

**WEB ADVISORY RESOURCE FOR
INDEPENDENT MUSEUMS FOR THE
SCOTTISH MUSEUMS COUNCIL**

Edinburgh
March 31st, 2005

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1. INTRODUCTION

1.1 PROJECT BACKGROUND

The Scottish Museums Council (SMC) is the representative organisation for the independent museum sector in Scotland and provides professional information, advisory and support services to its 200+ members. Accordingly the SMC wishes to ensure it is providing the most relevant and up to date business development services to its members.

The SMC commissioned RGA to create a web based, advisory resource detailing relevant business development information suited to independent museums.

Richard Gerald Associates Ltd. (RGA) is a well-established company offering specialist business consultancy services to the cultural and tourism sectors.

1.2 METHODOLOGY

RGA has undertaken the following key tasks in the preparation of this report:

- Identified organisations which provide small business development information and advice suitable to independent museums in Scotland, and investigated the services provided.
- Conducted consultations with the relevant key organisations to identify if all possible advice services have been recognized.
- Categorised all the relevant information into a manageable format which can then be utilised by the SMC.

2. DEVELOPING EFFECTIVE BUSINESS PRACTICE

2.1 INTRODUCTION

The competitive environment which currently exists within the museums sector has reinforced the need for independent museums to transform their working patterns, adopting methods which will allow them, selectively, to adopt effective business practices. The purpose of this study has been to actively research sources of cost-effective business practice advice and guidance available to the independent museums sector within Scotland.

2.2 INDEPENDENT MUSEUMS

Good governance is essential for museums, if they are to establish a strong and sustainable basis for the future preservation of collections and the improved provision of services to the public. Funding new projects and raising annual finance becomes increasingly competitive and complex, as does the challenge of marketing to attract visitors. For a sector which has a high percentage of volunteers, spread from the Board of Trustees to welcoming and guiding visitors, there are particular issues in relation to management.

Increasingly, museums are relying on their secondary income streams (catering, retail, e-commerce, events and conferences) to balance the books, and now recognise that they are just as much a part of the tourism industry as they are involved in the more elevated circles of education and academe with which they are historically linked. Without financial success, driving up visitor numbers through effective marketing and achieving a good in-house spend, the loftier ideals and vision of the museum may not be achieved. Accessing the business practice services which are currently on offer will enable the independent museums sector to fully engage with the necessities of modern business management.

The availability of advice and assistance for business development within Scotland and UK-wide is plentiful; however it may be going unnoticed by independent museums. Focusing attention on the services which can be obtained at minimal costs will benefit not only the organisation, but potentially improve their services to visitors. Developing a better business practice will encourage greater opportunities for growth and provide learning opportunities for employees.

Successful museums do not stand still – they are always looking for ways to improve not only their product, but also the skills of their management and workforce, to enhance visitor satisfaction. Such issues should be summarised in a realistic business plan which is fundamental to any organisation, and should provide ideas, direction and focus. It will enable a museum to concentrate on what is really important for success. There is excellent advice available at minimal cost on developing a business plan.

Market Research, both accessing published data and undertaking visitor survey, is a useful tool for understanding current and identifying future potential markets. It is essential for Audience Development and used alongside the other key tools, can help develop a detailed information base for any project development. Technology has greatly enhanced the opportunities for marketing and E-business is a now common concept which will aid the independent museums sector, by reaching out to a greater audience.

2.3 KEY REFERENCE AREAS

The SMC identified four key reference areas regarded as critical for business development in the independent museums sector. The key reference areas are:

- Project/Business Development
- Governance
- Funding/Financing
- Trading Activities

The key areas have associated sub-areas which are vital to business development for independent museums across Scotland and were used by RGA to further refine and categorise the resources available. They are outlined in Table 1:

Table 1: Reference areas and sub-areas

Project/Business Development	Governance	Funding/Financing	Trading Activities
Market Research	Project/Business Planning	Financial Assistance	Retail/Catering
Marketing	Business Development	Financial Management	Events/Conferences
E-Business Development	Business/museums Legislation	Charity Regulations	
Benchmarking	Policy and Ethics		
Audience Development	Staff/Volunteer Management		
Training			

Source: RGA Research

The key sources cross-referenced against the four reference areas are shown in Table 2. Appendix A details the sources and sub-areas.

Table 2: Key Reference Areas and Sources

Project/Business Development	Governance	Funding/Financing	Trading Activities
Association of Independent Museums (AIM)	Arts and Business Scotland	Arts and Business Scotland	Association of Independent Museums (AIM)
Association of Scottish Visitor Attractions (ASVA)	Association of Independent Museums (AIM)	Association of Independent Museums (AIM)	Association of Scottish Visitor Attractions (ASVA)
British Chamber of Commerce (BCC)	Association of Scottish Visitor Attractions (ASVA)	British Chamber of Commerce (BCC)	
Business Gateway	British Chamber of Commerce (BCC)	Business Gateway	

Project/Business Development	Governance	Funding/Financing	Trading Activities
Cultural Heritage National Training Organisation (CHNT0)	Business Gateway	Federation of Small Businesses (FSB)	
Heritage Lottery Fund (HLF)	Culture Heritage National Training Organisation (CHNT0)	Heritage Lottery Fund (HLF)	
Lothiansexchange.net	Federation of Small Businesses (FSB)	Museums Association (MA)	
Museums, Libraries and Archives Council (MLA)	Lothiansexchnage.net	Museums, Libraries and Archives Council (MLA)	
Scotexchange.net	Museums Association (MA)	Office of the Scottish Charity Regulator (OSCR)	
Scottish Business Information Service (SCOTBIS)	Museums, Libraries and Archives Council (MLA)	Scotexchange.net	
Scottish Council of Voluntary Organisations (SCVO)	Office of the Scottish Charity Regulator (OSCR)	Scottish Enterprise	
Scottish Enterprise	Scottish Council of Voluntary Organisations (SCVO)	Scottish Council for Voluntary Organisations (SCVO)	
Star UK	Scotexchange.net	The National Endowment for Science, Technology and the Arts (NESTA)	
The 24 Hour Museum	Scottish Enterprise	The Royal Bank of Scotland (RBS)	
The Campaign for Museums	The Royal Bank of Scotland (RBS)	Volunteer Development Scotland (VDS)	
The Royal Bank of Scotland (RBS)	VisitBritain		
VisitBritain	Volunteer Development Scotland (VDS)		
Volunteer Development Scotland (VDS)			

Source: RGA Research

It is noted that the category for Trading Activities does not have an extensive range of sources available, at the time of writing.

2.4 STRUCTURE AND APPROACH METHODS

A standard format for the presentation of research was constructed in order to meet the criteria agreed with the SMC. The format adopted is:

Organisation	Contact details, web address and overview of source.
Information Available	An overview of resources available, project areas and detailed resources.
Eligibility and Costs 2005/6	Relevant eligibility conditions, costs and subscription details where available.

2.5 TOP FIVE SOURCES FOR BUSINESS DEVELOPMENT

From the listing of business development sources a Top Five List has been compiled. This can be used as a starter for independent museums to access the most useful and relatively inexpensive business tools available. The list has been based on the:

- High level of business development resources on the website and;
- Ease of use of the website.

The sources and their reference areas are:

- AIM: Project Development, Governance, Funding/Financing and Trading Activities
- Business Gateway/
Scottish Enterprise: Project Development, Governance and Funding/Financing
- Scotexchange.net: Project Development, Governance and Funding/Financing
- RBS: Project Development, Governance and Funding/Financing
- VDS: Project Development, Governance and Funding/Financing

All websites within this document are useful to the independent museums sector in Scotland and although not included in the Top Five, they do provide relevant information.

3. LISTING OF BUSINESS DEVELOPMENT SOURCES

The listing of sources is in alphabetical order for ease of reference.

3.1. Arts and Business Scotland

Arts& Business Scotland
6 Randolph Crescent
Edinburgh, EH3 7TH

T: 0131 220 2499

F: 0131 220 2296

Email: scotland@AandB.org.uk

Contact: Carol Taylor – Arts Services Manager

Email: carol.taylor@AandB.org.uk

Website: <http://www.aandb.org.uk>

Purpose, Structure and Funders

Arts and Business Scotland aim to develop and encourage business sponsorship of the arts sector in Scotland. Established in 1986, the organisation receives funding from the Scottish Executive, Scottish Arts Council, Scottish Museums Council, Scottish Screen, Highlands & Islands Enterprise, Hi-Arts and Scottish Enterprise and income from its business and arts members.

Information Available

The website provides information on A&B's publications, training and advice services, Board Development Programmes, and membership forum. The main areas of information are focused on:

- Governance : Business Development – advisory services/
training courses/ publications
- Funding/Financing: Financial Assistance – training
courses/advisory services

Training and Advice Services

Various programmes focused towards understanding sponsorship and the potential for growth.

Arts and Business Services

Additional services including The Library, individual surgeries, skills bank and mentoring programmes and meeting rooms are available.

Board Bank

A free A&B programme placing business volunteers from a range of sectors on the Board of arts organisations and museums.

Professional Development Programmes

Various Board development programmes and courses are available throughout the year.

Seminar Series

Various seminars are held over lunch for the business and the arts sectors at locations across Scotland.

Publications

There are free downloads available for some publications.

- The Case for Sponsorship Fact and Figures download provides a starters knowledge in support of Sponsorship.

Other publications include:

- Business Digest (a monthly publication) is a clear and concise overview of Scottish Business Information from a range of sources, designed for the arts professional.
- Arts and Museums Guide to Business Sponsorship (2003)
- Public Trends (2002)
- Funding and Friendships (2001)
- Literature and Statistics Review (1990-2001)
- Case study examples

Member Services

Membership includes various reports, bulletins, newsletters, priority service, discounts on A&B publications and free use of the Edinburgh office meeting room and access to the Scottish Arts Development Forum.

Scottish Arts Development Forum

Consisting of over 140 arts development professionals that meet quarterly to hear presentations by guest speakers, exchange information and discuss relevant issues.

(Members only)

Eligibility and Costs 2005/2006

Training Programmes: £50.00 - £100.00 (+VAT)

Professional Development Programmes: £50.00 - £1,350 (+VAT)

Seminars: £15.00

Meeting Room: £100.00 (+VAT) – Full day (free to members)
£50.00 (+VAT) – Half day

Publications: £10.00 - £40.00 (Discounts are available for those in receipt of SAC funding or for museums in the Highland and Islands).

Business Digest: £45.00 annually

Membership: Open to arts organisations only: £55.00 - £75.00 (+VAT)

3.2 Association of Independent Museums

Association of Independent Museums (AIM)
75 Western Way, Gosport
Hampshire, PO12 2NF

T: 02392 587 751 (Tue/Wed/Fri-9-5pm)

Email: aimadmin@museums.org.uk

Website: <http://www.museums.org.uk/aim/>

Purpose, Structure and Funders

The AIM was founded to encourage new standards in the provision of service to users and is focused towards maintaining standards across independent museums, providing an information network for members and representing their strengths and needs in policy making.

Information Available

The website provides access to information directly suited to the independent museum sector and business development, including a website development opportunity, relevant publications, and details a training fund available to independent museums. The main areas of information are focused on:

- Project Development: Market Research – sector information/ publications
E-Business Development – web set-up
- Governance: Project Planning – publications
Project/Business Development – publications
Legislation - publications
- Funding/Finance: Financial Assistance – bursaries/ publications
- Trading Activities: Retail and Events/Conferences - publications

AIM Information

A bi-monthly magazine and a yearly trading survey detailing relevant issues and statistics regarding independent museums.

Website for Small Museums

AIM offers small museums with small budgets the opportunity to set-up a website (Members only).

Training Fund

The Bob Harding Training Fund offers bursaries for individuals of independent museums.

Publications: Also available to non-members

- New Visions for Museums in the 21st Century: An informative and concise report commissioned by the AIM suggesting the suitable actions for independent museums in the future.

Other publications include:

- Focus Papers: Up to date information on independent museum management
- Governing Independent Museums (Babbidge, A)
- Market Research – A Valuable tool or optional extra? (Costley, T)
- Creating and Implementing Business Plans (Day, M)
- Celebrations (Moffat, H)
- Getting Started: First Steps in Running a New Museum (Hirst, T)
- Venue and Location Hire (Weeks, J)
- Fundraising for Museums (Anderson and de Mille)
- Retail Guidelines for Small Museums (Prescott, J)

Eligibility and Costs 2005/2006

New Visions for Museums in the 21st Century: £12.50 (Free to members)

Publications: £4.50 each, order online

Membership benefits include regular communication with AIM, free bi-monthly magazine, entry to AIM's directory of outside services and trading survey and access to the training fund.

Membership: £22.00 - £65.00

Membership fees vary depending on association with an institution, visitor figures and non-museum bodies.

Optional Members Website setup: £50.00 p/year with a £40.00 one off start-up fee.

3.3. Association of Scottish Visitor Attractions

ASVA (Association of Scottish Visitor Attractions)
Argyll's Lodging, Castle Wynd,
Stirling, FK8 1EG

T: 01786 475152

F: 01786 474 288

Email: info@avsa.co.uk

Website: <http://www.asva.co.uk/>

Purpose, Structure and Funders

ASVA is an association of the best tourism attractions in Scotland. The Association strives to provide and maintain high quality standards across the attractions. The website provides tourists with an easy and direct link to high quality attractions in specific areas. AVSA also provides representation to its members on decision making committees within national tourism organisations such as: VisitScotland's Visitor Attraction Overseeing Committee; and The Scottish Tourism Forum.

Information Available

The website details the support and opportunities available to members and provides information on tourist attractions across the country. The main areas of information are focused on:

- Project Development: Market Research – sector information
Marketing – opportunities
Training – courses/ advisory services
Benchmarking – sector information
- Governance: Project Planning – fact sheets
Project Development – fact sheets
Staff Management – training courses/ advisory services
- Trading Activities: Events/Conferences – advisory services/
training courses

As a member of ASVA there are additional benefits alongside direct links with potential tourists. Some of the benefits are:

Communication

- Monthly initiative reports and quarterly ASVA newsletter:
New initiatives, tourism intelligence and interesting related features are included.
- Visitor Trend Reports
This enables benchmarking against other attractions.

Training and Development

There are various training courses and opportunities to gain access to consultants for consultations on areas such as Staff Development and Events management within attractions.

Networking

Passcards are available to other ASVA Members attractions, seminars and conferences which focus on learning from others.

Eligibility and Costs 2005/2006

Membership is open to any registered attraction in Scotland.

Membership: £120.00 - £505.00

Membership fees vary depending on visitor numbers and type of visitor attraction.

Full details are available online with directions on registration.

3.4 British Chamber of Commerce

British Chamber of Commerce (BCC)
65 Petty France
London, SW1H 9EU

T: 0207 654 5800

F: 0208 654 5819

Email: info@britishchambers.org.uk

Website: <http://www.chamberonline.co.uk/>

Purpose, Structure and Funders

The BCC and its local Accredited Offices are uniquely positioned at the heart of every business community in the UK, representing more than 100,000 businesses of all sizes in all sectors of the economy. The BCC is the voice of UK Business, the Partner of first choice for information and guidance and the natural selection for business support. The organisation is non-political and non-profit making and owned and directed by its members.

Information Available

From the BCC website there is direction to regional offices located throughout the UK. The information available on the website includes policy, skills development and news and events. The main areas of information are focused on:

- Project Development: Marketing – advisory services
E-Business Development – advisory services
Training - courses
- Governance: Business Planning – advisory services/ training courses
Business Development – advisory services/ training courses
Legislation – advisory services/ training courses
- Funding/Financing: Financial Management – advisory services/ training courses

Skills Development

There are services within the local offices which provide free one to one advice on areas such as:

- Starting your own business: Including, writing a business plan, marketing and legal issues and E-business development.
- Growing your business: Including areas such as business development reviews and funding assistance.
- Training courses: Covering various areas including business skills, IT and Health and Safety.

Small Business News

There is essential up-to-date news and analysis on the small business sector including opportunity to sign up to the BCC Newsletter focused towards the small business sector.

Events

The annual conference is detailed online which provides the opportunity for senior level individuals from any businesses and organisations of all sizes to attend and voice their views on the business sector.

Eligibility and Costs 2005/2006

The information is available to anyone and the website further details direction to appropriate Chamber Offices.

The training courses vary in cost depending on location and courses selected and are detailed online.

The conference delegate rate is dependent on level of sponsorship and details are available online.

Membership is available to businesses and organisations wishing to further access advanced business services.

No membership is required to access the initial business skills development training.

3.5 Business Gateway

Business Gateway

T: 0845 609 6611

Website: <http://www.bgateway.com/>

Purpose, Structure and Funders

Business Gateway is in partnership with Scottish Enterprise, Scottish Executive and the Local Authorities. Business Gateway is a service provided by Scottish Enterprise and is focused towards business start-up and development.

Information Available

The website provides extensive business information and covers services to current business and those wishing to start a new business. Although the website does not specify museums and galleries, the services and advice can be used by the heritage sector. The main areas of information are focused on:

- Project Development: Market Research – fact sheets
Marketing – seminars and workshops
Training – seminars and workshops
- Governance: Business Planning – advisory services
Business Development – toolkits/ advisory services/ seminars and workshops
Legislation - fact sheets/ advisory services
Staff Management – fact sheets
- Funding/Financing: Financial Assistance – advisory services/ grants
Financial Management – fact sheets/ advisory services

Seminars and Workshops

There are many free seminars and workshops held across Scotland covering all aspects of business start-up and business development.

Advisory Services

The free service provides up to date business information for anyone with an interest in business start-up and development. Following the key 'Think, Plan, Do, Review', advisors can help establish a process for any business start-up and development.

Fact Sheets

The website details various fact sheets which provide up to date information on the key areas such as:

- Sustainability and Growth
- Strategic Planning

Toolkits (Updated regularly)

The website has various toolkits which are easy to use and available for downloading including:

- Ask an Advisor
- Start Up Assessment Test
- Think, Plan, Do, Review

Funding

The Business Gateway offers a Business Start Up Grant to people aged between 18 and 30. Details are available online.

Links

The website provides links to partner organisations and local Business Gateway Centres.

Eligibility and Costs 2005/2006

Information is available to anyone and can be accessed online.

There is no charge for the advisory services.

3.6 Cultural Heritage National Training Organisation

Cultural Heritage National Training Organisation (CHNT0)
7 Burnett Street
Little Germany
Bradford, BD1 5BJ

T: 01274-391056

F: 01274-394890

Email: contact@chnto.co.uk

Website: <http://www.chnto.co.uk>

Purpose, Structure and Funders

CHNT0 is one of a national network of over 70 NTOs and is recognised by the UK Government as the strategic voice of employers and focal point for information on education and training for the Cultural Heritage sector.

Information Available

The Learning Network website provides up to date information and advice on all aspects of training and development of interest to the cultural heritage sector. The main areas of information are focused on:

- Project Development: Market Research – sector information
Benchmarking – good practice case studies
Training – courses/ modern apprenticeships
- Governance: Business Planning – fact sheets/ advisory services
Business Development – fact sheets/ practical tools/ good practice case studies
Policy and Ethics- sector information

Training and Advisory Services

There is information about training opportunities such as 'Investors in People' and modern apprenticeships.

Management Development Information Exchange

The opportunity to access practical tools and examples of good practice and information is available for downloading. Five guidelines are detailed as:

- How are we really managing?
- Networking for management learning
- Planning your own development
- Using performance review process to develop people
- Assessing yourself as a manager

Management Development Strategy Area

The 'Plan it, do it, review it' strategy to excellent management. This is an online guide to creating a management development strategy.

Management Strategy Case Studies

There are online examples of management development.

Skills Development

There is information on organisational growth within the sector including areas such as:

- Developing strategies for success and forward planning
- Business and workforce development plans
- Developing staff appraisals
- Developing staff recruitment plans
- Comparing performance with national and international sector benchmarking

National Occupational Standards

Relevant information relating to the cultural heritage sector is available for download.

Online Library

Information is available for download.

Eligibility and Costs 2005/2006

Information is available to all at no charge and some data is available for download.

3.7 Federation of Small Businesses

Federation of Small Businesses (FSB)
Scottish Office
74 Berkeley Street
Glasgow, G3 7DS

T: 0141 221 0775
Fax: 0141 221 5954
Email: scotland.policy@fsb.org.uk

Website: <http://www.fsb.org.uk/>

Purpose, Structure and Funders

The FSB is the leading lobbying and benefits group for small businesses. It is a non-profit making and a non-party political group. Alongside the lobbying efforts, the organisation provides advice and support to its members 24 hours a day.

Information Available

The online services are for members only and cover all aspects of small business management. The main areas of information are focused on:

- Governance: Business Development – advisory services/publications/ toolkit
Business Legislation – advisory services
Policy and Ethics – advisory services
- Funding/Financing: Financial Management – advisory services

Member Services

Detailed online is an extensive list of services which the FSB can provide assistance and direction, including such areas as:

- Legal Protection
- Finance for your Business
- Financial Services

Publications (Available for download - no membership required)

There are numerous publications available on a variety of policy issues including:

- Developing the Business and Developing the People
- Crime and the Small Business
- Business Sustainability: the factors for business success

Toolkit (Available for download - no membership required)

- Energy and Environment SME Toolkit - reduce costs/ maximise your profits

News

The website details news coverage from across the UK in relation to small business management and associated issues. Some documents are available for downloading.

Eligibility and Costs 2005/2006

Membership is open to any trading organisation.

Membership: £130.00 - £780.00
Fees vary depending on number of employees

3.8 Heritage Lottery Fund

Heritage Lottery Fund (HLF)
28 Thistle Street
Edinburgh EH2 1EN

T: 0870 240 2391/0131 225 9450

F: 020 7591 6271

Email: enquire@hlf.org.uk
Scotland@hlf.org.uk

Website: <http://www.hlf.org.uk>

Purpose, Structure and Funders

The Heritage Lottery Fund was established in 1994 by Parliament to provide grants to a range of projects relating to local, regional and national heritage within the UK. The organisation distributes a share of the money raised by the National Lottery for 'Good Causes'.

Information Available

The HLF provides Grant information for a range of organisations across the UK. There is also information in the form of publications, which cover a range of topics. The main areas of information are focused on:

- Project Development: Market Research – sector information
Audience Development – sector information/
publications
- Funding/Financing: Financial Assistance – grants/ fact sheets

Grants giving programmes

There are a range of grants available by the Heritage Lottery Fund ranging from £3,000 to £2 million. Full details are available online.

Awards for All

Community grants are available from £500.00 to £5,000.

Publications

HLF publications are available for downloading including:

- Developing new audiences for the heritage sector
- UK Museum needs assessment
- Fact sheets on applying for funding

Eligibility and Costs 2005/2006

There are varied conditions of eligibility depending on which grant is applied for.

Publications are available to all at no charge.

3.9 Museums Association

Museums Association (MA)
24 Clavin Street
London, E1 6NW

T: 020 7426 6970

F: 020 7426 6961

Email: info@museumsassociation.org

Website: <http://www.museumsassociation.org>

Purpose, Structure and Funders

The Museums Association is a non-governmental organisation which was established in 1889 by a small group of museums to represent the interests of museum and gallery employees, museums and galleries as institutions and their collections. Today, it is entirely independent of government and is funded by its membership, which is made up of individual museums professional, institutions and corporate members.

Information Available

The MA provides up to date museum information in the form of publications and key news articles online. There is also training programmes available which encourage professional development. The main areas of information are focused on:

- Governance: Policy and Ethics – publications/ events and conferences
- Funding/Financing: Financial Assistance – events and conferences

Training

Various professional development programmes are available such as Associate of Museums Association and Fellowship programmes.

News

Key news articles are detailed that are relevant to museums and gallery management.

MA Events and Annual Conference

There are details of various events and the annual conference which cover topical subject such as:

- Museums and National Lottery funding;
- Effective emergency planning for museums;
- Key issues affecting the sector; and
- Ethical Guidelines for Museums

Publications (also available to non-members)

There are publications available which are related to museum management. Such areas include:

- Policy and Ethics: MA's Code of Ethics for Museums; and

- Key Issues, highlighting the major issues faced by museums.
- Other MA Publications include:
- Museum Journal;
 - Museum Practice; and
 - NEMO (Newsletter of the Network of the European Museum Organisations, free download).

Eligibility and Costs 2005/2006

Institutional membership is available to all registered museums and galleries.

Training for museums employees is open to MA members

Membership: £35.00-£1,135.00
Membership fees vary depending on the operating
budgets of the establishments.

Membership includes a range of resources including: Access to journals; Discounts on publications, events and conferences; Guidance on best practice and governance; Access to training and development programmes.

Non-members access to publications £60.00-£120.00

Some publications and information sheets are available for free downloads without membership.

3.10 Museums, Libraries and Archives Council

Museums, Libraries and Archives Council (MLA)
16 Queen Annes Gate
London SW1H 9AA

T: 020 7273 1444
F: 020 7273 1404
Email: info@mla.gov.uk

Website: <http://www.mla.gov.uk>

Purpose, Structure and Funders

The MLA is the national development agency working towards connecting people to knowledge and information. MLA was launched in April 2000 as the strategic body working with and for museums, archives and libraries, tapping the potential for collaboration between them. The new organisation replaces the Museums and Galleries Commission (MGC) and the Library and Information Commission (LIC), and now includes archives within its portfolio and is primarily supported by the Department for Culture, Media and Sport (DCMS). Much of the MLA information and advice is directed towards English institutions; however there are aspects which can be effective towards improving Scottish museums. Accreditation is handled in Scotland by the SMC.

Information Available

The MLA provides research into various aspects of museums and galleries, including a review of statistics on visitor patterns and trends. The main areas of information are focused on:

- Project Development: Market Research – sector information/
publications
Benchmarking – good practice case studies
- Governance: Museum Legislation – fact sheets/ publications
- Funding/Financing: Financial Assistance - grants

Research

There is extensive research on museums and galleries including areas such as:

- Accreditation
- Funding
- Development.

Publications

Various publications are available on the site for downloading including:

- Museum Accreditation Scheme – Nationally agreed UK standards for museums
- Learning for Change: Workforce Development Strategy

News

Key news articles related to museums management and innovation.

Grants and Funding Opportunities

Although directed towards English institutions and area boards, there is information on various funding opportunities.

Eligibility and Costs 2005/2006

Information is available to all at no charge.

3.11 Office of the Scottish Charity Regulator

Office of the Scottish Charity Regulator (OSCR)
Argyll House
Marketgait
Dundee DD1 1QP

T: 01382 220 446
F: 01382 220 314
Email: info@oscr.org.uk

Website: <http://www.oscr.org.uk>

Purpose, Structure and Funders

OSCR is an Executive Agency and is part of the Scottish Executive Development Department. OSCR is the regulator for Scottish Charities. As an Executive Agency, OSCR operates independently and impartially whilst remaining directly accountable to the Scottish Ministers for its performance and use of public funds.

Information Available

The OSCR website provides details about charity registration and regulation and provides guidance and information about OSCR. The news section details press releases outlining the reports and studies focused towards the charity network in Scotland. The main information areas are focused on:

- Governance: Legislation – fact sheets/ publications
- Funding/financial Assistance: Charity Regulations – fact sheets/ publications

Registering a Charity

Information and links to associated bodies as part of the registering process with an online service detailing all registered charities in Scotland.

Regulation of Charities

Documents detailing the regulation of Scottish Charities are available for downloading.

Publications and Guidance

Various publications are available from the website outlining OSCR role as a regulatory body. Such publications are categorised as:

- Customer Information and External Guidance
- Information about the Charity Sector
- OSCR Publication Scheme

Eligibility and Costs 2005/2006

Information is available to all and can be downloaded.

3.12 Scotexchange.net

Scotexchange.net
VisitScotland, 23 Ravelston Terrace
Edinburgh, EH4 3TP

Website: <http://www.scotexchange.net>

Purpose, Structure and Funders

Scotexchange is VisitScotland's trade website and provides a mass of information, policy and data on tourism in Scotland. It also provides a range of services which are useful to Scottish tourism enterprises in terms of business development and expertise.

Information Available

Scotexchange provides a range of information which is suited towards those with an interest in tourism in Scotland. The site details training courses, business development opportunities and extensive data aimed towards increasing the potential of Scottish Tourism. The main areas of information are focused on:

- Project Development: Market Research – sector information/
publications
Marketing – fact sheets
E-Business Development – fact sheets/ online
training
Training – courses/ links
Audience Development – sector information
Benchmarking – case studies
- Governance: Business Planning – fact sheets
Business Development – toolkits/ fact sheets/
training courses
Legislation – fact sheets
- Funding/Financing: Financial Assistance - opportunities

Research

There is access to an extensive database of information on specific tourism markets in Scotland and abroad.

Training courses

Scotexchange lists quality training programmes which can be utilised to improve businesses. The training programmes include:

- Scotland's Quality Service Training Programme
- Scottish Enterprise Tourism Development Plan
- Local Tourism Development Programmes

Business Development Opportunities

Information discussing various development strategies is available including a range of toolkits such as:

- Bright Ideas in Service – an awards competition

- World Class Visitor Attractions – Learning from the Best
- VisitScotland Quality Assurance Schemes – Star scheme of quality rating
- Visitor Attraction Benchmarking and Good Practice Management – Learning from the best
- The Tartan Book – Visit Scotland's Guide to the Laws Affecting Tourism Businesses
- E-business development

Other development opportunities include:

- Starting your own business
- Business planning: Preparing a business plan
- Promotion and Marketing: available marketing opportunities and writing a marketing plan.
- Funding: information on available opportunities

Discussion Forums

This is an online opportunity to discuss issues relating to tourism.

Other online information services include

- Media Office
- Events and Conferences
- Tourism Organisations

There are regional exchange sites which are currently being reviewed in conjunction with the VisitScotland and the ATB mergers. Information and direction will be detailed on Scotexchange.net when there are made available.

Eligibility and Costs 2005/2006

Information is open to all at no charge.

Some training courses involve online learning and are free, while some vary in costs depending on specifications. Full details are available online.

Some toolkits have restrictions, which are detailed on the website.

3.13 Lothianexchange.net

Lothianexchange.net (As an example of Scotexchange.net regional sites)

Website: <http://www.lothianexchange.net>

Purpose, Structure and Funders

LothianExchange as a sub-set of Scotexchange is supported by The Scottish Enterprise Edinburgh and Lothians and the Edinburgh and Lothians Tourist Board. It is a regional tourism information source.

Information Available

The site provides tourism organisations with the latest local market information, training opportunities and other business developments. The main areas of information are focused on:

- Project Development: Market Research – sector information/ publications
Marketing – sector information/ publications/ links
E-Business Development – fact sheets/ links
Training – seminars and workshops/ events
- Governance: Business Planning – fact sheets/ links
Business Development – fact sheets/ good practice case studies/ links
Legislation - publications

Events and Training

There are details of various training seminars and events within the Edinburgh area focusing on areas such as computer software training.

Research

There are documents online which can be downloaded, providing market research on tourism in Edinburgh and Lothians area. They are segmented as:

- Key destination statistics
- Key niche and industry sectors
- Local visitor surveys

Marketing

There are publications and links to appropriate websites which advise and support promotional and marketing opportunities for tourism related organisations.

Business Development

There are links to organisations and advice on various aspects of business development including:

- Starting a tourism business
- E-business
- Growing your business

- Quality and Service
- Innovation

Eligibility and Costs 2005/2006

Information is available to anyone.

The training programmes and events have associated charges which are detailed online.

3.14 SCOTBIS

SCOTBIS (Scottish Business Information Service)
National Library of Scotland
George IV Bridge
Edinburgh, EH1 1EW

T: 0131 225 8488
Email: enquiries@scotbis.com

Website: <http://www.scotbis.com> and <http://www.nls.uk>

Purpose, Structure and Funders

SCOTBIS is part of the National Library of Scotland and provides national business services to the Scottish business community and beyond.

Information Available

There are a range of resources available for use with an emphasis on company and market information. The main information areas are focused on:

- Project Development: Market Research – sector information/advisory services

Databases

There are various databases available for business researching within the Library in Edinburgh. The services are not available for internet research, however, SCOTBIS can carryout research on your behalf and mail the results out as part of the remote user services. The areas include:

- Company research
- News information
- Market Information (Mintel, Key Note and MAPS reports)

Full details on the remote user services are available online.

Enquiry Service

This service is available during work hours and users of the Reading Room at the Library can also seek advice from business specialists regarding search strategies or additional sources of information.

Member Services

As a member there is access to over 20,000 database resources and links to essential business resources on the web.

Eligibility and Costs 2005/2006

Information is available to all and if unable to visit the Library in Edinburgh, there are the remote user services available. There are small charges for general admin such as photocopying and printing.

In order to use the Services within the Library, a Readers ticket for the National Library of Scotland is required and details are available on line for application. No ticket is required to use the remote user services.

There are more exclusive research packages available for dedicated business research. They range from £175.00 to £500.00 and full details are available online.

3.15 Scottish Council for Voluntary Organisations

Scottish Council for Voluntary Organisations (SCVO)
The Mansfield Traquair Centre
15 Mansfield Place
Edinburgh, EH3 6BB

T: 0131 556 3882

F: 0131 556 0279

Website: <http://www.scvo.org.uk/>

Purpose, Structure and Funders

The SCVO is a charity organisation which promotes voluntary work and supports and advises the voluntary sector in Scotland. The organisation is funded by its members and supported by business and organisations throughout Scotland.

Information Available

The website provides extensive information and advice on all aspects of voluntary work and business advice and services to voluntary organisations. The main areas of information are focused on:

- Project Development: Market Research – sector information/ publications
- Governance: Business Development – fact sheets
Legislation – fact sheets/ publications
Voluntary Management – sector information/ publications
- Funding/Financing: Financial Assistance – grants/ fact sheets
Financial Management – fact sheets
Charity Regulations – fact sheets

Development

Guidance and support for voluntary organisations are detailed throughout the website including:

- Direct Grants
- Peer Support Network

Research and Information

Various documents are available which provide information about voluntary organisations and work methods such as:

- Voluntary Management Essentials including relevant toolkit publications
- Research Network

Other areas covered include:

- Law
- Management
- Finance

- Funding

Publications

There are publications available for purchase which covers a range of subjects that fall within the appropriate contexts such as:

- Workpacks
- Directories
- Conference Reports
- Statistics
- Handbooks

News

The website details current information from across the UK and access to worldwide information in relation to voluntary organisations and development. Additionally with its online newspaper Third Force News subscribers can keep up to date on current events.

Links

The site has direct links with associated organisations and access to information from relevant resources.

There are additional services from SCVO which are not directly related to museums or galleries but may be interesting to viewers.

Eligibility and Costs 2005/2006

Third Force News: £55.00 subscription

Publication charges vary depending on selection.

Membership: £38.00 - £350
The fees vary based upon annual income and association with a voluntary organisation.

Some facilities are included in the membership subscription, others carry an additional charge, but where a charge is necessary the member is always assured of a privileged rate.

Full details are available online.

3.16 Scottish Enterprise

Scottish Enterprise
5 Atlantic Quay, 150 Broomielaw
Glasgow G2 8LU

T: 0141 248 2700

F: 0141 221 3217

Email: network.helpline@scotent.co.uk

Website: <http://www.scottish-enterprise.com/>

Purpose, Structure and Funders

Scottish Enterprise is Scotland's economic development agency and is funded by the Scottish Executive. The organisation offers expert advice and training with business start-up, development, investment and e-business. Their partners Business Gateway and the Local Enterprise Companies offer additional business advice and can be contacted directly via the Scottish Enterprise website.

Information Available

Scottish Enterprise offers extensive coverage of all areas included within business start-up and development and offers up to date information in various forms. The main areas of information are focused on:

- Project Development: Market Research – sector information/
publications
Marketing – fact sheets
E-Business Development – fact sheets/
publications
Benchmarking – sector information
- Governance: Business Planning – fact sheets/ advisory
services
Business Development – fact sheets
Business Legislation – fact sheets
Staff Management – fact sheets/ advisory
services
- Funding/Financing: Financial Assistance - bursaries
Financial Management – fact sheets/ advisory
services

Business Start-up

Relevant information on all aspects of starting a new business and fact sheets are available online for downloading.

Finances and Legal issues

Legal Issues covered include:

- Business
- Facilities Management
- Human Resources

- Health and Safety
- Payroll
- Environment

Funding opportunities are directed to Business Gateway services

Business Growth Fund

This provides funding for companies which show the potential for growth. Details are available online with contacts.

Innovation

Various innovation programmes which offer ideas and stimulate creative thinking including:

- Tourism Innovation Toolkit: An interactive resource for organisations to develop creative ideas.
- Tourism Innovation Day: Motivational conference for the tourism sector.
- E-tourism: Information, fact sheets and case studies on the potential of the internet and tourism.

Publications

There are a variety of research publications on the tourism sector and other sectors which are available for downloading including:

- Trend studies;
- World tourism information; and
- E-business and tourism survey.

Eligibility and Costs 2005/2006

Information is available to all and can be downloaded.

The Business Growth Fund requires registered companies that demonstrate growth potential.

3.17 Star UK

StarUK (Statistics on Tourism and Research)

Website: <http://www.staruk.org.uk/>

Purpose, Structure and Funders

StarUK is an online source of information and is supported by VisitBritain, VisitScotland, Northern Ireland Tourist Board, Wales Tourist Board, and the DCMS. StarUK provides extensive and up to date statistics and information on the UK tourism sector

Information Available

The information available is focused towards UK tourism and provides an overview to key areas, national research projects and offers links to related websites. The main areas of information are focused on:

- Project Development: Market Research – sector information/ fact sheets/ publications

Research

Extensive database of information related to UK Tourism including visitor demographics, and key market segmentation, with regional statistics included.

Directory of Resources and useful reading

StarUK provides a directory of useful reading and resources which are related to UK tourism.

Publications

There are publications for sale and the list will be up dated as research is completed:

Of relevance is the:

- The UK Tourist Statistics 2002
- Visit to Visitor Attractions 2002
- Sightseeing in the UK 2002

Links

Various links to related organisations and their resources

Eligibility and Costs 2005/2006

Information is available to all and is free of charge.

Publications: £15.00-£125.00 and can be ordered online.

3.18 24 Hour Museum

24 Hour Museum
PO Box 3470
Brighton, BN1 1DA

T: 01273 820 044
Email: info@24hourmuseum.org.uk

Website: <http://www.24hourmuseum.org.uk/>

Purpose, Structure and Funders

The 24 Hour Museum is the UK's National Virtual Museum. The organisation promotes publicly funded museums, galleries and heritage attractions and seeks to develop new audiences for UK culture. The 24 Hour Museum was originally set up in 1999 as a partnership project between mda and the Campaigns for Museums. The site was re-established in March 2001 as an independent charity in its own right. Funding for the site comes from the DCMS through MLA. Project funding also comes from partnerships with other organisations such as Clore Duffield Foundation, the Paul Hamlyn Foundation and Arts Council of England.

Information Available

The website provides the opportunity for museums to market themselves to a wider audience and access relevant up to date information on museums across the UK. The main areas of information are focused on:

- Project Development: Marketing - opportunities
Audience Development – sector information

Registration

The Website has a Direct Data Entry System (DDE) which is available for registration online by institutions.

Press Releases and News

The site has the opportunity for institutions to send in their press releases and they can be published on the website at no charge. There is also up to date information on the museum sector across the UK.

Institutions Database

Access to view all registered institutions online

Eligibility and Costs 2005/2006

Registration is available to any museum across the UK.

Information online is available to all and free of charge.

3.19 The Campaign for Museums

The Campaign for Museums
35-37 Grosvenor Gardens
London, SW1W OBX

T: 020 7233 9796

F: 020 7233 67720

Email: info@campaignformuseums.org.uk

Website: <http://www.campaignformuseums.org.uk/>

Purpose, Structure and Funders

The Campaign for Museums was founded in 1995 to promote museums and galleries throughout the UK. The organisation is financially supported by the DCMS, MLA, and Arts Council England. Additionally, the organisation is supported by the MA, Regional and National agencies, the British Association of Friends of Museums, National Art Collections Fund, Group for Education Officers in Museums and the Conference of National Directors. The Museums and Galleries Month is organised by The Campaigns for Museums which work alongside other organisations such as the 24 Hour Museum, the mda and Museums in the Classroom.

Information Available

The Campaigns for Museums website provides information about their conferences and seminars and Museums and Galleries Month as a means to promote museums, galleries and collections to the public throughout the UK. The main areas of information are focused on:

- Project Development: Marketing – sector information/ seminars and workshops/ events and conferences
Audience Development – sector information/ seminars and workshops/ events and conferences

Conferences and Seminars

There are a variety of presentations made throughout the year and focus is directed towards marketing and audience development.

Museums and Galleries Month

This is an annual promotion which is open to all UK Museums and Galleries. There are direct links to information about this on the website.

Links

The website also has direct links with the 24 Hour Museum and Museums in the Classroom, whom they work with to increase audience development.

Eligibility and Costs 2005/2006

Employees or volunteers of a museum or gallery and students are eligible to attend the conference.

Museums and Galleries Month is open to all UK Museums and Galleries.

Conference delegate rates are detailed on the website

3.20 The National Endowment for Science, Technology and the Arts

The National Endowment for Science, Technology and the Arts (NESTA)
Fishmongers' Chambers
110 Upper Thames Street
London EC4R 3TW

T: 020 7645 9538

Email: nesta@nesta.org.uk

Website: <http://www.nesta.org.uk/>

Purpose, Structure and Funders

The National Lottery Act 1998 established NESTA to 'support and promote talent, innovation and creativity in the fields of science, technology, and the arts'. NESTA is funded by an endowment from the National Lottery and use the interest to support people of exceptional talent and interest.

Information Available

The website details the current programmes run by NESTA, which are directed towards people, groups and projects rather than revenue or capital funding to organisations. The main areas of information are focused on:

- Funding/Financing: Financial Assistance - grants

Invention and Innovation

This programme is the most suitable to business start-up and offers investment in new ideas.

Various other programmes are offered to individuals for learning and fellowship funding.

Ideas board

The website provides a vast amount of information about past investments and experiences from awardees.

Eligibility and Costs 2005/2006

The programmes are open to any resident of the UK.

3.21 The Royal Bank of Scotland

The Royal Bank of Scotland (RBS)

Website: <http://www.rbs.co.uk>

Purpose, Structure and Funders

The Royal Bank of Scotland Group founded in 1727 is one of the world's leading financial services groups and by market capitalisation is currently ranked fifth in the world.

Information Available

RBS provide helpful advice that can enhance business performance. There is access to available resources which are particularly useful to small business start-up. The main areas of information are focused on:

- Project Development: Marketing – fact sheets/ advisory services
E-business – fact sheets/ advisory services
- Governance: Business Planning – fact sheets/ toolkit/
advisory services
Business Development – fact sheets/ advisory
services
Business legislation – fact sheets/ advisory
services
- Funding/Financing: Financial Assistance – fact sheets/
advisory services
Financial Management – fact sheets/ advisory
services

Small Business Start-Up

RBS provide advice and services to encourage successful business start-up which cover various areas including:

- Type of Business
- Getting Finance, HM Customs and Excise
- Necessary Basics
- Marketing
- E-business
- Royal Business Magazine

Small Business Clinic

The Clinic additionally provides information on a more general aspect of business start-up including:

- Business Plan Software CD ROM (Free)
- Economy
- Suppliers

Eligibility and Costs 2005/2006

Information is open to all and services are available to any UK resident.

3.22 VisitBritain

VisitBritain
Thames Tower
Blacks Road
London W6 9EL

T: 020 8846 9000
F: 020 8563 0302
Email:

There are two useful areas on this site.

Website: <http://www.tourismtrade.org.uk/>
<http://www.tourismtrade.org.uk/UKtrade/Home.asp>

Purpose, Structure and Funders

VisitBritain markets Britain to the rest of the world and England to the British. Their mission is to build the value of tourism by creating world class destination brands and marketing campaigns. VisitBritain also builds partnerships with - and provides insights to - other organisations which have a stake in British and English tourism. VisitBritain is funded by the DCMS.

Information Available

The VisitBritain trade site provides marketing advice for the UK tourism industry. There is access to numerous publications, market intelligence and opportunities for business training. The main areas of information are focused on:

- Project Development: Market Research – fact sheets/ publications
Marketing – fact sheets/ publications/ advisory services
E-Business Development – fact sheets/ toolkit/ links
- Governance: Business Planning – fact sheets/ links
Business Development – fact sheets/ links

Research

There is extensive information on UK tourism including market segmentation, visitor demographics and forecasts including:

- Overview of UK Tourism
- Key tourism Facts
- Domestic Tourism Statistics
- VisitBritain Forecasts for UK Tourism 2005

Advice

Both areas of the site offer relevant advice on marketing. The second reference area additionally offers business development advice including:

- Creating a Business Plan (links to associated organisations such as the Department of Trade and Industry)

- Talking to National and Regional Tourist Boards
- Quality Standards
- Logistics: How the product is sold.
- Britain Promotional Toolkit: Various fact sheets and information on tourism marketing

Publications

There are links to affiliated research websites and VisitBritain offers additional marketing advice in publication format e.g.:

- VisitBritain Free Marketing Advice (available for download)

News

The website has regular updates on the key issues affecting the UK tourism sector.

Eligibility and Costs 2005/2006

The information online is available to all and most documents can be downloaded.

Some publications have a purchase charge ranging from £15.00-£95.00

3.23 Volunteer Development Scotland

Volunteer Development Scotland (VDS)
Stirling Enterprise Park
Stirling
FK7 7RP

T: 01786 479 593
F: 01786 449 285
Email: information@vds.org.uk

Website: <http://www.vds.org.uk>

Purpose, Structure and Funders

Volunteer Development Scotland works strategically and in partnership to promote, support and develop volunteering in Scotland and is primarily supported by the Scottish Executive. VDS serves as a National Centre of Excellence to appreciate and maximise the positive impacts of individuals, groups, organisations, communities and society.

Information Available

VDS provides up to date information and advice for the volunteer sector in Scotland. There is access to a range of services including advice and guidance on volunteer management and additional research services which can aid the progress towards successful business growth. The main areas of information are focused on:

- Project Development: Market Research – sector information/
publications
Training - online training/ short course
programmes/ validated courses
- Governance: Business Legislation – fact sheets/ advisory
services
Staff/Volunteer Management -training/
publications
- Funding/Financing: Financial Assistance – advisory services

Training

The services provided by VDS incorporate free online-learning through to validated courses including:

- Introduction to volunteering and volunteer management – online learning
- Developing Volunteer Management – online learning
- Volunteer Management Start-up Programme – series of courses
- Continuing Professional Development Programme – series of courses

Advice and directions to accessing such services are detailed online.

Publications

There is a range of research provided by VDS and the advice and guidance extensively covers the area of volunteer management including such topic areas as:

- Engaging Volunteers – Good Practice Guide
- Annual Digest of Statistics on Volunteering in Scotland
- Insuring Volunteers

Most of the publications are available online and can be downloaded. Some incur a small charge.

Member Services

As a member of VDS there is a range of benefits which include regular communication with VDS ensuring up to date volunteer information and access to local training courses.

Additional benefits include, discounts on training, publications and access to the quarterly 'SPECTRUM' magazine, admission to the Consultancy services including information on various legal issues regarding volunteering and guidance on funding, access to the VDS Library and hiring the training room.

Eligibility and Costs 2005/2006

Access to information and training courses is open to all and specific services, as detailed, are available to members only.

Training Courses: £60.00 or £80.00 for non-members

Publications: Mostly free, some incur a small charge.
SPECTRUM magazine £15.00 to non-members (free to members)

Membership: £20.00-£80.00
Fees vary depending on turnover and association with an organisation.

4. ADDITIONAL WEBSITES

4.1 INTRODUCTION

The following list was compiled throughout the research. It provides information on additional websites which may be of interest to the independent museums sector. The listed organisations are in addition to links provided on the SMC website. A complete listing of all sources can be found in Appendix B.

4.2 ADDITIONAL WEBSITES

British Hospitality Association:

The national trade association for hotels, restaurants and caterers.

<http://www.bha-online.org.uk/>

Chartered Management Institute:

The leading management professional body

<http://www.managers.org.uk/>

Green Globe 21:

Worldwide benchmarking and certification and training programme facilitating sustainable travel and tourism.

<http://www.greenglobe21.com/>

HI Arts

Highland and Islands Arts Ltd is an organisation which promotes and develops the arts in the Highland and Island of Scotland.

<http://www.hi-arts.co.uk/>

Ideas Factory Scotland

A website focused towards developing the creative business ideas of the young.

<http://scotland.ideasfactory.com/>

Millennium Commission:

A lasting legacy from lottery funding

<http://www.millennium.gov.uk/index.html>

National Statistics:

Online government statistical database for the UK

<http://www.statistics.gov.uk/>

Scottish Executive Statistics:

Scottish statistics database

<http://www.scotland.gov.uk/Topics/Statistics>

Scottish Neighbourhood Statistics:

Demographic statistics on small area in Scotland

<http://www.sns.gov.uk/>

The British Council: Arts
The UK's public and diplomacy organisation.
<http://www.britishcouncil.org/arts.htm>

The Centre for Cultural Policy Research:
A Research organisation devoted to the study of cultural policy in the UK.
<http://www.culturalpolicy.arts.gla.ac.uk/>

The National Archives:
Online archives service
<http://www.nationalarchives.gov.uk/>

The National Archives of Scotland:
Online archives service
<http://www.nas.gov.uk/>

The Tourism Society:
A membership organisation of professionals working in, studying or associated with tourism in the UK.
<http://www.tourismsociety.org/>

World Tourism Organisation:
General information on world tourism
<http://www.world-tourism.org/>

APPENDIX A SUB-AREAS AND SOURCES

A1: Project Development

Market Research	Marketing	E-Business Development	Audience Development
AIM	ASVA	AIM	HLF
ASVA	BCC	BCC	Scotexchange.net
Business Gateway	Business Gateway	Scotexchange.net	24 Hour Museum
CHNTO	Scotexchange.net	Lothianexchange.net	The Campaign for Museums
HLF	Lothainexchange.net	Scottish Enterprise	
MLA	Scottish Enterprise	RBS	
Scotexchange.net	24 Hour Museum	VisitBritain	
Lothainexchange.net	The Campaign for Museums		
SCOTBIS	RBS		
SCVO	VisitBritain		
Scottish Enterprise			
Star UK			
24 Hour Museum			
VisitBritain			
VDS			
Training	Benchmarking		
ASVA	ASVA		
BCC	CHNTO		
Business Gateway	MLA		
CHNTO	Scotexchange.net		
Scotexchange.net	Scottish Enterprise		
Lothainexchange.net	24 Hour Museum		
VDS			

Source: RGA Research

A2: Governance

Business/Project Planning	Business Development	Business/Museum s Legislation	Policy and Ethics	Staff/Volunteer Management
AIM	Arts and Business Scotland	AIM	CHNTO	ASVA
ASVA	AIM	BCC	FSB	Business Gateway
BCC	ASVA	Business Gateway	MA	SCVO
Business Gateway	BCC	FSB		Scottish Enterprise
CHNTO	Business Gateway	MLA		VDS
Scotexchange.net	CHNTO	OSCR		
Lothianexchange.net	FSB	Scotexchange.net		
Scottish Enterprise	Scottish Enterprise	SCVO		
RBS	Scotexchnage.net	Scottish Enterprise		
VisitBritain	Lothianexchange.net	RBS		
	SCVO	VDS		
	RBS			
	VisitBritain			

Source: RGA Research

A3: Funding/Financing

Financial Assistance	Financial Management	Charity Regulations
Arts and Business Scotland	Business Gateway	OSCR
AIM	BCC	SCVO
Business Gateway	FSB	
HLF	SCVO	
MA	Scottish Enterprise	
MLA	RBS	
Scotexchnage.net		
Scottish Enterprise		
SCVO		
NESTA		
RBS		
VDS		

Source: RGA Research

A4: Trading Activities

Retail/Catering	Event/Conferences
AIM	AIM
	ASVA

Source: RGA Research

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