



**If. Support  
Departments**



✦ Drawing and Landscape Festival.

## ❖ Central Services Department



|                         | Amounts in euros   |
|-------------------------|--------------------|
| Personnel costs         | 6 330 918          |
| Operating costs         | 6 277 506          |
| Departmental activities | 190 938            |
| <i>Investment</i>       | <i>950 397</i>     |
| <b>Total</b>            | <b>-12 799 362</b> |
| Receipts                | 370 559            |

In 2009, the activity of the Central Services Department was guided by the three main objectives that had initially been proposed, namely:

- › to consolidate the processes for cost reduction through the optimisation of the investments that the Department has been making in technical installations (electrical and electromechanical) and the application of control mechanisms;
- › to guarantee the continuity of the quality standards already achieved, which have made it possible for the Foundation's headquarters to be classified as a healthy building;
- › to further develop the dissemination and publicity of the Foundation's activities through the sales of publications and products.

Attention is therefore drawn to the following activities.

### Investments

Under this item, continuity was given to the programme for the renovation and modernisation of premises and equipment, namely:

- › as far as the electrical installations are concerned, the work for the replacement of four partial distribution panels in the headquarters' lower levels was completed, together with their connection to the centralised technical management system. In this way, the replacement of the Foundation's roughly 70 distribution panels was practically completed;
- › work continued on the reorganisation and renovation of the under stage areas, where the rehearsal rooms for the musicians of the Gulbenkian Orchestra have been installed

and a new complementary archive area has been created;

- › the system used for raising and suspending the stage canopy in the Grand Auditorium was renovated; and
- › improvement work was undertaken in the storage areas next to the car park at the Gulbenkian Institute of Science, with these areas being made ready for new uses, either as changing rooms or storage areas for technical equipment.

## **Energy efficiency and the environment**

In April 2009, as a result of the energy efficiency programme developed over the last two years, the Foundation's headquarters received a partner certificate from the European Commission *green building* programme.

This distinction is awarded to buildings that, by following programmes such as the one developed at the Foundation, succeed in reducing primary energy consumption by more than 25%.

- › Under the scope of renewable energy use, work was also begun on the project of analysing the technical and economic feasibility of installing a solar-powered heating and cooling system at the headquarters building.

## **Quality**

Since it was considered important for the consolidation of the Foundation's image to maintain the high quality standards demanded and expected by its audiences, both in the reception that they are afforded at its premises and in the services that they are offered, the Quality Support Section was created, which was given the mission of identifying, activating and controlling routines, procedures and solutions that will guarantee the maintenance of these pre-established quality standards.

In 2009, in monitoring consumption levels, it was noted that there was a greater internalisation of environmental concerns, as exemplified, for instance, by the packaging and wrapping materials used at the Foundation's shops – paper and plastic bags. During the year, the plastic bags were replaced by recyclable materials, and the packaging materials used for wrapping and presenting gifts were replaced by thinner and less polluting paper.

## **Planning, organisation and support for events**

In 2009, the Central Services Department gave technical and logistical support to 199 concerts, shows and performances attended by 109,868 people, and supported 433 events (congresses, conferences and lectures), which brought around 79,000 visitors to the Foundation.

The high number of events held at the Foundation called for an extra effort on the part of the Central Services Department to strengthen its planning and coordination activities, providing the necessary technical and logistical support required at each moment and guaranteeing that all events met the high quality standards that have become the Foundation's hallmark.

## **Promotion, publications and sales**

The promotion and dissemination of the Foundation's image and activities through sales proved to be very positive in 2009, as demonstrated by the success of two major events – the Darwin exhibition in the first half of the year, and the 4th edition of the Gulbenkian Book Festival in the second half of the year. These events both led to great demand not only for admission tickets to the museums and exhibitions, but also for the publications, articles and educational activities that are normally made available at the Foundation.

The Foundation took advantage of the opportunity provided by the large audiences expected for these two events to programme and create new products for sale in its shops, as well as new thematic visits and presentations of books related with these events, for which special promotional campaigns were produced.

This year, the sale of objects at the Book Festival represented 30% of the annual revenue from the sales of articles promoted by the Museum and the Central Services Department.

There was also a notable growth in the different lines of products made available at the Museum, CAM and Garden, as well as in the range of articles specially designed for children. All of these products benefited from the large numbers of people visiting the two events, which left their mark on sales in 2009.

The direct distribution of publications to bookshops has grown steadily since this practice was first introduced at the end of 2007, due to the efforts made to monitor the evolution of the market and the creation of promotional campaigns for the Foundation's editions, geared towards the particular type of readership to be found within each network of booksellers.

It should be stressed that the sales of books published by the Museum and the Modern Art Centre increased by 36% and 20% respectively.

The number of Gulbenkian Cards issued, which by the end of 2009 had risen to 538, doubled in the space of a year, demonstrating the public's favourable response to the benefits that are offered to holders of this card.

This customer base already represents a good channel for promoting and publicising the Foundation's activities.

## **Educational Programme in the Gulbenkian Gardens**

The educational activities held in the Gulbenkian Gardens have been increasingly sought after by the public visiting the Foundation.

Besides the family workshops and the guided visits for adults, a new series of activities for schools was begun in 2009, with the aim of broadening the range of activities on offer.

Of all the activities provided, we draw attention in particular to the 1st Drawing and Landscape Festival, which took place on 21 March to mark the arrival of Spring. Roughly one thousand people were given the opportunity to take part in 24 workshops related with drawing, painting and the landscape, scattered at different points all around the Gulbenkian Gardens.

## Budget, Planning and Control Department

The objectives of the Budget, Planning and Control Department are to ensure that the Budget and Activity Plan are 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 the projects that are undertaken 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    | 806 186          |
| Operating costs    | 1 417 549        |
| <i>Investments</i> | <i>544 680</i>   |
| <b>Total</b>       | <b>2 223 735</b> |

### Information systems

The main investment project developed in 2009 was the installation of the new version of SAP ERP 2005, replacing version 4.6c, which had been in use for ten years. The change also involved the migration of the database from Oracle to SQL and the installation of the SAP Solution Manager. This project, which is essentially technical in nature, was begun in 2008 and continued throughout the first half of 2009, making it possible to effect the re-engineering of some processes that were already in use at the Foundation, and which are now available in the new version. The main improvements introduced were as follows:

- › Installation of the Liquidity Planner, which consisted of adapting the SAP Cash Management module to the Foundation, and made it possible to automatically edit the charts showing the Foundation's cash flows and its cash position at the banks.
- › Development of a software functionality integrated into the system to support the purchase requisitions and the internal management of projects run by the Gulbenkian Institute of Science. This software replaced the Reqsys system, which previously had operated in parallel with SAP.

Other IT projects should also be mentioned, including:

- › Grants and subsidies – 2009 represented an important landmark in the generalised use of online application procedures by all of the Foundation's departments awarding grants and subsidies. The developments of this software application were introduced in two areas: *i*) monitoring of the software application with regard to the processing of online competitive application procedures and the management of documents; and *ii*) adjustments to the software application in order to enhance its capacities and make it more user-friendly. As far as the first of these two areas is concerned, all the necessary interfaces were developed with the document management system and the satellite applications MyFile and the Assessors Website. The second area is based on the introduction of new software functionalities on several screens, as well as making new reports

available for supporting the tasks of the process managers, facilitating the processing of application renewals and monitoring applicants' files after the award of the grant/subsidy.

- › Customer Relationship Management (CRM) – This project consisted of developing a software application for recording bookings and accessing information about the beneficiaries of the activities of the Gulbenkian Programme of Education for Culture – *Descobrir*. CRM is currently undergoing a phase of stabilisation. The creation of mechanisms designed to speed up the work of booking events was a permanent concern throughout the year. The interface with the Box Office also entered into a stable phase, and the project for integrating CRM with the website went ahead without any serious problems. This was also a year that was dedicated to beginning the development of statistics based on the data introduced into this software application, which will become increasingly important over the next few years. Other small mechanisms were also implemented, seeking to improve the relationship between the participants in the Foundation's educational activities.
- › Management of contacts – This is a new project, started at the end of the year and continuing into 2010; the aim is to standardise the management of contacts at the Foundation in the short to medium term, using the Microsoft CRM Dynamics application, with a view to integrating all of the Foundation's contacts into one single platform, while still allowing for an individualised management of the information of the various departments by those wishing to continue to do so. Currently, the system is under production in the Music Department, where an interface has been guaranteed with the contacts created by the Box Office and a whole body of work has been undertaken with regard to the migration of contacts from the application that was used previously.
- › Box Office – The sale of admission tickets to the museums and exhibitions began to be managed through this software application with considerable operational advantages. New modules were also developed allowing for the classification of users by ages, the creation of a database of customers in the Foundation's CRM, and the possibility of automatically creating events and thereby minimising the work needed to do this. A new module is being developed, which is expected to be completed by 2010, with the aim of speeding up the processes involved in delivering and accounting for monetary payments.
- › Improvements in the OPAS application – A sub-site was created on the Foundation's intranet, in which all the information about the events organised by the Music Department is made available. This website brings together information from the two systems, Artifax and OPAS, whilst also providing access to a central repository of documentation where all the documents relating to the organisation of events are stored. An interface was developed with SAP making it possible to automatically create orders and purchase requisitions. This software functionality will be a very important addition in terms of the greater ease with which payments will be made to those taking part in concerts. In parallel to this, various advanced training schemes were organised since the knowledge required to work with this software application is increasing all the time.
- › Improvements in the Artifax application – A project is currently being implemented that will make it possible to speed up the processes of requesting the realisation of events. E-forms will be made available on the intranet, making it possible for both the departments and the Gulbenkian programmes to make their respective requests; also associated with these forms will be approval workflows, as well as mechanisms for the automatic creation of events on Artifax.

- › Management information – The technical assembly of the Framework for Reporting and Analysis was carried out, which will make it possible to develop a global management information project in 2010. Attention is drawn to the creation of roughly 40 reports in the areas of grants and subsidies, *Descobrir*, Box Office, museum admission tickets, the Gulbenkian Card, Artifax and In-Arte.
- › Gulbenkian Card – Some automatic procedures and interfaces between different software applications were created, making it possible to extract management information, with the aim of guaranteeing the operational monitoring of this initiative.

As is usual in such cases, the renewal of the Foundation's IT system involved the replacement of obsolete equipment. As far as the interventions that were made in the area of servers' infrastructures are concerned, attention is drawn to: *i*) the expansion of the virtualisation environment for production systems, taking advantage of the fact that the equipment is at the end of its life and that the results of the tests developed in the previous year were good ones; and *ii*) the implementation of two technology-based pilot schemes – the virtualisation of desktops, with the aim of reducing the costs of renewing and maintaining the work stations of users and the installation of the performance monitoring system, the purpose of which is to guarantee the online analysis of the performance of all the IT systems and software applications.

The costs of the activities undertaken in the area of information systems reached a total of € 1,698,000, of which € 1,145,000 (67%) 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 (€ 265,000) and the renewal of the current computer equipment (€ 288,000).

## Organisation

As a result of the recommendations made by the auditors, a project was started for reviewing the inventory of the Foundation's fixed assets, carried out by the Accounting and Central Services Department, with the support of the Organisation sector of the Budget, Planning and Control Department. This required updating the SAP database, which consisted of 26 thousand items relating to fixed assets (basic and administrative equipment). The procedure also involved checking the existence of these assets, deducting those items whose absence was justified, harmonising the names given to these items and labelling them. This work will continue until 2010, with roughly 30% of the estimated volume of work already having been completed.

Throughout the course of the year, many of the tasks involved in the reorganisation of work processes were undertaken, both in response to requests made by the various units of the Foundation's organisational structure and because some re-engineering of work processes was considered essential. These tasks were associated with the computerisation projects already in progress. By way of example, attention is drawn to the following tasks that were performed: *i*) creation of the database for the organisation, management and production of the mailings relating to the study visits made by schools to the Darwin exhibition; *ii*) organisation of the historical data of the scholarships awarded under the auspices of the Gulbenkian Development Aid Programme (1963 to 2008) and of the short-term scholarships and travel subsidies awarded (2000 to 2009),

with the aim of optimising the validation and updating of the data and already contemplating the future production of indicators; *iii*) organisation of the database for the theses of the Gulbenkian Development Aid Programme; *iv*) creation of procedures, databases and templates for the management of the Gulbenkian Card and for the waiting lists of requests made to the Sales section; *v*) training of those responsible for producing mailings (Stores, the *Colóquio/Letras* magazine, the Office of the President and the Communication Department) in the use of templates optimised for the addressing machine of the administrative services; *vi*) support for the Jesuit Service for Refugees, in partnership with the Gulbenkian Human Development Programme, in ensuring the operationalisation of the system for collecting together applications for grants and subsidies and the administration of the database of the “Immigrant Doctors” project.

Technical and organisational support was also given for the conducting of surveys and questionnaires, and for collecting the opinions expressed, carried out internally or externally by the Foundation.

## **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 15 units belonging to the Foundation’s organisational structure, and of their compliance with the guidelines set out in the Budget Implementation Rules;
- › checking the entries made in 2009, relating to the acquisitions and donations of works of art (Modern Art Centre and the Board of Trustees) in the inventory of fixed assets of the Accounting Section and In-Arte.

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 scholarships 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. The Communication Department also acts as the spokesperson of both the Foundation and the president.

|                         | Amounts in euros |
|-------------------------|------------------|
| Personnel costs         | 280 993          |
| Operating costs         | 83 762           |
| Departmental activities | 261 778          |
| <b>Total</b>            | <b>626 533</b>   |
| Total publications      | 134 455          |
| <i>Newsletter</i>       | 100 147          |
| <i>Monthly agenda</i>   | 34 308           |

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.

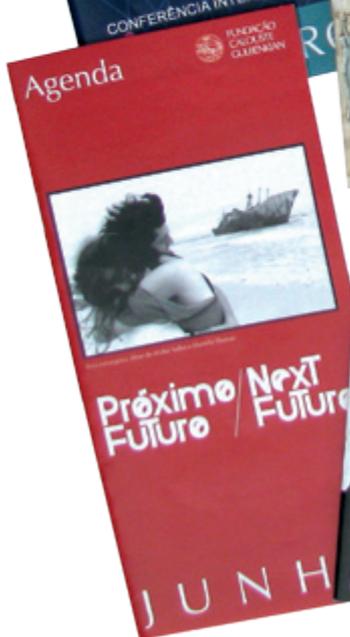
The following core activities were carried out in 2009:

### **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 "Environment at the Crossroads. For a Sustainable Future", which was held in October, setting up a special e-mail service and a mini-site for the event, just as it had done for the 2008 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 2009, with an average print run of 10,000 copies, in addition to 12 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. An e-mailing service was also created to ensure greater publicity of the Foundation's activities.

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, Facebook and Twitter.

On various 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. When necessary, it also gave support to other departments in receiving journalists and other groups visiting the Foundation's premises.

## **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 € 200,000 (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.