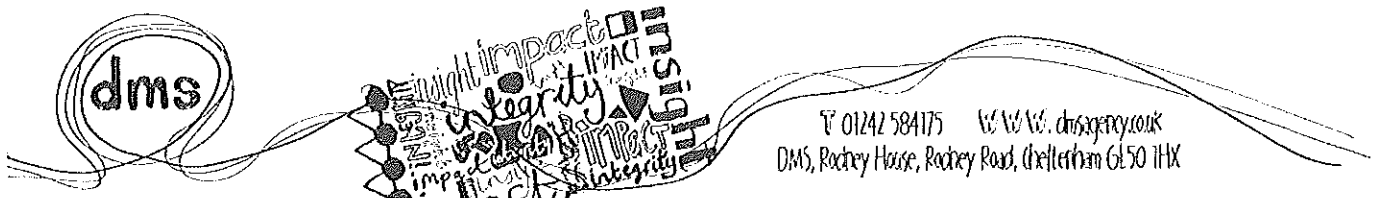


How we work with clients

May 2013



Working together – our future

We would determine with you how we will work together. However, this document gives you more of a feel for how we work with our current clients and is a good starting point for discussions.

We prefer to have face to face meetings wherever possible. We will happily travel to Banbury to meet at your offices and when we think it is appropriate we will ask you to come to Cheltenham.

Strategic planning cycle

In our experience, employing a cycle of strategic planning meetings is the most effective way to manage the strategic planning process. Interim planning meetings can be held when necessary. Ideally we would look to agree the agenda six weeks before the meeting to allow each party to fully prepare.

Actions will be monitored through the use of the Strategic Work in Progress report which will be issued monthly and after strategic planning meetings. This keeps track of all the projects that are being worked on, all actions from planning meetings and includes who's responsible and the applicable deadline. This will allow you to check what's going on at any point. We recommend using these in tandem with a fortnightly strategic planning status call.

Campaign planning meetings

Each campaign starts with a meeting to discuss:

- the place of this campaign in the wider communications strategy
- recent results and environmental context
- the campaign objectives
- potential tests
- the theme (using the information from the communications planning session and subsequent fact-finding)
- the schedule and budget



Results reviews

Once campaign results are mature, DMS will put together a campaign results review document highlighting the learning from the campaign and recommendations for future campaigns. DMS will also add the individual campaign results into an overview document in order to compare results over the longer term.

The account team will prepare these review documents which will be approved by the Planner and the Account Director. These can either be supplied via email or presented face to face.

Examples are included in this document and results reports are tailored for a clients individual requirements.

Campaign Work in Progress reports and status calls

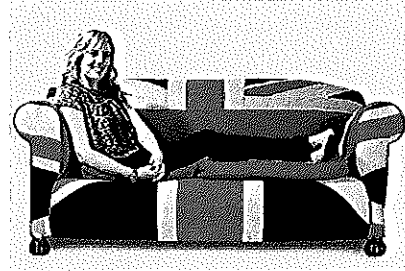
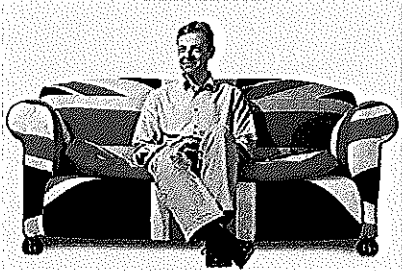
This report covers all live campaigns which are being developed by the DMS team. It will be issued weekly, on a Friday afternoon, having been updated by the account team following the Thursday status call. We recommend weekly status calls (on a Thursday) between the account team and the Client's team to catch up on campaign actions, schedules as well as house keeping such as invoicing and results. We find that these scheduled calls are an excellent way of monitoring both progress and performance.

Your account handling and planning team

- Experienced in both charity and commercial sector but like our creative colleagues are passionate about fundraising
- Dedicated to delivering impeccable client service and ensuring rigorous process is the friend of creativity
- Experienced at delivering projects across a number of channels including TV, press, DM, radio and online.
- We bring creative thinking to the challenge of tackling client problems and creating communication strategies



- We're always striving to find the best way to help our clients reach and influence their audience
- We look for the best way to utilise multiple channels and to create integrated campaigns



Working together – creative development

Following the campaign planning meeting, the Habitat for Humanity team will write the campaign brief for DMS. DMS then have a creative planning meeting involving the creative team, the planning team and the account handling team. This is to agree the creative approach for the creative brief document and to identify if any further information such as interviews or visits are required. If the team need to do interviews or site visits, they will ideally happen at this stage. Once this is completed, the team will feedback and insights will be included in the DMS creative brief document that the account team write at this point. This is then circulated to the meeting attendees and once all are happy, this is sent to the client for final approval.

At this stage the creative team are briefed by the account team. The team then focus on creating ideas, which will be discussed with the Creative Director before being presented to the account team and Planner.

For many clients we would then progress to developing two or three ideas into scamped concept boards for client presentation. However if you would like to be involved in the idea development as early as possible we can meet at this stage to discuss the rough ideas.

DMS will then return to base to turn the discussed ideas into concept(s) to present to the fundraising team. Following feedback on the concepts by the fundraising team, one will be developed into full copy and visuals. Following approval by the planning team and thorough checking by the account team, the copy and visuals will be supplied to the Habitat for Humanity team as a mocked up visual including headlines and subheads, accompanied by a Word copy document. Following client amends, the copy document should be approved and the communication piece can then proceed to the artwork stage.

We would recommend quarterly creative updates to ensure you are happy with the way the creative product is developing this can be done at the quarterly planning session.



Working together – the artwork process

At this point DMS prepare the artwork using our Studio department. The studio team work closely with the Art Director to ensure the visuals are interpreted correctly and the Print team to ensure the print specification is met. Artwork will then be circulated and passed through our rigorous quality control process before being sent to client as either hard run outs or PDFs. Once the artwork is approved, DMS will prepare it for release to the printer along with a mocked up pack.

Supply of copy, visuals and artwork to the client

To prevent delays to schedules we email copy, visuals and artwork. Your team can use Adobe Acrobat software to annotate comments. Alternatively we would be happy to receive comments via phone or email.

Receiving Client comments

We prefer to receive comments in writing in tandem with a conversation either before or afterwards so we can fully understand the reasons behind the comments. This is to ensure that any implications for the strategy are considered, briefed correctly to the creative/studio team and used to help develop our understanding of the clients brand, message and tone.

Your creative team

- Highly experienced team of creatives with wide experience across both commercial and fundraising sectors, but all are integrated fundraising specialists
- The team splits across copy and art direction and covers all medias, including TV, press and online
- Services include freehand and Mac visualising, in-house movie production/editing, photography and provision of full copy in visuals

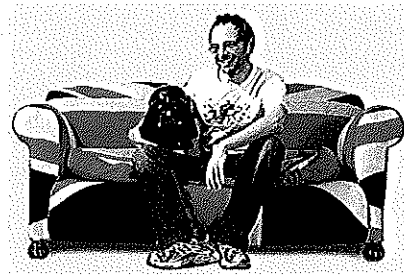
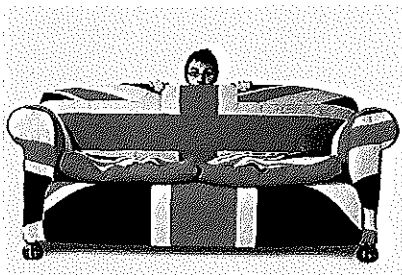


- How we work:
 - Close relationship with planning during proposition development and interrogating briefs
 - Keen to undertake fact-finding visits and interviews to support concept and copy development
 - Dialogue with clients maintained throughout the creative process

The spirit of DMS creative

We're a curious bunch, in more ways than one! We like to get under the skin of a client's cause or business to really understand it. Equally, we're curious about the wider world, whether that's the latest news, trends in social media, art, film or the most recent viral on YouTube.

We really believe that when you put together a desire to gain a deeper understanding of our clients and their creative challenges with a passion for new ideas –you get creative that is strong, exciting and works.



Working together – data, print and production

Data processing

We have a data team in-house who provide data management and data processing services. We host fundraising databases for some of our clients, including one major client's prize-led donor database.

The services we have included in our pricing for this tender are:

- Preparation of print-ready data for personalisation from mailing data provided by you, including:
 - the selection of relevant fields
 - generation of variable data (for example prompt values)
 - inclusion of segment and tracking codes
 - selection of mailing cells
- We can provide address cleansing, address enhancement, suppressions against all major mailing suppression files, and deduplication if required, all of which would be quoted separately as required.

Variable document composition

Our pricing includes the preparation development and proofing of all elements of personalisation.

At artwork stage all elements of text to be lasered ink-jetted or otherwise personalised will be clearly colour-coded for clarity. We compile a detailed brief to our supplier partner to indicate the composition of fixed text, variables from the data file, trigger variables, and their correspondence with the relevant data files and codes.

We will ask you for final approval of variable data proofs, especially as a final check of the data. However we will only do this once we have conducted our own round of proofing of every permutation and variable. For more complex projects we will generate a 'proofing file' to simplify this process.

Production management

Production management is one of the core skills of DMS, whether we are providing a full service from initial idea through to despatch, or an 'execution only' service from existing artwork. We employ a full-time

8



permanent team of production experts who are between them responsible for about a significant proportion of DMS's turnover.

They add value from the very beginning of a project, whether by suggesting changes to the specifications, providing samples or mock-ups from our supplier network, or giving guidance on timings and pricing. They work with a supplier base across the whole of Europe, as well as with specialist providers in the Far East, using a bespoke print management tool called Complis to accelerate and simplify the project.

Whatever the nature of our contract with you, our service will include the comprehensive project management of all aspects of production, from initial quotation through to final invoice and postage reconciliation.

Postal management

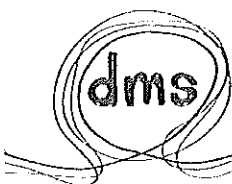
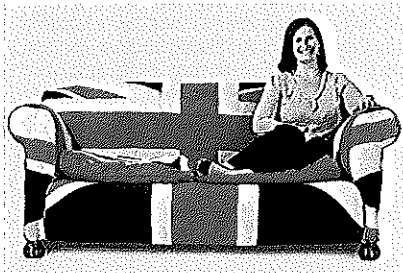
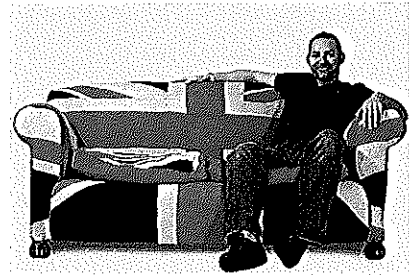
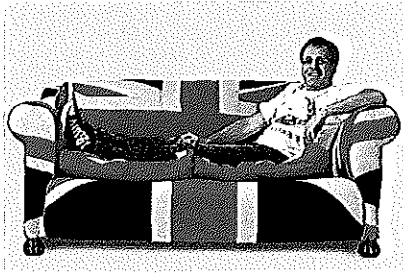
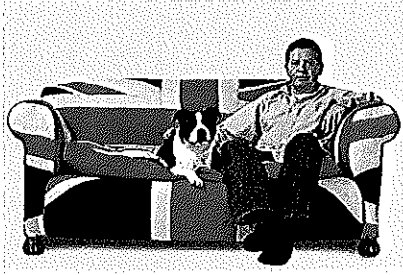
We routinely work with a range of postal providers, including Royal Mail and Onepost in the UK. We can work with your preferred partner, or we can advise the best option for each new project (including where appropriate a split of providers for a single project). In either case we take care of all of the detail related to the project to give you a single point of contact, and this element of project management is included in our pricing.

VAT mitigation

In all of our work, irrespective of the extent of our involvement, we maintain a close watch on VAT liability, and will always give you best advice on zero-rated packs, and on single-sourcing to optimise the impact of VAT.



Print and Data Team

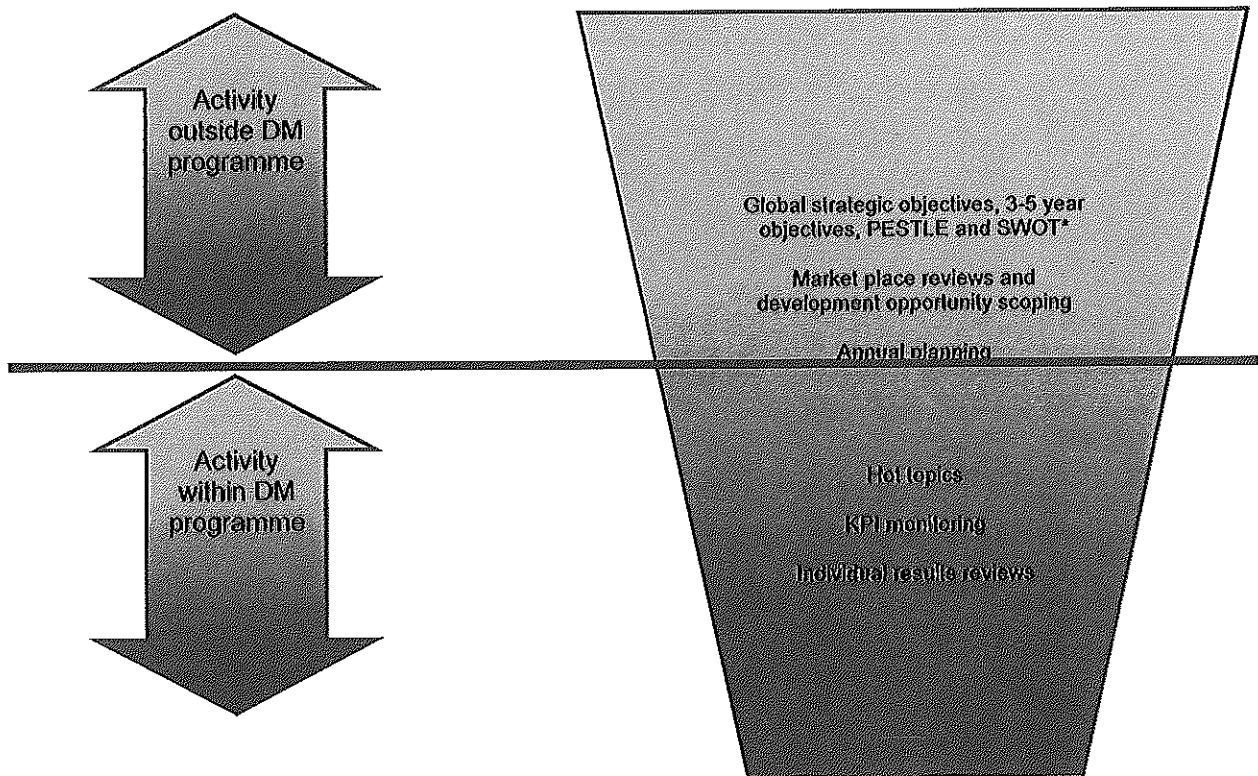


Planning and programme development fee.

This includes the preparation and attendance of the quarterly strategic planning meetings and the quarterly creative updates, fortnightly strategic planning calls and the program and relationship status meetings.

Planning activity will be built around three key areas:

- Market place reviews and opportunity scoping. We would propose that these are covered in the planning and development days.
- Supporting and developing annual plans for budget submission.
- Regular programme health checks including KPI monitoring, individual results reviews and hot-topic discussions between the clients and DMS planning and account team.



This diagram illustrates the way we see the strategic planning model working. At the top are the emergent issues – everything we should be thinking about for the future and putting into development at the

appropriate time. We will be looking at issues that are likely to become pressing with a longer timeframe and the impact of PESTLE factors on the marketing plan. We will put these on the agenda via the planning and development days.

Annual planning comes at the centre. This is when we think about which of the bigger issues we want to implement during the forthcoming financial year. For example, it may be that we propose to test a new initiative, or that we need to put research systems in to place in the next year or an investment bid rather than an actual market test.

Below annual planning we start to become more strategically involved in the existing DM programme and any legacy initiatives. 'Hot Topics' are the issues we have identified as the pressing concerns in the existing programme. KPI monitoring is all about reviewing how the programme is performing against its targets. It allows us to take a higher level view of performance than by simply looking at individual campaigns and ensure joined up thinking between DMS and the clients.

Individual campaign reviews are the most grounded of the strategic analysis we would undertake. They benchmark campaigns against their targets, the KPIs and against previous year's performance. This allows us to consider the evolution of existing campaign strategies.

The planning fee will also include:

- DMS leading strategic planning meetings/workshops
- Prepare monthly competitor reports – the account team will use the Nielsen media monitoring tool and a report will be designed to your requirements including comparison to your immediate competitor set, highlighting new initiatives, creative, spend and volume patterns.
- Profiles - we have negotiated free profiles against our data pool created with Transactis, Experian and DLG.

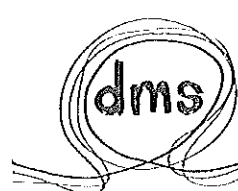


- TGI audience insight reports - we have TGI in-house, so can put together bespoke reports to provide further insight into your audience and how they consume products, brand and media.
- Evaluation of existing strategy, recommendations for adjustments.
- Scoping communications plans and development of new areas/initiatives.
- Any ad hoc advice, assistance with internal funding bids.
- Preparation and maintenance of monthly strategic work in progress report.

Indicative planning fee for 2013

| Meeting attendees | Role | Day rate | Hourly rate | Program and relationship status meeting prep and attendance | Quarterly strategic planning prep and attendance | Fortnightly strategic planning status call prep and attendance |
|-------------------|--------------------------------|----------|-------------|---|--|--|
| | Senior Planner | £1,120 | £160 | £1,680 | £2,240 | £240 |
| | Investment from DMS for Year 1 | -£560 | -£80 | -£840 | -£1,120 | -£120 |
| | Account Director | £980 | £140 | £1,470 | £1,470 | £210 |
| | Investment from DMS for Year 1 | -£490 | -£70 | -£735 | -£735 | -£105 |
| | Senior Account Manager | £770 | £110 | | £770 | |
| | Investment from DMS for Year 1 | -£385 | -£55 | | -£385 | |
| | Account Manager | £560 | £80 | £840 | | |
| | Copywriter | £770 | £110 | | £770 | |
| | Investment from DMS for Year 1 | -£385 | -£55 | | -£385 | |
| | Senior Art Director | £770 | £110 | | £770 | |
| | Investment from DMS for Year 1 | -£385 | -£55 | | -£385 | |
| | | | | £2,415 | £3,395 | £225 |

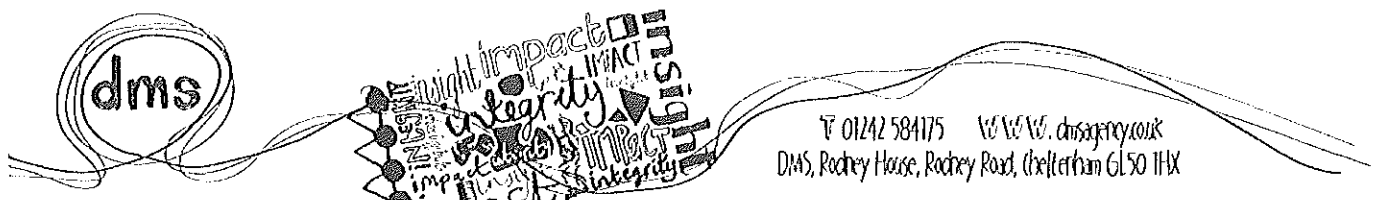
| Meeting type | Meeting cost | Number of meetings | Total cost | Total monthly cost |
|--|--------------|--------------------|----------------|--------------------|
| Program status meeting | £2,415 | 2 | £4,830 | £403 |
| Quarterly strategic planning | £3,395 | 4 | £13,580 | £1,132 |
| Fortnightly strategic planning status call | £225 | 26 | £5,850 | £488 |
| | | Grand total | £24,260 | £2,022 |



Notes to the above.

We will provide a full reconciliation of this fee at the end of year one. This will be based on the timesheets logged on our job costing system.

This reconciliation will provide the basis for the fee calculation for the following year.



Examples of how we calculate Project Fees

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| | Internal Meeting | Info gathering | Brief creative team | Concept dev | Art Director | Art Assets | Copy Dev | Copy assets | Data Management Brief Prep | Data Management Production | Artwork Brief | Setting of artwork | Internal artwork approval | Artwork assets | Printing | Admin | Hours total | Hourly rate/cost to client | TOTAL | Departmental Totals |
|-------------------------|------------------|----------------|---------------------|-------------|--------------|------------|-----------|-------------|----------------------------|----------------------------|---------------|--------------------|---------------------------|----------------|----------|----------|-------------|----------------------------|---------------|---------------------|
| Account Manager | 1.0 | | 1.0 | | | | | | | | | | 1.0 | | | | 7 | £80 | £560 | £700 |
| Account Director | 1.0 | | | | | | | | | | | | | | | | 1 | £140 | £140 | |
| Media Planning | 1.0 | 4.0 | | | | | | | | | | | | | | | 5 | £160 | £800 | |
| Planner | 1.0 | 2.0 | | | | | | | | | | | | | | | 4 | £160 | £640 | £1,280 |
| Creative Director | | | 1.0 | 3.0 | | | | | | | | | | | | | 19.0 | £110 | £2,090 | £4,655 |
| Copywriter | 1.0 | | 1.0 | 5.0 | | | 10.0 | 2.0 | | | | | | | | | 17.5 | £110 | £1,925 | |
| Art Director | 1.0 | | 1.0 | 3.0 | 7.0 | 1.5 | | 2.0 | | | | | 1.0 | 1.0 | | | 11 | £80 | £880 | £880 |
| Artworker | | | | | | | | | | | 1.0 | 7.0 | 1.0 | 2.0 | | | 0 | £0 | £0 | |
| Data Processing Manager | | | | | | | | | | | | | | | | 5.0 | 8 | £0 | £0 | £0 |
| Production Manager | 1.0 | | | | | | | | | | | | | | | | 8 | £0 | £0 | £0 |
| TOTAL | 7 | 6 | 4 | 11 | 7 | 1.5 | 10 | 4 | 0 | 0 | 2 | 7 | 3 | 3 | 3 | 5 | 73.5 | | £7,515 | £7,515 |

Fee includes;

The fee would include desk research for background insight, market and positioning information gathering, insight meeting, development of the creative brief, face to face presentation of concepts by account handling and/or creative team, copy and visuals and two sets of client amends.

Fee summary

| | |
|----------------------|-----------------|
| Planning | 1,280.00 |
| Account Handling | 700.00 |
| Creative | 4,655.00 |
| Artwork | 880.00 |
| Adjust to fit budget | -15.00 |
| TOTAL | 7,500.00 |

Press Ads

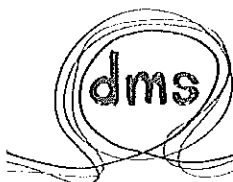
| | Internal Meeting | Info gathering | Brief creative team | Concept dev | Art Director | Art Assets | Copy Dev | Copy assets | Data Management Brief Prep | Data Management Production | Artwork Brief | Setting of artwork | Internal artwork approval | Artwork assets | Printing | Admin | Hours total | Hourly rate/cost to client | TOTAL | Departmental Totals |
|-------------------------|------------------|----------------|---------------------|-------------|--------------|------------|----------|-------------|----------------------------|----------------------------|---------------|--------------------|---------------------------|----------------|----------|----------|-------------|----------------------------|---------------|---------------------|
| Account Manager | 0.5 | 2.0 | 1.0 | | | | | | | | 0.5 | | 0.5 | | | | 4.5 | £80 | £360 | £780 |
| Account Director | | | 1.0 | | | | | | | | | | | | | | 3 | £140 | £420 | |
| Media Planning | 0.5 | 6.0 | | | | | | | | | | | | | | | 6.5 | £160 | £880 | |
| Planner | 0.5 | 2.0 | | | | | | | | | | | | | | | 2.6 | £160 | £400 | £1,280 |
| Creative Director | | | 1.0 | 7.0 | | | | | | | | | | | | | 14.5 | £110 | £1,595 | £3,465 |
| Copywriter | 0.5 | | 1.0 | 7.0 | | | 6.0 | 1.0 | | | | | | | | | 17 | £110 | £1,870 | |
| Art Director | 0.5 | | 1.0 | 7.0 | 6.0 | 1.0 | | 1.0 | | | | | | 0.5 | | | 7 | £80 | £560 | £560 |
| Artworker | | | | | | | | | | | 0.5 | 5.0 | 0.5 | 1.0 | | | 0 | £0 | £0 | |
| Data Processing Manager | | | | | | | | | | | | | | | | | 0 | £0 | £0 | |
| Production Manager | | | | | | | | | | | | | | | | | 0 | £0 | £0 | |
| TOTAL | 2.5 | 11 | 4 | 14 | 6 | 1 | 5 | 2 | 0 | 0 | 1 | 5 | 1 | 1.5 | 0 | 0 | 64 | | £6,085 | £6,085 |

Press Ad project fee includes;

The fee would include the development of the creative brief, face to face presentation of concepts by account handling and/or creative team, copy and visuals and two sets of client amends.

Fee summary

| | |
|----------------------|-----------------|
| Planning | 1,280.00 |
| Account Handling | 780.00 |
| Creative | 3,465.00 |
| Artwork | 560.00 |
| Adjust to fit budget | -85.00 |
| TOTAL | 6,085.00 |



Project Fees also include:

- Supporting the Fundraising Team with the implementation of the communications plans.
- Campaign planning support and advice.
- Results review documents and presentation.
- Preparation and maintenance of a weekly work in progress status report.
- Weekly status call with Fundraising Team.

