



Integrated Communications Plan

Homeless Hearts of Singapore

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NM4208: Strategic Communication Design

Background of Organisation

Homeless Hearts of Singapore (HHOS) is a secular group of volunteers based on Christian values founded in 2012 by two co-founders who seek to help the homeless (or rough sleepers) in Singapore by any means possible from advocating for them to befriending them. Their mission is to make Singapore a “City of Refuge where the community, infrastructure, and policies provide adequate support for those who are displaced/isolated” in the hopes that “every homeless person... will find full community support to help them reintegrate back into (the) full community again” (Homeless Hearts of Singapore, n.d.d). To do so, HHOS hopes to be a platform that inspires volunteers in the community to start ground-up initiatives to serve and befriend the homeless in the community. Since 2019, HHOS has been a partner of the Ministry of Social and Family Development (MSF)’s “Partners Engaging and Empowering Rough Sleepers” (PEERS) network whereby partners engage rough sleepers and may refer them to overnight community-based shelters known as “Safe Sound Sleeping Places” (S3Ps) (Ministry of Social and Family Development, 2021). The HHOS team consists entirely of volunteers, and they do not have any paid staff. Currently, the only full-time worker is Abraham Yeo, one of the co-founders who has another full-time job, with an estimated 30 regular volunteers including a core team of 5 volunteers (Loh, 2020). They conduct regular volunteer outings to aid and befriend the homeless, collect donations to support the homeless, feature stories concerning the homeless and volunteers, and are frequently invited to share at events.

The following organisational goals have therefore been identified for HHOS:

Goal 1	Inspire volunteers to start ground-up initiatives to serve and befriend the homeless
Goal 2	Encourage people to volunteer with the group and other relevant causes
Goal 3	Encourage people to donate to the group and other relevant causes
Goal 4	Partner with other organisations to help the homeless
Goal 5	Help the homeless re-integrate into the community

Table 1: Organisational Goals identified for HHOS

SWOT Analysis

To assess HHOS' current situational position for an effective public relations (PR) plan, an analysis using the strengths, weaknesses, opportunities, and threats (SWOT) framework was conducted (Kenton, 2022). The objective of this SWOT analysis is to identify how an effective PR campaign could be crafted to help HHOS achieve their mission to support the homeless community and encourage volunteers and donors to participate in this movement.

Strength: Many Public Features

Though they are a small organisation, HHOS and their volunteers have been featured on many mainstream news platforms. Most recently, one of the group's co-founders Mr Abraham Yeo was quoted in an ST article about newly homeless people caused by the COVID-19 pandemic (Tan & Ang, 2022), and two years ago the group was featured in a Today article for their efforts in continuing to help the homeless during the Covid-19 pandemic (Loh, 2020). These features provide much exposure for the organisation and its cause, allowing them to grow.

Strength: Active Facebook Page

In the past year, the HHOS Facebook page (Homeless Hearts of Singapore, n.d.b) has seen regular updates and consistent interactions with its 6,807 followers (as of 12/9/2022). From January to August 2022, the page has published 92 posts (~11.5 per month) with another 4 from 1st to 12th September. Followers of the page are also actively responding to content, with a call for furniture donations for a homeless couple on June 26 receiving 14 comments from willing donors and 32 shares (Homeless Hearts of Singapore, 2022b). This shows that HHOS has an active social media presence and utilises it effectively to engage its publics on Facebook.

Strength: Effectively Recognising Volunteer Efforts

HHOS does well to recognise the efforts of its volunteers and their impact created on the local homeless community. For instance, HHOS recently acknowledged two volunteers on their Instagram and Facebook pages for "hosting a homeless pregnant lady in their house for the next two weeks"

while she awaits longer-term accommodations (Homeless Hearts of Singapore, 2022a), also elaborating on the impact they created. Such acknowledgements not only encourage existing volunteers to continue what they do but also attract potential volunteers to work with HHOS knowing that they too can make a real impact in the space.

Weakness: Small Volunteer Core Team

Run entirely by volunteers with only one full-time volunteer (co-founder Abraham Yeo) who also has a full-time job of his own, it will be difficult for the group to conduct large-scale initiatives. Though the team may have a pool of about 30 regular volunteers with 5 core team members (Loh, 2020), it is unlikely that these members will be able to commit extensive time producing a PR campaign, and whether they are skilled in executing such a plan is another matter as well. The suggested PR campaign should therefore be expected to require more time to craft.

Weakness: Lack of Capital

HHOS is “totally funded by donations” and “does not receive any funding from the Government” (Homeless Hearts of Singapore, n.d.c). Therefore, it is unlikely that HHOS can afford a large-scale PR campaign. Therefore, a tight budget should be expected for the PR campaign, and plans on how to sustain it financially should be considered as well.

Weakness: Disproportionate Public Relations Tactics Focus

While the Facebook page is regularly updated, the same may not be said for HHOS’ Instagram page and website. The HHOS Instagram Page has only 1,477 followers (as of 12/9/2022) – a fraction of their 6,807 Facebook followers – with only 6 posts from January to August 2022 (~0.75 per month) (Homeless Hearts of Singapore, n.d.b). The 960,000 young adults aged 25-34 on Instagram (NapoleonCat, 2021b) could potentially become able-bodied volunteers and donors. Also, there is no way for visitors to find up-to-date information on the HHOS website, which may make website visitors question if the group is still active. By only focusing on one social media platform instead of integrating the three existing platforms, HHOS is limiting its reach.

Opportunity: Partnerships with External Organisations

Several similar organisations exist for HHOS to partner with, allowing them to collectively boost publicity for each other and raise greater awareness about homelessness in Singapore. For instance, by inviting HHOS down to their homelessness forum (Homeless Hearts of Singapore, 2022c), New Home Community Services (NHCS) not only generated publicity for HHOS but also for itself when HHOS featured the forum on their own Instagram page. Furthermore, noting that HHOS is based on Christian values, there are opportunities to collaborate with churches as well (Goh, 2022). Thus, HHOS has a myriad of opportunities to work together with other like-minded organisations to create a greater impact on the community, foster greater awareness about their cause, and maybe even share a larger collective pool of volunteers.

Opportunity: A Rise in Online Donations and Volunteerism

According to a Today article in 2021, online volunteerism sign-ups rose by 29% and online donations jumped by 37% that year compared to that in 2018 (Ng, 2021). As HHOS already has a PayNow QR ready to collect online donations (<https://homeless.sg/support-financially/>), they can tap on this trend by facilitating donations through QR codes on their PR materials to reduce the barrier to donating. This way, they can receive more funding to enhance their PR campaign, creating a growing cycle of more donations and better public relations to increase funds for their cause.

Threat: Lower Volunteerism and Donation Rates due to COVID-19

Although online volunteerism and online donations rose in 2021, overall donation and volunteerism rates experienced an overall decline (Ng, 2021). The percentage of Singaporeans who volunteered in 2021 fell to 22% (from 29% in 2018), and the percentage of people who donated fell to 60% (from 79% in 2018) (Ng, 2021). Although restrictions have mostly been lifted in Singapore since then, Singaporeans may still be wary of contracting the illness, potentially limiting the volunteer pool. This could make it tougher for HHOS to find potential volunteers to help in their cause.

Public Relations Gaps

Building upon the SWOT analysis, a deeper analysis of HHOS' existing public relations activities helps to identify gaps for potential improvement through the proposed PR campaign.

PR Problem 1: Unoptimized Website

The HHOS website layout is not optimised and may deter visitors from exploring it. For instance, the list of featured article links on its homepage (<https://homeless.sg>) may overwhelm users and deter them from clicking on them. Furthermore, on the website, there are incomplete pages such as (<https://homeless.sg/stories/>) which should not have passed internal vetting and been published as it conveys an unfinished feel to the website, causing visitors to question the organisation's legitimacy. These may end up driving potential donors and volunteers away from the site.

PR Problem 2: Unoptimized Instagram Posts

The Instagram platform is optimised for image-focused content, with posts consisting of large images accompanied by captions. In each profile's feed, only the image is seen as well, and the captions are hidden until each post is opened. However, a glance at HHOS' Instagram posts will reveal several posts consisting mainly of text which may not suit what Instagram users want. Thus, this may contribute to why the HHOS Instagram page is not as successful as its Facebook page, limiting its reach on the former platform.

PR Problem 3: Lack of Direct Outreach to Publics

Currently, HHOS does not maintain any form of direct communication with its publics and provides updates mainly through its social media. This limits the organisation's outreach, especially to more passive audiences who do not actively seek out information via social media. Thus, donors and volunteers who do not use social media may be unaware of areas in which they can do, reducing the amount of support HHOS can receive. Therefore, direct forms of outreach such as emails and newsletters can help HHOS reach out to more volunteers and donations.

PR Problem 4: Lack of Feedback on Donor Impact

While HHOS does well to acknowledge its volunteers' efforts and impact on the homeless community, there is no information on the impact of donations collected (not limited to monetary) across all its platforms. For instance, following their call for furniture donations (Homeless Hearts of Singapore, 2022b), there was no update given by HHOS on the outcome of the furniture donated despite there being many willing donors. Although it may be possible that HHOS directly contacted donors on the impact of their donations, a public acknowledgement of their impacts can further encourage potential donors to do so in the future as they would know that their donations can generate an actual impact on the homeless community.

PR Problem 5: Lack of Synergy between Public Relations Platforms

While a handful of HHOS' Instagram and Facebook posts support one another, these are few and far between – with there being a disproportionately large amount of Facebook posts as compared to Instagram posts. Furthermore, aside from social media icons linking to their social media pages, the HHOS website does not support their social media posts in any way to show up-to-date information. This may cause visitors – both new and old – who do not regularly use Facebook to receive fewer updates about HHOS' activities and the homeless space, limiting the awareness that could be created of the homeless space and HHOS among Singaporeans.

Key Publics

Using Grunig's Situational Theory of Publics (Grunig & Hunt, 1984, p. 145), HHOS' key publics have been categorised into three groups: Latent, Aware, and Active publics. Latent publics are groups who "face a similar problem" presented by the organisation but "do not detect the problem", while Aware publics are members of a group who recognise the problem. Finally, Active publics are groups who organise to "discuss and do something about the problem". Based on these definitions, the following key publics have been identified for HHOS:

Public	Type	Why
Social service volunteers in the local homeless space	Active	HHOS not only needs volunteers for their initiatives but also seeks to empower volunteers in their own causes
Donors familiar with the local homeless space	Active	HHOS seeks to collect donations from these audiences and provide capital for further initiatives and PR tactics
Organisations working in the homeless space	Active	HHOS seeks to partner with these organisations to create a greater impact on the homeless community
Homeless Singaporeans seeking help	Active	HHOS seeks to provide support for such individuals to lift them out of their situation(s)
Singaporeans who know homeless people who need help	Aware	HHOS wants to help these individuals know how they can help and provide any support necessary
Singaporeans who know about homelessness locally but do not know how to help	Aware	HHOS seeks to educate them on how they can support by volunteering or donating
Potential volunteers unaware of the homeless space in Singapore	Latent	HHOS seeks to educate them and convert them into Active volunteers and donors for homelessness-related causes
Potential donors unaware of the homeless space in Singapore	Latent	

Table 2: HHOS' Key Publics

Proposed Public Relations Campaign for 2023

Noting that HHOS already has “a LOT of incoming requests from social workers to help (the homeless)” (<https://help.homeless.sg>), the proposed PR campaign will not focus on homeless Singaporeans seeking help since HHOS' primary struggle lies in their need for manpower and funding to handle such issues. Thus, the following PR objectives are proposed:

	Objective	Why	Organisational Goal
PR Objective 1	HHOS should support at least 5 volunteer ground-up initiatives from January 1 st , 2023, to December 31 st , 2023	To help volunteers in the community impact the homeless space	1
PR Objective 2	The number of volunteers who participate in at least 12 HHOS activities between January 1 st , 2023 to December 31 st , 2023 should increase to 60 (<i>from 30 in 2020</i>).	For manpower to support its activities and the PR campaign itself	2

PR Objective 3	HHOS should receive at least \$20,000 in donations from January 1 st , 2023, to December 31 st , 2023.	To fund HHOS' initiatives and offset costs from the proposed PR campaign	3
PR Objective 4	HHOS should receive at least 10 organisational partnership opportunities from January 1 st , 2023, to December 31 st , 2023	To boost HHOS' publicity among potential volunteers and donors, supporting PR Objectives 1 and 2.	4

Table 3: Overarching PR Campaign Objectives for 2023

The following tactics are proposed, and the PR timeline can be found in Appendix A.

A. Bi-Annual Magazine

A 16-page magazine publication should be published twice a year. The magazine should showcase volunteerism stories to showcase how much impact volunteers can have on the homeless to assure potential volunteers that they can make a difference as well. Stories of the homeless could also evoke sympathy for the group and thus encourage donations and volunteers. Furthermore, there should be updates on the impact of donors' contributions, encouraging donors to continue donating and encouraging potential donors to start donating as well. The recommended content balance for the magazine can be seen in Appendix B.

The magazine should be distributed to magazine subscribers and organisations such as churches who can distribute it to their members as well. Noting mailing costs and to minimise environmental footprint, physical copies should only be sent to organisations while individual subscribers should receive a digital copy via email unless specifically requested otherwise. For greater accessibility, digital copies of the magazine should be archived on the HHOS website as well. To publicise new magazine editions, launch posts should be blasted on HHOS' social media pages. The target audience for the magazine will be young adults aged approximately 18-35 who have an interest in HHOS' cause or are interested in learning more about the homeless space in Singapore.

Tactic Objective(s)	Link to Overarching Objective(s)
Showcase at least 10 volunteer and Homeless stories in magazines from January 1 st , 2023, to December 31 st , 2023.	To create empathy and awareness for HHOS' cause and the homeless space, encouraging

	donations, volunteers, and potential partnerships (PR Objectives 1, 2, 3, and 4)
Get at least 1,000 subscribers to the magazine by December 31 st , 2023.	More subscriptions may translate to more consistent outreach, leading to more awareness of opportunities for donations, volunteering, and partnerships (PR Objectives 1, 2, 3, and 4)

Table 4: Objectives for the bi-annual magazine.

It would be best if HHOS can find volunteer designers and copywriters for its magazine. Based on the magazine requirements, the recommended budget is **\$51,125.00 per magazine**. The budget breakdown can be seen in Appendix C.

B. Website Revamp

The website will serve as the main information hub, allowing visitors to subscribe to the magazine and direct emailer, and view HHOS' blog and social media posts. The website should also be an intuitive platform for potential donors, volunteers, and collaborators to find out how they can make an impact with HHOS or start their own ground-up initiatives. To break the long walls of text content, some images should be added as well. To allow visitors to find up-to-date information on the website and allow it to be coherent with other PR content, dynamic widgets synced to the HHOS social media posts can be inserted in a Social Media widget on the site, potentially the homepage. The target audience will be young adult volunteers and donors aged 18-35.

Tactic Objective(s)	Link to Overarching Objective(s)
Get at least 1,000 subscribers to the magazine by December 31 st , 2023	More subscriptions may translate to more consistent outreach, leading to more awareness of opportunities for donations, volunteering, and partnerships (PR Objectives 1, 2, 3, and 4)
Get at least 1,000 subscribers for the direct emailer by December 31 st , 2023.	
Get at least 5,000 clicks into the call-to-action buttons for volunteering, donating, and collaborating from January 1 st , 2023, to December 31 st , 2023	These pages can educate publics on how they can help (PR Objectives 1, 2, 3, and 4)

Table 5: Objectives for the Website Revamp

Ideally, it would be best if HHOS can find volunteer designers and developers for its website. As HHOS has its own web hosting service, there should be no additional costs.

C. Blog

The website should include a blog should with monthly articles featuring volunteer and homeless stories. These stories can help to raise awareness of the homeless community in Singapore and encourage volunteers and donors to know that they can make a real impact. After publishing, these blog posts should also be shared on HHOS' social media and direct emailers to widen the reach. Noting HHOS' low manpower, one article a month should be a good balance for regular content while allowing ample time for the team to craft them. In between articles, relevant articles from other platforms can be shared on the blog as well, including articles featuring HHOS. Organisations may also feature HHOS' articles on their platforms, increasing HHOS' reach. The target audience for these blog posts will be young adults aged 18-35 consisting of existing and potential volunteers and donors who are interested in learning more about the space and how they can help.

Tactic Objective(s)	Link to Overarching Objective(s)
Publish at least 12 volunteer and homeless articles from January 1 st , 2023, to December 31 st , 2023	Stories about the homeless and volunteers can raise awareness and encourage volunteers, donations, and collaborations (PR Objectives 1, 2, 3, and 4)
Get at least 6,000 article views from January 1 st , 2023, to December 31 st , 2023.	Article views may translate to more awareness of the homeless space, encouraging volunteers, donations, and collaborations (PR Objectives 1, 2, 3, and 4)

Table 6: Objectives for the HHOS Blog

HHOS should find volunteer content creators for its blog, thus no additional costs are necessary.

D. Direct Emailer

Every two months, a concise email can be sent out to subscribers containing donation and volunteerism updates, details of upcoming events, and featured stories from the HHOS blog. By doing so, those who are interested in HHOS' cause can be updated on the organisation's work and learn how they can help. Furthermore, donation updates can give donors confidence that their money is being used well, encouraging them to continue donating. The email can also include links for recipients to subscribe to the bi-annual magazine and fliers and to follow HHOS' Facebook and

Instagram pages. These regular emails will serve as a regular touch point to reach young adult target audiences aged 18-35 who are interested in HHOS' activities but do not actively seek information about it. While HHOS could manually send out direct emailers to its mass audience, it would be tedious and hard to track its outreach performance. Hence, the Intercom application (<https://www.intercom.com>) is recommended to distribute the emails to subscribers.

Tactic Objective(s)	Link to Overarching Objective(s)
Get at least 1,000 subscribers to the direct emailer by December 31st, 2023	More subscriptions may translate to more consistent outreach, raising awareness of opportunities to volunteer, donate, and collaborate (PR Objectives 1, 2, 3, and 4)
Send out at least 3,000 direct emails from January 1 st , 2023, to December 31 st , 2023	More direct emails sent show greater outreach, meaning more are informed of opportunities to volunteer, donate, and collaborate (PR Objectives 1, 2, 3, and 4)

Table 7: Objectives for the Direct Emailers

It would be best if HHOS can source for a volunteer to craft its emails. The proposed budget for the direct emailers is **\$105.00/month** and the budget breakdown can be seen in Appendix E.

E. Social Media Revamp

HHOS' Instagram and Facebook posts should be used to highlight volunteer stories and stories about the homeless including HHOS' blog posts, publicise events and initiatives, and share relevant articles relating to the homeless space. Generally, the target audience would be young adults aged 18-35 years old, notably volunteers and donors actively seeking opportunities to contribute. These platforms can also be used to reach out to latent social media users unaware of the homeless space, educating them and converting them into active volunteers and donors.

To improve the HHOS Instagram, posts should focus on visuals rather than content. If necessary, users can be redirected elsewhere to read more (e.g. the HHOS blog) using a tool such as Linktree (<https://linktr.ee>). Stories and story highlights can also be used to share volunteer stories, stories of the homeless, and event information. Ideally, posts across social media should be synced – if a

Facebook post is published about an event, a similar Instagram post or story should be published as well. This way, HHOS can ensure that both its social media audiences are updated.

Tactic Objective(s)	Link to Overarching Objective(s)
HHOS Instagram followers to increase to at least 6,000 by December 31 st , 2023	To increase the reach of HHOS, potentially increasing the number of donations and volunteers (PR Objectives 1 and 2)
HHOS Facebook followers to increase to at least 10,000 by December 31 st , 2023	

Table 8: Objectives for Social Media Enhancements

HHOS should source for a volunteer to manage its social media, thus no additional costs are needed.

F. Fliers

Fliers should highlight key events and initiatives to encourage volunteers and donations. These fliers should primarily contain key information about upcoming events and how readers can help.

Shortened links to HHOS' Facebook and Instagram pages can be included in the fliers to direct traffic to these platforms for regular updates. The target audiences for these fliers include members of organisations (e.g., churches) who are unaware of HHOS and the homeless space in Singapore and existing volunteers and donors interested in contributing to HHOS' causes. For donations, QR codes can be included for users to easily access online donation platforms as well. These fliers will target young adult volunteers aged 18-35 interested to learn about HHOS' activities.

Fliers can be distributed alongside Bi-Annual Magazines. Nearing key events and initiatives, fliers can also be sent to organisations such as churches for distribution to their members, but not to individual subscribers noting the inefficient mailing costs and to minimise environmental impact.

Tactic Objective(s)	Link to Overarching Objective(s)
Send out fliers to at least 60 organisations from January 1 st , 2023, to December 31 st , 2023	Can boost outreach to unaware (latent) audiences in these organisations, potentially converting them into active donors and volunteers (PR Objectives 1, 2, and 3)

Table 9: Objectives for fliers

HHOS should find volunteer designers for its fliers. Based on the requirements, an estimated budget of **\$245.00 per set of fliers** is recommended. The budget breakdown can be seen in Appendix F.

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Appendix A: Public Relations Timeline

The below timeline is recommended for HHOS' public relations tactics, although changes may be made if necessary. Additional fliers may be blasted if more key events require publicising, but the timeline can provide a rough guide on how long it may take to produce a flier. Social media content should be published frequently and is thus not included in this timeline.

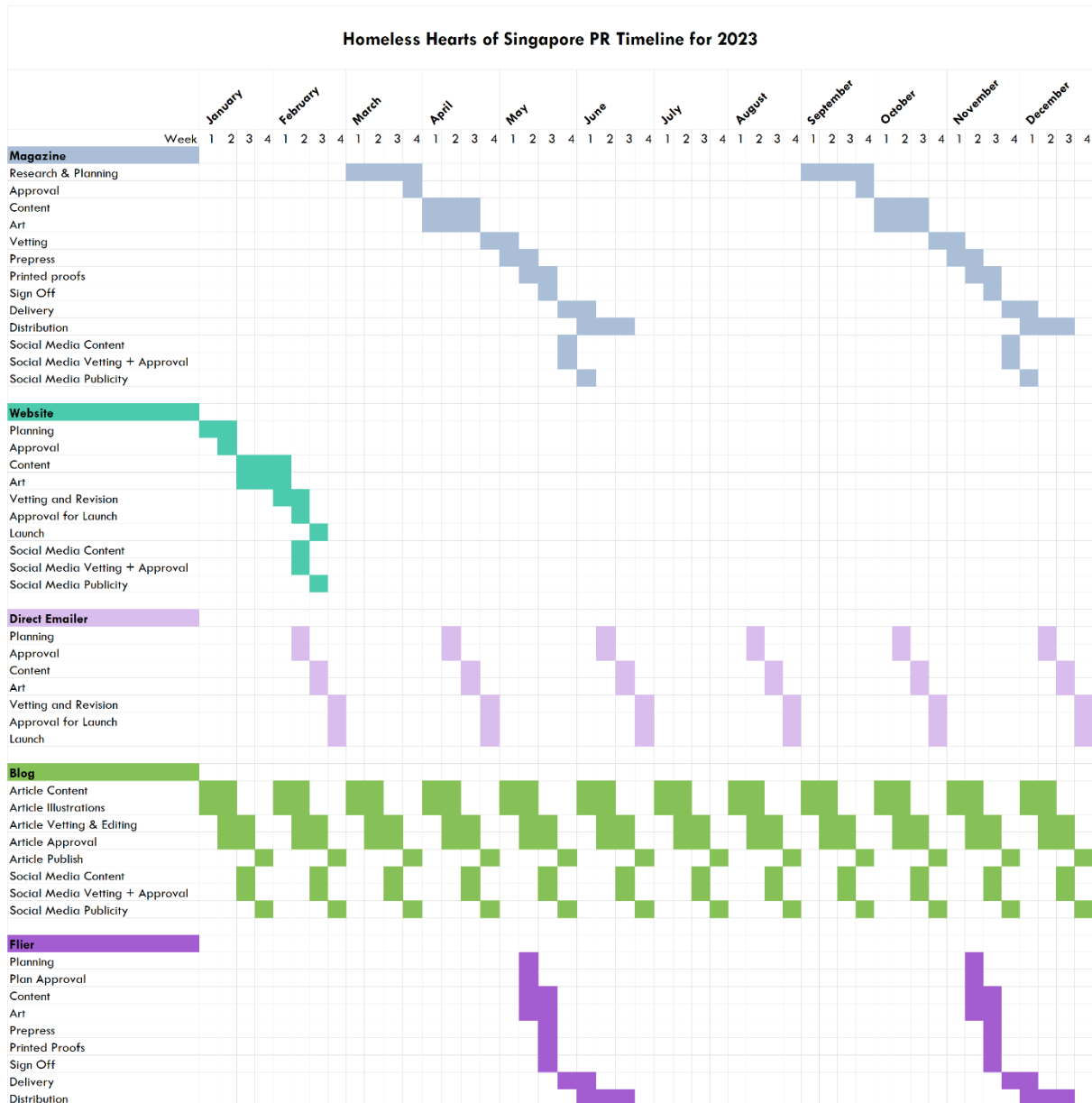


Figure 1: Recommended Public Relations timeline for HHOS in 2023

Appendix B: Magazine Content Balance

The magazine publication should generally include the following content balance:

Percentage	Content	Position	Remarks
20%	Organisation News and Features	FOB	
15%	External Features of other Homeless Organisations	Departments	
30%	Main Feature(s) of the month (Volunteer stories, Stories of the Homeless)	Feature Well	
20%	Donor Figures and Contributions	BOB	
15%	Call to action (Invite to donate and volunteer)	BOB	Includes social media for readers to follow if they have not

Table 10: Content balance for the bi-annual magazine

Appendix D: Magazine Budget Allocation

Item	Quantity	Est. Cost	Remarks & Source
Magazine Printing	2000	\$960.00	https://cmykcore.com/printing/booklets-magazines/
Individual Postage	200	\$120.00	For distribution to subscribers; https://www.singpost.com/send-receive/sending-within-singapore/basic-services-local/basic-mail-standard
Organisational Postage (30/org)	90	\$45.00	For bulk distribution to organisations (e.g. Churches); https://www.singpost.com/send-receive/sending-within-singapore/basic-services-local/basic-package
Total		\$1,125.00	

Table 11: Budget allocation for the bi-annual magazine

Appendix E: Direct Emailer Budget Allocation

Item	Est. Cost	Remarks & Source
Intercom Subscription (Starter)	US\$74.00/mth (~S\$105)	https://www.intercom.com/pricing?tab=1
Total	\$105.00/mth	

Table 12: Budget allocation for direct emailers

Appendix F: Flier Budget Allocation

Item	Quantity	Est. Cost	Remarks & Source
Flier Printing	6,000	\$300.00	https://cmykcore.com/printing/flyers/
Organisational Postage (100/org)	60	\$45.00	For bulk distribution to organisations (e.g. Churches); https://www.singpost.com/send-receive/sending-within-singapore/basic-services-local/basic-package
Total		\$245.00	Postage costs to be excluded if distributed alongside bi-annual magazine

Table 13: Budget allocation for fliers