

Is my

Fee

too high?

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Topic: **Is my Fee too high?**

When your client says your fee is too high, how will you justify it? Understanding architectural fees structure and knowing how to charge are important in justifying your fees to clients. Usual fee justifications are fragmented and inconsistent, explaining your time and its value alone may not be able to meet client's fee expectations. There are many elements that affect architect's fee, including scope of services, complexity, geographic, economic and social contexts, reputations etc.

Architects spend hours solving spatial problems in multiple dimensions and understanding the constraints of by-laws with practical and innovative solutions, but what some clients see is just a stack of drawings. How to capture those values and efforts in an effective manner to discuss finances with a potential client?

Before answering the question "Is your fee too high?"

You need to take stock of your own value as an architect and how you provide that value for a client.

Promote the value of an architect

- Architect as an expert.
- A professional. Solving spatial problems in multiple dimensions, understanding the constraints of building regulations.
- Be specific, identify instances where you have saved a client money, time, or won an award with their project.
- Keep those moments as concrete evidence of your value and refer to them often while initiating any conversations with clients.

Set client expectations

What are the conditions to consider to take on a client?

- Relationship with the client;
- Quality of the client – background check;
- RFP competition – success basis / factor;
- Client's primary issues;
- Timing for your firm.

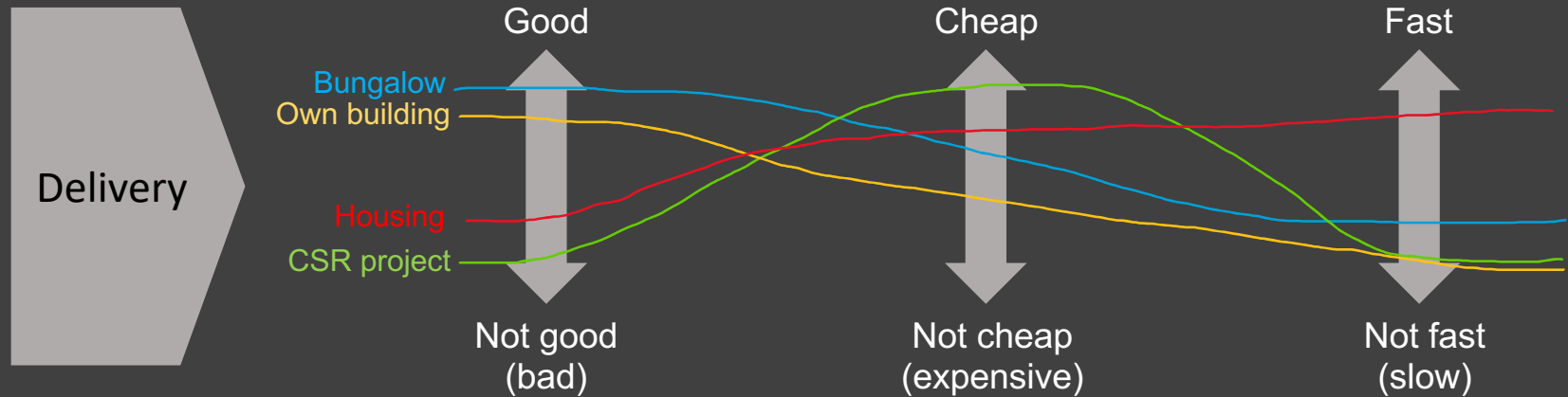
Once your conditions for accepting a client proposal are set, make them known across your firm's leadership. This is important to establish for marketing, sales, and the employees' own perception about the office brand.

When client ask for:

good, cheap and fast

I used to ask:

good, cheap or fast ?



- Good and cheap thing is not fast;
- Good and fast thing is not cheap;
- Cheap and fast thing is not good.

today :

- Good and cheap is fast;
- Good and fast is cheap;
- Cheap and fast is good.

and:

- Cheaper is not better;
- Slower is not cheaper;
- Better is not slower, neither it is cheaper.

Choose fee structure

Time Charge

- When the scope of works or scope of services is not clear;
- Start with an hourly engagement to get a sense of working style and deliverables before commissioning a project for completion.

Fixed Lump Sum

- Fixed fee is common for Concept Development or Planning when cost of works is uncertain;
- Or for specific architectural task / design review;

Percentage of Cost of Works

- Fee based on percentage of construction cost calculation;
- It aligns the project complexity, cost risk for both the client and architect since pricing is based on the actual building cost.

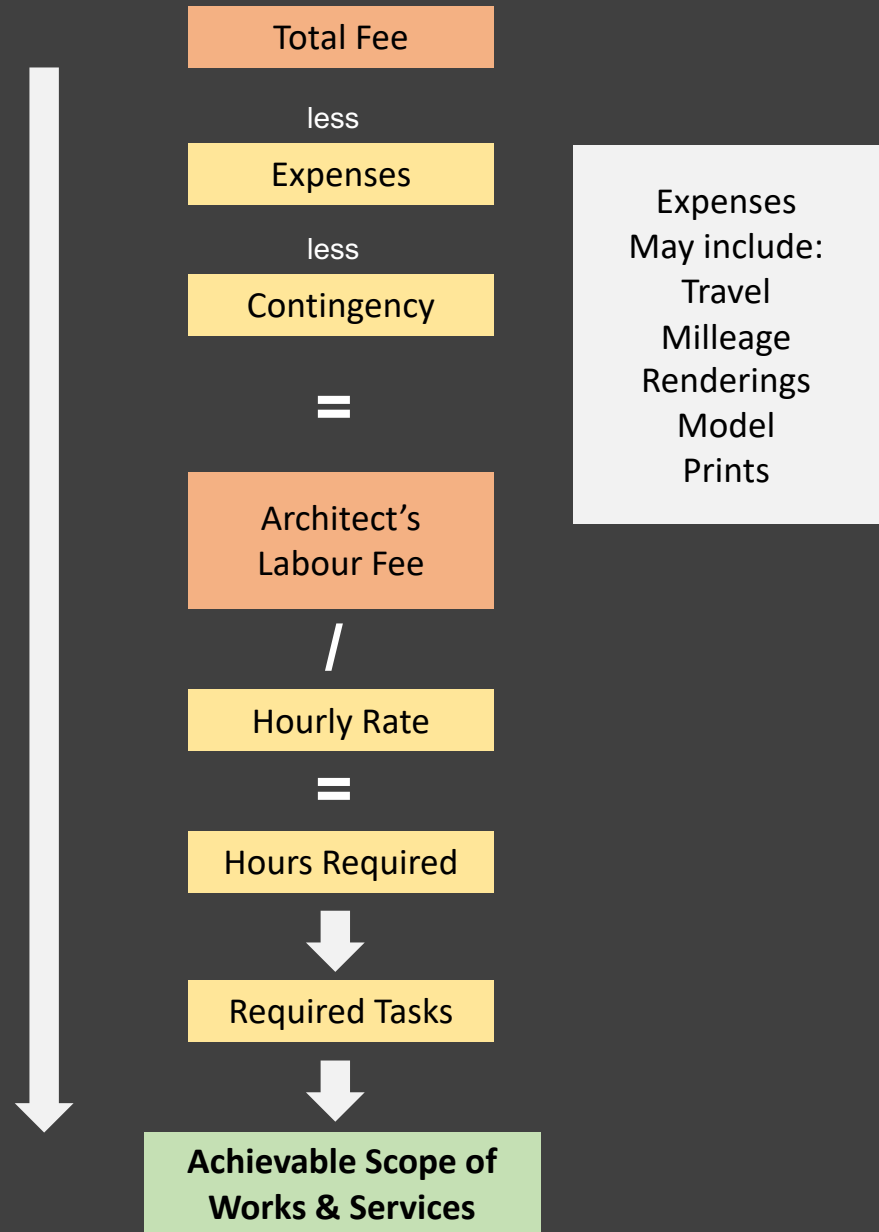
There are four main fee pricing methods:

- Start with a known scope and **build up** to a fee;
- Start with an acceptable fee and **build down** to the scope that the client can afford;
- Determine resources and work the **time** required;
- Use a unit pricing structure like **percentage** of construction cost or cost per sq.m.

Top-down Fee Pricing

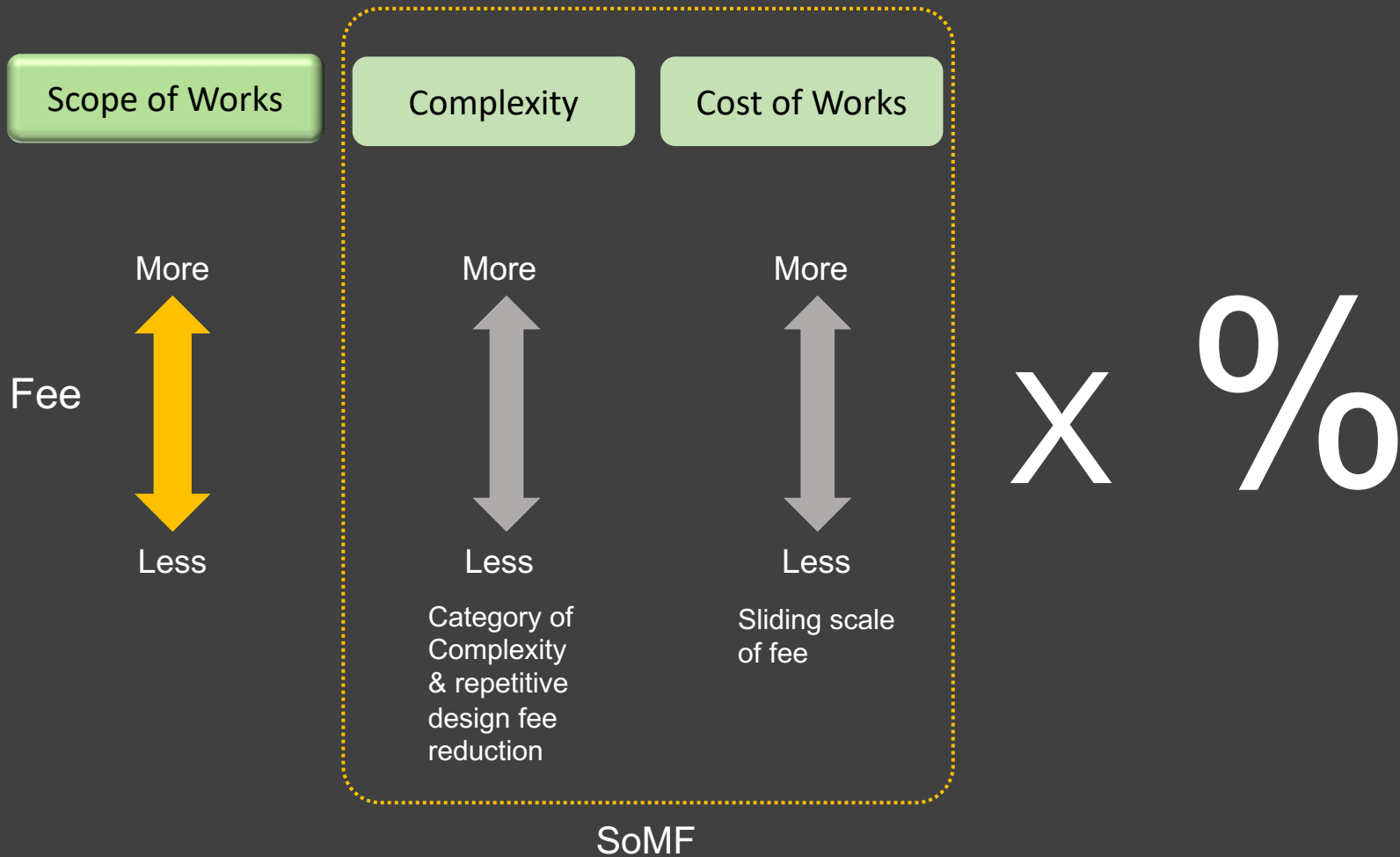
- Value-based pricing;
- Scope of services will be determined based on available time value for the tasks.

Starchitects?



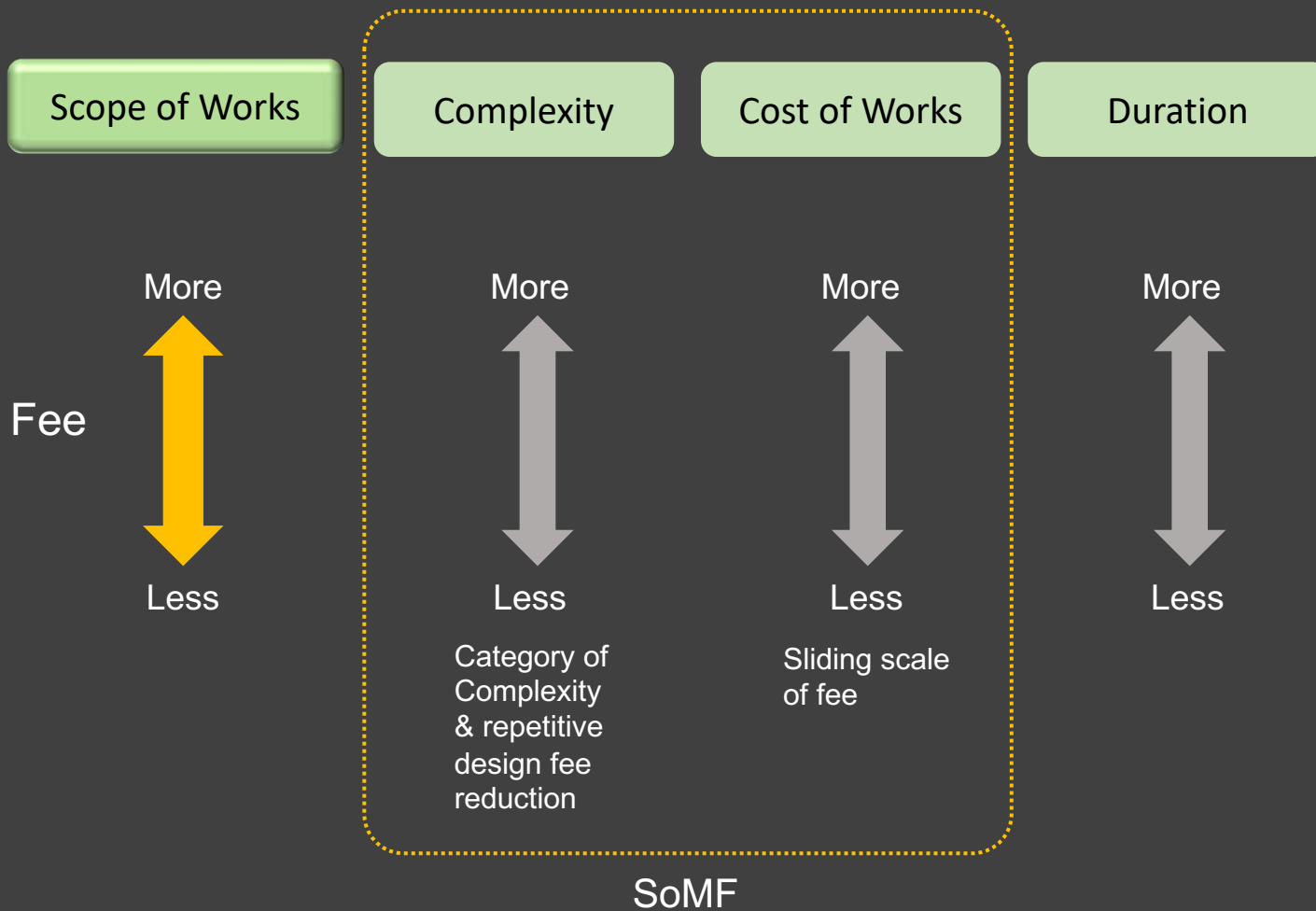
Bottom-up fee development

The scope of works and scope of services are determined.



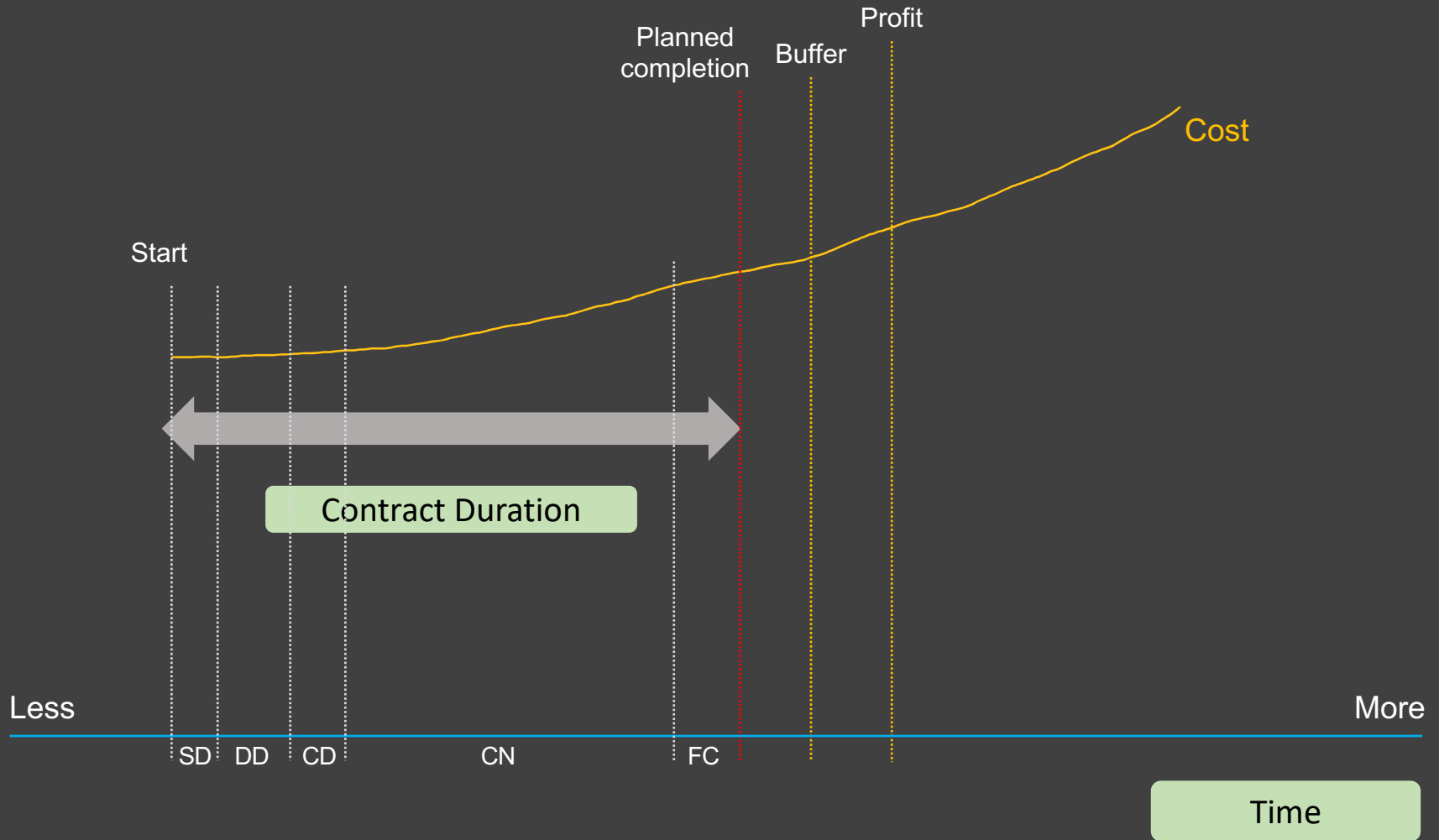
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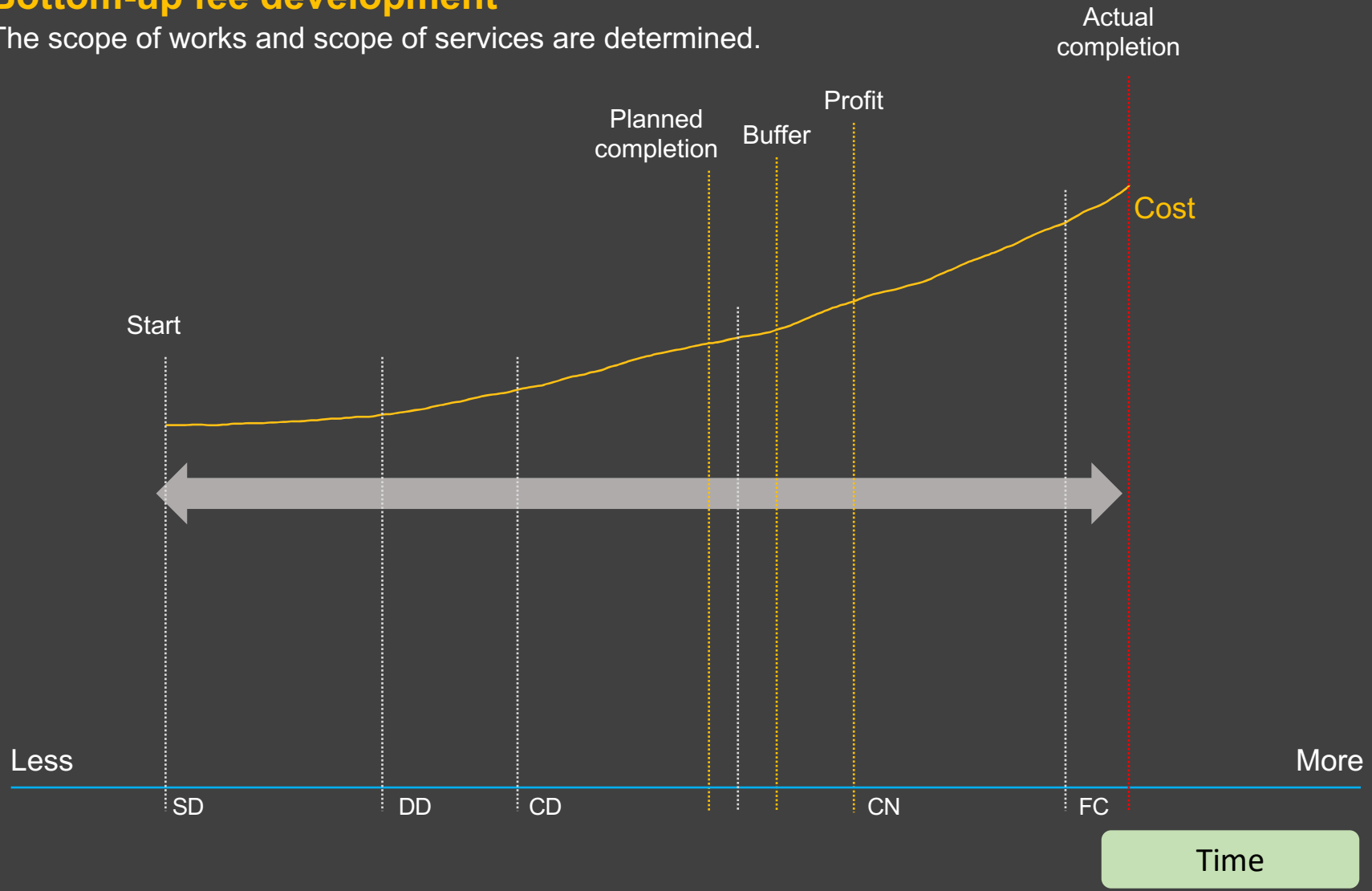
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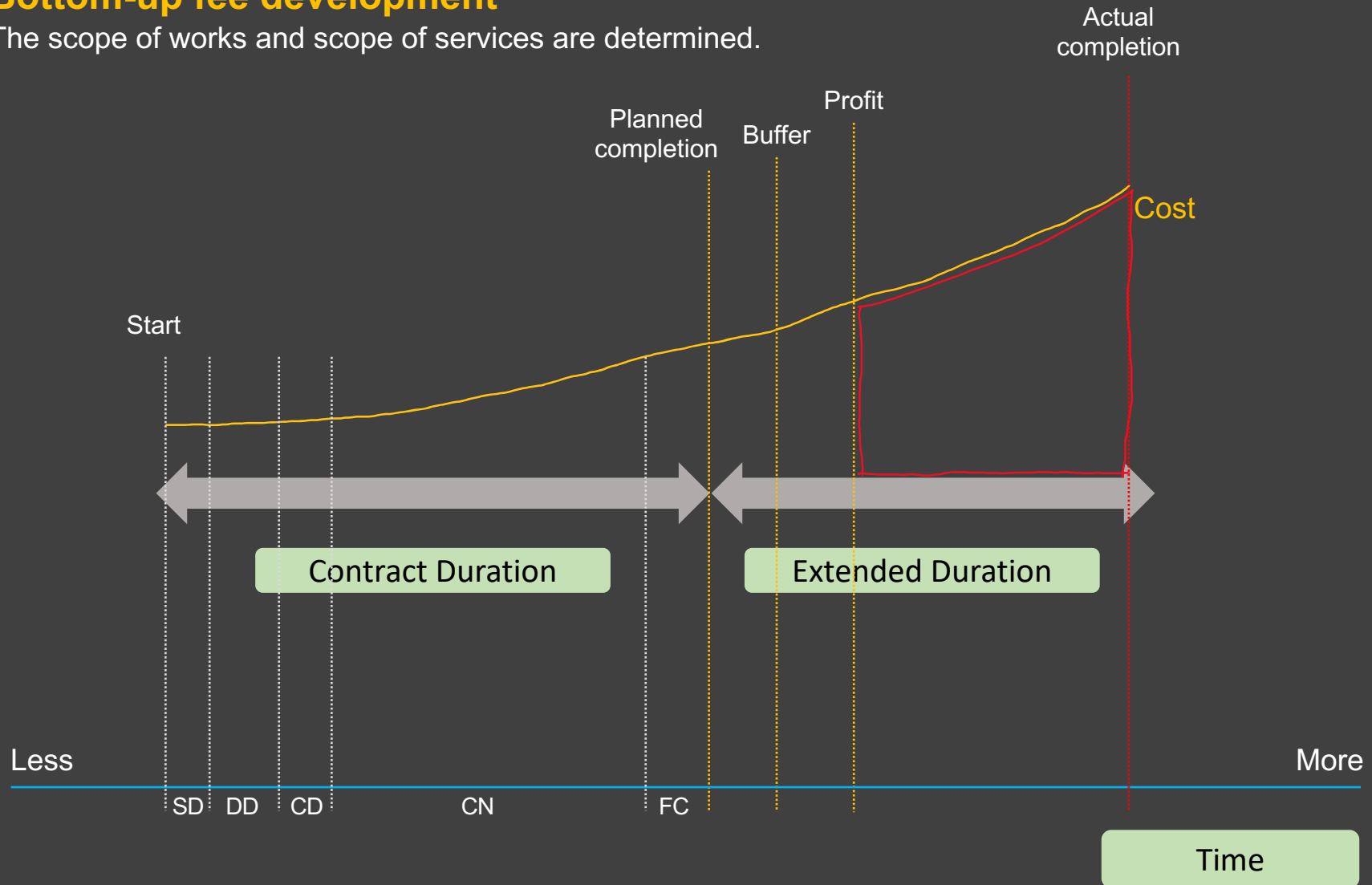
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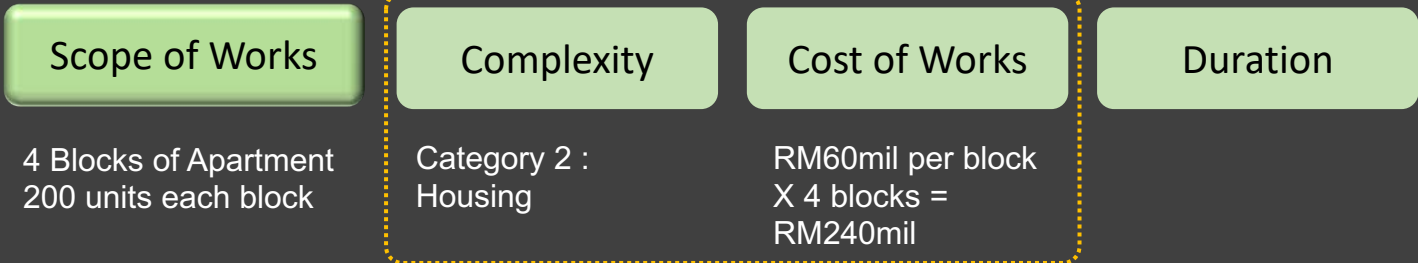
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The scope of works and scope of services are determined.



Bottom-up fee development

The scope of works and scope of services are determined.



(ii) for building types of average complexity requiring a moderate degree of design and detailing as classified under category 2 of the Schedule -

<i>Total cost of works</i>	<i>Minimum percentage fee</i>
RM 500,000 and below	[Cost] x 7.50%
RM 500,001 to RM 1,000,000	[(Cost - RM 500,000) x 7.0%] + RM 37,500
RM 1,000,001 to RM 2,000,000	[(Cost - RM 1,000,000) x 6.50%] +RM 72,500
RM 2,000,001 to RM 4,000,000	[(Cost - RM 2,000,000) x 6.00%] +RM 137,500
RM 4,000,001 to RM 8,000,000	[(Cost - RM 4,000,000) x 5.50%] +RM 257,500
RM 8,000,001 to RM 16,000,000	[(Cost - RM 8,000,000) x 5.00%] +RM477,500
RM 16,000,001 to RM 32,000,000	[(Cost - RM 16,000,000) x 4.75%] + RM 877,500
RM 32,000,001 to RM 48,000,000	[(Cost - RM 32,000,000) x 4.50%] + RM 1,637,500
RM 48,000,001 to RM 64,000,000	[(Cost - RM 48,000,000) x 4.25%] + RM 2,357,500
RM 64,000,001 to RM 80,000,000	[(Cost - RM 64,000,000) x 4.00%] + RM 3,037,500
RM 80,000,001 to RM 96,000,000	[(Cost - RM 80,000,000) x 3.75%] + RM 3,677,500
RM 96,000,001 to RM 112,000,000	[(Cost - RM 96,000,000) x 3.50%] + RM 4,277,500
RM 112,000,001 and above	[(Cost - RM 112,000,000) x 3.25%] + RM 4,837,500

Bottom-up fee development

The scope of works and scope of services are determined.

Scope of Works

4 Blocks of Apartment
200 units each block

Complexity

Category 2 :
Housing

Cost of Works

RM60mil per block
X 4 blocks =
RM240mil

Duration

READY RECKONER

Architect's fee easy reference schedule based on the Architects (Scale of Minimum Fee) Rules 2010

TOTAL Cost of Works	CATEGORY OF COMPLEXITY								
	CATEGORY 1 Exception Character and Complexity			CATEGORY 2 Moderate Complexity			CATEGORY 3 Simplest Utilitarian Character		
	Scale of Min Fees	Amount of Fees	Percentage of Cost of Works	Scale of Min Fees	Amount of Fees	Percentage of Cost of Works	Scale of Min Fees	Amount of Fees	Percentage of Cost of Works
500,000	10%	50,000	10.00	7.5%	37,500	7.50	5.0%	25,000	5.00
	RM50,000 plus 9.25% of excess above RM500,000			RM37,500 plus 7.0% of excess above RM500,000					
550,000		54,625	9.93		41,000	7.45		27,500	5.00
600,000		59,250	9.88		44,500	7.42		30,000	5.00
650,000		63,875	9.83		48,000	7.38		32,500	5.00
700,000		68,500	9.79		51,500	7.36		35,000	5.00
750,000		73,125	9.75		55,000	7.33		37,500	5.00
800,000		77,750	9.72		58,500	7.31		40,000	5.00
850,000		82,375	9.69		62,000	7.29		42,500	5.00
900,000		87,000	9.67		65,500	7.28		45,000	5.00
950,000		91,625	9.64		69,000	7.26		47,500	5.00
1,000,000		96,250	9.63		72,500	7.25		50,000	5.00
	RM96,250 plus 8.5% of excess above RM1,000, 000			RM72,500 plus 6.5% of excess above RM1,000, 000			RM50,000 plus 4.75% of excess above RM1,000,000		
1,100,000		104,750	9.52		79,000	7.18		54,750	4.98
1,200,000		113,250	9.44		85,500	7.13		59,500	4.96
1,300,000		121,750	9.37		92,000	7.08		64,250	4.94
1,400,000		130,250	9.30		98,500	7.04		69,000	4.93
1,500,000		138,750	9.25		105,000	7.00		73,750	4.92
1,600,000		147,250	9.20		111,500	6.97		78,500	4.91
1,700,000		155,750	9.16		118,000	6.94		83,250	4.90

Bottom-up fee development

The scope of works and scope of services are determined.

Scope of Works

4 Blocks of Apartment
200 units each block

Complexity

Category 2 :
Housing

Cost of Works

RM60mil per block
X 4 blocks =
RM240mil

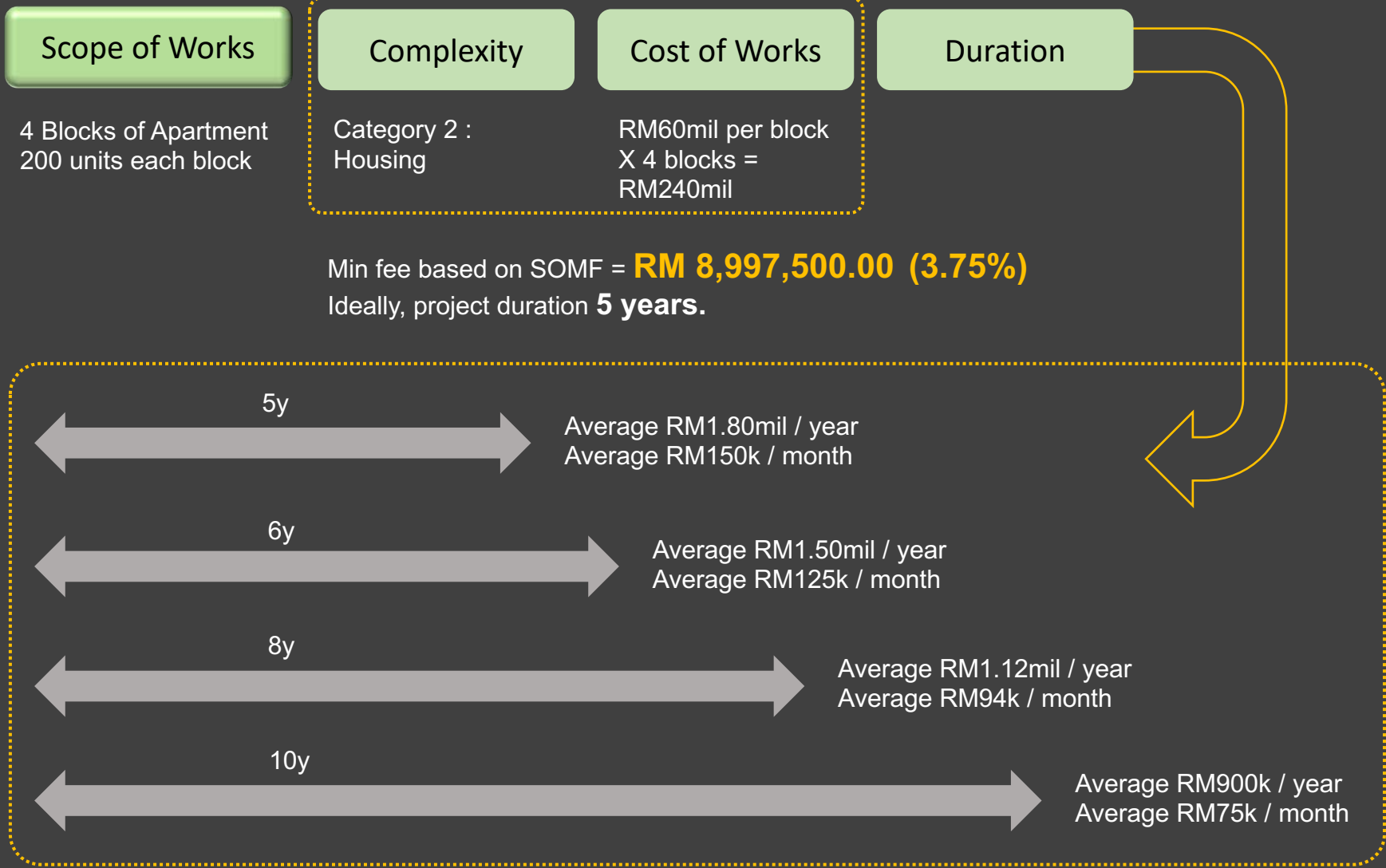
Duration

Fee based on SOMF = **RM 8,997,500.00**
(3.75%)

				RM4,837,500 plus 3.25% of excess above RM112,000,000.m					
115,000,000		5,891,250	5.12		4,935,000	4.29		4,055,000	3.53
120,000,000		6,116,250	5.10		5,097,500	4.25		4,217,500	3.51
125,000,000		6,341,250	5.07		5,260,000	4.21		4,380,000	3.50
128,000,000		6,476,250	5.06		5,357,500	4.19		4,477,500	3.50
	RM6,476,250 plus 4.25% of excess above RM128.0m								
130,000,000		6,561,250	5.05		5,422,500	4.17		4,542,500	3.49
140,000,000		6,986,250	4.99		5,747,500	4.11		4,867,500	3.48
150,000,000		7,411,250	4.94		6,072,500	4.05		5,192,500	3.46
160,000,000		7,836,250	4.90		6,397,500	4.00		5,517,500	3.45
170,000,000		8,261,250	4.86		6,722,500	3.95		5,842,500	3.44
180,000,000		8,686,250	4.83		7,047,500	3.92		6,167,500	3.43
190,000,000		9,111,250	4.80		7,372,500	3.88		6,492,500	3.42
200,000,000		9,536,250	4.77		7,697,500	3.85		6,817,500	3.41
210,000,000		9,961,250	4.74		8,022,500	3.82		7,142,500	3.40
220,000,000		10,386,250	4.72		8,347,500	3.79		7,467,500	3.39
230,000,000		10,811,250	4.70		8,672,500	3.77		7,792,500	3.39
240,000,000		11,236,250	4.68		8,997,500	3.75		8,117,500	3.38
250,000,000		11,661,250	4.66		9,322,500	3.73		8,442,500	3.38
256,000,000		11,916,250	4.65		9,517,500	3.72		8,637,500	3.37

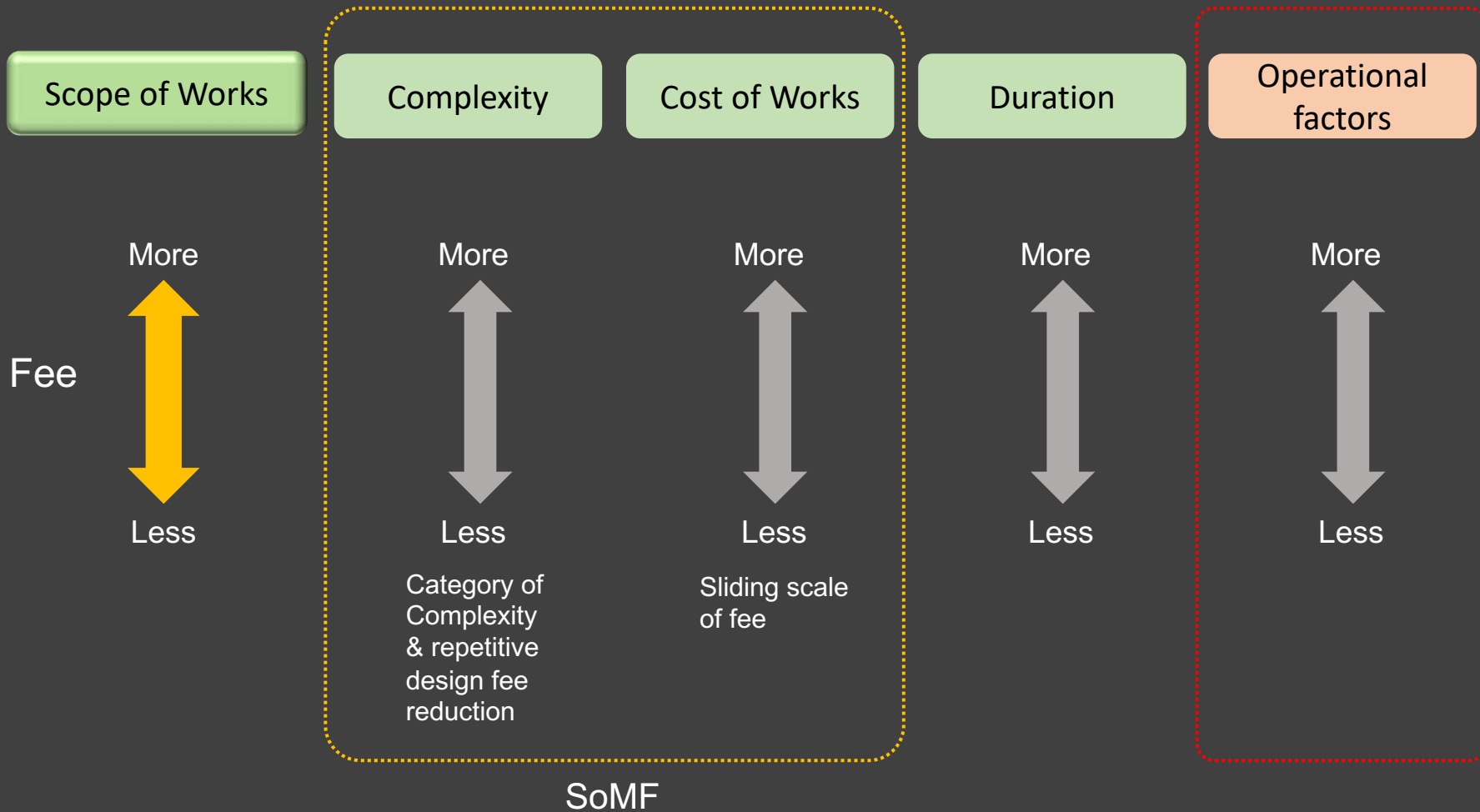
Bottom-up fee development

The scope of works and scope of services are determined.



Bottom-up fee development

The scope of works and scope of services are determined.



Cost elements

i. Firm's overhead

Rental, utilities, office supplies, website, cloud storage, registrations, licensing, cost of financing, professional services etc.

ii. Human resources

Salary, wages, bonus, allowances, perks, medical, group insurance, EPF, SOCSO, retirement fund, training etc.

iii. Profit*

Profits, losses, asset value depreciation and tax.

iv. Capital and reinvestment*

IT hardware, network, software, furniture, equipment etc.

v. Risk protection*

Cash reserve, fix deposit, Professional Indemnity Insurance, unemployment insurance.

** Many firms do not consider these elements in cost factors.*

JADUAL 1 : KOMPONEN FP BAGI KAKITANGAN IKHTISAS FIRMA

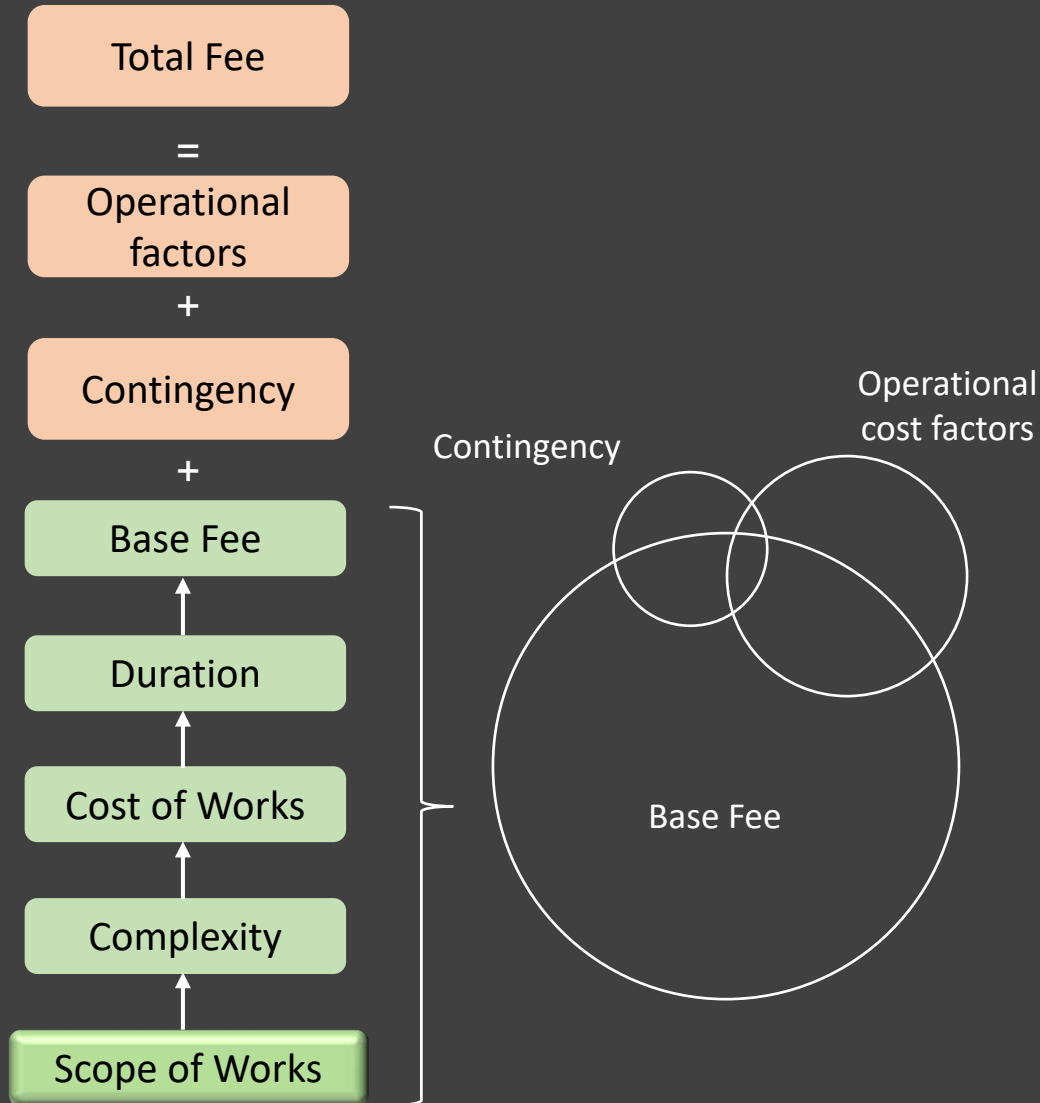
Component for Multiplier	Component Ratio
A. Benefits of Named Employee	
<i>Salary</i>	1.00
<i>Bonus, Allowance, Perks & Leave</i>	0.37
<i>EPF/SPF</i>	0.11
<i>SOCSSO</i>	0.01
<i>Training</i>	0.02
<i>Subscription to professional bodies, permits and licenses</i>	0.05
<i>Health and medical benefits</i>	0.03
<i>Retirement/superannuation funds</i>	0.03
B. Firm's Overhead	
<i>Rental</i>	0.10
<i>Group Insurance</i>	0.05
<i>Utilities and office supplies</i>	0.05
<i>IT hardware/ network</i>	0.03
<i>Software</i>	0.04
<i>Systems (e.g. ISO, library)</i>	0.02
<i>Professional services including secretarial, audit and legal</i>	0.04
<i>Salaries of non-billable staff including administrative/directors</i>	0.20
<i>Research and development</i>	0.02
<i>Depreciation/amortization</i>	0.07
<i>Cost of capital</i>	0.10
<i>Profit before tax</i>	0.20
<i>Others</i>	0.16
TOTAL	2.70

**JADUAL 2 : KOMPONEN FP BAGI KAKITANGAN SEPARA IKHTISAS/SOKONGAN
TEKNIKAL FIRMA**

Component for Multiplier	Component Ratio
A. Benefits of Named Employee	
<i>Salary</i>	1.00
<i>Bonus, Allowance, Perks & Leave</i>	0.15
<i>EPF/SPF</i>	0.11
<i>SOCSSO</i>	0.02
<i>Training</i>	0.01
<i>Health and medical benefits</i>	0.02
B. Firm's Overhead	
<i>Rental</i>	0.04
<i>Group Insurance</i>	0.03
<i>Utilities and office supplies</i>	0.04
<i>IT hardware/ network</i>	0.01
<i>Software</i>	0.03
<i>Systems (e.g. ISO, library)</i>	0.01
<i>Professional services including secretarial, audit and legal</i>	0.02
<i>Salaries of non-billable staff including administrative/directors</i>	0.17
<i>Depreciation/amortization</i>	0.07
<i>Cost of capital</i>	0.10
<i>Profit before tax</i>	0.20
<i>Others</i>	0.07
TOTAL	2.10

Bottom-up fee development

The scope of works and scope of services are determined.

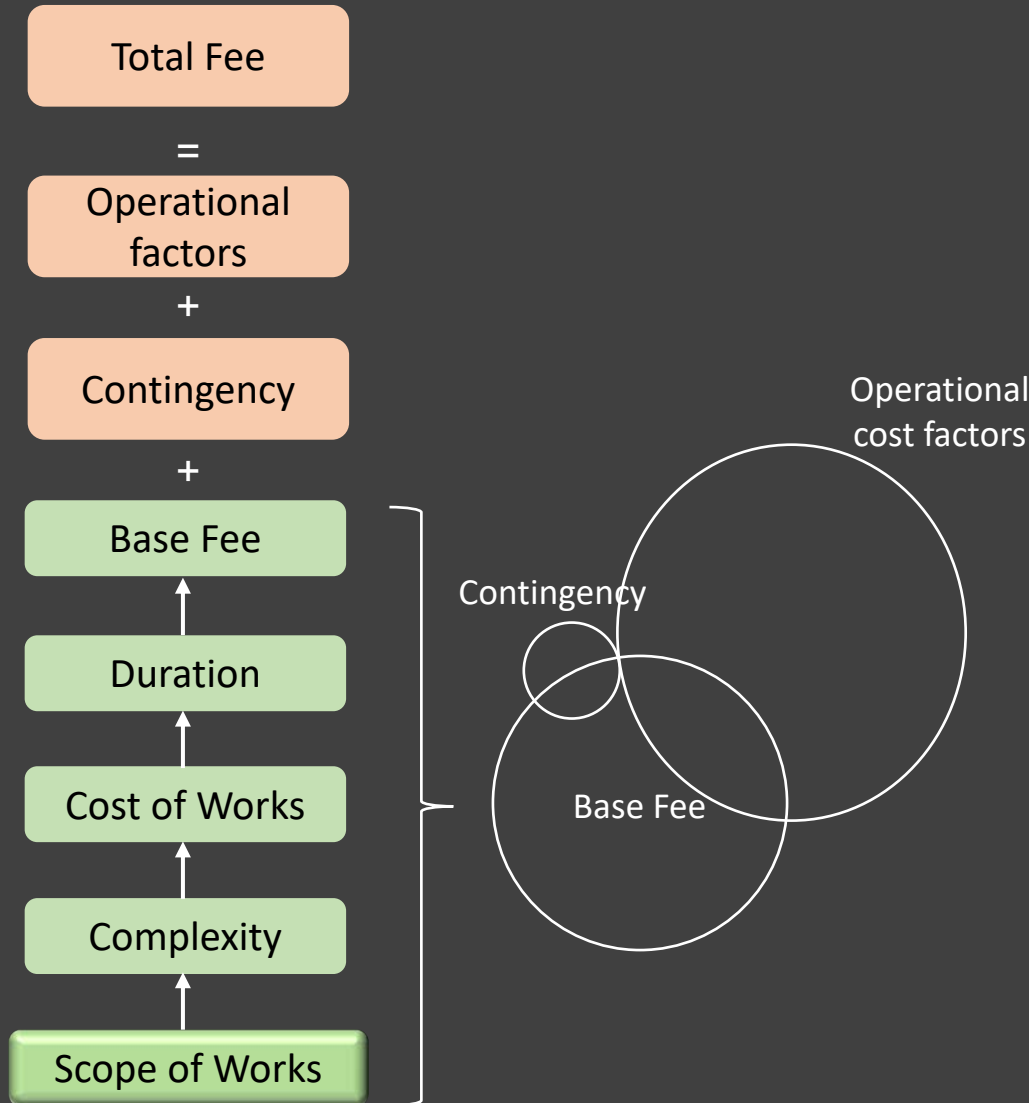


Bottom-up fee calculation with additional operational cost factors on top of SoMF tends to result in a higher fee than the Client's expectation.

SoMF has already partly covers the operational cost factors, although not in full. Architects may charge above the scale to cover all the other cost elements.

Bottom-up fee development

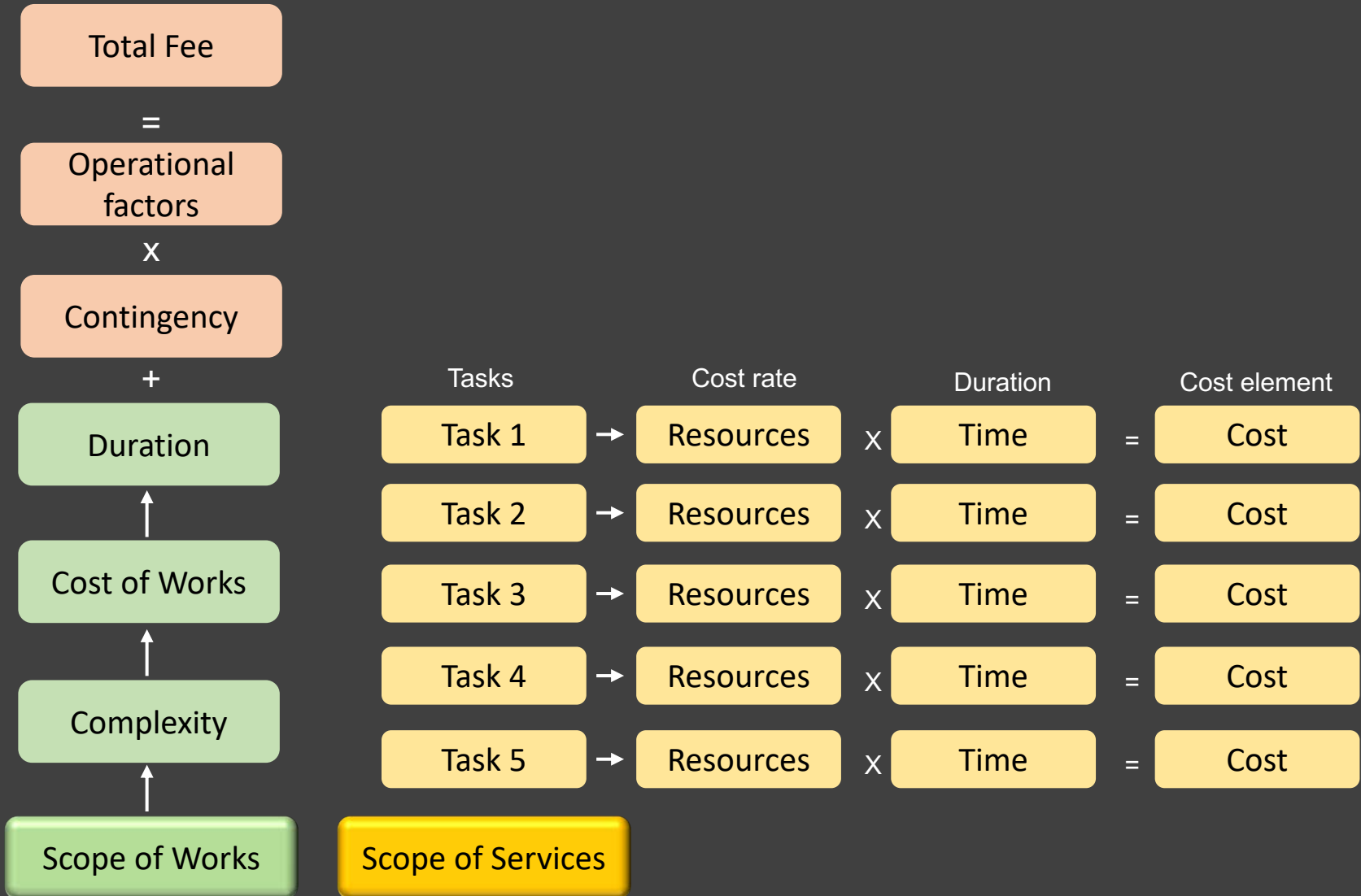
The scope of works and scope of services are determined.



In a smaller projects, the the operational cost factors can be more than the base fee. It is even more difficult to justify.

Bottom-up fee development

The scope of works and scope of services are determined.



Bottom-up fee development

The scope of works and scope of services are determined.

Total Fee

=

Operational factors

X

Contingency

+

Duration



Cost of Works



Complexity



Scope of Works

Scope of Services

example

Tasks	Resources	Cost rate		Duration	=	Cost element
SD	→	DIC, Design Arch, planners	X	12 months	=	Cost
DD	→	DIC, Arch, AA, CAD operators	X	6 months	=	Cost
CD	→	DIC, Arch, AA, Contract Mngr	X	3 months	=	Cost
CN	→	DIC, Arch, AA.	X	24 months	=	Cost
FC	→	DIC, Arch.	X	18 months	=	Cost

SAMPLE: CONSULTATION FEE: 4 Blocks 800 units Apartment

A) Consultation Fee - Table 1

example

Name	Position	Exp.	Current Rate	Average Rate	Man month						MFactor	Rate	Mmonth	Total (RM)	
					2020	2021	2022	2023	2024	2025					
Professional															
					pre		construction			post					
1	Ar. Abu Bin Ali	Project Director	48	30,000.00	35,850.00	1	1	3	2	2	1	3.00	107,550.00	10	1,075,500.00
2	Ar. Ah Chong	Design Director	32	30,000.00	31,400.00	4	4	1	0	0	0	3.00	94,200.00	9	847,800.00
3	Ar. Ah Moy	Project Architect	25	15,500.00	18,866.60	2	6	12	12	12	6	2.70	50,939.82	50	2,546,991.00
4	Aminah Binti Hassan	Design Architect	16	8,000.00	8,356.36	12	6	4	0	0	0	2.70	22,562.18	22	496,368.00
5	Suzanne Lee	Planner	18	6,500.00	6,841.25	6	3	3	0	0	0	2.70	18,471.38	12	221,656.50
6	Suhana Binti Ali	Planner	11	5,500.00	5,788.75	6	3	3	0	0	0	2.70	15,629.63	12	187,555.50
7	Ar. Aman Bin Shah	BIM Manager	19	12,000.00	13,800.00	2	2	2	1	1	1	2.70	37,260.00	9	335,340.00
Professional fee														5,711,211.00	
Sub Professional															
1	Jamie Tiong	BIM Checker	32	5,200.00	5,872.10	6	12	12	6	3	1	2.10	12,331.41	40	493,256.40
2	Faizal Amir Jusoh	BIM modeller	6	4,250.00	4,727.66	12	12	12	6	3	1	2.10	9,928.09	46	456,692.25
3	Lai Siew Eng	BIM modeller	5	4,100.00	4,441.67	12	12	6	6	0	0	2.10	9,327.50	36	335,790.00
4	Derrick Chong	BIM modeller	2	3,850.00	4,235.00	6	12	6	6	0	0	2.10	8,893.50	30	266,805.00
5	Zalena Ismail	Architect. Asst.	2	3,600.00	4,009.37	6	12	12	2	2	1	2.10	8,419.68	35	294,688.80
6	Hanimah Ahmad	Architect. Asst.	2	3,600.00	3,852.00	6	12	6	0	0	0	2.10	8,089.20	24	194,140.80
7	Wong Soo Wang	Illustrator / Render	11	6,600.00	6,831.00	2	2	0	0	0	0	2.10	14,345.10	4	57,380.40
8	Donald Meng	Graphic Artist	7	4,600.00	4,857.60	2	2	1	0	0	0	2.10	10,200.96	5	51,004.80
9	Lim Swee Kim	IT Manager	9	3,800.00	4,522.00	1	1	1	1	1	1	2.10	9,496.20	6	56,977.20
10	Ahmad Foo	Authority Liaison	31	5,800.00	6,684.50	1	1	1	0	0	1	2.10	14,037.45	4	56,149.80
Sub Professional Fee														2,262,885.45	
Clerical															
1	Rossie Jeffery	Project Secretary	27	4,310.00	5,120.28	1	2	2	2	2	1	1.90	9,728.53	10	97,285.32
Clerical Fee														97,285.32	
Total Consultation Fee														8,071,381.77	
6% Services Tax														484,282.91	
B) Reimbursable cost															
i) Office operating cost - on site															
- Communication (Internet, Telephone, Fax, postage etc)														0.00	
- Drawing and Printing														30,000.00	
- Computer infrastructure and software														20,000.00	
- Professional Indemnity Insurance (10 years)														500,000.00	
ii) Sub-consultancy services & report															
-														0.00	
iii) Mileage															
- Mileage, tol, parking etc.														40,000.00	
Total Reimbursable Cost														590,000.00	
Total Cost (excluding Service Tax)														8,661,381.77	
incl. SST														9,145,664.68	

SAMPLE: CONSULTATION FEE: 4 Blocks 800 units Apartment

A) Consultation Fee - Table 1

Name	Position	Exp.	Current Rate	Average Rate	Man month							MFactor	Rate	Mmonth	Total (RM)
					2020	2021	2022	2023	2024	2025	pre				
Professional															
1 Ar. Abu Bin Ali	Project Director	48	30,000.00	35,850.00	1	1	3	2	2	1	3.00	107,550.00	10	1,075,500.00	
2 Ar. Ah Chong	Design Director	32	30,000.00	31,400.00	4	4	1	0	0	0	3.00	94,200.00	9	847,800.00	
3 Ar. Ah Moy	Project Architect	25	15,500.00	18,866.60	2	6	12	12	12	6	2.70	50,939.82	50	2,546,991.00	
4 Aminah Binti Hassan	Design Architect	16	8,000.00	8,356.36	12	6	4	0	0	0	2.70	22,562.18	22	496,368.00	
5 Suzanne Lee	Planner	18	6,500.00	6,841.25	6	3	3	0	0	0	2.70	18,471.38	12	221,656.50	
6 Suhana Binti Ali	Planner	11	5,500.00	5,788.75	6	3	3	0	0	0	2.70	15,629.63	12	187,555.50	
7 Ar. Aman Bin Shah	BIM Manager	19	12,000.00	13,800.00	2	2	2	1	1	1	2.70	37,260.00	9	335,340.00	
Professional fee														5,711,211.00	

Sub Professional														
1 Jamie Tiong	BIM Checker	32	5,200.00	5,872.10	6	12	12	6	3	1	2.10	12,331.41	40	493,256.40
2 Faizal Amir Jusoh	BIM modeller	6	4,250.00	4,727.66	12	12	12	6	3	1	2.10	9,928.09	46	456,692.25
3 Lai Siew Eng	BIM modeller	5	4,100.00	4,441.67	12	12	6	6	0	0	2.10	9,327.50	36	335,790.00
4 Derrick Chong	BIM modeller	2	3,850.00	4,235.00	6	12	6	6	0	0	2.10	8,893.50	30	266,805.00
5 Zalena Ismail	Architect. Asst.	2	3,600.00	4,009.37	6	12	12	2	2	1	2.10	8,419.68	35	294,688.80
6 Hanimah Ahmad	Architect. Asst.	2	3,600.00	3,852.00	6	12	6	0	0	0	2.10	8,089.20	24	194,140.80
7 Wong Soo Wang	Illustrator / Rende	11	6,600.00	6,831.00	2	2	0	0	0	0	2.10	14,345.10	4	57,380.40
8 Donald Meng	Graphic Artist	7	4,600.00	4,857.60	2	2	1	0	0	0	2.10	10,200.96	5	51,004.80
9 Lim Swee Kim	IT Manager	9	3,800.00	4,522.00	1	1	1	1	1	1	2.10	9,496.20	6	56,977.20
10 Ahmad Foo	Authority Liaison	31	5,800.00	6,684.50	1	1	1	0	0	1	2.10	14,037.45	4	56,149.80
Sub Professional Fee														2,262,885.45

Clerical														
1 Rossie Jeffery	Project Secretary	27	4,310.00	5,120.28	1	2	2	2	2	1	1.90	9,728.53	10	97,285.32
Clerical Fee														97,285.32

Total Consultation Fee														8,071,381.77
6% Services Tax														484,282.91

B) Reimbursable cost		
i) Office operating cost - on site		
- Communication (Internet, Telephone, Fax, postage etc)	0.00	
- Drawing and Printing	30,000.00	
- Computer infrastructure and software	20,000.00	
- Professional Indemnity Insurance (10 years)	500,000.00	
ii) Sub-consultancy services & report		
-	0.00	
iii) Mileage		
- Mileage, tol, parking etc.	40,000.00	
Total Reimbursable Cost		590,000.00
Total Cost (excluding Service Tax)		8,661,381.77

incl. SST **9,145,664.68**

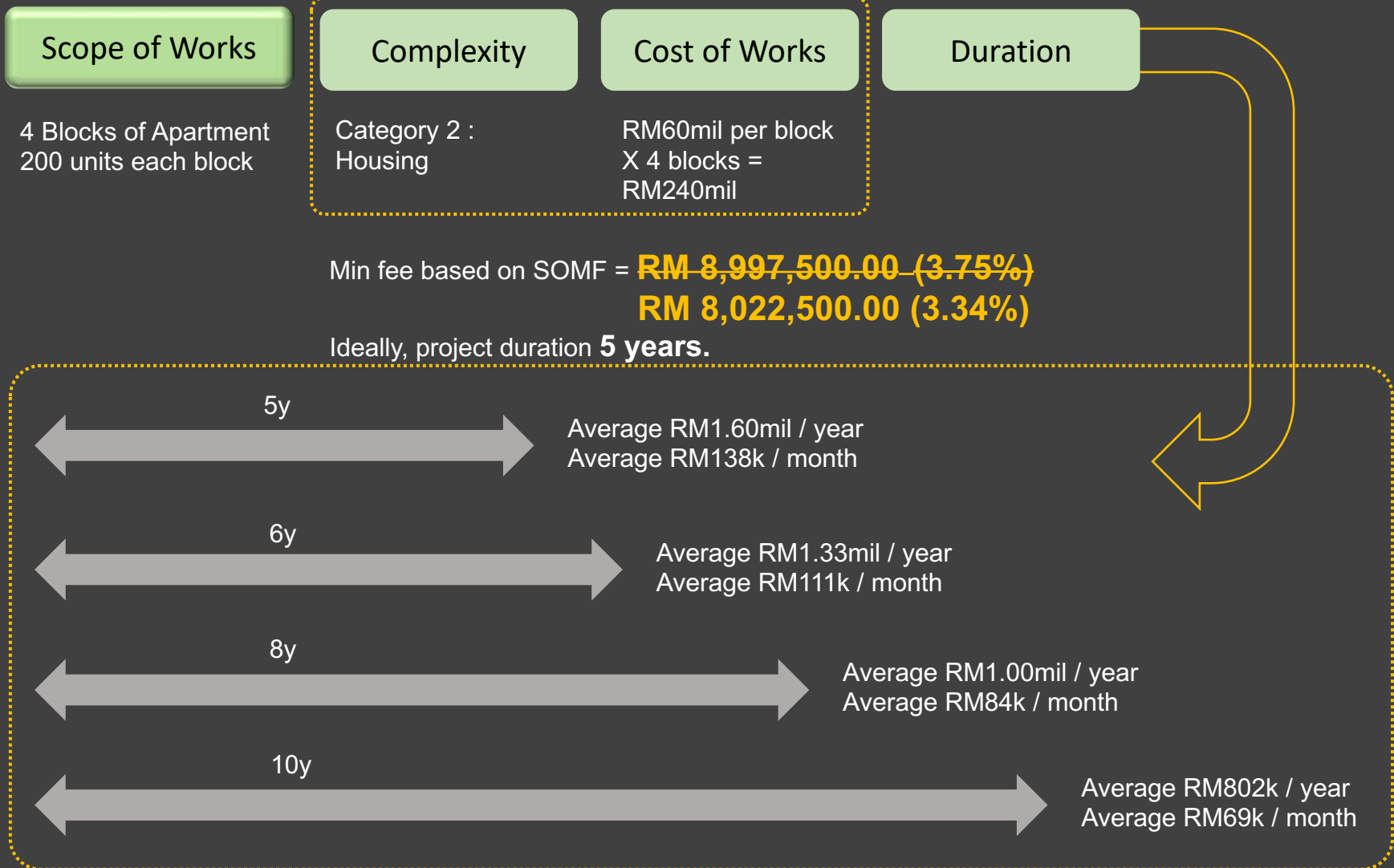
Cost factor	Salary	EPF& Socso	Bonus	OT/ Share	Office Overhead	Company Profit	Monthly		Profit
							Current Overhead	Projected Overhead	
2.58	1.00	0.13	0.60	0.60	0.25	0.42	7,500.00	8,962.50	150,570.00
2.58	1.00	0.13	0.60	0.60	0.25	0.42	7,500.00	7,850.00	118,692.00
1.68	1.00	0.13	0.00	0.30	0.25	1.02	3,875.00	4,716.65	962,196.60
1.58	1.00	0.13	0.20	0.00	0.25	1.12	2,000.00	2,089.09	205,900.80
1.58	1.00	0.13	0.20	0.00	0.25	1.12	1,625.00	1,710.31	91,946.40
1.58	1.00	0.13	0.20	0.00	0.25	1.12	1,375.00	1,447.19	77,800.80
1.68	1.00	0.13	0.00	0.30	0.25	1.02	3,000.00	3,450.00	126,684.00
1.78	1.00	0.13	0.20	0.30	0.15	0.32	780.00	880.82	75,162.88
1.78	1.00	0.13	0.20	0.30	0.15	0.32	637.50	709.15	69,591.20
1.78	1.00	0.13	0.20	0.30	0.15	0.32	615.00	666.25	51,168.00
1.78	1.00	0.13	0.20	0.30	0.15	0.32	577.50	635.25	40,656.00
1.78	1.00	0.13	0.20	0.30	0.15	0.32	540.00	601.41	44,904.96
1.78	1.00	0.13	0.20	0.30	0.15	0.32	540.00	577.80	29,583.36
1.78	1.00	0.13	0.20	0.30	0.15	0.32	990.00	1,024.65	8,743.68
1.78	1.00	0.13	0.20	0.30	0.15	0.32	690.00	728.64	7,772.16
1.78	1.00	0.13	0.20	0.30	0.15	0.32	570.00	678.30	8,682.24
1.78	1.00	0.13	0.20	0.30	0.15	0.32	870.00	1,002.68	8,556.16
Total							34,331.50	38,498.72	2,100,116.42
									24.25%

example



Bottom-up fee development

The scope of works and scope of services are determined.



MARCEL BREUER, ARCHITECT
113 EAST 37th STREET - NEW YORK 16, N. Y. - TELEPHONE OREGON 9-1160

MARCEL BREUER, A. I. A.
WILLIAM W. LANDSBERG
ROLLAND D. THOMPSON
MARGARET FIRMAGE

NEW YORK,

May 4th
1953

Mr. Robert Perry Snower
229 Ward Parkway
Kansas City, Missouri

Dear Mr. Snower:

Your letter of April 26th arrived just as Mr. Breuer was leaving town, and he has asked that I write you.

He would be very interested to design a house for you, but whether or not it would be advisable from your point of view would depend upon the amount you have set for the house. Would it be possible for you to send us this information?

Mr. Breuer's fee is 15% of the cost of the building and furnishings. This includes plans, details and specifications of the special house he would design for you, suited to your particular needs and to the site you have selected. The other services Mr. Breuer will go into with you himself when he writes. However, this fee does not include the cost of blueprints, long distance telephone calls and travelling expenses.

In the event that you selected furniture from suppliers in New York, the full discount would be passed along to you. In the case, for example, of Knoll Associates, this would be 33 1/3%; of Herman Miller Furniture Co., 40%. Our fee would be based on the net cost of the furniture.

Mr. Breuer will return to the office later this week. As soon as we have the information about your budget he will write you himself. In the meantime, he has asked me to thank you for your interest in his work.

Sincerely yours,

Margaret Firmage

Administrative Assistant

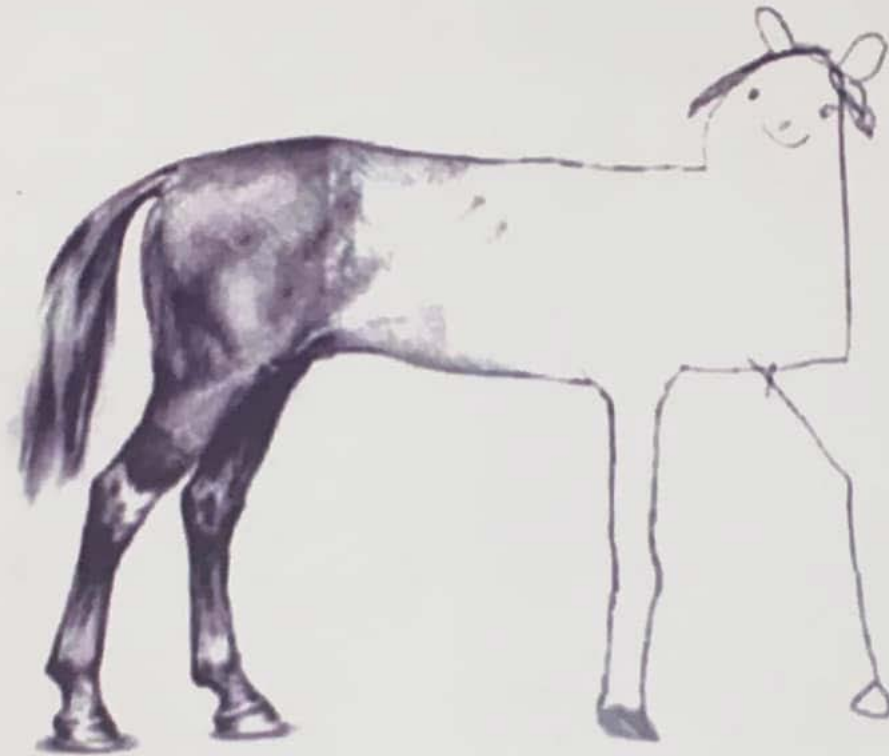
15%

In 1953





when your client asks



if you can do it cheaper...

SAY NO TO FREE DESIGN

IF YOU THINK **IT'S EASY**,
THEN, **DO IT YOURSELF**.

AN ARTIST SPENT

- many months to study design softwares
- thousands as course fee for each software
- years to achieve desired skills
- hundreds to thousands for infrastructure
- hours and days to complete projects
- sleepless nights to update on new trends
- many hours every week to research on new tools

THEN HOW COULD IT BE FREE?

WE RESPECT DESIGN

IF YOU DON'T....PLEASE DON'T HUMILIATE YOURSELF

**NOTHING IS FREE IN THIS WORLD
EVERYTHING COSTS 100% EFFORT**

Thank you

Datuk Ar. Ezumi Harzani Ismail