville (23%), Ipswich (19%) and Bundaberg (18%) rated this as a high barrier to growth. The lack of formal angel investment groups across the regions has led to the vast majority of startups bootstrapping growth.

Analysis from AngelList, the world's leading angel investment platform returned no active investors in each region, and very few were identified in our workshop interviews. Significant efforts are needed to form local investment groups, starting initially with informal group meetups to educate angels on the benefits of scalable tech companies.

Raise Awareness

The fifth priority issue identified across all regions was that of raising community awareness of the tech industry. For regional ecosystems to develop and contribute to regional GDP, there needs to be greater effort to build awareness of what startups are and how they differ from small business.

Participants in Bundaberg (22%), Townsville (18%) and Toowoomba (13%) viewed this as a priority issue. Raising awareness was also seen as a critical factor in attracting investment from local high net worths, of which very few had any understanding of technology. Participants also identified celebrating the success of local startups as a key issue for the growth of the startup ecosystem, and leveraging local influencers and media to spread success stories and generate community understanding and awareness of local tech innovation.

Culture

Participants from all regions said a culture of entrepreneurship and innovation needs to be developed within each local ecosystem if we are to create globally-relevant technology companies. Specific cultural themes that inhibited innovative entrepreneurship included; lack of an appetite for risk; entrepreneurial spirit; global ambition; resistance to change; business confidence; and, investor understanding of the impacts of technology.

While developing a culture of entrepreneurship and innovation comes in highly on the ranking, in many ways it underpins the challenges faced within all the other issues discussed.

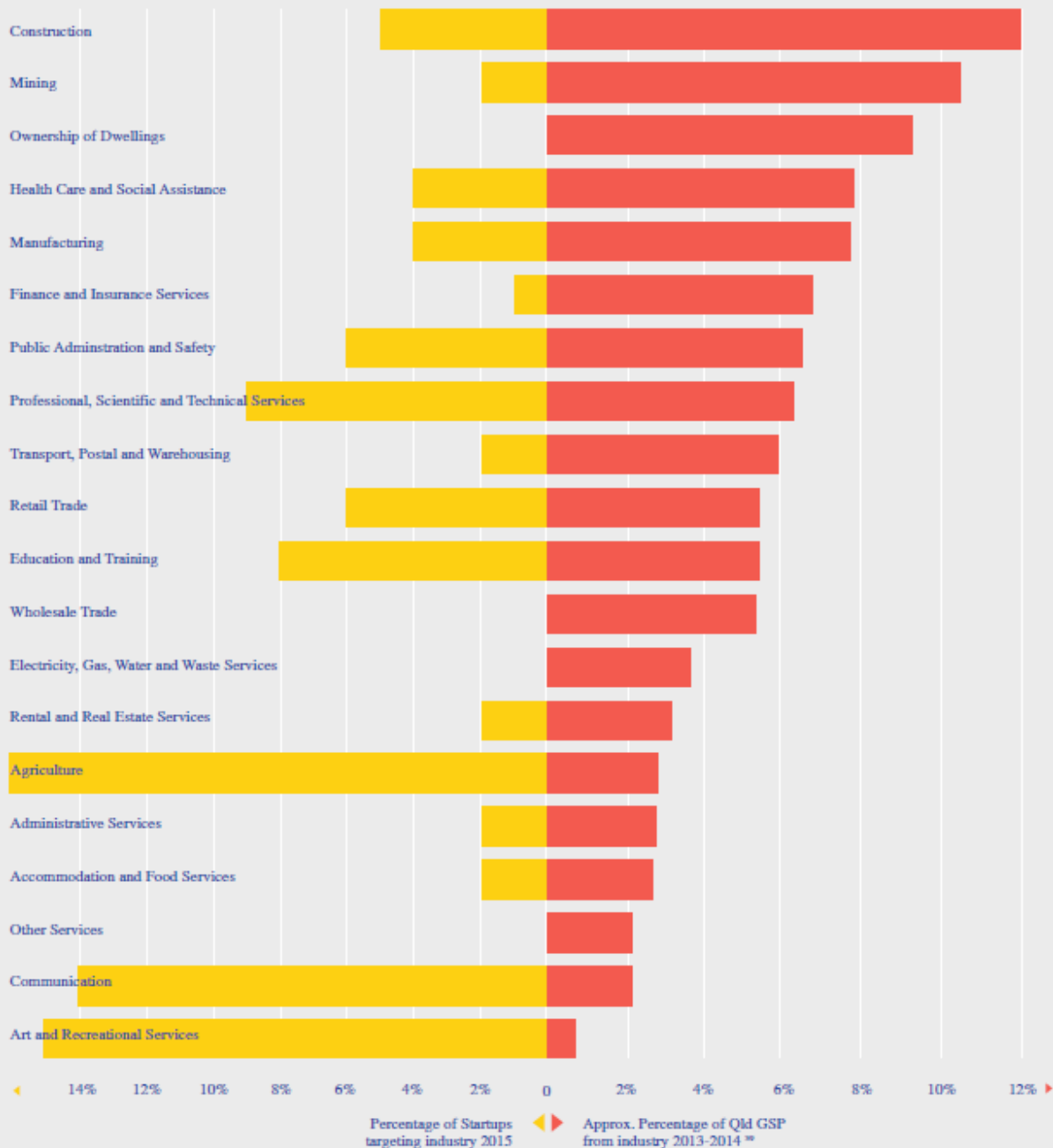
Education

Across all seven regions, education was seen as vital to creating strong ecosystems. Increasing regional participation in STEM courses was seen as an urgent issue. Bundaberg in particular was faced with the problem of having no local graduates in ICT after Central Queensland University dropped the degree from the local campus.

Participants highlighted the lack of suitably educated and experienced entrepreneurs in the local region, whilst a strong theme was the lack of coding courses in the current school curriculum. Events like RoboCup and Startup Weekend EDU (Cairns) are trying to bridge this gap. Workshop and interview participants across all regions lamented the low and declining number of Computer Science graduates and identified this as a critical long-term challenge. Access to mentors with experience building global technology companies was also a particular challenge.

MARKET FOCUS

TARGET MARKET OF STARTUPS COMPARED TO TOP 20 QUEENSLAND INDUSTRIES



MAPPING THE INNOVATION ECOSYSTEM

Extract from the GW3 Mapping the Innovation Ecosystem report

The recent GW3 Mapping the Innovation Ecosystem survey showed a vibrant and growing innovation community clustered around a number of support and mentoring organisations including GW3, Mackay Innovation Centre, Resource Industry Network and Split Spaces.

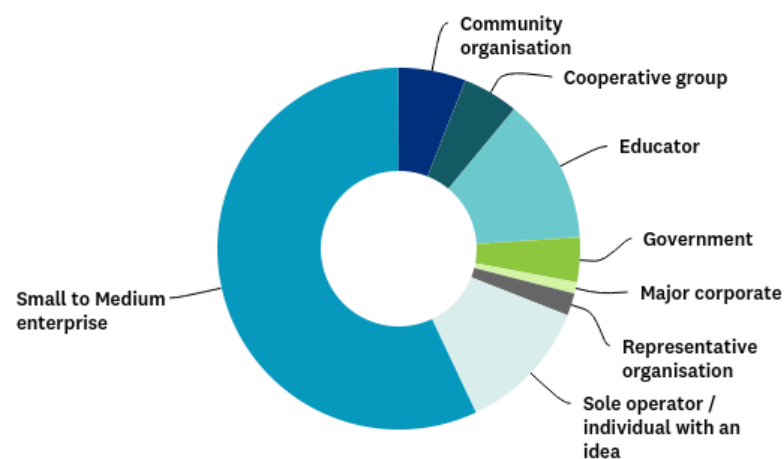
Most are SMEs, almost 40% are working in the METS and ICT space, and more than half had their innovations at a development or more mature stage.

This report provides a benchmark to assess the health, breadth and depth of the wider innovation ecosystem on an ongoing basis. The research did uncover some new, previously unknown 'innovative' players in the region, thus indicating the ecosystem is growing, albeit in a perhaps understated and restrained fashion.

MAPPING THE INNOVATION ECOSYSTEM - SURVEY RESULTS

In total, 101 individuals responded. All business types were represented ranging from fast food through to primary production, tyres to IT.

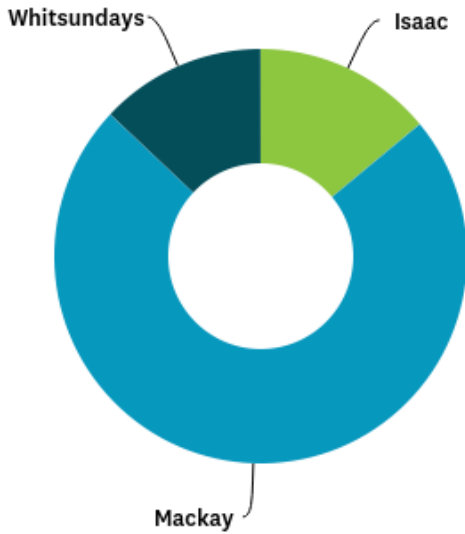
Organisation Type



- 57% were from SMEs
- 12% are sole operators or individuals with an idea only
- 1% indicated they were from a major corporate business

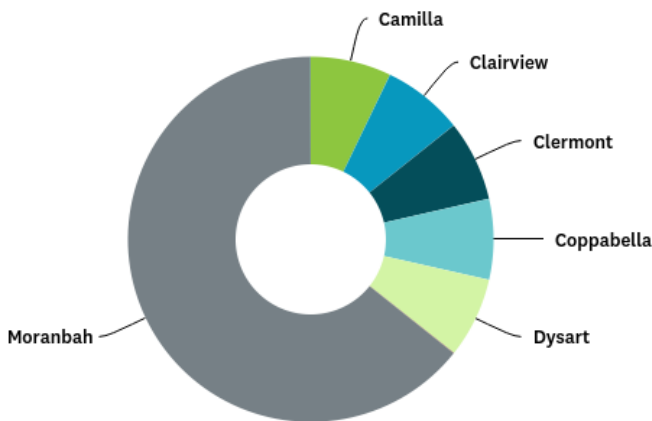
Remaining respondents came from the education, community, government or representative organisation sectors indicating a strong interest in the innovation sector locally

Innovator location



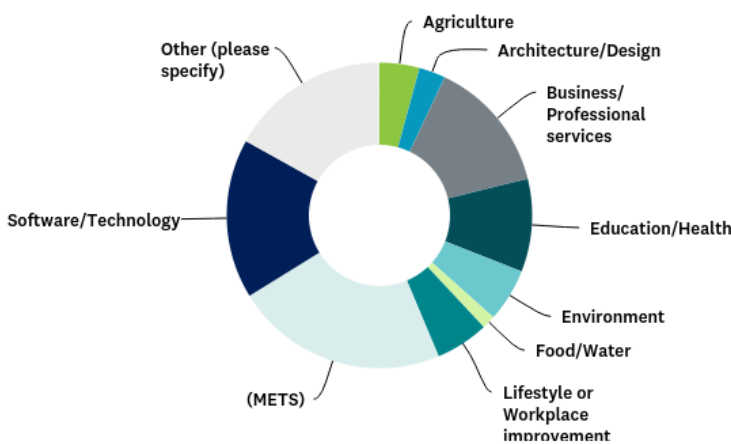
The location of respondents was heavily weighted in favour of Mackay (73%) with Isaac (13%) and Whitsundays (12%)

This broadly follows the regional population split and allowing for the higher penetration of business and education in Mackay



Hotspots outside of Mackay included Moranbah (9%) and Bowen (8% - potentially skewed by local promotion being more effective than in other areas.

Main area of interest

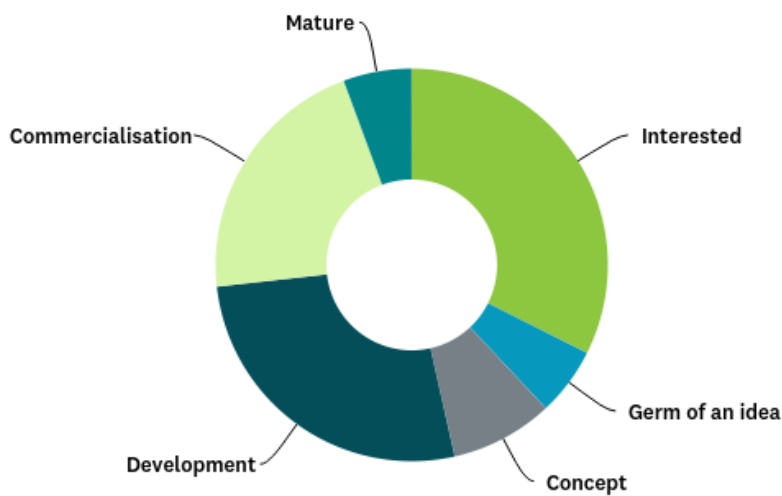


Of those surveyed, METS was the best represented area of interest (22.5%)

This was followed by:

- Software/Technology (16.9%),
- Business/Professional (14.1%),
- Education (9.7%) [Strongly represented by CQ University staff]
- Other (16.9%)

Place on the innovation continuum



Of the 71 respondents who identified their place on the innovation continuum:

- 32.4% indicated they were Interested. These were almost solely drawn from organisations supporting innovation or business in the region.
- 26.8% indicated they had an innovation in Development.
- 21.1% responded their innovation was at Commercialisation stage.
- 8.45% responded they had a concept
- 5.63% indicated they had a germ of an idea.

There were no obvious correlations between area of interest and stage of development.



TRENDS & OPPORTUNITIES

SMALL BUSINESS TRENDS & OPPORTUNITIES

WEB PRESENCE

Most of the online shoppers in the Asia Pacific region are Australians. In fact, about 80% of Australian internet users made online purchases last year. Only a few retailers are taking advantage of this trend; most small businesses are still reluctant to have an online presence. As competition from online retailers increases, it is important for retailers in Isaac to have a greater web presence, including facilities for customers to shop for goods and services online.

It is not unusual in regional areas for retailers to have a lower understanding of, and exposure to, online marketing and sales channels. Many retailers in Isaac do not have an existing web presence or a web presence that is up-to-date and includes dynamic (i.e. changing) content. The opportunity exists for stakeholders to help educate the traders of the importance of an appropriate online presence.

NETWORKING

When a new business launches, there is the need to connect it with prospective customers within the local community. Only few individuals or businesses have the required strategies to achieve this, and fewer still the skills to network well. With new businesses emerging in Australia at a high rate, good networking skills will better connect owners with business prospects.

GOING GREEN

Going green and being environmental friendly is increasing in importance. Many people and businesses are still feeling completely at sea when it comes to understanding the whole concept of going green. Yet, the government is enforcing laws mandating them to ensure that their activities are environmental friendly.

WORKPLACE RELATIONS

With more changes in workplace laws coming into effect in Australia, most small businesses are under prepared in this area. This is especially important because small businesses employ a large fraction of the Australian workforce. To effectively adjust to the ever-changing workplace laws small businesses are hiring consultants who are familiar with these laws and can offer proven strategies for adapting well to the laws.

INFORMATION TECHNOLOGY

The Australian Bureau of Statistics once revealed that 72% of Australian households have access to the internet, and more small businesses rely on the internet to run their businesses. Because more businesses are realizing the importance of information technology, smart businesses are adopting all measures to utilize the technology to their benefit.

Mobile technology can now sense when a user is within a 'geofence' and send tailored marketing material. For examples, special offers could be circulated to people in the Moranbah Town Square or people driving in Clermont could be alerted to a local event.



OUR 5 YEAR STRATEGIC DIRECTION

FIVE YEAR STRATEGIC DIRECTION

KEY STRATEGIC DIRECTIONS	FOCUS AREAS
Creating the right business environment	<ul style="list-style-type: none">- Making it easier to start a business, do business, and succeed in business.- Activating our commercial precincts to encourage greater economic participation from locals and visitors.- Reducing red tape and impediments to successful business.- Providing better navigation for business on government and compliance
Championing business	<ul style="list-style-type: none">- Listening, supporting and engaging with our business community- Providing and encouraging greater leadership, collaboration and advocacy on local and regional business issues- Building effective open lines of communication with our businesses- Maximising our relationships with industry and governments to leverage outcomes for our region
Supporting stronger businesses & investment	<ul style="list-style-type: none">- Ensuring more money is spent and maintained locally- Improving business capability and capacity- Encouraging greater investment into the region
Accelerating business innovation	<ul style="list-style-type: none">- Enabling and fostering a culture of innovation in the region- Improving digital literacy and application in the region- Promoting smarter, greener and more sustainable business

STRATEGY 1: CREATING THE RIGHT BUSINESS ENVIRONMENT

All government's aim to operate in a manner that is fiscally responsible, to establish a regulatory framework that is fair, efficient and transparent and to invest in hard and soft infrastructure that benefits the community and economy respectively. This environment is what establishes a strong foundation that supports business formation, innovation, entrepreneurialism and business growth and jobs.

STRATEGY 1 OUTCOMES:

- It is easier to set up and operate a business
- Red tape is reduced or removed where possible
- Our commercial precincts are attractive and lively places

ACTION	PRIORITY
Making business easy	
1.1.1 Develop a guide to starting a small business in Isaac.	H
1.1.2 Develop new business welcome kits incl. letter from the mayor and introductions to the Economic Development Team and services.	H
1.1.3 Update information on Council's website to include business support programs accessible to businesses	H
1.1.4 Develop an Isaac Government Navigator Program for businesses*.	H
1.1.5 Develop a suite of 'Business Regulations – explained' collateral to inform businesses on regulations on accommodation, advertising signs, events, personal appearance services, activities on council land, busking, food, mobile businesses and use of footpaths)	H
Reducing red tape and impediments	
1.2.1 Investigate, identify and remove or improve (where applicable), outdated, unworkable and ill-directed business regulations within Council's legislative framework to reduce red tape and business impediments.	M
1.2.2 Promote provisions and concessions in the new Isaac Planning Scheme which facilitate and promote business development opportunities.	M
1.2.3 Advocate and encourage for the State Government to modernise the Queensland Food Act.	M
Business precinct activation	
1.3.1 Work with real estate agents and landlords to attract new business, and tenants to renew and improve unused, vacant and poorly maintained sites, to achieve greater activation of these spaces.	M
1.3.2 Continue to implement place-making activities to drive foot-traffic, visitation and customers.	M
1.3.3 Work with businesses to improve their geo-fencing capabilities.	L
1.3.4 Investigate options to provide free wi-fi in key civic precincts.	H

**Isaac's Government Navigator Program is a targeted information brokerage function between Isaac Regional Council and SMEs to help build knowledge flows. It can be difficult finding the right person in government to talk to when you have a government-related issue in business. But when you do find the right person, the issues are usually resolved or progressed quickly. This new program is about making that connection happen as fast as possible by speaking to one contact in the Economic Development Team.*

STRATEGY 2: CHAMPIONING BUSINESS

Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. They can facilitate positive outcomes through relationships with key service providers, leverage partnerships with adjoining jurisdictions and organisations; and convene stakeholders to identify pathways. Proactive engagement with local employers provides essential insights into local trends, issues and opportunities. From there they can advocate for good ideas, policy change and infrastructure investment.

STRATEGY 2 OUTCOMES:

- Local businesses feel listened to, supported and engaged
- Council continually improves and builds upon mutually beneficial relationship with local businesses
- Greater leadership, collaboration and advocacy around local and regional business issues
- Council has multiple effective direct lines of communication with the local business communities

ACTION	PRIORITY
Listening to business	
2.1.1 Work with stakeholders to develop a regional Business Leadership Alliance	H
2.1.2 Use the Regional Business Leadership Alliance as a forum to identify and address issues pertaining to small business and Council	H
2.1.3 Use the Regional Business Leadership Alliance as a forum to inform Council's future business development and advocacy initiatives	H
2.1.4 Maximise relationships with industry and government to leverage outcomes for our region	H
Business engagement	
2.2.1 Conduct annual business satisfaction and business confidence surveys	M
2.2.2 Identify existing skills gaps through analysis and discussions with business.	L
2.2.3 Engage with education providers and other necessary stakeholders to bridge the identified skills gaps.	L
Communication	
2.3.1 Establish and produce an Isaac Business e-bulletin	L
2.3.2 Use REMPLAN to provide regular economic updates to the local business community	M
2.3.3 Prepare an annual State of Small Business report for Isaac's SME sector recording new businesses, closures, employment and turnover.	H

STRATEGY 3: SUPPORTING STRONGER BUSINESSES & INVESTMENT

In most modern economies, most investment and job growth comes from existing business and industry. The importance of building capacity in local small-to-medium enterprises is critical to ensuring growth and sustainability of local business and industry. So too is ensuring more money is spent locally.

Council acknowledges new business investment is essential for the growth of existing businesses, local employment opportunities and economic diversification. Thoughtful and targeted investment marketing and promotional activities will generate private sector awareness of the region's potential as an attractive investment option.

STRATEGY 3 OUTCOMES:

- More money is spent locally
- External investment is attracted to the region
- The region imports less external products and services
- Local businesses are more capable and have better capacity to take on more work
- Employment and job creation

ACTION	PRIORITY
Drive localised spending	
3.1.1 Continue to run Council's annual Isaac Buy-Local Campaign and promote benefits of business buying locally through other businesses (B2B).	H
3.1.2 Continue to support spend at local SMEs via Council's procurement policy.	H
3.1.3 Work with businesses and industry groups to encourage collaborative marketing opportunities in lead up to Christmas and other retail-driven periods.	M
3.1.4 Better promote regional tender opportunities to the local business community.	M
Capability and capacity-building	
3.2.1 Assist local businesses to connect to various Queensland and Australian Government capability and capacity-building programs.	H
3.2.2 Work with key stakeholders to continue to deliver annual Small Business Week activities.	H
3.2.3 Support indigenous enterprise development and work with ATSI people to start or grow their own businesses, and to develop business acumen and business confidence	M
Investment	
3.3.1 Create a dedicated investment facilitation function within Council's Economic Development team**	H
3.3.2 Create an investment policy, procedure and prospectus with supporting online content.	H
3.3.3 Identify a range of investment-ready projects	M
3.3.4 Continue to advocate for improved investment and construction of digital and mobile infrastructure including NBN and mobile blackspots.	H

** A dedicated Investment Facilitation Function within Council will unite capabilities within IRC and across key government agencies to respond quickly to investment leads. It will create increased capability to respond to and engage with Austrade Foreign Investment leads and close the gap between industry opportunity and investment opportunities.

STRATEGY 4: ACCELERATING REGIONAL INNOVATION

Innovation is the way people and organisations generate new ideas and put them into practice. It is the foundation of economic growth and competitiveness. Economic growth is driven by the creation of new and better ways of producing goods and delivering services—a process that triggers new and productive investments. New businesses and sometimes entirely new industries emerge by developing and commercialising new ideas.

Strong partnerships between government, business and education institutions are the foundations upon which innovation is built. Innovation requires a culture of entrepreneurship and preparedness to take on risk. It requires people who are prepared to be pioneers.

New firms account for most net job growth. Data from the Australian Department of Industry's Innovation System Report (2015) shows that new firms create substantially more jobs than established ones, and that in Australia firms up to three years old created 1.44 million jobs over the six years to 2011 compared with a net loss of 400,000 jobs by established firms over the same period. The report notes that 'the bulk of this employment growth is driven by a relatively small number of high-growth-orientated startups'.

The Innovation System Report also notes that 'while innovative entrepreneurship can disrupt competitive markets, it also has the potential to nurture business dynamism and economic growth. Like many OECD countries, Australia is in the midst of an economic transition. Australia's situation is different in that it is not so much seeking recovery from a downturn as searching for new sources of growth to balance the relative decline in resources sector investment. The role of the entrepreneur is central to this process.'

STRATEGY 4 OUTCOMES:

- Innovation is enabled
- Better digital literacy and application
- Opportunity and potential is identified and realised
- Smarter, greener and more sustainable business

ACTION	PRIORITY
Innovation culture	
4.1.1 Directly provide and enable external data, analysis and trend-sharing to business to encourage innovation opportunities.	M
4.1.2 Collaborate with the local innovation ecosystem, universities and local business to build local skills in emerging and future industries.	M
4.1.3 Create opportunities for local innovation by providing environments for people to collaborate and share ideas.	M
4.1.4 Collaborate to deliver a program to guide people through the innovation continuum process (interested-germ of an idea-concept-development-commercialisation-mature) including information on intellectual property and patents.	H
4.1.5 Enable and foster innovation within Council by providing opportunity for business improvement systems to be heard and facilitated if deemed appropriate.	M
4.1.6 Investigate redundant/unused/underutilised council assets that can efficiently be transformed into business incubator spaces.	L
Digital literacy and application	
4.2.1 Facilitate and provide digital training opportunities for business	H
4.2.2 Build digital skills locally to avoid the need to source skills from outside the region	M

4.2.3	Encourage local businesses to update their online business directory listing	H
4.2.4	Work with the libraries and schools to facilitate digital literacy, STEAM programming with our youth to encourage a business innovation culture and future career pathways.	H

Going Green

4.3.1	Encourage business to make use of Chamber of Commerce & Industry Queensland's (CCIQ) free Eco-Biz program to save money through sustainability initiatives. CCIQ Eco-Biz is funded by the Queensland Government.	M
4.3.2	Create an Isaac 'Going Green Guide' for local businesses to capitalise on sustainability initiatives.	M
4.3.3	Encourage the use of smart building technologies to enhance sustainability	L
4.3.4	Investigate Council policy to encourage and support residents to adopt smart/green technologies in future development.	L

DRAFT



APPENDICES

APPENDIX 1: BUSINESS SUPPORT AUDIT

STARTING A BUSINESS

Business Queensland website (business.qld.gov.au)	The Queensland Government has created a one stop shop for all you need to know to start a business.	<ul style="list-style-type: none">- Information, tools and tips for starting a business in Queensland.- Industry specific information- Fully customisable site designed around the customer.
Australian Business Website (business.gov.au)	A website dedicated to connecting you to information, grants, registrations and support to help your business succeed in Australia.	<ul style="list-style-type: none">- Tools, tips and information to plan, start and grow your business (planning, finance, people, risk management, registrations, marketing, products and services, change and growth)- Search for government grants and assistance programs- Step by step business start-up guide- Experts and advice- Events and training

RUNNING A BUSINESS

Business Queensland website	The Queensland Government has a myriad of information on everything you need to know to run your business such as finances and cash flow, marketing and sales, employing people, customer service and consumer laws, workplace health and safety and more.	<ul style="list-style-type: none">- Information, tools and tips for running a business in Queensland.- Industry specific information- Fully customisable site designed around the customer.
Australian Business Website (business.gov.au)	A website dedicated to connecting you to information, grants, registrations and support to help your business succeed in Australia.	<ul style="list-style-type: none">- Tools, tips and information to plan, start and grow your business (planning, finance, people, risk management, registrations, marketing, products and services, change and growth)- Search for government grants and assistance programs- Step by step business start-up guide- Experts and advice- Events and training

RESOURCES FOR BUSINESSES

Greater Whitsunday Alliance (GW3)	The peak economic development body for the Mackay, Isaac, Whitsunday region to support sustainable, economic growth for generations to come.	<ul style="list-style-type: none"> • Isaac Business Support and Facilitation Program • Regional economic data and reports • Updates on regional economic activities
How to grow your tourism business: tools, resources and funding (Queensland Government)	The Queensland Government have created an excellent tool specific to tourism businesses called Grow Your Tourism Business: Tools, Resources and Funding.	
Asialink Business	The Asialink Business Country Starter Packs provide comprehensive guides to key Asian markets, helping Australian businesses looking to establish or expand their operations in Asia to develop their Asia capabilities. Each pack includes valuable information on market opportunities and risks for Australian businesses, as well as in-depth case studies.	Information packs on China, India, Japan, Korea, Indonesia, Malaysia, Veitnam, Thailand, Singapore and Hong Kong
Mackay Business Beacon	Business event and program coordination platform	Inward and outward facing calendar. Link to business support programs.

FAIR TRADING

Office of Fair Trading website	The Office of Fair Trading aims to deliver a fair and safe marketplace for Queensland consumers and businesses. Their website provides information on complaints and investigations, licensing and registration and how to avoid unfair business practices.
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BUSINESS DEVELOPMENT, WORKSHOPS, EVENTS AND MENTORING PROGRAMS

Department of State Development	Workshops and community engagement; project forums including but not limited to:	<ul style="list-style-type: none"> - Capability statement workshops - Tendering for business workshops
Business Queensland	Business Queensland has created a calendar of events that specifically provide advice and assistance to businesses. All the listed events are organised, sponsored or authorised by Queensland government departments.	
Small Business Solutions	Small Business Solutions is the first government subsidised initiative of its	

	<p>kind, giving Queensland small business access to affordable, industry leading business mentoring, training and qualifications through skills recognition.</p>	
<p>New Enterprise Incentive Scheme [NEIS] (Department of Employment)</p>	<p>A total of 8,600 places in NEIS are available nationally each year, delivered by a network of NEIS providers.</p> <p>NEIS can help you become a self-employed business owner. NEIS providers offer support to turn a good idea into a viable business through:</p>	<ul style="list-style-type: none"> - Accredited small business training - Income support (the NEIS Allowance—up to 39 weeks) and rental assistance (up to 26 weeks) (if eligible) - Business mentoring from a NEIS provider in your new business' first year
<p>Mentoring for Growth (Business Queensland)</p>	<p>Mentoring for Growth (M4G) offers eligible businesses access to a panel of up to six volunteer business experts who during a meeting of around 90 minutes, offer insights, options and suggestions on business challenges relating to growth and innovation.</p> <p>If you are selected for M4G, the Queensland Government will match panelist expertise and experience with business issues you have identified as causing you concern or difficulty.</p>	<p>Businesses participating in M4G must:</p> <ul style="list-style-type: none"> - have an ABN and be registered for GST - be experiencing strong growth or clearly defined growth opportunities - have Queensland headquarters or significant Queensland operations - be innovative, with competitive opportunities in local or international markets
<p>Entrepreneur's Programme (Business Queensland)</p>	<p>The Entrepreneurs' Programme gives Australian business quality advice and support to innovate and grow. It provides you with the best advice and networks to help you solve problems, grow and succeed. The Program offers practical support for businesses, including:</p> <ul style="list-style-type: none"> - Advice from people with relevant private sector experience - Support to bring research and innovation into your business - Connection and collaboration opportunities with other businesses - Assistance and co-funded grants to commercialise novel products, processes and services - Services provided through funded incubators to assist innovative, start-up companies to succeed in international markets 	<p>The Programme offers flexible and tailored support through four elements:</p> <ol style="list-style-type: none"> 1. Accelerating Commercialisation 2. Business Management 3. Incubator Support 4. Innovation Connections

BUSINESS LICENCING AND APPROVALS

Australian Business Licence and Information Service (ABLIS)	<p>The easiest way to obtain all Queensland, local and Australian government licensing information is to visit the Australian Business Licence and Information Service (ABLIS).</p> <p>Simply enter your business type and location and then answer the questions to be provided with a tailored list of business licensing requirements based on your businesses activities.</p>	<p>Upon completion of the ABLIS business licensing questionnaire you can either:</p> <ol style="list-style-type: none">1. Save your licensing results into your Australian Business Account (ABA). If you don't already have one, you will need to register for one.2. Download your licensing information as a PDF document3. Email a copy of the PDF directly to your preferred email account/s.
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RECRUITMENT AND EMPLOYMENT HIRE ASSISTANCE

Back to work (Department of Employment, Small Business and Training)	<p>If you put on a new staff member, you may be eligible to access payments of up to \$15,000 through the Queensland Government's \$100 million Back to Work regional employment package.</p> <p>The package targets employers and jobseekers outside the southeast corner and includes payments of up to \$10,000 for employers who hire an unemployed worker, rising up to \$15,000 for long-term unemployment.</p> <p>A Back to Work Employer Officer is also available to help you find the information and support you need to employ a jobseeker.</p>	Aimed at preparing and employing young people aged 15-24.
Youth Jobs PaTH (Job Active – Australian Government)	<p>The Australian Government has a number of incentives to help you as an employer and young job seekers. Youth Jobs PaTH helps employers find and recruit the right young person for their business. Through Youth Jobs PaTH, you can trial a young person in your workplace. And you could receive a wage subsidy of up to \$10,000 if you hire them.</p>	

SUSTAINABILITY AND ECO-CREDENTIALS

CitySwitch	<p>CitySwitch helps office-based businesses to improve their energy and waste efficiency. The program is free to joining and helps commercial office tenants around Australia to:</p>	<p>To be eligible to CitySwitch, your business must operate from a commercial office space. You can be the tenant or owner/occupier, but you must be able to share energy data annually.</p>
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- Enhance energy efficiency and reduce costs
- Manage energy price increases and mitigate business risks
- Work towards a carbon positive future
- Reduce waste
- Improve the health and productivity of employees

You must also commit to:

- Implement initiatives which move your business towards carbon positive
- Work towards a 5 star NABERS energy rating (without Greenpower), or above
- Commit to switching to 100% renewable energy for your electricity by 2021
- Complete an annual online survey.

CCIQ ecoBiz is a free program, funded by the Queensland Government, that helps businesses save money across their energy, water and waste bills. ecoBiz has been very successful and worked with thousands of Queensland businesses. To date:

CCIQ EcoBiz
Queensland

Over 130 businesses have achieved ecoBiz Star Partnership, with recent Partners cutting their energy, water and waste bills by 17%, 14% and 9% and saved a total of \$650,000.

Star Partners to date have saved almost 8.6 million tonnes of CO2 – equivalent to 1.8 million cars being taken off the road every year.

Almost 1000 businesses have received personalise, one on one coaching sessions which provide tailored advice on how to reduce their energy, water and waste costs.

With the help of the ecoBiz coaches' advice, businesses will be able to develop and implement an action plan to help your business save money and increase efficiencies. ecoBiz then gives businesses the support to help track usage across energy, water and waste.

ABORIGINAL AND TORRES STRAIT ISLANDER PROGRAMS

Black Business Finder

Black Business Finder is an online database established to give Aboriginal and Torres Strait Islander businesses a platform that can be assessed by government or businesses looking to source goods and services from Indigenous suppliers.

INNOVATION

Engineering, Construction and Resources Innovation (ECRi) Hub

The ECRi Hub supports innovation in the engineering, construction and resource sectors. The Hub aims to grow a vibrant, innovative community to drive international competitiveness

With access to technical and market experts, and the ability to introduce industry end users, the ECRi Hub is a valuable resource for project ventures.

Department of State
Development

and high-value, knowledge-based
jobs.

We're continually seeking to bring these
types of opportunities to industry:

We're here to connect you with
industry to help commercialise your
innovation. We link innovative
technology, end users, investors and
global partners to:

- innovative ideas
- productivity increases
- cost savings.

- create opportunities for
collaboration
- help innovators get to market
- match challenges to solutions
- drive economic benefit
throughout Queensland

GW3 / Advancing
Regional Innovation
Program (ARIP)

Greater Whitsunday Alliance is
leading the region's innovation drive
through the Advancing Regional
Innovation Program
(ARIP) with funding from Advance
Queensland. The purpose of ARIP is
to turn our region into a hub for
innovation and enterprise and grow
the Greater Whitsunday region into
one which is recognised for our
entrepreneurial spirit and capability.

Greater Whitsunday Alliance in
conjunction with our collaborative
partners will be delivering a range of
activities over three years including:

- Innovation coordination
- Outreach innovation
- Ongoing marketing and
communications to maintain
awareness on innovation
- Youth innovation
- Turning ideas into wealth
- Incubators

Split Spaces

Split Spaces is a dedicated
innovative, creative and
entrepreneurial space. Split Spaces
is designed to grow, develop,
accelerate, nurture and support
business in and around the Mackay
region, through dedicated co-working
spaces, incubation and accelerator
programs.

Split Spaces is the home of Mackay's
entrepreneurial and start-up concepts
and community, with regular events,
networking, catch-ups, programs,
presentations and interest groups.

SME Connect

SME Connect is designed to help
Australian SMEs overcome potential
barriers to innovation through a
series of dollar-matched funding and
support programs that link those
businesses with the expertise and
facilities of Australia's best research
organisations.

SME Connect helps by:

- defining the business problem to be
solved, and/or identifying the
research opportunity
- locating the right research capability
to meet those needs
- facilitating the project scoping and
design
- accessing and applying for grant
funding
- assisting with project agreements
and contracting.

APPENDIX 2

Sector	Businesses	
	Count	%
Beef Cattle Farming (Specialised)	178	5.75%
Building and Other Industrial Cleaning Services	153	4.94%
Other Agriculture and Fishing Support Services	101	3.26%
Electrical Services	81	2.62%
Hairdressing and Beauty Services	80	2.58%
Other Automotive Repair and Maintenance	73	2.36%
Other Machinery and Equipment Repair and Maintenance	61	1.97%
Financial Asset Investing	60	1.94%
Other Construction Services,	60	1.94%
Gardening Services	60	1.94%
Non-Store Retailing	57	1.84%
Road Freight Transport	56	1.81%
Management Advice and Related Consulting Services	54	1.74%
Non-Residential Property Operators	52	1.68%
Carpentry Services	50	1.61%
Other Personal Services	48	1.55%
Ownership of Dwellings	47	1.52%
Engineering Design and Engineering Consulting Services	47	1.52%
Clothing Retailing	47	1.52%
Labour Supply Services	46	1.49%
Site Preparation Services	45	1.45%
Child Care Services	42	1.36%
Other Interest Group Services	36	1.16%
Painting and Decorating Services	33	1.07%
Landscape Construction Services	32	1.03%
Accounting Services	32	1.03%
Takeaway Food Services	31	1.00%
Grain-Sheep or Grain-Beef Cattle Farming	31	1.00%
Other Goods and Equipment Rental and Hiring	29	0.94%
Heavy Machinery and Scaffolding Rental and Hiring	29	0.94%
Professional Photographic Services	29	0.94%
Adult, Community and Other Education	28	0.90%
Plumbing Services	27	0.87%
Forestry	25	0.81%
Real Estate Services	24	0.77%
House Construction	23	0.74%
Retail Commission-Based Buying and/or Selling	23	0.74%
Sports and Physical Recreation Instruction	23	0.74%
Complementary and Alternative Services	23	0.74%
Technical and Vocational Education and Training	22	0.71%
Other Auxiliary Finance and Investment Services	22	0.71%
Arts Education	21	0.68%

Office Administrative Services	21	0.68%
Other Store-Based Retailing	21	0.68%
Cafes and Restaurants	20	0.65%
Other Mining Support Services	19	0.61%
Other Social Assistance Services	19	0.61%
Automotive Body, Paint and Interior Repair	18	0.58%
Sugar Cane Growing	18	0.58%
Concreting Services	18	0.58%
Postal Services	17	0.55%
Accommodation	17	0.55%
Other Allied Health Services (Mainstream)	17	0.55%
Computer Systems Design Related Services	17	0.55%
Other Creative Artists, Writers and Performers	16	0.52%
Automotive Electrical Services	15	0.48%
Other Specialised Design Services	14	0.45%
Courier Pick-up and Delivery Services	14	0.45%
Catering Services	13	0.42%
Sports and Physical Recreation Clubs	13	0.42%
Musicians and Entertainers	12	0.39%
Laundry and Dry-Cleaning Services	11	0.36%
Hire of Construction Machinery with Operator	11	0.36%
Other Residential Building Construction	11	0.36%
Sheep-Beef Cattle Farming	11	0.36%
Supermarket and Grocery Stores	10	0.32%
Wine and Other Alcoholic Beverage Manufacturing	10	0.32%
Other Heavy and Civil Engineering Construction	10	0.32%
Other Fabricated Metal Product Manufacturing	10	0.32%
Other Grain Growing	10	0.32%
Other Fruit and Tree Nut Growing	10	0.32%
Advertising Services	10	0.32%
Structural Steel Erection Services	9	0.29%
General Practice Medical Services	9	0.29%
Horse Farming	9	0.29%
Passenger Car Rental and Hiring	9	0.29%
Bakery Product Manufacturing (Non-factory based)	9	0.29%
Cosmetics, Perfumes and Toiletry Goods Retailing Commission Based	9	0.29%
OHAS Consultancy	9	0.29%
Clothing Manufacturing	8	0.26%
Other Specialised Food Retailing	8	0.26%
Religious Services	8	0.26%
Internet Service Providers and Web Search Portals	8	0.26%
Plastering and Ceiling Services	8	0.26%
Boiler, Tank and Other Heavy Gauge Metal Container Manufacturing	8	0.26%
Other Livestock Farming	7	0.23%
Taxi Service Operation	7	0.23%

Scientific Testing and Analysis Services	7	0.23%
Coal Mining	7	0.23%
Business and Professional Association Services	7	0.23%
Other Motor Vehicle and Transport Equipment Rental and Hiring	7	0.23%
Hunting and Trapping	7	0.23%
Sports and Physical Recreation Administrative Service	6	0.19%
Surveying and Mapping Services	6	0.19%
Cosmetic and Toiletry Preparation Manufacturing	6	0.19%
Other Administrative Services	6	0.19%
Non-Residential Building Construction	6	0.19%
Cut and Sewn Textile Product Manufacturing	6	0.19%
Newsagents	6	0.19%
Sports and Physical Recreation Venues, Grounds and Facilities Operation	6	0.19%
Air Conditioning and Heating Services	6	0.19%
Electronic (except Domestic Appliance) and Precision Equipment Repair and Maintenance	6	0.19%
Meat Processing	6	0.19%
Child Minding (Babysitting in the Home)	5	0.16%
Other Agricultural Product Wholesaling	5	0.16%
Metal Waste and Scrap Wholesaling	5	0.16%
Travel Agency and Tour Arrangement Services	5	0.16%
Taxi Driver	5	0.16%
Health and Fitness Centres and Gymnasias Operation	5	0.16%
Fire Protection and Other Emergency Services	5	0.16%
Physiotherapy Services	5	0.16%
Hardware and Building Supplies Retailing	5	0.16%
Pubs, Taverns and Bars	5	0.16%
Textile Finishing and Other Textile Product Manufacturing	5	0.16%
Cosmetics, Perfumes and Toiletry Goods Retailing by Direct Marketing (Except Commission Based)	5	0.16%
Commission-Based Wholesaling	5	0.16%
Dental Services	5	0.16%
Other Repair and Maintenance,	5	0.16%
Performing Arts Operation	4	0.13%
Forestry Support Services	4	0.13%
Cleaning Compound Manufacturing	4	0.13%
Fuel Retailing	4	0.13%
Investigation and Security Services	4	0.13%
Roofing Services	4	0.13%
Document Preparation Services	4	0.13%
Employment Placement and Recruitment Services	4	0.13%
Other Transport Support Services	4	0.13%
Road and Bridge Construction	4	0.13%
Sport and Camping Equipment Retailing	4	0.13%
Building Pest Control Services	4	0.13%
Garden Supplies Retailing	4	0.13%
Waste Remediation and Materials Recovery Services	4	0.13%

Jewellery and Silverware Manufacturing	3	0.10%
Post-production Services and Other Motion Picture and Video Activities	3	0.10%
Motion Picture and Video Production	3	0.10%
Kitchen and Diningware Wholesaling	3	0.10%
Parents and Citizens Associations	3	0.10%
Architectural Services	3	0.10%
Land Development and Subdivision	3	0.10%
Logging	3	0.10%
Other Onshore Aquaculture	3	0.10%
Environmental Management Consultancy	3	0.10%
Other Specialised Industrial Machinery and Equipment Wholesaling	3	0.10%
Fire and Security Alarm Installation Services	3	0.10%
Scenic and Sightseeing Transport	3	0.10%
Other Crop Growing,	3	0.10%
Tiling and Carpeting Services	3	0.10%
Grape Growing	3	0.10%
Other Water Transport Support Services	3	0.10%
Urban Bus Transport (Including Tramway)	3	0.10%
Mining and Construction Machinery Manufacturing	3	0.10%
Other Personal Accessory Retailing	3	0.10%
Chiropractic and Osteopathic Services	3	0.10%
Cake and Pastry Manufacturing (Factory based)	3	0.10%
Wooden Structural Fitting and Component Manufacturing	3	0.10%
Financial Asset Broking Services	3	0.10%
Amusement and Other Recreational Activities	3	0.10%
Houseware Retailing	3	0.10%
Tanned Leather, Dressed Fur Leather Prod. Manu.	3	0.10%
Other Polymer Product Manufacturing	3	0.10%
Printing Support Services	2	0.06%
Other Domestic Appliance Manufacturing	2	0.06%
Kiwifruit Growing	2	0.06%
Printing	2	0.06%
Machine Tool and Parts Manufacturing	2	0.06%
Local Government Administration	2	0.06%
Aircraft Charter and Lease	2	0.06%
Fruit Vegetable Product Manufacturing	2	0.06%
Jockeys	2	0.06%
Airport Operations and Other Air Transport Support Services	2	0.06%
Petroleum Product Wholesaling	2	0.06%
Justice	2	0.06%
Floriculture Production (Outdoors)	2	0.06%
Electrical, Electronic and Gas Appliance Retailing	2	0.06%
Timber Wholesaling	2	0.06%
Horse and Dog Racing Administration and Track Operation	2	0.06%
Other Warehousing and Storage Services	2	0.06%

Nursery Production (Under Cover)	2	0.06%
Beekeeping	2	0.06%
Chemist or Pharmacy Operations	2	0.06%
Swimming and Spa Pool Construction or Installation (Below Ground Concrete or Fibreglass)	2	0.06%
Data Processing and Web Hosting Services	2	0.06%
QM Code only - a phone call should have been made	2	0.06%
Bricklaying Services	2	0.06%
Ceased business	2	0.06%
Toy and Game Retailing	2	0.06%
Vegetable Growing (Outdoors)	2	0.06%
Primary Education	2	0.06%
Police Services	2	0.06%
Licensed Clubs (Hospitality) Operation	2	0.06%
Cured Meat and Smallgoods Manufacturing	2	0.06%
Hospitals (except Psychiatric Hospitals)	2	0.06%
Motor Vehicle Parts Retailing	2	0.06%
Other Road Transport (Except Taxi)	2	0.06%
Watch and Jewellery Retailing	2	0.06%
Pharmaceutical and Toiletry Goods Wholesaling	2	0.06%
Sheet Metal Product Manufacturing (except Metal Structural and Container Products)	2	0.06%
Gold Ore Mining	2	0.06%
Non-Depository Financing	2	0.06%
Other Motor Vehicle Parts Manufacturing	2	0.06%
Other Construction Material Mining	2	0.06%
Other Goods Wholesaling	2	0.06%
Structural Steel Fabricating	2	0.06%
Other Machinery and Equipment Wholesaling,	2	0.06%
Oil Gas Extraction	2	0.06%
Pets Retailing	1	0.03%
Adult Sex Shop Operation	1	0.03%
Antiques Retailing (Except Pawnbroking or Disposal Stores)	1	0.03%
Other Grocery Wholesaling	1	0.03%
Other Building Installation Services	1	0.03%
Textile Product Wholesaling	1	0.03%
Cosmetics, Perfumes and Toiletry Goods Retailing (Except Direct Marketing)	1	0.03%
Video and Other Electronic Media Rental and Hiring	1	0.03%
Book Publishing	1	0.03%
Clothing and Footwear Wholesaling	1	0.03%
Jewellery and Watch Wholesaling	1	0.03%
Motor Cycle Retailing	1	0.03%
Non-Financial Intangible Assets (except Copyrights) Leasing	1	0.03%
Jewellery Retailing by Direct Marketing (Except Commission Based)	1	0.03%
Stationery Goods Retailing	1	0.03%
Freight Forwarding Services	1	0.03%
Meat Retailing (Except Poultry or Canned Meat)	1	0.03%

Other Telecommunications Services	1	0.03%
Fresh Fish Retailing	1	0.03%
Swimming Pool and Spa Retailing	1	0.03%
Other Hardware Goods Wholesaling	1	0.03%
Flower Retailing	1	0.03%
Fruit and Vegetable Retailing	1	0.03%
Industrial and Agricultural Chemical Product Wholesaling	1	0.03%
Other Metal and Mineral Wholesaling	1	0.03%
Car Wholesaling	1	0.03%
Water Passenger Transport	1	0.03%
Rail Freight Transport	1	0.03%
Disposal Stores (Second Hand Goods Retailing Except Pawnbroking and Antiques)	1	0.03%
Motor Vehicle New Parts Wholesaling	1	0.03%
Other Transport	1	0.03%
Legal Services	1	0.03%
Art Dealers (Including Retail Art Gallery Operation Except by Direct Marketing)	1	0.03%
Tyre Retailing	1	0.03%
Meat, Poultry and Smallgoods Wholesaling	1	0.03%
Other Depository Financial Intermediation	1	0.03%
Glazing Services	1	0.03%
Furniture Retailing	1	0.03%
Floor Coverings Retailing	1	0.03%
Other Electrical and Electronic Goods Wholesaling	1	0.03%
Veterinary Services	1	0.03%
Unlicensed Clubs (Hospitality) Operation	1	0.03%
Sheep Farming (Specialised)	1	0.03%
Other Waste Collection Services	1	0.03%
Forged Iron Steel Product Manufacturing	1	0.03%
Flying School Operation	1	0.03%
Educational Support Services	1	0.03%
Concrete Product Manufacturing	1	0.03%
Rigid and Semi-Rigid Polymer Product Manufacturing	1	0.03%
Accommodation for the Aged Operation	1	0.03%
Other Residential Care Services	1	0.03%
Zoological and Botanic Gardens Operation	1	0.03%
Nature Reserves and Conservation Parks Operation	1	0.03%
Paper Stationery Manufacturing	1	0.03%
Professional Footballers	1	0.03%
Professional Sportspeople	1	0.03%
Horse Training (Racing)	1	0.03%
Bookmaker	1	0.03%
Motor Vehicle Muffler and Exhaust Repair and Service	1	0.03%
Clothing and Footwear Repair	1	0.03%
Diet and Weight Reduction Centre Operation	1	0.03%
Mineral Exploration (Own Account)	1	0.03%

Other Non-Metallic Mineral Mining and Quarrying	1	0.03%
Gravel and Sand Quarrying	1	0.03%
Private Households Employing Staff	1	0.03%
Marine Fishing	1	0.03%
Abalone Fishing	1	0.03%
Line Fishing	1	0.03%
Prawn Fishing	1	0.03%
Crab Potting	1	0.03%
Citrus Fruit Growing	1	0.03%
Pig Farming	1	0.03%
Dairy Cattle Farming	1	0.03%
Architectural Aluminium Product Manufacturing	1	0.03%
Other Structural Metal Product Manufacturing	1	0.03%
Knitted Product Manufacturing	1	0.03%
Other Electronic Equipment Manufacturing	1	0.03%
Solid Waste Collection Services	1	0.03%
Other Manufacturing,	1	0.03%
Other Machinery and Equipment Manufacturing,	1	0.03%
Other Electrical Equipment Manufacturing	1	0.03%
Other Metal Container Manufacturing	1	0.03%
Radio Broadcasting	1	0.03%
Computer and Related Equipment Manufacturing	1	0.03%
Medical and Surgical Equipment Manufacturing	1	0.03%
Preschool Education	1	0.03%
Boatbuilding and Repair Services	1	0.03%
Shipbuilding and Repair Services	1	0.03%
Secondary Education	1	0.03%
Music and Other Sound Recording Activities	1	0.03%
Metal Coating and Finishing	1	0.03%
Combined Primary and Secondary Education	1	0.03%
Total	3,097	100.00%

HOW TO MAKE GEOFENCING WORK FOR YOUR SMALL BUSINESS

By now, you've probably heard of **geofencing**, or the establishing of a virtual fence around a predefined geographic area. Maybe you've even sent a geofenced push notification yourself, but you still have some questions about how the technology works and, more importantly, how to make **push notifications** work for your business.

Let's hit the basics first. Say you decide to build an app for your small business with an **online app builder**. Push notifications are one of the best available app features with the most potential for **return on investment**—and geofencing takes push notifications even further. When one of your app users enters or exits a geofenced area, a targeted push notification is sent directly to their device. This timely, relevant mobile messaging is great for customer engagement. Users hear about offers or announcements when they're in the area and able to act on them.

HOW IS GEOFENCING USED?

Many businesses use geofencing to simply **send special offers to customers** when they walk or drive near a business's location. But there's plenty of opportunity for creativity beyond that. For example, **real estate agencies** can send push notifications to possible buyers when they come near open houses, and **bands** can send messages to fans when they walk by a concert venue the band will be performing at soon.

But there's no real limit on location. Coffee shops could trigger geofenced push notifications when users are downtown and in need of some pre-work caffeine. A wedding planner could set up a geofenced push notification around bridal stores and bakeries, offering helpful shopping tips or highlighting the best deals for users. **Retail stores** could alert users to deals when they're nearby the local mall.

The possibilities are broad. If you're creative, geofencing can serve as a phenomenal sales and **customer retention tool**.



WHAT IS THE IDEAL SIZE FOR A GEOFENCED AREA?

It's clear that businesses can set the radius of their main location's geofence to whatever size they wish, but how big is too big? Well, a citywide radius obviously won't help much—it lacks the location-based relevance that makes geofencing a great engagement tool. Instead, if your business has a lot of competition, it's best to focus on your own backyard. Try your neighborhood first. If you're not generating the attention you want, expand a bit.



OTHER KEY CONSIDERATIONS

Geofencing is not about bombarding users with messages wherever they go. If you do that, they'll opt out of your messaging altogether or, worse, uninstall your app. Instead, **the customer has to come first**. Always consider whether or not you would want to receive your messages as a hypothetical user, and think about the value your program provides.

To accomplish this, don't think of geofencing as just another way to sell to your audience. Instead, use it as an organic way to connect and add value. You wouldn't want your favorite companies exploiting every channel to boost sales, but if they pop up every now and then with something timely, relevant, and useful, it can be kind of neat.

Your goal should be to leverage geofencing to **improve your customers' experiences** and provide them with benefits. If you can do that, while also **driving traffic to your location** and activity on your promotions, all the better.





4.0 RESOURCE LIST

RESOURCE LIST

Australian Government

- Department of Industry, Innovation and Science, Office of the Chief Economist, Australian Innovation System Report 2017

Regional Development Australia (RDA)

- Regional Roadmap Mackay-Isaac-Whitsunday 2013-2016

Queensland Government

- Office of Small Business, Advancing Small Business Queensland Strategy 2016-2020
- Advance Queensland, Regional Innovation Hubs Program, a discussion paper, 2016
- The Regional Queensland Startup Ecosystem Report, 2015

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- Mapping the Innovation Ecosystem, 2018
- Mackay-Isaac-Whitsunday Region Economic Development Strategy, 2018-2022: A Roadmap for Regional Prosperity.

Other

- Crossroads, An action plan to develop a world-leading tech startup ecosystem in Australia, 2017
- ACT Government, Growth, Diversification and Jobs, A Business Development Strategy for the ACT, 2012
- Livingstone Regional Council, Invest Capricorn Coast Region, Economic Development Plan
- Livingstone Regional Council, Capricorn Coast Smart Regions Strategy
- REMPLAN Economy Profile