**National Army Museum**

Brief for the design, print and fulfilment of printed materials relating to Membership and Patron schemes.

December 2023

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**1. Introduction**

The National Army Museum (NAM) is in the final phase of a programme of works which sees the refreshment of its permanent galleries. This follows a major rebuild project, referred to as Building for the Future (BFTF) which transformed the entire layout of the Museum. The Museum re-opened in March 2017 by her Majesty the Queen after a three-year closure.

To compliment the Museum offer, and support its objectives, the Museum is looking to appoint suitably qualified and experienced company(ies) to provide a suite of printed membership materials and manage the on-going fulfilment of these materials.

There are two elements to the Membership Scheme:

This is an exciting time for the Museum’s Membership Scheme. It has recently incorporated an external friend’s organisation into the Museum’s Membership Scheme and is in the early stages of attracting new members. It is anticipated that the Museum’s Scheme will grow the number of members over the next two years, whilst achieving a harmonious balance between this growth and retaining the existing members long-term.

Additional to the Membership Scheme, the Museum runs a Patrons Scheme. The Patron’s receive an exclusive programme and benefits, and the same benefits as members. This is a small and important group and much of the correspondence with the Patrons will be directly via the team at the Museum.

Both schemes are key to the Museum’s offer and the materials must reflect the Museum’s brand (Annex C) and values. Therefore, the company appointed must be able to translate the brand whilst ensuring the product is both attractive and viable.

If you want to help us deliver this product, and are interested in tendering for this, this document provides the following information:

* Scope of works
* Schedule
* Tender Process

We would welcome your application to work with us.

**2. Scope of Works**

The National Army Museum (see Annex A for background) is seeking to appoint and company(ies) to design, edit, print, and post materials relating to its membership scheme and to design, edit and print the Museum’s magazine.

The initial scope of this work will be to produce materials which reflect the current design and approach for printed materials, based on the current brand guidelines (Annex C) and tone of voice.

As the Museum has refreshed its galleries, it has also committed to refreshing its brand, with updated style guide due in late March 2024. There is scope within this project to review the current materials (Annex D) and update these in line with the refreshed guidelines, translating the brand and values to reflect the Museum; it’s rich collection and new galleries.

The appointed company(ies) will be expected to deliver a creative and innovative solution on time and must meet the Museum’s aims as set out in the brief and in any subsequent briefings.

The contract will run for a two - year period, commencing in April 2024 with the option to extend for up to an additional two further years at the end of March 2026.

**2.1 Magazine Fulfilment Services**

2.1.1 Design

Members Magazine – two per year

* Prepare and provide sample pages for consideration and approval
* Prepare and provide full page layouts to for consideration and approval
* Produce final artwork for approval by the Museum including a mock-up of the final design if required

2.1.2 Copy Edit Service

* To provide copy editing services for Members Magazine content using the Museum’s house style and tone of voice guidelines
* Provide revised copies for the Museum to review and comment

2.1.3 Print Services

* To print as one-off batches

Magazine – 600 copies, bi-annual

* These will be printed as per the agreed design and to the specification laid out in the final design approved by the Museum
* Suitably packed and stored to be issued as per fulfilment service, with the remainder dispatched to the Museum or a third party supplier

2.1.4 Fulfilment Service

* To fulfil the bi-annual postage of the Magazine direct to members, Patrons and the Museum or a third-party supplier. These will be mailed as per the agreed design and to the specification laid out in the design brief and mailed according an agreed bi-annual mailout schedule to arrive for mid-January and mid-July each year.
* The methods for the transfer of data to the fulfil the service should be included as part of the tender response.

**2.2 Membership & Patrons Fulfilment Services**

2.2.1 Design

Membership and Patron Cards

* The Museum has recently purchased 1100 paper cards over 2 designs in 4 colour designed for Members and Patrons and would like these to be used prior to a redesign of the cards. Following this, a design treatment would be developed as per the below:
* To develop the design treatment for the following membership materials:

Membership card – 1 design

Patron card – 1 design

* These will be produced utilising the guidelines, design brief and subsequent client feedback on the creative treatment submission.

Membership and Patron Letters and Collateral

* To design letter templates to fulfil the current membership print collateral, as per the current style and format.
* If required, develop the design treatment for future membership print collateral following the issue of updated Museum brand guidelines following design briefs provided by the Museum.

2.2.2 Print Services

* To print as required the following membership material:

Membership card

Patron card

* These will be printed as per the agreed design and to the specification laid out in the design brief
* Suitably packed and stored to be issued as per fulfilment service

2.2.3 Membership Fulfilment Services

* To fulfil the print and postage of following membership mailings

Personalised membership card for attachment to either welcome letter or renewed membership letter

Welcome letter, personalised with card attached and copy of the latest Muster Magazine

Renewal Reminder letter, personalised

Renewed member letter, personalised with card attached

Membership expired letter, personalised

* The mailings will be sent by the appointed supplier direct to the customer
* The methods for the transfer of data in order to fulfil the service should be included as part of the tender response

2.2.4 Patron Fulfilment Services

* To fulfil print and postage of following patron mailing

Personalised patron card for attachment to either welcome letter or renewed membership letter

Welcome letter, personalised with card attached and a copy of the latest edition of Muster Magazine

Renewal Reminder letter, personalised

Renewed Patron letter, personalised with card attached

Patron expired letter, personalised

* The mailings will be sent by the appointed supplier direct to the customer
* The methods for the transfer of data to fulfil the service should be included as part of the tender response

**2.3 Project Management**

* Prepare a detailed programme for delivery of the project
* Liaise with the Museum to ensure content deadlines are met
* Prepare a final budget for the project based on the agreed design solution(s)

**2.4 Museum’s requirements in fulfilling these services**

The Museum is looking for a company or companies with the ability to deliver this programme of works as either a complete package or two separate packages.

Ideally, we are seeking one supplier to deliver this project, in order that the final product is consistent. However, we would welcome responses for either Part 2.1 or Part 2.2 of the brief.

As a start you will have:

* Previous experience and success in creating and delivering engaging magazines
* Ability to translate a brand through visual communication
* Previous experience of producing membership collateral and/or magazines for a Museum or Visitor attraction
* Ability to maintain high-volume, high quality print whilst meeting tight deadlines

The Museum will provide:

* Design briefing documentation including magazine structure approach
* All text and image assets
* Brand and house style materials (existing and updated when available)

**3. Budget**

To ensure the clear comparison of submissions a detailed price breakdown for submissions, at Annex H is provided.

All costs for individual elements detailed in the response must be fully disclosed along with all calculations.

Quoted fees must include all of the following:

1. Professional fees
2. Development, research and design costs
3. Print, delivery and storage costs
4. Travel and expenses
5. Accommodation
6. Disbursements
7. An estimate of any contingency
8. All third-party fees
9. Report, printing and presentation costs
10. All other expenses and costs required in the delivery of the project.

The fees should exclude VAT.

**4. Copyright**

It must be noted by the designer(s) that all rights (including ownership and copyright) in any reports, documents, specifications, instructions, plans, drawings, patents, models, or designs whether in writing or on other media:

1. Provided or made available to the designer(s) by the Museum shall remain vested in the National Army Museum.
2. Prepared by or for the designer(s) (or any subcontractors employed or contracted by the designer) for use, or intended use, in relation to this project will be assigned to and shall vest in the National Army Museum absolutely.

The contractors should therefore allow for such vesting rights to be included within the fee bid.

**5. Schedule**

The Museum would like to discuss the delivery schedule in detail with the appointed company as part of the kick off meeting.

However, we would ask that the tender response included an indication of requirements and deadlines to meet the proposed fortnightly schedule of letters and the bi-annual Magazine mailing to arrive in mid-January and mid-July.

Please note that all assets required to produce membership and patron cards as well as the members magazine will be handed over by the Museum to the appointed supplier at the kick off meeting.

**6. Project Team**

**Project Sponsor Team**

Dawn Watkins – Assistant Director (Enterprise)

Nikki Elvin – Head of Communications and Campaigns

Dr Glyn Prysor – Research Director

Amy Neal – Membership and Patrons Manager

**Project Manager**

Melanie Marsh – Head of Programmes

**7. Tender process**

**7.1 Tender requirements**

Proposals should comprise the following.

**7.1.1 Response to brief**

Response to the brief should demonstrate:

* An illustrative response to the brief with any thoughts about further development, limited to two no. responses
* A clear methodology statement for the development and delivery of the works detailed in Section 2
* An outline work plan identifying key milestones and sign off points informed by this brief
* Confirmation of team members, including sub-contractors if relevant.
* Cost plan detailing the tasks and staff responsibilities, daily and hourly rates and expenses.

**7.1.2 Tenderers Project Team, Qualifications and Experience**

Provide details of three relevant projects that demonstrate qualifications and experience. For each project, include a description of the project, you, your company’s and/or sub-contractors’ role, client, budget and project dates.

**7.1.3 Fee**

The Fee is to be a fixed sum for the provision of all Works as outlined in the Scope of Works and detailed at Annex H.

The Fee is to include all expenses. This will include travel costs, accommodation, disbursements, reports and all other expenses and costs required in the provision of the Works. The fee should exclude VAT at the prevailing rate.

**7.1.4 Instalment Payments**

Provide a suggested fee drawdown schedule in your response. NAM reserves the right to amend any suggested drawdown schedule.

**7.1.5 Insurance**

Please provide copies of up-to-date insurance - NAM requires Public

Liability with a minimum of £10 million, Employers Liability with a minimum £10 million and Professional Indemnity Insurance to the value of £2 million.

**7.1.6 References**

Provide reference details of three recent contracts that are relevant to this project. Include the name and contact details of the clients’ representatives who could be approached for references. References will be taken up before confirmation of appointment.

**7.1.7 Financial**

Please provide a copy of the company’s published accounts for the last three years.

**7.2 Tender submission**

All tender documents/electronic media should comprise all tender content as outlined below:

* Membership Scheme Proposal
* The completed Form of Tender (Annex E)
* The completed Certificate of Bona-Fide Tender (Annex F)
* The completed Supplier Statement (Annex G)
* The completed detailed price breakdown (Annex H)
* Any other information that is required to clarify the tender.
  1. **Tender return**

Tenders must be submitted no later than 0900hrs on Monday 8 January 2024 in a plain envelope labelled only with the address below and clearly marked “Tender – Membership Scheme”. No other marks or wording (including pre-paid franked stamps), which might indicate the identity of the sender, shall appear on the envelope containing the tender.

The tender shall be submitted to:

L Maslin

National Army Museum

Royal Hospital Road

Chelsea

London

SW3 4HT

Tenders can also be returned via email at the above date and time to: tenders@nam.ac.uk. The subject of the email should state “Tender –Membership Scheme”.

**7.4 Tendering Costs**

The Museum will not be responsible for or pay for any costs or expenses that are incurred by any tendering consultant in preparing and submitting their tender.

**7.5 Contract Award Criteria**

The tender board may consist of the following Museum representatives:

* Assistant Director (Enterprise)
* Head of Programmes
* Head of Communications and Campaigns
* Research Director
* Membership and Patrons Manager

Tenders will be assessed on the following criteria:

* Response to brief **30%**
* Qualifications and Experience **20%**
* Project Team and Resourcing **20%**
* Fee  **30%**

Each proposal will be given a score. A proposal considered to be unsuitable shall be rejected at this stage if it does not respond to important aspects of the brief. The Museum shall notify unsuccessful tenderers of the rejection of their proposal after completing the selection process.

Tenders will be awarded on the absolute discretion of the Board of the National Army Museum, in accordance with internal policies and statutory regulations. The Museum is not required to accept the lowest priced tender.

The decision will be final and binding, no correspondence will be entered into.

**7.6 Tender Programme**

The key dates in relation to this tender exercise are detailed below.

|  |  |
| --- | --- |
| **Activity** | **Date** |
| Brief issued | Tuesday 12 December 2023 |
| Tender submission deadline | 09:00hrs Monday 8 January 2024 |
| Notification shortlisted candidates | 17:00hrs Monday 8 January 2024 |
| Interviews | Tuesday 9 January 2024 |
| Appointment of chosen company | Friday 12 January 2024 |
| Initial project start up meeting – agreement of timings going forward | w/c Monday 29 January 2024 |

The above programme is indicative of the Museum’s timescales.

The forward programme will be developed in discussion with the appointed company.

**7.7 Enquiries**

Any enquiries arising must be submitted in writing via email to:

Dawn Watkins, Assistant Director (Enterprise), National Army Museum

Email: dwatkins@nam.ac.uk

Enquiries can be submitted until Tuesday 2 January, 12pm (noon). Answers to all enquiries will be shared with all interested parties by 5pm Wednesday 3 January.

**Annex A: Background to The National Army Museum**

Established in 1960 by Royal Charter, the National Army Museum is the United Kingdom’s leading authority on the history and traditions of the British Army. It explores the impact that soldier from Britain, Ireland and the Commonwealth have had through the world, from the 17th century to the present day. Through its world-class collections, the Museum safeguards and shares the stories and values of ordinary people who have been called upon to bear extraordinary responsibilities on behalf of others.

**Annex B: Our Audiences**

**The Museum’s Audience Segments**

The Museum has used these segments to guide the development of the exhibitions and services within the Museum

|  |  |  |
| --- | --- | --- |
| **Category** | **Segment** | **Description** |
| Educators | School Influencers | Headmasters, senior teaching staff and key decision makers who want to know about the Museum’s educational offering. |
| Eager Teachers | The broader teaching and support staff, who are always searching for unique and educational experiences for students. |
| Inspired Kids | These are school children who don’t know much about the Army |
| Historian | Enthusiasts | They know their area of military history inside out and may be amateur historians, authors, or self-professed experts. |
| Military Detective | Interested in a specific aspect or period of the Army’s history, they are academic and looking for opportunities to delve into quality material and hunt for specific military stories. |
| History Lovers | For History Lovers, military history may only be one part of a larger historical puzzle. |
| Identifiers | The Army | Serving Army and veterans at home and abroad who get enjoyment from hearing true stories about soldiers’ experiences and the Army’s history. |
| Connected Families | Connected Families share specific interests and  emotional connections to the Army. |
| Patriots | Proud supporters of the Army who want to hear extraordinary stories about ordinary people risking their lives for our country, both at home and abroad. |
| Generalists | Love to Learns | These ‘classic’ museum visitors like to be in the know and are always on the lookout for new experiences.  for themselves, their families, and their friends. |
| Pop-in Locals | A cultured group living in or around Chelsea, who are  always looking for opportunities to explore new attractions in the city. |
| Experience Seekers | Although they have little to no prior experience of the Army this group are always on the lookout for the next new thing and enjoy experiential learning opportunities. |
| Transactors | For The Kids | Parents, guardians, and nannies who come here to entertain their children using Play Base, or in the  Café or Shop. They see the Museum as a social outlet for the family, |
| Café Set | Visitors who predominantly just visit the Café and/or Shop to catch up with friends and family. |
| Venue Bookers | Private, public, and commercial individuals or companies requiring facilities for events and meetings. |

Our potential Members and Patrons largely fall into the following segmentation types:

Historians

Identifiers

Generalists

**Annex C: A Brand**

The Museum has developed a brand and approach to visual communications, which is due to be refreshed by the end of March 2024.

The previous brand model was developed in 2014-15, and has guided the development of the Museum – from the galleries themselves to the interior design of the Museum and its facilities,

Whilst detailed information will be provided to the successful consultant, NAM’s working draft Purpose, Mission, Vision, and Values is provided here to convey the nature of our refreshed brand.

* The Museum’s Purpose is to be the national home of the history and heritage of the Army.

* The Museum’s Mission is to engage and inspire everyone with the stories of our soldiers’ service and how this shapes our world: past, present, and future.
* The Museum’s Vision is to share the history and heritage of our soldiers and their service in the Army. Through our collections we explore the history of the Army across the globe and down the centuries, from its origins to the present day.

The Museum’s values are *Integrity, Teamwork, Respect, Empathy, Inclusivity.*

**Integrity**. We build integrity by developing trust with each other and with our audiences by sharing an account of history which is accurate, accessible, and authentic.  Annex B gives a breakdown of our audience for this project

**Teamwork**.  We collaborate together as a team towards a common goal, creating a culture where everyone has the confidence to contribute. We each make a unique contribution to the successful running of the Museum.

**Respect**.  We behave with respect towards others, both those inside and outside of our organisation, including the soldiers whose stories we tell.

**Empathy**. We empathise with our visitors and soldiers and create connections between the two. We communicate with empathy to understand what our audiences need and how they’ll connect to the story.

**Inclusivity**. We create a place where everyone feels they can bring their best to work, grow and thrive. Everyone feels genuinely included in the structure and our working practises. All colleagues feel valued for their unique gifts and their distinct role in fulfilling our Mission. Our visitors feel included and valued as they explore the history and heritage of our Army.

**Annex D: Current Materials**

**Membership Card\*:** 1 Design, full image to face, personalisation to include full name, membership number, membership type, Museum logo, signature block, CR80, 4 colour, paper card

\*To be redesigned when current stock depleted

**Patrons Card\*:** 1 Design, full image to face, personalisation to include full name, membership number, membership type, Museum logo, signature block, CR80, 4 colour, paper card

\*To be redesigned when current stock depleted

**Membership and Patrons Scheme Fulfilment:** Single design, NAM Logo (direct print), two colour, A4, horizon offset.

Specifications as follows

|  |  |
| --- | --- |
| **WELMEM** |  |
| Contents | Personalised welcome letter with membership card attached |
|  | Magazine |
| Specification | C4 window envelope |
|  | 100 gsm |
|  | Return address printed |
|  |  |
| **RENMEM** |  |
| Contents | Personalised renewed letter with membership card attached |
|  | Magazine |
| Specification | C4 window envelope |
|  | Return address printed |
| **REMMEM** |  |
| Contents | Personalised renewal reminder letter (folded) |
| Specification | DL window envelope |
|  | 80 gsm |
|  | Return Address printed |
| **EXPMEM** |  |
| Contents | Personalised expired letter (folded) |
| Specification | DL window envelope |
|  | 80 gsm |
|  | Return Address printed |
| **WELPAT** |  |
| Contents | Personalised welcome letter with Patron card attached |
|  | Magazine |
| Specification | C4 window envelope |
|  | 100 gsm |
|  | Return address printed |
| **RENPAT** |  |
| Contents | Personalised renewed letter with Patron card attached |
| Specification | C4 window envelope |
|  | 100 gsm |
|  | Return address printed |
| **REMPAT** |  |
| Contents | Personalised renewal reminder Patron letter(folded) |
| Specification | C5 Window Envelope |
|  | 80gsm |
|  | Return address printed |

|  |  |
| --- | --- |
| **EXPPAT** |  |
| Contents | Personalised expired Patron letter(folded) |
| Specification | C5 Window Envelope |
|  | 80gsm |
|  | Return address printed |

**Membership Magazine:** A4, full colour, 4pp cover, approx. 52pp text and images. Cover 250gmsm, text and images 120gsm, Novatech silk, secured with 2 wired stiches.

|  |  |
| --- | --- |
| **MAG** |  |
| Contents | Magazine |
| Specification | Polywrap |
|  | 30microm biodegradable |
|  | Postal and Return Address printed |

Sample magazine layout is as follows:

|  |  |
| --- | --- |
| Magazine Section / Page | Content |
| Front Cover | Museum logo & Title  Subtitle and Issue date  Single image |
| 2 | Welcome – Editor’s letter |
| 3 | Welcome – Director’s letter |
| 4, 5 | 2 page spread |
| 6, 7 | 2 page spread |
| 8 – 11 | 4 page spread |
| 12 – 15 | 4 page spread |
| 16, 17 | 2 page spread |
| 18, 19 | Centerfold image from collection with collection reference |
| 20 | Single page advert |
| 21 | Single page advert |
| 22 – 25 | 4 page spread |
| 26 – 29 | 4 page spread |
| 30, 31 | 2 page spread |
| 32 | Single page feature |
| 33 | Single page feature |
| 34 | Single page event listing |
| 35 | Single page advert |
| Back Cover | Image, collection reference and Museum logo |

**Annex E: Form of Tender**

Tender for: National Army Museum – Membership Scheme

To: The Council and Director of the National Army Museum

Sirs,

I/We the undersigned, having examined the enclosed tender documents and Appendices, do hereby offer to execute and complete in accordance with the said documents the works described therein:

For the sum as listed in the attached document:

Tenderer Reference:

I/We hereby affirm our agreement to enter into a contract with the Council of the National Army Museum for the due performance of the Works in the form described by the above said documents.

I/We have completed the Certificate of Bona-Fide Tender included in this document.

I/We understand that the Trustees are not bound to accept the lowest or any tender which may be received nor or responsible for any cost incurred in the preparation of any tender.

I/We declare that this offer is to remain open for acceptance for a period of 60 days from the date fixed for the receipt of tenders.

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In the capacity of

Duly authorised to sign the tender on behalf of:

Date:

**ANNEX F: CERTIFICATE OF BONA-FIDE TENDER**

Tender for: National Army Museum – Membership Scheme

I/We certify that this is a bona-fide tender and that I/we have not fixed or adjusted the amount thereof by or under in accordance with any agreement or arrangement with any other person.

I/We also certify that I/We have not done, and I/We undertake that I/we will not do at any time any of the following acts:

1. Communicate to a person other than the person calling for these tenders the amount or approximate amount of the proposed tender except where the disclosure, in confidence, of such amount(s) was necessary to obtain insurance premium quotations required for the preparation of the tender.
2. Enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted;
3. Offer or pay or give or agree to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or have caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above.

In this certificate the word “person” includes any person and any body, association, corporate or un-incorporated; and “any agreement” includes such transaction, formal or informal, and whether legally binding or not.

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In the capacity of

Duly authorised to sign the tender on behalf of:

Date:

**ANNEX G: SUPPLIER STATEMENT**

We certify that the information supplied is accurate to the best of our knowledge and that we accept the conditions and undertakings requested in the assessment. We understand that false information could result in our exclusion from the Tender process or the Approved Suppliers List at any time, even after initial inclusion. We also understand that it is a criminal offence to give or offer any gift or consideration whatsoever as an inducement or reward to any servant of a public body and that any such action will empower such body to cancel any contract currently in force and will result in exclusion from the Tender and / or the Approved Suppliers List.

Signed by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: (in BLOCK LETTERS) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

for and on behalf of: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

This form should be signed by a Director, Partner or other authorised signatory of the organization and returned as part of the Tender Response

**ANNEX H – Price breakdown**

|  |  |  |
| --- | --- | --- |
| Magazine Fulfilment | Fee | Breakdown of Costs (where applicable) |
| Design Services – Magazine (per edition) |  |  |
| Provision of Proof Documents |  |  |
| Provision of Mock Up |  |  |
| Copy Edit Services – Magazine (per edition) |  |  |
| Provision of Proof Documents (per edition) |  |  |
| Provision of Mock Up (per edition) |  |  |
| Print and Package Magazine (per edition) |  |  |
| Delivery fee of c.100 x Magazines to the Museum (per edition) |  |  |
| Magazine mailing |  |  |

|  |  |  |
| --- | --- | --- |
| Membership Design & Print | Total Fee | Breakdown of Costs (where applicable) |
| Design Services as required – Membership and Patron Cards |  |  |
| Single Run Print – 900 x Membership Cards |  |  |
| Single Run Print – 100 x Patron Cards |  |  |

|  |  |  |
| --- | --- | --- |
| Membership Fulfilment  (all posted 2nd class) | Fee (per mailing) | Breakdown of Costs (where applicable) |
| Fortnightly Welcome Member Mailing with card |  |  |
| Fortnightly Renewed Member Mailing with card |  |  |
| Fortnightly Renewal Reminder Letter |  |  |
| Fortnightly Membership Expired Mailing |  |  |

|  |  |  |
| --- | --- | --- |
| Patron Fulfilment  (all posted 2nd class) | Fee (per mailing) | Breakdown of Costs (where applicable) |
| Fortnightly Welcome Patron Mailing with card |  |  |
| Fortnightly Renewed Patron Mailing with card |  |  |
| Fortnightly Renewal Reminder Letter |  |  |
| Fortnightly Patron Expired Mailing |  |  |

|  |  |  |
| --- | --- | --- |
| Set Up Costs | Fee | Breakdown of costs |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |