

**Tender Brief for New Digital Asset**

**Management System**

**For the National Army Museum**

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# **Requirements**

The National Army Museum (NAM) is inviting software vendors to tender for the supply and ongoing support for a new Digital Asset Management system.

## **1 – Background**

### **About the National Army Museum**

Founded in 1960 by Royal Charter, the National Army Museum (NAM) was established for the purpose of collecting, preserving, and exhibiting artefacts and items relating to the history of the Land Forces of the Crown. The Museum is an Executive Non-Departmental Public Body (ENDPB) governed by a board (NAM Council) of up to 12 Trustees. The Museum is a Registered Charity and has been fully accredited since 2009.

NAM is the leading authority on the history and traditions of the British Army. It tells the story of Our Army (as defined in the Royal Charter) through the people who served.

### **NAM's Mission**

To engage and inspire everyone with the stories of our soldiers and how their service shapes our world; past, present and future.

### **NAM's core values**

Integrity, Teamwork, Respect, Empathy, Inclusivity.

### **NAM's strategic objectives**

- Audiences: Inspire and excite the British Public with Our Army's story
- Research: Become the national authority on the history of Our Army
- Collections: Safeguard, develop and make accessible our collections
- Partnership: Enable, support and engage with regional military museums in UK and international partners
- People, Process and Organisation: Operate around strong core business processes and sustainable finances

### **NAM's existing management of digital assets**

The Museum implemented an asset folder structure to support the deployment of its digital collections management system in 1998. The structure was designed for storing and organising unique assets for algorithm-based retrieval, as well as offering tools and scripts for generating variant-sized versions and derivatives. These were developed and maintained in-house by the Museum's Technical Services team.

The National Army Museum operates numerous resources ('buckets') of digital assets:

### **The Media Library (collection assets)**

This is the primary repository of digital assets linked with the Museum's historical collection. It contains of a mixture of media types with each file assigned a unique identity on ingress. Files are organised into folders containing up to 1000 items with variant-sized versions (created by script for specific internal uses) stored in an adjoining folder structure. Metadata relating to each file is recorded on the Museum's current Collection Management database.

### **Stock Image Library**

Contains resources used primarily for marketing and commercial activities. Organised into thematic-, project- and museum function-based folders, these resources are a mixture of media types.

### **Post-Digitisation Processing**

A growing repository of multimedia files awaiting upload to the Media Library and connection with corresponding Collection Management database records.

### **Project Assets**

Non-collection multimedia files associated with Museum projects.

### **Branding Assets and Press Packs**

Brand resources (fonts, logos, templates, etc.), combined with assets drawn from other buckets, for projects requiring use of NAM's content and visual identity. These are often distributed to partner organisations for marketing and communications activities.

### **Gallery AV assets**

Multimedia files (often clipped from media library assets) used for in-gallery AV exhibits. This also includes NAM's repositories of assets sourced from other institutions and content producers.

### **Commercial and Retail Assets**

2D photography (and increasingly video content) supporting NAM's commercial and retail activities. This includes product studio photography and selected copies of assets distributed to third-party operators (e.g. image licensing and print-on-demand services)

## **NAM's Internal Photo Stream**

Multimedia files generated from internal Museum events and activities, often used for internal literature and promotional materials.

These buckets contain approximately a million unique digital multimedia assets and currently accommodate approximately 35TB of storage space.

## **2 – Vision for the Museum's Digital Asset Management**

The National Army Museum's Digital Asset Management System (DAMS) will be the central hub for the ingress, storage, management, discovery, and sharing of our digital media. It will underpin our mission to engage and inspire through the stories, images, and voices of our soldiers, ensuring that our digital assets are as accessible, sustainable, and impactful as the physical collections they complement.

### **2.1 A Single Source of Truth**

The DAMS will consolidate all digital media resources into a structured, secure, and accessible repository, providing a single authoritative version of each asset. This will eliminate duplication, improve discoverability, and ensure that staff, partners, and audiences have confidence in the authenticity of the materials they access.

### **2.2 Enhancing Discoverability and Context**

The DAMS will support a flexible, customisable metadata schema, enabling us to describe assets consistently while accommodating the varied needs of different content types. Rich metadata, including copyright, rights usage, and descriptive information, will allow assets to be found, filtered, and linked to related materials across the Museum's digital ecosystem. Integration with other Museum systems (primarily its collection management system) will allow researchers, curators, and communicators to see each asset in its full context.

### **2.3 Designed for All Media Types**

Our digital assets span high-resolution photography, video, audio, 3D models, scanned documents, born-digital artworks, and marketing resources. The DAMS must accommodate this diversity, supporting a wide range of file formats and ensure that each can be previewed, transformed, and distributed appropriately without loss of quality.

### **2.4 Supporting the Entire Asset Lifecycle**

From ingestion and metadata capture, through review, approval, and publication, the DAMS will support the complete lifecycle of our digital assets. It will allow controlled workflows for uploading and processing, ensuring quality control while enabling efficient, timely content delivery for exhibitions, marketing, research, and education.

## **2.5 Accessible and Usable for All**

The DAMS will be used by a broad user base, from curators and archivists to marketing teams, educators, and volunteers. It must offer an intuitive interface for occasional users alongside advanced tools for power users. Accessibility standards will ensure inclusive use, and comprehensive training resources and documentation will support skill development across the Museum.

## **2.6 Built for Sharing and Collaboration**

Sharing is central to our vision. The DAMS must allow controlled external access for partners, press, and collaborators, enabling the secure distribution of approved materials without compromising asset integrity. APIs and export tools will allow seamless publishing to websites, social media platforms, and partner systems, ensuring our content reaches the widest possible audience.

## **2.7 Sustainable, Secure, and Future-Proof**

The DAMS must be scalable to accommodate growth in asset volume and complexity, and flexible to adapt to future technologies and workflows. Strong security controls — including permissions management, audit trails, and compliance with data protection regulations — will safeguard both operational integrity and public trust. Sustainability will be embedded in procurement, hosting, and ongoing operations, with a view to minimising environmental and financial impact.

## **2.8 Integrated with the Museum's Digital Ecosystem**

The DAMS will not operate in isolation. It will integrate with existing and future systems, including collection management, customer relationship management, e-commerce, and public-facing platforms. This interoperability will allow assets to be repurposed efficiently across multiple channels, reducing duplication and increasing return on investment.

## **2.9 Making Connections Between Assets, Stories, and Data**

The DAMS will not only store and retrieve assets — it will help us weave them into the broader historical tapestry. The ability to create and manage rich connections between assets, their related stories, associated people, places, events, and other historical records is essential to deepening understanding and engagement. This relational capability will enable staff, researchers, and the public to explore our collections in new ways, fostering discovery and insight. We expect this to be a key area of future development, allowing the Museum to layer narrative, context, and interpretation over its digital holdings for maximum impact.

## **2.10 Project-Centric and Flexible Working**

The Museum increasingly works within a project-oriented framework, where activity is defined, resourced, and delivered through focused initiatives. The DAMS must support this approach, enabling flexible organisation of assets and workflows to suit project-specific needs. It should accommodate rapid changes in scope, priority, or resource availability, allowing us to adapt without disruption. Flexibility is critical to ensuring the

DAMS remains relevant and effective as the Museum's strategies and opportunities evolve.

### **3 – Principles**

The key principles underpinning the National Army Museum's new Digital Asset Management System remain consistent with our commitment to best practice, accessibility, and long-term stewardship of our digital collections. The DAMS must:

- Support standards-based processes and data — ensuring metadata and workflows align with nationally and internationally recognised standards for interoperability, discoverability, and sustainability.
- Be designed for all user groups — from expert digital curators to occasional users and volunteers, with intuitive interfaces and accessible tools for all.
- Accommodate all asset types — from photography, video, and audio to 3D models, design files, and marketing materials, providing equal capability for all formats.
- Deliver strong governance and control — with clear permission structures, audit trails, and rights management to maintain accuracy, compliance, and accountability.
- Offer a rich multimedia experience — enabling previews, transformations, and derivative generation within the system.
- Be flexible and future-proof — capable of scaling to meet future demands, integrating emerging technologies, and adapting to evolving workflows.
- Build on existing data and expertise — supporting efficient migration of existing content and allowing us to retain the value of our historical digital records.
- Integrate seamlessly with other systems and services — including collections management, CRM, e-commerce, exhibition systems, and publishing platforms.
- Provide cost-effectiveness and value — delivering measurable benefits against investment while minimising operational overheads.
- Support the Museum's ongoing digital transformation — enabling new ways to create, manage, and share content with audiences worldwide.

### **4 – Scope of Works**

The DAMS will manage a wide range of asset types, from high-resolution photography, video, and audio to 3D scans, digitised documents, and born-digital artworks. These assets serve multiple teams across the Museum, including:

- Campaigns and Communications (including the web team)
- Collections Care (including Conservation)
- Archives, Library and Information
- Curatorial teams (Art, Equipment and Uniforms)
- Exhibitions
- Visitor Experience
- Public Programmes
- Learning
- Finance
- Senior Leadership Team

- Technical Services (system administrators)

The system will also be accessible to volunteers and interns, who play a significant role in supporting Museum operations.

Each team has contributed to the project's Requirements List, attached at Annex A with items prioritised according to the MoSCoW method. The list reflects the full scope of the Museum's vision for the DAMS.

## **4.1 – Realising the Vision**

Vendors must demonstrate how their solution delivers the functionality and outcomes set out in the Requirements List, showing creativity in design, user experience, and integration.

The successful supplier will:

1. Propose and document a system architecture, including database products, integration points, data flows, and hosting platforms.
2. Show how the DAMS will integrate with existing Museum systems and external platforms via APIs or other standards-based connectors.
3. Configure the DAMS to accommodate all necessary metadata and asset types, ensuring flexible data structures and mapping to external systems where required.
4. Provide a detailed migration plan for existing assets, ensuring data integrity, metadata completeness, and minimal disruption to operations.
5. Demonstrate the system in real-world scenarios, supported by case studies and references from comparable institutions.
6. Deliver comprehensive training and user documentation to support onboarding and ongoing learning.
7. Support an iterative implementation process, including user acceptance testing, phased rollout, and evaluation to confirm the system meets agreed performance criteria.

## **4.2 – Ongoing Maintenance and Support**

Following deployment, the supplier will provide:

- Regular updates, security patches, and enhancements to both core and customised features.
- Clear release notes and updated training materials with each significant update.
- Responsive support for troubleshooting, bug fixes, and workflow optimisation.
- Optional development packages for new features or integrations outside the initial project scope, costed and scheduled as separate work packages.



## 5 – Priorities

The National Army Museum utilises the MoSCoW method of requirement prioritisation:

- **Must** haves: these are critical to the project's success.
- **Should** haves: these are still very important but not critical to the project's success.
- **Could** haves: these are desirable but not absolutely necessary to the project's success.
- **Won't** haves: these have been agreed as not necessary to the project's success but are a bonus if they can be included for no additional cost.

Each item on the Requirements List has been assessed in line with these prioritisations.

## 6 - Project Team, Outline Programme and Budget

### 6.1 - Project Team

Project Sponsor	Mike O'Connor, Deputy Director
Project Manager	Richard Hodgkinson, Head of Technical Services
Project Team	Assistant Director Collections and Research Assistant Director of Audiences & Campaigns Head of Collection Standards & Care Head of Exhibitions Systems Architect

### 6.2 - Outline Programme

Milestone	Date
Issue brief	15 August 2025
Deadline for tender enquiries	29 August, 12pm
Deadline for tender submissions	19 September, 12pm
Review tender submissions and compile shortlist	w/c 22 September
Interview shortlisted companies	w/c 29 September
Appoint successful company	w/c 10 October
Work commences	w/c 13 October

## 6.3 - Budget

The main component of the scope of works (**4.1 – Realising the Vision**) has a provisional budget of £50,000 (excl. VAT).

The secondary component (**4.2 – Ongoing Maintenance and Support**) has a separate budget. The amount will be informed by the bidders' proposed approaches for delivering this part of the scope of works. Tenderers are to provide an indicative value against this element.

NAM requires that all work delivered achieves maximum value for money.

## 7 - Tender Response

### 7.1 - Information to include:

- Details of any additional discovery requirements
- An outline of your proposed methodology:
- How you will ensure that priorities are delivered on time and on budget, to the required standard,
- The team structure you might deploy to deliver the scope of works,
- The communications approach you might use to ensure the necessary information reaches the relevant stakeholders in a timely manner,
- How you will address any shifting priorities during implementation of the project.
- Concept systems architectural design
- Requirements List annotated with proposed solutions
- Details of the proposed software platforms
- Configuration requirements
- Migration plan proposal
- Training and documentation plan
- Indicative software maintenance schedules for all proposed vendors
- System and service development roadmaps (where shareable)
- Development rates for supplementary development projects
- Details of minimum three references who can be contacted for similar work

### Relevant experience

Please provide at least three comparable examples of projects as well as the contact details of a suitable representative from the institution with which NAM can discuss the case study in more detail.

### Costing / billing

Please provide clear totals relating to the completion of each part of the scope of works detailed in sections 4.1 and 4.2.

Please also provide information on how the costs associated with your submission have been reached and suggested payment schedules or requirements. Note the agreement of any proposed payment schedule is at the discretion of the Client

## **7.2 - Insurance**

Please provide copies of up-to-date insurance. NAM requires Public Liability of at least £5 million, Employers Liability of £5 million, and Professional Indemnity Insurance to the value of £5 million.

## **7.3 - Financial**

Please provide three years of published accounts for all vendors relating to your submission. These might include product vendors (for both core and ancillary products), integrators, training and support operators, project managers, etc.

## **7.4 - Forms**

All company documentation as requested below:

- Annex A - The Completed Form of Tender
- Annex B - Certificate of Bona-Fide Tender
- Annex C – Supplier Statement
- Annex D – Modern Slavery Supplier Statement
- Annex E – DAMS System requirements

## **7.5 - Tender return**

All tender documents/electronic media are to be addressed to Secretariat or [tenders@nam.ac.uk](mailto:tenders@nam.ac.uk) and annotated with “**NAM Digital Asset Management System**” and received by 12 noon on Friday 12 September 2025. On no account are the tender documents to be passed to the requesting department before the tender board date.

Hard copy tenders are not required for this tender.

## **7.6 - Tendering costs**

The Museum will not be responsible for or pay for any costs or expenses that are incurred by any tendering company in preparing and submitting their tender. Tenders are to remain open for acceptance for a period of 60 days.

## **7.7 - Contract award criteria**

The tender board will be formed of the following representatives of the National Army Museum:

- Deputy Director
- Head of Technical Services
- Nominated members of the project team
- Purchase Ledger Assistant

Any subsequent interview panel attendees will be confirmed after the shortlisting stage.

Tenders will be assessed on the following criteria:

- Relevant experience/expertise 20%
- Proposed methodology 50%
- Costing/billing 20%
- Overall response to tender 10%

Each proposal will be given a score. A proposal shall be rejected at this stage if it fails adequately to respond to important aspects of the brief. The National Army 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 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.

## 7.8 - Enquiries

Any enquiries arising from this Invitation to tender must be submitted in writing via email to:

Richard Hodgkinson, Head of Technical Services, National Army Museum  
Email: rhodgkinson@nam.ac.uk

As noted above in **6.2 - Tender Programme**, enquiries can be submitted until Friday 29 August, 1200hrs (noon). Answers to all enquiries will be shared with all interested parties via the listing page on Find a Tender and [Contracts Finder](#), the UK government portals for contract opportunities.

## **Annex A – Form of Tender**

Tender for: **DIGITAL ASSET MANAGEMENT SYSTEM**

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: **DIGITAL ASSET MANAGEMENT SYSTEM**

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 thirty 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:

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 B – CERTIFICATE OF BONA-FIDE TENDER**

Tender for: **DIGITAL ASSET MANAGEMENT SYSTEM**

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:

- a. 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.
- b. 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;
- c. 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:

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 C – SUPPLIER STATEMENT**

Tender for: **DIGITAL ASSET MANAGEMENT SYSTEM**

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.

### **OTHER INFORMATION**

Please provide the names, addressees and contact telephone numbers for 3 references for organisations where you have carried out similar work

#### **Reference 1:**

Name:

Address:

Telephone Number/s:

#### **Reference 2:**

Name:

Address:

Telephone Number/s:

#### **Reference 3:**

Name:

Address:

Telephone Number/s:

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