

**le. Support
Departments**

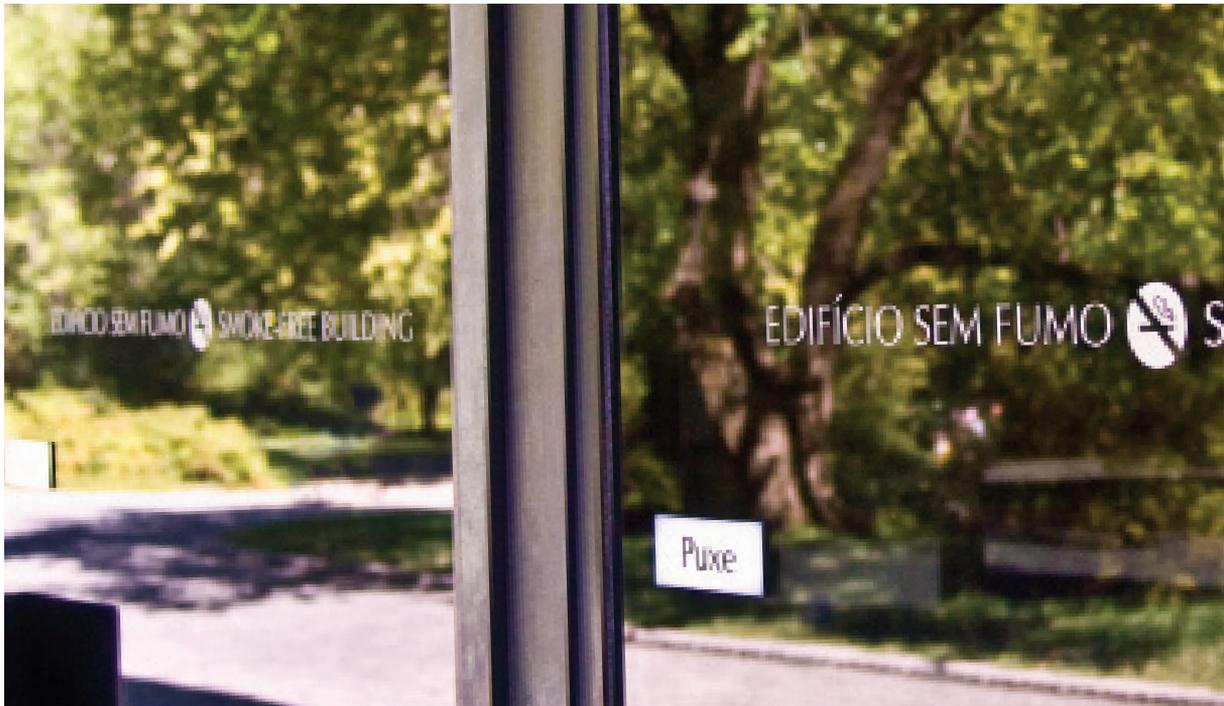
❖ Central Services Department

	Amounts in euros
Personnel costs	6 247 954
Operating costs	8 947 584
Departmental activities	197 653
<i>Investment</i>	<i>3 447 090</i>
Total	15 393 191
Receipts	346 844

In 2008, in keeping with its responsibilities, the Central Services Department gave priority to the following activities:

Renovation of the Foundation's premises and modernisation of the technical infrastructures

The programme for the renovation and modernisation of the Foundation's premises and equipment was continued, entering its final phase and displaying a concern for the environment in all of its various particularities.



❖ The Foundation's headquarters was declared a "healthy building".

Electromechanical installations

The programme for the renovation of the electromechanical installations continued as planned.

As far as the electrical system was concerned, the 11 fuse boxes serving the Museum and the Art Library were replaced and the automation of the lighting systems of the administrative floors at the headquarters was completed.

The programme for the renovation of the air treatment units was continued, and the complex and difficult work of renovating the central air conditioning system supplying the Museum and the Art Library was completed.

Water supply system

The second phase of the work to replace the primary network of the hot and cold water supply system was completed, including the pipes providing access to the fire control and prevention system.

Temporary Exhibition Gallery of level 01

The Temporary Exhibition Gallery of Level 01 was renovated and modernised, with the aim of equipping this area with a high-quality lighting capacity, air conditioning and safety and security systems similar to those that are to be found at the other exhibition areas.



Calouste Gulbenkian Museum Shop

In keeping with a project designed by the architect Teresa Nunes da Ponte, the Museum Shop was refurbished, with the aim of making it more functional.

Under stage areas

The under stage areas were reorganised and renovated, including the former ballet studios and the orchestra and ballet dressing-rooms. In addition to the renovation of materials, electrical infrastructures, lighting, safety and security systems and audiovisual equipment, one of the studios was also transformed into a gymnasium.

Declaration of the headquarters as a “healthy building”

Following on from a process begun in 2004, together with the renovation of the facilities and technical infrastructures, the Foundation’s headquarters was declared a “healthy building” by Eduardo Oliveira Fernandes, of the Faculty

of Engineering of the University of Porto, or, in other words, it was considered to be a building that provided a good interior environment, while also being comfortable and conducive to productivity.

This was a process that had been undertaken in the course of the last few years and was the result of environmental audits carried out on the building and its energy systems, calling for the use of suitable materials in its renovation, the banning of smoking inside the building and the drawing up of maintenance and environmental monitoring plans, together with guarantees of their continuity.

Rationalisation of the use of resources

New control mechanisms, an improved use of resources and the establishment of up-to-date maintenance plans, all made it possible to achieve the aim of maintaining operating costs at the same level, and, in some situations, actually reducing them.

The internal campaigns to raise the awareness of employees about the importance of making a more rational use of energy resources, together with other measures taken in the meantime, helped to bring about sizeable reductions in energy consumption and costs. A decrease of roughly 25% was achieved in the consumption of both electricity and natural gas, between 2006 and 2008, which is equivalent to a reduction of 1200 tons in terms of CO₂ emissions into the atmosphere.

Planning, organisation and support for events

In 2008, the Central Services Department gave technical and logistical support to 185 performances attended by 129,753 people, and supported 352 events (congresses, conferences and lectures), which brought around 75,000 visitors to the Foundation.

The high number of events held at the Foundation has led the Central Services Department to strengthen its activity of providing planning, organisation, and technical and logistic support, allowing for a more efficient use of human, technical and logistical resources in the various sectors involved: stage and audiovisual equipment, public relations and support for events, organisation and planning.

Quality

The Foundation has always been concerned with ensuring that a coherent image is conveyed when welcoming and attending the public, equal to the one that has made the Foundation's activity a benchmark in cultural and social terms. In 2008, this concern led to greater training for all the teams directly attending the public, ensuring greater consistency in the provision of this service.

Attention was also paid to providing a speedy and organised response to all matters relating to the quality of the working environment and the public facilities at the Foundation.



❖ New air treatment unit..

Publications and sales

As far as the sale of publications was concerned – particularly those relating to the Foundation’s Publishing Plan – the monitoring of sales at the bookshops of our clients was strengthened through promotional campaigns offering more attractive special discounts, and by establishing

sales objectives per client at commercial bookshops. Profits thus increased by 5% in comparison with the previous year, a result that was certainly helped by the strengthening of commercial relations for the direct distribution of the Foundation’s publications with our main clients – FNAC, Bertrand, Escolar Editora and Coimbra Editora.

Those articles sold at the shop that are inspired upon the Foundation’s collections or activities are an important instrument for promotion and communication. In 2008, the Museum Shop, considered the ideal place for displaying the Foundation’s articles, was renovated, and the line of “Museum” products was strengthened, being structured in accordance with the main exhibition sections of the permanent collection. These measures contributed to a 17% increase in receipts from the sale of shop articles, in comparison with 2007. Attention is drawn in particular to the growth in the sales of the articles sold at the Museum Shop (an increase of 21%).

The Gulbenkian Book Festival, the most important event for the promotion and sales of the Foundation’s publications, organised each year by the Central Services Department, was held for the first time at the Museum Shop, giving rise to the meeting and intermingling of different audiences and consequently leading to an increase in the number of visitors: roughly 18,000 visitors attended the event, 40% more than in the previous year.

The continued concern with the quality of the service provided to visitors led to the creation of the Gulbenkian Card, which offers its holders special discounts at shops, concerts and educational activities, as well as free admission to the museums, exhibitions and car park. This card was launched in October 2008, and 262 had already been sold by the end of the year.

Educational Programme in the Gulbenkian Gardens

The Educational Programme in the Gulbenkian Gardens was also continued, this year forming part of the Gulbenkian Programme of Education for Culture – Descobrir, which sought to make use of this privileged space to develop recreational activities aimed specifically at “families”.

The public proved highly receptive to the new concept of a “visit” to the gardens, involving the use of activity packs containing games, stories and materials for experiencing the gardens, following the different maps and routes suggested.

Budget, Planning and Control Department

The objectives of the Budget, Planning and Control Department are to ensure that the Budget and Activity Plan is properly drawn up and to implement the physical and financial monitoring of the approved activities by producing

regular reports. The Department also manages the IT systems and projects to reorganise working processes both in terms of procedures and IT infrastructures. In addition, the Department is also responsible for Internal Auditing within the Foundation.

	Amounts in euros
Personnel costs	800 397
Operating costs	1 693 709
Investment	765 864
Total	2 494 106

Information systems

The main investment projects developed in 2008 were as follows:

- ▶ Project for the installation of the new version of SAP ERP 2005, begun in 2008 and set to continue next year. This involves changing from the version installed roughly 10 years ago, and already discontinued, to the new version, as well as the implementation of the improvements that the new tool makes possible.
- ▶ “Documentary Management” project, designed to modernise the management of documents related with the processes of awarding subsidies and scholarships, such as online forms, assessment of applications over the internet, alteration of workflow procedures, archives, etc.

The system – known as GO – came into operation in 2008, together with the website for scholarship holders (“MyFile”) and the website for the assessors. It was installed in the Education and Scholarships Department and the Health and Human Development Department. It is planned to extend the system to the other departments in the near future.

- ▶ The “Intranet” project, designed to alter the organisation, contents and design of the Foundation’s intranet, as well as the replacement of the software tools on which it was supported.
- ▶ The “Customer Relationship Management” project (CRM), which consisted of the development of a software tool for recording bookings and information about the beneficiaries of the activities of the Gulbenkian Programme of Education for Culture – Descobrir. At the same time, work was undertaken to integrate this system with the box office software.
- ▶ The “Box Office” project, which consisted of installing a new version of the Online Box Office on the Foundation’s website, and improving the existing software to allow for the sale of admission tickets to the museums and tickets for events associated with the educational activities (integration with the CRM project).

- › Project for the Development of the Museums Software Application (Inarte), with the aim of (i) supporting the preparation of the *Amadeo de Souza-Cardoso Catalogue Raisonné* and (ii) improving the information relating to the location of works of art in order to carry out inventories of the museums.
- › Project for improving the e-mail system, involving an upgrade to the Exchange 2007 e-mail system.

Developing new functions for previously installed software applications continues to be a significant activity, upgrading their utility and capacity to meet ever-rising user demands. In 2008, the main changes were related to the Artifax and OPAS applications (as a result of the recommendations of the McKinsey study) and the Contacts application, a system that manages the database of contacts and the sending of e-mails by the various departments.

As is usual in such cases, the renewal of the Foundation's IT system involved the replacement of obsolete equipment. Interventions made in the area of servers' infrastructures centred on the consolidation and virtualisation of systems. The platform for the development and virtualised test environments proved to be reliable and versatile, so that it is hoped that the process can be extended next year to include the production environments. The centralised blades & storage system was updated, in order to meet the current requirements for the processing and storage of data.

The change in the computer operating system to the new Microsoft Vista and Office 2007 environment, which had begun in 2007, was extended throughout 2008.

The migration process continued at the same pace as the training of users. With this migration, work stations became much more standardised, thereby improving their reliability.

The costs of the activities undertaken in the area of information systems reached a total of € 1,973,000, of which € 1,202,000 (61%) corresponded to the costs incurred with maintenance contracts and software licence agreements, as well as the computer system management agreement. The remaining expenses relate to the costs of development projects (€ 262,000) and the renewal of the current computer equipment (€ 509,000).

Organisation

2008 was marked by the Implementation of the recommendations of the Diagnostic and Reorganisation Study, commissioned from McKinsey, at the initiative of the Board of Trustees. Covered by this study were the Art Library, the Gulbenkian Institute of Science, the Music Department and the Education and Scholarships Department, while a cross analysis was also made of the award of scholarships. This work required the important work of technical monitoring of the situation by the organisation sector.

The creation of the Gulbenkian Programme of Education for Culture – *Descobrir* also called for the complex work of designing specific computer tools, involving the organisation of the work processes – namely attending the public, bookings and links to the box offices – as well as the definition of the statistical information to be produced about the programme's activities and users, in a regular and systematic fashion.

Internal Audit

The goal of Internal Auditing is to ensure that the Foundation's norms and procedures are being met and to propose appropriate corrections and improvements. The following activities were carried out:

- › audit of the authorisations of expenditure of the Fine Arts Department, the Art Library, the Science Department and the Education and Scholarships Department, and of their compliance with the guidelines set out in the Budget Implementation Rules;
- › checking the inventories of the works of art of the Calouste Gulbenkian Museum and the Modern Art Centre;
- › audit of the costs involved with internal removals, loading and unloading;
- › audit of financial income.

In addition to the aforementioned audits, the following standard monitoring procedures were continued:

- › verifying that all decisions made by the Board of Trustees relating to the award of subsidies and grants were complied with;
- › analysing the current accounts receivable: clients, employees and suppliers;
- › analysing bank reconciliations and verifying cheques outstanding.

Communication Department

The key tasks of the Communication Department include providing support in publicising the activities of the Calouste Gulbenkian Foundation, actively managing the tools that contribute to the Foundation's public image, guaranteeing graphic standardisation in the external and internal communications of the various departments and promoting access to internal information amongst all the Foundation's employees.

	Amounts in euros
Personnel costs	279 828
Operating costs	99 128
Departmental activities	303 240
Total	682 196
Total publications	146 263
<i>Newsletter</i>	107 542
<i>Monthly Agenda</i>	35 835
<i>International Pamphlets</i>	2 886

The Communication Department also acts as the spokesperson of both the Foundation and the president. Owing to the nature of its aims, the Communication Department is a department that works with and supports all of the Foundation's other departments in matters relating to their external and internal communications. The following core activities were carried out in 2008:

The president and Board of Trustees

In addition to responding to media requests in its role as the spokesperson for both the Foundation and the president, the Communication Department ensured the daily distribution of online clippings and press cuttings to the offices of the president and the other trustees. It also organised press conferences and other forms of contact with journalists at the request of the president or the other trustees, and advised the Office of the President on media relations. The Department also coordinated the promotion and distribution of all materials for the conference "Can There Be Life Without the Other? The Possibilities and Limits of Interculturality", which was held in October, setting up a special e-mail service and a mini-site for the event, as it had done for the 2007 conference.

Media relations

The Communication Department's activities focused mainly on drawing up communication and event plans for activities programmed by the Foundation's various departments. Specifically, this involved organising pre-inauguration media visits to the main temporary exhibitions held during the year, sending out over one hundred press releases and organising interviews with conference speakers, award-winners and other expert participants in the Foundation's actions and programmes, in addition to other interviews with the Foundation's own staff. Throughout the year, the Department sought to promote and organise events related to the creation of the new Gulbenkian Programmes, as well as the Foundation's public activities. A protocol was also set up for a partnership with the "Parlamento Global" (Global Parliament) website, an initiative of SIC television, Rádio Renascença and the *Expresso* newspaper, with the aim of producing contents in the area of citizenship.

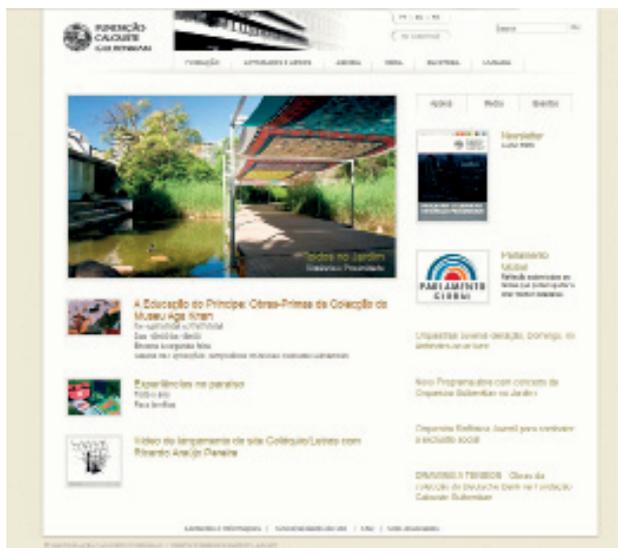
External communication

Ten issues of the *Newsletter* were published in 2008, with an average print run of 12,000 copies, in addition to 11 issues of the *Monthly Agenda* pamphlet, with an average print run of 15,000 copies. Besides detailing the most relevant of the Foundation's activities, the *Newsletter* sought to draw readers' attention to events programmed for the month following publication. In turn, the *Monthly Agenda* offered a succinct calendar of the Foundation's events that were open to the public. It was not only made available to those visiting the head office, Bookshop, Art Library and museums, but was also distributed to the leading tourist centres around Lisbon (hotels, museums, tourist information offices, etc.). This agenda was also available for public consultation on the Foundation's website and on the three plasma screens located at the head office.

The Department completely redesigned the Foundation's website. New applications were created and the site is operated entirely by the Department. In this digital communication environment, a digital newsletter was created and sent in Portuguese and the Foundation took part in various social networks, such as YouTube and Facebook.

On several occasions, the Department designed and produced posters, invitations, pamphlets and catalogues to help publicise conferences, exhibitions, programmes and other events staged by the various departments. It was also responsible for the new Spanish edition of the *Take a Look* promotional brochure, with a print run of 3,000 copies, further producing a new brochure in Spanish about the Foundation's international activities (3,000 copies) and re-publishing the same brochure in English. When necessary, it also gave support to other departments in receiving journalists and other groups visiting the Foundation's premises.

✦ Page from the Foundation's website.



Purchasing advertising space

The Department guaranteed the purchase of advertising space in the various media, being responsible for the text, graphic design, purchase and placement of advertisements requested by the Foundation's different departments, involving total expenditure in excess of € 550 000 (pricelist).

Internal communication

One of the Department's major activities in terms of internal information was the constant updating of the "Notícias" intranet channel and the maintenance of daily media and clipping services via e-mail to all employees.