

3) Tourism "Networks"

Period: August 1991 to December 1993

Dkr 60 million (C\$ 12 million)

- Phase 1 - Feasibility Studies - grants can be made to cover up to 75 per cent of the costs of a feasibility study of a maximum of Dkr 100,000 (C\$ 20,000)
- Phase 2 - Frameworks, Plans, Budgets, Agreements - can be covered up to 50 per cent, or a minimum of Dkr 50,000 (C\$ 10,000)
- Phase 3 - Operations - grants can be made to cover up to:
 - 50 per cent of the costs of establishment of a Tourism Network during the first year; and
 - 30 per cent of the second year costs.

Tourism Networks can be horizontal or vertical. Partners can be businesses, public units, institutions, associations and single partners operating in tourism. The collaboration must encompass a commitment over a longer period and have a concrete content.

SCOUTS AND BROKERS

The key to the "Network" Programs is the use of highly experienced, motivated and trained network Scouts and Brokers.

SCOUTS - The basic function of Scouts is to identify SMEs which could be interested in becoming part of a network. These scouts are trained during two sessions, both lasting three days. Initially, they can work hand-in-hand with "Brokers", but the latter eventually take over counselling and coordination during each phase.

BROKERS - They are particularly key for several reasons. They:

- sell the idea of networking to SMEs which fear relinquishing sovereignty and that the objective within a network is to act as a large company by utilizing complementarity in the group;
- act as a right-hand to and work side-by-side with SMEs, using simple language (and invoicing regularly for their services);
- perform spot analysis; and
- establish detailed roles, potential joint functions, assist in hiring lawyers, etc for the network.