

AUSTRALIAN
FURNITURE
ASSOCIATION

Australian Furniture
for every room in the world

STRATEGIC BUSINESS PLAN
2013 - 2018

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1. EXECUTIVE SUMMARY

1.1 *Strategic Direction*

The Australian Furniture Association (AFA) is a peak Australian industry association which represents the interests of the furniture sector from raw material supply through to the end user. Collectively the industry supply chain employs more than 200,000 people nationally¹.

The AFA is committed to helping Australian businesses through having a focus on building competitive and sustainable business models and *to promote the profitable growth, competitiveness, innovation, and the export readiness of its members.*

The AFA is recognised as the voice of the Furnishing Industry by government, media and the general public.

AFA membership includes manufacturers of both residential and commercial furniture, suppliers to the industry, retailers, allied associations and key stakeholders (such as testing and training organisations).

AFA Members benefit from being part of a collective and respected voice. This credibility is critical in communicating with government and other key stakeholders. Our services cover the following areas:

- Business growth and competitiveness
- Export readiness
- Skill shortages
- Tenders / Grants
- Sales leads
- Environment and energy
- Media & Marketing
- Education and training
- Awards Program
- Exhibitions & Conferences
- Manufacturing/Production
- Design
- Financial/Legal
- Workplace relations
- Superannuation
- Industry advocacy and representation
- Supply Chain
- Technology
- Regulation
- Construction and infrastructure
- Import competition

AFA's public policy positions are continually developed through ongoing analysis and consultation with members and our team regularly provides submissions, on a wide range of areas, to various Parliamentary Committees, independent bodies, commissions, and to government.

1.2 Key Focus

The key focus of the activities of the AFA across the strategic timeframe over time will be:

- Year One
- Year Two
- Year Three
- Year Four
- Year Five

In accordance with these time frames, the Key Performance Indicators will reflect a progression from measureable Inputs in Year One through to measurable Strategic Outputs and Outcomes in years two, three, four and five.

The AFA will develop a monitoring and evaluation plan that is based on quarterly and annual reporting against key performance indicators.

These reviews will provide feedback for amending the strategy over time. This iterative dynamism will ensure responsiveness to the needs of our members. The AFA will build strategic partnerships with other organisations to further the objectives of the industry.

The following strategic framework set out the Key Result Area deliverables and associated Key Performance Indicators for the AFA.

1.3 The Australian Furniture Industry Governance and Value Base

The AFA is defined by its value based culture. This culture is being built deliberately, nurtured, understood and monitored as an ongoing process.

The value base has been articulated to determine the AFA's focus and to shape its cultural identity.

This enables the Association to achieve its goal as a highly professional organisation committed to accountability, responsibility and aspiring to excellence in every activity that it undertakes.

The intention of spelling this out is to ensure that everyone in the organisation or associated with it has a clear, coherent and aligned understanding of: *"How we do business around here."*

The nature and direction of the AFA's business is defined by striving for world class performance to achieve positive results in pursuing its agenda on behalf of its members.

2. OUR VISION

"Australian Furniture for every room in the world"

3. OUR MISSION

"Working together for a strong productive and sustainable furniture industry that designs and manufactures quality, iconic furniture to world markets"

4. OUR VALUES

The Values Statement and the list of Expected Behaviours that accompany it determine the manner in which all activities will be conducted in achieving the Vision and fulfilling the Mission of the AFA.

4.1 *Values*

- Opportunity
- Professionalism
- Respectfulness
- Responsiveness
- Innovative Thinking
- Commitment to Service
- Resourcefulness

4.2 *Expected Behaviours*

- **Opportunity** means that we:
 - Advocate for the economic viability of businesses
 - Promote locally made furniture options for consumers
 - Pursue excellence in all that we do
- **Professionalism** means that we:
 - Act with honesty and integrity
 - Achieve the highest professional standards
 - Are committed to continuous improvement

- Invest in our employee and officer development to ensure the AFA has the leadership capability and skills it needs now and into the future
- **Respectfulness** means that we:
 - Respect our history
 - Treat our members, other stakeholders and each other with courtesy and respect
 - Respect the confidentiality of information provided to us
 - Hold design integrity and the rights to intellectual property sacrosanct. Design copying is not tolerated within the AFA
- **Responsiveness** means that we:
 - Adapt to changing customer trends
 - Are proactive in providing solutions to industry pressures/trends, concerns, opportunities and general member issues
- **Innovative thinking** means that we:
 - Lead the way in establishing iconic Australian design for the world
 - Present to our members new manufacturing processes or products to help them maintain competitiveness
 - Identify industry clusters and synergies where members can work cooperatively to achieve greater outcomes for each of the individual businesses involved
- **Commitment to Service** means that we:
 - Are innovative, efficient and work collaboratively to achieve the best results for the Australian furniture industry
 - Engage with all stakeholders to understand and address their needs
 - Stay ahead, identifying trends and planning so our services remain relevant and responsive to the industry's changing needs
- **Resourcefulness** means that we:
 - Provide relevant knowledge, innovation, and access to worthwhile resources,
 - Are a recognised source of leadership and knowledge in all aspects of the furniture industry

5. STATEMENTS OF PURPOSE

The purposes of the AFA are to:

- a) Act as the national body to **Advance** the legitimate interests of the Australian furniture industry and those engaged in the industry.
- b) **Advocate, Promote** and **Represent** the Australian Furniture Industry, its products and its value, providing a unified voice to government, the public and other stakeholders.
- c) **Improve** the standard of products produced by adopting standards of manufacture to establish a premium value proposition for Australian furniture.
- d) **Grow** the Australian Furniture Industry brand locally and globally
- e) **Communicate** on all matters affecting the furniture industry to its members and industry stakeholders
- f) **Support** our members by providing training, resources, mentoring and other services

6. SITUATION ANALYSIS

Industry associations exist to consolidate the voice of the industry in dealing with Government, customers, suppliers and other interested parties. The Australian furniture industry is a highly competitive and fragmented one and the industry dynamics opens up opportunities for an association to engage with its members. The AFA aims to achieve this by providing advisory services, facilitating professional and management training and workshops, conducting networking events and above all bringing the various stakeholders under one umbrella with an aim to make the industry stronger, commercially viable and sustainably sound.

The furniture industry is reeling under a number of challenges predominantly from the proliferation of imported furniture and competitive pricing. There is an even greater role for a representative body to represent the interests of Australian furniture manufacturers and other stakeholders and in helping to identify better business models and opportunities.

A number of small associations exist within the furniture industry across Australia; however, almost all of them have a regional or state-level presence. The industry dynamics clearly suggests a need for a unified and consolidated industry on a national basis and there exists an opportunity for The Australian Furniture Association (AFA) to expand its services and offerings to a national audience and in the process become a national association which stands for the betterment of Australian furniture manufacturers, suppliers, retailers, students and other affiliated entities.

Based on data extracted and compiled from the Australian Bureau of Statistics (2011-2012) the Australian household and commercial furniture manufacturing industry (metal furniture):

- Employs around 8,000 people in 900 operations
- Includes the following leading manufacturers: Steinhoff Asia Pacific Holding, G James Australia, and Sutcliffe Interiors
- Is generally comprised of a large number of small firms
- Generates annual revenue of around \$3.1 billion. Value added \$847 million (less than 0.1% of Australian GDP)
- Imports \$560 million
- Exports \$30 million

In terms of wooden furniture and upholstered manufacturing, (wooden frames):

- Employs around 31,000 people
- Includes the following leading manufacturers: Schiavello Group, Elders Limited, Fantastic holdings Ltd, Steinhoff Asia Pacific Holdings, Kreuger International (Sebel), UCI, DIM Furniture, Moran of Melbourne, G James furniture, Gascoigne Leather, Tessa Furniture
- Is generally comprised of a large number of small firms
- Generates annual revenue of around \$5.4 billion. Value added \$1.8 billion (about 2% of Australian GDP)
- Imports \$1.8 billion
- Exports \$30 million

The demand for furniture is driven by broader economic cycles and is aligned to the trends occurring in housing and construction and consumer sentiment more generally.

The other characteristics of note are that exports are small compared to domestic consumption while imports have a significant share of the domestic market.

While there exists a significant opportunity for The Australian Furniture Association to become a national brand, it shouldn't be oblivious to the challenges from similar associations which have strong regional membership bases. In addition, AFA should considerably improve its services and offerings to be a national player and there must be a concerted effort in reviving its flagship exhibition – Furnitex. The exhibition has been declining in visitor and exhibitor numbers over the last few years due to the increased presence of individual retailers' private trade shows such as Harvey Norman furniture exhibition and Warwick fabric show.

The AFA is committed to:

- Influencing industry policy so that Australian companies can compete globally
- Providing information and resources that will increase capability in the industry
- Encouraging innovation in the industry
- Promoting Australian made quality furniture

7. THE AFA BUSINESS MODEL

The AFA operates under a 'Distributed Knowledge Network Model'.

8. THE AFA DRIVING FORCE

8.1 *Production Capability Driven*

"We are a knowledge network – we use our connections, people, relationships, body of knowledge, know how, processes, tools and frameworks to increase productivity and profitability in the furniture industry by serving the members of the AFA"

8.2 *Value Proposition*

The AFA is the 'Voice of the industry', traditionally focused on Manufacturers, but expanded to incorporate the consolidated value chain.

8.3 *AFA - Critical Issues Agenda*

- Incorporation
- Increasing membership
- Adding value to members
- Generating Income
- Building professionalism

8.4 *External Environmental Factors*

- High Australian Dollar
- Highly competitive environment
- High cost of doing business

8.5 *Internal Environmental Factors*

- Strategic mindsets
- Leadership
- Capability Development

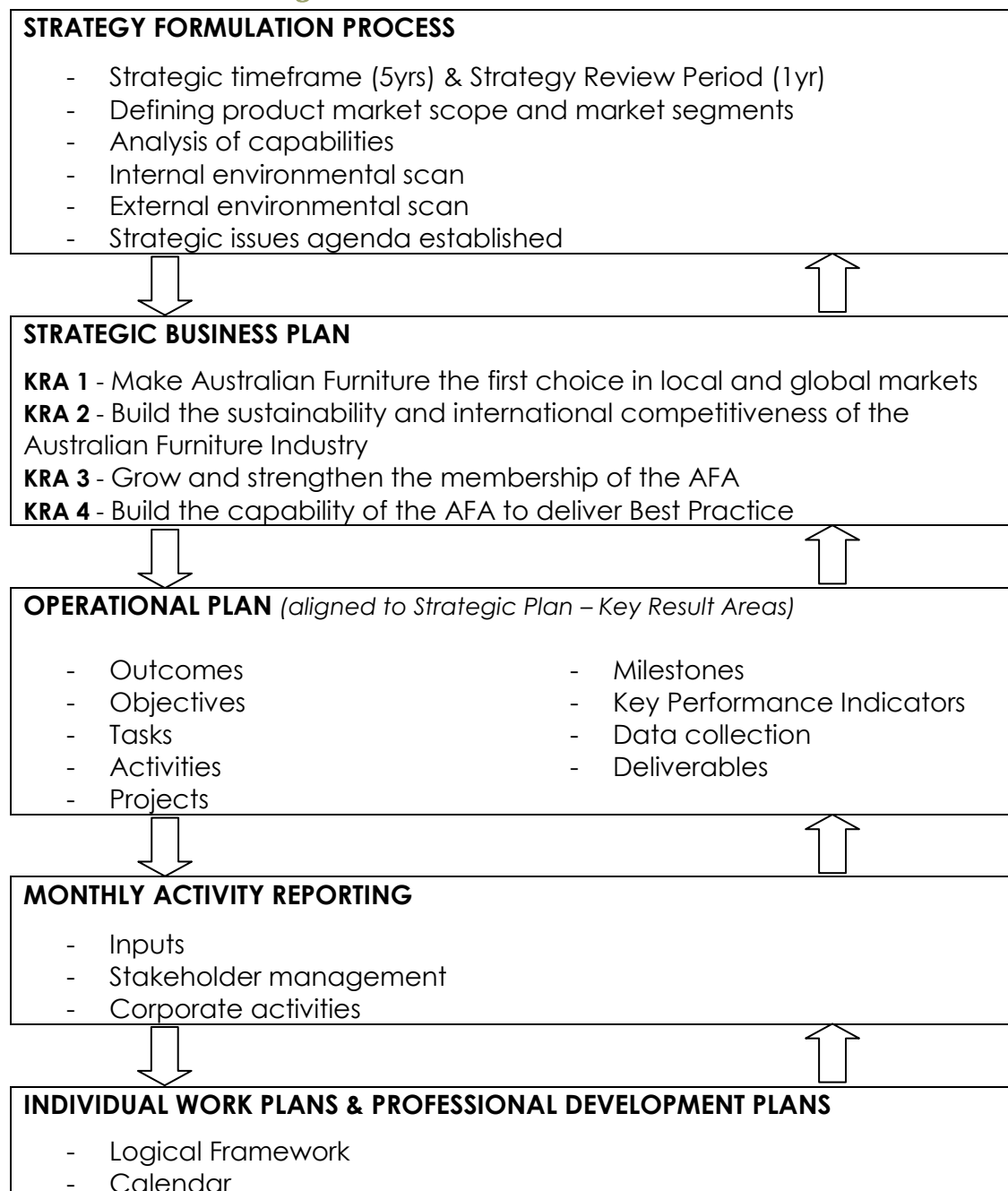
9. OVERVIEW OF AFA PLANNING AND REVIEW PROCESS

The following diagram summarises the key components of the planning process for the AFA.

The operational plan sets out annual activities to implement the strategic plan and monthly activity reporting provides the where withal to focus on day-to-day activities.

Individual work plans and professional development plans complement these activities on an individual basis. The performance management and review process enables us to monitor and evaluate progress.

9.1 AFA Planning and Review Process – November 2013



- Journals
- Activity Reports
- Professional Development



PERFORMANCE MANAGEMENT & REVIEW PROCESS

- Ongoing monitoring and evaluation
- Quarterly quality improvement cycle
- Team and individual Reporting

Key Result Areas	Deliverables	Key Performance Indicators & Time Frame
<p>'Is' ANALYSIS</p> <ul style="list-style-type: none"> • Strategic directions determined • Company formed • Strategic business plan drafted • Planning framework drafted 	<p style="text-align: center;">AFA 2013 – June 2018</p> <div style="text-align: center; border: 1px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p>AFA</p> <p>STRATEGIC PLAN OVERVIEW</p> </div>	<p>'Desired' ANALYSIS</p> <ul style="list-style-type: none"> • Execution of the AFA Strategic Agenda over the next 5 years
<p>KRA 1 Make Australian Furniture the first choice in local and global markets</p>	<ul style="list-style-type: none"> a. Engagement Plan b. Value for Money c. Quality of Products d. Promotion e. Recognition 	
<p>KRA 2 Build the sustainability and international competitiveness of the Australian Furniture Industry</p>	<ul style="list-style-type: none"> a. Promote fair competition b. Assist in reducing business operating costs for members c. Increase revenue opportunities for members d. Be a key voice in international discussions e. Engage the whole value chain to stimulate discussion and knowledge sharing f. Develop the next generation of industry leaders g. Improve the Industry's Environmental sustainability h. Improve the Industry's Commercial sustainability 	

Key Result Areas	Deliverables	Key Performance Indicators & Time Frame
<p>KRA 3 Grow and strengthen the membership of the AFA</p>	<ul style="list-style-type: none"> a. Retain current members b. Grow the membership base c. Represent the views of the entire Australian Furniture Industry d. Connect with our Members through improved technology 	
<p>KRA 4 Build the capability of the AFA to deliver Best Practice Services, Support and Value to Members</p>	<ul style="list-style-type: none"> a. Ensure the structure supports members b. Increase staff and elected officer capability c. Infrastructure and service delivery d. Develop clear financial planning, risk and auditing practices e. Enhance the reputation of the AFA f. Partnership Development and management 	<p>No of Members - Quarterly</p> <p>Financial plan</p>

10. KEY RESULT AREA 1

“Make Australian Furniture the first choice in local and global markets”

Deliverable	Activities / Inputs	Timing	Stakeholders	Responsibility
1.A Engagement Plan	<ol style="list-style-type: none"> 1. Development and integration of an Industry Engagement Plan, identifying: <ol style="list-style-type: none"> a. Government b. Global Partners c. Innovation d. Research e. Value Chain Compliance f. Training and skill development 			
1.B Value for money	<ol style="list-style-type: none"> 1. Articulate and promote the advantages of buying locally made Australian Furniture 2. Identify and showcase distinctiveness in Australian design and materials as a selling point 3. Demonstrate and capitalise on the value in personalisation capabilities of Australian made furniture 		Members	

<p>1.C Quality of Products</p>	<ol style="list-style-type: none"> 1. Establish standards and practices to safeguard the quality of products, services and materials 2. Circulate and promote the benefits of the knowledge and understanding inherent in local producers, particularly with respect to understanding the appropriateness of product in the Australian environment 		<p>Members</p>	
<p>1.D Promotion</p>	<ol style="list-style-type: none"> 1. Reinvigorate Furnitex, creating a greater, more beneficial and prestigious industry trade show 2. Create and deliver a 'festival of furniture' consumer platform, supporting Furnitex. 3. Develop clear marketing and communications plans 		<p>Members</p>	

<p>1.E Recognition</p>	<ol style="list-style-type: none"> 1. Reinvigorate AFIA, including its delivery, image and overall format. 2. Promote AFIA both pre and post-event to increase the profile, prestige, and visibility of the awards and award recipients 3. Review and rationalise the range of Awards and Recognitions 4. Review the judging and judging criteria to enhance the prestige and reputation of the awards. 		<p>Members</p>	
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11. KEY RESULT AREA 2

“Build the sustainability and international competitiveness of the Australian Furniture Industry”

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
2.A Promote fair competition	<ol style="list-style-type: none"> 1. Network Analysis – Benchmarking and Establishing Best Practise 2. Advocate to government on matters affecting Australian manufacturers 3. Promote adherence to Australian standards 4. Support design excellence and the protection of intellectual property 5. Form international partnerships to enable knowledge sharing with members on international trends, research and other pertinent information 6. Identify two-way component supply chain opportunities to benefit members 		Members	
2.B Assist in reducing business operating costs/improving	<ol style="list-style-type: none"> 1. Provide industry specific IR/HR advice 2. Provide resources to be used by members including: Policy, practices & procedures, 		Members	

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
business efficiency for members	<p>contracts, credit agreements, tender documentation, warranty agreements and templates</p> <p>3. Capture and share advice on trends, innovative techniques and processes etc.</p> <p>4. Deliver specialist information, access to experts, and workshops/seminars on business fundamentals and opportunities, including:</p> <ul style="list-style-type: none"> - Legal - Insurance - Banking - Export - Others as identified <p>5. Establish membership benefits packages</p>			
<p>2.C Increase revenue opportunities for members</p>	<p>1. Promote and provide access to Tenders & Grant opportunities</p> <p>2. Identify new markets and assist with market entry strategies</p>		Members	

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
	<ol style="list-style-type: none"> 3. Develop marketing and sales platforms to sell products and services acting as connection between AFA members and government procurement, commercial opportunities and international markets 4. Stage promotional events and campaigns such as Buy Australian, Australian Furniture Industry Awards (AFIA), Australian International Furniture Exhibition (AIFE), National Furniture Industry Training Conference (NFITC) and Furnitex 			
<p>2.D Be a key voice in international discussions</p>	<ol style="list-style-type: none"> 1. Form key relationships with international allies via Memoranda of Understanding to facilitate the exchange of information and business opportunities for members 			
<p>2.E Engage the whole value chain to stimulate discussion and knowledge sharing</p>	<ol style="list-style-type: none"> 1. Promote industry knowledge and develop supply chain opportunities through full life cycle 2. Facilitate workshops between industry groups to stimulate collaboration and capitalise on expertise across the breadth of the supply chain 3. Provide access to relevant supply channels for members use of social media platforms 		Members	

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
	<ol style="list-style-type: none"> 4. Work with industry groups to identify opportunities to streamline and generate efficient practices and standards between groups 5. Address sustainability and environmental impacts of industry by fostering cooperation between all links in the furniture supply chain 			
<p>2.F Develop the next generation of industry leaders</p>	<ol style="list-style-type: none"> 1. Promote industry development through design 2. Develop partnerships with RTOs, LLENs and similar organisations to build a better understanding of careers in the industry 3. Link members with RTOs, LLENs and similar organisations 4. Enhance apprenticeship schemes and placement programs 5. Introduce mentoring and alumni programs 6. Introduce AFA 'Furniture Next' Advisory Group and associated "young leader" programs 7. Establish AFA Furniture Teachers Network, covering 			

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
	both design and manufacture			
2.G Improve the Industry's Environmental Sustainability	1. Increase the understanding of Environmental compliance and standards relevant to the industry. 2. Encourage greater Environmental sustainability amongst the consolidated industry supply chain.			
2.H Improve the Industry's Commercial Sustainability	1. Increase the understanding of Commercial compliance and standards relevant to the industry. 2. Encourage greater Commercial sustainability amongst the consolidated industry supply chain.			

12. KEY RESULT AREA 3

“Grow and Strengthen the Membership of the AFA”

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
3.A Retain current members	<ol style="list-style-type: none"> 1. Develop an engagement plan to assist the productive engagement with current members 2. Conduct a member needs analysis to better inform the delivery of membership services 3. Improve services to current members 4. Clearly identify the financial and non-financial benefits of membership 		Members	
3.B Grow the membership base	<ol style="list-style-type: none"> 1. Generate targeted recruitment campaigns for new members within current membership categories 2. Explore non-traditional membership streams 3. Identify opportunities to work with import-bases businesses to better manage their role and impact on local industry 			

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
<p>3.C Represent the views of the entire Australian Furniture Industry</p>	<ol style="list-style-type: none"> 1. Restructure the Association to be a Company Limited by Guarantee 2. Investigate and identify opportunities to revamp the membership structure 			
<p>3.D Connect with members through improved technology</p>	<ol style="list-style-type: none"> 1. Invest in better Information Technology services to enable faster and more efficient interaction with members 2. Develop a CRM to enhance business decision making and efficiency 3. Redevelop the website to provide a useable and beneficial information source, stimulate member interaction and achieve greater online visibility and promotion 			

13. KEY RESULT AREA 4

“Build the capability of the AFA to deliver Best Practice services, support and value to Members”

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
4.A Ensure the structure supports members	<ol style="list-style-type: none"> 1. Review the governance structure of the Association ensuring that it contributes to appropriate representation 2. Identify and implement appropriate sub committees to enhance business activities and increase business representation 3. Create clear policies regarding membership renewals, payments, credits, invoicing to inform members 		The AFA	
4.B Increase staff and elected officer capability	<ol style="list-style-type: none"> 1. Invest in appropriate training and improvement programs 2. Provide training for new programs and systems 3. Up-skill to fill any knowledge gap/improve knowledge in the organisation 4. Ensure that there is a clear understanding of governance and 		The AFA	

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
	leadership best practice			
4.C Infrastructure and service delivery	<ol style="list-style-type: none"> 1. Ensure that all Association members have reasonable access to local services, including membership advice and appropriate state based IR/HR support services 		The AFA	
4.D Develop clear financial planning, risk and auditing practices	<ol style="list-style-type: none"> 1. Develop, implement and monitor a holistic Financial Plan 2. Identify and strategise income generation opportunities 		The AFA	
4.E Enhance the reputation of the AFA	<ol style="list-style-type: none"> 1. Develop and implement a holistic communication and marketing plan 2. Review the policies and procedures in line with legal requirements and the strategic direction 3. Provide a member voice to industry discussions and improvements 		The AFA	

Objective	Activities/Inputs	Timing	Stakeholders	Responsibility
4.F Partnership Development and management	<ol style="list-style-type: none"> 1. Expand the marketing and branding presence nationally and internationally 2. Develop and implement a partnership policy & management plan 3. Collaborate and form partnerships with key industry enablers 			

14. STRATEGIC KEY PERFORMANCE INDICATORS *(Examples Only)*

14.1 *Year One*

KRA 1 - MAKE AUSTRALIAN FURNITURE THE FIRST CHOICE IN LOCAL AND GLOBAL MARKETS

- Case studies
- Events results

KRA 2 - BUILD THE SUSTAINABILITY AND INTERNATIONAL COMPETITIVENESS OF THE AUSTRALIAN FURNITURE INDUSTRY

- Numbers of
- Case studies of
- Network Analysis

KRA 3 - GROW AND STRENGTHEN THE MEMBERSHIP OF THE AFA

- Number of new members
- Business tools developed to respond to needs/gaps identified
- New services and tools to enhance the capacity of members to evaluate opportunities and commercialise products and services

KRA 4 - BUILD THE CAPABILITY OF THE AFA TO DELIVER BEST PRACTICE SERVICES, SUPPORT AND VALUE TO MEMBERS

- Professional development plans prepared and implemented
- Satisfaction measures
- Monitoring and evaluation plan prepared and implemented
- Annual review completed

14.2 Year Two

KRA 1 - MAKE AUSTRALIAN FURNITURE THE FIRST CHOICE IN LOCAL AND GLOBAL MARKETS

- Case studies
- Events results

KRA 2 - BUILD THE SUSTAINABILITY AND INTERNATIONAL COMPETITIVENESS OF THE AUSTRALIAN FURNITURE INDUSTRY

- Numbers of
- Case studies of

KRA 3 - GROW AND STRENGTHEN THE MEMBERSHIP OF THE AFA

- Number of new members
- Business tools developed to respond to needs/gaps identified
- New services and tools to enhance the capacity of members to evaluate opportunities and commercialise products and services

KRA 4 - BUILD THE CAPABILITY OF THE AFA TO DELIVER BEST PRACTICE SERVICES, SUPPORT AND VALUE TO MEMBERS

- Professional development plans prepared and implemented
- Satisfaction measures
- Monitoring and evaluation plan prepared and implemented
- Annual review completed

14.3 Year Three

KRA 1 - MAKE AUSTRALIAN FURNITURE THE FIRST CHOICE IN LOCAL AND GLOBAL MARKETS

- Case studies
- Events results

KRA 2 - BUILD THE SUSTAINABILITY AND INTERNATIONAL COMPETITIVENESS OF THE AUSTRALIAN FURNITURE INDUSTRY

- Numbers of
- Case studies of

KRA 3 - GROW AND STRENGTHEN THE MEMBERSHIP OF THE AFA

- Number of new members
- Business tools developed to respond to needs/gaps identified
- New services and tools to enhance the capacity of members to evaluate opportunities and commercialise products and services

KRA 4 - BUILD THE CAPABILITY OF THE AFA TO DELIVER BEST PRACTICE SERVICES, SUPPORT AND VALUE TO MEMBERS

- Professional development plans prepared and implemented
- Satisfaction measures
- Monitoring and evaluation plan prepared and implemented
- Annual review completed

14.4 Year Four

KRA 1 - MAKE AUSTRALIAN FURNITURE THE FIRST CHOICE IN LOCAL AND GLOBAL MARKETS

- Case studies
- Events results

KRA 2 - BUILD THE SUSTAINABILITY AND INTERNATIONAL COMPETITIVENESS OF THE AUSTRALIAN FURNITURE INDUSTRY

- Numbers of
- Case studies of

KRA 3 - GROW AND STRENGTHEN THE MEMBERSHIP OF THE AFA

- Number of new members
- Business tools developed to respond to needs/gaps identified
- New services and tools to enhance the capacity of members to evaluate opportunities and commercialise products and services

KRA 4 - BUILD THE CAPABILITY OF THE AFA TO DELIVER BEST PRACTICE SERVICES, SUPPORT AND VALUE TO MEMBERS

- Professional development plans prepared and implemented
- Satisfaction measures
- Monitoring and evaluation plan prepared and implemented
- Annual review completed

14.5 Year Five

KRA 1 - MAKE AUSTRALIAN FURNITURE THE FIRST CHOICE IN LOCAL AND GLOBAL MARKETS

- Case studies
- Events results

KRA 2 - BUILD THE SUSTAINABILITY AND INTERNATIONAL COMPETITIVENESS OF THE AUSTRALIAN FURNITURE INDUSTRY

- Numbers of
- Case studies of

KRA 3 - GROW AND STRENGTHEN THE MEMBERSHIP OF THE AFA

- Number of new members
- Business tools developed to respond to needs/gaps identified
- New services and tools to enhance the capacity of members to evaluate opportunities and commercialise products and services

KRA 4 - BUILD THE CAPABILITY OF THE AFA TO DELIVER BEST PRACTICE SERVICES, SUPPORT AND VALUE TO MEMBERS

- Professional development plans prepared and implemented
- Satisfaction measures
- Monitoring and evaluation plan prepared and implemented
- Annual review completed