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## **Brief History and Statutory Background of the Company**

Tourism Ireland Limited was formed by the Government of Ireland and the Northern Ireland Executive, under the auspices of the North/South Ministerial Council (NSMC), to be the overseas marketing arm of tourism for the island of Ireland and was incorporated on 11 December 2000 as a Company Limited by Guarantee not having a Share Capital. It takes policy direction from the NSMC and maintains a close working relationship with its founders, Fáilte Ireland and the Northern Ireland Tourist Board. The principal objectives of the company are to increase tourism to the island of Ireland and to support Northern Ireland in achieving its tourism potential. It is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC and prepares detailed three-year corporate and one-year operating plans to guide its activities. The company receives its funding from both jurisdictions. A board of directors is appointed by the NSMC for a period of four years.









## Chairman's Statement



**Brian Ambrose**  
*Chairman*

2013 was a positive year for overseas tourism to the island of Ireland. We welcomed approximately eight million visitors, who contributed about €3.64bn/£2.98bn in revenue to the economies north and south. Key markets including the United States, Canada, Germany, France, Spain and Australia turned in record performances, reflecting the return to growth in the global economy.

Notable highlights for tourism during the year included The Gathering

Ireland 2013 and Derry~Londonderry UK City of Culture 2013. Both events were a long time in the planning and offered tremendous opportunities to place Ireland and Northern Ireland in the global publicity spotlight. They were a major focus of Tourism Ireland's promotions throughout 2013. They captured the imagination of people everywhere – including the worldwide media, who wrote and broadcast extensively about both initiatives. 2013 also saw a number of positive developments on the access front, including welcome new routes introduced by a range of air and sea carriers from North America and Mainland Europe.

Looking ahead, there is a renewed sense of optimism and energy across the industry. At the end of 2013, Tourism Ireland set out ambitious targets to welcome 8.9 million visitors a year by 2016, representing growth of +12% over 2013, and delivering

almost €4.5bn/£3.7bn in revenue for the economies in both jurisdictions. Our major focus will be on building on the legacy of The Gathering, promoting the Wild Atlantic Way and the Causeway Coastal Route, as well as major events like the Grande Partenza of the Giro d'Italia, Limerick City of Culture 2014 and the Croke Park Classic.

### **Strategic priorities**

In planning for 2013, Tourism Ireland set out a number of key strategic priorities to maximise the impact of our promotional activity and to support continued growth in overseas tourism numbers.

North America and Mainland Europe were identified as extremely important markets in unlocking overall tourism growth. Building on growth from the United States in 2012, and with improvements in access expected during the year, Tourism Ireland



identified this market as one of considerable potential. A new three-year plan – Make Ireland Jump Out – was rolled out in 2013, aiming to increase the number of American visitors by +20% between 2013 and 2015 and to win a greater share of all travel by Americans to Europe. For Mainland Europe, a strategic decision was taken to target resources in the two key markets of Germany and France, followed by Italy, the Nordic region, Spain and the Netherlands. A new strategy for Great Britain – GB Path to Growth – was also implemented, aiming to grow the number of holidaymakers from Great Britain by +20% by 2016.

The Gathering Ireland 2013, the biggest and most ambitious tourism event ever held in Ireland, was a key focus of activity during the year. Tourism Ireland promoted The Gathering throughout the year to the 70 million people across the world who feel linked by family, friends

or otherwise with Ireland, with a particular focus on engaging with the diaspora.

Derry~Londonderry UK City of Culture was also a major focus of Tourism Ireland's promotions throughout 2013. The City of Culture programme provided a tremendous 'hook' to shine a spotlight on Londonderry and Northern Ireland around the world – particularly high profile events like the Fleadh Cheoil, the Return of Colmcille festival, Lumiere and the Turner Prize exhibition.

#### **New website – Ireland.com**



*Niall Gibbons, Brian Harte, Sarah Fitzpatrick and Mark Henry, all Tourism Ireland, at the launch of Ireland.com.*

Tourism Ireland's new website Ireland.com officially went live in January 2013. The new site supports 11 different languages for over 30 markets. It was completely redeveloped to provide a transformed web experience for potential holidaymakers around the world. It was specially designed to capitalise on the huge importance of the internet in planning and booking holidays today and to harness the phenomenal growth in social media. By the end of 2013, Ireland.com attracted a record 13.5 million unique visits, one-third of them from smartphones or tablets.





## Chairman's Statement *(continued)*

### Northern Ireland



*BBC's Chris Buckler (right), filming for BBC Breakfast at Lough Erne Resort in Co Fermanagh, ahead of the G8 Summit. He is pictured interviewing the hotel's head chef Noel McMeel and general manager Ferghal Purcell (standing).*

Supporting Northern Ireland to realise its tourism potential is an important aspect of Tourism Ireland's work. 2013 offered significant potential to build on the success of ni2012 promotions for Northern Ireland. Derry~Londonderry UK City of Culture provided fresh and compelling reasons for overseas visitors to come here and was highlighted in Tourism Ireland's promotions throughout the year. The world's leaders arrived in Fermanagh in June for the G8 summit, presenting a 'once-in-a-lifetime' opportunity to showcase Co Fermanagh and Northern Ireland – not only to the world leaders but, through the accompanying media, to the world. And the World Police and Fire Games, in August, was promoted widely by Tourism Ireland and brought thousands of international participants and spectators to our shores.

Tourism Ireland is committed to doing everything possible to make 2014 another year of significant progress

for Northern Ireland and to build awareness of the destination. Events such as the Grande Partenza or 'Big Start' of the Giro d'Italia, the Causeway Coastal Route and other iconic attractions like Titanic Belfast and the Giant's Causeway, will continue to feature strongly in all our campaigns.

### Regions

Highlighting the regions of Ireland to overseas visitors continued to be a key priority for Tourism Ireland in 2013. Working closely with Fáilte Ireland and industry partners, Tourism Ireland rolled out specific campaigns promoting Ireland West, Ireland South, the Lakelands, Dublin and Dublin's Doorstep, in addition to promoting all regions prominently in our global destination marketing programmes. Regional campaigns were undertaken in Great Britain, the United States and Mainland Europe. Events, city breaks and touring holidays were promoted vigorously. Campaigns for Dublin highlighted Dublin Festival Season and New Year's Eve and included co-operative marketing with carriers; for Cork, the focus was on short breaks. Co-operative activity with carriers and tour operators promoted access to all regions including Shannon Airport routes from the United States, European routes to Ireland West Airport Knock (IWAK), GB routes to Waterford, as well as ferry services from GB to the east coast.

### Access

Access is a critical factor, not just for delivering visitor numbers and tourism revenue, but also for the continued development of overseas tourism

to the regions and to Northern Ireland. 2013 was a significant year in terms of access, with a number of positive developments. Summer 2013 saw a +26% increase in the number of airline seats between the US and Ireland for the peak season (June-August), making it easier and more affordable than ever before for Americans to get to the island of Ireland. Announcements of new services by both air and sea carriers for 2014 augur well for the continued success of overseas tourism. These include new Aer Lingus flights from San Francisco, Toronto and Mainland Europe; new Irish Ferries sailings from Holyhead and Cherbourg; Ryanair's expansion from Mainland Europe; WestJet's new flight from Newfoundland in Canada; and a new LD Lines sailing from St Nazaire (on the west coast of France) and Gijón (northern Spain) to Rosslare. Opportunities remain and we believe that Northern Ireland has yet to achieve its potential in terms of direct access and work continues to this end.

### Governance

The Board met eight times in 2013 and the meetings, which took place at various locations around the island including Dublin, Ballyfin, Belfast, Coleraine and Killarney, offered the opportunity for Board members to engage with local industry representatives.

Matters considered by the Board during the year included the development of the Corporate Plan 2014-16, which featured heavily on the Board's agenda. It was a highly







## Chairman's Statement *(continued)*





consultative process, engaging multiple industry stakeholders, sponsor departments, Fáilte Ireland and the Northern Ireland Tourist Board. Other matters considered included the roll-out of the GB Path to Growth strategy, The Gathering Ireland 2013, Derry~Londonderry UK City of Culture 2013, assessments of the French and German markets, brand tracker results, a review of our talent management strategy and plans for the Grande Partenza of the Giro d'Italia in 2014. Throughout 2013, reports were received from the Risk Management and Remuneration Committees and were deemed satisfactory.

### Acknowledgements

I would like to acknowledge the support and collaboration of a number of individuals and organisations throughout the year: Leo Varadkar TD, Minister for Transport, Tourism and Sport; Michael Ring TD, Minister of State for Tourism and Sport; and Arlene Foster MLA, Minister for Enterprise, Trade and Investment, whose support and prioritisation of overseas tourism in both jurisdictions has been critical throughout 2013. I would like to say a special thank you to Minister Foster for taking the time to visit our Coleraine office in July. I would also like to thank the staff of both sponsor departments – the Department of Transport, Tourism and Sport and the Department of Enterprise, Trade and Investment; the North/South Ministerial Council; our colleagues in the Northern Ireland Tourist Board and Fáilte Ireland; and our partners at regional level in both jurisdictions. We must also thank President Michael D Higgins, the Taoiseach, Enda Kenny TD, the First Minister, Peter Robinson MLA, and

deputy First Minister, Martin McGuinness MLA, for their active support of our marketing efforts overseas through visits to Britain, the United States, Italy, Canada and Brazil.



*Minister Arlene Foster (back, centre) visited Tourism Ireland's Coleraine office.*



*Minister Leo Varadkar; Guy Marchand, Air Canada Vacations; and Alison Metcalfe, Tourism Ireland, at an event in Montreal attended by leading Canadian travel journalists, tour operators and airlines, as well as representatives of the Irish Diaspora.*

I would like to thank our many carrier and other commercial partners who invested significant funding in co-operative marketing initiatives – and demonstrated their confidence in our industry – with the aim of boosting tourism to the island. I would also like to acknowledge and thank my fellow Board members for their support throughout 2013. I look forward to working with them to maximise the legacy of 2013 and the tremendous opportunity that 2014 offers the island of Ireland.

Finally, I would like to acknowledge and thank the team at Tourism Ireland, led by Niall Gibbons, based at home and in the overseas markets, for their significant contribution over the course of 2013. They pulled out all the stops to truly capitalise on The Gathering Ireland and Derry~Londonderry UK City of Culture, in particular, and the results speak for themselves. They continue to do an outstanding job in ensuring that the island of Ireland features prominently on the world stage. I am very proud of the efforts of the team and look forward to working with them in 2014 and beyond.

### Future prospects

Notwithstanding slower-than-anticipated economic growth in some of our key markets, as well as economic and political instability in some areas of the world, we are confident that 2014 will be another year of growth for tourism to the island of Ireland. Ambitious targets have been set for 2014-2016 and our objective is to welcome 8.9 million visitors per year by 2016, delivering almost €4.5bn/£3.7bn in revenue and including 4.3 million holidaymakers. The opportunity to build on the legacy of 2013 is enormous – we look forward to delivering on this potential.

### Brian Ambrose

*Chairman*



# Chief Executive's Review



**Niall Gibbons**

*Chief Executive*

2013 was an important year for overseas tourism. We are pleased to report an increase of more than +7% in visitor numbers, when compared to 2012. Growth was recorded from all our market areas and 2013 was a record year for visitor numbers from North America, Germany, France, Spain, Australia and New Zealand. The performance of the US market was particularly significant and by the end of the year, we had welcomed one million American visitors, spending US\$1bn. The British market, which had proved challenging over the last few years for economic reasons, also experienced growth in visitor numbers in 2013, which is encouraging. And not forgetting our developing markets, in late 2013, we undertook our largest-ever sales mission to China and we established representation in Brazil and Russia for the first time ever.

## The Gathering Ireland 2013



*Hollywood actor Tom Cruise, with Tánaiste and Minister for Foreign Affairs Éamon Gilmore, and Mark Henry, Tourism Ireland.*

The Gathering Ireland 2013 was the major highlight and focus of our promotional activity for the year. The initiative was a resounding success and has laid the foundations for many years to come. It provided a tremendous opportunity to reach out to people everywhere, to get them talking and thinking about visiting the island of Ireland.

The success of The Gathering included enhanced engagement with Ireland's diaspora. In 2013, Tourism Ireland worked more closely than ever before with Ireland's extended family overseas – from the Manchester Mayo Gathering, which brought over 1,000 visitors to Mayo in August, to various corporate leaders and decision-makers who brought their conferences to Ireland in 2013, including names like Spar International, Alltech and Google. Continuing the focus on genealogy, Tourism Ireland's research into the Irish family connections of Hollywood star Tom Cruise made headlines all over the world when he visited Dublin in April, encouraging those with Irish connections to follow in Cruise's footsteps, to learn more about their heritage and explore the places their ancestors came from.

## Northern Ireland



*Discussing plans for the specially-commissioned Derry~Londonderry UK City of Culture garden, in advance of the Philadelphia Flower Show, were Niall Gibbons, Tourism Ireland; garden designer Trevor Edwards; and Minister Arlene Foster.*

Building on the success of ni2012, we undertook a busy promotional programme of activity for Northern Ireland throughout the year. Tourism Ireland took every opportunity to present Northern Ireland in a way that clearly differentiated it from our competitor destinations, capturing the essence of a holiday in Northern Ireland and highlighting our strengths – iconic experiences, warm, friendly people and value for money. Derry~Londonderry became the first UK City of Culture and hosted the Turner Prize on its first-ever showing outside England. Other high profile events included the Fleadh Cheoil,





the Return of Colmcille festival and Lumiere. Derry~Londonderry UK City of Culture was promoted extensively across the world at all the top travel and lifestyle holiday fairs and, in Philadelphia, a specially-commissioned Derry~Londonderry UK City of Culture garden was the centrepiece of the Tourism Ireland stand at the world's largest flower and horticultural show.

Tourism Ireland continued to leverage positive publicity for Northern Ireland as a top golfing destination, with millions of potential US visitors seeing Tourism Ireland's 'Home of Champions' campaign on the Golf Channel during the year.

The arrival of Barack Obama, David Cameron and other world leaders for the G8 Summit offered an unprecedented opportunity to showcase Fermanagh and Northern Ireland – through the international media – to potential visitors across the world. Tourism Ireland's promotional programme and publicity drive was stepped up considerably before, during and after the G8 Summit to capitalise on the opportunity. We undertook a targeted PR campaign to maximise the potential of the G8 Summit, generating positive publicity in Great Britain and other key markets overseas and ensuring the destination was showcased to international media covering the Summit. Activity involved familiarisation visits for leading travel and lifestyle media in advance of the summit; extensive social media activity and engagement with international media during the G8; and 'follow in the footsteps' familiarisation visits for media and travel trade contacts specialising in business tourism and golf following the G8.

Another stand-out event for Northern Ireland in 2013 was the World Police and Fire Games – when 7,000 athletes, together with their friends and families, descended on Belfast and Northern Ireland for ten days at the beginning of August. Deemed the 'friendliest games ever', events like this help to keep Northern Ireland in the global publicity spotlight for the very best reasons, helping to change perceptions and position Northern Ireland as a top holiday and business destination.

Gearing up for the Grande Partenza of the Giro d'Italia in 2014 was another important feature of our activity for Northern Ireland in 2013. Tourism Ireland in Italy kicked off a busy programme of promotions to maximise the tourism potential of the hosting of the first stages of the 2014 Giro d'Italia. We had a very visible presence in the start and finish villages of each of the 21 stages of the 2013 race. More than one million Giro and sports enthusiasts saw Tourism Ireland's ads during the race on the website of *La Gazzetta dello Sport*,





## Chief Executive's Review (continued)

the principal sports newspaper in Italy; and a busy programme of social media activity in Italy, Great Britain, Germany and Spain was undertaken, to leverage the huge interest in cycling and the massive media coverage around the Giro.

### St Patrick's Day promotional drive

Tourism Ireland's annual 'global greening' initiative for St Patrick's Day was bigger and better than ever before in 2013 – generating over €10m/£8.2m worth of positive publicity for the island of Ireland across the world. For the first time ever, one of the ancient wonders of the world – the Pyramids of Giza – and a modern wonder – the Christ the Redeemer statue in Rio de Janeiro in Brazil – went green to celebrate St Patrick's Day, joining a host of other major landmarks and iconic sites around the world.



*The Pyramids of Giza and the Sphinx took part in Tourism Ireland's 'Global Greening' initiative for St Patrick's 2013.*

### Digital marketing

A new report published in October placed Tourism Ireland at the top of a European league table for national tourism organisations and their use of digital marketing. The Digital Tourism Brand Index is a benchmark report which measures and evaluates 45 national tourism organisations in Europe. The Index ranked Tourism Ireland in the number one spot for its use of Facebook, the most popular and influential consumer-facing social media platform used by national tourism organisations. Tourism Ireland was also ranked in the number one spot for its use of YouTube and number three on Twitter. Our new, enhanced and mobile-optimised website, Ireland.com, launched at the beginning of 2013, is a further significant step forward for Tourism Ireland in terms of leveraging the enormous potential offered by digital media.

### Acknowledgements

I am very grateful for the continuing support which Tourism Ireland has received from the administrations in both jurisdictions on the island and from our ministers, Arlene Foster MLA, Minister for Enterprise, Trade and

Investment in Northern Ireland, and from Leo Varadkar TD, Minister for Transport, Tourism and Sport and Michael Ring TD, Minister of State for Tourism and Sport in the South. Ministers were generous with their time in participating in a significant number of productive visits to markets overseas for key promotions and events during the year. I am grateful, too, to the officials of both departments, as well as to those of the North/South Ministerial Council, whose ongoing support and counsel we appreciate.

I would also like to thank our partners in the tourism industry across the island who have worked with us to bring the island of Ireland holiday experience to life for potential holidaymakers at promotions around the world in unprecedented numbers. I pay tribute, too, to the members of the Tourism Recovery Taskforce, who completed their work programme; and to the members of the overseas Marketing Partnership Groups, who have given so freely of their time in working with us throughout 2013.





The co-operation of our colleagues in Fáilte Ireland and the Northern Ireland Tourist Board continues to be an invaluable support in all aspects of our work, as does the co-operation of the Irish Tourist Industry Confederation. The staff of Tourism Ireland have worked tirelessly, both at home and overseas, to project a positive image of the island of Ireland. I remain very proud of their loyalty, commitment, energy and innovation in working on behalf our industry.

### Conclusion



*Tánaiste Eamon Gilmore (second left) launched the Wild Atlantic Way at an event in Shanghai attended by 120 Chinese travel agents, travel media and airline representatives. Also pictured are HE Declan Kelleher, Irish Ambassador to China; Jim Paul, Tourism Ireland's head of Australia and developing markets; and Austin Gormley, Ireland's Consul General in Shanghai.*

2014 looks set to be another exciting year for tourism, with major events like Limerick City of Culture, the Grande Partenza of the Giro d'Italia, as well as the Croke Park Classic, when the University of Central Florida takes on Penn State in their college football season opener. Promoting the Wild Atlantic Way, Ireland's first long-distance touring route stretching all the way from the Inishowen Peninsula in Co Donegal to Kinsale in Co Cork; and the Causeway Coastal Route, from Belfast around the Causeway Coast to Londonderry, will be a major focus of Tourism Ireland's activity around the globe in 2014.

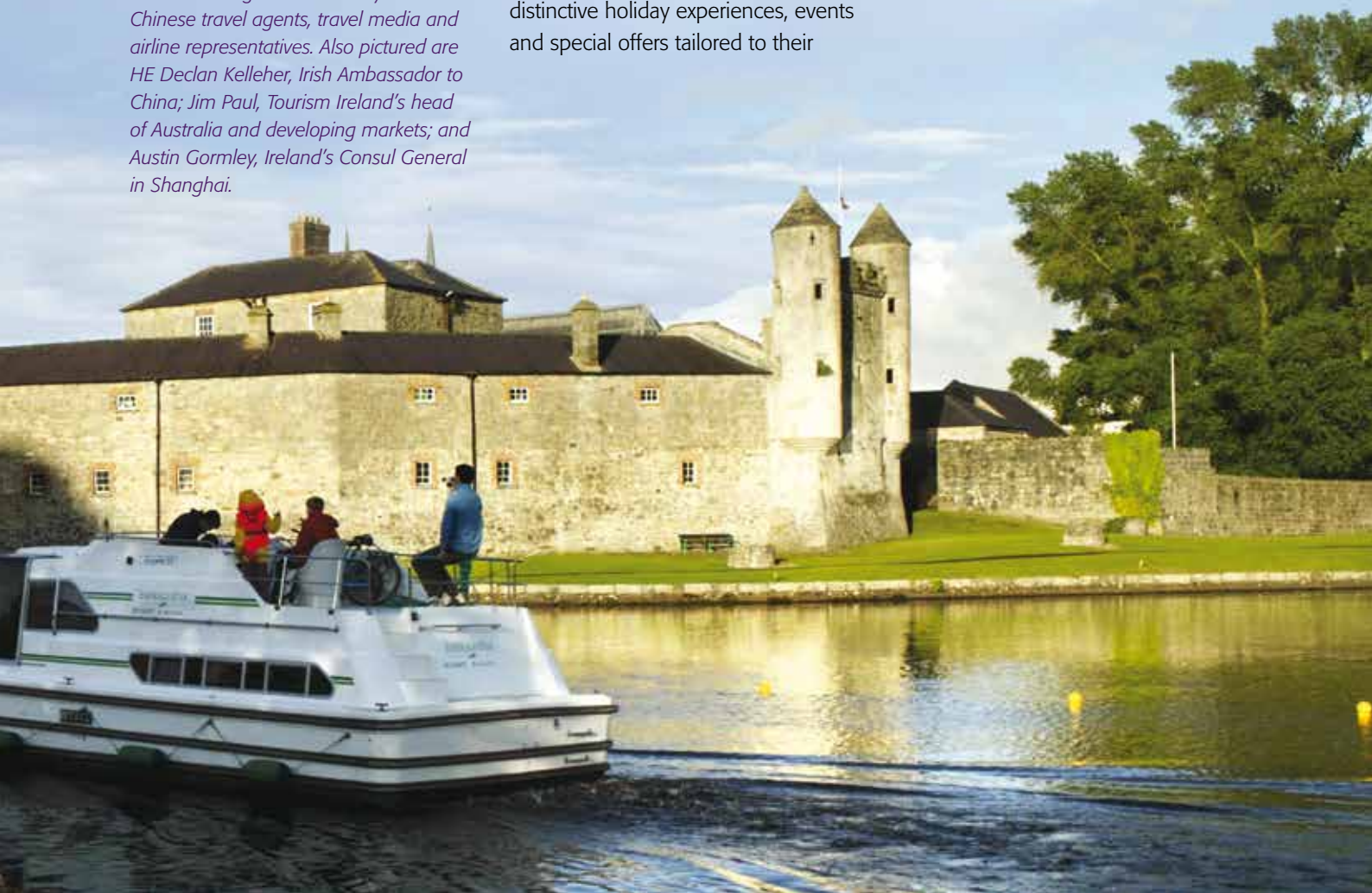
2014 will see us prioritise those markets that offer the best return on investment, in terms of holiday visitors and revenue i.e. North America and Mainland Europe. The island of Ireland's 'best prospect' visitors will be targeted more closely – with distinctive holiday experiences, events and special offers tailored to their

interests and designed to trigger their 'must go now' impulses. We will also capitalise on important access developments – maximising the promotion of new, as well as existing, flights and sailings to continue to grow overseas tourism to Ireland.

Delivering on the ambitious targets set out in our three-year plan – 8.9 million visitors a year by 2016, representing growth of +12% over 2013, and generating overseas tourism revenue of almost €4.5bn/£3.7bn – will be challenging but it is a challenge that we relish and one we look forward to meeting.

### Niall Gibbons

*Chief Executive*





## Tourism Ireland Board



**CHAIRMAN**  
**Brian Ambrose**  
**OBE**, whose career spans 38 years in the aviation industry, has held senior management positions within Bombardier in engineering and business

development. In 1997 Mr Ambrose was appointed Director of Operations at Belfast City Airport with responsibility for the day-to-day running of the airport. In January 2004, he was appointed chief executive of the airport and is responsible for a growing business with an annual passenger throughput in excess of 2.5 million and currently averaging 120 flights each day. With over 1,600 people currently working at the airport, Belfast City Airport has become a significant employer and contributor to the Northern Ireland economy. Mr Ambrose was chairman of CBI Northern Ireland 2008-2009. He is also chairman of Mencap Northern Ireland; a board member of Business in the Community; and a trustee of the Titanic Foundation. He was awarded an OBE in the New Years Honours in 2011.



**VICE-CHAIRMAN**  
**Jim Flannery** is a graduate of the Shannon College of Hotel Management and worked in the hotel sector in Germany, the UK and Ireland. He subsequently joined Bord Fáilte, where

he was head of the Development and Quality Control unit. He served as chief executive of the Irish Hotels Federation from 1978 to 1988 and also served as a council member of the International Hotel and Restaurant Association and as founding vice-president of HOTREC, the hotel and restaurant body within the European Union. From 1991 to 1996 he was managing director of International Tourism Marketing Ltd, which provided marketing and other consultancy services to the Irish tourism sector. Mr Flannery has extensive international tourism experience; he established and was the first chief executive of the national tourist boards of Sierra Leone, Kenya and of the Carpathian tourist board in Ukraine. He also established and/or reorganised the private sector hotel and tourist representative bodies in Oman, Ukraine, Bulgaria and Northern Ireland. Most recently, he has carried out extensive consulting and advisory assignments for the UN World Tourism Organisation in Europe, Africa, the Middle East and India.



**Ciara Burke** is employed within the health improvement field and works closely with community, statutory and industry to address health and well-being needs. Her professional

background includes experience in business development, marketing and public relations within a range of sectors. Previous roles have incorporated development of community-based tourism initiatives, product development, delivery of the Welcome to Excellence suite of programmes to the sector, in addition to marketing and event management for a leading visitor attraction.



**David Lyle OBE** is the chief executive of advertising agency LyleBailie International Limited and has over 20 years' experience in destination marketing. His unique experience in North-South co-

operation includes producing 20 cross-border TV campaigns on road safety and public service awareness. He is a principal author of 44 award-winning effectiveness case studies and recipient of 260 creative awards – including five Grand Prix. In 2009 he was presented with the David Ogilvy Gold Award by the Advertising Research Foundation in New York. He specialises in evaluating the economic paybacks arising from advertising and was awarded the OBE in 2011 for services to road safety.



**Christoph Mueller** joined Aer Lingus as its chief executive officer in September 2009. He previously held the position of executive aviation director at TUI Travel plc, a FTSE 100 company. In January 2006, Christoph

joined the executive committee of TUI AG, a DAX 30 company with responsibility for its flight division. He served as the chief financial officer of DHL Worldwide from 2002 to 2004 and became a member of the executive committee of Deutsche Post AG in 2004 after the acquisition of DHL by Deutsche Post AG. Christoph has extensive experience within the aviation industry, having held senior positions in Daimler Benz Aerospace, having been executive vice president at Lufthansa AG and chief executive officer of the Sabena Group. In December 2011, Christoph was appointed to the board of Tourism Ireland; and in 2013, he was appointed chairman of An Post. He has an MBA from the University of Cologne and subsequently completed an advanced management programme at Harvard Business School.



**Elaine Murphy** is an experienced restaurateur and event manager. Having studied history and sociology at Trinity College Dublin and musicology at the College of Music Dublin,

she went on to become general manager of award-winning restaurants 101 Talbot, Mermaid Café and Il Primo before opening her own Michelin-bibbed Moes in 2000 and The Winding Stair in 2006. She has worked in mentoring and ambassador programmes with Fáilte Ireland and Tourism Ireland and is a well-known food and restaurant writer/critic for Time Out, Totally Dublin, Food and Wine and many trade magazines. She has been a quality assurance representative for Good Food Ireland since its inception and is currently owner/director and general manager of The Grand Social and The Winding Stair in Dublin's city centre.





**Denis Cregan** is currently serving as chairman of Kerry Airport and of One51 plc. He is a director emeritus of Kerry Group PLC; a graduate of University College Cork; and has previously worked

with the Department of Finance, Express Foods, Grand Metropolitan Hotels and Kerry Group where he was a member of the founding management team and served as an executive director until retirement.



**Dr Howard Hastings** is the managing director of Hastings Hotels. He was appointed chairman of the Northern Ireland Tourist Board in January 2009. He is also a director of the Merrion Hotel

(which is 50% owned by Hastings Hotels) and a former chairman of the Board of Governors at Rockport School Ltd. During the 1990s he was chairman of the Institute of Directors in Northern Ireland and founding chairman of the Northern Ireland Hotels Federation. Howard has also been a member of Castlereagh College governing body and a board member of Business in the Community and the Bank of Ireland Advisory Board. His previous public appointments include a previous stint at Tourism Ireland (2000-2007), the Training & Employment Agency, Investors in People, New Deal Task Force and the Tourism and Hospitality Training Council. Howard is a member of the Institute of Chartered Accountants of England and Wales. He holds a law degree from the University of Nottingham and a master's degree and honorary doctorate from the University of Ulster.



**John Healy** is a director of Abbey Tours, the largest Irish inbound tour operator handling visitors to Ireland each year from over 40 different overseas markets. He has extensive knowledge of

the tourism industry, having served for over 25 years at a senior level. He is the immediate past chairman of ITIC – the Irish Tourist Industry Confederation – the key representative body for the tourism industry in Ireland. He has previously served as president of the Incoming Tour Operators Association-Ireland and was a member of the Business Tourism Forum. He is a fellow of the Association of Chartered Certified Accountants (FCCA).



**Shaun Quinn** is chief executive of Fáilte Ireland, the National Tourism Development Authority. Prior to his appointment in 2003, he was chief executive of CERT, the former state tourism training

agency. He joined CERT from Bord Bia – the Irish Food Board – where he held the positions of strategic planning director and later head of marketing.



**Derek Reaney** is from Plumbridge, Co Tyrone and is employed as a development officer with the Ulster-Scots Agency. He has previously worked as a manager of a cross-border peace and reconciliation

project, working with rural communities in the North West. He has worked for over 15 years in the community sector and has been particularly involved in a development capacity for marginalised communities and in supporting cultural projects. He has previously been a member of the Strabane Local Strategy Partnership and has served on the board of the North West Investing for Health Partnership and ARC North West Local Action Group. He is a director of the Mourne Valley Credit Union in Newtownstewart, Co Tyrone.



**David Rodway** is a retired marine consultant. During his career, mostly in sales and marketing (including eight years in Saudi Arabia), he was also managing director of an aquaculture company based in

Carlingford Lough from 1990 until 1999 and following his retirement, he continued as a part-time technical consultant. From 2005 to 2011, David served on Belfast City Council and a number of public bodies, including the board of the Belfast Metropolitan College. He has also served on the board of Belfast Visitor & Convention Bureau; and is currently on the board of the Nomadic Trust (a body tasked with completely refurbishing a passenger ferry which served the Titanic off Cherbourg).



## Overview of Markets

The Markets Division develops and implements overseas marketing plans in Great Britain, North America, Mainland Europe and in Australia and Developing Markets. Tourism Ireland teams in 13 market offices and representatives in a further nine market areas carry out comprehensive programmes of activity designed to inspire and motivate overseas consumers to choose the island of Ireland for leisure or business tourism. The division also works to achieve additional growth for Northern Ireland and to assist it in realising its tourism potential; and includes the co-operative marketing team which is responsible for managing Tourism Ireland's interaction and co-operative investment with industry partners, and for overseas publicity.

### Great Britain

Tourism Ireland implemented the findings of the GB Path to Growth project, through an extensive programme of promotional activity throughout 2013. The extensive research into the British consumer had revealed two key segments as our main focus: Social Energisers (young, fun-loving urban adventurers) and the Culturally Curious (over 45s who want to explore new landscapes, history and culture). As the year progressed, the British economy showed signs of recovery; this renewed consumer confidence and Tourism Ireland's refined targeting resulted in an increase in visitors from GB to the island of Ireland in 2013. A new advertising campaign was developed to target the two main segments, highlighting a range of iconic experiences on offer in cities and regions across the island. Activity included television, radio, online, outdoor, print and video-on-demand advertising, as well as search engine marketing. An innovative social media

campaign showcased 48 hours of activities in Dublin and Belfast.

The Gathering Ireland was launched across Britain, with ministerial tours that engaged with the diaspora and business leaders in London, Birmingham, Manchester, Leeds and Glasgow. The highlight was the Manchester Mayo Gathering in August. Northern Ireland featured prominently in all activities, with Derry~Londonderry UK City of Culture being the lead theme throughout 2013. As part of the G8 legacy, Tourism Ireland commissioned a TV programme to showcase Fermanagh and the great experiences on offer, presented by Northern Ireland personality Gloria Hunniford. And a series of sponsored articles in the *Daily Telegraph* highlighted Northern Ireland as a great place to do business; the pieces focused on the regeneration of Northern Ireland, Titanic Belfast, tourism and food, cyber security and the success of the film industry in Northern Ireland.



*Minister Leo Varadkar (second left); Lawrence Hennigan (left) and Kevin Fitzpatrick (centre), both representing the Manchester Mayo Gathering – the largest Gathering from Britain; Vanessa Markey, Judith Cassidy and Niall Gibbons, all Tourism Ireland.*

A nationwide, action-packed programme of activities was undertaken around St Patrick's Day, including the 'greening' of various sites such as the London Eye, social media activity and sponsorship of the St Patrick's Day ball and parade

in London. A packed publicity programme, aligning with the new key segments, ensured positive coverage worth €40m/£32.8m in equivalent advertising value (EAV). In particular, Derry~Londonderry UK City of Culture and The Gathering Ireland generated strong coverage in the national British media. About 4.5 million TV viewers around Britain saw images of the island of Ireland on ITV, on a major prime-time, eight-week series, *James Nesbitt's Ireland*. There was an increased focus on digital media, with bloggers and Instagrammers invited to visit.



*Taoiseach Enda Kenny and British Prime Minister David Cameron with Niall Gibbons, CEO of Tourism Ireland (left), at a reception in the House of Commons in London to mark St Patrick's Day.*

Tourism Ireland's activity to enthuse and engage with the travel trade about programming, packaging and selling the destination included campaigns with traditional and online tour operators such as Superbreaks, Expedia and lastminute.com. A full programme of co-operative advertising also took place with carriers serving routes to the island of Ireland. Successful workshops and familiarisation visits for influential coach and group tour operators continued in 2013; and a number of trade and consumer events took place across Britain.

Partnerships with non-travel brands appealing to the new consumer segments were identified as a new





opportunity in Britain in 2013; promotions were undertaken with partners like Walkers Crisps, Diageo/Bushmills and Kerrygold.

### North America



*In December, we welcomed the 1,000,000th American visitor to the island of Ireland, Leonie Higgins, and her husband Jim; they are pictured with Brian Desmond, Aer Lingus Duty Manager, JFK (left), and Alison Metcalfe, Tourism Ireland (right).*

2013 was a record year for tourism to the island of Ireland from North America, surpassing the previous record year of 2007. Specifically, we

welcomed more than one million visitors from the **US**, who spent approximately US\$1bn. This growth was fuelled by a +26% increase in direct, peak season air capacity; and the execution of an extensive and dynamic, multi-channel marketing programme that placed an additional focus on The Gathering Ireland 2013 and Derry~Londonderry UK City of Culture.

An increased focus on digital marketing, heightened priorities on shoulder month promotions and the development of new initiatives targeting younger travellers in the US, were at the heart of the US plan, following the completion of a strategic review of the market.

Tourism Ireland's spring and autumn 'Jump into Ireland' digital advertising campaign targeted more than 150 million

Americans. Print ads appeared in a number of high profile travel and lifestyle publications, including *Travel + Leisure*, *Food & Wine* and *AFAR* magazines. A two-week national cable TV campaign reached an additional 30 million potential travellers in New York, Boston and Chicago, in October, with 30-second ads running around targeted dramas, popular talk and game shows.

A new digital advertising campaign, targeting a 'younger independent traveller' delivered 40 million impressions (opportunities to see), supported by an online publicity programme.

An extensive programme of trade and consumer promotions was undertaken to promote The Gathering. Campaigns reached approximately 13 million Americans with Irish heritage – through



## Overview of Markets *(continued)*

radio, print and digital platforms including social media; and a targeted sales programme to key Irish-American business, cultural and philanthropic associations also continued throughout the year. Extensive activity to promote Derry~Londonderry UK City of Culture involved print advertising and trade promotions; email marketing to 250,000 Americans of Scots Irish (or Ulster Scots) descent, inviting them to come and explore the land of their ancestors; and a presence at the Stone Mountain Highland Games in Atlanta.

Co-operative marketing activity was undertaken with all airlines serving Dublin, Belfast and Shannon. Other activity with partners included consumer shows, workshops, webinars and familiarisation trips. A four-city sales mission to California, led by Minister for Transport, Tourism and Sport, Leo Varadkar TD, helped to promote the new San Francisco to Dublin service.



*Minister Leo Varadkar (centre) and Philip Grant, Irish Consul General for western US (left), with tourism partners and Tourism Ireland staff, during the 'Jump into Ireland' event in San Diego.*

Over 200 American travel and lifestyle journalists visited the island of Ireland at Tourism Ireland's invitation in 2013, generating a record level of coverage valued at an estimated €145m/£118.9m in equivalent advertising value. Tourism Ireland also secured the renowned Travel Classics writers' conference for the island, with editors from publications such as *Saveur*, *Condé Nast Traveler* and *National Geographic Traveler* magazines in attendance; and the Travel Bloggers Exchange (TBEX) in October was attended by hundreds of American online travel writers and

bloggers. Other highlights during the year included the visit to Northern Ireland by journalist Richard Bangs, whose video coverage appeared on the Huffington Post and Orbitz websites; and a visit by a TV crew from *The Daily Buzz*, a breakfast TV news programme which airs on 180 stations across the US.



*American journalists at the opening of the Travel Classics Writers' Conference 2013 in Ballymaloe House, Co Cork, with Myrtle Allen (front, centre), Darina Allen (front, fifth right), and Shane Clarke, Tourism Ireland (front, fourth right).*

More than 3,000 promotional opportunities were provided by Tourism Ireland to island of Ireland and market-based tourism partners to promote their experiences and services across the US.





Éamonn McEaney, Waterford Museum of Treasures; Niall Gibbons, Tourism Ireland; Aideen Ginnell, B&B Ireland; Jayne Shackleford, Tourism Ireland; Richard Hurley, Granville Hotel, Waterford; Trevor Edwards, Plantsman's Garden Tours, Co Down; and Anna Van Maris, a leading Canadian garden designer who designed the award-winning 'Spring Gathering Garden'.

online, with special offers from island of Ireland industry partners. Forty Canadian journalists – including TV crews from *Canada AM*, *The Travel Guys* and the Discovery Channel – visited the island of Ireland during 2013, generating publicity worth an

estimated €10m/£8.2m. Tourism Ireland sponsored a 'Gathering Garden' at Canada's largest garden and flower show, Canada Blooms; it won the 'People's Choice Award' for best overall garden and was promoted to over 200,000 consumers in

**Canada** also delivered strong growth in 2013. An expanded marketing programme was undertaken, with additional activity in the second half of the year, to stimulate demand for travel during 2014, following the announcement of new, year-round air services. Digital advertising campaigns ran on key travel sites, such as Expedia and Frommers, delivering over ten million impressions (opportunities to see). More than four million Canadians were directly targeted





## Overview of Markets *(continued)*

Ontario, as well as across Canada through live TV broadcasts from the garden, on The Weather Network and on CP24, Toronto's 24-hour news station. Partners at Canada Blooms included the National Trust and Plantsman Garden Tours, who were both interviewed on CP24 and on *Breakfast Television*, promoting the vacation experience in Northern Ireland to more than one million Canadians.

### Mainland Europe

Advertising in **Germany** ran on television for the fourth year in a row, as well as online and in cinemas. These campaigns contributed to an increase of +16% in visits to the German Ireland.com website, as well as more than 151,000 referrals to third-party partner websites. Co-operative campaigns with key carriers Aer Lingus, Germanwings, Ryanair and Irish Ferries included print, radio, online and outdoor advertising. Direct marketing campaigns and other co-operative promotions took place with partners such as DERTOUR, TUI Wolters and online tour operators like Opodo and Ab in den Urlaub. Tourism Ireland leveraged The Gathering and

Derry~Londonderry UK City of Culture to highlight the wide range of things to see and do around the island of Ireland and to create a sense of urgency to visit in 2013. Publicity initiatives generated coverage worth over €30m/£24.6m; and social media campaigns helped grow the German Facebook fanbase to over 130,000 by year end. Industry engagement continued to be a focus, with more than 385 industry partners availing of promotional platforms in the market.



*German journalists visited Glenveagh Castle, Co Donegal.*

In **France**, a nationwide TV campaign ran in February and March, reaching 17.5 million potential visitors, with the TV ads also running as videos on a number of key websites. Co-operative campaigns were undertaken with carriers Ryanair, Aer Lingus, Irish Ferries and Brittany Ferries; as well as with partners such as Vacances Transat and B&B Ireland and with online travel agents Opodo, Ebookers and Voyages-sncf. Other campaigns highlighted Northern Ireland and Derry~Londonderry UK City of Culture, The Gathering, the west coast and city breaks in Dublin, Belfast and Cork. The Wild Atlantic Way was launched to key French travel trade in September and to consumers in December through a new print, online and cinema advertising campaign. Approximately 140 French journalists visited the island of Ireland in 2013, generating record coverage valued at about €11m/£9.02m,



which included two major primetime TV programmes and a dedicated issue of Geo magazine. Tourism Ireland sponsored French kitesurfer Bruno Sroka for the first-ever crossing from France to Ireland by kitesurf; the story generated coverage worth more than €500,000/£410,000. Four trade workshops were held in airports around France with direct access to the island of Ireland. And St Patrick's Day activities included a radio promotion with Northern Ireland band Two Door Cinema Club.



*World-renowned kitesurfer Bruno Sroka was sponsored by Tourism Ireland, when he undertook the first-ever crossing from France to Ireland by kitesurf.*

Highlights in **Italy** included an integrated outdoor, digital and radio campaign, targeting the Italian Social Energiser and Culturally Curious segments; this was supported by co-operative campaigns with online travel agents and airlines. Increased social media activity helped grow the Italian Facebook fanbase to 123,000 (+156%); this included a Facebook app targeting young adults to study English in Ireland, which attracted more than 12,000 new fans and 4,600 entries to a special competition. Total positive publicity for the island of Ireland in Italian media was worth an estimated €12.7m/£10.41m. The

Wild Atlantic Way was launched to the Italian travel trade at TTG, Italy's most important B2B trade fair, in October. Tourism Ireland in Italy began preparing for the Grande Partenza or 'Big Start' of the Giro d'Italia, with a specially-branded 'caravan' travelling through Italy with the 2013 Giro, including a presence in the start and finish villages of each of the 21 stages of the race, where 55,000 brochures and information about holidays on the island of Ireland were distributed. Influential contacts from specialist cycling and other lifestyle media were invited to visit; and Tourism Ireland hosted an event for 50 key media after the Vicenza stage of the 2013 Giro. In October, Northern Ireland's Enterprise Trade and Investment Minister, Arlene Foster, attended the launch of the Giro d'Italia 2014 and a networking event hosted by Tourism Ireland for 600 journalists.



*Tourism Ireland's promotional tent in Naples during the Giro d'Italia 2013.*

In **Spain**, a joint TV campaign with Rumbo (a leading online travel agent) brought the island of Ireland to Spanish TV screens for the first time. Other co-operative activity during 2013 included print and digital campaigns with Aer Lingus, Ryanair and Iberia

Express, as well as with online travel agents Logitravel and eDreams. Tourism Ireland also partnered with one of the biggest brands in Spain, the tour operating arm of Spanish retailing giant Viajes El Corte Inglés, on a highly visible, three-week metro campaign; 90 billboard ads were prominently displayed in metro stations across Madrid and were seen by about 1.5 million commuters each day. The partnership included print and radio advertising, as well as in-store announcements targeting shoppers in all El Corte Inglés department stores and travel agencies across Spain. Extensive social media activity saw the Tourism Ireland Facebook fanbase in Spain increase to 133,000; and followers on Twitter grew to over 9,000 by year end. A mobile campaign, with ads running on smartphones and tablets, was rolled out for the first time, and this, along with other digital campaigns during the year, contributed to an increase of +34% in visits to the Spanish Ireland.com website.



*Billboard ads promoted short breaks to Dublin in metro stations around Madrid, as part of a joint Tourism Ireland-Viajes El Corte Inglés campaign.*



## Overview of Markets *(continued)*

Publicity was a key focus in the **Netherlands** and **Belgium** during 2013, with 107 journalists visiting, helping to generate coverage worth about €4m/£3.3m in equivalent advertising value. Co-operative campaigns were undertaken with key tour operators and carriers, such as Aer Lingus, easyJet and Ryanair. Fifteen island of Ireland partners joined Tourism Ireland for its annual travel trade workshop in Amsterdam, meeting and doing business with 50 key members of the Dutch travel trade. In Belgium, there was a significant focus on association conference business. And social media activity helped grow the Dutch and Belgian Facebook fanbase to more than 78,500 fans by year end.

Twenty-one key travel trade contacts from the **Nordic region** joined Tourism Ireland for a one-day workshop in Dublin, called 'The Return of the Vikings', where they met and did business with 25 industry partners from around the island of Ireland. More than 70 Nordic journalists visited during the year, helping to generate positive coverage for the destination

worth about €3.7m/£3.03m; this included extensive coverage for Derry~Londonderry UK City of Culture and The Gathering Ireland. Co-operative campaigns were undertaken with key tour operators and carriers, including Aer Lingus, Norwegian and Ryanair. Golf was promoted through co-operative campaigns, press trips and a presence at the Nordea Masters tournament in Sweden. Digital campaigns helped grow the Facebook fanbase to 36,000.



*Swedish journalists visited Kilkenny.*

### **Australia & Developing Markets**

Highlights of the year in **Australia** and **New Zealand** included the 'greening' on St Patrick's Day of the Sydney Opera House and Hyde Park Barracks; the Council House and Bell Tower, in Perth; and Auckland's Sky Tower.

Advertising and social media campaigns highlighted The Gathering in Australia and Tourism Ireland worked with the Irish Embassy and Consulate, to encourage diaspora involvement. Tourism Ireland in New Zealand played its part in initiating rugby-themed Gatherings at two Dublin rugby clubs, following the All Blacks tour, in November. Co-operative campaigns were undertaken in Australia with key partners including Etihad Airways, British Airways, KLM/AirFrance, the Flight Centre Travel Group (Escape Travel, Flight Centre and Travel Associates), Trafalgar, Insight, Jetset Travelworld Group and STA Travel. Tourism Ireland in New Zealand undertook seven co-operative campaigns during the year.

The Wild Atlantic Way was launched to travel trade and media contacts, in September. Publicity highlights included the visit of two TV crews to the island of Ireland – *The Gurus Explore*, who filmed in Northern Ireland, and Channel 9's TODAY breakfast TV show. Positive coverage in Australian media worth over €10m/£8.2m was generated in 2013.





And social media activity helped grow the Australian Facebook fanbase to more than 33,000.



*Filming at Glassdrumman Lodge, Co Down, for the popular Australian gardening TV programme, The Gurus Explore.*

A particular highlight of 2013 in developing markets included the 'greening' of the Pyramids and the Sphinx, in Egypt, and the Christ the Redeemer statue, in Brazil, to celebrate St Patrick's Day. The Gathering and Derry~Londonderry UK City of Culture were promoted in all our developing markets in the Asia Hub, generating more than €1.3m/£1.07m worth of positive publicity. In addition, Tourism Ireland highlighted The Gathering and the island of Ireland throughout the Etihad Airways route network, with ads

showing on all flights between May and November. The local versions of the Ireland.com website were launched in **China, India, South Africa** and the **GCC**, including Chinese and Arabic versions.

In **India**, Ireland was named 'best emerging destination' for 2013 by *Lonely Planet* magazine. And, to attract



*Ireland was named 'best emerging destination' by Lonely Planet magazine. Huzan Fraser and Beena Menon, both Tourism Ireland, are pictured with John Abraham, a renowned Indian actor and producer, at the awards ceremony.*

more investment from Bollywood producers, Tourism Ireland organised a familiarisation visit for top **Indian** film producers and directors, in July. Also in July, Tourism Ireland organised its first seminar on **China** in Dublin, to enable



*Twenty tourism partners took part in Tourism Ireland's largest-ever sales mission to China.*

industry partners from the island of Ireland who are interested in doing business in China to become 'China ready'; this was followed by Tourism Ireland's largest-ever and most successful sales mission to Beijing, Shanghai and Guangzhou, in November. In **South Africa**, Tourism Ireland undertook its first sales mission for a number of years, in conjunction with the visit of Minister for Transport Tourism and Sport, Leo Varadkar, in November; and a successful travel trade reception was organised by Tourism Ireland, in conjunction with Invest Northern Ireland, during the visit of Enterprise Trade and Investment Minister, Arlene Foster, to Pretoria,





## Overview of Markets *(continued)*

in September. In the **GCC**, Tourism Ireland's 2013 sales mission was timed to coincide with St Patrick's Day events and celebrations, resulting in the most successful mission to date and excellent positive publicity about the island of Ireland. In May, Tourism Ireland attended the Arabian Travel Market for the first time in a number of years.

### Northern Ireland

In 2013, Tourism Ireland built on successful ni2012 campaigns to promote Northern Ireland around the world. In Great Britain, TV and online advertising invited prospective visitors to 'Jump into Northern Ireland' and Tourism Ireland collaborated with carriers to drive increased bookings for Northern Ireland throughout the entire year.

Two highly anticipated international events, which had been years in the planning – Derry~Londonderry UK City Of Culture 2013 and the World Police and Fire Games – generated tens of thousands of additional bednights. Both enabled Tourism Ireland to showcase Northern Ireland around the world, through TV, press and social media – as well as through satisfied visitors simply telling others.



*Tourism Ireland's Culture Wall, on the Primark building in Londonderry, was the culmination of a major innovative promotion during 2013, to celebrate the city's term as UK City of Culture.*

Titanic Belfast has now become a 'must visit' for many overseas coach tour operators, who had previously not included Belfast in their programmes for an overnight stay. Encouragingly, more group tour operators are extending one-night stopovers to two-night stays in Northern Ireland; and two nights to three.

2013 saw further evolution of Tourism Ireland's investment in projects which went beyond direct tourism messages to address perceptions overseas. This type of investment was cemented by our founder member status in the new diaspora-focused network, NI Connections. Minister for Enterprise, Trade and Investment, Arlene Foster, launched NI Connections in New York, in September; the launch was timed to coincide with the Lyric Theatre's four-week run of *Brendan at the Chelsea in New York*, which was sponsored by Tourism Ireland. Later in September, Tourism Ireland organised the GB launch of NI Connections, in London. Tourism Ireland plans to further exploit the network's reach and influence.



*Minister Arlene Foster (centre) with Gráinne McVeigh, Northern Irish Connections; Alison Metcalfe, Tourism Ireland; Roy Adair, Northern Irish Connections; and Niall Gibbons, Tourism Ireland.*

The fiftieth anniversary of the death of CS Lewis provided another opportunity to highlight Belfast, when a memorial to the Belfast-born author was unveiled at an event in Poets' Corner, Westminster Abbey, London. A programme of activity, including the publication of *CS Lewis and the Island of His Birth*, secured international recognition of our Lewis heritage.

Publicity opportunities around sporting events were identified and Tourism Ireland invested in outside broadcast coverage that showcased our scenery through cycling, motorsport and golf events, helping to generate European-wide TV exposure. And, given Northern Ireland's strong motorsport offering and appeal to car and motorcycle enthusiasts, Tourism Ireland also had a presence at the British Superbike Championship and British Touring Car Championship.

### Co-operative Marketing

The co-operative marketing department is responsible for managing Tourism Ireland's interaction, and co-operative investment, with industry partners. These include the Northern Ireland Tourist Board, Fáilte Ireland, air and sea carriers, airports, the Irish Tour Operators Association, marketing groups and other industry members across the island.



The industry opportunities website is the main tool for industry partners around the island of Ireland to access information on how they can work with Tourism Ireland to promote and grow their business from overseas. In excess of 2,500 opportunities were available in 2013, ranging from no cost and low cost opportunities, to more extensive partnership programmes. Overall, there was an increase of +18% in the uptake of industry opportunities in 2013, with a total of 11,176 engagements by industry partners from around the island of Ireland in Tourism Ireland activity in our top 12 markets. The Northern Ireland Industry Overseas Activation Programme was extended to 2013 and facilitated the participation of Northern Ireland industry partners at 21 overseas fairs, workshops and events across 12 markets.

Almost €7.7m/£6.3m was invested by the commercial sector in partner-led, match-funded campaigns with Tourism Ireland in 2013 in the top 12 markets – an increase of +37% on 2012.

### Overseas Publicity

Tourism Ireland raises the profile of the island of Ireland as a holiday destination in target media overseas, through an extensive programme of media and PR activity. Overall, our publicity activities generated more than 7,933 articles and

broadcasts during 2013, with an equivalent advertising value of over €288.6m/£236.7m.

One of the key components of this programme is media visits, which are run in conjunction with Fáilte Ireland and the Northern Ireland Tourist Board. Tourism Ireland invited over 1,500 media to the island of Ireland during 2013, who produced articles and broadcasts with an equivalent advertising value of €81.8m/£67.1m.

Apart from reinforcing the key brand message, publicity also focuses on a selection of key themes, which in 2013 included a major focus on The Gathering Ireland 2013 and Derry~Londonderry UK City of Culture.



*Tourism Ireland secured the 'home visits' round of the Italian version of X Factor for Ireland. The six singing hopefuls in the 'under 25s girls' category are pictured in Dublin's Temple Bar.*

Other highlights of 2013 included the worldwide coverage generated from the research commissioned by Tourism Ireland into Tom Cruise's Irish ancestry and the presentation of a

Certificate of Irish Heritage to him by the Tánaiste Eamon Gilmore during Cruise's visit to Dublin, in April; a major PR and publicity drive to capitalise on the G8 Summit in Fermanagh; and the hosting of the 'home visit' round of Italian X Factor, with the episode filmed in Dublin and Slane Castle worth an estimated €3.7m/£3.03m, reaching an audience of about 2 million TV viewers across Italy.

### Business Tourism

Tourism Ireland continued to promote business tourism overseas during the year, in conjunction with Fáilte Ireland and the Northern Ireland Tourist Board. A busy programme of high profile events, promotions and sales blitzes took place, highlighting ease of access, the great facilities and good value rates available for meetings and conferences here and getting the destination known for excellence in business support. The Gathering Ireland, the G8 Summit and Derry~Londonderry UK City of Culture were other hooks used in business tourism promotions. Corporate clients, association conferences, corporate meetings and incentive travel were the main focus.



## Overview of Markets *(continued)*





In Great Britain, the programme included advertising in specialist corporate publications, including a campaign in various in-flight magazines; 'T'weetours' for social media enthusiasts from the business tourism sector who blogged and tweeted about their visits to Dublin, Galway and Londonderry; email and direct marketing activity; attendance at ten B2B forums throughout the year; as well as participation at events like The Meetings Show in July and Venues & Events in September. A successful lead-generation programme resulted in 108 national and international association leads being passed to Fáilte Ireland, Visit Belfast and Visit Derry during the year. In November, a workshop called 'Ireland Meets the West End' took place in London, bringing together 44 leading GB corporate and incentive buyers with 40 island of Ireland partners. Three MICE (meetings, incentives, conferences and events) fam trips to Dublin, Belfast and Londonderry took place, showcasing suitable venues and hotels for the corporate meetings and incentive sector. In Belgium, Tourism Ireland targeted association conference business, generating leads with a potential value of about €4m/£3.3m.



Tourism Ireland invited GB business tourism buyers to take part in a 'TweeTour' of Londonderry.

In the United States, activity included a lead-generation programme resulting in approximately 20 international association, incentive and corporate travel leads being passed to Fáilte Ireland, regional convention bureaux and Irish-based destination management companies; attendance at AIBTM (The Americas Incentive, Business, Travel & Meetings Exhibition) in Chicago and at Successful Meetings University; and a programme of B2B 'Meet in Ireland' networking events in Boston and Atlanta with industry partners from the island of Ireland, attended by 50 meetings and incentive travel planners. Other highlights included advertising in specialist publications; email and direct marketing activity targeting more than 2,500 American meetings and incentive travel planners; and attendance at IMEX America (International Meetings and Events Exhibition) with 30 island of Ireland partners.



Industry partners with Marie McKown, Tourism Ireland (second right), at a networking 'Meet in Ireland' event in Atlanta, Georgia.

### Golf

Golf continued to be a major focus for Tourism Ireland across markets, to capitalise on events like the Irish Open at Carton House and building on the success of Rory McIlroy, Darren Clarke, Graeme McDowell and Pádraig Harrington. Tourism Ireland rolled out an extensive promotional programme in key golf markets including GB, the US, Germany and Sweden, highlighting the Irish Open

and the world-class golf on offer around the island of Ireland.

In the United States, Tourism Ireland refreshed its successful 'Home of Champions' campaign with two new 30-second ads running on the Golf Channel and on Golfchannel.com around major PGA tournaments between April and August, reaching over 25 million television viewers and six million consumers online. An expanded programme of press and publicity activity included media events at the PGA Merchandise Show in Orlando and at the US Masters in Augusta; visits by 23 American golf journalists to the island of Ireland; and golf media coverage worth over €3.5m/£2.9m. Tourism Ireland, with industry partners, expanded its presence at four PGA events – the Honda Classic in Florida, the AT&T National in Maryland, the Shoprite LPGA Classic in New Jersey and the Barclays in New Jersey – where our world-class golf product was promoted to more than 200,000 potential golf holidaymakers.



Tourism partners with Alison Metcalfe, Tourism Ireland (third right), at the PGA Golf Merchandise Show in Orlando, Florida.



## Overview of Central Marketing

The Central Marketing Division consists of the following departments: Strategy Development & Insights helps shape Tourism Ireland's strategic direction and carries out research and analysis on market trends and consumer behaviours in markets across the world; Customer Engagement and eMarketing works with both Tourism Ireland market teams overseas and with industry suppliers to engage directly with consumers who wish to know more about the island of Ireland as a holiday destination; Marketing Communications manages the development, implementation and evaluation of the island of Ireland tourism brand marketing programme, including Tourism Ireland's global advertising campaigns; the Content Department manages the sourcing and generation of consumer content; and The Gathering was responsible for delivering the overseas promotion of The Gathering Ireland 2013.

### **Key achievements during 2013 included:**

#### **Strategy Development & Insights**

The Strategy Development & Insights team provides strategic direction to the organisation and the industry through the provision of market research and tourism insights.

The overall 'brand health' and image of the island of Ireland were monitored in our top four markets (GB, US, Germany and France). Building on the findings of earlier reviews of the GB and US markets, full assessments of France and Germany were completed, allowing Tourism Ireland to continue the roll-out of its global consumer segmentation model, which now covers 80% of our visitors. The development of consumer communications targeting our priority segments was informed by market research; and additional, original research helped Tourism Ireland identify those specific aspects

of the visitor experience which either exceeded, or failed, to meet visitor expectations. The Tourism Ireland corporate plan for the 2014-2016 period was developed and presented to the North/South Ministerial Council. It was a highly consultative process, engaging multiple industry stakeholders, Fáilte Ireland and the Northern Ireland Tourist Board.

#### **Customer Engagement & eMarketing**

During 2013, Tourism Ireland continued its investment in the area of digital marketing, with the launch of the Ireland.com suite of websites, which attracted 13.5 million unique visits. Ireland.com provides inspiration and information for potential visitors overseas and referrals to tourism partners. It supports ten different languages and over 30 individual markets. It is a fully-responsive site with, by year end, over one-third of its visitors accessing it by either smartphones or tablets.





*Two tourists from England experienced a fun-filled 48 hours in Belfast, as part of Tourism Ireland's 'Belfast 48' social media promotion.*

Social media marketing was an area of continued expansion for Tourism Ireland in 2013, with the organisation's Facebook audience doubling in size from 2012, to over two million by year end, making Tourism Ireland the third most popular tourism board in the world, after Australia and the US, on the popular social networking site. Key initiatives which helped grow Tourism Ireland's global Facebook fanbase in 2013 included the launch of a bespoke 'Ireland Family History' page, to connect with people of Irish

heritage in the year of The Gathering; a 'Belfast 48' promotion, targeting Social Energisers in GB; and 'Greening Season 2013', a special St Patrick's Day campaign. Activity on Twitter, YouTube, Pinterest and Google+ also increased during 2013, with social media interactions increasing by +83%.

A significant new marketing channel of 'content marketing' was introduced at the beginning of 2013. Taking advantage of 'hot topics' and social media conversations, the approach reaches consumers before they consider the island of Ireland as a holiday destination. Over 92% of visitors acquired via content marketing are new to Ireland.com and they added up to 500,000 visits in the first nine months of operation. Examples during 2013 included a promotion of Wicklow to coincide with Daniel Day Lewis winning an Oscar, as well as promotions around the Tom Cruise Irish ancestry

initiative and for Derry~Londonderry UK City of Culture when the Turner Prize winner was announced.

During 2013, Tourism Ireland continued its focus on direct email marketing, sending almost 60 million emails to consumers around the world.

### **Marketing Communications**

A refreshed 'Jump into Ireland' global advertising campaign was rolled out during 2013, with new messaging about The Gathering Ireland and Derry~Londonderry UK City of Culture. Through a combination of TV, cinema, print, radio and digital advertising, it showcased the year-long celebrations in a compelling manner, with a focus on the joyfully immersive nature of the holiday experience here, inviting people everywhere to visit during 2013.





## Overview of Central Marketing *(continued)*







A 'Gathering' print ad in the US.

In addition, new island of Ireland campaigns, including dedicated Northern Ireland campaigns, were rolled out in Britain, targeting the new consumer segments (Social Energisers and Culturally Curious). With the ever-changing trends in media consumption and the growth in digital and social media, Tourism Ireland rolled out three 'word-of-mouth' campaigns during 2013. These focused on St Patrick's Day, The Gathering Ireland and Derry~Londonderry UK City of Culture, each with a distinctive approach but with the same objective: to create compelling content to engage consumers and encourage them to share with their friends. Towards the end of 2013, a new Wild Atlantic Way campaign was developed, to be launched in 2014.

### The Gathering Ireland 2013

The Gathering Ireland 2013 was a spectacular, year-long celebration of all things Irish in which the people of Ireland were invited to organise Gatherings and invite friends, family or visitors from overseas to participate. The response was strong both at home and overseas and approximately 5,000 events were created.



Minister Michael Ring and Tourism Ireland CEO Niall Gibbons, at the launch of a 'Gathering Gestures' app for iPhones and android devices.

Tourism Ireland placed The Gathering at the heart of its promotional programme in 2013. Existing TV, print and online communications were re-worked to highlight the year, ensuring that a Gathering message reached more than 200 million people worldwide. The diaspora was targeted through Irish community-related publications, radio programmes and websites; and advertising, sponsorship and publicity were utilised to promote The Gathering and highlight specific events.

The Gathering was promoted to all the overseas media who visited during the year and this, combined with Tourism Ireland's in-market publicity and media relations programmes overseas, generated coverage worth more than €75m/£61.5m for the initiative.

A series of five humorous short films, starring the comedian Andrew Maxwell, was created to showcase various types of Gathering events. The films were promoted online and received more than 3.2 million views globally. The Gathering was also promoted extensively on Ireland.com, on other third-party websites and through Tourism Ireland's social media campaigns throughout the year, reaching more than 60 million people. Tourism Ireland promoted the Facebook

pages of 95 of the largest Gathering events to overseas audiences, creating a following of over 180,000 potential visitors to receive future communications.



Comedian Andrew Maxwell (left) during filming at Powerscourt House and Gardens, Co Wicklow.

A new Facebook presence, 'Ireland Family History', was created to assist those researching their Irish roots and to promote the vast range of family history events taking place as part of The Gathering; it achieved a following of 200,000 people by year end. Tourism Ireland designated 2013 Ireland's 'Family History Year' to highlight the special opportunities that The Gathering presented for roots tourism.

Co-operative marketing activity was undertaken with a wide range of carriers and tour operators, with specific campaigns for New Year's Eve, Tradfest and the Riverdance Gathering, amongst others.

Ministerial and presidential events took place overseas, highlighting the initiative to consumers and encouraging the diaspora to play a part in organising Gatherings in Ireland. Through engagement with overseas networks, Tourism Ireland directly influenced the creation of more than 550 Gatherings, exceeding the targets set.



## Overview of Corporate Services

In 2013, the Corporate Services Division continued to support the implementation of corporate and operating plans across the organisation by carrying out a range of functions which include Corporate and Industry Communications, Finance, Human Resources, Product Strategy/ Development and Information Communications Technology (ICT).

### **Key achievements during 2013 included:**

#### **Corporate & Industry Communications**

An extensive programme of stakeholder, industry and media communications was implemented across the island of Ireland during 2013 to enhance understanding of Tourism Ireland's role in, and contribution to, tourism and to the economies on the island.

Progress reports and operational updates were provided for ministers from both jurisdictions at a meeting of the North/South Ministerial Council Tourism Sectoral Format, in June.

Day-to-day liaison with departments, including the Department of Enterprise, Trade and Investment in Northern Ireland and the Department of Transport, Tourism and Sport in the South, also covered arrangements and briefings for ministers attending events overseas. Liaison with the Department of the Taoiseach and the Department of Foreign Affairs and Trade was stepped up during Ireland's Presidency of the EU in the first half of the year – which saw us organise a Northern Ireland showcase event in the EU Parliament in Brussels, to mark the presidency – and in preparation for the G8 Summit in Fermanagh and a number of visits to Dublin by participating heads of government, in June. Arrangements and briefings were also provided for visits to

markets by the Taoiseach, Enda Kenny TD; the Tánaiste, Eamon Gilmore TD; the First Minister of Northern Ireland, Peter Robinson MLA; deputy First Minister, Martin McGuinness MLA; and by the President of Ireland, Michael D Higgins. Tourism ministers from both jurisdictions also undertook promotional visits, at our invitation, to markets including Brazil, the UAE, Germany, the US and Canada, Great Britain, Italy and South Africa.



*MEP Diane Dodds; Commissioner for Regional Policy Johannes Hahn; Minister Arlene Foster; and MEP Jim Nicholson, in the European Parliament in Brussels, where Northern Ireland's tourism, business and food offering was promoted to MEPs and travel media.*





An extensive industry communications and events programme included a marketing roadshow and launches in Dublin and Belfast for Tourism Ireland's 2014 marketing plans. A series of briefings was also provided for industry groups and representatives around the island. The work programme of the Tourism Recovery Taskforce was completed, in conjunction with ITIC, Fáilte Ireland, the Northern Ireland Tourist Board and representatives of key industry sectors, with input from Market Partnership Groups in Great Britain, the US, Germany and France.

A busy media relations programme brought significant advances in online and offline coverage of Tourism Ireland's work overseas and helped to enhance understanding of our role in marketing innovation and our contribution to tourism and economic recovery. Irish media also had opportunities to witness

Tourism Ireland's marketing activity at first-hand, through participation in promotional events overseas.

A number of Freedom of Information requests was received and responded to under the Freedom of Information Code of Practice as agreed by the North/South Ministerial Council.

### **Human Resources**

An organisational resource alignment project commenced in 2013, to ensure staff resources could be optimally deployed and skills developed, to meet the changing focus of the Corporate Plan 2014-2016. Resourcing continues to be a critical challenge in delivering ambitious work programmes.

The roll-out of Tourism Ireland's talent management strategy continued in 2013. The focus of the strategy is to grow diverse and experienced talent from within Tourism Ireland, to help

meet business needs now and in the future. Other key activities during the year included the commencement of Tourism Ireland's 'Future Leaders' Programme', the first-ever programme for high potential individuals; the introduction of a mentoring programme; and the continued investment in training and development for all staff, with a new emphasis on the 70:20:10 approach (70 – learning and developing through experience; 20 – learning from others; and 10 – learning and developing through formal courses). To further support the talent management strategy, the competency framework was re-designed; and the organisation's requirements for the development of coaching and feedback skills in the line management team were scoped out. Tourism Ireland's online performance management and development system, U-Perform, was re-designed, to reflect the organisation's revised approach to talent management and development.





## Overview of Corporate Services *(continued)*

### Finance

The provision of a smooth, flexible and efficient back-office service to assist market offices, other head office departments and the management team in their own operations continued during 2013.

The ongoing programme to identify cost savings continued during the year, helping to ensure that services were provided on a value-for-money basis and that costs were reduced wherever practicable; this included a number of opportunities to share services with other state and North/South bodies. The programme of upgrading and reviewing computer and management information systems continued during the year and various enhancements were made. Systems were made SEPA (Single Euro Payment Area) compliant.

The rolling internal audit programme continued and, as in the previous eight years, no significant issues were reported. Copies of the reports are made available to the Comptroller and Auditor General.

The total public sector funding received by Tourism Ireland amounted to €65.5m/£55.6m. The ongoing administration of cross-border bodies is complex due to the different operating environments in both jurisdictions. This includes different fiscal year-ends, legislation, currencies, operating and accounting procedures; it involves considerable collaboration across a number of Government departments, to ensure that accountability requirements are fulfilled in both jurisdictions. Tourism Ireland meets on a regular basis with both sponsor departments, the Department of Transport, Tourism and Sport and the Department of Enterprise, Trade and Investment;

with officials of the North/South Ministerial Council; with officials from the Department of Finance and Personnel in Northern Ireland and the Department of Finance in the South; and with colleagues from Fáilte Ireland and the Northern Ireland Tourist Board, in pursuit of this goal.

### Information Communications Technology (ICT)

The ICT Department manages the ICT systems and infrastructure for the organisation, which include over 20 corporate systems, ICT infrastructure for all offices and telecommunications services for the organisation. Key achievements for 2013 included the tendering and implementation of the VoIP (Voice over Internet Protocol) telephone system; a file archiving solution; and a solution for long-term data storage.

Assistance was also provided for the development and implementation of a performance management module on the URHR system and for an overseas trade website.

### Product Strategy/Development

The Product Strategy/Development department works with Fáilte Ireland, the Northern Ireland Tourist Board and other groups developing tourism products, to provide assistance and advice on the needs and requirements of overseas visitors. Projects during 2013 included the Wild Atlantic Way, Dublin and the Dublin Now project, Waterford Viking Triangle, Kilkenny Medieval Mile, Mournes/Cooley Geotourism, the Lakeland & Inland Waterways development strategy and the International Appalachian Trail.











*Kilkenny Castle, Kilkenny*





## Report and Financial Statements

for the year ended 31 December 2013

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# Company Information

## **Directors**

Brian Ambrose OBE  
*(Chairperson)*

Jim Flannery  
*(Vice-Chairperson)*

Ciara Burke

Denis Cregan

Howard Hastings

John Healy

David Lyle

Christoph Mueller

Elaine Murphy

Shaun Quinn

Derek Reaney

David Rodway

## **Chief Executive**

Niall Gibbons

## **Secretary**

Shane Clarke

## **Registered Office**

5th Floor  
Bishop's Square  
Redmond's Hill  
Dublin 2

## **Business Addresses**

5th Floor  
Bishop's Square  
Redmond's Hill  
Dublin 2

Beresford House  
2 Beresford Road  
Coleraine  
BT52 1GE

## **Auditors**

Comptroller and Auditor General  
(Republic of Ireland)

## **Principal Bankers**

Allied Irish Banks plc  
37/38 Upper O'Connell Street  
Dublin 1

## **Solicitors**

Mason Hayes & Curran  
Barrow Street  
Dublin 4

Tughans  
Marlborough House  
30 Victoria Street  
Belfast  
BT1 3GS



# Report of the Directors

for the year ended 31 December 2013

## Brief History and Statutory Background of the Company

Tourism Ireland Limited was formed by the Government of Ireland and the Northern Ireland Executive, under the auspices of the North/South Ministerial Council (NSMC), to be the overseas marketing arm of tourism for the island of Ireland and was incorporated on 11 December 2000 as a Company Limited by Guarantee not having a Share Capital. It takes policy direction from the NSMC and maintains a close working relationship with its founder and current members, Fáilte Ireland (FI) and the Northern Ireland Tourist Board (NITB). The principal objectives of the Company are to increase tourism to the island of Ireland and to support Northern Ireland in achieving its tourism potential. It is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC and prepares detailed three-year Corporate and one year Operating Plans to guide its activities. The Company receives grants of money from both jurisdictions and these grants are disbursed through FI and NITB. A Board of Directors is appointed by the NSMC for a period of four years.

## Format of Financial Statements

The accounts have been prepared in a format determined by the Companies Acts 1963 to 2013 (Republic of Ireland). The base currency of the financial statements is Euro (€). The Euro results have been translated into Sterling (STG£) at the closing rate of STG£1 equals €1.20294 (2012: STG£1 equals €1.23289) for the Balance Sheet and at the yearly average rate of €1.17769 (2012: STG£1 equals €1.23274) for the Income and Expenditure Account.

## Books of Account

To ensure that proper books and accounting records are kept in accordance with Section 202 of the Companies Act 1990, the Directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books of account are located at the Company's office at Bishop's Square, Dublin.

## Principal Activities

The Company's principal activities are the design and implementation of marketing programmes in its key overseas markets for the purpose of promoting the tourism industry of the island of Ireland, in line with its objectives set out above.

## External Auditors

The financial statements are audited by the Comptroller and Auditor General in the Republic of Ireland. The Comptroller and Auditor General for Northern Ireland has full access to the working papers of the Comptroller and Auditor General in the Republic of Ireland, based on which a report may be laid before the Northern Ireland Assembly.

## Results

The deficit of income over expenditure for the year was €148,986 (STG £126,507).

## Corporate Governance

The Company is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC. It has a non-executive Board of Directors appointed by the NSMC and includes representatives of the Northern Ireland tourism industry, the tourism industry in the South and the NITB and FI. Directors are appointed for a four-year term and the current term expires in December 2015.

The Board agrees a schedule of meetings to be held in each calendar year. The Board Members receive full Board papers a week before each meeting; these papers include a finance report and reports from the Chief Executive and each of the Company's Divisional Directors. The Board members can, in furtherance of their duties, take independent professional advice as required, at the expense of the Company. All Board members have access to the advice and services of the Company Secretary.



## Report of the Directors (continued)

for the year ended 31 December 2013

There were 8 Board meetings during 2013 and the following table sets out the attendance:

	Number of meetings potentially able to attend	Number of meetings actually attended
Brian Ambrose (Chairperson)	8	8
Jim Flannery (Vice-Chairperson)	8	8
Ciara Burke	8	7
Denis Cregan	8	8
Howard Hastings	8	7
John Healy	8	8
David Lyle	8	6
Christoph Mueller	8	6
Elaine Murphy	8	6
Shaun Quinn	8	6
Derek Reaney	8	7
David Rodway	8	7

The Board also operates through a number of sub-committees as follows:

*Risk Management Committee* This sub-committee is comprised of 4 Directors who meet on a quarterly basis to review and discuss the internal control environment of the Company. They are informed by the Company's Risk Register which is used to set out a programme of work for the Internal Audit function, reporting directly to this committee. The internal and external auditors have full and unrestricted access to the committee.

The following table sets out the composition and attendance at the Risk Management Committee meetings during 2013:

	Number of meetings potentially able to attend	Number of meetings actually attended
John Healy (Chairperson)	4	4
Ciara Burke	4	3
David Lyle	4	3
Christoph Mueller	4	3

*Remuneration Committee* This sub-committee consists of 4 Directors and meets to review the appropriateness of the Company's remuneration levels and other terms and conditions of employment of key executives.

The following table sets out the composition and attendance at Remuneration Committee meetings during 2013:

	Number of meetings potentially able to attend	Number of meetings actually attended
Denis Cregan (Chairperson)	1	1
Brian Ambrose	1	1
Jim Flannery	1	1
David Rodway	1	1

The Board accepts its responsibility for the Company's internal control and sets out its position in more detail in the Statement of Directors' Responsibilities and the Statement of Internal Financial Control.



# Report of the Directors (continued)

for the year ended 31 December 2013

## Post Balance Sheet Events

There have been no events subsequent to 31 December 2013 which necessitated amendment of the financial statements or separate disclosure therein.

## Research and Development

The Company did not engage in research and development activities during the period.

## Future Developments

The Directors expect that the development of the Company's activities will continue in accordance with plans.

## Principal Risks and Uncertainties

The principal risks and uncertainties faced by the Company are the continued funding of its activities by the Government of the United Kingdom of Great Britain and Northern Ireland and the Government of Ireland. While there is a reasonable expectation that the respective Governments will continue to fund the activities of the Company, the level of this funding is under constant review. There are no formal long-term funding agreements in place.

Due to its widespread operations, the level of economic activity in the Company's key markets, of Great Britain, the USA, France, Germany and the rest of the world generally, affects the propensity to travel. Any growth or contraction in these markets affects the whole tourism and travel industry and specifically, on the Company's ability to deliver the growth, both in tourist numbers and tourist spend, which the Company has been targeted to deliver to the island of Ireland. An event such as a major terrorist attack or outbreak of disease, which reduces international travel, would increase the effects of the current economic downturn on the Company's ability to deliver on its targets. In addition, any loss or disruption of air or sea access and unfavourable foreign exchange movements will have an impact on travel to the island of Ireland. The Board regularly monitors the above risks and appropriate actions are taken to mitigate those risks or address their potential adverse consequences to the extent reasonably practicable.

## Equality Legislation

The Board's policy is to comply fully with Equality Legislation in both jurisdictions. Recruitment is based on the ability of a candidate to perform the job. Full and fair

consideration is given to applications for employment from all minority groups, including the disabled, where they have the appropriate skills and abilities to perform the job.

If disablement occurs during employment, the Board's policy is to make every effort to ensure the availability of adequate retraining, or if applicable, to help source alternative employment.

## Safety, Health and Welfare at Work

The policy of the Board is to ensure the continued safety, health and welfare of the employees at work by maintaining a safe and healthy work environment based on the provisions of Safety, Health and Welfare at Work Legislation in the jurisdictions in which it operates.

## Charitable Donations

Tourism Ireland Limited made no charitable donations during the period.

## Payment of Suppliers

Tourism Ireland Limited's policy is to pay all suppliers as promptly as is practicable and not to take any extra time in paying suppliers, other than that required to properly check and process the invoice. In 2013, the average time from receipt of a supplier invoice to payment was 21 days. During the year Tourism Ireland Limited did not pay any interest in respect of late payments. Further information on Tourism Ireland's payments to suppliers is available on Tourism Ireland's corporate website, [www.tourismireland.com](http://www.tourismireland.com).

## Employee Involvement

Tourism Ireland Limited implements its business strategy through its staff. In achieving business objectives, the involvement of staff in the planning and decision making process is key. Staff involvement is maximised through the combined use of appropriate access to expert advice and training opportunities in order to enable them to exercise their responsibilities effectively.

## Freedom of Information

The British-Irish Agreement Act 1999 provides that a Code of Practice on Freedom of Information be drawn up by the Irish and Northern Ireland Ministers with responsibility for freedom of information for the North/South Bodies and the approval by the NSMC. The Code, which was approved



## Report of the Directors (continued)

for the year ended 31 December 2013

on 1 January 2006, is non-statutory and was drafted with regard to the Freedom of Information Acts, 1997 and 2003 in Ireland and the Freedom of Information Act, 2000 in the United Kingdom.

The Code facilitates public access to information held by the six North/South Implementation Bodies and Tourism Ireland Limited in a number of ways. It provides that each body should publish certain types of information relating to its functions, structures, organisation and services, together with a general description of the type of information held by that body. It sets out the process under which a member of the public can request information held by a body, the steps that a body must take in handling such a request and the time period within which a body should normally respond to a request. The Code also contains the facility for members of the public to obtain a statement of the reasons for an act of a body affecting the person.

The Annex to the Code sets out the categories of exempt information. If the information requested falls into a category listed in Part 1 of the Annex, the body is not obliged to release the information. If the information requested falls into a category listed in Part 2, the body must carry out a public interest test in deciding whether or not to release the information. The Code provides for an internal review mechanism of decisions taken by the body under the Code.

### Corporate Social Responsibility

Leading companies are those that not only deliver superior performance and excellent customer service, but also consider ethical, social and environmental issues for all stakeholders. Tourism Ireland recognises its wider obligations to its employees, society and the community it serves and believes there is a strong link between Corporate Social Responsibility and long-term success. Tourism Ireland aspires to a set of values which recognises the interests of all stakeholders and the contributions they make. To this end, we adopt very high standards of integrity, corporate governance and environmental awareness. We recognise that being a good corporate citizen not only involves achieving our business aims but embraces a wider contribution to the interests of all our stakeholders.

Our stakeholders, both in the tourist industry and tourists themselves, are fundamental to the growth of the tourist business on the island of Ireland. International tourism is an intensely competitive market and if we do not offer the most attractive propositions, tourists will take their business elsewhere. Tourism Ireland does not adopt a 'one size fits all' approach to the service we provide, but aims to provide a comprehensive and flexible suite of marketing options to the tourist industry.

At a corporate level, we adopt the highest standards of compliance with regulatory requirements operating within the letter and the spirit of the regulations of both jurisdictions.

We aim to treat our suppliers with the same courtesy with which we treat our stakeholders.

Without a talented, dedicated and motivated staff, Tourism Ireland cannot aspire to provide the excellent level of service our stakeholders deserve. For this reason, staff recruitment, training and development are given the highest priority. Our people and agents, based in 22 locations in 19 countries, are the key to Tourism Ireland's success over the past 13 years.

Tourism Ireland is fully committed to equal opportunities recruitment and employment. Our strategy is to recruit the best and provide them with comprehensive training and support to allow them to maximise their long-term potential.

### Directors' Register of Interests

The Directors' Register of Interests is maintained at the registered office of the Company. It is available to the public and may be accessed by contacting the Company Secretary.

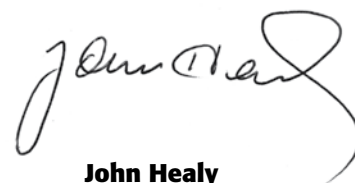
On behalf of the Board



**Brian Ambrose**

Chairperson

Date: 23 July 2014



**John Healy**

Director



# Statement of Directors' Responsibilities

for the year ended 31 December 2013

Company law requires the Board of Directors to prepare financial statements for each financial period which give a true and fair view of the state of the affairs of the Company and of the surplus or deficit of the Company for that financial period. In preparing those financial statements, the Board of Directors is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates which are reasonable and prudent;
- disclose and explain any material departures from applicable accounting standards, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Board of Directors is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Acts 1963 to 2013, as applicable to companies limited by guarantee and not having a share capital. It is responsible for ensuring that the business of the entity is conducted in a proper and regular manner and for safeguarding the assets of the Company and hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

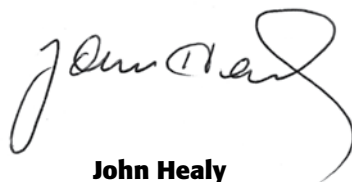
On behalf of the Board



**Brian Ambrose**

Chairperson

Date: 23 July 2014



**John Healy**

Director

# Statement of Internal Financial Control

for the year ended 31 December 2013

The Board acknowledges its responsibility for ensuring that an effective system of internal financial control is maintained and operated by the Company.

The system can only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

The system of internal financial control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- Comprehensive budgeting systems with an annual budget which is reviewed and agreed by the Board;
- Regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts;
- Setting targets to measure financial and other performance;
- Clearly defined capital investment control guidelines;
- As appropriate, formal project management disciplines..

Tourism Ireland Limited has an internal audit function in place, whose programme of work is influenced by analysis of the risk to which the Company is exposed. An internal audit plan has been prepared based on this analysis. This analysis of risk is reviewed during the year and is endorsed

by the Company's Risk Management Committee. The internal audit programme of works includes performance of detailed audit work, provision of a report on the internal audit activity in the Company on a regular basis to the Risk Management Committee and an independent opinion on the adequacy and effectiveness of the Company's system of internal financial control. Areas covered by internal audit in their 2013 work programme included reviews of Procurement, KPI's, IT Vulnerability, Fixed Assets, Corporate Governance, Travel, Subsistence & Credit Cards and Internal Financial Controls.

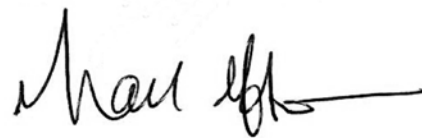
The effectiveness of the system of internal financial control is assessed by the Board on the basis of work carried out by the executive managers within the Company who have responsibility for the development and maintenance of the financial control framework. In conducting their review, the Board takes account of the reports of the internal auditor, the management letter and other reports of the external auditor.

In February 2014, the effectiveness of the system of internal financial controls was reviewed by the Board and the Board concluded that these controls were operating effectively and satisfactorily.

On behalf of the Board



**Brian Ambrose**  
Chairperson  
Date: 23 July 2014



**Niall Gibbons**  
CEO



# Report of the Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas  
for the year ended 31 December 2013

## Tourism Ireland Limited

I have audited the financial statements of Tourism Ireland Limited for the year ended 31 December 2013 as provided for in Section 5 of the Comptroller and Auditor General (Amendment) Act 1993. The financial statements, which have been prepared under the accounting policies set out therein, comprise the statement of accounting policies, the income and expenditure account, the statement of total recognised gains and losses, the balance sheet, the cash flow statement and the related notes. The financial statements have been prepared in the form prescribed under the Companies Acts 1963 to 2013, and in accordance with generally accepted accounting practice in Ireland.

## Responsibilities of the directors

The directors are responsible for the preparation of the financial statements, for ensuring that they give a true and fair view of the state of the company's affairs and of its income and expenditure, and for ensuring the regularity of transactions.

## Responsibilities of the Comptroller and Auditor General

My responsibility is to audit the financial statements and report on them in accordance with applicable law.

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation.

My audit is carried out in accordance with the International Standards on Auditing (UK and Ireland) and in compliance with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements, sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of

- whether the accounting policies are appropriate to the company's circumstances, and have been consistently applied and adequately disclosed
- the reasonableness of significant accounting estimates made by the directors in the preparation of the financial statements, and
- the overall presentation of the financial statements.

I also seek to obtain evidence about the regularity of financial transactions in the course of audit.

In addition, I read the company's annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies, I consider the implications for my report.

## Opinion on the financial statements

In my opinion, the financial statements:

- give a true and fair view, in accordance with generally accepted accounting practice in Ireland, of the state of the company's affairs at 31 December 2013 and of its income and expenditure for 2013; and
- have been properly prepared in accordance with the Companies Acts 1963 to 2013.

## Matters on which I am required to report by the Companies Acts 1963 to 2013

I have obtained all the information and explanations that I consider necessary for the purpose of my audit. In my opinion, proper books of account have been kept by the company. The financial statements are in agreement with the books of account.

In my opinion, the information given in the directors' report is consistent with the financial statements.

# Report of the Comptroller and Auditor General (continued)

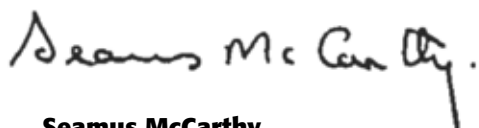
Report for presentation to the Houses of the Oireachtas  
for the year ended 31 December 2013

## **Matters on which I report by exception**

I report by exception if

- my audit noted any material instance where money has not been applied for the purposes intended or where the transactions did not conform to the authorities governing them, or
- the information given in the company's annual report is not consistent with the related financial statements, or
- the statement on internal financial control does not reflect the company's compliance with the Code of Practice for the Governance of State Bodies, or
- the statutory disclosures of directors' remuneration and of transactions with directors are not made, or
- I find there are other material matters relating to the manner in which public business has been conducted.

I have nothing to report in regard to those matters upon which reporting is by exception.



**Seamus McCarthy**

Comptroller and Auditor General  
25 July 2014



# Statement of Accounting Policies

for the year ended 31 December 2013

The significant accounting policies adopted by the Company are as follows:

## Basis of Preparation

The financial statements have been prepared under the historical cost convention and in accordance with financial reporting standards generally accepted in Ireland and the United Kingdom.

## Income

Income is accounted for on a receivable basis. All grant income is credited to the Income and Expenditure Account in the accounting period in which it is claimed from the funding bodies.

## Expenditure

VAT and local sales taxes are absorbed by the Company with a limited recovery system agreed with the Revenue Authorities. All advertising and promotional expenditure, including costs incurred on the production of publications items for which no revenue is obtained, is charged to the Income and Expenditure account in the financial period in which it is incurred.

## Debtors

Debtors are stated after providing for specific bad and doubtful debts.

## Intangible Fixed Assets

Finite life intangible assets are amortised over the period of their expected useful lives by charging equal annual instalments to the Income and Expenditure Account. The useful life used to amortise finite intangible assets relates to the future performance of the assets acquired and management's judgement of the period over which the economic benefit will be derived from the asset.

## Tangible Fixed Assets

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, on the straight line basis. Computer software that is either purchased or developed in-house is normally written off in the year of purchase unless it can be proven to have a re-sale value.

## Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Euro at the rates of exchange

prevailing at the balance sheet date. Transactions in foreign currencies are recorded at standard rates fixed for the year for each currency with gains and losses realised at the time of payment. Realised gains and losses are taken to the Income and Expenditure Account.

Translated amounts have been disclosed in the Income and Expenditure Account, Cash Flow Statement, Balance Sheet and related notes in Euro (€) with summary amounts given in Sterling (STGE).

## Pension Costs

The North/South Pension Scheme was established by the North/South Implementation Bodies and Tourism Ireland Limited with effect from 29 April 2005. It is a defined benefit pension scheme which is funded annually on a pay as you go basis. The scheme is administered by an external administrator. Funding from the Irish Government is provided by the Department of Transport, Tourism and Sport and funding from the Northern Ireland Executive is provided by the Department of Enterprise, Trade and Investment to Tourism Ireland, which then funds the administrator.

Pension costs reflect pension benefits earned by employees during the period. An amount corresponding to the pension charge is recognised as income to the extent, that in the future either by way of grant income or other funding to the administrator, it is recoverable, and offset by pension payments made in the year.

Actuarial gains or losses arising from changes to actuarial assumptions and from experience surpluses and deficits are reflected in the Statement of Total Recognised Gains and Losses and a corresponding adjustment is recognised in the amount recoverable from the Northern Ireland Executive and the Irish Government.

Pension liabilities represent the present value of future pension payments earned by staff to date. Deferred pension funding represents a corresponding asset, being resources to be made available in future periods from the Northern Ireland Executive and the Irish Government, in the manner described above.

## Statement of Accounting Policies (continued)

for the year ended 31 December 2013

### **Pension Costs** (continued)

The Balance Sheet recognises the cumulative liability for pensions earned by employees as at the year end, together with a corresponding asset.

In accordance with accounting practice for non-commercial State bodies in the Republic of Ireland, Tourism Ireland recognises an asset representing resources to be made available by the UK and Irish Exchequers for the unfunded deferred liability for pensions on the basis of a number of past events. These events include the statutory backing for the superannuation schemes, and the policy and practice in relation to funding public service pensions in both jurisdictions including the annual estimates process. While there is no formal agreement and therefore no guarantee regarding these specific amounts with the funding bodies, Tourism Ireland has no evidence that this funding policy will not continue in the future. This treatment is inconsistent with accounting practice for UK Non-Departmental Bodies, where, due to the absence of a formal guarantee, a funding liability is not recognised until the commitment falls due.

Contributions are made to a number of personal pension schemes operated by staff who are not members of a defined benefit scheme. Payments made under each scheme are included in the Income and Expenditure Account in the year to which they relate.

### **Leased Assets**

Assets acquired under finance leases are capitalised as tangible fixed assets and depreciated in accordance with normal Company policy. The corresponding liability is recorded as a creditor and the interest element of the finance lease payment is charged to the Income and Expenditure Account on an annuity basis. Operating lease rentals are charged to the Income and Expenditure Account on a straight-line basis over the lease term.

### **Government Grant Reserve**

The Government Grant Reserve represents the unamortised value of grant income used for capital purposes.



# Income & Expenditure Account

for the year ended 31 December 2013

	Notes	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
Total Income	2	69,945	77,849	59,392	63,151
Less Expenditure	3	(70,298)	(78,855)	(59,691)	(63,968)
Transfer from/(to) Government Grant Reserve	12	204	(746)	173	(604)
<b>(Deficit) of income over expenditure</b>		<b>(149)</b>	<b>(1,752)</b>	<b>(126)</b>	<b>(1,421)</b>

# Statement of Total Recognised Gains and Losses

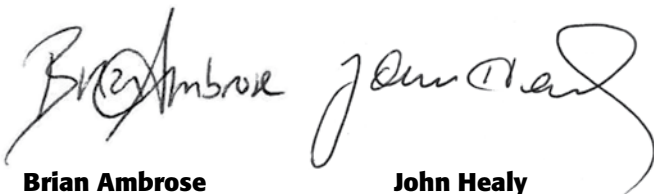
for the year ended 31 December 2013

	Notes	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
(Deficit) of income over expenditure		(149)	(1,752)	(126)	(1,421)
Actuarial gain/(loss) on pension liabilities	16c	11,488	(13,892)	9,550	(11,268)
Adjustment to deferred pension funding		(11,488)	13,892	(9,550)	11,268
<b>Total recognised (loss) for the year</b>		<b>(149)</b>	<b>(1,752)</b>	<b>(126)</b>	<b>(1,421)</b>

All income is in respect of continuing operations.

The accounting policies and notes 1 to 23 form an integral part of these Financial Statements.

On behalf of the Board



**Brian Ambrose**

Chairperson

Date: 23 July 2014

**John Healy**

Director

# Balance Sheet

as at 31 December 2013

	Notes	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
<b>Fixed Assets</b>					
Intangible	7	487	609	405	494
Tangible	8	311	393	261	321
		<b>798</b>	1,002	<b>666</b>	815
<b>Current Assets</b>					
Debtors	9	4,272	5,613	3,551	4,553
Bank and cash balances		5,061	3,987	4,207	3,234
		<b>9,333</b>	9,600	<b>7,758</b>	7,787
<b>Current Liabilities</b>					
Creditors falling due within one year	10	(8,435)	(8,553)	(7,012)	(6,937)
<b>Net Current Assets</b>		<b>898</b>	1,047	<b>746</b>	850
<b>Total Assets Less Current Liabilities before Pensions</b>					
Deferred pension funding	16e	47,746	56,021	39,691	45,439
Pension Liabilities	16c	(47,746)	(56,021)	(39,691)	(45,439)
		-	-	-	-
<b>Net Assets</b>		<b>1,696</b>	2,049	<b>1,412</b>	1,665
<b>Represented by</b>					
Income and expenditure account	13	898	1,047	746	850
Government Grant Reserve	12	798	1,002	666	815
		<b>1,696</b>	2,049	<b>1,412</b>	1,665

The accounting policies and notes 1 to 23 form an integral part of these Financial Statements.

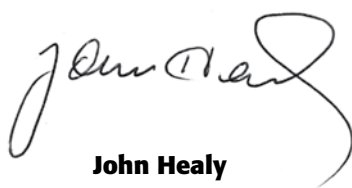
On behalf of the Board



**Brian Ambrose**

Chairperson

Date: 23 July 2014



**John Healy**

Director



# Cash Flow Statement

for year ended 31 December 2013

	Notes	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
<b>Net cash (outflow)/inflow from operating activities</b>	14	<b>1,146</b>	(4,359)	<b>1,034</b>	(3,762)
<b>Capital expenditure and financial investment</b>					
Payments to acquire intangible fixed asset		-	(609)	-	(494)
Payments to acquire tangible fixed assets		<b>(73)</b>	(285)	<b>(62)</b>	(231)
Proceeds of disposal of fixed assets		<b>1</b>	3	<b>1</b>	2
<b>Net cash (outflow)/inflow in the period</b>	15	<b>1,074</b>	(5,250)	<b>973</b>	(4,485)

The accounting policies and notes 1 to 23 form an integral part of these Financial Statements.

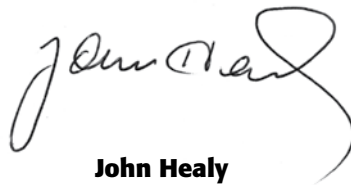
On behalf of the Board



**Brian Ambrose**

Chairperson

Date: 23 July 2014



**John Healy**

Director

# Notes to the Financial Statements

for year ended 31 December 2013

## 1. Format of Financial Statements

Euro results have been translated into Sterling at the year-end closing rate of €1.20294 (2012: €1.23289) for the Balance Sheet and the average yearly rate of €1.17769 (2012: €1.23274) for the Income and Expenditure Account.

## 2. Total Income

		<b>2013</b>	2012	<b>2013</b>	2012
		<b>€</b>	<b>€</b>	<b>STGE</b>	<b>STGE</b>
	Notes	<b>(000's)</b>	(000's)	<b>(000's)</b>	(000's)
Fáilte Ireland		<b>47,640</b>	50,860	<b>40,453</b>	41,257
Northern Ireland Tourist Board		<b>18,036</b>	22,470	<b>15,315</b>	18,228
Trade Income		<b>866</b>	1,615	<b>735</b>	1,310
Sundry Income		<b>210</b>	198	<b>178</b>	161
Net deferred funding for pensions	16d	<b>3,193</b>	2,706	<b>2,711</b>	2,195
		<b>69,945</b>	77,849	<b>59,392</b>	63,151

Income is receivable from Fáilte Ireland and the Northern Ireland Tourist Board in accordance with funding provisions set out in the Financial Memorandum. The amount actually received in Sterling from NITB was £14.790m (2012: £19.549m).

Income from Fáilte Ireland includes funds for regional and product development of €2.246m: £1.908m (2012 €3.536m: £2.868m) and for the Gathering project of €1.100m: £0.934m (2012 €1.493m: £1.211m).

## 3. Expenditure

		<b>2013</b>	2012	<b>2013</b>	2012
		<b>€</b>	<b>€</b>	<b>STGE</b>	<b>STGE</b>
	Notes	<b>(000's)</b>	(000's)	<b>(000's)</b>	(000's)
Marketing Programmes		<b>44,698</b>	54,165	<b>37,954</b>	43,938
Overseas General Sales Agents		<b>648</b>	667	<b>550</b>	541
Staff costs	5	<b>16,208</b>	15,291	<b>13,763</b>	12,404
Office and Administration costs		<b>7,080</b>	7,089	<b>6,011</b>	5,752
Travel and subsistence		<b>1,133</b>	1,172	<b>962</b>	951
Legal and professional		<b>440</b>	385	<b>374</b>	312
Directors remuneration	6	<b>91</b>	91	<b>77</b>	74
Bad debts provision written back		<b>-</b>	(5)	<b>-</b>	(4)
		<b>70,298</b>	78,855	<b>59,691</b>	63,968

Marketing programmes include €2.243m: £1.904m (2012 €3.536m: £2.868m) spent on regional and product development and €1.100m: £0.934m (2012 €1.493m: £1.211m) spent on the Gathering project.

Company policy allows in exceptional circumstances for the payment of school fees for the children of management on overseas assignment. Expenditure in that regard amounted to €nil: £nil (2012 €4,719 : £3,828) and is included in Office and Administration costs.



# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 3. Expenditure (continued)

### 2013 Geographic Analysis of Expenditure

		Central	Great Britain	Europe	Australia & Dev. Markets	North America	Total
	Notes	€ (000's)	€ (000's)	€ (000's)	€ (000's)	€ (000's)	€ (000's)
Marketing Programmes		5,863	13,706	12,290	2,104	10,735	44,698
Overseas General Sales Agents		-	-	120	528	-	648
Staff costs	5	8,462	1,294	3,261	785	2,406	16,208
Office and Admin costs		4,374	760	840	264	842	7,080
Travel & Subsistence		342	171	233	160	227	1,133
Legal and professional		318	-	49	10	63	440
Directors remuneration	6	91	-	-	-	-	91
Bad debts		-	-	-	-	-	-
		<b>19,450</b>	<b>15,931</b>	<b>16,793</b>	<b>3,851</b>	<b>14,273</b>	<b>70,298</b>

		Central	Great Britain	Europe	Australia & Dev. Markets	North America	Total
	Notes	STGE (000's)	STGE (000's)	STGE (000's)	STGE (000's)	STGE (000's)	STGE (000's)
Marketing Programmes		4,978	11,638	10,436	1,787	9,115	37,954
Overseas General Sales Agents		-	-	102	448	-	550
Staff costs	5	7,185	1,099	2,769	667	2,043	13,763
Office and Admin costs		3,714	645	713	224	715	6,011
Travel & Subsistence		290	145	198	136	193	962
Legal and Professional		270	-	42	8	54	374
Directors' remuneration	6	77	-	-	-	-	77
Bad debts		-	-	-	-	-	-
		<b>16,514</b>	<b>13,527</b>	<b>14,260</b>	<b>3,270</b>	<b>12,120</b>	<b>59,691</b>

Central Marketing programmes comprise of Tourism Ireland's customer contact centre, e-marketing unit, advertising production and the costs of the production and distribution of collateral materials.

## 4. (Deficit) of Income over Expenditure

This is stated after charging:

	Notes	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
Amortisation of intangible assets	7	122	-	103	-
Depreciation of tangible assets	8	155	148	132	121
Auditors' remuneration		24	25	20	20
Directors' remuneration	6	91	91	77	74
Operating lease rentals - Land & Buildings		2,064	1,992	1,716	1,616
Operating lease rentals - Other		20	22	16	18
Bad Debts Provision written back		-	(5)	-	(4)

# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 5. Employees and Remuneration

	Notes	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
Wages & salaries		<b>9,882</b>	9,543	<b>8,391</b>	7,741
Social welfare costs		<b>1,198</b>	1,240	<b>1,018</b>	1,006
Student placement programmes		<b>693</b>	689	<b>588</b>	559
Company contribution to private pensions	16g	<b>21</b>	51	<b>18</b>	41
Current pension service costs	16d	<b>4,143</b>	3,492	<b>3,518</b>	2,833
Other payroll costs		<b>271</b>	276	<b>230</b>	224
		<b>16,208</b>	15,291	<b>13,763</b>	12,404

The average number of people employed during the year was 152 (2012: 152).

During the year, €213,502 (£181,289) of pension related deductions, under the Financial Emergency Measures in the Public Interest Act, 2009, as amended, were deducted and paid over to the Department of Transport, Tourism and Sport.

The current Chief Executive was appointed by the North South Ministerial Council on 10 June 2009 and his contract is for a period of 5 years. His salary was €159,503 (£135,437), he was a member of the Company's pension scheme, no bonus was payable and his salary has been amended in accordance with the Financial Emergency Measures in the Public Interest Act 2009.

## 6. Directors' Remuneration Emoluments:

	2013 €	2012 €	2013 STGE	2012 STGE
For services as Directors	<b>91,055</b>	91,055	<b>77,317</b>	73,862
Mr Brian Ambrose	<b>11,970</b>	11,970	<b>10,164</b>	9,710
Mr James Flannery	<b>9,830</b>	9,830	<b>8,347</b>	7,974
Ms Ciara Burke	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Mr Denis Cregan	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Mr Howard Hastings	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Mr John Healy	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Mr David Lyle	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Mr Christoph Mueller	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Ms Elaine Murphy	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Mr Derek Reaney	<b>7,695</b>	7,695	<b>6,534</b>	6,242
Mr David Rodway	<b>7,695</b>	7,695	<b>6,534</b>	6,242

No other Director received any remuneration and the Directors are not entitled to any other emolument, benefit or pension and are not entitled to compensation upon loss of office. None of the Directors received an incentive to take up office. Board Members expenses in 2013 amounted to €9,676 (£8,216) broken down €2,259 (£1,918) mileage, €4,889 (£4,152) subsistence and accommodation and €2,528 (£2,146) other travel expenses.



# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 7. Intangible Fixed Asset – Domain Name

This asset relates to the purchase of the domain name “Ireland.com” from The Irish Times in late 2012.

	<b>Domain Name</b> € (000's)	<b>Total</b> € (000's)
<b>Cost</b>		
At 1 January 2013	609	<b>609</b>
Additions	-	-
Disposals	-	-
At 31 December 2013	<b>609</b>	<b>609</b>
<b>Amortisation</b>		
At 1 January 2013	-	-
Charge for Year	122	<b>122</b>
Disposals	-	-
At 31 December 2013	<b>122</b>	<b>122</b>
	€ (000's)	€ (000's)
<b>Net Book Value</b>		
<b>At 31 December 2013</b>	<b>487</b>	<b>487</b>
<b>At 31 December 2012</b>	<b>609</b>	<b>609</b>

	<b>Domain Name</b> STGE (000's)	<b>Total</b> STGE (000's)
<b>Cost</b>		
At 1 January 2013	494	<b>494</b>
Exchange Adjustment	12	<b>12</b>
Additions	-	-
Disposals	-	-
At 31 December 2013	<b>506</b>	<b>506</b>
<b>Amortisation</b>		
At 1 January 2013	-	-
Exchange Adjustment	(2)	<b>(2)</b>
Charge for Year	103	<b>103</b>
Disposals	-	-
At 31 December 2013	<b>101</b>	<b>101</b>
	STGE (000's)	STGE (000's)
<b>Net Book Value</b>		
<b>At 31 December 2013</b>	<b>405</b>	<b>405</b>
<b>At 31 December 2012</b>	<b>494</b>	<b>494</b>

The estimated useful life of the domain name, by reference to which amortisation is calculated, is 5 years.

# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 8. Tangible Fixed Assets

	Computer Equipment € (000's)	Fixtures & Fittings € (000's)	Leasehold Improvements € (000's)	Total € (000's)
<b>Cost</b>				
At 1 January 2013	1,631	971	2,410	<b>5,012</b>
Additions	70	3	-	<b>73</b>
Disposals	(100)	-	-	<b>(100)</b>
<b>At 31 December 2013</b>	<b>1,601</b>	<b>974</b>	<b>2,410</b>	<b>4,985</b>
<b>Depreciation</b>				
At 1 January 2013	1,339	871	2,409	<b>4,619</b>
Charge for Year	128	26	1	<b>155</b>
Disposals	(100)	-	-	<b>(100)</b>
<b>At 31 December 2013</b>	<b>1,367</b>	<b>897</b>	<b>2,410</b>	<b>4,674</b>
	€	€	€	€
<b>Net Book Value</b>	<b>(000's)</b>	<b>(000's)</b>	<b>(000's)</b>	<b>(000's)</b>
<b>At 31 December 2013</b>	234	77	-	<b>311</b>
<b>At 31 December 2012</b>	292	100	1	<b>393</b>

	Computer Equipment STGE (000's)	Fixtures & Fittings STGE (000's)	Leasehold Improvements STGE (000's)	Total STGE (000's)
<b>Cost</b>				
At 1 January 2013	1,322	788	1,955	<b>4,065</b>
Exchange Adjustment	34	20	49	<b>103</b>
Additions	59	3	-	62
Disposals	(85)	-	-	(85)
<b>At 31 December 2013</b>	<b>1,330</b>	<b>811</b>	<b>2,004</b>	<b>4,145</b>
<b>Depreciation</b>				
At 1 January 2013	1,085	705	1,954	<b>3,744</b>
Exchange Adjustment	26	18	49	<b>93</b>
Charge for Year	109	22	1	132
Disposals	(85)	-	-	(85)
<b>At 31 December 2013</b>	<b>1,135</b>	<b>745</b>	<b>2,004</b>	<b>3,884</b>
	STGE	STGE	STGE	STGE
<b>Net Book Value</b>	<b>(000's)</b>	<b>(000's)</b>	<b>(000's)</b>	<b>(000's)</b>
<b>At 31 December 2013</b>	195	66	-	<b>261</b>
<b>At 31 December 2012</b>	<b>237</b>	<b>83</b>	<b>1</b>	<b>321</b>

The estimated useful lives of tangible fixed assets, by reference to which depreciation is calculated, are as follows:

Computer Equipment	3 years	Fixtures & Fittings	8 years
Leasehold Improvements	8 years		



# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 9. Debtors

	<b>2013</b>	2012	<b>2013</b>	2012
	€	€	STGE	STGE
	<b>(000's)</b>	(000's)	<b>(000's)</b>	(000's)
Trade debtors	<b>66</b>	38	55	31
Fáilte Ireland	<b>2,146</b>	4,220	1,784	3,423
Sundry debtors and prepayments	<b>2,060</b>	1,355	1,712	1,099
	<b>4,272</b>	5,613	3,551	4,553

## 10. Creditors

	<b>2013</b>	2012	<b>2013</b>	2012
	€	€	STGE	STGE
	<b>(000's)</b>	(000's)	<b>(000's)</b>	(000's)
<b>Amounts falling due within one year</b>				
Trade creditors	<b>7,408</b>	7,138	<b>6,158</b>	5,790
Northern Ireland Tourist Board	<b>3</b>	10	<b>3</b>	8
Trade income received in advance	<b>13</b>	177	<b>11</b>	144
Pay related tax costs and deductions	<b>63</b>	44	<b>52</b>	35
Pension costs	<b>10</b>	11	<b>8</b>	9
VAT	<b>235</b>	629	<b>195</b>	510
Accruals	<b>703</b>	544	<b>585</b>	441
	<b>8,435</b>	8,553	<b>7,012</b>	6,937

## 11. Operating Leases

At 31 December 2013 the Company had annual commitments under operating leases as follows:

	<b>Premises</b>	<b>Other</b>	<b>Total</b>	<b>Premises</b>	<b>Other</b>	<b>Total</b>
	€	Operating	€	STGE	Leases	STGE
<b>Expiring</b>	<b>(000's)</b>	<b>Leases</b>	<b>(000's)</b>	<b>(000's)</b>	<b>STGE</b>	<b>(000's)</b>
Within 1 year	583	-	583	485	-	485
Between 2 and 5 years	531	11	542	441	9	450
More than 5 years	950	-	950	790	-	790
	<b>2,064</b>	<b>11</b>	<b>2,075</b>	<b>1,716</b>	<b>9</b>	<b>1,725</b>

# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 11. Operating Leases (continued)

The annual rent payable in respect of leased premises is broken down as follows:

Location	Expiry Date	Break Clause	2013 Rent Payable € (000's)	2012 Rent Payable € (000's)	2013 Rent Payable STGE (000's)	2012 Rent Payable STGE (000's)
<b>Head offices</b>						
Dublin (1)	2022	-	609	600	506	487
Coleraine	2023	-	52	52	43	42
<b>Overseas offices</b>						
Amsterdam	2016	-	63	60	53	49
Brussels	2015	-	33	31	27	25
Copenhagen	2020	-	47	46	39	37
Dubai	2014	-	56	55	47	45
Frankfurt	2022	2017	70	70	58	56
Glasgow (2)	Rolling	-	16	19	14	16
London	2018	-	329	315	274	256
Madrid (1) (2)	Rolling	-	51	51	42	41
Milan	2017	-	44	43	36	35
New York (1)	2014	-	502	502	417	407
Paris	2018	-	146	140	122	114
Shanghai (1)	2014	-	46	46	38	37
Sydney	2017	-	53	47	44	38
Toronto	2023	-	45	42	38	34
<b>Total annual costs</b>			<b>2,162</b>	<b>2,119</b>	<b>1,798</b>	<b>1,719</b>

Notes:

(1) Shared accommodation with another state agency or Government body

(2) Premises currently occupied on a rolling basis with no fixed term

## 12. Government Grant Reserve

	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
Balance at beginning of the period	<b>1,002</b>	256	<b>815</b>	214
Revaluation of opening balance	-	-	<b>20</b>	(6)
Transfers (to)/from Income and Expenditure Account:				
Grants used to purchase fixed assets	<b>73</b>	894	<b>62</b>	725
Amortisation in line with asset depreciation	<b>(277)</b>	(148)	<b>(235)</b>	(121)
Amount released on disposal of fixed assets	-	-	-	-
	<b>(204)</b>	746	<b>(173)</b>	604
Revaluation to closing balance	-	-	<b>4</b>	3
Balance at 31st December	<b>798</b>	1,002	<b>666</b>	815



# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 13. Income and Expenditure Account

	2013	2012	2013	2012
	€	€	STGE	STGE
	(000's)	(000's)	(000's)	(000's)
Balance at beginning of the period	1,047	2,799	850	2,339
Revaluation of opening balance	-	-	20	(68)
(Deficit) of income over expenditure	(149)	(1,752)	(126)	(1,421)
Revaluation to closing balance	-	-	2	-
Balance at 31 December	898	1,047	746	850

## 14. Reconciliation of the (Deficit) of income over expenditure to net cash (outflow)/inflow from operating activities

	2013	2012	2013	2012
	€	€	STGE	STGE
	(000's)	(000's)	(000's)	(000's)
(Deficit) of income over expenditure in period	(149)	(1,752)	(126)	(1,421)
Amortisation of intangible fixed assets	122	-	103	-
Depreciation of tangible fixed assets	155	148	132	121
Transfer (to)/from Government Grant Reserve (per note 12)	(204)	746	(173)	604
(Profit) on disposal of fixed assets	(1)	(3)	(1)	(2)
Decrease/(Increase) in debtors	1,341	(1,840)	1,002	(1,400)
(Decrease)/Increase in creditors	(118)	(1,658)	75	(1,596)
Revaluation of opening balance	-	-	20	(68)
Revaluation to closing balance	-	-	2	-
Net cash inflow/(outflow) from operating activities	1,146	(4,359)	1,034	(3,762)

## 15. Reconciliation of net cash (outflow)/inflow to movement in bank and cash balances

	2013	2012	2013	2012
	€	€	STGE	STGE
	(000's)	(000's)	(000's)	(000's)
Bank and Cash Balances at 1 January	3,987	9,237	3,234	7,719
Net Cash inflow/(outflow)	1,074	(5,250)	973	(4,485)
Bank and Cash Balances at 31 December	5,061	3,987	4,207	3,234
Net cash inflow/(outflow) from operating activities	1,146	(4,359)	1,034	(3,762)
Net cash (outflow) from non- operating activities	(72)	(891)	(61)	(723)
Net cash inflow/(outflow)	1,074	(5,250)	973	(4,485)

## 16. Pensions

### a) Background

The North/South Pension Scheme was established by the North/South Implementation Bodies and Tourism Ireland Limited with effect from 29 April 2005.

There are a number of different categories of membership which are designed for both new members and members who transferred in from Bord Fáilte (now Fáilte Ireland) and the Northern Ireland Tourist Board. In addition Tourism Ireland makes contributions to a number of personal schemes operated by its employees.

# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 16. Pensions (continued)

### b) Accounting Treatment

FRS 17 requires financial statements to reflect, at fair value, the assets and liabilities arising from an employer's obligations and any related funding and to recognise the costs of providing superannuation benefits in the accounting periods in which they are earned by employees.

The effect of FRS17 is to recognise as expenditure in the year the cost of pensions earned, rather than the payments made to pensioners, and a corresponding funding amount. In addition the Balance Sheet recognises the cumulative liability for pensions earned by employees as at 31 December 2013 together with a corresponding asset.

The valuation used for FRS17 (Revised) disclosures at 31 December 2013 was carried out by a qualified independent actuary. The results this year are based on the results of a full valuation on 31 December 2012. These results have been adjusted to reflect actuarial assumptions at 31 December 2013, actual benefit payments and contributions received, salary and pension increase experience during the year and transfers into and out of the Scheme. The principal actuarial assumptions used to calculate scheme liabilities under FRS17 are:

	<b>2013</b>	2012
Discount rate (South)	<b>3.50%</b>	2.70%
Discount rate (North)	<b>4.50%</b>	4.10%
Inflation rate (South)	<b>2.00%</b>	2.50%
Inflation rate (North)	<b>2.50%</b>	1.80%
Rate of increase in salaries	<b>4.00%</b>	4.00%
Rate of increase for pensions (South)	<b>2.00% or 4.00%</b>	2.50% or 4.00%
Rate of increase for pensions (North)	<b>2.50%</b>	1.80%
Average expected future life at age 65 for		
Male currently aged 65	<b>21.6</b>	21.5
Female currently aged 65	<b>24.2</b>	24.1
Male currently aged 45	<b>23.5</b>	23.4
Female currently aged 45	<b>26.0</b>	25.9

### c) Movement in Net Pension Liability during the financial year

	<b>2013</b>	2012	<b>2013</b>	2012
	€	€	STGE	STGE
	(000's)	(000's)	(000's)	(000's)
(Deficit) in the plan at the beginning of the year	<b>(56,021)</b>	(39,423)	<b>(45,439)</b>	(32,946)
Exchange differences	-	-	<b>(1,074)</b>	970
Benefits paid during the year	<b>950</b>	786	<b>807</b>	638
Current service cost	<b>(2,421)</b>	(1,648)	<b>(2,056)</b>	(1,337)
Net transfers (in)/out of the scheme	<b>(20)</b>	-	<b>(17)</b>	-
Other finance income/(charge)	<b>(1,722)</b>	(1,844)	<b>(1,462)</b>	(1,496)
Actuarial gain/(loss)	<b>11,488</b>	(13,892)	<b>9,550</b>	(11,268)
(Deficit) in the plan at the end of the year	<b>(47,746)</b>	(56,021)	<b>(39,691)</b>	(45,439)

Analysis of the movement in (deficit) in the Plan during the period is as follows:

	<b>2013</b>	2012	<b>2013</b>	2012
	€	€	STGE	STGE
	(000's)	(000's)	(000's)	(000's)
Experience gain	<b>3,119</b>	692	<b>2,593</b>	561
Gain/(loss) on change of financial assumptions	<b>8,369</b>	(14,584)	<b>6,957</b>	(11,829)
Actuarial gain/(loss)	<b>11,488</b>	(13,892)	<b>9,550</b>	(11,268)



# Notes to the Financial Statements (continued)

for year ended 31 December 2013

## 16. Pensions (continued)

### d) Income and Expenditure Account analysis for the financial year

Analysis of the net deferred funding for pensions is as follows:

	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
Current service cost	2,421	1,648	2,056	1,337
Other finance cost	1,722	1,844	1,462	1,496
Benefits paid during the year	(950)	(786)	(807)	(638)
	<b>3,193</b>	2,706	<b>2,711</b>	2,195

Analysis of the pension cost is as follows:

	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
Current service cost	2,421	1,648	2,056	1,337
Other finance cost	1,722	1,844	1,462	1,496
	<b>4,143</b>	3,492	<b>3,518</b>	2,833

### e) Deferred Funding Asset for Pensions

	2013 € (000's)	2012 € (000's)	2013 STGE (000's)	2012 STGE (000's)
Opening Balance at 1 January	56,021	39,423	45,439	32,946
(Decrease)/Increase in Deferred Funding of Pension Asset	(8,275)	16,598	(5,748)	12,493
Closing balance at 31 December	<b>47,746</b>	56,021	<b>39,691</b>	45,439

### f) History of Defined Benefit Liabilities

	2013 € (000's)	2012 € (000's)	2011 € (000's)	2010 € (000's)	2009 € (000's)
(Deficit) as at 31 December	(47,746)	(56,021)	(39,423)	(36,955)	(33,713)
Experience gain/(loss)	3,119	692	(36)	1,636	(709)
Percentage of Scheme Liabilities	<b>6.5%</b>	1.2%	(0.1%)	4.4%	(2.1%)
	2013 STGE (000's)	2012 STGE (000's)	2011 STGE (000's)	2010 STGE (000's)	2009 STGE (000's)
(Deficit) as at 31 December	(39,691)	(45,439)	(32,946)	(31,684)	(29,900)
Experience gain/(loss)	2,593	561	(30)	1,404	(632)
Percentage of Scheme Liabilities	<b>6.5%</b>	1.2%	(0.1%)	4.4%	(2.1%)

### g) Private Pension Schemes

In circumstances where staff are unable to avail of the scheme, they may set up a personal defined contribution scheme, to which the Company will make a contribution. There are 34 staff members in such schemes.

## Notes to the Financial Statements (continued)

for year ended 31 December 2013

### 17. Capital Commitments

There were no capital commitments at 31 December 2013 (2012 - Nil).

### 18. Other Commitments

The Company had committed to marketing expenditure of €1.8m (£1.5m) at 31 December 2013 (2012 - €1.8m £1.4m).

### 19. Grant Payment Commitments

There were no grant payment commitments at 31 December 2013 (2012 - Nil).

### 20. Contingent Liabilities

There were no contingent liabilities at 31 December 2013 (2012 - Nil).

### 21. Related Party Transactions

Tourism Ireland Limited is a Company limited by guarantee with two members, Fáilte Ireland and the Northern Ireland Tourist Board, and sponsored by two government departments, the Department of Transport, Tourism and Sport in Ireland and the Department of Enterprise, Trade and Investment in Northern Ireland. These agencies and departments are regarded as related parties and during the year Tourism Ireland was principally funded and had various transactions with them. These transactions are disclosed in notes 2, 9 and 10. Aer Lingus is regarded as a related party, as it is 25.11% owned by the Government of Ireland and, as set out in note 22, Mr. Christoph Mueller is a director of both Tourism Ireland and Aer Lingus.

In common with many other entities, Tourism Ireland deals in the normal course of business with other bodies which are wholly or partially owned or controlled by either the Government of Ireland or the Government of the United Kingdom of Great Britain and Northern Ireland.



## 22. Board Members – Disclosure of Transactions

In the normal course of business, Tourism Ireland may enter into contractual arrangements with undertakings in which Board Members are employed or otherwise interested. Tourism Ireland has adopted procedures in accordance with the guidelines issued in relation to the disclosure of interests by Board Members and these procedures have been adhered to during the year.

The Board members concerned did not receive any documentation from Tourism Ireland on the transactions nor did the member participate in any decision relating to the transactions.

Tourism Ireland engages in joint overseas marketing programmes, (which are actively and widely promoted and open to any suitable applicant), with a large range of air and sea carriers, tour operators and enterprises at home and abroad as part of its operating plan.

During the year, Tourism Ireland made payments to Aer Lingus, of which Christoph Mueller is a director, totalling €1.17m (£0.97m) of which €0.28m (£0.24m) was outstanding at the year-end {2012: €1.22m (£1.00m) of which €0.11m (£0.09m) was outstanding at the year-end}, predominantly in respect of joint overseas marketing programmes, (see note 21 above).

€101k (£84k) {2012: €99k (£80k)}, was paid to Abbey Tours, of which John Healy is a director, predominantly in respect of matched funding activities including overseas sales calls, familiarisation trips and new initiatives.

€37k (£30k) {2012: €30k (£20k)}, was paid to Hastings Hotels, of which Howard Hastings is a director, predominantly in respect of hotel accommodation and facilities.

## 23. Approval of Financial Statements

The financial statements were approved by the Board of Directors on 12 June 2014.







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