



**STRONGER TOGETHER**



# **STRATEGIC REVIEW**

**2024**



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## EXECUTIVE INTENT

In March 2024, The Australian Industry & Defence Network underwent a strategic review for the purposes of ensuring shared and aligned understandings of the vision and mission. The review aimed to deliver on the following overarching outcomes:

- A longer-term outlook out to CY 2030 (in line with Epoch 2, DIDS).
- Ensure AIDN is proactively postured for developments within the Defence Industry, particularly noting several forecasted changes within Australia's Federal and State level Governments.
- Ensure a priority of effort was developed to assist AIDN in operationalising an overarching effort.
- Ensure the organisation is positioned to deliver positive outcomes to our current and future members.
- Ensure uniformity in leadership key messaging for internal and external distribution.

## THE REVIEW PROCESS

This strategic review underwent a four-stage process:

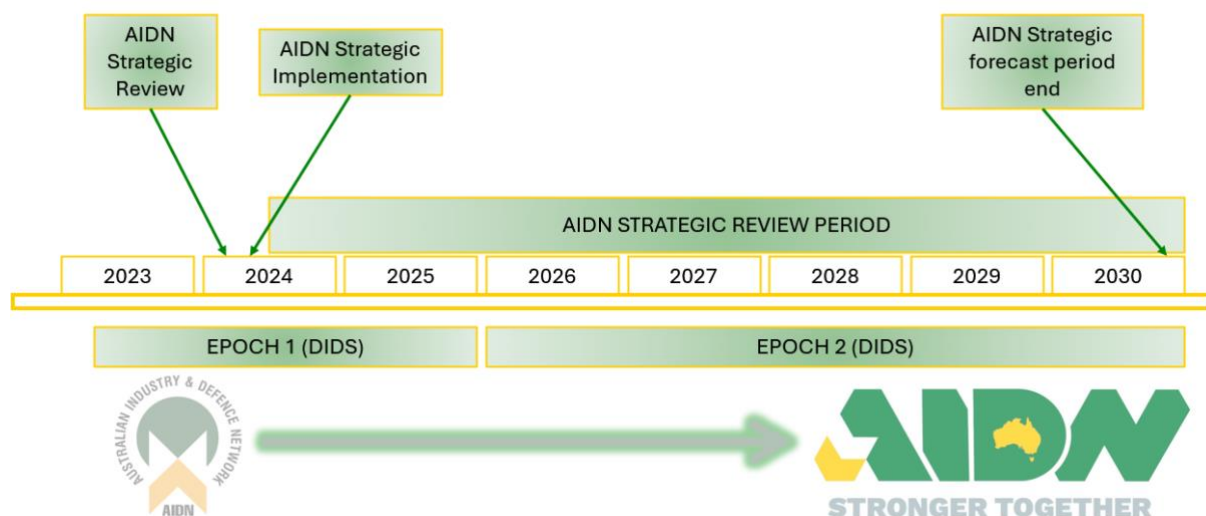
**Stage 1** - Scoping.

**Stage 2:** Chapter (State and Territory) level engagement and discussions (via Chapter Presidents or equivalent representatives), concurrent with industry research.

**Stage 3** - Strategy development workshop (AIDN Board and CEO).

**Stage 4** - Documentation development and submission.

### Strategic Review Timeline





## CONTEXTUALISING AIDN

### Contextualising AIDN

In tracing the evolution of the Australian Industry & Defence Network (AIDN), it is essential to understand the transformative periods that have shaped its journey. From a nascent organisation to a pivotal entity in Australia's Defence landscape, AIDN's strategic narrative is defined by several critical phases and strategic decisions.

### Nationalisation Process

AIDN's nationalisation marked a significant shift, taking the organisation from a fragmented structure to a consolidated national entity. In 2020 Memorandums of Understanding (MOU) were signed by all AIDN chapters (states and territories). The transition to a single national entity was finalised when Western Australia joined following their AGM at the end of 2022.

This strategic move was instrumental in bolstering AIDN's legitimacy, message, and role, ultimately providing unified representation for the Defence Industry across Australia. By aligning state chapters under a shared leadership and vision, AIDN enhanced its credibility and established strong central governance that would prove fundamental in its trajectory.

### Advocacy and Relationships

AIDN's growth is resultant from its emphasis on advocacy, guiding relationships and positioning itself as the predominant facilitator in resourceful introductions for its members. Contemporary stakeholder mapping within the organisation aims to include influential figures crucial for advancing AIDN's advocacy efforts while establishing a prioritisation of effort and resource expenditure for engagement. AIDN will continue to enhance its position as a trusted advisor within the Defence Industry, with longer term aims to influence strategic policies which better represent the interests of its members.

### Membership Growth

The new national structure appears to have stimulated membership growth across a number of States and Territories. However, this growth was offset to some extent, by some members exiting the sector due to the release of 2023 DSR. It is assessed that others wavered in confidence due to mounting uncertainties, highlighted by project cancellations and a hiatus in spending. Of note, specific sectors such as professional services, saw an uptake in membership, which is attributed to AIDN's referral network and advocacy. One key tenet relevant for enhancing AIDN's membership base is rooted in its ability to influence higher level policy changes which affect SMEs.



## **Evolving Organisational Structure**

As AIDN transitioned from a state-based focus to a national and strategic orientation, the challenge was aligning local chapters with the national organisation, whilst retaining state and territory member connections via the local committees. This alignment was not about eradicating state identities but rather ensuring they operated within the national framework, adhering to a set of common boundaries and rules, particularly with regards to financial management and governance.

## **Facing Challenges and Embracing Strategic Shifts**

AIDN is poised to navigate a landscape replete with challenges. From maintaining relevance in an increasingly competitive environment and managing brand awareness, to ensuring effective advocacy, AIDN recognises the need for a change in strategic focus.

## **The Broader Strategic Environment**

The emergence of AUKUS and the implications of the DSR including Sovereign Defence Industrial Priorities (SDIPs), the Defence Industry Development Strategy (DIDS), subsequent updates of the National Defence Strategy (NDS), changes to the Surface Fleet Review, and the updates to the Industrial Investment Program (IIP), signify substantial strategic shifts in the direction of Defence Policy and Industry engagement. AIDN's actions in response to these shifts will be critical in reinforcing its role as a formidable influence in the Defence ecosystem.

## **Conclusion**

AIDN's narrative is one of adaptation and strategic evolution. With a proactive stance on advocacy, a nuanced approach to national integration, and an agile response to the changing Defence environment, AIDN is redefining its value proposition to members.

The strategic planning timeline, informed by significant events and shifts in the Defence sector, underpins the need for timely and decisive action to cement AIDN's position as an indispensable network supporting the interests of SMEs within the national and international Defence sectors, while embracing the challenges of building an effective mechanism for influence into the political environment to shape policy discussions and decisions.

Moving forward, AIDN must capitalise on the short window of opportunity presented by the current climate to demonstrate tangible benefits to its members and underscore its crucial role in delivering the outcomes specified in this era of strategic transformation and rapid environmental change.



## OUR VISION

*“Our vision is to be Australia’s leading Defence Industry network by enabling sovereign enterprises to be successful domestically and internationally.”*

## OUR MISSION

*“Our mission is to champion the interests of Australia’s Sovereign Defence Industry SMEs, ensuring our members are recognised, supported and positioned for success through dedicated advocacy, fostering effective networks and delivering comprehensive member services.”*

## MAPPING THE OPERATING ENVIRONMENT (SWOT)

### Strengths (Internal)

1. **Unified National Message:** AIDN’s nationalisation has been crucial for presenting a consolidated front across Australia, enhancing the Network's industry representation, creating a larger pool of shared resources and projecting influence into the political realm.
2. **Advocacy:** Evolving engagement with political and Defence sectors, promoting SME interests.
3. **Diverse and Valued Services:** Offers a range of services catering to its members' advocacy, networking, and business needs across all States and Territories.
4. **Strategic Leadership and Structure:** Establishment of the CEO role, with supporting administration and State/Territory based project officer roles. This structure delivers centralised financial management and member services. These paid roles are supported by State/Territory based volunteer committees and the AIDN National Board.
5. **Increasing Membership:** AIDN’s overall membership has continued to increase despite environmental changes such as the DIDS, DSR, NDS, IIP, and volatility on numerous large scale Defence projects. Analysis suggests this growth is largely attributed to the legitimacy of AIDN’s brand, resultant from its efforts to nationalise its operations and message.
6. **Strategic Partnerships:** Existing MOUs with international equivalents like NDIA (USA) and ADS (UK), facilitating domestic and global engagement.



7. **Positive Stakeholder Engagement:** Despite some challenges, AIDN has engaged well with government, media and whole of industry. The CEO has identified opportunities to strengthen this engagement and expansion of strategic influence.

### Weaknesses (Internal)

1. **Member Retention Challenges:** Difficulty retaining members due to perceived instability in the Defence sector, pressure from competing organisations, and a perception that AIDN is not currently delivering optimal value.
2. **Branding and Communication Issues:** Battles with brand awareness and clear messaging regarding AIDN's value proposition.
3. **Dependency on Volunteers:** Excessive reliance on volunteer efforts without a clear value exchange may affect engagement and sustainability.
4. **Alignment of Chapters with National Vision:** Balancing the autonomy of State Chapters with the need for alignment under the National Strategic Direction.
5. **Financial Clarity:** Need for transparent and sustainable financial growth strategies.
6. **Lack of Strategic Direction Clarity:** Some Chapters are unclear about the National Association's strategic direction and value delivery.
7. **Single Point of Failure:** Over-reliance on key individuals, such as the CEO, posing a risk to operational continuity.

### Opportunities (Internal and External)

1. **International Expansion:** Leverage strategic shifts like AUKUS, DIDS, and DSR to broaden international relevance and partnerships.
2. **CEO's Strategic Messaging:** The CEO's role offers an opportunity to strengthen national and international influence through expanded strategic communication.
3. **Enhanced Member Services:** Providing an updated and contemporary member services portfolio will seek to ensure that people receive a return on investment for their membership. Services in this context refers to tangible and financial benefits available to an individual following their investment into AIDN, ultimately offsetting their membership fees to some extent.
4. **Shared Resources and Capabilities:** Utilising national structure for strategic resource allocation and capability sharing among Chapters. Shared resourcing has the added benefit of sourcing opportunities in labour, contracts and capabilities.



5. **Advocacy, Influencing Political Policy and Defence Engagement:** Capitalising on established connections coupled to implementation of a broader government relations strategy, to influence Defence policy and industry regulations through consistent engagement and prioritisation of effort.
6. **Revenue Growth:** Exploring new revenue streams, including increased membership fees, grants, and contracts like the Victorian Defence Support Network.
7. **Industry Specific Knowledge and Training:** AIDN positions itself as the nexus of contemporary knowledge by drawing on its nationally available subject matter experts. Delivery of education is aimed at enabling SMEs to successfully engage with and navigate the Defence Industry.

### Threats (External)

1. **Emerging Competitors:** Organisations such as AI Group and AUKUS Forum may draw away potential members should their value proposition (perceived or actual) or brand awareness may eclipse AIDN's.
2. **Industry and Governmental Shifts:** Changes in Defence policies and priorities has created a challenging advocacy environment and potential erosion of member benefits.
3. **Non-partisan Challenges:** Risks associated with finding the right balance between maintaining an apolitical stance whilst effectively advocating to the governing party.
4. **Rapid Technological Change:** Having an inadequate understanding of technological developments relevant to Defence, resulting in an inability to guide and represent the SME membership base.
5. **Compliance and Regulation:** Adhering to complex regulatory and compliance requirements without hindering operational flexibility.
6. **Market Positioning and Relevance:** The ongoing challenge of maintaining market positioning and relevance amid an evolving Defence Industry landscape.
7. **Insufficient Government Influence:** An inability to affect or influence key government policies due to a lack of influence with decision making stakeholders.





## ENVIRONMENTAL ANALYSIS (SWOT)

		Helpful to achieving the objective	Harmful to achieving the objective
<b>Internal</b> Attributes of the organisation	<b>S</b> STRENGTHS	<ol style="list-style-type: none"> <li><b>Unified National Message:</b> AIDN's nationalisation has been crucial for presenting a consolidated front across Australia, enhancing the Network's industry representation, creating a larger pool of shared resources and projecting influence into the political realm.</li> <li><b>Advocacy:</b> Evolving engagement with political and Defence sectors, promoting SME interests.</li> <li><b>Diverse and Valued Services:</b> Offers a range of services catering to its members' advocacy, networking, and business needs across all States and Territories.</li> <li><b>Strategic Leadership and Structure:</b> Establishment of the CEO role, with supporting administration and State/Territory based project officer roles. This structure delivers centralised financial management and member services. These paid roles are supported by State/Territory based volunteer committees and the AIDN National Board.</li> <li><b>Increasing Membership:</b> AIDN's overall membership has continued to increase despite environmental changes such as the DIDS, DSR, NDS, IIP, and volatility on numerous large scale Defence projects. Analysis suggests this growth is largely attributed to the legitimacy of AIDN's brand, resultant from its efforts to nationalise its operations and message.</li> <li><b>Strategic Partnerships:</b> Existing MOUs with international equivalents like NDIA (USA) and ADS (UK), facilitating domestic and global engagement.</li> <li><b>Positive Stakeholder Engagement:</b> Despite some challenges, AIDN has engaged well with government, media and whole of industry. The CEO has identified opportunities to strengthen this engagement and expansion of strategic influence.</li> </ol>	<div style="background-color: #1a3d4d; color: white; text-align: center; padding: 10px;"> <b>W</b> WEAKNESSES         </div> <ol style="list-style-type: none"> <li><b>Member Retention Challenges:</b> Difficulty retaining members due to perceived instability in the Defence sector, pressure from competing organisations, and a perception that AIDN is not currently delivering optimal value.</li> <li><b>Branding and Communication Issues:</b> Battles with brand awareness and clear messaging regarding AIDN's value proposition.</li> <li><b>Dependency on Volunteers:</b> Excessive reliance on volunteer efforts without a clear value exchange may affect engagement and sustainability.</li> <li><b>Alignment of Chapters with National Vision:</b> Balancing the autonomy of State Chapters with the need for alignment under the National Strategic Direction.</li> <li><b>Financial Clarity:</b> Need for transparent and sustainable financial growth strategies.</li> <li><b>Lack of Strategic Direction Clarity:</b> Some Chapters are unclear about the National Association's strategic direction and value delivery.</li> <li><b>Single Point of Failure:</b> Over-reliance on key individuals, such as the CEO, posing a risk to operational continuity.</li> </ol>
	<b>External</b> Attributes of the environment	<b>O</b> OPPORTUNITIES	<ol style="list-style-type: none"> <li><b>International Expansion:</b> Leverage strategic shifts like AUKUS, DIDS, and DSR to broaden international relevance and partnerships.</li> <li><b>CEO's Strategic Messaging:</b> The CEO's role offers an opportunity to strengthen national and international influence through expanded strategic communication.</li> <li><b>Enhanced Member Services:</b> Providing an updated and contemporary member services portfolio will seek to ensure that people receive a return on investment for their membership. Services in this context refers to tangible and financial benefits available to an individual following their investment into AIDN, ultimately offsetting their membership fees to some extent.</li> <li><b>Shared Resources and Capabilities:</b> Utilising national structure for strategic resource allocation and capability sharing among Chapters. Shared resourcing has the added benefit of sourcing opportunities in labour, contracts and capabilities.</li> <li><b>Advocacy, Influencing Political Policy and Defence Engagement:</b> Capitalising on established connections to further influence Defence policy and industry regulations through consistent engagement and prioritisation of effort.</li> <li><b>Revenue Growth:</b> Exploring new revenue streams, including increased membership fees, grants, and contracts like the Victorian Defence Support Network.</li> <li><b>Industry Specific Knowledge and Training:</b> AIDN positions itself as the nexus of contemporary knowledge by drawing on its nationally available subject matter experts. Delivery of education aimed at enabling SMEs to successfully engage with and navigate the Defence Industry.</li> </ol>



## STAKEHOLDERS

AIDN's core business is centred around its abilities to advocate, network, and build influence. To achieve this in the future it must interoperate with a significant number of key domestic and international stakeholders to represent the interests of its membership, whilst growing influence with those it relies on to maintain its competitive advantage and remove obstruction to the industry. AIDN will remain politically agnostic. This considered, AIDN's primary purpose is representing SMEs within Defence Industry, and at times this will require representing their interests on important political decisions which may require AIDN to maintain the integrity of its messaging.

Understanding relevant stakeholders aids AIDN to pursue advocacy efforts that are not only precisely targeted, but also deeply informed, contributing to representation of its members that is both effective and relevant. By identifying key organisations or individuals across government, industry, and international domains, AIDN is better postured to forge strategic alliances, anticipate industry shifts, and provide bespoke services that meet the unique needs of its diverse membership pool.

Stakeholder insight is pivotal for informing AIDN's operational strategies, aligning them with the broader objectives of supporting Australia's Defence industry SMEs amidst an evolving landscape. It underscores the rationale for stakeholder engagement as a critical step in enhancing AIDN's efficacy as an advocacy network.

AIDN should draw attention to and create an understanding in the broader Australian Community of the need for Australian SMEs contributing to an Australian Defence Industry.

## GOVERNMENT RELATIONS

Government relations forms a strategic element to the advocacy of its members. The objective of this advocacy is to seek and attain changes to the procurement environment to foster better opportunities for AIDN's members. Achieving these changes in the current political environment (locally and globally) faces significant challenges. The government relations strategic outcomes should be implemented in order to:

- Ensure the community is represented and understood.
- Ensure the issues and challenges impacting the membership are known.
- Seek to contribute and influence the policy making and decision makers in government.
- Foster a better working relationship to create more opportunities for members in defence related business.



## MEMBER CLASSIFICATIONS

AIDN provides services and products for the following customer classifications (in non-priority order):

- Type 1 – ‘Break-in/Pivot’
- Type 2 – ‘Micro-SME’
- Type 3 – ‘Start-up’
- Type 4 – ‘Established SME’
- Type 5 – ‘Primes’



## MEMBER CLASSIFICATIONS

### TYPE 1 - ‘BREAK-IN / PIVOT’

These are SMEs that are new to the Defence sector, looking to establish themselves or pivot their existing capabilities to meet Defence Industry needs.

### TYPE 2 - ‘MICRO SME’

These are very small enterprises, typically with five or fewer employees, often highly specialised.

### TYPE 3 - ‘STARTUP’

This group includes new companies in the Defence sector. On occasions this will be linked with venture capital, private equity, or technology-driven business models.

### TYPE 4 - ‘ESTABLISHED SME’

These SMEs have a proven track record in the Defence Industry and are looking to sustain and grow their market presence. They have an employee based of less than 200.

### TYPE 5 - ‘PRIMES’

Large companies that typically have significant contracts with Defence and government agencies and play a key role in major procurement programs.



### Type 1 - Break-in / Pivot

**Definition:** New to Defence sector SMEs looking to establish themselves or pivot their existing capabilities to meet Defence Industry needs.

**Market Behaviour:** They actively seek entry points into the market, often requiring guidance on compliance, certifications, and introductions to key individuals or organisations.

**Needs:** Facilitation of their market entry through networking events, introductions to Primes and SMEs, educating on industry standards, and providing essential advocacy. This advocacy is crucial for navigating the complexities of the Defence Industry (from the perspective of enabling the SMEs themselves as well as removing Federal and State level obstacles which would otherwise prevent their successful entry into the sector).

### Type 2 - Micro-SME

**Definition:** These are very small enterprises, typically with five or fewer employees, often with highly specialised capabilities.

**Market Behaviour:** Micro-SMEs seek to carve out niche roles within the Defence sector, focusing on specialised services or products. They may have limited resources for market exploration. They will often seek collaboration with other entities to explore or create larger opportunities.

**Needs:** Identification of opportunities for collaboration and provide a platform for visibility amongst larger entities that require their niche expertise. Additionally, advocacy plays a crucial role for Micro-SMEs, as AIDN can represent their unique interests and challenges within the broader Defence industry, helping to level the playing field and ensure their innovative solutions and services gain the recognition and opportunities they deserve. This includes advocating for policies that support the growth and sustainability of Micro-SMEs in the Defence sector.

### Type 3 - Start-up

**Definition:** This group includes new companies in the Defence sector. On occasion, it will be linked to venture capital, private equity, or technology-driven business models.

**Market Behaviour:** Start-ups are often at the forefront of innovation, looking to disrupt traditional markets with new technologies and business models. They aim for rapid growth and scalability but often lack the organisational depth which comes from years of governance and systems development. In the context of Defence industries, it is unlikely they have the environmental or contextual knowledge to progress forward into the industry without undue obstruction.



**Needs:** Promotion of their innovative solutions to Primes and government agencies, assisting them in finding investment and partnership opportunities for growth. This includes facilitating industry-specific education to bridge knowledge gaps, ensuring start-ups understand the Defence sector's nuances, compliance requirements, and opportunities. AIDN will advocate for the removal of systemic obstacles that could hinder start-up success, actively working to influence policy and regulatory environments in favour of fostering an innovative and accessible Defence Industry landscape.

#### Type 4 - Established SME

**Definition:** These SMEs have a proven track record in the Defence Industry and are looking to sustain and grow their market presence. They have an employee base of less than 200 people.

**Market Behaviour:** They often aim for market penetration by deepening their engagement with existing clients or market diversification by expanding into new product lines or services.

**Needs:** Expansion efforts through targeted advocacy, advanced networking opportunities, and strategic business services aligning with their growth strategies.

#### Type 5 - Primes

**Definition:** Large companies that typically have significant and well-established contracts with Defence and government agencies and play a key role in major procurement programs.

**Market Behaviour:** Primes often set the market direction and substantially influence the industry. They may be looking to diversify their supplier base or find innovative SME partners.

**Needs:** Facilitation of relationships between Primes and AIDN's SME members to assist Primes in identifying the specialist skills on offer, allowing them to provide Defence with greater depth of service and increased Australian Industrial Content in their service offering. By increasing the use of Australian SMEs, it allows Primes to demonstrate to Defence that they are assisting them with their objective in the IIP to uplift Tier 3 SMEs into Tier 2 SMEs, as well as advocating for fair opportunities in large procurement programs and fostering a healthy and competitive supply chain.



## SERVICE OFFERING & VALUE PROPOSITION

In the Australian Industry & Defence Network (AIDN) context, **advocacy**, **network**, and **member services** represent three core pillars of the organisation's member value proposition.

These pillars are designed to support AIDN's overarching mission of championing the interests of Australia's Defence Industry, particularly SMEs, enabling them to thrive domestically and internationally.

### Advocacy

Advocacy within AIDN involves representing and advancing the interests of its members within the broader Defence Industry. This includes:

**Policy Influence:** Engaging with policymakers, Defence departments, and other regulatory bodies to influence legislation and policies that impact the Defence Industry. The goal is to ensure a favourable operating environment for AIDN members.

**Sector Representation:** Acting as the unified representative for Australia's Defence Industry SMEs, ensuring their needs and contributions are recognised in strategic defence planning and procurement decisions.

**Issue Campaigning:** Identifying and addressing specific challenges members face, whether regulatory hurdles, market access issues, or procurement barriers, through targeted campaigns and discussions with relevant stakeholders.

### Network

The Network aspect of AIDN focuses on creating and fostering connections within the Defence Industry and related sectors, both domestically and internationally. This includes:

**Industry Events and Forums:** Organising events, workshops, and forums that provide opportunities for members to meet, exchange ideas, and form collaborations with peers, government representatives, and Defence primes.

**Business Matchmaking:** Facilitating introductions and connections between members and potential clients, partners, or suppliers within the Defence and government sectors.

**Collaborative Platforms:** Offering platforms for knowledge sharing and collaboration among members, including special interest groups, online forums, and collaborative industry projects.



## Member Services

Member Services within AIDN encompass a range of offerings designed to support members' business operations, growth, and development. These include:

**Professional Development:** Providing members with access to training, workshops, and seminars on topics relevant to the Defence Industry, such as compliance, procurement processes, and emerging technologies.

**Business Support Tools:** Offering resources and tools to assist members in navigating the Defence sector, including tender writing assistance, compliance guidelines, and industry standards.

**Market Intelligence:** Delivering insights and analysis on market trends, Defence spending, and opportunities within the Defence sector to help members make informed business decisions.

**Tangible Benefits:** Providing access to fiscal benefits which support offsetting member fees. Examples include discounts, deductions, or free inclusions from other AIDN organisations, sponsors, affiliates, or partners.



## SERVICE OFFERING MATRIX

<b>AIDN – SERVICES STRUCTURE</b>			
	<b>ADVOCACY</b>	<b>NETWORK</b>	<b>MEMBER SERVICES</b>
<b>STRATEGIC</b>	<p><b>Policy Influence and Sector Representation</b></p> <ul style="list-style-type: none"> <li>Legislative lobbying for favourable Defence policies.</li> <li>High-level stakeholder engagement for sector support.</li> <li>Strategic partnerships with international Defence bodies.</li> </ul>	<p><b>Strategic Alliances</b></p> <ul style="list-style-type: none"> <li>Leadership forums with Defence Industry leaders.</li> <li>International Defence trade missions.</li> <li>Strategic alliances with global Defence networks.</li> </ul>	<p><b>Strategic Insights &amp; Trends</b></p> <ul style="list-style-type: none"> <li>Market intelligence reports.</li> <li>Strategic forecasting.</li> <li>Access to Defence Industry insights and global trends analysis.</li> </ul>
<b>OPERATIONAL</b>	<p><b>Local Advocacy</b></p> <ul style="list-style-type: none"> <li>State-based advocacy campaigns for local industry needs.</li> <li>Engagement with local government for Defence Industry development.</li> <li>Regulatory support and guidance.</li> </ul>	<p><b>State-Level Networking</b></p> <ul style="list-style-type: none"> <li>State and territory networking events and seminars.</li> <li>Collaborative industry projects and initiatives.</li> <li>Cross-state industry forums.</li> </ul>	<p><b>Professional Development &amp; Resources</b></p> <ul style="list-style-type: none"> <li>Professional development and training sessions.</li> <li>Certification and accreditation support.</li> <li>Business operation toolkits.</li> <li>Opportunity for businesses to generate leads internally within the network by offering corporate financial incentives for other AIDN members</li> </ul>
<b>TACTICAL</b>	<p><b>Member Advocacy Campaigns</b></p> <ul style="list-style-type: none"> <li>Grassroots campaigns on specific member issues. Direct advocacy for small project funding or support.</li> <li>Member representation in specific Defence discussions.</li> </ul>	<p><b>Local Networking Events</b></p> <ul style="list-style-type: none"> <li>Local meetups and networking breakfasts.</li> <li>Industry site visits and project showcases.</li> <li>Business matchmaking and introduction services.</li> </ul>	<p><b>Support Services</b></p> <ul style="list-style-type: none"> <li>Tender writing assistance and workshops.</li> <li>Technical training on Defence standards.</li> <li>Compliance and regulatory advice.</li> <li>Discounts and financial benefits associated with membership</li> </ul>





## STRATEGIC GOALS AND TARGETS

The Australian Industry & Defence Network (AIDN) has a strategic vision and mission aimed at positioning itself as the leading network for Australia's Defence Industry focused on enabling sovereign enterprises to achieve success both within Australia and on the global stage. Central to its strategic planning for the period 2024-2030, AIDN has identified three critical goals: fostering growth, enhancing effective advocacy, and achieving domestic and global prominence.

### **Goal 1 - Growth**

AIDN is committed to substantial growth, focusing on: increasing its membership base, boosting revenue, expanding geographic offerings, and capturing a larger market share.

Key initiatives include achieving a target of 1000 paid members by the end of 2025, striving for a 10% net year-on-year revenue growth, developing at least two non-member revenue streams, securing grant funding, and leveraging State Government Relationship Funding for expansion.

### **Goal 2 - Effective Advocacy**

To strengthen its advocacy efforts, AIDN plans to enhance stakeholder engagement and government relations, map member information thoroughly, and develop and maintain clear, uniform key messages at state, national, and international levels.

This involves detailed stakeholder mapping by April 2024, developing a Government Relations Strategy, and the change of 'sovereign' definitions in collaboration with the Commonwealth of Australia and Defence by 2026.

### **Goal 3 - Domestic & Global Prominence**

AIDN aims to significantly increase its brand recognition and positioning, establish itself as the pre-eminent ambassador for the Defence Industry, and foster international and domestic partnerships.

Key initiatives include the rebranding and launch of the new AIDN logo and website as a national body, invitation as active contributors within media and trade events, increasing our domestic relevance through education initiatives in collaboration with enabling industries, and increasing Memorandums of Understanding with international organisations.



## CONCLUSION

The Australian Industry & Defence Network (AIDN) is focused on the future.

Central to this is AIDN's commitment towards growth, effective advocacy, and establishing an influential presence both domestically and globally. This commitment is underpinned by strategic goals crafted to address the dynamic and evolving landscape of the Defence Industry, ensuring AIDN remains at the forefront of championing the interests of Australia's sovereign Defence Industry SMEs.

The review process, inclusive of comprehensive discussions at the Chapter level, industry research, and strategic development workshops, has identified key areas for development and reinforcement. These include the crucial role of nationalisation in enhancing AIDN's representation across Australia, and the strategic importance of advocacy and relationship building in navigating Defence Industry relationships.

AIDN's future is characterised by a strategic approach which balances state-level autonomy under the overarching national structure. By fostering clear and timely communication and ensuring shared resourcing, AIDN is postured to make decisions that are cohesively aligned from the tactical level through to the strategic, thereby supporting deliberate decision-making at all organisational levels.

Strategic actions such as strengthening partnerships and alliances, enhancing leadership and advocacy capabilities, and investing in market intelligence and research are instrumental in achieving AIDN's goals.

As AIDN navigates its strategy, it does so with the knowledge that its actions today are laying the groundwork for a future where the Australian Defence Industry is more connected, supported, and successful.



## ANNEX A - PLANNING ASSUMPTIONS

This Strategic Review recognises the following planning assumptions:

1. **National Unification:** Assuming that the nationalisation process of AIDN significantly enhances its legitimacy, message, and unified representation across Australia, thus strengthening its advocacy capabilities.
2. **Advocacy Efficiency:** Believing that AIDN's advocacy and stakeholder engagement efforts effectively influence policy and decision-making within the Defence sector.
3. **External Opportunities Recognition:** Predicting that international partnerships and external developments like AUKUS, DIDS, DSR, NDS, and IIP offer significant opportunities for AIDN to expand its influence and services.
4. **Technology and Innovation Adoption:** AIDN will invest in technologies that support the delivery of its key objectives.
5. **Market Positioning and Relevance Maintenance:** Assuming that AIDN can maintain its market positioning and relevance amidst evolving Defence sector dynamics and emerging competitors.
6. **Stakeholder Engagement Impact:** Assuming that effective stakeholder engagement with government, Defence, industry bodies, and unions is critical for AIDN's success and influence.



## ANNEX B - KEY MESSAGES

The following is a collection of strategically represented key messages to assist in the synchronisation and standardisation of:

### 1. **Unified National Representative for Defence SMEs:**

*"As Australia's premier network for the Defence Industry, AIDN represents a unified message, championing the interests and advancements of SMEs within the Defence sector domestically and internationally."*

### 2. **Champion of SME Growth and Innovation:**

*"AIDN is dedicated to fostering growth and innovation among small and medium-sized enterprises in the Defence Industry, enabling them to thrive through strategic advocacy, networking opportunities, and comprehensive member services."*

### 3. **Advocate for Fair and Inclusive Policies for Sovereign Australian Companies:**

*"Through proactive advocacy, AIDN works tirelessly to influence policies and procurement practices that are fair, transparent, and inclusive, ensuring SMEs have equitable access to Defence contracts and opportunities."*

### 4. **Builder of Strategic Partnerships and Alliances:**

*"We leverage our strategic partnerships and alliances, both nationally and internationally, to bring unparalleled opportunities, insights, and support to our members, positioning them at the forefront of global Defence Industry developments."*

### 5. **Provider of Essential Industry Insights and Intelligence:**

*"AIDN delivers critical market intelligence and industry insights, empowering our members with the knowledge and tools needed to navigate the evolving Defence landscape and seize emerging opportunities."*

### 6. **Catalyst for Professional Development and Excellence:**

*"Our commitment to professional development and excellence drives us to offer tailored training, workshops, and resources, enhancing the capabilities and competitiveness of our members."*

### 7. **Engagement and Collaboration Facilitator:**

*"Through our extensive network and events, AIDN facilitates meaningful engagement and collaboration among industry stakeholders, fostering a cohesive community that shares knowledge, challenges, and successes."*

### 8. **Responsive and Member-Focused Organisation:**

*"AIDN is a responsive and member-focused organisation, dedicated to meeting the evolving needs of our members, advocating on their behalf, and providing services that support their growth and success in the Defence Industry."*



## **9. Value Proposition:**

*“The Australian Industry & Defence Network (AIDN) champions the success of Australia's Defence SMEs through advocacy, networking, and member services. By influencing policy for a fairer business landscape and fostering key industry connections, AIDN equips its members with the resources and support needed to thrive. AIDN enhances member capabilities, ensuring they are well-prepared to navigate the challenges and opportunities of the Defence sector. AIDN is a member-driven organisation which serves as the essential partner for SMEs navigating the complexities of the Defence Industry.”*