



Australian Government

Department of Industry, Science,  
Energy and Resources

# A scoping project to assess and evaluate active Australian government- supported business management advisory services

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International literature review and scoping study  
of business advisory services

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## Table of Contents

Executive Summary .....	4
About this study	4
Key findings	4
Recommendations	5
1. Background .....	7
2. Introduction.....	8
2.1 Limitations of the study	8
2.2 Review research methods	9
2.3 Program objectives	9
3. Describing and comparing federal and state government supported business advisory services .....	11
4. Comparing Australian and international state government supported business advisory services .....	15
5. Rationale for government supported business advisory services.....	17
6. What firm size and industries/sectors receive assistance.....	18
7. Advice plus financial assistance.....	19
8. Main findings about program design, performance and recommendations.....	20
8.1 Entrepreneurs' Programme evaluation	20
8.2 Small and Family Business, Advisory Program	20
8.3 Limitations of program evaluation	21
9. Interviews with government and non-government key respondents.....	21
9.1 Government respondents	21
Program rationale and scope	21
Program duplication	22
Program evaluations are generally not published	22
Problems with program evaluations	22
Gaps within programs	23
9.2 Non-Government respondents	23
Program rationale and scope	23
Program duplication	24
Gaps in programs	24
10. Conclusion .....	25
References .....	27
Appendix A List of programs analysed- Basic information.....	29
Appendix B List of programs analysed .....	33
Appendix C List of programs not analysed .....	66
Appendix D Short summary of the program .....	71
Appendix E Dollar value and eligibility criteria of the programs.....	72

Appendix F	Participant Information sheet.....	82
Appendix G	Consent form .....	83
Appendix H	Interview protocol.....	84

## List of Figures

Figure 1: Distributions of business advisory services programs across Australia	8
Figure 2: Distribution of program objectives across Australia	13
Figure 3: Distribution of program relating to business management strategy and directions	13
Figure 4: Distribution of program relating to production and operational management	14
Figure 5: Distribution of program objectives between Australia and International	16
Figure 6: Distribution of programs total vs programs focused on SMEs	18

## List of Tables

Table 1: Program objectives*	10
Table 2: Distribution of programs objectives X Federal/State. count*	11
Table 3: Distribution of programs objectives X Federal/State. column percentage (by state)	12
Table 4: Distribution of programs objectives X Federal/State row percentage (by state)	12
Table 5: Distribution of International programs objectives X Nation. count*	16
Table 6: Distribution of International programs objectives X Nation column percentage (by state)	17
Table 7: Distribution of International programs objectives X Nation row percentage (by state)	17
Table 8: Examples of programs offering advice and funding	19

# Executive summary

## About this study

- This study addresses the knowledge gaps in the current landscape of government-supported business management advisory services delivered by Australian governments at a state and national level. The project identifies, classifies and compares business management advisory services both nationally and internationally (via the study of international business support programs conducted separately) and describes important areas for improvement.
- Data was sourced from publicly available business support programs evaluations and program documentation as well as 14 interviews with key government and non-government respondents, with the latter representatives of industry associations and academics in relevant fields of study.
- A total of 58 Australian federal and state government business support programs were identified and analysed (Table 1). The federal government supported 25 or 43 per cent of the programs evaluated. The study identified 5 broad program objectives namely: lifting firm and/or industry innovation; efficiency & productivity; increasing the rate of new firm creation; expanding existing firms; increasing firm exports; and, improving inter-firm collaboration. These objectives formed an important part of the analysis.

## Key findings

Data on the performance of Australian government-supported business management advisory programs is very limited. Only 4 of the 58 programs considered for this study have been the subject of a publicly-available formal evaluation and these all have methodological limitations. Descriptive or other qualitative data on program performance is also very limited. These data provide only minimal guidance as to the performance, the future direction and potential improvement of government-supported business advisory services. Nevertheless, drawing on both the analysis of domestic programs (this report) and international programs (Agarwal et al., 2021) these findings were made:

- Evaluations of business advisory services and other documentation generally found their respective programs were meeting their objectives.
- The shortage of publicly-available evaluations is a major problem for the efficiency, effectiveness and transparency of these programs. Moreover, due to insufficient detail in program documentation, it is impossible to determine precisely the specific characteristics of program design and implementation that produce the expected outcomes. This is a major issue for those seeking to replicate all or part of successful programs.
- All states operate multiple programs across multiple objectives. The federal government operates programs across a broad range of objectives.
- There are 9 main types of program services identified: Business model and structure, Strategic thinking, Process and system, Workforce planning and Sale channels, Leadership, Quality Assurance, Investment attraction, Risk management and Financial management.
- Most programs are targeted at Small and Medium Enterprises (SME). Also targeted are start-ups, exports, advanced manufacturing, agriculture, aged care providers, defence industry and tourism.
- All programs are directed at supporting economic development but most programs also have multiple specific goals and sometimes multiple means to achieve these.

- Many programs offer both advice and financial assistance via grants to implement improvements.
- The multiplicity of apparently similar programs across the state and federal jurisdictions raises the possibility of wasteful duplication. (Several respondents commented on this).
- Based on the interviews conducted nationally, government and non-government respondents reported the important role for government-supported programs but had four suggestions for their improvement, namely: i) that governments should be more explicit about the rationale for specific programs; ii) more and regular evaluations should be undertaken to lift program performance; iii) greater involvement of industry in program design and evaluation is needed; and iv) duplication of programs be avoided and limited scope for learning by program managers across jurisdictions be encouraged.
- Interviewees identified gaps in current service provision including more management training. (Respondents were quite critical of the general capability of Australian management.) They wanted to see more support for innovation and commercialisation. They were also critical of the quality of some program delivery agents and noted the scope for malfeasance. The latter was mentioned in regard to voucher programs. The difficulty of getting high-quality private program delivery agents into regional and remote locations was also raised.
- A similar number of business advisory programs were identified and analysed in Australia (58) as found operating internationally (53). (However, there are issues with the availability and quantity of public information about international business support programs and their respective evaluations). It would appear the broad scope of Australian business advisory programs is comparable to that found across international programs.
- Only two programs provided (both from formal evaluations) an explicit market failure rationale for their existence. Documentation on international programs was generally more explicit, but even here detail was found to be limited.
- There are important similarities but also important differences in the distribution of domestic and international programs by objective. Internationally more programs are devoted to the first objective of lifting firm and/or industry innovation (51%) than in Australia (38%). 8 of the 11 nations or groups devoted at least 50% of their programs to objective 1. This may reflect a higher share of manufacturing in output and greater commitment to innovation in these nations. Australian programs are much more likely to be oriented to assist existing firms (31%) compared to international programs (13%). Australia has (9%) of programs whose principal objective is promoting inter-firm collaboration compared to 9% internationally.

## Recommendations

- Ensure higher quality publicly available program evaluations. Consistent with international best practices, the state and federal government industry program managers should consider using Randomised Control Trials (RCT) to evaluate industry support programs. Given their cost and the challenges in retaining participants in non-control groups, RCTs are arguably best suited to trialling pilot programs.
- Two high quality evaluations were identified which uses rigorous methodology involving 'control group' approach to determine the effect and scale of 'treatment' via participation in business management programs. These are DISER (2019 a & b) evaluations of the Enterprise Connect program and Commercialisation Australia.

- To aid replication and learning, more research is needed to determine the specific operational characteristics of well-performing programs. This should include cooperation with managers and researchers involved with international high performing programs.
- Program documentation should have a brief statement regarding the specific problem the program is intended to address. This will clarify the programs' purpose and aid evaluation.
- Apparent program duplication across and within federal and state jurisdictions should be investigated. This duplication may arise because of the lack of communication across jurisdictions and/or lack of clarity about program aims.
- The gaps in service provision, especially in regional Australia, and the suggestions to improve program design (such as greater engagement of industry in planning) should be seriously considered.
- Incorporate more management capability building within business advisory programs, including dynamic management building, because such capabilities can contribute positively to firms' success in volatile, uncertain, complex and ambiguous environments.

# A scoping project to explore active government business management advisory services – Australian federal and state Programs

## 1. Background

A key driver of productivity growth is investment in technological change and innovation, including ‘non-R&D’ innovation, such as new business models, design, systems integration, and work and management practices (Green, 2021). The 2009 *Management Matters* research (Green et al., 2009, Agarwal et al., 2014) and more recent research find that firms with higher levels of management capability perform better in terms of sales, productivity, growth, innovation and firm employment firm growth (Agarwal et al., 2020 a, b; Agarwal et al 2019). For example, the latest *Australian Innovation System Monitor* finds that ‘innovation-active’ firms are twice as likely to report increased productivity. On the other hand, the management capability research also showed that that only 6 per cent of Australian firms rank in the highest category on strategic management, while around 58 per cent rank in the lowest category (Moran et al., 2018). Recently, according to the *World Competitiveness Year Book 2021 (WCY)*, Australia ranks 58th compared with 35th only a year ago.

Australian businesses are struggling to maintain their competitive advantage, and in order to enhance Australia’s productivity, businesses need to identify areas of competitive advantage, seize opportunities, and innovate, especially when firms are subject to a volatile, uncertain, complex and ambiguous (VUCA) environment (Bennett & Lemoine, 2014), such as caused by COVID-19. According to the most recent Intergovernmental Report (IGR 2021: 54): ‘All levels of government have a role to play in boosting productivity growth through policy and regulation that facilitates efficient investment in technology, improves market efficiency and competitiveness, and lifts the health and capability of our workforce.’

The Australian Government has provided a variety of business advisory programs to support Australian business. This endeavour was largely influenced by the management capabilities research in Australia (Green et al., 2009, Agarwal et al., 2014, Agarwal et al., 2020 a, b; Agarwal et al., 2019), including international seminal research work by Bloom and Co (e.g., Bloom & Van Reenen, 2007, 2010; Bloom et al., 2013; Bloom et al., 2019). However, most of the research to date on management practices indicated that firm-level productivity has been mainly enhanced through fostering ‘ordinary capability which is amenable to transfer and testing in an experimental setting. In the dynamic capabilities’ framework, that is merely the tip of the iceberg in terms of the ways that management matters’ (Teece, 2019).

Here ordinary capabilities refer to a firm’s operational capabilities, which are primarily static and focussed mainly on efficiency. These capabilities focus mainly on ‘doing things right’ by adopting managerial best management practices across business functions (Teece & Brown, 2020). In contrast, dynamic capabilities are forward-looking, strategic in nature, and are concerned with ‘doing the right things’. The focus is on effectiveness and innovation, to sustain competitive advantage, especially in uncertain external environments. Strong ordinary capabilities can raise productivity at the firm level by pushing them closer to the productivity frontier; however, they do not guarantee future growth nor provide a sustainable competitive advantage in the long run. Further, a firm facing environmental turbulence needs to be armed with capabilities that will allow it to formulate specific strategies to prepare for future disruptions, and thus provide higher, dynamic, capabilities that can cope with uncertain external environments (Teece et al., 1987; Teece & Brown, 2020).



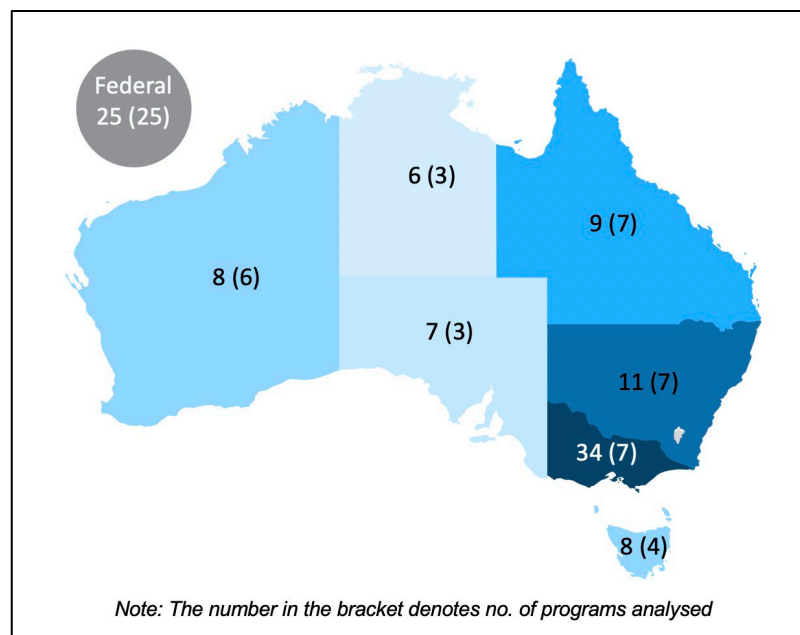
As firms are the engines that drive economic development and enhance national productivity, they need both ordinary and dynamic capabilities. As the business advisory service programs aim to enhance enterprise capability, henceforth, a sound understanding of the current state and potential gaps of business advisory service programs are essential, especially when operating under a VUCA environment.

Given the important role of advisory services in helping Australian firms become more productive, this research set out to investigate and scope government-supported business advisory programs at the federal level and across different states. Knowledge gaps about these programs inhibit collective learning and the ability to improve advisory support currently available to businesses.

## 2. Introduction

There is very limited publicly available research examining Australia's government-supported business advisory services, their effectiveness and reach across jurisdictions. This report attempts to address some of these knowledge gaps. These services provide strategies to firms to improve business capability by introducing financial, operational, quality and safety measures. The project identifies, catalogues and compares business management advisory services across Australia delivered directly by the public sector or contracted out to the private sector. Figure 1 depicts the distribution of the identified services across Australia. The number outside the bracket indicates the number of programs identified and number within the bracket indicates the number of programs analysed in this study.

Figure 1: Distributions of business advisory services programs across Australia



### 2.1 Data limitations

This study is constrained by the availability and quality of the data.

- An acknowledged limitation in undertaking such a study is its dependence on the public availability of program evaluations of sufficient quality, quantity and scope, to answer the research questions.

- An especially acute problem observed is that all business advisory service evaluations identified were funded, if not undertaken, by government. This leads to an inherent selection bias since it is arguably in the self-interest of sponsoring entities to fund evaluations of programs they believe are reasonably efficient and effective. Unfavourable evaluations are less likely to be selected to appear on the public record.
- Because some evaluations appear in peer-reviewed academic journals, it is also worth noting that many studies have found such publications have a bias to select research showing positive outcomes or findings, which support the author's hypotheses (Duyx et al., 2017). Indeed, none of the programs in this report were deemed not to have achieved their objectives. There is no obvious methodological remedy to these forms of selection bias. Therefore, while this report should assist policy makers to identify the broad design parameters of 'successful' programs, it is much less useful in identifying or in suggesting ways to ameliorate less successful or failed programs.
- The final data limitation is there was not a close correspondence between the description of the characteristics of Business Management Advisory Services in the Statement of Requirements and that provided in the documentation describing the range of services delivered in government-supported business advisory programs. This was typically the case because program objectives were expressed in a general way (e.g., 'encourage start-ups') or they specify several characteristics for change (e.g., lifting innovation and/or exports/improve business processes). Despite this, where practical, programs were allocated to these characteristics of Business Management Advisory Services. Figure 2, Figure 3, Figure 4 and Appendix A provide an approximate allocation of program objectives by representative program characteristics.
- The project catalogues some of the characteristics of the business advisory services in terms of the scale of government funding, participant eligibility criteria, and level of engagement subject to data availability. These characteristics are specified in only some of the programs, making it difficult to offer meaningful comparisons or to inform policy decision making. Nevertheless, information about the dollar value of these programs (government funded programs or funding to participants under these programs), the eligibility criteria of the analysed programs, and the size of firms receiving the services have been captured, whichever and wherever applicable, and are provided in Appendix E.

## 2.2 Review research methods

In consultation with DISER, the research methodology involved two processes: desktop research examining Australian programs and interviews with key stakeholders. Potential reports were identified using online Boolean search terms such as '[state] and business and support or program or incentive or grant and review or evaluation or assessment or report'. An examination of 58 representative business advisory services in the federal and state governments was undertaken. Administrators of government-supported management business advisory programs, academics and non-government representatives of industry associations whose members use these programs were identified and approached to participate in a semi-structured online interview. The purpose of the interviews was to gather perspectives on the relevance of current programs and to identify any gaps in provision of government-supported business management advisory services and on possible improvements to their design and delivery.

## 2.3 Program objectives

The great majority of both domestic have multiple, or even diffuse goals, reflecting the great variety of market failures that constitute the explicit or implicit rationale for business assistance

programs. Further, all programs are directed broadly at supporting economic development but most programs also have multiple specific goals and sometimes multiple means to achieve these. To make the analysis of business advisory service programs tractable a typology of program objectives was developed. Each program was classified into just one category, based on its dominant stated purpose. This typology was found to be reasonably fit for purpose. The programs' objectives are also linked to two broad capabilities the programs sought to foster:

- (i) **Business management strategy and direction** capabilities (that is, business model and structure, financial management, leadership and strategic thinking) and
- (ii) **Production and operational management** capabilities (that is, process and system, workforce planning, quality assurance, sales channels, investment attraction, resilience and risk management). The details of the breakdown by program are in Appendix 5.

Most of these business advisory service categories fall under operational management capabilities, although some capabilities such as resilience can be classified as a dynamic capability. Table 1 below lists the five objectives of the programs and relates them broadly to these advisory programs characteristics.

*Table 1: Program objectives\**

Program Objective	Definition	Capability I Whole-of-business management strategy & direction	Capability II Production & operational management
1. Lifting firm and/or industry innovation, efficiency & productivity	Programs principally directed at product, process or organisational performance. Almost all such programs used new technology such as automation, new products/services or digital transformation of their services/marketing.	Strategic thinking; business model and structure; process and systems	Processes & systems; workforce planning (skills and training); 1 quality assurance
2. Increasing rate of new firm creation	Notably programs of assistance to start-ups and encouragement of entrepreneurship.	Strategic thinking; business model and structure; financial management	Investment attraction; risk management; resilience
3. Expanding existing firms	These programs provide generic business advisory services focussed on improving functions like business plans, finance systems, marketing, with a general aim of lifting growth and employment.	Leadership; business model and structure; financial management	Sales channels (market diversification); investment attraction
4. Increasing firm exports	These programs use a variety of means such as assisting firms to identify overseas markets, supply chains, import/export licences and requirements, and to subsidise firms' promotional activities. They are typically directed at existing firms, either exporters or non-exporters.	Strategic thinking	Risk management; sales channels (market diversification)
5. Improving inter-firm collaboration	Such improvement is usually fostered as a means of promoting diffusion of technical and market intelligence but can also be an end in itself. Typically relies on notions of external economies from clustering of firms or related industries. Alternatively, it promotes firms cooperating collectively or singly to solve technical, marketing or training problems. Differs from objective 1 as this service works with individual firms and relies primarily on external experts as consultants. Developing links between firms and external research institutions to solve problems is a key objective and collaboration is intended to benefit both parties.	Strategic thinking; leadership	Risk management

\*This concordance between objectives and program characteristics is only approximate.

### 3. Describing and comparing federal and state government-supported business advisory services

We identified a total of 58 federal and state government business support programs (Table 2). Key points worth noting are:

- The federal government accounted for 25 of these or 43 per cent of the total and operated programs across a broad range of objectives.
- All states operate multiple programs, with Victoria operating the most programs (7). All states operate programs across multiple objectives. Queensland and the Northern Territory operate across only 2 objectives.
- All states and the federal government run programs directed at increasing industry innovation, efficiency and productivity. With the exception of Tasmania, all, run programs under objective 2 (increasing the rate of new firm creation).
- 4 jurisdictions (NSW, Victoria, Tasmania and the Commonwealth) ran programs whose major purpose was promoting inter-firm collaboration.
- The most common capabilities of the programs aimed to enhance were: business model and structure, strategic thinking, process and system, workforce planning and sale channels.

A summary of all programs operating at a state and federal level is provided in Appendix A. It lists their objective; whether they have been evaluated; their target; and who delivers the program. Most major federal and state programs were included in this research; however, the list is not exhaustive. Appendix C contains the list of programs which weren't analysed. A snapshot of all the programs identified and evaluated in this study is presented in Appendix D.

Table 2 shows the distribution of programs by objective between the jurisdictions. One perspective on this data is that it shows the contribution of each jurisdiction to the 'national effort' in delivering business support programs across Australia and the relative differences in concentration of jurisdictions on different objectives.

*Table 2: Distribution of program objectives (x) federal/state. count\**

	Number of Programs <sup>1</sup>	Objectives				
		1	2	3	4	5
Federal	25	10	7	6	2	
NSW	4	1	1	2		
Vic	7	3		3	1	
Tas	4	2	1		1	
Qld	5	3		2		
WA	6	1	3	1	1	
SA	4	1		2	1	
NT	3	1		2		
<b>Total</b>	<b>58</b>	<b>22</b>	<b>12</b>	<b>18</b>	<b>6</b>	<b>0</b>

\*Objectives 1. industry innovation, efficiency and productivity; 2. increasing the rate of new firm creation; 3. expanding existing firms; 4. increasing firm exports; 5. inter-firm collaboration

<sup>1</sup> As multiple programs have more than one objective, we have used the dominant objective for calculation purpose

The federal government runs 10 programs directed at objective 1 and three states, Victoria, Tasmania and Queensland run more than 1 program. The extent to which there may be duplication between the federal and state government programs is taken up later. The federal government is somewhat over-represented in programs directed at objective 2 and somewhat underrepresented in running programs for objectives 3 and 4 (as shown in Table 3). The extent to which a jurisdiction is under- or over-represented can be taken to reflect both its particular priorities for development, its industrial structure and the needs of business in the jurisdiction.

*Table 3: Distribution of program objectives (×) federal/state. column percentage (by state)*

	Number of Programs	Objectives				
		1	2	3	4	5
Federal	43%	45%	58%	33%	33%	0%
NSW	7%	5%	8%	11%	0%	0%
Vic	12%	14%	0%	17%	17%	0%
Tas	7%	9%	8%	0%	17%	0%
Qld	9%	14%	0%	11%	0%	0%
WA	10%	5%	25%	6%	17%	0%
SA	7%	5%	0%	11%	17%	0%
NT	5%	5%	0%	11%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>

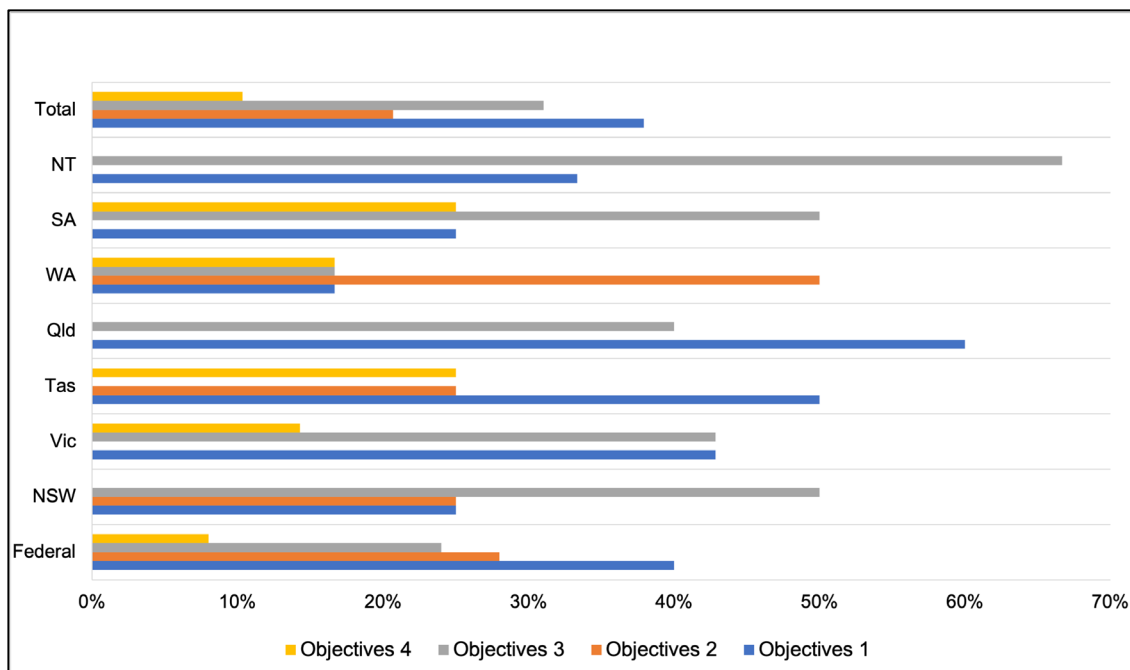
Table 4 shows the distribution of programs across each jurisdiction and provides additional insight into how each jurisdiction prioritises the particular needs of its business community. The key points are first, there are clear differences across the jurisdictions in the targeting of specific objectives. For example, the average number of programs across all jurisdictions devoted to objective 1 is 38 per cent. However, Queensland and Tasmania have 60 per cent and 50 per cent respectively of their programs devoted to this objective. By contrast, WA has only 17 per cent of its programs so directed.

*Table 4: Distribution of program objectives (×) federal/state. row percentage (by state)*

	Objectives					Total
	1	2	3	4	5	
Federal	40%	28%	24%	8%	0%	100%
NSW	25%	25%	50%	0%	0%	100%
Vic	43%	0%	43%	14%	0%	100%
Tas	50%	25%	0%	25%	0%	100%
Qld	60%	0%	40%	0%	0%	100%
WA	17%	50%	17%	17%	0%	100%
SA	25%	0%	50%	25%	0%	100%
NT	33%	0%	67%	0%	0%	100%
<b>Total</b>	<b>38%</b>	<b>21%</b>	<b>31%</b>	<b>10%</b>	<b>0%</b>	<b>100%</b>

The data in Table 4 is presented in Figure 2 and the differences in the proportion of programs directed to different objectives are somewhat clearer. A second inference from the data is that there is considerable variation across jurisdictions in the propensity of each jurisdiction to run programs with particular objectives. Despite this adaptation of programs to local circumstances, there is considerable overlap in programs when classified by objectives.

Figure 2: Distribution of program objectives across Australia

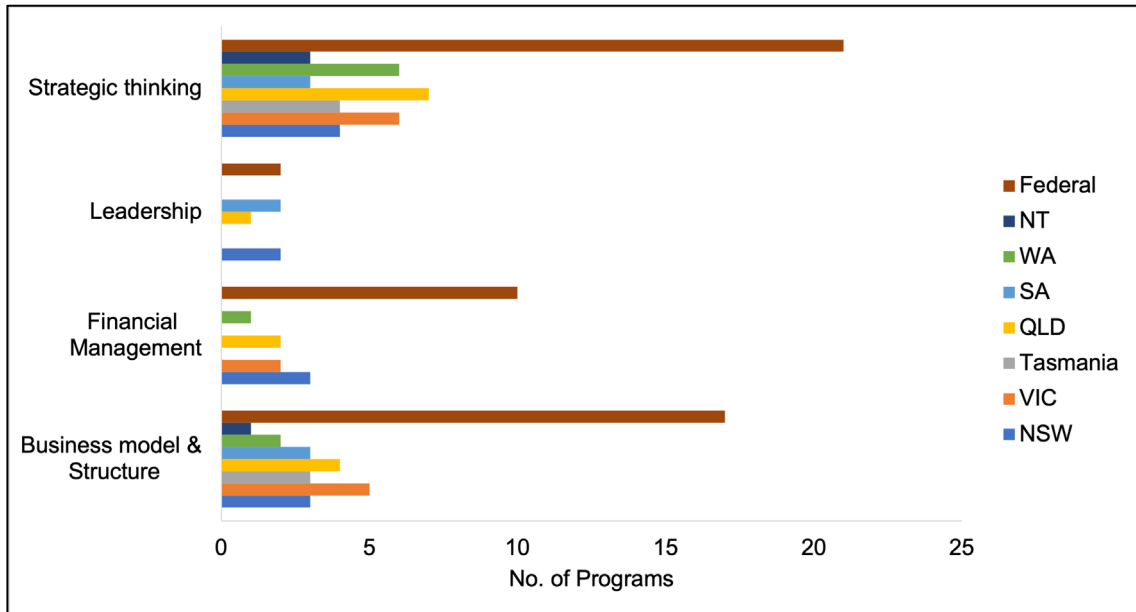


\*Objectives 1. industry innovation, efficiency and productivity; 2. increasing the rate of new firm creation; 3. expanding existing firms; 4. increasing firm exports; 5. inter-firm collaboration

Clearly, this is a limited metric since the number of programs does not indicate their relative size, especially in terms of expenditure or number of firms assisted. Such data was not generally available. Despite this, the following is of some utility in describing the distribution and objectives of government-supported business management advisory programs in Australia.

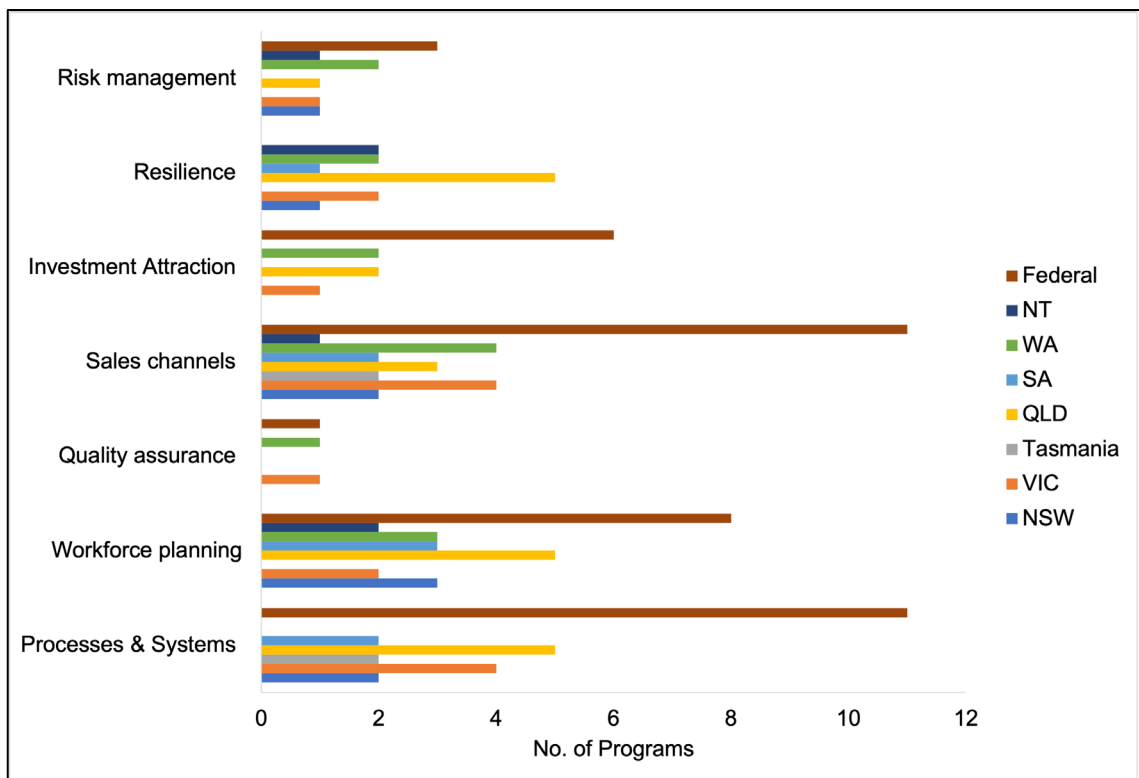
As mentioned earlier in Section 1, the programs' objectives are also linked with different service characteristics, specifically underlining the Strategic and operational management capabilities of the businesses receiving such services (see Appendix A for details). Figure 3 illustrates the 4 sub-characteristics within the Business management strategy and directions category addressed by the programs across Australia. Strategic thinking (including market opportunities and technology adoption) and Business model and structure are the most common characteristics of the services run at both the federal and state level. Whereas, only a few programs run by several states were found to address Leadership capability. In addition, federal government programs are more comprehensive as they cover most of these four services characteristics, compared to the programs at the state level.

Figure 3: Distribution of programs relating to Business management strategy and directions



Several service sub-characteristics related to Production and operational management are also covered by the programs, as depicted in Figure 4.

Figure 4: Distribution of program relating to production and operational management



As is shown in the figure, Sales channels (e.g., market diversification), Workforce planning (e.g., skill development and training), and Process and system are most widely characterised by the programs. This can be explained by many of the analysed programs that aimed at improving/advancing the manufacturing processes (e.g., Industry Growth Centres at the federal level, Manufacturing Hubs Grants Program in Queensland, Advancing Victorian Manufacturing),

commercialisation of products (e.g., Entrepreneurs' Program at the federal level, Business Innovation Program in NT) or promoting/expanding workforce (e.g., Sydney School of Entrepreneurship and Smart, Skilled and Hired program in NSW). Some recent programs especially focus on Resilience and Risk management as required by the recovery from bushfires or the Covid-19 pandemic (e.g., Business Recover Advisory Service in Victoria, Supply-chain Solver in NT). In this category, quality assurance is found as rarely covered.

#### **4. Comparing Australian and international government-supported business advisory services**

A similar number of business advisory programs were identified (see Table 5) in Australia (58) as found operating internationally (53) (Agarwal et al., 2021). (As noted earlier, there are issues with the public availability and quantity of information about international business support programs).

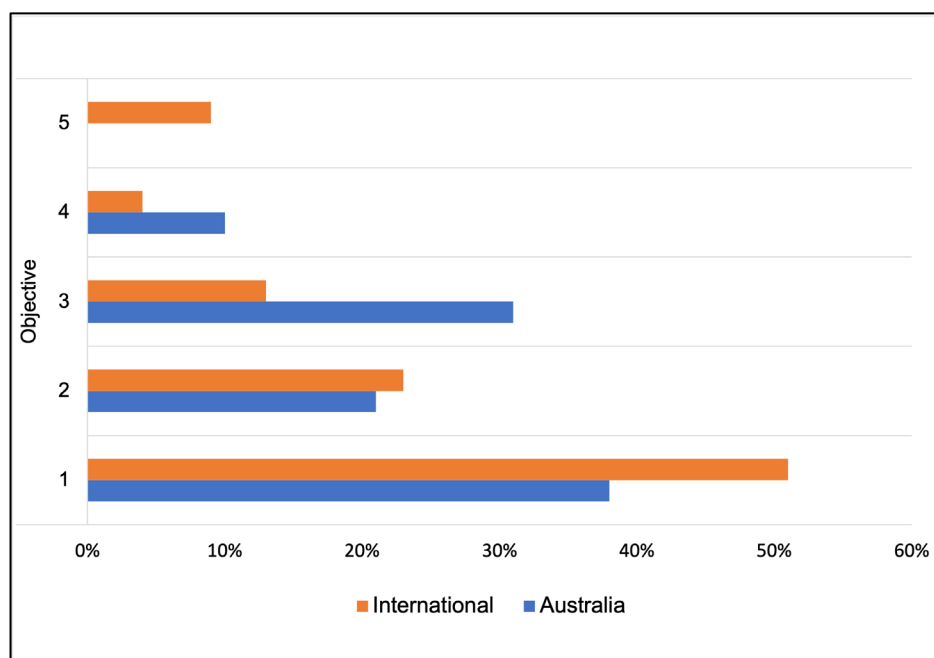
Assuming the data has an approximate degree of face validity it does raise a number of important research and policy issues. For example, what is driving the apparently large number of discrete business advisory programs operating within Australia? One possible explanation is provided by the Parliamentary Inquiry into Australia's Innovation System (2015), which found a multiplicity of federal government programs on innovation, an integral part of business advisory programs, were dispersed across an extraordinarily broad range of budget line items and departments.

Is the apparently very large number of programs in Australia due to these programs being on average narrowly focussed on specific issues or problems? In other words, are international programs more generic in their scope and therefore encompass a wide range of issues resulting in fewer but more broadly targeted programs? Another question arising is what degree of duplication within and across jurisdictions exists. While this research can raise these issues, there is insufficient detail, especially about the international programs, to provide a definitive answer.

We were able to identify important similarities and differences in the distribution of programs by objective (Figure 5 and Table 5). Internationally more programs are devoted to objective 1 (51 per cent), innovation, efficiency and productivity, possibly reflecting the more substantial commitment by these governments to promoting innovation as a source of national competitiveness compared to that in Australia (38 per cent). Another factor is that, on average, the international comparator nations have larger manufacturing and high-tech sectors than Australia, arguably resulting in higher demand for innovation-directed programs. Second, Australian programs are much more likely to be oriented to assist existing firms (31 per cent) compared to international programs (13 per cent). As noted, based on the available data, Australia appears to have no programs whose principal objective is promoting inter-firm collaboration compared to 9 per cent internationally.



Figure 5: Distribution of program objectives between Australia and international



Comparing a single nation with the average of many nations hides considerable variation within the latter. Nevertheless, the proportional difference across program objectives between Australia and each individual nation or group is substantial. For example, 8 of the 11 international nations or groups devoted at least 50 per cent of their programs to objective 1 (Table 5, Table 6, Table 7). The World Economic Forum (WEF), Organisation for Economic Co-operation and Development (OECD), National Endowment for Science, Technology and the Arts (NESTA) came very close at 46 per cent. This may reflect a higher share of manufacturing in output and greater commitment to innovation in these nations as a central element of their national economic and competitiveness strategy. Manufacturing (such as aerospace, pharmaceuticals, autos, and electronics) and associated advanced services (such as software, logistics and marketing) are the major drivers of innovation. It is not unreasonable to assume that nations with a higher proportion of these industries contributing to their GDP will seek to promote their continued development.

Table 5: Distribution of international program objectives (x) nation. count\*

	Number of Programs	Objectives				
		1	2	3	4	5
USA	5	3			1	1
UK	4	3	1			
New Zealand	5	4	1			
Singapore	4	2		2		
Scandinavian	5	3		1		1
Germany	4	3	1			
South Korea	4		4			
Israel	4	1	1			2
Japan	4	2	1		1	
WEF/OECD/NESTA	13	6	3	3		1
Mexico	1			1		
<b>Total</b>	<b>53</b>	<b>27</b>	<b>12</b>	<b>7</b>	<b>2</b>	<b>5</b>

\*Objectives 1. industry innovation, efficiency and productivity; 2. increasing the rate of new firm creation; 3. expanding existing firms; 4. increasing firm exports; 5. inter-firm collaboration

Table 6: Distribution of international program objectives (x) nation column Percentage (by state)

	Number of Programs	Objectives				
		1	2	3	4	5
USA	9%	11%	0%	0%	50%	20%
UK	8%	11%	8%	0%	0%	0%
New Zealand	9%	15%	8%	0%	0%	0%
Singapore	8%	7%	0%	29%	0%	0%
Scandinavian	9%	11%	0%	14%	0%	20%
Germany	8%	11%	8%	0%	0%	0%
South Korea	8%	0%	33%	0%	0%	0%
Israel	8%	4%	8%	0%	0%	40%
Japan	8%	7%	8%	0%	50%	0%
WEF/OECD/NESTA	25%	22%	25%	43%	0%	20%
Mexico	2%	0%	0%	14%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Table 7: Distribution of international program objectives (x) nation Column Percentage (by state)

	Objectives				
	1	2	3	4	5
USA	60%	0%	0%	20%	20%
UK	75%	25%	0%	0%	0%
New Zealand	80%	20%	0%	0%	0%
Singapore	50%	0%	50%	0%	0%
Scandinavian	60%	0%	20%	0%	20%
Germany	75%	25%	0%	0%	0%
South Korea	0%	100%	0%	0%	0%
Israel	25%	25%	0%	0%	50%
Japan	50%	25%	0%	25%	0%
WEF/OECD/NESTA	46%	23%	23%	0%	8%
Mexico	0%	0%	100%	0%	0%
<b>Total</b>	<b>51%</b>	<b>23%</b>	<b>13%</b>	<b>4%</b>	<b>9%</b>

## 5. Rationale for government-supported business advisory services

Unlike with international programs, in almost all cases official descriptions of Australian programs, either federal or state, do not provide a theoretical rationale for the intervention. International programs usually provide at least some rationale, framed explicitly or implicitly around a variety of market failures, especially those inhibiting start-up formations; redressing barriers to innovation; exports for SMEs; or inter-firm collaboration. It is important not to exaggerate this difference as even the international studies confine their rationale to a single sentence or two, but it is worth noting. In contrast, official descriptions of local programs focus on what the program does and the target group.

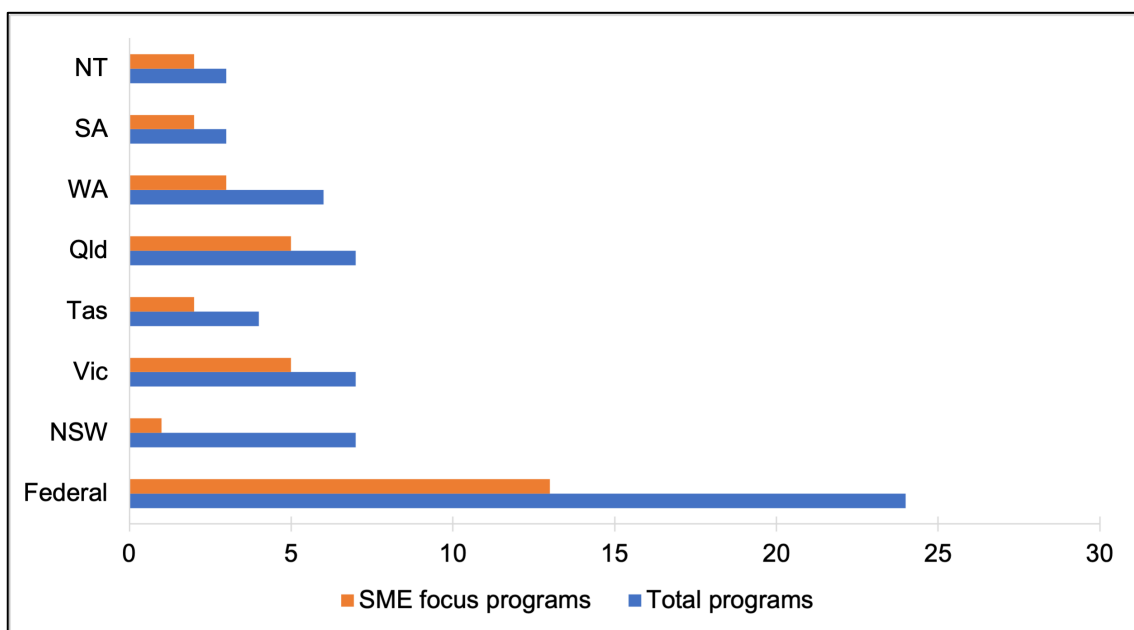
One exception is the evaluation of the DISER Entrepreneurs' Programme (EP) (specifically the former Growth and Innovation elements of Enterprise Connect), which implies there is a problem with Australia's industrial structure, specifically a lack of diversity in both products/services and markets: 'In order to maintain economic growth and living standards, Australia must grow and diversify our national income according to the program rationale. To do this, the country must bring to the world more new-to-market products, processes and services (e.g., innovation)'

(DISER Evaluation Unit and Nous Group, 2020). Similarly, the evaluation of the NSW Small-Biz-Connect program stated, ‘the issue that the program aims to address is that failure to obtain information crucial to making informed business decisions leads to poor resource allocation, including avoidable financial losses and unemployment’ (NSW Trade and Investment, 2014).

## 6. Analysis by firm size and industries/sectors receiving assistance

As can be inferred from Appendix B, which lists domestic programs, including their intended target where specified, many programs are directed at SMEs and do not separately identify a particular industry, activity or technology. With a focus on firm size, more than 50 per cent of the programs in each of the jurisdictions are targeted at SMEs (Appendix B, and summarised in Figure 6).

Figure 6: Distribution of total programs vs programs focused on SMEs



(Note: due to data limitations this information could be biased as not all programs within each jurisdiction were analysed and for other programs analysed, the SMEs information was not available).

Among these programs are the Queensland Business Basics Grants and the South Australian SME Business Advisory Services and Growing SA Companies programs. The federal EP is directed at SMEs (however, it does target specific industry sectors). Some elements of the EP program require that the business be established (3 years), other elements are open to start-ups. The EP’s High Growth Accelerator service targets high growth potential SMEs. Local advisory services are also directed at start-ups and exports.

A great variety of business characteristics are targeted such as start-ups (Landing Pads–Austrade; Tasmanian-Born Global Incubator); advanced manufacturing (Advancing Victorian Manufacturing – A Blueprint for the Future); agriculture (Victoria - On-Farm Energy Assessments and Grant); aged care providers (Price Waterhouse Coopers); defence industry (Centre for Defence Industry Capability); tourism (EP–Northern Australia Tourism Initiative, now closed). One program is specifically directed at high-growth SMEs, defined as a 20 per cent increase in productivity, turnover, profit and/or employment in the last 12 months. The Queensland–High growth Business Growth Fund provides funding for SMEs experiencing high growth to buy specialised equipment to lift growth and jobs. Grants of up to \$50,000 may be made.

Australia’s largest industry by value added, mining, is not the subject of any program, although Mining Equipment Technology and services (METS) and Oil, Gas and Energy are industries targeted for business advisory assistance under federal Industry Growth Centres, as a National Manufacturing Priority and under the EP. Mining also receives considerable financial assistance through R&D tax concessions and public research institutions.

Arguably one notable program, the longest running program is the NSW Industry Capability Network, which has been running for several decades and acts as an intermediary between major public and private project developers and local suppliers to overcome impediments to the participation of local suppliers in the procurement process. The Centre for Defence Industry Capability is similar but is specially directed at defence<sup>2</sup>.

A number of very recent programs are directed specifically at addressing the COVID-19 pandemic such as the NT Supply Chain Solver aimed at ‘resolving supply chain issues affected by COVID-19 restrictions’, the Victorian ‘VIC Global Gateway’ program assists COVID-affected firms to expand their exports.

Other programs have a regional focus such as the Latrobe Valley Supply Chain Transition Program (LVSCTP) for firms adversely affected by the closure of coal-fired power stations and associated industries. Others are assisting firms to recover from recent bushfires such as Regional Development Australia Bushfire-Business Recovery Advisory Service and the EP Strengthening Business service.

## 7. Advice plus financial assistance

A total of 22 programs from 58 programs (38 per cent) offer both advice and financial assistance to improve a firm’s management capabilities. Examples of programs are summarised in Table 8.

*Table 8: Examples of programs offering advice and funding*

Federal /State	Program	Financial Assistance
Fed	Entrepreneurs’ Programme–Innovation Connections	Up to \$150,000 in grants in addition to the innovation advisory and facilitation assistance
Qld	Qld Business Basics Grants	A single up-front fixed grant payment of \$5,000
SA	Future Industries Accelerator (FIA)	R&D Voucher Scheme: Up to \$100,000 of the FIA funding is available per project for a maximum of 12 months.
NT	SME Business Advisory Services Funding Business Innovation Program (BIP)	Up to a maximum of \$10,000 (excluding GST). Funding of up to \$30,000.
	Business Growth Program	Funding up to \$10,000 based on a 50-50 co-contribution
Vic	Boost your business voucher program-	Vouchers will subsidise 50 per cent of the services provided by a Registered Service Provider to a maximum of \$50,000
	Global gateway program (Under Global Victoria)	Each participant can receive one-off grant of up to \$50,000.

<sup>2</sup> An earlier version of ICN was the Industrial Supplies office, established initially in Victoria in the early 1980s, but the model eventually went nationwide. The ISO itself was based on a similar program initiated by the Norwegians in the 1960s to encourage participation of Norwegian engineering firms in the booming North Sea oil and gas sector, which was dominated by US and Japanese suppliers).

## **8. Main findings about program design, performance and recommendations**

Data on the performance of Australian government-supported business advisory programs is very limited as only 4 of the 58 programs considered here have been the subject of a formal evaluation. In contrast the international programs, even when not the subject of a formal evaluation, furnished sufficient information for the reader to form a judgement as to the program's overall success in achieving its goals. Aside from the 4 local evaluations, documentation about the other 54 domestic programs does not permit any such assessment.

### **8.1 Entrepreneurs' Programme Evaluation**

The evaluation of the EP suggested that, overall, the program achieved its objectives of improved business and commercialisation performance. Customer satisfaction surveys found very positive perceptions of the value of the program (Evaluation Unit and Nous Group, 2020). The evaluation noted the assessment was based on self-reported data of financial performance and that the absence of a 'control' group will be addressed by the future use of a comprehensive Business Longitudinal Analysis Data Environment (BLADE) dataset being constructed by DISER.

A separate evaluation was made of a single element of the EP known as the Incubator Support Initiative (Vishwanathan et al., 2019). This used a quantitative method based on interviews with key respondents including successful and unsuccessful bidders for incubator funding. The evaluation focused on the efficiency of the bidding process and associated administrative procedures for establishing incubators. In general, respondents were satisfied with the program design but made a number of recommendations to improve the efficiency of the process, especially their reporting requirements to the Department, and how to lift support to incubators.

The final EP element subject to evaluation was the EP—Northern Australia Tourism Initiative (Roe & Quinn, 2020). The study used a mixed-methods approach entailing quantitative data on financial performance of participants, and interviews with businesses and business advisors engaged under the program. Respondents believed the program was well tailored to their needs but the application process was bureaucratic and there was a problem with the high cost and availability of business advisers in regional and remote regions. There were criticisms of the relevance of the DISER's KPIs used to assess the program and of the consistency of data sought to measure these KPIs.

Two high quality evaluations were identified which serves as models of rigorous methodology involving 'control group' approach to determine the effect and scale of 'treatment' via participation in business management programs. These are DISER (2019 a & b) evaluations of the Enterprise Connect program and Commercialisation Australia. These studies made use of the BLADE dataset to construct rigorous longitudinal comparisons of the performance of treated and untreated firms and went to great lengths to statistically control for many of the issues confounding program evaluations.

### **8.2 Small and Family Business Advisory Program**

The fourth evaluation was of the business.gov.au program (Small Business Advisory Group Report 2019). This qualitative evaluation found that the government online guide for small businesses in Australia was regarded as useful or very useful but needed much more promotion in the community. It recommended a mobile app should be developed for the program and some more practical advice to young businesses could usefully be supplied.

### 8.3 Limitations of program evaluation

These publicly available evaluations provide only minimal guidance as to the performance, future direction and improvements to Australian government-supported business advisory services. This is in part because the evaluations have methodological limitations, such as the absence of a control group and they only cover a small range of current services provided. They all compared the performance of the treated entity pre-and post-treatment against metrics determined by the goals of the particular program. This method has quite strong limitations (as set out in Agarwal et al. (2021), which considers in detail a variety of evaluation approaches), as were identified in our interviews (see section 9).

As shown both in the review of international business advisory services and recommended in the DISER study RCT and Industry Program Evaluations (2015), the Australian federal and state governments should more actively consider the use of RCTs to more accurately determine the effect of industry support programs on firm performance.

## 9. Interviews with government and non-government respondents

Further data on core aspects of domestic business advisory services and policy implications were collected through online interviews with key government officials responsible for management, and in some cases design, of such programs as well as non-government representatives from industry associations whose members use these services. In total, there were 14 interviews conducted (7 with government and 7 with non-government representatives). All participants were provided with the participant information sheet (Appendix E) consisting of the research details and were asked to provide their consent (Appendix F). The interview instrument was semi-structured (Appendix H) and so permitted investigation of interesting points raised by respondents.

### 9.1 Government respondents

#### Program rationale and scope

All government respondents strongly believe there is a role for government in providing business advisory services because of the prevalence of their concern for poor management capabilities in Australian firms. For example, one of the government respondents said: *“government plays a key role in providing advice and support for companies for fostering management capabilities, deploying technology and implementing advanced processes and overcoming barriers they face.”*

In response to program design, one government respondent noted that greater clarity is required when designing government programs to make their purpose explicit and to ensure the rationale for government intervention is sound. This respondent asserted:

*“The challenge is what problem we are trying to solve and the government should do something. There are private mentoring services; the government cannot replace/overlap these services. So, government should carefully choose the problem/areas it is trying to address, otherwise, they tend to become not practical. Government should identify what the gap is and why tax payer dollars are to be used to support the activities. The government also should identify where the private sector market should prevail” (Government respondent 2).*

Respondents did not provide a generalised statement of gaps but oriented their remarks to the specific programs they run, thereby reinforcing the value of these current activities. In terms of rationale, the most frequent statements related to the poor performance of Australian

management in international rankings and second the lack of skills firms have in identifying and assessing 'information'. The government respondents 5 stated: *"It is hard for firms to 'know what they do not know' and this inhibits them seeking external advice"*. Another problem cited was of identifying trusted and independent, external sources – trust is especially an issue with IT because it is central to performance but advisers can sometimes push their own company's products rather than identify the best available on the market. Finally, it was thought that many Australian firms do not know how to collaborate with other firms, especially on innovation.

## Program duplication

Several government respondents raised the issue of some duplication between state and federal government programs. For instance, the Government respondent 4 has been concerned about the duplication of effort between state [government] and federal government. He explained:

*"There is some places/work can work together such as promoting business project skills, sharing information and resources, dealing with hardship during Covid-19 pandemic..."*  
(Government respondent 4).

Another respondent also added:

*"There is always scope to improve co-operation but highlighted disaster recovery for improvement in co-operation"* (Government respondent 6).

## Program evaluations are generally not published

The interviews revealed that programs are regularly evaluated but the results are generally not publicly available. This can be illustrative by the following quote from a respondent who said:

*"All programs run by [state] Government are required to be evaluated before receiving next funding. Evaluations are not publicly available...They have been done internally"*  
(Government respondent 3).

Although not commented on by government respondents, the fact that evaluations are not publicly available arguably leads to a number of adverse consequences. First, limited access to the evaluations confines the feedback on the design and performance of programs and the design and interpretation of their evaluations to program administrators and evaluators. (This point was made by a non-government respondent.) Secondly, it may limit the capacity of other jurisdictions to learn from the experience of the programs and their evaluations. This could lead to a failure to implement high-performing programs and/or learn lessons from under-performance. Nor would it prevent duplication of programs. Further, the public is not informed about the value of these programs. The resulting distribution of potentially large public expenditure on private interests with reduced external oversight potentially increases the scope for malfeasance. (This point was also made by a non-government respondent as described in the non-government section 9.2)

## Problems with program evaluations

One manager (Government respondent 7) was particularly articulate about a range of dilemmas in evaluating business advisory services. First is the challenge in determining what length of time should elapse between the intervention and assessing the outcomes. This government respondent explained:

*"The key difficulty...is the time taken between interventions and to achieve the outcome takes a lot longer...therefore it is difficult to evaluate because of a lag phase between interventions and impacts"*. (Government respondent 3)

The second problem is differentiating the effect of the advisory service from other variables affecting performance, as further explained by the same respondent. This respondent also advocated for the use of a 'control' group to overcome these issues and the use of randomised control trials of industry programs.

*“Another problem is attribution. As there are a lot of variables in the mix, it’s difficult to attribute [specific outcomes to the program]. What we are dealing with in the real world is opposed to the variable control experiments”.* (Government respondent 3)

## Gaps within programs

Most respondents simply noted the gaps their service is designed to address and did not venture wider than this, even when pressed to comment on other programs.

The Government respondent 4 identified several areas that programs were not addressing, including delivering advisory services in regional and remote areas because of a lack of suitable facilitators and staff and/or the expense of transporting and accommodating experts from outside. This same respondent also identified a major problem Australian manager have with labour relations. Specifically, there is a lack of respect by management for its workforce and a failure to communicate the firm’s overall strategy to workers. Further managers do not have good systems to get feedback from workers on improvements. Firms are also not customer-focussed. Additional management training fully or partially funded by the government is required, this respondent suggested, to lift the quality of management.

Finally, a few respondents pointed out that many Australian firms are not aware of the business advisory programs available to them. This was attributed to Australian business managers being oriented to the short term and not strategic.

## 9.2 Non-government respondents

### Program rationale and scope

All non-government respondents were supportive of government business services and expressed similar attitudes. A typical response provided by one of the interviewees:

*“Yes government plays a role and supports SMEs. Larger businesses have sufficient capital to fund their own programs, so that’s where there shouldn’t be too much of a focus”* (Non-government respondent 2).

Another respondent (Non-government respondent 5) said *“The role of government is important because there exists much under-developed management across business sector that holds back Australia. There is a lack of management capability, knowledge and effectiveness in growing businesses”*.

One respondent focussed especially on exports asserted:

*“There is a role for government in expanding businesses in international markets. Government can give advice on trading opportunities. More opportunities now during COVID times”* (Non-government respondent 4).

Another representative of a large industry association noted that for their members the programs directed at ‘accelerating commercialisation and growth centres are successful’. The respondent did not furnish further detail about specific attributes of the program.



## Program duplication

Several respondents commented on the issue of duplication and a lack of differentiation across programs in terms of their purpose and scope. As an example, non-government respondent 3's comments demonstrate the extent of duplication:

*"There are a lot of government programs out there...and every year it increases based on the federal budget. We get a mix of programs. It can become scattered. From the business side it is confusing what the government strategy is. Different things happen which are not connected. There are a lot of programs out there that can be hard to navigate. Yes, there is a lot of overlap between most programs...green energy for example...That is also one of the reasons why programs don't succeed and makes it confusing for business. They have also found this in some R&D work. It happens in all sectors. Maybe defence is more coordinated and cohesive because it is run at federal govt level, cross sectors, not only energy, maybe medical".* (Non-government respondent 3)

Another respondent noted the problem that "states are competing with each other" to attract investment but believes "this is less of an issue now" (Non-government respondent 1).

## Gaps in programs

Many wide-ranging and thoughtful recommendations were made to both fill gaps in program provision and lift the quality of services.

Industry involvement in the design and evaluation of programs should be intensified and is seen as an important way to achieve effective targeting and continuous improvement, as revealed by the following comment:

*"Programs work better that have more industry involvement such as panel discussion...It is about consultation. I don't think government can understand what the business needs. It is more about process and consultation, getting feedback and reviewing things such as evaluation of programs whether it was useful for businesses, targeting continuous improvement"* (Non-government respondent 3).

One respondent suggested that government should be more active in monitoring the quality of advice funded by government and they especially selected voucher programs for criticism. Redressing the issue of quality could be achieved by ongoing evaluation. This respondent said:

*"The voucher model has been a disaster everywhere. When there is no quality control then there are likely to be rorts and it opens up the market for pseudo consultants who may not be giving best possible advice. Government should be overseeing the program and have strict criteria and also evaluate the results for grants and funds"* (Non-government respondent 7).

Another interviewee thought the online presence of programs should be improved. He asserted:

*"Some links were broken or circular navigation, send you back to the first one".* Also, there is a real issue of firms having to deal with multiple agencies when programs are administered across multiple departments (Non-government respondent 2). The respondent in their conversation referenced Australian Tax office and Industry Department as two examples.

The topics of innovation and commercialisation were raised as gaps in current provision. One of the respondents also observed:

*"There needs to be more focus on innovation and untapped value add to help grow the business sector... Australia is going backward in this area. Business and the leadership class*

*they need to be more innovative. Regarding commercialisation of research, there is a lot of government investment on research...There is a gap between getting a concept to a commercial state...Will get more success and get more return if we develop more ideas and translate them into commercial R&D in Australia, and try collaboration between business, government, and research institutes” (Non-government respondent 6).*

In response to a question about the ability of Australian management there was universal agreement that management capability should be lifted in Australia and that government had a role in this. However, there was much less consensus and little specificity about what should be done and what areas should be prioritised. One interviewee suggested:

*“government should try to work out what are the measures of management capabilities to enable managers to be better evaluated and improved” (Non-government respondent 4).*

Another respondent (Non-government respondent 2) suggested that the priority focus should be on ‘innovation intensive export-oriented activity, tradable industries’ in part because lifting their performance would create ‘spill-overs’ to similar firms and to other industries. The same person noted that management was deficient in both an innovation focus and export orientation and contrasted this with German firms. Further evidence could be found in the following comment by this respondent:

*“More training, how to manage innovation and technology, how to make business incorporate innovation and make it happen to build up management capabilities. Stronger focus on export penetration. (Australia vs German, German firms understands the importance of innovation and technology and have embraced it and govt. has in turn got involved in to develop programs to increase these capabilities in German firms. Whereas Australian firms don’t seem to understand or recognise the importance of these. And so, government program to develop these has become somewhat problematic to rollout” (Non-government respondent 7).*

## 10. Conclusion

Given the limited program evaluation data, and the methodological limitations of the studies, it was found there is insufficient information to form strong findings about the performance of current federal and state government business advisory programs in the aggregate or recommendations for their improvements. Nevertheless, the documentation of the programs reviewed combined with information from interviewees leads to the following recommendations.

- There should be more, higher quality and publicly available program evaluations. Consistent with international best practices state and federal governments should consider using Randomised Control Trials to evaluate pilot industry support programs.
- To aid replication and learning, more research is needed to determine the specific operational characteristics of well performing programs. This should also include cooperation with managers and researchers involved in administering/designing and evaluating international high performing programs.<sup>3</sup>
- Program documentation should have a brief statement regarding the specific problem the program is intended to address. This will clarify purpose and aid program evaluation.
- Apparent program duplication across and within jurisdiction should be investigated.

- The gaps in service provision, particularly to firms in regional and remote Australia, and the suggestions to improve program design (such as greater engagement of industry in planning) should be seriously considered.
- As noted earlier, the services included in business advisory services mostly are technical and operational (i.e., ordinary management capabilities), which are relatively static in nature. Such short-term orientation may inhibit Australia from developing capabilities that are more long-term-oriented and dynamic. This is even more important in a volatile and uncertain environment, such as COVID-19 (Schoemaker et al., 2018). Given this changing landscape, Australian businesses require the more ‘dynamic capabilities’ that require firms to “integrate, build, and reconfigure internal and external competencies to address rapidly changing environments’ in order to maintain a sustainable and competitive advantage” (Teece, 2019).
- There are consequences of the inconsistency in program rationale, duplication and evaluations. The current evidence suggests a lack of adequate information feedback channels and failure to learn or to build on successes including options for reform through a more systematic approach. Further, lessons learnt and methods adopted for evaluation from similar programs implemented in other countries could be implemented in Australia (Coyle and Muhtar, 2021)
- The future focus on policy making and design of business advisory services could adopt the toolkit provided by Scur et al. (2021) and systematically inculcate the measurement and building of dynamic management capabilities (Green et al., 2009; Teece, 2019; Teece & Brown, 2020; Teece et al., 2020).

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## Appendix A List of programs analysed - Basic information<sup>4</sup>

State/ Fed	Program Name	Objective*	Evaluation (Y/N)	Target (Sector)	Who delivers program	Business Management Strategy & Direction <sup>5</sup>	Production & Operational Management <sup>6</sup>
Fed	Entrepreneurs' Programme	1	Y	SME	Dept. staff & private advisors	BMS, FM	PS, SC, IA, RM
	Enterprise Connect <sup>7</sup>	3	Y	SME	Govt.	BMS, ST	
	Commercialisation Australia <sup>8</sup>	1	Y	Start-up	Govt.	FM	
	Export Market Development Grants (EMDG) – Austrade	4	N	SME	Govt.	FM	IA
	Landing Pads – Austrade	2	N	Start-up/Scale-up	Austrade co-ordinators	ST	PS, SC
	TradeStart	2	N	SME	Govt. & industry associations	ST	SC
	Industry Growth Centres	1	N	•Advanced manufacturing; •Cyber Security; •Food Agribusiness; •Medical Tech. & Pharmaceuticals; •Mining Equip, Tech. & Services (METS); •Oil, Gas & Energy	Growth Centres are not-for- profit organisations, led by industry experts	BMS, ST	PS, WP, SC
	Innovative Manufacturing Cooperative Research Centre (IMCRC)	1	N	SME Manufacturing	IMCRC	BMS	
	SME Connect – CSIRO	1	N	SME	CSIRO/other public research	BMS, FM	PS, IA
	Kickstart – CSIRO	1	N	SME	CSIRO	BMS, FM	IA
Regional Development Australia	3	N	Regional economies	Departmental staff & third parties	BMS, FM, ST	PS, SC, IA	
New Business Assistance with NEIS	2	N	New Businesses	NEIS provider	BMS	PS, WP	
business.gov.au	2, 3	Y	General	Online service	BMS	QA	
AiGroup - The Export Fundamentals Program	4	N	SME (advice)	Australia Industry Group (Industry association)	ST	SC	

<sup>4</sup> For details of the programs please refer to the excel document.

<sup>5</sup> BMS denotes Business model and structure, FM denotes Financial Management, LS denotes Leadership, ST denotes Strategic thinking

<sup>6</sup> PS denotes Processes & Systems, WP denotes Workforce planning, QA denotes Quality assurance, SC denotes Sales channels, IA denotes Investment Attraction, RS denotes Resilience, RM denotes Risk management

<sup>7</sup> Now part of Entrepreneurs' Programme

<sup>8</sup> Now part of Accelerating Commercialisation element of the Entrepreneurs' Programme

	AiGroup - Digital Advisory service (Small Business Digital Champions)	1	N	SME Manufacturing	Australia Industry Group (Industry association)	BMS, ST	PS, SC
	Indigenous Business Australia (IBA)	2, 3	N	Aboriginal business	IBA, third parties	BMS, ST	WP
	RSM Australia	3	N	General	RSM and its senior global professionals	FM, ST	RM
	Australian Small Business Advisory Services (ASBAS) Digital Solutions	1	N	SME	Industry associations. third parties	ST	PS, SC
	Business Station for ASBAS	2, 3	N	Start-up, SME WA, NT, QLD	Business station a third party entity funded by govt.	BMS, LS, ST	WP
	PwC (Price Waterhouse Coopers) - Business advisory services for aged care providers	3	N	Aged care	PWC	BMS, FM, ST	RM
	Business Energy Advice Program (BEAP)	1	N	SME	Industry association- Business Australia	FM, ST	PS
	Business Development and Assistance Program	2, 3	N	Start-up, SME	third party entity funded by govt.	FM, ST	WP
	Digital Solutions Program	1	N	SME	Digital Solutions advisers,	BMS, ST	SC
	SME export Hubs	4	N	SME	Growth Centres (as above)	ST	SC
	Regional Jobs and Investment Packages	3	N	10 regions: - NSW (North Coast, South Coast), - Queensland (Bowen Basin, Tropical North Queensland, Wide Bay Burnett), - South Australia (Upper Spencer Gulf)- Regional Tasmania- Victoria (Geelong, Goulburn valley, Latrobe Valley)	Local govt	BMS, ST	WP, SC
<b>NSW</b>	Boosting business innovation program (Linked to TechVouchers)	1	N	SME	NSW unis + CSIRO	BMS, FM, ST	
	Sydney School of Entrepreneurship	2	N	Start-ups	Unis; TAFE		WP
	NSW ICN (Industry Capability Network)	3	N	SME	ICN advisors	ST	
	Smart, Skilled and Hired program	3	N	Construction industry (vocational skills training)	Govt/construction industry		WP
<b>VIC</b>	Boost your business voucher program	1	N	SME (Advanced Manufacturing, Defence, Aerospace, Cyber and Security, Food Innovation, Social Enterprise Capability)	Registered Service Providers	BMS, FM	WP, SC, IA
	Global gateway program (Under Global Victoria)	4	N	Existing exporters (adversely affected by COVID)	Govt.	BMS, ST	SC

	Business Recovery Advisory Service	3	N	Existing firms (adversely affected by bushfires) East Gippsland, Wellington and North East Victoria	Govt.	FM, ST	QA, RS, RM
	Business recovery and resilience mentoring	3	N	SME Existing firms (adversely affected by COVID)	Victorian Chamber of Commerce and Industry	BMS, ST	PS, WP, SC, RS
	Advancing Victorian Manufacturing – A Blueprint for the Future	1	N	Advanced manufacturing	Different industry associations, unis; technology centres	BMS, ST	PS, SC
	On-Farm Energy Assessments and grant	1	N	Agric and farming	registered independent experts to the national standard	ST	PS
	Latrobe Valley Supply Chain Transition Program	3	N	Latrobe Valley businesses (adversely affected by closure of Hazelwood generator and mine)	Private advisors	BMS, ST	PS
<b>TAS</b>	Digital ready	1	N	SME	Private digital Coaches.	BMS, ST	PS
	Accelerating Trade Grant Program	4	N	SME	Govt. (funding)	BMS, ST	PS, SC
	LoRaTas (Low-Power Wide-Area Network) (Under Enterprise)	1	N	General (Internet of Things)	Govt + private company (IoT)	ST	
<b>QLD</b>	Born Global Incubator	2	N	Start-ups	Private advisors	BMS, ST	SC
	Business Growth Fund	3	N	SME (high growth)	Govt (funding)	BMS, ST	PS, WP, RS
	Business Basics Grants	1	N	SME (advice)	Govt + private	ST	PS, WP, SC, RS
	Mentoring for Growth	3	N	SME (advice)	Volunteer	BMS, FM, ST	RS, RM
	Innovate Queensland	1	N	SME (commercialisation)	Private	BMS, ST	PS, SC, IA
	Manufacturing Hubs Grants Program	1	N	SME (Cairns, Townsville and Rockhampton regions)	Qld Manufacturing Hubs (not for profit)	BMS, ST	PS, WP, SC, IA
<b>WA</b>	Small business advisory services	2,3	N	SME start-ups	Govt.	BMS, FM, ST	WP, RM
	Agrifood and beverage voucher program	1	N	SMEs (food and beverage manufacturers) across regional and metro WA	Private advisors	ST	QS, SC, RS, RM
	Export services for industry	4	N	Local agrifood businesses	Govt.	ST	SC
	Investor Readiness Program	3	N	WA SME agriculture, food and beverage businesses (advice)	industry groups & not for profit	BMS, ST	WP, IA
	Investment Services	2,3		agribusiness and food. (advice)	Govt	ST	SC, IA, RS
<b>SA</b>	SPURonWA grants	2	N	Start-ups	Govt	ST	WP, SC
	SME Business Advisory Services	3	N	SME (advice)	Private advisors	BMS, LS, ST	PS, WP, SC, RS
	Growing SA Companies	3	N	SME (advice)	Centre for Business Growth, University of South Australia	BMS, LS, ST	WP



	Future Industries Accelerator (FIA)	1	N	SME (access to researchers/research infrastructure)	University of South Australia	BMS, ST	PS, WP, SC
<b>NT</b>	Business Innovation Program (BIP)	1	N	SME	Private advisors	ST	WP, SC
	Supply Chain Solver	3	N	SME (grant)	Govt	ST	RS, RM
	Business Growth Program	3	N	SME (grant)	Private advisors	BMS, ST	WP, RS

## Appendix B List of programs analysed<sup>9</sup>

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
State/ Fed	Name of the Govt. Program	Govt Department Running Program	Size of firm	Industry sector	Specific regions	Specific Purpose/Objectives of Program	Who provided the service funded by the program- (was it specialist govt workers; private sector contractors, industry associations etc)	Range of specific services provided under the program (assistance with finding and entering export markets; lifting productivity with re- engineering production processes; linking firms with university/private researchers etc)	Methodology used	Effectiveness of the program (Did it achieve its objectives)	Does the program have grant/ funding?
New South Wales	Small Biz Connect Program	NSW Government	Not specified	Not specified	New South Wales	to facilitate the provision of government information to small businesses as well as more general business advice. The overarching intent of the program is to create a small business sector within NSW that has reduced failure rates and is more resilient and sustainable. This is consistent with Goal 3 of NSW2021 to drive economic growth in regional NSW and Result 1 of the NSW Trade & Investment Strategic Plan to support and create jobs in urban and regional NSW.  The Small Biz	<ul style="list-style-type: none"> <li>private sector businesses including consultants, accountants, business coaches or training organisations</li> <li>private sector professional service organisations</li> </ul>	<ul style="list-style-type: none"> <li>a Small Biz Connect Program delivered by private sector businesses including consultants, accountants, business coaches or training organisations. These services would be provided under a 'billable hours' service delivery model with an estimated annual cost of \$17.6 million;</li> <li>a Small Biz Connect Program delivered via vouchers to enable small businesses to seek advice or skills development from private sector professional service organisations to meet their individual needs. The number of vouchers would be capped, with an estimated annual cost of \$26.4 million;</li> <li>a Small Biz Connect Program delivered via a comprehensive online</li> </ul>	Qualitative assessment	Yes	Yes

<sup>9</sup> For details of the programs please refer to the excel document.

					Connect program funds a network of mobile business advisors to provide advice to local small businesses. The program provides face-to-face support to new and existing business owners as well as skills development workshops and an online toolkit of resources including business planning templates, educational videos and checklists.		resource and call centre designed to help small business owners find the information they require to start, run and grow their business. Based on similar programs in other jurisdictions, it is estimated to cost \$15 million to establish the online resource, with annual ongoing (mainly call centre) cost of \$3.0 million.			
Business Connect	NSW Government	Not specified	Not specified	New South Wales	Provides independent business advice and events to help you start, run, adapt or grow your small business. It provides business advisory services and business skills training	<ul style="list-style-type: none"> <li>•Business Connect advisors are accredited professionals with first-hand experience running their own small businesses.</li> <li>•Advisors have experience running a small business themselves and have a qualification in a business-related discipline.</li> <li>•Our accredited advisors also have management, consulting or prior experience giving business advice with a broad range of skills covering essential business topics.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing general and specialist business advice and government information to startups and SMEs</li> <li>• Promoting business growth through innovation, improving resilience and boosting productivity and</li> <li>• Supporting digital readiness and regional business development.</li> </ul>			No
Boosting business	NSW Government	SMEs	Not specified	New South Wales	Aim to accelerate innovation in NSW by	There are 12 delivery partners	»» a networked innovation ecosystem across NSW			Yes

innovation program (TechVouchers is linked to this program)					<p>supporting greater collaboration between NSW research organisations and their business communities.</p> <p>Through TechVouchers, SMEs can be connected with an expert in a relevant field of research and embark on an innovative joint research project. The program also enables access to high tech instruments and facilities that would otherwise be difficult to access.</p>	<p>for the Program:</p> <ul style="list-style-type: none"> <li>»» Australian Catholic University</li> <li>»» Charles Sturt University</li> <li>»» Commonwealth Scientific and Industrial Research Organisation (CSIRO)</li> <li>»» Macquarie University</li> <li>»» Southern Cross University</li> <li>»» University of New England</li> <li>»» University of New South Wales</li> <li>»» The University of Newcastle</li> <li>»» The University of Sydney</li> <li>»» University of Technology Sydney</li> <li>»» University of Wollongong</li> <li>»» Western Sydney University</li> </ul>	<ul style="list-style-type: none"> <li>»» additional external funding</li> <li>»» small-medium enterprises (SMEs) who want to scale up and innovate</li> <li>»» the regional startup sector and create innovation clusters across the State</li> <li>»» access to high tech equipment and technical expertise for SMEs and startups through TechVouchers.</li> </ul>			
Sydney School of Entrepreneurship	NSW Government	Budding entrepreneurs	Not specified	New South Wales	To teach practical entrepreneurial skills to top students from a range of disciplines as part of their degree or TAFE NSW program	11 NSW universities and TAFE NSW	Courses on highly sought-after skills in innovation, design thinking, problem solving, collaboration, networking and entrepreneurship.			No
Smart, Skilled and Hired program	NSW Government	Not specified	Not specified	New South Wales	to lift young people's long-term employment prospects, and expand the workforce to help businesses leverage growing demand in two key sectors of the NSW	Not specified	<p>There are two sub-programs:</p> <ul style="list-style-type: none"> <li>•Youth employment (The department currently funds a number of programs aimed at helping young people to find work.)</li> <li>•Infrastructure Skills Legacy program (the NSW</li> </ul>			No

					economy - disability and construction.		Government's record levels of infrastructure investment to boost the number of skilled construction workers and create fresh pathways to employment across the state.)			
Infrastructure Skills Legacy Program. It is a part of Smart, skilled and hired program	NSW Government	Not specified	Construction	New South Wales	<p>to establish ambitious and achievable training and employment targets for major infrastructure projects.</p> <p>The NSW Government has consulted with the construction industry in establishing the ISLP's training and employment targets, which will:</p> <ul style="list-style-type: none"> <li>•allow existing workers to learn new skills on the job</li> <li>•increase the representation of young people, Aboriginal and Torres Strait Islander people and women in the construction industry</li> <li>•ensure workers from surrounding areas are targeted for training and employment to</li> <li>•help address existing skills shortages across NSW.</li> </ul>	Private construction companies	Providing employment services in construction industry.			No
NSW ICN (Industry Capability Network)	Independent	Not specified	Not specified	Australia & New Zealand	The primary functions of ICN Limited are to:	not specified	<ul style="list-style-type: none"> <li>• Enhancing the prime function of ICN, namely the promotion of local industry.</li> <li>• Facilitating the collection</li> </ul>			No

					<ul style="list-style-type: none"> <li>• Provide a coordination role for the state and territory Network offices ensuring a common and consistent approach to activities and to support the ongoing enhancement and development of ICN.</li> <li>• Develop, manage and provide the national data and communications systems used by ICN, including ICN Toolbox and ICN Gateway.</li> <li>• Coordinate the Network to establish links with global supply chain managers to help Australian and New Zealand SMEs gain access to the global supply chains of major project developers.</li> <li>• Develop nationally focused marketing and raise awareness and understanding of opportunities available to participate in major projects and global supply chains.</li> <li>• Provide a direct interface to the Australian Government and relevant Australian</li> </ul>	<p>and publication of appropriate statistics and standardisation of reports on ICN activities.</p> <ul style="list-style-type: none"> <li>• Undertaking promotional work on behalf of participating ICN offices in Australian industry.</li> <li>• Fostering an open exchange of information between participating ICN offices.</li> <li>• Enhancing the ICN collective database on industry capability.</li> <li>• Encouraging best practices in operations across ICN.</li> <li>• Coordinating and acting as secretariat for meetings of national significance.</li> <li>• Making submissions on matters of national interest as agreed mutually by the ICN offices.</li> <li>• Representing the interests of the collective ICN offices federally and in forums of national significance.</li> </ul>			
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						<p>Government departments.</p> <ul style="list-style-type: none"> <li>• Undertake research on behalf of the states and Australian Government.</li> <li>• Coordinate activities of ICN to help companies identify Australian suppliers when applying for Tariff Concessions.</li> </ul>				
Victoria	Boost your business voucher program	Victorian Government (Department of Jobs, Precincts and Regions)	SMEs	Advanced Manufacturing, Defence, Aerospace, Cyber and Security, Food Innovation, Social Enterprise Capability	Victoria	<ul style="list-style-type: none"> <li>• Increase the number of Victorian businesses entering new export markets and securing supply chain opportunities</li> <li>• Increase the number of Victorian businesses developing and commercializing new products and services through research and development and generating improved productivity through process innovation</li> <li>• Improve the capability of Victorian businesses to accelerate growth and realize new opportunities.</li> </ul>	As part of the program, applicants receive funding which can be used by them to cover cost related to services taken from Registered service providers to grow the business	<p>A Voucher can be used by businesses to access services, advice, or expertise provided by Registered Service Providers.</p> <p>Following services are focused:</p> <ul style="list-style-type: none"> <li>•Market Engagement – services to assist businesses and organisations to identify and secure international market development and export opportunities</li> <li>•Innovation – services to assist businesses to develop or commercialise new products and improve process innovation</li> <li>•Business Capability – services to assist businesses to position them for future growth.</li> </ul>		Yes
	Global gateway program (Under Global Victoria)	Victorian Government (Department of Jobs, Precincts)	Not specified	Not specified	Victoria	1. Assist established Victorian exporters to stabilise and maintain their export base and adapt their business models for recovery in	Funding is provided to engage professional service providers for project activities including market intelligence,	Businesses are required to propose a project that will assist them to stabilise and maintain their existing export base and/or adapt their business model for		Yes

	and Regions)				response to the market conditions imposed by COVID-19 - including facilitating new channels to market, or through diversification into new markets. 2. Support Victorian businesses that play a critical role in the State's export economy, including through supporting job retention and export growth.	market access and marketing and promotion, and help them continue to break new ground in international markets.	recovery. The 3 areas of services include: Market intelligence Market access Marketing & Promotion			
Business Recovery Advisory Service	Victorian Government  (Department of Jobs, Precincts, and Regions, through Business Victoria, has engaged Melbourne Innovation Centre to manage the delivery of the Business Recovery Advisory Service)	SMEs	Not specified	Victoria	To reactivate the business and develop sustainable business models to strengthen and grow through the recovery period and beyond.	Business Recovery Adviser who is a Qualified local	business impact assessments, financial support, developing recovery plans and resilience mentoring.  Assistance is provided for following services: • assessing how your business was impacted • improving your cash flow, staff management and digital marketing practices • developing an effective take home recovery plan • referrals to other agencies to access grants and services.			No
Business recovery and resilience mentoring	Victorian Government is partnering with the Victorian Chamber of	SMEs	Not specified	Victoria	To support business owners to make informed decisions about the future of their business.  This program will	experienced professional	business owners can receive up to four 2-hour mentoring sessions with an experienced professional who will help them make informed decisions about the future of their business.			No



	Commerce and Industry				helps businesses: <ul style="list-style-type: none"> <li>• build customised strategies for recovery, market transformation, digital literacy, supply chain diversification and upskilling of existing employees</li> <li>• mitigate risks and financial exposure</li> <li>• connect to other Government support and local professional services.</li> </ul>		The program offers tailored guidance on: <ul style="list-style-type: none"> <li>• Business recovery - to strengthen business recovery (cost reduction, debt and cashflow management)</li> <li>• Market transformation - to understand how coronavirus (COVID-19) has triggered or accelerated market changes</li> <li>• Digital literacy and engagement - to help businesses reach new customers and markets</li> <li>• Market and supply chain diversification - to reduce exposure to supply chain risks</li> <li>• Reskilling and retraining - to help businesses upskill their existing workforce</li> </ul>			
Advancing Victorian Manufacturing – A Blueprint for the Future	Victorian Government (Department of Jobs, Precincts and Regions)		Advanced Manufacturing, Graphene Industry	Victoria	brings together leading experts from industry, unions and academia to provide advice to the Victorian Government on priority areas and shape a positive future for Victorian manufacturing, including the development and implementation of this Statement.  There are 4 main objectives: <ul style="list-style-type: none"> <li>• Prepare for the jobs of the future</li> <li>• Innovate to capture high-value manufacturing</li> </ul>	Different based on the programs. <ul style="list-style-type: none"> <li>•Regional Manufacturing Clusters: delivered by the Australian Industry Group, along with Regional Development Victoria, regional councils, industry groups, research bodies and chambers of commerce</li> <li>•Industry 4.0 Hub: partnership with the Swinburne University of Technology</li> <li>•Additive Manufacturing Hub:</li> </ul>	Overarching services includes: new product development, process change, identifying global advanced manufacturing practices and export. <ul style="list-style-type: none"> <li>•Regional Manufacturing Clusters: supporting manufacturers in regional Victoria to grow their business through strategic connections, as well as training and practical assistance focused on innovation, upskilling, scaling up trade and supply chain opportunities,</li> <li>•Industry 4.0 Hub: university-industry collaboration where businesses and universities</li> </ul>			Yes

					<p>opportunities</p> <ul style="list-style-type: none"> <li>• Build scale, capability and supply chain excellence</li> <li>• Foster a globally competitive business environment</li> </ul>	<p>Australian Manufacturing Technology Institute Limited (AMTIL) with the support of Victorian government</p> <ul style="list-style-type: none"> <li>•Australian Graphene Industry Association: Australian Graphene Industry Association (AGIA) with support of Victorian government. The founding members of AGIA include Imagine Intelligent Materials, Geofabrics Australasia, Ionic Industries, and Swinburne University.</li> <li>•Auto Innovation Centre: Australian Automotive Aftermarket Association (AAAA), with support from the Victorian Government</li> <li>•Victorian Industry Supply Chain Directories: list of businesses in steel (created by the Victorian government), wind &amp; solar facilities (created partnership with the Department of Environment, Land, Water and Planning) and</li> </ul>	<p>not only co-create technology but also business strategy.</p> <ul style="list-style-type: none"> <li>•Additive Manufacturing Hub: improve access for local companies by giving the members access to grants program through which companies can invest in Advanced Manufacturing technology, undertake design services or re-engineer existing products</li> <li>•Australian Graphene Industry Association: to facilitates knowledge sharing and relationships across local industry and the research community for graphene and graphene-related materials industry.</li> <li>•Auto Innovation Centre: offers a mix of key services to the automotive industry including; specialized training, premium vehicle testing services such as Swine-with-Dwell testing (ADR35/88) and brake performance testing (ADR31/35), vehicle 3D scanning, printing and rapid prototyping, provision of OEM vehicle data and measurements, and vehicle and workshop hire.</li> <li>•Victorian Industry Supply Chain Directories: Provides list of businesses in steel, wind &amp; solar facilities and prefabricated construction</li> </ul>		
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						prefabricated construction (not mentioned)				
On-Farm Energy Assessments and grant	Victorian Government	SMEs	Agriculture	Victoria	<p>To help productivity improvements, energy and water efficiency gains, emission reduction and waste reduction, helping to sustain Victoria's adaptable and internationally competitive agriculture sector.</p> <p>Under the Agriculture Energy Investment Plan, there are three sub-programs:  1) On-Farm Energy Assessment  2) On-Farm Energy Tier 1 Grants (\$20,000 - \$50,000)  3) On-Farm Energy Tier 2 Grants (\$50,000 - \$250,000)  3) FAST TRACK REBATE UP TO \$20,000</p> <p>Agriculture Energy Investment Plan have created the above program under \$30 million investment plan</p>	registered independent experts to the national standard	<p>Under the On-farm energy assessment:</p> <ul style="list-style-type: none"> <li>• Analysis of on-farm energy use (electricity, gas and diesel);</li> <li>• Identification of no and low-cost improvements to make energy savings; and</li> <li>• Identification of capital equipment or whole-farm system requirements to improve energy efficiency and productivity.</li> </ul> <p>Funds to support the purchase and installation of capital equipment that improves the energy efficiency and productivity of an Applicant's farming activities</p>			Yes
Latrobe Valley Supply Chain Transition Program (LVSCTP)	Victorian Government	SMEs	Not specified	Victoria	To provide intensive tailored support to businesses that are part of the supply chain of significant Latrobe Valley companies facing closure.	Business Specialist	<p>&gt;&gt; Providing intensive support to equip supply chain companies with options and strategies for transition</p> <p>&gt;&gt; Offering assistance to implement key recommendations identified</p>			Yes

	The program is now closed					<p>The objective is focused on retaining industry capability and jobs in the Latrobe Valley that might otherwise be lost due to a company closure.</p> <p>To support needed to plan for their future, including access to new sectors and markets.</p>		<p>in the plan.</p> <p>The assistance to the business are provided in two stages:</p> <ol style="list-style-type: none"> <li>1. Business Transition Plan</li> <li>2. Business Transition Services and Merger Advisory Services</li> </ol>		
Tasmania	Digital ready	Tasmanian Government (Department of State Growth)	SMEs	Not specified	Tasmania	<p>to make use of online tools and resources so businesses can benefit from the 'digital economy'.</p>	<p>Delivered by a team of highly experienced and award winning Digital Coaches.</p> <p>Coaches include: Kingthing Marketing, Digital Dandy, Squawk Digital, The Creative Technologist</p>	<p>offering a range of tools, free one-on-one coaching with coaches across the State, seminars, website health checks, webinars, podcasts, blogs and information for all skill levels.</p> <p>In 2020, the program will include 50 free events across the state, covering a range of hot topics, such as how to promote products and services with video marketing, getting on board with e-commerce and harnessing social media to stand out from the crowd.</p>		No
	Accelerating Trade Grant Program	Tasmanian Government (Department of State Growth)	SMEs	Grant preference is given to key sectors: Advanced manufacturing, Food	Tasmania	<p>to collaborate, expand business presence and introduce Tasmanian products and services to the world.</p>	<p>Money is provided to undertake any service as part of the business</p>	<p>exploring a new market with an existing product or service; or promoting a new product or service in an existing market.</p> <p>Grants are provided for following services:</p> <ol style="list-style-type: none"> <li>1. Market research and business matching services</li> <li>2. Promotional activities,</li> </ol>		Yes

				and agribusiness, International education, Resources and energy, Science and technology Tourism				materials and supporting services 3. Inbound buyer visits to Tasmania 4. Travel to an off-island market 5. Supply chain improvement activities 6. Cluster activities (Cluster activities where Tasmanian businesses combine efforts to improve cost effectiveness and efficiency to increase the value of products or services sold to the mainland domestic or international market.)			
	LoRaTas (Low-Power Wide-Area Network) (Under Enterprize )	Tasmanian Government	Not specified	Internet	Tasmania	Enterprize facilitated a project supported by the Tasmanian Government to install a LoRaWAN network across greater Launceston, making the city the first in Australia with wide coverage.	Not Specified				No
	Born Global Incubator (Under Enterprize )	Tasmanian Government	Not specified	Not specified	Tasmania	Using global best practice methods and subject matter experts we'll be taking startup founders through their paces to get from idea to market in 14 weeks.	subject matter experts	<ul style="list-style-type: none"> <li>• Twice weekly workshops (using global best practice methods)</li> <li>• Experienced mentors and guest speakers</li> <li>• Industry connections and networking events</li> <li>• Enterprize Tasmania's collaborative workspace</li> </ul>			No
Queenland	Future work for small business	Queensland Government	Small businesses	All sectors	State-wide	Developing small business skills and capability development  Increasing small business productivity	Industry and regional organisations play an important role in engaging, partnering and activating initiatives that promote skills and capability development for		Qualitative assessment: Expert interviews	Yes	No

						small business owners and managers.				
Advancing Manufacturing Skills project	Department of State Development, Manufacturing, Infrastructure and Planning)	Not specified	Manufacturing	State-wide	Identifying the priorities and practical actions that can advance manufacturing business and workforce skills in Queensland. It aims to support all manufacturers to participate in the journey to advanced manufacturing.	While industry must lead the journey to advanced manufacturing, government and the wider network of industry associations, unions, industry networks, employees, the education and training sector, and research institutes are vital partners in supporting the successful transition.	<p>Creating long-term opportunities, higher skilled jobs and stable employment for employees</p> <p>Building capability related to business management, innovation and productivity enhancements Involving a holistic approach to the way a manufacturing business operates, with a high level of technology and expertise applied throughout every step of a value chain.</p> <p>Incorporating market products and a range of activities from design and research and development (R&amp;D) to production, distribution and after-sales services</p>	Qualitative assessment: Interviews, consultation, surveys, workshops, documentary analysis	Yes	No
Business Growth Fund (BGF)	Department of Employment, Small Business and Training	SMEs	Not specified	State-wide	The program provides funding for small and medium-sized businesses experiencing high-growth to buy specialised equipment to unlock growth potential, increase production, expand your workforce and maximise economic returns.		The fund includes: - Single up-front payment up to \$50,000 (excluding GST). - A fund at least 25% of project costs to buy and implement the specialised equipment.			Yes

Business Basics Grants		Small businesses (including non-employing and micro businesses, and new and emerging businesses)	Not specified	State-wide	Providing support to businesses to increase core skills and adopt best practice.		'A single up-front fixed grant payment of \$5,000 (excluding GST). The support includes funded activities in 5 priorities - Training and coaching - Website build or upgrades - Professional business advice - Strategic marketing services - Business continuity and succession.'			Yes
Mentoring for Growth (M4G)	Queensland Government	Not specified	All sectors	State-wide	Offering eligible businesses free access to volunteer business experts who provide insights, options and suggestions relating to challenges and opportunities they are experiencing in their business.	Mentors are drawn from a Queensland-wide pool of more than 400 registered mentors. All mentors have expertise and experience in coaching and/or developing businesses.	The M4G program includes: - Mentoring for Growth - - Mentoring for Investment - - Mentoring for Pitch - - Mentoring for Export - - Mentoring for Recovery - - Mentor Chats			No
Innovate Queensland	The program is delivered by Impact Innovation Group Pty Ltd under contract to the Queensland Government	SMEs	All sectors	State-wide	Helping innovative SMEs to develop the skills, knowledge and networks required to commercialise new products and services, develop winning business strategies and grow.		Delivering workshops, webinars, collaboration activities and My Innovation Advisor consultation services (one hour free consultation with a commercial experts) that assist entrepreneurs and management teams from across the state.			No
Manufacturing Hubs Grants Program (MHGP)	Department of State Development, Manufacturing, Infrastructure	SMEs	Manufacturing	Cairns, Townsville and Rockhampton regions	Supporting the growth of Queensland's regional manufacturing industry by assisting local manufacturing SMEs to improve productivity, build		Assisting regional manufacturing SMEs to adopt new technologies and implement skills and training that results in: - integrated technology-led advances in equipment, robotics, processes,			No

		e and Planning				international competitiveness, stimulate job generation and private sector investment, and support regional growth		systems, software, data use and analytics - high performing workplaces including increased management capability, leadership, technical skills, the attraction, retention and development of skilled employees, apprenticeships and traineeships that reflect an advanced manufacturing workplace.			
South Australia	SME Business Advisory Services	South Australian Government	SMEs	All sectors	State-wide	Helping SMEs access professional services to grow and transform their business.		Funding of a maximum of \$10,000 (excluding GST). Professional services which businesses can access through the funding includes: - Business planning - Marketing - E-commerce - Finance matters - Workforce planning - Transformation of business and operating models - Identification of new business opportunities, including research and development - Analysis of growth opportunities - Information technology - Business future proofing - Business continuity planning - other advice as deemed appropriate by the assessment panel where the applicant can demonstrate benefit of transformation and growth to their business.			Yes



Growing SA Companies	South Australian Government	SMEs	Not specified	State-wide	The program provides executives with the knowledge and skills to develop as leaders, identify growth opportunities, overcome business challenges and compete in a global marketplace.	The Centre for Business Growth, University of South Australia	Providing critical knowledge, skills and values that enable the companies to take them to the next level, and allow them to bring their executive team along on the journey.			No
Future Industries Accelerator (FIA)	South Australian Government	Depending on the scheme e.g., the R&D Voucher Scheme is available for companies with an annual turnover of less than \$5M, the co-investment can be in-kind	Not specified	State-wide	Helping businesses explore product development ideas and technical challenges by connecting them with facilities and experts across the university.	South Australian Government.	<p>The FIA comprises three core activities which provide flexibility and tangible mechanisms to drive transformation of the business through:</p> <ul style="list-style-type: none"> <li>- Infrastructure Access Scheme: companies can access equipment, laboratory space, and research infrastructure valued at over \$70 million, with advice, training and analysis from dedicated technical staff, at no direct cost.</li> <li>- R&amp;D Voucher Scheme: Up to \$100,000 of the FIA funding is available per project for a maximum of 12 months.</li> <li>- Mobility Grants: Funds are available for staff placements of up to 12 months and up to full time. Companies can send an employee to the University or vice versa. This exchange helps to transfer expertise to resolve challenges, develop training or build the skills necessary for growth. The scheme covers the full salary costs</li> </ul>			Yes

								for the participant, including on-costs.			
Western Australia (WA)	Small business advisory services	Small Business Development Corporation	Small businesses	Not specified	State-wide	Supporting small businesses in short-term problem, a longstanding issue, or discuss ideas that help to grow business.  Providing free advice to help existing and aspiring small business owners		The topics that the program can help include, but are not limited to: - Starting a small business - Assessing new business ideas - Business structures - Writing business plan - Market research - Business licenses and permits - Leasing commercial premises - Financial management and tax - Marketing – on and off-line - Managing business disputes			No
	Agrifood and beverage voucher program	Department of Primary Industries and Regional Development (DPIRD)	SMEs	Food & agriculture	Regional and metro Western Australia	The program supports SMEs across regional and metro WA to overcome potential barriers to growth, reduce risks around planned expenditure and capture new opportunities for growth. This round of vouchers also supports primary producers looking to transition to manufacturing to take steps towards producing value-added food and beverages.		Vouchers valued up to \$10 000 to engage consultants or technical experts to help grow their business. Vouchers will be offered on a competitive application basis to support contracting professional consultancy services in one or more of the following nine categories: - Business Planning - Quality Assurance - Market Positioning - E-Commerce Planning - Technology and Digital Advisory - Export Capability Development - Technical Expertise - Planning for Investment - Transitioning to Manufacturing			Yes
	Export services	Department of Primary	Not specified	Agriculture	State-wide	Assisting local agrifood businesses		Providing a arrange of resources and services			No

for industry	Industries and Regional Development (DPIRD)				make the most of export opportunities through providing a range of resources and services available.		including: - The Online export service portal provides a central source of information to better equip agrifood and fisheries exporters to develop their business. - Advisory service: advice on export market development opportunities e.g., identifying and developing international export market opportunities, providing market insights. - Publications: industry snapshot and exporter directory - Workshops /seminars - export capability building - Trade missions and trade exhibitions - Market access			
Investor Readiness Program	Department of Primary Industries and Regional Development (DPIRD)	SMEs	Agriculture, food & beverage	State-wide	Supporting agriculture, food and beverage businesses be more internationally competitive by providing a range of tools, incentives and resources to become investor ready, attract capital and build capacity to support economic growth in Western Australia. Providing comprehensive investment support for SMEs	Support is available for WA industry groups, business associations and not for profit organisations to host business events, conferences and training workshops	Providing funding, services and resources. A series of digital resources including investor readiness guides and business strategies have been developed to support WA agriculture, food and beverage businesses improve their skills and confidence in undertaking capital raising. A range of masterclasses and webinars A competitive grant program to support enterprises become investor ready with support from professional services			No
Investment Services	Department of Primary Industries and Regional	Not specified	Agriculture & Food	State-wide	Supporting primary industries and regions to deliver enduring prosperity for all Western Australians	The Investment team: an experienced team of industry professionals with in-	- Agribusiness Investment and development: a combined service and consistent approach for			No

	Development (DPIRD)				through providing guidance and introductions to secure the investment or opportunity that businesses are looking for. Connecting investors with Western Australia's agriculture, fisheries and food industries to support the development and delivery of commercially sustainable investment projects.	depth knowledge of the agribusiness and food industry and extensive business networks in Australia and overseas.	Investment and development. - Investment incentives: financial support for businesses seeking to invest in value-adding, processing, production or expansion. - Investment services: support for businesses seeking to invest or raise capital, and promotion of Western Australia as an attractive destination. - Strategic partnerships: engaging and supporting partner services and projects that deliver Investment objectives in Western Australia. - Strategic projects - identification of priority opportunities that deliver jobs, economic growth and provision of analysis and information to support expansion and investment.			
SPURonWA grants	Government of WA	Start-ups, businesses and individuals working on innovative location-based products or services.	All sectors	State-wide	Supporting local entrepreneurs and innovators establishing themselves in new and diverse industries, creating jobs of the future.  SPUR is WA's location and innovation hub that works to stimulate and accelerate economic development in the WA digital economy.	Landgate	Local innovators stand to benefit from grants of up to \$25,000 through the McGowan Government and Landgate's location technology hub. The grants can be used towards: - Development costs - Intellectual property protection - Obtaining business, financial, or marketing advice - Accessing location data As well as providing financial support, SPUR also offers access to location data, a			Yes

								co-working space and commercial mentoring.			
North Territory (NT)	Business Innovation Program (BIP)	NT Government	All	All sectors	State-wide	Helping businesses develop and commercialise innovation concepts.	Mentoring is delivered through the NT Government's Innovator in Residence program.	Businesses can receive: - Professional mentoring: one-on-one mentoring and support to help the companies through each stage of the program. - Funding of up to \$30,000.			Yes
	Supply Chain Solver	NT Government	Small businesses	Not specified	State-wide	Providing advice that helps businesses unlock potential opportunities to resolve supply chain issues, such as increasing stock space / remote food supply.		Businesses will be able to apply for funding of up to \$10,000 on a 50:50 co-contribution basis.			Yes
	Business Growth Program	NT Government	Small businesses	Not specified	State-wide	Helping businesses access professional services to improve their performance, sustainability and profitability. It also provides mentoring and coaching support.		A funding up to \$10,000 based on a 50-50 co-contribution. The funding can be used for services in any of the following grant categories: - strategy - marketing - operations - financials - people and culture.			Yes
Federal	Entrepreneurs' Programme	Department of Industry, Science, Energy and Resources (Australian Governments) along with state-wise delivery partners: • Ai Group services customers in	SMEs	All	Nation-wide	To connect small and medium sized businesses with the capabilities and networks they need to grow, innovate and commercialise in Australian markets and/or markets in other countries.  The aim of the program is to achieve: a) Improved business	a mixture of Department employed staff and third parties that manage and directly deliver services to clients.	The program offers expert advisory and facilitation services that support: a) growth and innovation through business improvement and innovation connections in targeted Growth Sectors; b) innovation through the incubation of innovative globally focused Australian start-ups; and c) commercialisation of novel products, processes	Mixed-method	Yes	Yes
									Mixed-method	Yes	
									Mixed-method	Yes	

	Victoria, Tasmania and Western Australia. • Deloitte services customers in Queensland. • Business Australia services customers in New South Wales. • Business SA services customers in South Australia. • Darwin Innovation Hub services customers in Northern Territory.				capability; b) Effective business, research and commercialisation networks; c) Improved business and commercialisation performance; and d) Value to participants.  EP focuses on areas of activity relevant to lifting Australian business performance in these areas: • business innovation capability (Business Management element) • business research collaboration (Innovation Connections element) • innovative entrepreneurship and commercialisation (Incubator Support and Accelerating Commercialisation elements).		and services in Australian markets and/or markets in other countries.			
Enterprise Connect	Department of Industry, Innovation and Science	SMEs	Multiple: manufacturing, clean technology, defence, resources and the	Nation-wide	Providing SMEs with better access to new ideas, knowledge and technologies, to enable business to become more innovative, efficient and competitive and to lift productivity across Australian industry.	Researchers engage to help develop and implement a new idea with commercial potential (Researchers in Business)	The original EC program core services included the Business Review and the Tailored Advisory Service. - The Business Review (BR) provided SMEs with a holistic assessment of their current performance, including benchmarking and a set of recommendations for improvement and	Difference in differences analysis: construct a sample of treated (EC program participants) and establish a counterfactual	Yes	Yes

			creative sector				<p>growth.</p> <ul style="list-style-type: none"> <li>- Tailored Advisory Service grant: cover half the cost, up to a maximum grant of \$20,000 (excluding GST), of engaging a consultant to implement Business Review recommendations.</li> </ul> <p>Two other core services were introduced later:</p> <ul style="list-style-type: none"> <li>- Researchers in Business (RIB) provided up to \$50,000 in matched funding for SMEs to engage a researcher to help develop and implement a new idea with commercial potential.</li> <li>- Continuous Improvement Program (CIP) built on a Business Review by incorporating the measurement of critical business information that would be the foundation of the continuous improvement process.</li> </ul>	(non-participants or untreated) set of firms that are as similar as possible in terms of observable characteristics prior to the policy intervention		
Commercialisation	Department of Industry	Start-ups	All	Nation-wide	to build the capacity of, and opportunities for, Australia's researchers, entrepreneurs and innovative firms to convert ideas into successful commercial ventures, enhancing Australia's participation and competitiveness in the global economy and generating commercial returns from Australia's significant investment	It's a grant but they connect the recipient with private sector advisers to provide case support	<ul style="list-style-type: none"> <li>•Skills and Knowledge: intended to get access to specialised advice and services.</li> <li>•Experienced Executives: intended to hire an experienced executive officer.</li> <li>•Proof of Concept: intended to assist with the testing, development and evaluating the commercial viability of a business model or idea for a product.</li> <li>•Early Stage Commercialisation: intended to carry out activities that focus on the</li> </ul>	inverse propensity weighting to estimate the treatment effect for the CA participants	Yes	Yes

					in public sector research		development of a new product, process or service and their commercialisation.			
Export Market Development Grants (EMDG) - AUSTRAD E	Austrade	SMEs	Export industry	Nation-wide	Austrade's Export Market Development Grants (EMDG) program helps Australian businesses grow their exports in overseas markets.	Its grant. No service provided to the grant holder	Grants are available in 3 stages, called tiers. Each tier provides a different level of support to SMEs as they grow their export markets: <ul style="list-style-type: none"> <li>• Tier 1: Ready to export <ul style="list-style-type: none"> <li>&gt;First time exporters</li> <li>&gt;Maximum 2 years and maximum \$40,000 per financial year</li> </ul> </li> <li>• Tier 2: Expanding <ul style="list-style-type: none"> <li>&gt;Expanding your export promotion activities</li> <li>&gt;Maximum 3 years and maximum \$80,000 per financial year</li> </ul> </li> <li>• Tier 3: Expanding and strategic shift <ul style="list-style-type: none"> <li>&gt;Expanding your export promotion activities AND making a strategic shift, for example targeting a new market or a new type of customer</li> <li>&gt;Maximum 3 years and maximum \$150,000 per financial year</li> </ul> </li> </ul>			Yes
Landing Pads - AUSTRAD E	Austrade	SMEs	All	Nation-wide	The program provides market-ready scaleups with an operational base and customised support for their overseas expansion goals. Scaleups participate in an immersive program in one of Austrade's five Landing Pad cities: Singapore, San Francisco, Tel Aviv,	Manager will provide the service.	<ul style="list-style-type: none"> <li>• a 90-day residency in a co-working space among like-minded global entrepreneurs for one representative</li> <li>• introductions to networks of investors, mentors and strategic partners</li> <li>• access to a community that supports Australian entrepreneurs</li> <li>• business advice to help grow your business.</li> <li>• Support from an Austrade</li> </ul>			No



					Berlin and Shanghai. Landing Pads provide: <ul style="list-style-type: none"> <li>• a dedicated Landing Pad manager</li> <li>• a co-working space</li> <li>• access to in-market Entrepreneurs in Residence</li> <li>• connections to local founder communities</li> <li>• introductions to Austrade customer networks, partners and contacts</li> </ul>		Landing Pad coordinator based in market who can help you identify customers, partners and investors, and negotiate the local business culture <ul style="list-style-type: none"> <li>• Access to industry leaders, venture capitalists and other key influencers</li> <li>• Opportunities to network with potential partners and investors.</li> </ul>			
TradeStart - AUSTRAD E	Austrade	SMEs	Exporters	Nation-wide	to assist small and medium sized exporters to achieve long term success in international markets. It offers exporters the combined resources of Austrade and each partner organisation, providing local assistance and a direct link to Austrade's services and overseas network.	35 Experienced export advisers	<ul style="list-style-type: none"> <li>• Market or country research</li> <li>• Potential partner and customer identification</li> <li>• Appointments during your market visit</li> <li>• Market promotions</li> <li>• Austrade follow-up to initial introductions</li> </ul>			No
Industry Growth Centres	Department of Industry, Science, Energy and Resources	SMEs	<ul style="list-style-type: none"> <li>•Advanced manufacturing</li> <li>•Cyber Security</li> <li>•Food and Agribusiness</li> <li>•Medical Technologies and Pharmac</li> </ul>	Nation-wide	Growth Centres are not-for-profit organisations, each led by a board of industry experts. They lead cultural change in their sectors and focus on: <ul style="list-style-type: none"> <li>• increasing collaboration and commercialisation</li> <li>• improving international opportunities and</li> </ul>	Each growth centres	Each centre has a Sector Competitiveness Plan describing: <ul style="list-style-type: none"> <li>• the 10-year strategy for the sector</li> <li>• regulatory reform opportunities</li> <li>• industry knowledge priorities such as skills and research requirements</li> </ul>			No

			<p>uticals</p> <ul style="list-style-type: none"> <li>•Mining Equipment, Technology and Services (METS)</li> <li>•Oil, Gas and Energy Resources</li> </ul>		<p>market access</p> <ul style="list-style-type: none"> <li>• enhancing management and workforce skills</li> <li>• identifying opportunities for regulatory reform</li> </ul>					
<p>Future map Innovative Manufacturing CRC (IMCRC)</p>	<p>Department of Industry, Science, Energy and Resources</p>	<p>All</p>	<p>Manufacturing</p>	<p>Nation-wide</p>	<p>To encourages and assists Australian manufacturing SMEs to take action and start their journey of digital transformation – with futuremap® being the first step.</p> <p>futuremap is a business diagnostic tool that helps Australian manufacturing SMEs assess their current state of business and identify areas of focus and potential investment to transform and future-proof their business. It is aimed at business owners and senior executives (e.g. General Managers) of manufacturing businesses who drive the organisation in key areas such as leadership, innovation and digital manufacturing.</p>	<p>IMCRC, in partnership with the Entrepreneurs' Programme</p>	<p>Workshops and One-on-one sessions to:</p> <ul style="list-style-type: none"> <li>• think differently about the opportunities and challenges of digital manufacturing;</li> <li>• map the current state of their business with respect to capabilities and characteristics that will help determine their future competitiveness and success, and compare this to where they aspire to be in two years from now;</li> <li>• understand the primary gaps between the current state of their business and their aspirations, to assist them to develop the key areas of focus and potential investment; and</li> <li>• understand where assistance may be sought to help them on their transition to digital manufacturing.</li> </ul>			<p>No</p>

SME Connect - CSIRO	CSIRO	SMEs	Not specified	Nation-wide	With experienced facilitators located across the country, SME Connect acts as a single point of contact for SMEs to interact with the Australian research sector, using their national network to locate the very best research capability to meet each SME's individual needs, whether that be CSIRO or other research organisation.	Run through 3 programs: Innovation Connections program, CSIRO Kick-Start vouchers and the Science and Industry Endowment Fund's Ross Metcalf SIEF STEM+ Business Fellowship program	We help SMEs 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.			Yes
Kickstart program - CSIRO	CSIRO		Start-ups	Nation-wide	helps Australian start-ups and small SMEs (small and medium-sized enterprises) access dollar-matched funding to undertake research and development (R&D) activities with CSIRO. It is a targeted program, which forms part of CSIRO's strategic commitment to deepen our direct support for Australian technology start-ups and SMEs in areas of national growth priorities.  Kick-Start vouchers are designed to facilitate projects that would not occur without financial assistance, or to	It's in a form of funding/ grants	<ul style="list-style-type: none"> <li>• Connecting the business to the best CSIRO research expertise, utilising our national CSIRO network of facilitators and contacts.</li> <li>• Expediting the application process and helping with project design, if required, to ensure the project meets customer needs and expectations.</li> <li>• Maintaining end-to-end engagement – remaining in communication with both researchers and businesses during the course of, and after completion of, the project, to ensure expectations are met, and knowledge transfer is smooth and effective.</li> </ul>			Yes

					increase the size and breadth of a project in order to develop more advanced outcomes.					
Regional Development Australia	Department of Infrastructure, Transport, Regional Development and Communications	All	Not specified	Regional Australia	<p>Regional Development Australia (RDA) is a national network of committees made up of local leaders who work with all levels of government, business and community groups to support the economic development of their regions.</p> <p>a) Facilitate regional economic development outcomes, investment, local procurement and jobs.  b) Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.  c) Improve Commonwealth regional policymaking by providing intelligence and evidence-based advice to the Australian Government on regional development issues.  d) Co-ordinate the</p>	Local leaders	<ul style="list-style-type: none"> <li>&gt; providing independent advice to all three levels of government on critical issues affecting the particular region</li> <li>&gt; collaborating with relevant stakeholders to identify economic opportunities and leverage private and public sector investment to the particular region</li> <li>&gt; connecting regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors</li> <li>&gt; working closely with community leaders to identify priority activities that will drive regional economic development</li> <li>&gt; providing assistance to local communities to identify funding sources and develop project proposals to support economic growth</li> <li>&gt; promoting awareness of government programs in the RDA community</li> </ul>			No

					development of a strategic regional plan, or work with suitable existing regional plans that will align with the Commonwealth's regional priorities.					
New Business Assistance with NEIS (New Enterprise Incentive Scheme)	Department of Education, Skills and employment	SMEs	Startups	Nation-wide	To increase the number of startups in Australia. The program is being delivered through NEIS	NEIS provider	<ul style="list-style-type: none"> <li>&gt; Accredited small business training</li> <li>&gt; Help to develop a business plan</li> <li>&gt; Personalised mentoring from a NEIS provider</li> <li>&gt; NEIS Allowance for up to 39 weeks and NEIS Rental Assistance for up to 26 weeks (if eligible)</li> </ul>			No
business.gov.au	Department of Industry, Science, Energy and Resources	All	All	Nation-wide	<p>business.gov.au is a whole-of-government website for the Australian business community. It is a simple and convenient entry point for information, services and support to help businesses succeed in Australia.</p> <p>The program vision is that business.gov.au is your first port of call when you have questions about starting, running or growing a business in Australia.</p>	It is an online platform consisting of information related to Australian businesses and support available for them	<p>business.gov.au has a number of free tools and resources to help you and your business succeed. We provide:</p> <ul style="list-style-type: none"> <li>&gt; a guide to help you start a business information about planning and marketing a business, employing people and more</li> <li>&gt; news articles announcing new grant opportunities, reminders about running a business, and available workshops and events</li> <li>&gt; email updates delivered directly to your inbox so that you get the latest news, opportunities, business information and events and workshops</li> </ul> <p>We also have search tools to help you find:</p> <ul style="list-style-type: none"> <li>&gt; a business adviser or mentor</li> </ul>	Mixed-method	Yes	No

								> grants and programs to help your business grow > events in your local area, including training courses, webinars and workshops			
Private/ Industry Associations	AiGroup - The Export Fundamentals Program	South Australian Government	Emerging exporters	Not specified	State-wide	Enabling emerging South Australian exporters to access up-to-date and cost-effective suite of offerings to ensure the broadest range of businesses can grow exports.		The program will integrate: - Access to the FREE Export Advice Line - An Online Knowledge Centre - Face-to-face Training Workshops in both city and regional areas - Online Training Events - Webinars - Networking Events And premium services: subsidised Masterclasses, high quality coaching and mentoring specialists for one-on-one coaching at subsidised rates.			No
	AiGroup - Digital Advisory service (Small Business Digital Champions)	Australian Government	SMEs	Not specified	Nation-wide	Provide free digital advisory services for manufacturing SMEs, including advice and guidance on how digital technologies can create real benefit		Promoting the benefits of 'going digital' to members, including advice on technology trends and technology adoption of; hardware; software; digital training; online content development; online digital planning; and coaching and support.			No
	Indigenous Business Australia (IBA)	Australian Government	Aboriginal and Torres Strait Islander peoples and organisations	Not specified	Nation-wide	Offering a range of tailored workshops to assist customers in meeting the challenges faced at each stage of the business life cycle.		Providing access to workshops, advice and business support programs. In some cases. Providing business finance to eligible business owners. Linking businesses to other networks and resources to help them build and develop sustainable businesses.			No

	RSM Australia	Australian Government	Not specified	Not specified	Nation-wide	Providing audit, tax and consulting services	RSM and its senior global professionals	Offering a range of services, including: - Audit and assurance - Tax - Personal advice - Business advice - Restructuring & Recovery			No
Joint private / Federal Government	Australian Small Business Advisory Services (ASBAS) Digital Solutions	Australian Government	Small businesses	Not specified	Metropolitan and regional areas	ASBAS Digital Solutions offers small businesses low cost, high quality advice on a range of digital solutions to meet their business needs.		Delivering digital advisory services across four priority digital capabilities: - Websites and selling online - Social media and digital marketing - Using small business software - Online security and data privacy			No
	Business Station for ASBAS	Australian Government	Small businesses	Not specified	Western Australia, Queensland and the Northern Territory	Helping small businesses thrive. Facilitating, encouraging and promoting economic development in WA, QLD and NT by enabling and supporting the establishment, growth and ultimate success of new and small businesses.		Providing a number of tools and services to support businesses: - Business advisory programs e.g., digital solutions, gosnells advisory - Business incubation e.g., office spaces, workshop, meeting rooms - Business station learning: training courses, leadership courses, webinars...			No
	PwC (Price Waterhouse Coopers) - Business advisory services for aged care providers	PwC commissioned by the Commonwealth Department of Health	Not specified	Healthcare	Nation-wide	Supporting service providers in terms of maximising business performance and service viability. The objectives of the project are to: • Enable service providers to review current business operations and advise strategies to		Undertaking an independent evaluation of organisations, their operations and provide advice to support their operations, including: - Conducting financial analysis, - Benchmarking your organisation against others in the industry using established industry standards, - Reviewing the operations, strategy and			No

						<p>support their operations</p> <ul style="list-style-type: none"> <li>• Assist service providers to remain viable and accountable to their service costs and pricing</li> <li>• Enable service providers to share learning and strengthen business capability</li> <li>• Enable the Department of Health to better understand the challenges and opportunities in the provider landscape.</li> </ul>		governance arrangements of your organisation, and - Outlining an action plan to implement opportunities identified for improvement.			
Business Energy Advice Program (BEAP)	Business Australia	Small businesses	All	Brisbane, Gold Coast, Sydney, Canberra, Melbourne, Adelaide and Perth	Offering a free and independent energy advice program for Australian businesses aimed at reducing energy costs. Auditing and suggesting potential energy-saving opportunities and giving access to case studies, fact sheets, and information on how businesses can access government grants.		Free consultation: one-on-one consultation with an independent business expert for advice on potential energy-saving opportunities. Energy saving report: the report suggests ways to make the most of the latest technology and best practice. More ways to save on energy: access to case studies, facts sheets and information on how to access government grants, to enable the businesses to unlock even more energy savings.			No	
Business Development and Assistance Program	Indigenous Business Australia	Aboriginal and Torres Strait Islander individuals and	Not specified	Aboriginal and Torres Strait Islander	Providing Aboriginal and Torres Strait Islander individuals and businesses with access to finance products, advice,		Services offered include: - Capability and skills assessment - Access to business resources			No	



			businesses			training and workshops to start or grow a small to medium business		- Business and industry insights/market intelligence - Commercial finance options such as competitive business loans and operating leases - Business skills workshops.			
Digital Solutions Program		Small businesses and sole traders	All	All metropolitan and regional areas in Australia.	Providing services that help small businesses to make the most of digital tools and offers broader advice specific to business needs	Digital Solutions advisers, who hold formal qualifications in business or information technology related disciplines and have at least 2 years' experience providing digital advice to small or medium sized businesses.	Services and advice such as: - How digital tools can help small businesses - Websites and selling online - Social media and digital marketing - Using small business software - Online security and data privacy			No	
SME export Hubs		SMEs	6 growth sectors: - Advanced Manufacturing - Cyber Security - Food and Agribusiness - Medical Technologies and Pharmaceuticals - Mining Equipment, Technology and Services	Nation-wide	Support SME export hubs developing local, regional and Indigenous brands. The hubs will work with Growth Centres in each sector to take advantage of export opportunities.		This grant assists with the set up and/or running of SME export hubs. The available grant amount is between \$150,000 and \$1.5 million. It can cover up to 50% of eligible project costs. It also supports SME development by: assisting with export opportunities, and working with the Growth Centres			Yes	

				- Oil, Gas and Energy Resources							
Regional Jobs and Investment Packages	The Department of Industry, Innovation and Science is responsible for administering the program on behalf of the Department of Infrastructure and Regional Development	Businesses, local government agencies and not-for-profit organisations	Not specified	10 regions: - NSW (North Coast, South Coast), - Queensland (Bowen Basin, Tropical North Queensland, Wide Bay Burnett), - South Australia (Upper Spencer Gulf) - Regional Tasmania - Victoria (Geelong, Goulburn valley, Latrobe Valley)	Providing matched funding for projects that help grow regional economies and provide sustainable employment.		The program provides funding in 3 grant funding streams: - Local infrastructure: grants for local government bodies and not-for-profit organisations to invest in new or upgraded infrastructure. - Business innovation: grants to help businesses become more competitive in new or growing markets that create sustainable employment. - Skills and training: grants for local government bodies and agencies and not-for-profit organisations to support training and upskilling of the regional workforce.				Yes

## Appendix C List of programs not analysed<sup>10</sup>

(1) Country	(2) Program name	(3) Dollar Value	(4) Size of firm	(5) Industry sector	(6) Specific regions
New South Wales	Export assistance grant	maximum of \$10,000	exporting business with an annual turnover of up to \$100 million	Export	State-wide
	Resources for Regions	\$75 million of govt. funding in 2021	Not a business program	Mining communities	Regional NSW
	BUSHFIRE INDUSTRY Recovery Package: Supply Chain Support Grants	\$140 million of govt. funding	Not specified	Supply Chain	State-wide
	Small Business Commissioner	Not specified	Small businesses	Any	State-wide
Victoria	Access Program (Under Global victoria)	Not specified	Not specified	Export	State-wide
	eCommerce Program (Under Global victoria)	Not specified	Not specified	E-commerce	State-wide
	Export Skills Program	Free to participant	Any	Export	State-wide
	Forestry Business Transition Vouchers	\$25,000 to participants	Any	Forest	State-wide
	Small Business Digital Adaptation Program (part of Business Resilience Package)	\$1200 to participants	SMEs	Digital	State-wide
	Small Business Bus	Free advice to participants	Any	Any	Victoria & its regional parts
	Future Industries	Not Specified	Any	High-growth Industry	State-wide
	Solar Homes Small Business Mentoring Package	Free business consultations	Small businesses	Solar	State-wide

<sup>10</sup> For details of the programs please refer to the excel document.

On-Farm Internet of Things (IoT) Trial	Grant funding of up to \$25,000	SMEs	Farming	State-wide
Geelong Business Support	Not specified	Not specified	All	Geelong
Business Competitiveness Program (part of Business Resilience Package)	Grant of \$500,000	SMEs	All	State-wide
Young Farmers Scholarship Program	Grant of \$10,000	Not specified	Farming	State-wide
The new Hamer Scholarships Program	Not specified	Open for employees	Language capability building	State-wide
Technology Adoption and Innovation Program (TAIP)	Grant of \$50,000	SMEs	Innovation	State-wide
Victoria-Israel Science Innovation and Technology Scheme (VISITS)	Grant of \$250,000	All	Innovation	Victoria and Israel
Victoria-Jiangsu Program for Technology and Innovation Research and Development (VIC-JS TECH)	Grants of up to \$200,000	Not specified	Biotechnology, new medicine and medical, new generation information and communication technology, clean technology and environmental protection, food and fibre industries, advanced manufacturing and aerospace industries	State-wide
Regional Jobs Fund	Not specified	Not specified	Good and fibre, advanced manufacturing, professional services, new energy technology, medical technology, life sciences and healthcare, transport, defence and construction technology	Regional Victoria
Small-Scale and Craft Program Stream One	Grants of up to \$15,000	Small-scale and craft agribusinesses	Agriculture	State-wide
Business Support Fund (part of Business Resilience Package)	Grant of up to \$10,000	Certified Victorian Aboriginal business through Kinaway Chamber of Commerce (Kinaway) with a minimum annual turnover of \$30,000	All	State-wide
Sole Trader Support Fund (part of Business Resilience Package)	Grant of \$3,000	Not specified	Not specified	State-wide

	Licensed Hospitality Venue Fund (part of Business Resilience Package)	\$70 million Grants of \$3,500 per premises in regional Victoria and \$7,000 per premises in metropolitan Melbourne	Not specified	Hospitality	Regional Victoria and Metropolitan Melbourne
	Business Chambers and Trader Groups program (part of Business Resilience Package)	Grants of \$10,000, \$20,000 or \$50,000	Not specified	Business chambers and trader groups	State-wide
	Alpine Resorts Support Program	\$10.5 million	Not specified	Food and beverage venue, retail outlet, transport, activities, entertainment, health and wellbeing, accommodation business	Businesses in Victoria's alpine resorts, Dinner Plain and surrounding towns
	Farming and Community Group Drought Funding	Grants of up to \$25,000	Not specified	Agriculture	Across Victoria however preference will be given to projects in the Wellington and East Gippsland shires, in far North-West Victoria (Millewa and surrounding areas) and the Goulburn Murray Irrigation District (GMID).
	Small business grants	Not specified	Startups and Small businesses	All sectors	City of Melbourne
	Traditional Owner Renewable Energy Program	\$1.1 million	Not specified	Not specified	Registered Aboriginal Parties
Tasmania	Small Business Grant to support apprentices and trainees' program	\$2 million over two financial years	Not specified	Many	State-wide
	Workforce Development Grants Program	Not specified	Any	Any	State-wide
	Macquarie Hub (Enterprize innovation hub) (Under Enterprize)	Not a program but an incubation centre	Start-ups	Not specified	State-wide

	Business Energy Advice Program (nation-wide program)	Free advice to participants	All	All	Nation-wide
Queensland	Small Business Entrepreneur Grants Program	A 50% funding contribution of up to \$5 000. The minimum grant funding amount is \$1 000	Newly started small businesses	All	State-wide
	Small Business Digital Grants Program	A 50% funding contribution of up to \$10 000. The minimum grant funding amount is \$1 000	Small businesses	All	State-wide
South Australia	Regional Growth Fund	\$15 million Up to \$5 million for the Regional Growth Fund Competitive Grants \$10 million for the Minister for Primary Industries and Regional Development to commit to strategic regional growth projects	Not specified	Not specified	Regional
	Research, Commercialisation and Startup Fund	Grant funding: Minimum grant: \$100,00 Maximum grant: \$500,000	Researchers, entrepreneurs and businesses	Not specified	State-wide
	SA Venture Capital Fund	Not specified	All (but to invest in companies with assets more than \$250M)	Space, Defence, Agribusiness, Hi-Tech, Digital, Creative Industries, Health & Wellbeing, Energy	State-wide
	SA Export Accelerator	Grants up to \$30,000	SMEs	Not specified	State-wide
Western Australia	Value Add Investment Grants	Funding of \$10.2 million	All	Agriculture	Metropolitan and regional Western Australia
	Agribusiness Innovation Fund	The program awarded almost \$11.2 million to 21 grower groups across WA	Not specified	Agriculture and food	State-wide

Northern Territory (NT)	Biz Secure program	Funding of up to \$10,000 for individual businesses and \$50,000 for clusters of businesses	All	All	State-wide
	Funding to upskill or reskill employees	Not specified	Industry association, business cohort (group of employers, businesses operating in partnership with a training organisation.	All	State-wide
	Regional economic development fund grants	Not specified	Incorporated bodies and legal entities, local partnerships between private enterprise organisations, NT-based not-for-profit community organisations or groups and local governments	All	All regions of the NT.
New Zealand	'New Zealand's Aid Programmes in the Cook Islands, Niue, Samoa and Tokelau'	e.g., New Zealand's total assistance to Tokelau in 2014-15 was NZD24.6m.	Not specified	New Zealand's budget support operations in each country are different e.g., In the Cook Islands, New Zealand provides Sector Budget Support (SBS) in tourism and education.	Cook Islands, Niue, Samoa and Tokelau.
	R&D grants	Three broad programs: Growths (\$134,927,861), Project (\$24,114,907), Student (\$6,402,790)	Not specified	Predominant sectors: manufacturing, services, agriculture, forestry and fishing, constructions.	Nation-wide

## Appendix D Short summary of the program

	Number of Programs Identified	Number of Programs/Reports Analysed	Number of programs with evaluations
Federal	25	25	4
NSW	11	7	1
Victoria	34	7	0
Tasmania	8	4	0
Queensland	9	7	2
South Australia	7	3	0
Western Australia	8	6	0
Northern Territory	6	3	0
New Zealand	7	5	5



## Appendix E Dollar value and eligibility criteria of the programs

(Note: the # of years of the programs is limited so 3 should be interpreted with caution)

(1) State/federal	(2) Name of the Govt. Program	(3) Dollar value		(4) Eligibility Criteria
		Govt Funding	Funding to Participants	
New South Wales	Small Biz Connect Program	\$7.8 million by govt.		Program only caters to NSW Business
	Business Connect	\$39.3 million by govt.	Small fees to be paid by the participant to attend the workshops.	
	Boosting business innovation program (TechVouchers is linked to this program)	\$12 million by govt.	\$15,000 to participants	<ul style="list-style-type: none"> <li>•have less than 200 employees</li> <li>•have a turnover less than \$30 million per annum</li> <li>•have been in operation for at least one year</li> <li>•be able to match the applicable voucher amount in cash and in kind</li> <li>•have not been previously awarded a TechVoucher</li> <li>•conduct the majority of the proposed activities in NSW, in partnership with a BBIP delivery partner</li> </ul>
	Sydney School of Entrepreneurship	\$25 million by govt.	Not Specified	Not specified
	Smart, Skilled and Hired program	Not specified	Not specified	<ul style="list-style-type: none"> <li>•be out of work, or working part time, or working casual hours (less than 28 hours a week) and needing to get more hours or more stable work</li> <li>•be aged between 15 and 24 at the time you register</li> <li>•have either finished Year 10 or have turned 17 years old</li> <li>•not be registered with Commonwealth employment programs like jobactive, Transition to Work or PaTH, unless you need support with things like mental health, housing, drug problems or transport to help you get a job</li> <li>•be an Australian citizen, Australian permanent resident, humanitarian visa holder (including refugee and humanitarian visa categories) or a New Zealand citizen.</li> </ul>
	Infrastructure Skills Legacy Program. It is a part of Smart, skilled and hired program	Not specified	Not specified	
	NSW ICN (Industry Capability Network)	Not specified	Not specified	
Victoria	Boost your business voucher program		Maximum of \$50,000 provided to the participants <b>*Matched funding</b>	<ul style="list-style-type: none"> <li>•Be a legally structured business registered in Victoria with an Australian Business Number (ABN)</li> <li>•Meet any co-contribution requirements with eligible</li> </ul>

			<p>cash expenditure</p> <ul style="list-style-type: none"> <li>•Meet all industrial relations obligations as an employer in accordance with the National Employment Standards</li> <li>•Have an operating presence in Victoria</li> <li>•Employ at least 20 FTE (full-time equivalent) staff or have an annual turnover of greater than \$1.5 million (preference will be given to Applicants that employ less than 200 people)</li> <li>•Conduct the majority of proposed activities in Victorian partnership with a Registered Service Provider</li> <li>•Agree to participate in future program evaluation activity.</li> </ul> <p>Note: Additional eligibility criteria need to be applied depending on the voucher streams</p>
Global gateway program (Under Global Victoria)	\$15.7 million by govt.	Maximum of \$50,000 provided to the participants <b>*Matched funding</b>	<ul style="list-style-type: none"> <li>• have an ABN</li> <li>• demonstrate an annual export revenue of at least \$2 million</li> <li>• meet obligations as an employer in accordance with the National Employment Standards</li> <li>• Be a legally structured business with significant operations in Victoria</li> </ul>
Business Recovery Advisory Service	Not specified	Free for participants	business owner/operator in East Gippsland, Wellington and North East Victoria
Business recovery and resilience mentoring	Not specified	Free for participants	<ul style="list-style-type: none"> <li>• hold an active Australian Business Number (ABN)</li> <li>• not be a public company, charitable business (one that does not operate to make a profit) or body corporate under the Body Corporate and Community Management Act 1997</li> <li>• intend to re-establish or continue operating in Victoria.</li> <li>• small businesses with less than 20 full-time employees (includes sole traders, partnerships, private companies or trusts)</li> </ul>
Advancing Victorian Manufacturing – A Blueprint for the Future	\$12 million funding by the govt.		<p>Advanced manufacturing describes businesses and supply chains that have established sustainable global competitiveness through advanced capabilities and characteristics. These characteristics frequently feature a combination of the following:</p> <ul style="list-style-type: none"> <li>• anticipating market opportunities and customers' needs</li> <li>• competing on value, including through developing and commercialising products and processes with significant international competitive advantage</li> <li>• having strong leadership, and investing in a highly-skilled workforce</li> <li>• being globally-oriented, integrated and connected</li> <li>• utilising leading manufacturing technologies,</li> </ul>

				<p>techniques and data</p> <ul style="list-style-type: none"> <li>• collaborating with business partners across value chains and with leading researchers.</li> </ul>
	On-Farm Energy Assessments and grant		<p>Maximum of \$250,000 provided to the participants</p> <p><b>*Matched funding</b></p>	<p>* Once the applicant passes the assessment only then they can apply for grants</p> <p>To be eligible for an on-farm energy assessment farms must:</p> <ul style="list-style-type: none"> <li>• be a business with an Australian Business Number (ABN)</li> <li>• have an eligible farm located in Victoria</li> <li>• be a primary producer which is: <ul style="list-style-type: none"> <li>&gt; cultivating or propagating plants, fungi or their products or parts (including seeds, spores, bulbs and similar things) in any physical environment; or</li> <li>&gt; maintaining animals for the purpose of selling them or their bodily produce (including natural increase); or</li> <li>&gt; manufacturing dairy produce from raw material that they produce; or</li> <li>&gt; operating on-land aquaculture facilities</li> </ul> </li> <li>• spend more than \$8,000 per annum (including GST) on energy on-farm inclusive of electricity, gas, LPG and diesel (excluding energy for transport) <ul style="list-style-type: none"> <li>&gt; be a legal entity</li> <li>&gt; meet all industrial relations obligations as an employer in accordance with the National Employment Standards</li> <li>&gt; agree to participate in future program evaluation activity.</li> </ul> </li> </ul>
	<p>Latrobe Valley Supply Chain Transition Program (LVSCTP)</p> <p>The program is now closed</p>	\$5 million funding by the govt.	<p>Maximum of \$55,000 provided to the participants</p>	<p>Supply chain company meeting following criteria:</p> <ul style="list-style-type: none"> <li>• Have an Australian Business Number (ABN)</li> <li>• Be incorporated in Victoria</li> <li>• Have been trading continuously for the past four years</li> <li>• Be a Victorian based business, with at least 20 per cent of revenue<sup>1</sup> derived from a significant Latrobe Valley based company facing closure and their supply chain</li> <li>• Be based in Latrobe Valley (Latrobe, Wellington, Baw Baw)</li> </ul> <p>Supply chain companies of the following significant Latrobe Valley based companies are qualified for this program:</p> <ul style="list-style-type: none"> <li>• Hazelwood Mine and Power Station</li> <li>• Carter Holt Harvey</li> </ul>
Tasmania	Digital ready		Free for participants	<p>A Tasmanian business owner, manager, marketer or representative.</p> <p>Registered Tasmanian business with an ABN.</p>

	Accelerating Trade Grant Program		Maximum of \$10,000 provided to the participants <b>*Matched funding</b>	<ul style="list-style-type: none"> <li>• The business must have an Australian Business Number and be registered for GST.</li> <li>• The business's products and services must be produced, transformed or value-added in Tasmania, and be dispatched from Tasmania</li> <li>• The business must demonstrate the necessary capabilities, resources and capacity to undertake the trade development Activity.</li> <li>• Annual sales turnover must have been greater than \$150,000 and less than \$20 million</li> <li>• business must not be a consultant or intermediary.</li> <li>• business must financially viable and must not be under external administration, been appointed a liquidator, being wound up, dissolved or trading insolvent</li> <li>• Government agencies or business enterprises are not applicable</li> </ul>
	LoRaTas (Low-Power Wide-Area Network) (Under Enterprize)	Not specified	Not specified	
	Born Global Incubator (Under Enterprize)	Not specified	Not specified	
Queensland	Future work for small business	Not specified	Not specified	Owners and managers of small businesses
	Advancing Manufacturing Skills project	Not specified	Not specified	<ul style="list-style-type: none"> <li>• manufacturing enterprises</li> <li>• managers and leaders in manufacturing companies</li> <li>• the current and future manufacturing workforce</li> <li>• new entrants (young people and those from other industry sectors) expected to join the manufacturing industry in the future.</li> </ul>
	Business Growth Fund (BGF)	Not specified	The fund includes a single up-front payment up to \$50,000 (excluding GST). A fund at least 25% of project costs to buy and implement the specialised equipment. <b>*Matched funding</b>	SMEs who are financially sound and have the potential for high-growth within the next 2 years. High-growth is defined as a 20% increase in productivity, turnover, profit and/or employment in the last 12 months.
	Business Basics Grants	Not specified	The fund includes a single up-front fixed grant payment of \$5,000 (excluding GST).	Small businesses (including non-employed and micro businesses, and new and emerging businesses)
	Mentoring for Growth (M4G)	Not specified	No	Businesses wishing to access M4G advice must have: <ul style="list-style-type: none"> <li>• An Australian business number (ABN) and be registered for goods and services tax (GST)</li> <li>• Queensland headquarters or significant Queensland operations</li> <li>• A business plan in place</li> </ul>

				<ul style="list-style-type: none"> <li>• Commenced business operations.</li> </ul>
	Innovate Queensland	Not specified	Not specified	Small to medium Queensland enterprises
	Manufacturing Hubs Grants Program (MHGP)	The Queensland Government has made available \$13.5 million through the Manufacturing Hubs Grant Program Up to \$4.5 million is available for each manufacturing hub	Not specified	Small-to-medium size manufacturing firms located in each of the Cairns, Townsville and Central Queensland SA4 Regions.
South Australia	SME Business Advisory Services	Not specified	Funding of a maximum of \$10,000 (excluding GST).	Open to any business type or industry sector. to be eligible, business applicants must: be a business whose operations are primarily based in South Australia; have less than 100 full time equivalent employees; be looking to transform and grow their business
	Growing SA Companies	Not specified	Not specified	CEOs and executives of small to medium sized companies based in South Australia with revenue between \$2M to \$50M
	Future Industries Accelerator (FIA)	Not specified	<p>The FIA comprises three core activities:</p> <ul style="list-style-type: none"> <li>• Infrastructure Access Scheme: companies can access equipment, laboratory space, and research infrastructure valued at over \$70 million, with advice, training and analysis from dedicated technical staff, at no direct cost.</li> <li>• R&amp;D Voucher Scheme: up to \$100,000 of the FIA funding is available per project for a maximum of 12 months.</li> <li>• Mobility Grants: Funds are available for staff placements of up to 12</li> </ul>	Depending on the scheme e.g., the R&D Voucher Scheme is available for companies with an annual turnover of less than \$5M, the co-investment can be in-kind; the Mobility Grants is available for companies that must have at least two years of finances and current, or proposed, operations in South Australia, along with demonstrated intention to benefit the State's economy.

			months and up to full time. <b>*Matched funding</b>	
Western Australia (WA)	Small business advisory services	Not specified	No	Small business owners in WA
	Agrifood and beverage voucher program	Not specified	Vouchers valued up to \$10 000 \$700,000 worth of vouchers are available in 2021 round.	Eligibility criteria include: <ul style="list-style-type: none"> <li>• Metro based businesses must have sales turnover between \$200K and \$50M pa</li> <li>• Regionally based businesses must have sales turnover between \$100K and \$50M pa</li> <li>• All businesses applying must have been trading for a minimum of 18 months</li> <li>• Applicants will be required to upload a written quotation from a business consultant or technical expert for the work the business intends to undertake.</li> </ul>
	Export services for industry	Not specified	No	Local agrifood businesses
	Investor Readiness Program	Not specified	A competitive grant program to support small to medium enterprises (but not specified value)	Agriculture, food and beverage businesses
	Investment Services	Not specified	Not specified	Agribusiness and food.
	SPURonWA grants	Not specified	Grants of up to \$25,000 <b>*Matched funding</b>	Start-ups, businesses and individuals working on innovative location-based products or services.
Northern Territory (NT)	Business Innovation Program (BIP)	Not specified	Funding of up to \$30,000 <b>*Matched funding</b> (As of December 2020, 63 applications to the BIP program have been submitted with 48 being accepted into the program. Of these, so far 11 have been allocated a total of \$323,020 in innovation grants with \$134,752 paid to date)	Open to all businesses operating in the NT and engaged in the production of goods and services within the NT Applicants must submit a completed Program enrolment form via the online application portal, which consists of four parts: <ol style="list-style-type: none"> <li>a. declaration of eligibility as a Territory Enterprise and nomination of a natural person to represent the enterprise in the Program who must be a principal of the business;</li> <li>b. description of the business's proposed business innovation concept and industry challenge it seeks to solve;</li> <li>c. outline of benefits to the Territory, with a focus on jobs and investment growth in the Territory as a result of the commercialisation of the business innovation concept;</li> <li>d. description of previous experience in commercialising an innovation.</li> </ol>

	Supply Chain Solver	Not specified	Businesses will be able to apply for funding of up to \$10,000 on a 50:50 co-contribution basis. <b>*Matched funding</b>	Open to all Territory small businesses defined as an actively trading business with an annual turnover of more than \$75,000 and less than \$10 million.
	Business Growth Program	Not specified	A funding up to \$10,000 based on a 50-50 co-contribution. <b>*Matched funding</b>	Small businesses with an annual turnover of more than \$75,000 and less than \$10 million
Federal	Entrepreneurs' Programme	\$484.2 million funds provided by govt.	Not specified	Vary depending on the program
	Enterprise Connect	Not specified	<ul style="list-style-type: none"> <li>•Tailored Advisory Service grant: cover half the cost, up to a maximum grant of \$20,000, of engaging a consultant to implement Business Review recommendations</li> <li>•Researchers in Business provided up to \$50,000 in matched funding for SMEs to engage a researcher to help develop and implement a new idea with commercial potential.</li> </ul> <b>*Matched funding</b>	<ul style="list-style-type: none"> <li>- Have revenue or expenditure between \$750,000 and \$100 million (depending on industry sector or region) in the current financial year or one of the two preceding financial years</li> <li>- Be solvent</li> <li>- Have operated in Australia and filed Business Activity Statements showing ongoing trading in at least three full consecutive years</li> <li>- Be operating in an eligible industry sector or region</li> <li>- Comply with its obligations under the Workplace Gender Equality Act 2012</li> </ul>
	Commercialisation Australia	2009–10 Budget included funding of \$196.1 million over four years for the CA Program, with ongoing funding of \$82 million per annum beyond the forward estimates	<ul style="list-style-type: none"> <li>•Skills and Knowledge: Max \$50,000 with 20% matching contribution from recipient</li> <li>•Experienced Executives: \$175,000 per year with a 50% matching contribution required from the recipient</li> <li>•Proof of Concept: \$50,000 and \$250,000 with a 50% matching contribution required from the recipient</li> <li>•Early Stage Commercialisation: \$50,000 and \$2 million with a 50% matching contribution from the recipient</li> </ul> <b>*Matched funding</b>	Not specified

Export Market Development Grants (EMDG) - AUSTRADE		Maximum of \$150,000 provided to the participants over a period of 3 years	To be eligible <ul style="list-style-type: none"> <li>• a turnover of less than \$20 million for financial year 2020–21</li> <li>• an Australian person within the meaning of the EMDG Rules,</li> <li>• must have an Australian Business Number.</li> </ul>
Landing Pads - AUSTRADE	Not specified	Not specified	
TradeStart - AUSTRADE	Not specified	Not specified	
Industry Growth Centres	Not specified	Not specified	Not specified
Future map Innovative Manufacturing CRC (IMCRC)	Not specified	Not specified	Not specified
SME Connect - CSIRO	Not specified	Not specified	Not specified
Kickstart program - CSIRO	Not specified	Maximum of \$50,000 provided to the participants	Australian businesses will need to provide evidence they meet the following criteria as part of the application process: <ul style="list-style-type: none"> <li>• Have an annual turnover and operating expenditure •\$1.5million, in the current and each of the two previous financial years OR have been a registered company for less than three years</li> <li>• Have an ACN and be registered for GST</li> <li>• Be able to demonstrate they can fully support their proportion of the project funding</li> </ul>
Regional Development Australia	Not specified	Not specified	Businesses in regional Australia
New Business Assistance with NEIS (New Enterprise Incentive Scheme)	Not specified	No	The eligibility criteria include: <ul style="list-style-type: none"> <li>• Be at least 18 years of age when you start your NEIS business</li> <li>• Be allowed to legally work in Australia</li> <li>• Be available to work the required hours in your proposed NEIS business</li> <li>• Have not received NEIS Assistance in the past year</li> <li>• Not be an undischarged bankrupt.</li> </ul>
business.gov.au	Not specified	No	Open to anyone



Private/ Industry Associations	AiGroup - The Export Fundamentals Program	Not specified	No	Emerging exporters
	AiGroup - Digital Advisory service (Small Business Digital Champions)	Not specified	No	Manufacturing SMEs (with 19 or fewer full-time equivalent employees).
	Indigenous Business Australia (IBA)	Not specified	No	Aboriginal and Torres Strait Islander peoples and organisations
	RSM Australia	Not specified	No	Open to anyone
Joint private/ Federal Government	Australian Small Business Advisory Services (ASBAS) Digital Solutions	Not specified	No	Small businesses in the Metropolitan and regional areas
	Business Station for ASBAS	Not specified	No	Small businesses
	PwC (Price Waterhouse Coopers) - Business advisory services for aged care providers	Not specified	No	To be eligible for assistance, organisation must: <ul style="list-style-type: none"> <li>• be an approved aged care provider in Australia with a National Approved Provider System (NAPS) ID, and</li> <li>• not be a State Government entity.</li> </ul>
	Business Energy Advice Program (BEAP)	Not specified	No	Small businesses
	Business Development and Assistance Program	Not specified	No	Individuals are at least 18 and of Aboriginal and/or Torres Strait Islander descent - Own at least 50% of the business, or have at least 50% of the business owned by people of indigenous descent
	Digital Solutions Program	Not specified	No	Small businesses with fewer than 20 full-time employees, and sole traders.
	SME export Hubs	Grant between \$150,000 and \$1.5 million. It can cover up to 50% of eligible project costs.	Not specified	<ul style="list-style-type: none"> <li>• have an Australian business number (ABN)</li> <li>• Applicants must also be an incorporated not-for-profit organisation such as: an incorporated association, a company limited by guarantee, a non-distributing co-operative, an Indigenous not-for-profit corporation, a not-for-profit incorporated trustee on behalf of a trust, an Australian local government agency or body, an Australian state/territory government agency or body, Regional Development Australia (RDA) committee</li> </ul> Be eligible, project must <ul style="list-style-type: none"> <li>• include eligible activities and eligible expenditure</li> <li>• have at least \$300,000 in eligible expenditure</li> <li>• support the establishment and/or operation of a new or existing export hub</li> </ul>

				<ul style="list-style-type: none"> <li>• support participating SMEs to improve their capability to increase exports, and create jobs</li> </ul> <p>Applicants must also develop and implement an export strategy that:</p> <ul style="list-style-type: none"> <li>• is focused on current or future global opportunities</li> <li>• builds on identified competitive strengths and innovation potential of participating SMEs</li> </ul>
	Regional Jobs and Investment Packages	Not specified	<p>Providing matched funding for projects that help grow regional economies and provide sustainable employment (but not specified the funding value)</p> <p><b>*Matched funding</b></p>	Businesses, local government agencies and not-for-profit organisations

## Appendix F Participant Information sheet

### PARTICIPANT INFORMATION SHEET



#### ETH21-6224 - Scoping study of business advisory services in Australia

##### WHO IS DOING THE RESEARCH?

A/Prof Renu Agarwal, A/Prof Christopher Bajada, Dr. Sanjoy Paul, Dr Helena Li and Prof Roy Green.

##### WHAT IS THIS RESEARCH ABOUT?

The research aims to examine business advisory services targeting business management capability for the purposes of identifying, cataloguing and comparing active government business management advisory services available across Australia.

##### WHY HAVE I BEEN ASKED?

You have been invited to participate in this study because of your knowledge of a business advisory program offered in Australia.

##### IF I SAY YES, WHAT WILL IT INVOLVE?

If you decide to participate, you will be interviewed on the business advisory program which will take approximately 30 minutes.

##### ARE THERE ANY RISKS/INCONVENIENCE?

Please be assured that all information given will be kept strictly confidential. All information provided will be securely stored and data so obtained from participants will be de-identified. In the unlikely event that you may experience inconvenience, you will be able to stop the interview at any time without consequence.

##### DO I HAVE TO SAY YES?

Participation in this study is voluntary. It is completely up to you whether or not you decide to take part.

##### WHAT WILL HAPPEN IF I SAY NO?

If you decide not to participate, it will not affect your relationship with the researchers or with the University of Technology Sydney. If your organisation and your staff wish to withdraw from the research once it has started, your organisation and your staff can do so at any time without having to give a reason, by contacting [renu.agarwal@uts.edu.au](mailto:renu.agarwal@uts.edu.au) or [chris.bajada@uts.edu.au](mailto:chris.bajada@uts.edu.au). If you and your staff withdraw from the study, your samples and the transcripts will be destroyed.

##### CONFIDENTIALITY

By signing the consent form, you consent to the research team collecting data for the research project. All this information will be treated confidentially. All data collected will be stored securely in a cloud with access limited to the researchers. Your information will only be used for the purpose of this research project.

We would like to store your information for future use in research projects that are an extension of this research project. In all instances your information will be treated confidentially.

We also plan to publish the results as academic research paper. In any publication, information will be provided in such a way that you or your organisation cannot be identified.

##### WHAT IF I HAVE CONCERNS OR A COMPLAINT?

If you have concerns about the research, please feel free to contact [Renu.Agarwal@uts.edu.au](mailto:Renu.Agarwal@uts.edu.au) or [Chris.Bajada@uts.edu.au](mailto:Chris.Bajada@uts.edu.au)

You will be given a copy of this form to keep.

##### NOTE:

This study has been approved by the University of Technology Sydney Human Research Ethics Committee [UTS HREC]. If you have any concerns or complaints about any aspect of the conduct of this research, please contact the Ethics Secretaries on ph.: +61 2 9514 2478 or email: [Research.Ethics@uts.edu.au](mailto:Research.Ethics@uts.edu.au), and quote the UTS HREC reference number as ETH21-6224. Any matter raised will be treated confidentially, investigated and you will be informed of the outcome

## Appendix G Consent form



### CONSENT FORM

#### Scoping study of business advisory services in Australia

*UTS HREC approval number: ETH21-6224*

I, \_\_\_\_\_ agree to participate in the research project – as per the title – being conducted by A/Prof Renu Agarwal, A/Prof Christopher Bajada, Dr. Sanjoy Paul, Dr Helena Li and Professor Roy Green UTS Business School.

We have read the Participant Information Sheet or someone has read it to us in a language that we understand.

We understand the purposes, procedures and risks of the research as described in the Participant Information Sheet.

We have had an opportunity to ask questions and we are satisfied with the answers we have received.

We freely agree to participate in this research project as described and understand that we are free to withdraw at any time without affecting our relationship with the researchers or the University of Technology Sydney.

We understand that we will be given a signed copy of this document to keep.

We agree that the research data gathered from this project may be published in a form that:

- Does not identify us in any way
- May be used for future research purposes

We are aware that we can contact A/Prof Renu Agarwal or A/Prof Chris Bajada if we have any concerns about the research.

\_\_\_\_\_  
Name and Signature [participant]

\_\_\_\_/\_\_\_\_/\_\_\_\_  
Date

\_\_\_\_\_  
Name and Signature [researcher]

\_\_\_\_/\_\_\_\_/\_\_\_\_  
Date

## Appendix H Interview protocol

### For Government participants

1. We have identified these programs, we understand the purpose of these programs, are they right? Who delivers them to businesses, is it the government or the external delivery partner or both?
2. What are the high-level problems the Program is Intended to Address. (Barriers to: tech diffusion, exports, commercialisation, accessing global value chains; support depressed regions affected by shut down of industries; etc).
3. Are there any specific target group for programs (particular industries, firm size, location, individual firms or groups of firms etc
4. What are the range of specific services provided under the program (assistance with finding and entering export markets; lifting productivity with re-engineering production processes etc)
5. What metrics are used to determine if the program is successful?
6. Has the Program been formally evaluated? Is it publicly available. Main findings and recommendations?
7. Do you think there are gaps in govt funded service provision to promote industry development? (These can be either state or federal govt programs). If yes, what problems
8. Lastly, Australia lags in BM capability and that most Australian businesses perceive their capability to be better than it really is. How do you see it?

### For Non-government participants

1. Do you think there is a role for govt business advisory programs to support industry development? Yes/No? Why?
2. Do you think program X is successful or unsuccessful? Why?
3. Do you see any overlaps between federal program-run X program and state-run program Y? if yes, any points worth highlighting?
4. Who delivers these programs to businesses, is it the government or the external delivery partner or both?
5. What changes would improve its performance or usefulness?
6. Do you think there are gaps in govt funded service provision to promote industry development? (These can be either state or federal govt programs). If yes, what problems need to be addressed? What specific services could be provided?
7. Lastly, Australia lags in BM capability and that most Australian businesses perceive their capability to be better than it really is. How do you see it?

A total of 14 interviews were conducted including one participant from each state of Australia and remaining participants were from industry.