

Submission to the Joint Standing Committee on Trade and Investment Growth: Inquiry into Creating Sustainable Economic Growth in Rural and Regional Australia

1.0 Formal Introduction

To the Chair and Members of the Joint Standing Committee on Trade and Investment Growth,

This submission argues that regional Australia is at a critical juncture, positioned to capitalize on a global consumer shift towards products and experiences that are authentic, traceable, and sustainable. However, seizing this global opportunity requires a strategic and coordinated national framework. This framework must move beyond historical slogans to build verifiable trust, add tangible value through sophisticated branding, and create powerful economic multipliers by deeply integrating our world-class agriculture with compelling tourism experiences.

This submission provides a series of evidence-based recommendations structured across four key thematic sections:

1. **Strategies for Authentic Global Marketing:** Reimagining Australia's 'clean and green' narrative for the modern global consumer.
2. **Branding, Labelling, and Certification:** Building trust and market value through robust and accessible systems.
3. **Integrating Agri-food and Tourism:** Creating a symbiotic relationship for diversified regional growth.
4. **Empowering First Nations Enterprises:** Fostering inclusive growth and leveraging a unique cultural value proposition.

2.0 Section 1: Reimagining 'Clean and Green' — Strategies for Authentic Global Marketing

The long-standing reliance on Australia's 'clean and green' image as a primary marketing tool is no longer a sufficient strategy for international competitiveness. The global marketplace has evolved, with consumers now demanding verifiable proof of sustainability, authentic storytelling that connects them to the producer, and alignment with purpose-driven brands. To secure and expand market access, Australia must transition its marketing approach from a

passive slogan to an active, evidence-based narrative. This requires embracing modern marketing techniques, learning from global leaders in ethical branding, and critically, providing regional Small and Medium Enterprises (SMEs) with the tools to substantiate their claims and mitigate the significant regulatory and reputational risks of "greenwashing."

2.1 The Evolving Meaning and Risks of 'Clean and Green'

For decades, 'clean and green' served as a cornerstone of Australia's agricultural export marketing, but its effectiveness is diminishing. The modern global consumer is more informed, discerning, and sceptical; simple assertions of environmental friendliness must be substantiated with credible evidence. A 2022 survey of Australian consumers revealed that 69% 'often' or 'always' consider sustainability when making purchasing decisions, reflecting a powerful global trend.

This shift has exposed producers to the direct threat of "greenwashing." The Australian Competition and Consumer Commission (ACCC) has identified a high prevalence of vague and unsubstantiated environmental claims—such as 'green' or 'eco-friendly'—used with little supporting information. The ACCC's commitment to enforcement signals a new regulatory landscape where unsubstantiated 'clean and green' claims pose material risks to Australian producers, including:

- **Regulatory Risk:** Facing enforcement action and financial penalties from the ACCC.
- **Financial Risk:** Losing the ability to command premium prices as consumers lose trust.
- **Reputational Risk:** Suffering severe brand damage from which it is difficult to recover.

This domestic regulatory environment has profound international implications. In a competitive global trade environment, there is a significant risk that similar standards could be used by international competitors as non-tariff trade barriers. A foreign market could challenge an Australian product's 'sustainable' claim, demanding a level of substantiation an unprepared SME cannot provide, thereby blocking market access. Helping Australian SMEs meet ACCC standards is therefore not just a consumer protection issue; it is a critical exercise in building trade resilience and future-proofing Australian exports.

2.2 Analysis of Global Leaders in Purpose-Driven Marketing

Australian producers can draw valuable lessons from global brands that have successfully built consumer trust through authentic, purpose-driven marketing.

Patagonia: The outdoor apparel company has embedded environmental commitment into its corporate DNA, pledging 1% of sales to environmental preservation since 1985. Its famous "Don't Buy This Jacket" campaign challenged mass consumerism, urging customers to repair rather than replace gear. This reinforced the brand's authenticity and built a fiercely loyal customer base that shares its core values.

Adidas x Parley: The "Run for the Oceans" campaign is a model of "gamified activism." By using a running app to log kilometres that translated into donations for ocean cleanup projects, the partnership between Adidas and Parley for the Oceans created a positive

emotional connection with millions of consumers, empowering them to feel part of a tangible solution.

Hellmann's: This campaign to combat food waste is a masterclass in making a complex issue accessible and engaging. Hellmann's used a sophisticated, multi-channel approach that included celebrity-led Super Bowl ads, social media influencer partnerships, and even a virtual island in the video game *Animal Crossing* to spread its message in a culturally relevant way.

Product-as-Message Brands: Companies like Lush Cosmetics, with its packaging-free "Naked" product line, and Beyond Meat, with its plant-based burger designed to compete with beef on taste, demonstrate the most direct form of green marketing. For these brands, the inherent sustainability of their product is their primary marketing tool.

2.3 A Modern Marketing Toolkit for Australian Producers

To compete effectively, regional producers must adopt a modern marketing toolkit that prioritizes authenticity, transparency, and direct engagement.

Digital platforms like Instagram and TikTok offer unprecedented opportunities for visual storytelling, allowing producers to showcase their farms and practices. The success of Driscoll's Berries' "From Our Farms to Your Table" campaign, which emphasized supply chain transparency, demonstrates the power of this strategy to build consumer trust. A simple but powerful tool is the strategic use of nature imagery. Scientific research has shown that exposure to images of nature can increase user trust and positively influence purchase intentions.

Direct engagement models are also highly effective. The Illinois Soybean Association's "Gather Around the Table" initiative brought farmers together with influential food industry leaders for an intimate dinner. This facilitated genuine conversations and, according to a post-event survey, more than doubled attendees' familiarity with sustainable production practices, proving that personal engagement can be more powerful than large-scale advertising.

However, a critical "**authenticity gap**" exists for regional SMEs. They face significant budget, time, and skills constraints that prevent them from documenting, verifying, and communicating their sustainable practices effectively. A farmer may use genuinely sustainable methods but lack the resources to compete with the sophisticated marketing of global corporations. Therefore, government support must focus on building foundational business capabilities in sustainability reporting, verification, and digital storytelling to close this gap.

2.4 Recommendations for Marketing Enhancement

1. **Recommendation 1.1:** Fund a co-contribution grant program for regional SMEs to develop and implement verifiable sustainability reporting. This program should assist businesses in moving beyond vague claims by helping them adopt credible reporting frameworks, conduct environmental audits, and gather the necessary data to

substantiate their sustainability claims, thereby aligning with ACCC guidelines and mitigating the risk of greenwashing.

2. **Recommendation 1.2:** Establish a national "Agri-food Storytelling Hub" through Austrade or a similar body. This hub would provide practical support to SMEs, including training workshops on digital marketing and brand storytelling, and access to a library of high-quality digital assets (e.g., professional videography of Australian landscapes, AR templates for virtual tours, stock imagery) to help them create compelling and authentic marketing content focused on provenance, sustainability practices, and their personal stories.
3. **Recommendation 1.3:** Support the creation of regional marketing cooperatives that allow smaller producers to pool financial and human resources. This would enable them to undertake larger-scale marketing campaigns, engage professional marketing services and influencers, and participate more effectively in domestic and international trade shows, leveraging successful collaborative models to overcome the limitations of individual small-scale operations.

The significant risks of unsubstantiated marketing underscore the necessity of robust systems for branding and certification, which provide the credible proof required to build lasting consumer trust.

3.0 Section 2: Building Trust and Value Through Branding, Labelling, and Certification

Translating Australia's high-quality production standards and unique regional characteristics into tangible market advantages requires robust and trusted systems of branding, labelling, and certification. These tools are the essential mechanisms for communicating value, justifying premium prices, and building consumer confidence. A strategic national approach should focus on realizing the untapped potential of provenance tools like Geographical Indications (GIs), while addressing the systemic barriers that prevent many SMEs from accessing established schemes like organic certification.

3.1 The Untapped Potential of Geographical Indications (GIs)

A Geographical Indication (GI) is a form of intellectual property that identifies a product as originating from a specific region where its unique qualities are attributable to that origin. GIs are exceptionally powerful market development tools; in the European Union, GI products command a price, on average, double that of non-GI equivalents.

Australia's current approach represents a significant missed opportunity. While a highly effective standalone GI system exists for wine, protecting over 100 regions like the 'Barossa Valley', no such dedicated system exists for any other food product. Producers of iconic regional foods must navigate the more complex and burdensome Certification Trade Mark system. This policy has created a fundamental weakness in Australia's international trade strategy. The EU has aggressively used its robust GI system in trade negotiations, forcing Australia into a defensive posture over terms like 'feta' or 'prosecco'. Establishing a national portfolio of protected food GIs (e.g., 'King Island Beef', 'Bowen Mangoes') would provide valuable negotiating capital and strengthen Australia's overall trade position.

3.2 The Organic Opportunity and Barriers to Growth

The certified organic sector is a significant opportunity for regional Australia. The domestic market is valued at over \$2 billion and is projected to grow at 14.9% annually through to 2026. Certified organic farming is often more profitable than conventional methods, driven by price premiums and lower input costs.

However, the benefits remain out of reach for many SMEs due to systemic barriers:

- **Prohibitive Costs:** Annual certification fees (1,000-2,000), compounded by auditor travel costs and per-shipment fees for export certificates, can make certification uneconomic for small farms.
- **Complexity and Time Commitment:** The process requires a three-year land conversion period and involves a significant administrative and record-keeping burden that producers find overly complex.
- **Domestic Regulatory Failure:** A critical failure is the absence of a single, legislated national standard for using the term "organic." This allows non-certified products to make ambiguous claims, misleading consumers and diluting the value of genuine certification.

3.3 The Australian Agricultural Sustainability Framework (AASF)

The Australian Agricultural Sustainability Framework (AASF) is a crucial step towards creating a cohesive national narrative on sustainability. Developed by the National Farmers' Federation, the AASF is a high-level, voluntary framework designed to communicate the sustainability status of the entire agricultural sector. It aligns with global initiatives like the UN Sustainable Development Goals, providing a credible overview for international partners and investors.

The AASF is not a certification scheme itself; rather, it provides the overarching national story. The verifiable "proof points" that support this narrative come from robust, third-party certification schemes like the Farm Sustainability Assessment (FSA), Rainforest Alliance, and SCS Sustainably Grown.

3.4 Foundational Barriers to SME Market Access

Branding and certification initiatives will fail if foundational market access challenges are not addressed. Regional SMEs are constrained by a set of deep-seated, structural barriers that form an interlocking system of disadvantage:

- **The "tyranny of distance"** persists through fragile supply chains, high freight costs, and inadequate transport infrastructure.
- **The "digital divide"** remains a critical economic disadvantage, with poor and unreliable internet connectivity limiting access to e-commerce, cloud-based tools, and remote work opportunities.
- **Capability and capital constraints** include a lack of finance, limited in-house expertise, and persistent challenges in attracting and retaining skilled staff.
- **An overwhelming regulatory burden** across local, state, and federal levels diverts precious time and resources away from core business activities for small operators.

3.5 Recommendations for Branding and Certification

1. **Recommendation 2.1:** Reform Australian intellectual property law to create a dedicated, standalone, and accessible registration system for Geographical Indications for all agricultural and food products. This system should be modelled on the successful framework currently in place for wine and be supported by a dedicated fund to assist regional producer groups with the legal and administrative costs of preparing and lodging GI applications.
2. **Recommendation 2.2:** Introduce and enforce a mandatory national standard for the domestic use of the term 'organic'. This is a critical step to protect the integrity of the certified organic industry, prevent consumer deception from misleading claims by non-certified producers, and build long-term consumer trust in the organic category.
3. **Recommendation 2.3:** Establish a "Certification Kick-starter" grant program for regional SMEs. This program would provide co-contribution funding specifically to help offset the initial costs of undertaking recognized sustainability certifications, such as 'Certified Organic' or 'Sustainably Grown', including application fees, initial audit costs, and advisory services.
4. **Recommendation 2.4:** Prioritize investment in overcoming foundational barriers to market access as a core component of the national trade and investment growth strategy. This must include targeted funding to address the regional "digital divide" by improving broadband reliability and speed, and strategic investment in "first and last mile" transport infrastructure to strengthen fragile regional supply chains.

Beyond certification, the integration of agri-food and tourism offers another powerful strategy for creating value and building strong regional brands.

4.0 Section 3: The Symbiotic Relationship — Integrating Agri-food and Tourism Experiences

The strategic alignment of agriculture and tourism represents one of the most powerful economic development opportunities for regional Australia. This integration creates a virtuous cycle: authentic food and drink experiences attract high-value tourists, who provide diversified income streams and build a strong regional brand identity. This, in turn, drives further demand for the region's products in domestic and export markets. Realizing this potential requires learning from international models, building on Australia's strengths, and removing the barriers constraining on-farm diversification.

4.1 International Models of Excellence in Agri-tourism

International case studies provide valuable blueprints for successful agri-tourism development.

Istria, Croatia: This region provides a premier example of a coordinated model built on a "value, not volume" philosophy. A regional "Master Plan" fostered synergistic partnerships between hotels and agricultural producers, promoting gourmet tourism routes focused on wine, olive oil, and truffles. This extended the tourism season and made Istria a globally recognized gourmet destination.

Napa Valley, California: Pioneered by the Robert Mondavi Winery, this education and experience-centric model treats the winery as a destination for hospitality and culture. By offering a diverse menu of experiences—from cellar tours to advanced technical tasting courses—the winery transforms visitors into long-term brand ambassadors.

Destination Marketing Model: This approach, used effectively in Australia, the US, and New Zealand, markets the entire regional environment as the primary attraction. It recognizes that tourists are often motivated by the desire to experience the region's unique landscape, lifestyle, and character, making the destination itself a key part of the brand identity.

4.2 The Australian Landscape and Potential

Australia has a strong foundation for a world-class agri-tourism sector. ABARES research confirms its importance as a supplementary income stream for producers and a significant drawcard for visitors.

The potential was powerfully demonstrated by Tourism Australia's "**Restaurant Australia**" campaign. By positioning the country as the "world's greatest restaurant," the campaign successfully addressed a global perception gap. In the years following its launch, spending on food and wine by international visitors increased by 38% to \$5.8 billion.

Building on this, the national "**Agritourism 2030**" strategy outlines six key priorities to foster sustainable growth, with an ambitious goal to more than double the value of on-farm agritourism from \$7.4 billion to \$18.6 billion by 2030.

4.3 Overcoming Hurdles to On-Farm Diversification

Despite clear potential, the growth of Australian agri-tourism is constrained by significant hurdles. A comprehensive ABARES study identified the following key barriers:

- **Institutional and Regulatory Barriers:** Producers face a complex web of planning, building, food safety, and liquor licensing regulations not tailored to small-scale, on-farm operations. The high cost of public liability insurance is also a major impediment.
- **Infrastructure and Skills Gaps:** Inadequate road quality and poor signage detract from the visitor experience. A lack of operator skills in hospitality, marketing, and digital business management constrains growth, exacerbated by broader regional labour shortages.
- **Lack of Coordination:** While collaboration is a key driver of success, some regions suffer from a lack of involvement from farmers in regional tourism planning. This is in stark contrast to successful regions like the **Granite Belt** in Queensland, where the cluster of wineries acts as the cornerstone of the entire regional tourism economy, creating powerful economic multipliers for other local businesses.

Investing in agri-tourism should be viewed as a long-term strategy for regional development. A vibrant agri-tourism sector creates diverse employment opportunities beyond primary production, making regions more attractive for younger people and helping to address skills shortages and an ageing demographic. As such, an investment in agri-tourism is not merely

a tourism or agricultural policy; it is a strategic investment in reversing demographic decline and building the resilient, multifaceted local economies needed to attract and retain a skilled workforce for the future.

4.4 Recommendations for Agri-tourism Alignment

1. **Recommendation 3.1:** Commission a national review of local, state, and federal regulations impacting on-farm diversification into tourism. The primary mandate of this review should be to develop a "Model Agritourism Code" that simplifies and streamlines compliance pathways for low-impact, small-scale activities such as farm stays, guided tours, cellar door operations, and farm-gate sales.
2. **Recommendation 3.2:** Provide federal funding for the "Agritourism 2030" strategy, with a specific and immediate focus on activating the proposed \$10 million in direct-to-farm grants. This funding is critical to help primary producers invest in the necessary infrastructure, training, and compliance measures required to become "visitor-ready" and to develop high-quality tourism products.
3. **Recommendation 3.3:** Formally resource and empower Regional Development Australia (RDA) committees to act as dedicated "Agri-tourism Hubs." Their role would be to lead the development of coordinated regional food and drink tourism strategies, actively foster collaboration and partnerships between producers and tourism operators, and provide a hands-on "concierge" service to assist new and existing agri-tourism businesses in navigating regulatory hurdles and accessing support programs.

A truly sustainable and authentic regional strategy must also be inclusive, which underscores the importance of empowering First Nations enterprises.

5.0 Section 4: Fostering Inclusive Growth — Empowering First Nations Enterprises

A sustainable and authentic strategy for growing regional Australia's agri-food and tourism sectors must include a dedicated focus on empowering First Nations-owned businesses. The deep connection to Country and rich cultural heritage of Aboriginal and Torres Strait Islander peoples offer an unparalleled value proposition, aligning perfectly with the growing global demand for ethical, traceable, and deeply authentic products and experiences. Fostering this sector requires recognizing its unique market potential and enhancing existing support networks to be more accessible and effective.

5.1 A Unique and Compelling Value Proposition

First Nations cultures have sustainably managed Australia's land and sea Country for over 60,000 years. This represents the ultimate story of provenance and sustainability—a powerful and inimitable marketing asset in a global market hungry for authenticity. Austrade has explicitly recognized this potential, celebrating First Nations peoples as Australia's "first traders" and committing to support their global trade ambitions. This unique value proposition offers a point of differentiation that no other country can replicate.

5.2 Enhancing and Integrating Existing Support Networks

A considerable ecosystem of government support exists for First Nations businesses, but its fragmentation can create a challenging landscape for entrepreneurs to navigate. Key agencies include:

- **National Indigenous Australians Agency (NIAA):** Provides direct grants and mentoring programs for tourism operators.
- **Austrade:** Offers export support services, including the Export Market Development Grants (EMDG) program.
- **Indigenous Business Australia (IBA):** Provides business advice, workshops, and crucial access to finance and loans.
- **Indigenous Business and Employment Hubs:** Act as a single point of contact, offering wrap-around support in a culturally safe environment.
- **Supply Nation:** Manages a national directory connecting First Nations businesses with government and corporate procurement opportunities.

This dispersal of services creates a significant **"navigation challenge"** for entrepreneurs. As the market value of authentic Indigenous products grows, so does the risk of **"cultural greenwashing,"** where non-Indigenous businesses misappropriate First Nations culture for commercial gain without consent or benefit-sharing. This practice undermines genuine First Nations enterprises and can cause deep cultural harm.

Support for this sector must therefore be viewed as a multi-faceted and strategic investment in national reconciliation, regional development, and social equity. By investing in First Nations tourism, the government is not just supporting a business sector; it is creating sustainable economic pathways in areas with limited opportunities and investing in a powerful vehicle for practical, on-the-ground reconciliation.

5.3 Recommendations for Empowering First Nations Enterprise

1. **Recommendation 4.1:** Fund the establishment of a dedicated "First Nations Agri-tourism Accelerator" program. This program should be delivered through the existing network of Indigenous Business and Employment Hubs and provide integrated, specialist support tailored to the unique needs of First Nations entrepreneurs in these sectors. Support should cover business planning, financial literacy, product and experience development, marketing for export and visitor markets, and, critically, access to legal advice for the protection of cultural and intellectual property (IP).
2. **Recommendation 4.2:** Mandate Tourism Australia and Austrade to develop and implement a comprehensive strategy that respectfully and prominently embeds First Nations stories, products, and visitor experiences as a central and foundational pillar of the 'Brand Australia' narrative in all international marketing and trade promotion activities. This should be done in close consultation and partnership with First Nations tourism bodies.
3. **Recommendation 4.3:** Create a simplified, single-entry-point "concierge service" for First Nations entrepreneurs seeking government business support. This service, potentially managed through the Indigenous Business and Employment Hubs or a

dedicated online portal, would triage an entrepreneur's specific needs and provide a warm, personal handover to the relevant programs and contacts across the NIAA, Austrade, IBA, and other support agencies, thereby reducing the navigation burden.

6.0 Conclusion: A Coordinated Strategy for a Prosperous Regional Australia

The recommendations outlined in this submission form an interdependent and mutually reinforcing strategic framework. To unlock the immense potential of rural and regional Australia, a coordinated, whole-of-government approach that recognizes these interdependencies is essential.

Enhancing our 'clean and green' marketing is futile without the verifiable certification systems that give claims credibility and build resilience against non-tariff trade barriers. The value of these certifications is diminished if SMEs cannot overcome an interlocking system of disadvantage created by poor infrastructure and regulatory burden. The potential of agri-tourism to drive demographic renewal cannot be realized if producers are constrained by unfit regulations. And the opportunity to elevate First Nations enterprises as a core part of our national identity requires integrated, culturally appropriate support that advances national reconciliation.

By investing concurrently and strategically in authentic marketing, robust value-adding systems, integrated visitor experiences, and the foundational capabilities of our regional enterprises, the Commonwealth can foster a new era of sustainable growth. Such a strategy will ensure that Australia's regions are not just the source of our nation's great produce, but are celebrated, resilient, and prosperous destinations in their own right, securing their vital contribution to the national economy and identity for generations to come.

The contents of this submission are truthful and correct to the best of my knowledge and belief.

7.0 Consolidated List of Recommendations

1. Fund a co-contribution grant program for regional SMEs to develop and implement verifiable sustainability reporting. This program should assist businesses in moving beyond vague claims by helping them adopt credible reporting frameworks, conduct environmental audits, and gather the necessary data to substantiate their sustainability claims, thereby aligning with ACCC guidelines and mitigating the risk of greenwashing.
2. Establish a national "Agri-food Storytelling Hub" through Austrade or a similar body. This hub would provide practical support to SMEs, including training workshops on digital marketing and brand storytelling, and access to a library of high-quality digital assets (e.g., professional videography of Australian landscapes, AR templates for virtual tours, stock imagery) to help them create compelling and authentic marketing content focused on provenance, sustainability practices, and their personal stories.
3. Support the creation of regional marketing cooperatives that allow smaller producers to pool financial and human resources. This would enable them to undertake

larger-scale marketing campaigns, engage professional marketing services and influencers, and participate more effectively in domestic and international trade shows, leveraging successful collaborative models to overcome the limitations of individual small-scale operations.

4. Reform Australian intellectual property law to create a dedicated, standalone, and accessible registration system for Geographical Indications for all agricultural and food products. This system should be modelled on the successful framework currently in place for wine and be supported by a dedicated fund to assist regional producer groups with the legal and administrative costs of preparing and lodging GI applications.
5. Introduce and enforce a mandatory national standard for the domestic use of the term 'organic'. This is a critical step to protect the integrity of the certified organic industry, prevent consumer deception from misleading claims by non-certified producers, and build long-term consumer trust in the organic category.
6. Establish a "Certification Kick-starter" grant program for regional SMEs. This program would provide co-contribution funding specifically to help offset the initial costs of undertaking recognized sustainability certifications, such as 'Certified Organic' or 'Sustainably Grown', including application fees, initial audit costs, and advisory services.
7. Prioritize investment in overcoming foundational barriers to market access as a core component of the national trade and investment growth strategy. This must include targeted funding to address the regional "digital divide" by improving broadband reliability and speed, and strategic investment in "first and last mile" transport infrastructure to strengthen fragile regional supply chains.
8. Commission a national review of local, state, and federal regulations impacting on-farm diversification into tourism. The primary mandate of this review should be to develop a "Model Agritourism Code" that simplifies and streamlines compliance pathways for low-impact, small-scale activities such as farm stays, guided tours, cellar door operations, and farm-gate sales.
9. Provide federal funding for the "Agritourism 2030" strategy, with a specific and immediate focus on activating the proposed \$10 million in direct-to-farm grants. This funding is critical to help primary producers invest in the necessary infrastructure, training, and compliance measures required to become "visitor-ready" and to develop high-quality tourism products.
10. Formally resource and empower Regional Development Australia (RDA) committees to act as dedicated "Agri-tourism Hubs." Their role would be to lead the development of coordinated regional food and drink tourism strategies, actively foster collaboration and partnerships between producers and tourism operators, and provide a hands-on "concierge" service to assist new and existing agri-tourism businesses in navigating regulatory hurdles and accessing support programs.
11. Fund the establishment of a dedicated "First Nations Agri-tourism Accelerator" program. This program should be delivered through the existing network of Indigenous Business and Employment Hubs and provide integrated, specialist support tailored to the unique needs of First Nations entrepreneurs in these sectors. Support should cover business planning, financial literacy, product and experience development, marketing for export and visitor markets, and, critically, access to legal advice for the protection of cultural and intellectual property (IP).

12. Mandate Tourism Australia and Austrade to develop and implement a comprehensive strategy that respectfully and prominently embeds First Nations stories, products, and visitor experiences as a central and foundational pillar of the 'Brand Australia' narrative in all international marketing and trade promotion activities. This should be done in close consultation and partnership with First Nations tourism bodies.
13. Create a simplified, single-entry-point "concierge service" for First Nations entrepreneurs seeking government business support. This service, potentially managed through the Indigenous Business and Employment Hubs or a dedicated online portal, would triage an entrepreneur's specific needs and provide a warm, personal handover to the relevant programs and contacts across the NIAA, Austrade, IBA, and other support agencies, thereby reducing the navigation burden.