



# 5. Administration





### 5.1 PERSONNEL

At the end of 2004, 153 people worked for the GNTB, 77 in Frankfurt and 76 at its foreign representative offices. The personnel cuts called for in the budget have been carried out and the external directives for reducing the workforce have been implemented in full. Despite increasing the scope of our services, we anticipate making further savings. Fortunately, staff turnover in 2004 remained at the same low level as in previous years. Only five employees at our head office in Frankfurt had to be replaced. The GNTB was able to appoint successors for two employees who went into part-time phased early retirement.

Again in 2004, the GNTB team proved extraordinarily committed, knowledgeable and motivated, for which we would like to extend our heartfelt thanks to all of our employees.

#### **Graduate opportunities: New GNTB training programme**

On 1 April 2004, the GNTB launched a new graduate trainee programme. Three female and one male participant took the opportunity this programme offered to gain specific professional experience after their studies and to do some valuable networking. With mentors to support them, the trainees worked in different departments in the GNTB head office in Frankfurt. The programme also included a placement at one of the GNTB's foreign representative offices. On 1 October 2005, a number of university graduates will have the opportunity to begin a one-year traineeship with the GNTB.

#### **High percentage of staff in training: New professional training at the GNTB**

There is a long tradition of basic vocational training at the GNTB. The appointment of six new trainees brought the number of trainee positions at the GNTB at the end of 2004 to 20, of whom 16 were working towards a travel industry qualification and

four had the intention of gaining a first degree in business management. The trainees move around all the head office departments and are also employed in one of the GNTB's European local offices or by tourist information associations and tour operators. They also help out at the ITB in Berlin and the GTM. External and in-house continuing professional development completes the range of staff training. From 2005, there will be a new tourism and leisure qualification in addition to the existing qualification which only applies to tourism. This is a real opportunity for young people who see their future career in the German tourism and leisure industry. The GNTB has actively supported the development of this new career field and consequently will be one of the first organisations to offer three trainee positions with this job profile. This new qualification closes a training gap in both the wide range of leisure companies as well as in the tourist organisations in Germany's holiday destinations and cities.

# 5. ADMINISTRATION

## 5.2 INFORMATION TECHNOLOGY AND LOGISTICS

A new version of the intranet was rolled out at the end of 2004 to further improve the flow of information within the GNTB. It features information about the GNTB, its workforce and a wealth of useful applications. As well as an up-to-date forms centre, employee information and online help function for IT applications in use on the network, there are also links to familiar applications such as the KIS customer information system and the document server. The new intranet provides a platform for the swift, secure transfer of information within the GNTB.

## ORDERING INFORMATION ABOUT GERMANY IS EASY WITH THE ONLINE WEBSHOP

We revisited the question of whether to set up webshops on our local websites based on the existing customer information service (KIS). The aim was to provide an integrated logistics solution so that potential visitors to Germany can make a selection from the wide range of information available in their own language and order it online. With this in mind, a shop module was installed on the Dutch and French country-specific websites. Anyone interested can now access the GNTB's range of printed material.

## 5.3 FINANCIAL INFORMATION

The 2004 financial year was dominated by a global cost-cutting programme in the GNTB's infrastructure and human resources. Our ambitious savings targets resulted in a year-on-year reduction in personnel costs and other operating expenses. The savings largely went into the marketing budget, with the result that marketing

expenditure rose to an all-time high and additional funds were available globally for international marketing activities.

Looking at commercial processes in the GNTB, the focus has been on financial management. Our objective was to optimize back-office processes and increase transparency. New procedures were developed which changed our processes and brought new financial instruments into use. The introduction of a bookkeeping system based on general ledger accounts was fundamental to the GNTB's future accounting system (Doppik) and the changeover was effected at the 2004 year end.

During the transition to the Doppik system, the GNTB decided to introduce a bookkeeping system based on a chart of general ledger accounts designed for industrial companies, in which the account structure complies with German GAAP. The general chart of accounts was adjusted to meet the special requirements of the GNTB. The benefit of the new accounting system is primarily that it complies with private-sector accounting standards in that it uses transparent, conventional bookkeeping methods and a permanent account structure.

Cost accounting was also overhauled when the transition was made to Doppik with the aim of achieving more sophisticated methods of analysing the GNTB's costs and services. Initially, new tools were integrated into the cost accounting system to reflect complex functions in a more comprehensible manner based on the principle of cost causation. The advantage of this new cost accounting method is that costs are clearly allocated to GNTB projects in core areas, departments, mar-

kets and locations in accordance with its new operational structure. Going forward, it will be used along with project monitoring activities as a data source for efficient and timely cost management. The data will be also used for revenue planning and strategic planning.

## OUTLOOK FOR 2005: INCREASED USE OF MANAGEMENT TOOLS

The GNTB plans to further develop its financial reporting system in the 2005 financial year. A process of plan/actual comparisons was introduced at the beginning of the year. In financial terms, it is a requirement of good project management that costs and revenues are monitored as and when they arise. This data is used as a uniform management tool for decision makers and is to be communicated to those concerned by means of quarterly and/or monthly reports. Staff will be trained in new financial management methods during courses to be run at head office in the first quarter of 2005.

As well as enhanced cost control, the GNTB is planning to expand its performance analysis in 2005. The objective of performance analysis is the timely and efficient recording of the performance of marketing project teams. The GNTB is also working on the introduction of a software application for global order processing. Globally accessible databases are to be set up from which master data relating to specific products and services can be retrieved. The GNTB is concentrating on an integrated data administration system which will facilitate prompt data analysis and enhanced transparency.

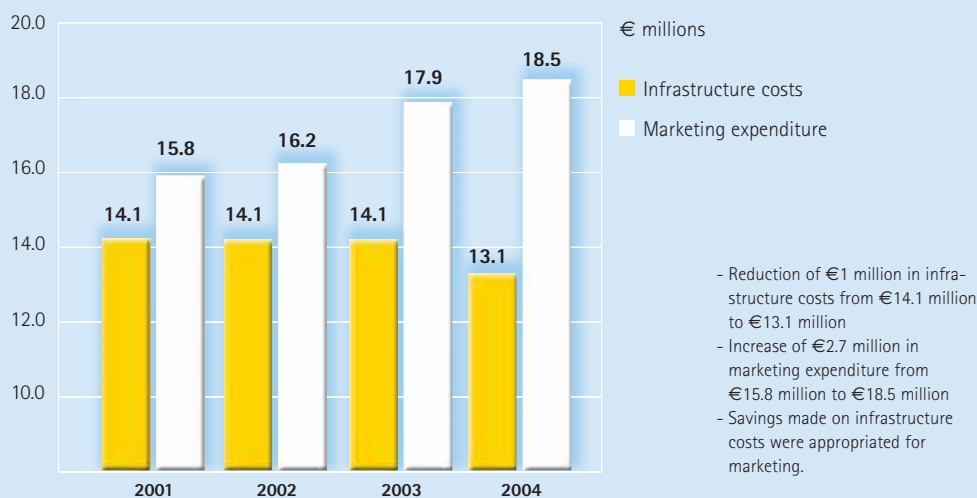


**OVERVIEW OF THE 2004 FINANCIAL YEAR  
SOURCES AND APPROPRIATION OF FUNDS (IN € '000)**

Total income	Actual 2004	%	Actual 2003	%	Change	Change in %
Income from services	5,793	18.3	6,115	19.2	-322	-5.3
Grants from the Federal Ministry of Economics and Labour	23,488	74.3	23,411	73.3	77	0.3
Grants from the Federal States	1,777	5.6	1,790	5.6	-13	-0.7
Grants and contributions from members	571	1.8	609	1.9	-38	-6.2
<b>Income from GNTB budget</b>	<b>31,629</b>	<b>100</b>	<b>31,925</b>	<b>100</b>	<b>-296</b>	<b>-0.9</b>
Income from special projects			1,222	3.8		
<b>Total income</b>	<b>31,629</b>	<b>100</b>	<b>33,147</b>	<b>103.8</b>		

Expenditure	Actual 2004	%	Actual 2003	%	Change	Change in %
Personnel expenditure (marketing and administration in Germany and abroad)	9,925	31.4	10,499	32.9	-574	-5.5
Other operating costs	3,222	10.2	3,562	11.2	-340	-9.5
Marketing costs	18,482	58.4	17,864	56.0	618	3.5
<b>Expenditure from GNTB budget</b>	<b>31,629</b>	<b>100</b>	<b>31,925</b>	<b>100</b>	<b>-296</b>	<b>-0.9</b>
Expenditure on special projects			1,222	3.8		
<b>Total expenditure</b>	<b>31,629</b>	<b>100</b>	<b>33,147</b>	<b>103.8</b>		

**MARKETING EXPENDITURE AND INFRASTRUCTURE COSTS  
2001-2004**



**EXPENDITURE  
2003/2004**

