



Salvation Army Proposal 2019

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THE TEAM

The Murdoch students and our project manager, Erica Ormsby have been researching and developing strategies for The Salvation Army.

Project Strategy

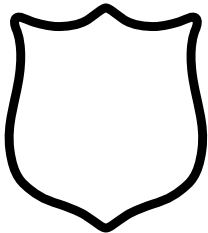
What's the Strategy?

Our team has worked together to create strategies that aim to help The Salvation Army address some of the issues they face in Singapore. These issues include a lack of awareness and education, as well as a negative stigma towards second-hand shopping. Our strategies aim to re-educate the public, encourage customer interaction, and to help rebrand The Salvation Army, with the intention of promoting their community services and to inspire positive experiences.



We explored Singapore taking in the culture and talking to the people who live there

Background Summary



Who is The Salvation Army?

The Salvation Army is an international Christian-based not-for-profit organisation that provides community services, support, and advice to those who are less fortunate and marginalised.



Initial Problems

The Salvation Army in Singapore receives tonnes of donations from the public. However, The Salvation Army would like to increase the amount of sales and foot traffic in their stores (their stores are also referred to as Family Hubs).

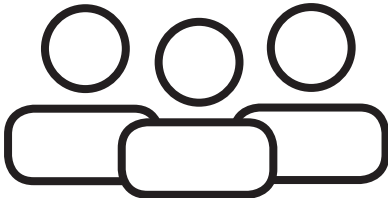


Why is this happening?

We need to know what is causing the lack of foot traffic in order to know what we can do to address it. Trying to find the answer to this question is what drove us in our research.

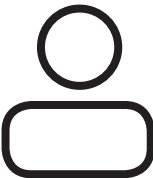
Who is impacted?

A large number of people are involved in this issue, and in our strategies it was important to take these people into our consideration:



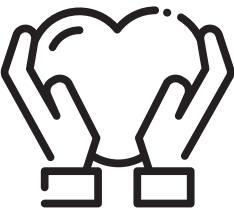
Customers

Low/middle/high income, physical (retail stores and family hubs) and digital (e-commerce).



Beneficiaries

Those who receive assistance from the services provided by the Salvation Army (3rd world countries, low income individuals and families, mental health clients, single mums and dads, elderly, homeless).



Donors

Families, people with financial freedom.



Retail Shops

Managers, sorters, transporters, cleaners, call centres and public relations.



Sponsors

Local and larger businesses, trendsetters and influencers, government departments.

Project Research

Pre-Singapore

Before we embarked to Singapore we researched into how the Salvation Army was doing in Australia.

Australian Stores

In Australia, the Salvation Army is quite popular. Their stores draw in many customers a day, and the brand itself is very widely renowned. We conducted our research at five store locations across Western Australia (WA). We took notes on the stores themselves and the demographics of people coming into the stores.

Demographics

- Mostly late 30's to 40's.
- Mostly women.
- Lower to middle class shoppers.

Key findings of the Australian Stores

- Stores are very big - most stores are as big as the first floor of the Praisehaven Mega Family Thrift Store.
- Trinkets and mannequins at the front - advertising products inside, showcasing off some of the fancier items.
- Clothes around the middle - many racks of clothes divide the store up into different segments.
- Donation bins out the front.
- Furniture and DVDs at the back - the more popular items (clothes) are made more accessible by being put at the front.
- Similar stores nearby (Cash Converters and not-for-profit organisations) - thrift/second hand stores are all clustered together.
- Product and store quality isn't incredibly high.

Exisiting Australian Campaigns

We also did some research into successful advertising campaigns in Australia, including the Salvation Army's, to broaden our understanding of the different ways The Salvation Army in Singapore can reach out to the



Instagram
9,700 followers



LinkedIn
5,100 followers



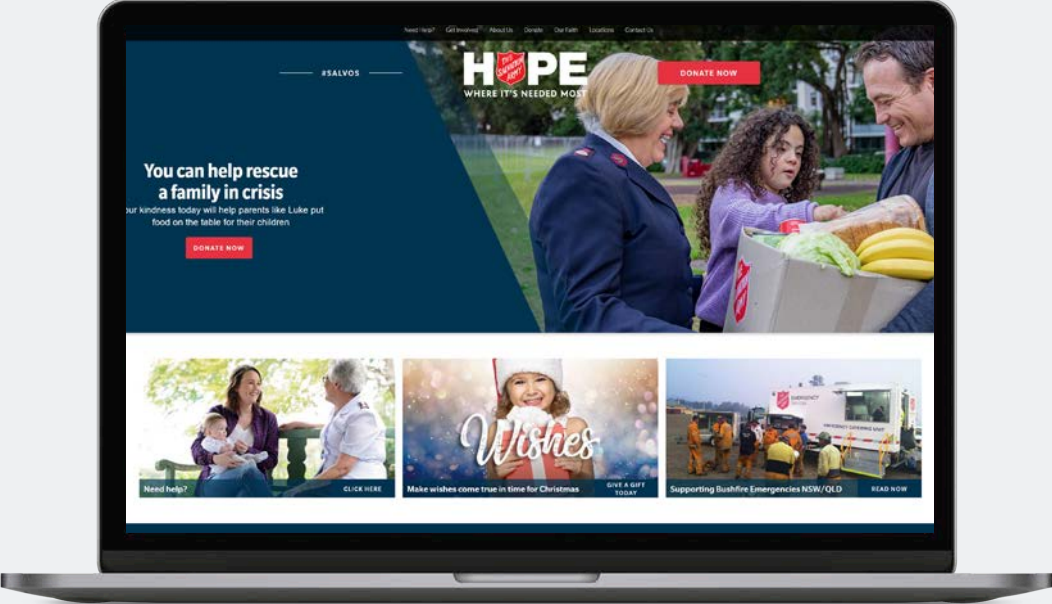
Facebook
68,997 followers



Twitter
21,500 followers



Youtube
871 subscribers



Australian Salvation Army Website

Additional Australian Campaigns

They also have advertisements used across many traditional and online platforms, such as television and social media (mainly Youtube), to raise awareness about the ‘Salvos’ brand and the Red Shield Appeal. The Red Shield Appeal is The Salvation Army’s fundraising program and it helps to fund their various social and community services.

Their most recent advertisements use storytelling to show the hardship of those individuals and families they support and includes the slogan, “You can give hope where it’s needed most” to invite the public to

donate and support their communities.

The Salvation Army in Australia delivers letters to households on occasion, encouraging people to donate at specific times of year.

The Salvation Army also work with shopping centres across Australia to set up donation areas for their Red Shield Appeal.

The Australian Salvation Army website is modern, clean and easy to navigate, with all the information

most people would instantly need (volunteering information, donation help, support seeking and a store locator). The website is engaging and accessible due to its functional and eye-catching design.

International Campaigns

After looking into the WA stores and the Australian national campaigns, we researched into international campaigns to broaden our knowledge on what promotional material already exists globally.

The Salvation Army: Denmark

A new Salvation Army ‘Vintage and Redesign’ shop opened in Denmark in early 2019. The store focuses on recycling and promotes the social responsibility to think smarter about throwing away clothing. Passionate craftspeople at the Salvation Army store can reinvent the items of clothing and accessories for the customer, when their donations cannot be resold due to the condition they are in. The aim is to help people consume less and make old clothing attractive again by providing customers the chance to share, repair and redesign their clothes. This provides employment opportunities for the local community.

The Salvation Army: Greenland

Early in 2019, The Salvation Army in Greenland paired with the POST to release a new charity postage stamp to raise awareness and fund their work with homeless people in Nuuk. The Salvation Army were chosen for the 2019 campaign due to their contribution to the social work within Greenland, making them a worthy organisation for the POST to support this year. The stamp shows a group of people enjoying a meal together, with the red shield of The Salvation Army and a red ‘sun’ element to represent the Greenland national flag. Each postage stamp sold will help to generate approximately \$0.15 AUD (\$0.14 SGD) for the Salvation Army.

Second-hand Shopping Mall: ReTuna, Sweden

In Eskilstuna, Sweden there is a second-hand shopping mall, designed by Anna Bergstrom. The mall came about due to Bergstrom’s determination to create a place full of stylish and unique items that were sustainable and beneficial to the environment. The shopping mall is called ReTuna; “Re” for recyclable and repurpose, and “Tuna” which is the nickname for the town, Eskilstuna. The mall includes fourteen stores that cover everything from clothes to DIY tools, and every item is either recycled or repurposed. ReTuna has a spacious and appealing setting, which as been described as “almost IKEA-like”. The store is situated right next to a recycling centre, where the locals can drop off their unwanted items and can drive through to ReTuna next door.

The Salvation Army: United States of America (USA)

In the USA, The Salvation Army has a very popular Christmas campaign called the Red Kettle. The campaign encourages people walking by to donate spare change, which will go towards helping the less fortunate; it helps to provide beds, food and shelter for those who need it. The bright red kettles have helped to spread awareness of The Salvation Army brand, with the logo on additional signage and volunteers ringing bells or singing Christmas carols to gain attention. Unfortunately, The Salvation Army in the USA have noticed a decline in donations as many Americans will shop online or don’t have cash on them to donate. This has encouraged a new text-to-donate campaign, which has improved the donation rate. While there hasn’t been as many donations recently, The Salvation Army still runs the Red Kettle campaign as it is known to be a long-standing tradition for the USA during Christmas.

MEETING THE SALVATION ARMY IN SINGAPORE



The second phase of our research involved further developing our understanding of the needs of The Salvation Army in Singapore.

Our project manager, Erica Ormsby, organised a meeting between our group, The Salvation Army and the Red Shield Industries’ representatives. Shortly after this, we would visit and research into the individual Salvation Army Family Hubs throughout Singapore.

What we learnt from the representative meeting:

- It is believed that the general public is aware of The Salvation Army.
- The Salvation Army receives very little negative feedback - the negative feedback they do receive mostly comes in the form of complaints about product pricing.
- Product pricing is upscaled so that the revenue generated can effectively go towards improving the services provided by The Salvation Army.
- E-commerce is believed to be “stealing away” many of The Salvation Army’s customers, through services such as Carousel. The Salvation Army is attempting to counter this by getting involved in e-commerce themselves.
- There aren’t any other stores or organisations that The Salvation Army believes they have to compete with, but the store they feel most comparable to is Cash Converters.



What we know about your services:

Carehaven: cares for foreign domestic women in challenging situations and/or needing shelter.

Peacehaven: a nursing home for the elderly that provides nursing assistance, as well as day centres that provide medical aid at the centres and in patients home.

Prison Support Services: provides professional support for inmates and children. For example counselling, bonding sessions, playroom.

General Family Support: provides counselling, financial and food ration assistance, support groups (elderly, youth, mothers) and health checks to families and individuals.

Gracehaven: provides homes for foster children and support services for kids at risk.

IMH Partnering: a 6-month graduating system allows mental health patients to get back into society through an employment system. This system aims to help build social skills, money handling skills and other essential skills needed to integrate into the workforce.

Donations: received donations are sorted into two different categories. Category A items are sold in stores, Category B items are sent to third-world countries. Some items are discarded; however, this makes up for a very small percentage of donations.



VISITING THE STORES & FAMILY HUB

Tanglin Family Hub

The entrance was a little challenging to recognise. We didn't immediately notice the Family Store because the structure gave off a "private property" feeling - this may be due to the fencing and the structures that can be seen from the outside. From the outside, the only thing identifying the area as a Salvation Army Family Store was a banner on the fencing. It would help for the sake of visibility if there were some more clear advertising out the front.

Even within the gated area, it's a little challenging to locate the shop section without assistance - of course, the staff are happy to assist. Once inside the clothes inside were of reasonably high quality, and there was a large selection of electronics as well. The shop itself is of a relatively large scale, and the layout resembles the kind of thing you would find in an Australian Salvation Army shop. There was even an area for children to play in at the store.

Key Findings

- Challenging to find entrance
- Large size store
- Layout resembles stores in Australia

IMH Pick & Choose Store (Buangkok)

This store has a close relationship with the Institute of Mental Health (IMH), where they can provide patients at IMH with retail training through the OCTAVE Job Training program. This enables the patients to build skills, such as social skills and money handling, to help them easily integrate back into the workforce and society.

Unfortunately there is no mapping, signage or other indicators of the store's presence or location. Members of the IMH staff weren't able to

help us find the whereabouts of the store, and some didn't know that there was a Salvation Army store. The "Pick n Choose" logo above the store is a lot larger and more noticeable than the Salvation Army logo. This is what the store is more associated with and probably the reason no-one knew where the store was located.

The store window was cluttered with too many items. This is a place where customers would expect to see a lovely window display. A nice window display will help

customers associate it with walking into a clothing or retail store; window displays are a straightforward way of attracting customers.

We noticed that there weren't any customers when we entered - nobody was tending the counter, either. The shop layout was quite narrow and claustrophobic, with boxes crowding the aisles. This can cause customers to feel uncomfortable. We began to feel uneasy and squished, which made us want to leave the space.



Key Findings

- Partnership with IMH - able to provide patients with retail training
- No navigation to the store
- Inside store is very cluttered
- Layout of store is narrow and claustrophobic

Bukit Merah Store

The store was a little challenging to find. It's located very close to the bus stop, but there's no signage indicating its location, and it's quite obscured from the road by trees and bushes. The people around the area all seemed to know where the store was. It appears to be a well-known part of the local community. A small few customers wandered in and out of the store during our time researching.

This store had extended out beyond the building itself, with clothes racks and baskets and shelves displaying DVDs, books, toys and other trinkets. This is great for passerbys to interact with the items without needing to go into the store. There was a large red banner with The Salvation Army logo on it, which is great for identifying the store. However, the banner looked quite old and dirty.

The store itself was very small, with the different pathways being quite cramped. The five of us who went to research this area found it difficult to fit in the store at once. Overall, it was quite a claustrophobic experience.



Key Findings

- Challenging to find entrance
- Store extends out beyond the building itself
- The banner has lost its quality and is quite old and dirty
- Store is small and cluttered



Praisehaven Mega Family Store (Our Happy Mall)

The store is a great deal larger than all of the other stores as it contains two stories. Upon walking into the store, there was a distinctly nice smell. It also has some nice welcoming music. The counters on both floors were close to the front and easy to find.

On the upper level, the first room is clothing. The women's clothes make up a majority of the items on display, while the men's section was very small. Individual items of clothing are not tagged with prices. Instead, the racks they're on have price labels, usually displaying price ranges instead of clear prices. Some

racks were missing these price labels. Clothes not being labelled individually can be frustrating for customers, especially customers who are shopping on small budgets. It can be embarrassing for customers to have to ask about item prices, especially if you are expecting or hoping for a lower price.

There's a large second room connected to the back of the first room. This area contains shelves and display cases of electronics, as well as a little gallery of sculptures and paintings. This space is utilised well.



The downstairs area was mildly concealed. There weren't really any directions to it from the upstairs area. This level contains lots of furniture where the layout was similar to big retail stores. You didn't really feel like you were in a second-hand store; this was an aspect the representatives wanted to achieve. However, this area definitely has a warehouse feel. The blue tarp was used to block the view of the specific regions. While most of the items in the area were arranged neatly and cleanly, the area still felt quite cluttered since there are too many items in one space. Some of these chairs and tables weren't labelled very clearly. The upstairs lighting was nice and bright, this could be carried down into the basement area. There were activity and workshop areas downstairs, which are useful for events.

There was an area with massage chairs, as well as pamphlets and books. It appears to be a nice "hangout area" as well as a shop, which can help customers develop a comfortable relationship with the store. There is a photo studio where you can take photos. This studio is also utilised to take pictures of items for marketing. This area could potentially be used to promote a hashtag campaign.

This store resembles most like the Australian Salvation Army stores - particularly the layout.

Key Findings

- Large store resembling big retail stores
- Signage is used for navigating outside and inside the store
- Clothes are not labelled individually instead the rack is labelled with the price range
- Not much direction for the downstairs area of the store
- Downstairs area feels more like a warehouse
- There is a nice "hangout" area upstairs
- Events are held downstairs

Competitor Research

We began investigating into The Salvation Army's competitors in Singapore to help us see what works for them and how we can help The Salvation Army stand out. This was an interesting area to research because unlike Australia, where we have charities like St. Vincent De Paul and The Good Samaritans, The Salvation Army in Singapore does not have any direct competitors that do similar community work. However, we did find many stores that shared the same interest in recycling and wanting to make the shopping experience fun for customers.

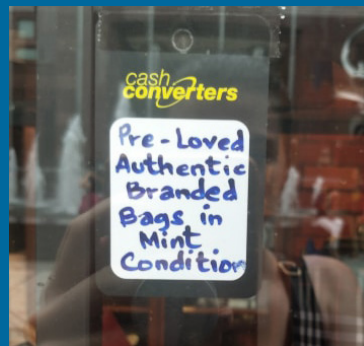
We looked into Cash Converters, New2U and UNIQLO, and their branding, social media and existing campaigns.

Cash Converters

New2U

Uniqlo

Cash Converters



Branding

"Furnish your home with a touch of history"



Their logo has an arrow surrounding the words which could imply the idea of recycling.

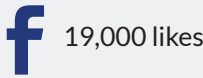
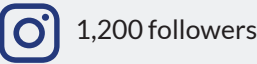


Consistent use of the colour yellow

The words “pre-loved” are also apart of their brand as they are consistently used to portray the idea that the items are wanted and loved even though their previous owners selling them.

Cash Converters brand themselves as the “largest 2nd hand dealer in Singapore” as they know they are well-known across the city.

Social Media



Cash Converters have social media presences on Facebook and Instagram. The content they post on these websites is identical, and this isn't ideal for their presentation: Instagram is a more visual platform than Facebook, so relying on text to convey a promotional message means the message will not come across as strongly on Instagram.

It would also appear that they do not have a very high engagement rate, which can be seen by looking at the amount of likes they receive on their Facebook posts in relation to the amount of likes their page has overall. Cash Converter's Facebook page has over 19k likes, but most of their posts only receive 10-15 likes on average, with some outliers receiving over 150 likes, presumably thanks to Facebook advertisement boosting.

Campaigns



In September of 2019, Cash Converters ran a campaign called “the Condo Challenge”. This campaign allowed condo residents to sign up for a competition in which Cash Converters team members would come to their home and set up a booth where residents could exchange their “pre-loved” goods for cash. The condo that was able to perform the most transactions would win \$1,000 (SGD). This campaign discussed ways that condo owners could upgrade their homes with the prize money, as well as mentioning the environmental benefits

of recycling items by selling them for reuse. The form for the Condo Challenge also included a “How did you find out about this/us?” field, which helps Cash Converters understand their most effective advertising strategies.

In addition to this more grand scale campaign, Cash Converters have run a few more minor campaigns to maintain customer interaction. To celebrate their 54th anniversary, Cash Converters offered customers selected items at discount prices if

they spent a minimum of \$5.40. They also ran a mystery gift campaign that involved customers liking the Cash Converters page on Facebook and checking-in on the platform - if they showed a staff member that they had done this, they received a free mystery gift.

For a majority of July, Orchard Road ran the GSS: Experience Singapore event, in which a large range of stores had pop-up shops lining the streets. Cash Converters also got involved in this event and had their own pop-up

New2U



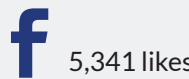
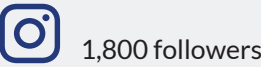
Branding



They use mostly on bright pinks and whites, giving it an easily recognisable image.

New2U is a facility under the Singapore Council of Women's Organisations (SCWO). New2U also has a very personal brand, especially in comparison to Cash Converters - their language includes terms like "pre-loved" and "donated goods", and a lot of their advertisements appeal to the personal value of the items they sell.

Social Media



New2U's Facebook page is mostly used for sharing articles, stories and facts that relate to their value for personal development and attachment, as well as promoting their own sales. They post quite frequently on this page, helping them maintain audience engagement. Their Instagram page has a different style of marketing, mostly limiting their content to information about their sales or their donation status.

The styles they rely on for their social media posts are very typically feminine, potentially pushing away male audiences, however as New2U is a SCWO facility this branding seems appropriate. They exclusively have social media presences, having no independent websites besides from their single page on the SCWO website.

As Instagram is a very visual platform, it's

Campaigns



New2U's more impactful campaigns include occasional "Mega Half Price Sales". These last for a few days towards the end of every month and exclude certain specified items. Whenever they make posts about these sales, they use identical imagery. They also offer half-price sales every Tuesday to students who are able to present student identification cards.

New2U have hosted designer pop-up sales, which appeals to people looking for more exclusive items. They have also set up partnerships in the past, with a more recent example being their partnership with Kipling from November 1st to November 30th 2018. Kipling sells a wide range of bags and accessories, and in return for donating a bag to New2U customers would receive a \$60 voucher for Kipling.

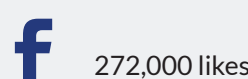
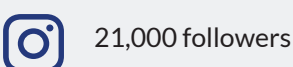
Campaigns

While UNIQLO can be recognised as a fast fashion brand, it does make efforts to be sustainable, having a page on their website dedicated to updates on UNIQLO's sustainability efforts. They run support campaigns, including campaigns dedicated to supporting refugees and encouraging recycling, however they aren't very strongly marketed or promoted, meaning people generally have to go out of their way to learn about this.

Their other campaigns include: a recycling program aims to provide customers with a clear idea of how their items could be recycled and reused - however the lack of promotion for these campaigns hinders their influence. Their refugee assistance campaign helps by offering employment opportunities and donated items of clothing. UNIQLO has formed a partnership with the United Nations High Commissioner for Refugees (UNHCR) in order to bring help to people who are in need.

They also run partnership campaigns with other pop culture brands. These campaigns implement a "limited run" mentality, where customers develop a sense of urgency to make sure these more exclusive products.

Social Media



Their Facebook and Instagram pages have large followings and are utilised effectively based on the platform, with Facebook being used for promoting products and encouraging online shopping, and with Instagram being used to show off clothing items in a fashionable way.

At the time of writing, the brand has 2.6 stars out of 5 on Facebook, with most of the negative reviews being a result of complaints about the customer service.

There is a consistent sense of style in UNIQLO's posts, but the lack of personality in their posts reinforces the corporate and fast-fashion feel of the brand. Photos of satisfied customers or employees or other more personal interactions could help spin UNIQLO to look less cold and distant.

UNIQLO

Branding



UNIQLO has a strong and easily recognised branding - their logo utilises blocky white sans-serif font over a red square. The way the text is arranged means that even the version of the logo that uses Japanese characters instead of English characters can be recognised as the UNIQLO logo. This logo is used in all of UNIQLO's online presences - on their website, their Facebook page, and their Instagram page - to maintain brand consistency.

RESOURCES & CAPABILITIES

During our research, we performed a few exercises to help us understand what resources and capabilities we have available to us. Understanding this helps us to develop an effective and appropriate strategy to address the initial problem.

Parts of this exercise also enabled us to explore what The Salvation Army wishes to accomplish by addressing these issues. This furthered our empathy and passion for The Salvation Army's work and has motivated us to see the problem on a personal level as well as a professional level.



Existing Website:

The Salvation Army Singapore website does a good job at using visual elements to help communicate large amounts of information. However, there are still sections with a large amount of text by itself, which has the potential to overwhelm the user. This could be improved to help the users have a comfortable experience.

Existing Social Media:

The Salvation Army Singapore have social media presences on Facebook and YouTube. There are various Facebook pages, including their standard Salvation Army page, as well as a Red Shield Industries page and a Reddshop page. The Salvation Army Singapore page get 3000 followers more than the other pages.

Existing Campaigns and Actions:

- There are numerous campaigns that The Salvation Army Singapore have implemented. For example,
- Flyers - these are distributed within the stores themselves.
 - Events - this seems to be most prominent at the Our Happy Mall store. Events include, high tea, a Mothers' Day celebration, and a monthly member birthday celebration.
 - Pop-up Stores & clothes pick-up truck - These were mentioned by the client, however we didn't get to experience these during our time in Singapore.

Donors & Volunteers:

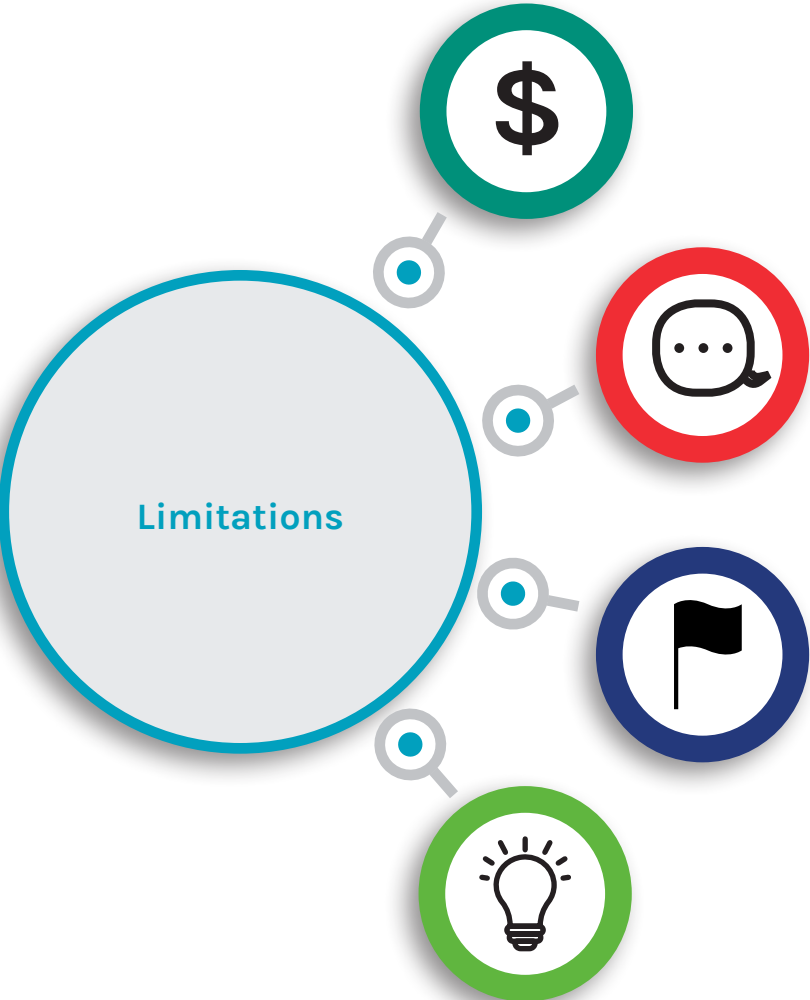
The Salvation Army in Singapore get lots of donations from the public and also help from volunteers.

The Our Happy Mall Store:

The Our Happy Mall store has a wide range of physical resources, including the store space itself, chairs, tables, speakers and a stage, that allow it to be used for events.

Design Students:

The Salvation Army Singapore have the opportunity to work with students from Murdoch University to create helpful strategies for the problems they are facing.



- Budget:**
All strategies will have to be quite cost-effective.
- Language Barrier:**
Communicating ideas between us and The Salvation Army properly and effectively can sometimes be difficult. We want to make sure that The Salvation Army fully understands the ideas we share with them.
- Cultural Differences:**
We haven't lived in Singapore so we have to take into consideration our cultural differences.
- Experience:**
We haven't implemented large campaigns that are sustainable and long-term before. This will be a new experience for all of the design students researching and installing this project.

Intentions and Visions

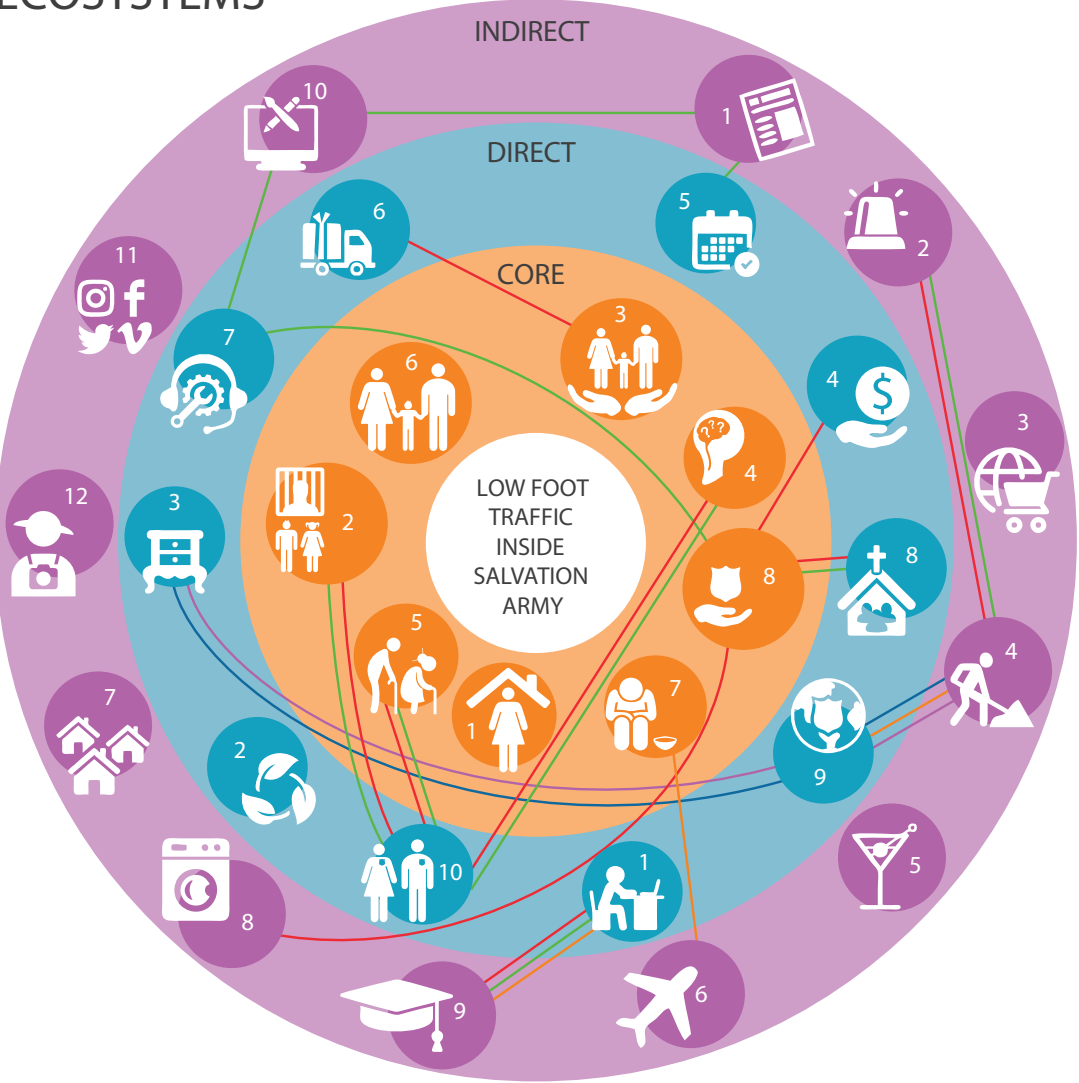
This exercise inspired us as a group as we got to see how our personal visions and intentions align with those from The Salvation Army. We found that we had the shared ambitions to make a positive change and provide help and care to others. Having shared goals helped us to empathise with the representatives and motivated us to create the best work possible.



Stakeholder Ecosystems

We went on to outline the individuals that had a relationship with the Salvation Army, as well as the depth of their connection to the group and the problem. We then looked into the relationships these stakeholders had with each other and how they would come into contact with each other. This gives us an idea of who to focus on when addressing this problem, as well as giving us an understanding of how they all connect. We can use this information to help us devise strategies that reach the right people in the right way.

MAPPING STAKEHOLDER ECOSYSTEMS



CORE: Primary (active) touchpoints, enablers and stakeholders.
DIRECT: Seconodary (active) touchpoints, enablers and stakeholders.
INDIRECT: Tertiary (passive) enablers and influencers.

- | | | | |
|-----------------|---|--------------------|--|
| CORE | <ul style="list-style-type: none">1 Women needing shelter (CareHaven)2 Children with parents in prison (Prison support)3 The underprivileged (Family support)4 Dementia patients (IMH)5 Elders at PeaceHaven (Nursing home)6 Foster children (GraceHaven)7 3rd World country citizens8 Salvation Army staff & volunteering<ul style="list-style-type: none">• Retail workers• General managers• Warehouse stockers• Cleaners/sorters of donations | DIRECT | <ul style="list-style-type: none">1 Students2 Eco-friendly shoppers ("Do-Gooders")3 Vintage collectors4 People who donate5 Event organisers (marking director)6 Truck drivers (distributers)7 Tech support for Salvation Army website8 Church communities9 The Salvation Army as a global identity10 Salvation Army centres staff<ul style="list-style-type: none">• Rehabilitation workers• Counselling doctors• Social Workers• Nurses |
| INDIRECT | <ul style="list-style-type: none">1 Printing/advertising agencies2 Police/Hospitals/Ambulance/Fire-fighter3 Competitors - Cash Converters, e-commerce4 Working Class5 Shoppers - high end/personal6 Transporters- in and outer country7 Neighbouring businesses8 Laundry property owner9 Schools/universities10 Web/graphic designers11 Socail media influencers12 Tourists | CONNECTIONS | <ul style="list-style-type: none">— Face-to-Face— Internet— Telephone/email— Flyers/banners— Word of mouth |

Stakeholder Outcome

Another workshop we completed with this information was to put together a table that explored our insights into various stakeholders groups. Stakeholders are groups or individuals that are affected by the operations of the Salvation Army. The table expands on what we already know about each stakeholder, what we want to happen, while also identifying any strategies that are currently in place and outlining any resources/ data that we may still need to learn more.

Project Research - Empathy Map				
Stakeholder Group	Insights	Desired Outcomes	Indicators	Data Needed
Customers	Don't know it exists and believe the clothes are unclean. Don't know where the stores are or what they sell other than clothes.	Remove unhygienic associations. Have more customers come to stores and then tell their friends about it.	Salvation Army are working on how they display items; OHM has been set up. However there is still poor signage and not enough outreach.	Customer feedback and opinions on the public. Continuous research into existing awareness campaigns.
Volunteers	Passionate about the cause and the work they do. Types of Volunteers: Retail workers, transporters, admin, managers, cleaners	Want to feel fulfilled and competent training.	Octave Job Training has been set up at the IMH store. Birthday and appreciation events for volunteers,	Strategies to engage with the public to join the Salvation Army community.
Management	Care about their community and want to give back. Welcoming change and new ideas to better their store experience for customers.	Raise awareness of the brand and increase engagement.	They have reached out for help to make a change. They also have set up partnerships (IMH) and the OHM in the flagship store to better the shopping experience.	Strategies on how to reach the communities outside of their stores.
Donors	The donators are local and donate because its seen as a positive act. They donate all different items and have adopted the recycling lifestyle.	Help them become buyers as well as donators and promote the recycling ideology,	Donation boxes, trucks to pick up items and online advertisments (social media) are already implemented. Providing more events on recycling and fundraisers could increase awareness.	We need to know about the donation trends and how much is already being donated. We also need to know more about their reasons to donate.
Beneficiaries	They recieve donations and services from the Salvation Army. Known to be: IMH, kids of prisoners, people in poverty, elderly and 3rd world countries.	More fundraising to help support services and events, Education on where donations go.	Services already in place include: Gracehaven, Peacehaven, Carehaven, Prison Support, Family Support and Donations. These services were very difficult to find on the website.	How do the beneficiaries benefit from these donations and how does it get to them.

General Public Interview Summary

People we met on the streets of Singapore

- Those interviewed also stated that spreading awareness of The Salvation Army and educating what they do, who they are, what they sell, who they work with and what services they can provide is important; it could help the public feel more comfortable shopping there.
- Customers will generally donate items rather than purchase them.
- Several interviewees stated that people looking for cheaper or more affordable products are likely to be customers of The Salvation Army.
- There is a belief that the shopping experience in thrift stores is different to regular retail shops; they are believed to be two separate identities.
- One interviewee stated that the uncertainty surrounding who wore the clothes before her made her uncomfortable and that was the reason she would never buy clothes from The Salvation Army. However, she said she wouldn't mind buying art or other small homeware items as they can be considered valuable.

Orchard Road Interview Summary

People we met on Orchard Road

- Many customers recognised it as a religious entity rather than just a thrift store.
- Singapore is known to be affluent and home to some of the most expensive stores, therefore thrift shopping isn't very common. Second-hand stores are understood to be for those shopping for necessities.
- For some people, it took us saying we had gone thrift shopping and that it was normal in Australia for them to admit they had done it.
- People wouldn't go into more detail on their experiences without prompting.
- There were several occasions where people had gone shopping at Salvation Army stores for non-clothing items, such as furniture.
- People would quite frequently mention Carousel when asked about second-hand clothing. It is believed that there is a market for second-hand clothing there, and some people believe that it can be quite unreliable.

- There was a noticeable shift in body language when thrift shopping or op shopping was mentioned:

Some people chuckled.

It appeared as if some people felt shameful when they admitted they had either been thrift shopping or they had visited a Salvation Army store.

Interviews

We also wanted to learn more about the individual stakeholders who would be affected by any changes made within The Salvation Army. In order to accomplish this, we went out to interview people who fit into the various categories of stakeholders we had established. These are some of the notes we took from these interviews.



We Interviewed 12 people on Orchard Road

9 out of 12

heard of Salvation Army

3 out of 9

Of the 9 people who had heard of The Salvation Army, only 3 had shopped with them

Retail Stakeholders Summary

People we met in The Salvation Army Stores

- Values the environment and strives to help others.
- From personal experience, the interviewees stated that the **Praisehaven store was the most popular**, while the smaller stores have less business.
- Interviewees believed that the Singaporean customers are very direct, and that they tend to prefer a straightforward transaction when shopping. They stated that customers are people aged above twenty-five.
- Interviewees acknowledged that there is definitely something fun and interesting about being able to search for a unique item that cannot be found anywhere else.



"My mum thinks they [Second-hand Clothes] might be haunted. Just because they are old, she thinks someone died in them and that's why they are here [The Salvation Army store]."

- Erica, Student

"I'll go to any store as long as it's nice."

- Shopper, Orchard Road

"People Like New Things"

- Orchard Road Shopper

Cash Converters Employee Interview Summary:

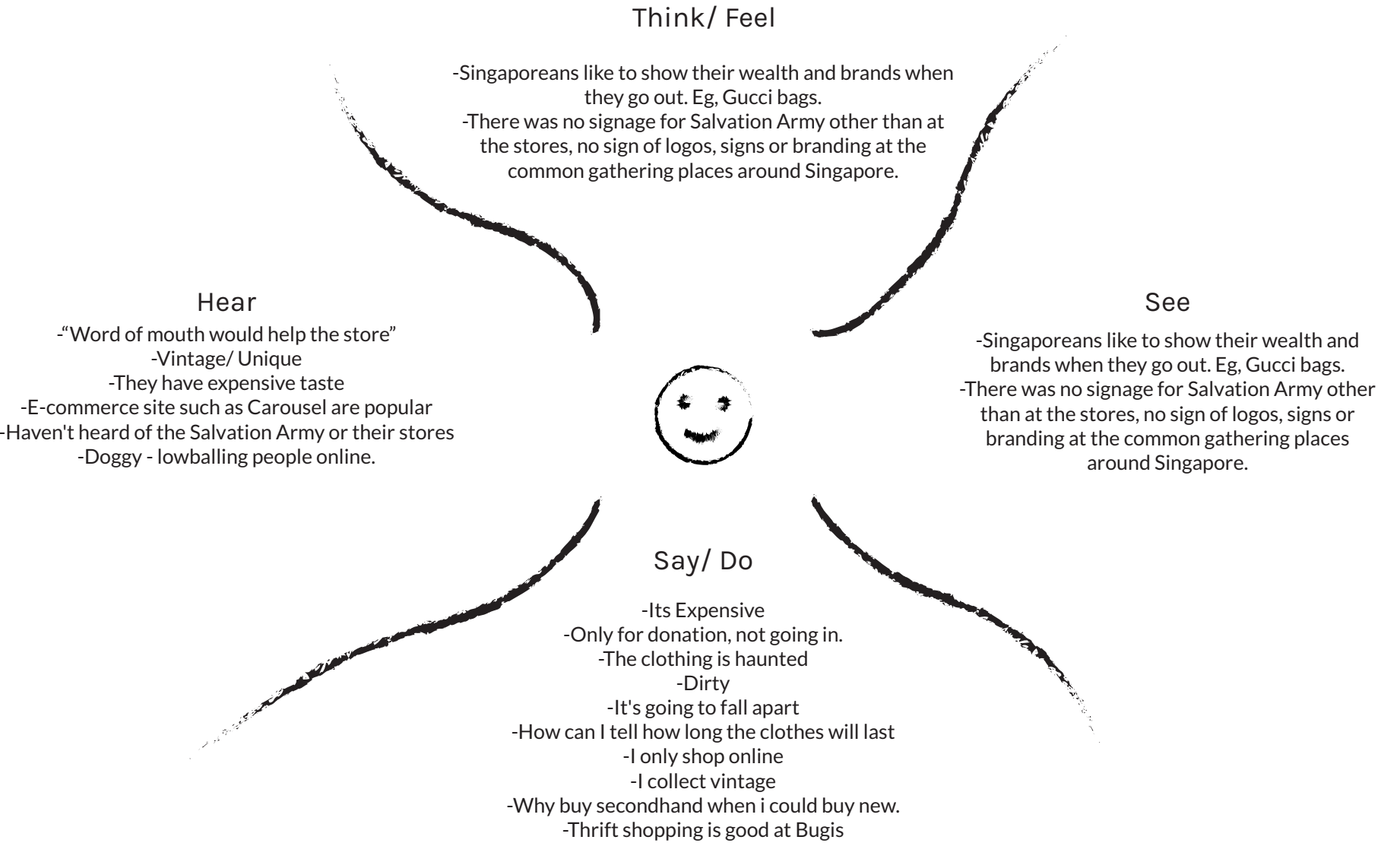
The employees of one of the competitors.

- Customers at competitor secondhand stores are customers aged thirty and onwards.
- Competitors have utilised the Great Singapore Sale (GSS) experience to set up a pop-up store on Orchard Rd to spread awareness.
- Their customers commented that their brand is more "up-market" because of the pop-up store.
- Their watches and jewellery tend to sell the best - they're worth more and it's a good way to quickly earn some money. In addition to this, they resell these "big money" items at a lower price, which draws customers.
- Little gadgets with price tags under \$5 or \$10 sell very well, as do items that are considered 'vintage' or 'retro'.
- The interviewee was quite confident that there is a stigma surrounding second-hand shopping, stating that when people are told that the items in the store are second-hand, they will walk out. They stated that there is a struggle with selling second-hand items.
- Interviewee stated that education on where the items have come from is important; customers feel more comfortable and positive about purchasing second-hand items.
- There is a need to be honest when selling their second-hand items; if there are damaged items, missing parts, or wear, it is important to disclose this to the customers.

EMPATHY MAP

After completing our interviews, our next step was to develop an empathy map. This exercise allows us to empathise with Singaporeans who benefit, use, or want services from the Salvation Army. We mapped out what they hear, see, do, say, as well as their pains and gains. These were mapped out in regards to their responses from our interview research conducted in Singapore. Through this, we have a deeper insight into their attitudes and behaviors towards the Salvation Army, both as an organization that provides aid, but also as a retail brand.

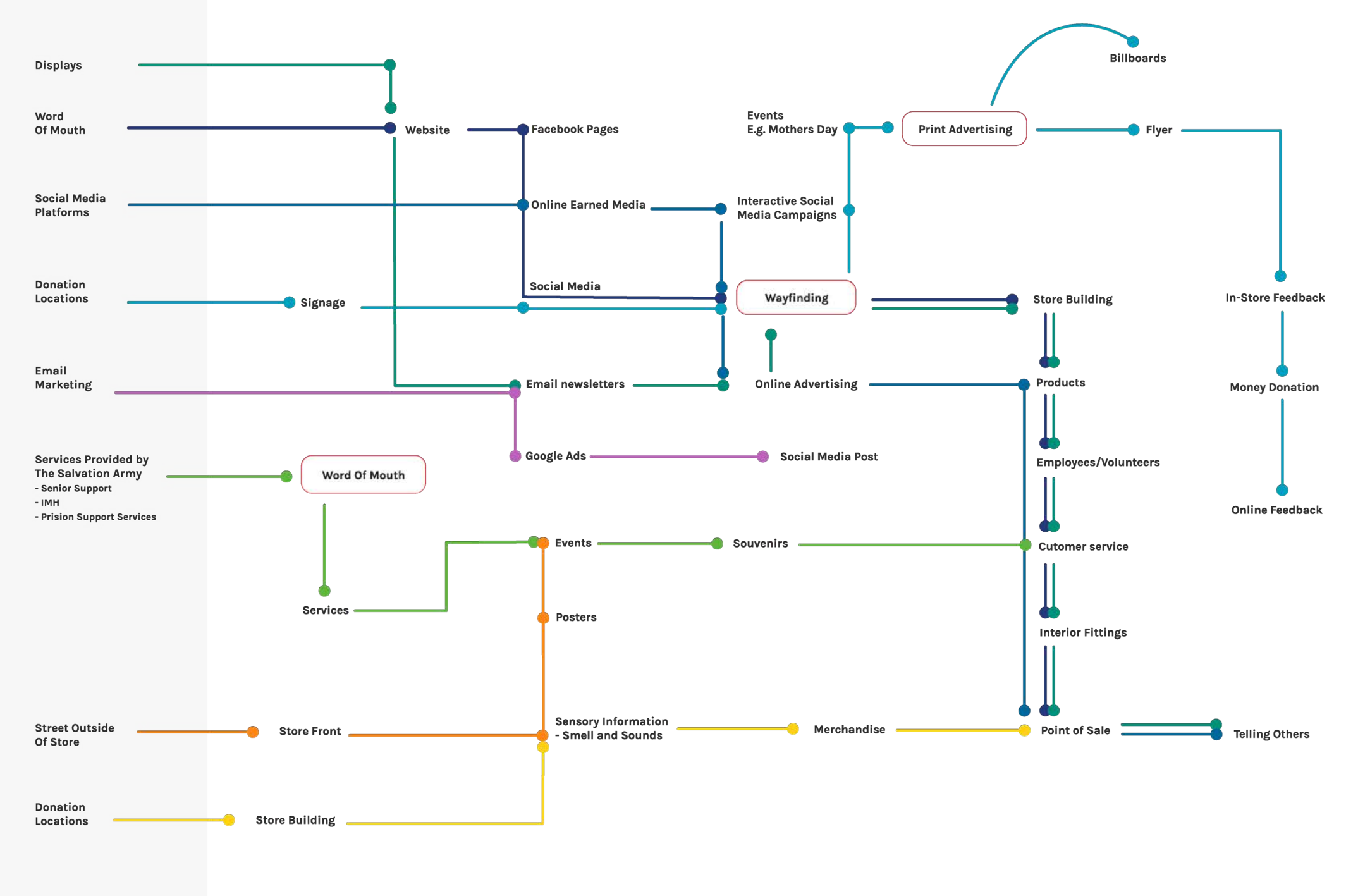
Empathy Map



Mapping The User Experience

We developed personas based on the Stakeholder Outcomes activity to represent the more notable people from our research. A persona is defined as a specific character that is created to help us to empathise with the stakeholders and understand the issues they face when coming in contact with a brand. We used the personas we created to help us get a better grasp on our target audience for our strategies. This exercise had us map out the personas' emotional and physical experiences with the Salvation Army from the initial impression to the ending, and this gave us a specific understanding on some of the issues we needed to focus on.

We created five personas and they were for an eco-friendly shopper, high-end shopper, a beneficiary, and a volunteer. These personas were developed from our main stakeholder groups and were inspired by the people we met during our interviews and meetings.



REDEFINING THE PROBLEM

After all of our research, we felt that we had a comprehensive understanding of all of the core elements of this issue. From here, we had enough information to redefine the problem.

The problems:

1. Many people are unaware of The Salvation Army.
 2. Those people who are aware, have a lack of complete understanding/ education about the organisation.
 3. The Salvation Army is more associated with donations, rather than retail shopping.
 4. There is a limited retail presence on the ground and online.
 5. Information about The Salvation Army is hard to find and inconsistent.
 6. The perception of the second-hand shopping experience is commonly negative.
 7. There is a cultural stigma around second-hand retail items.
- After this redefinition of the core problems, we realised that the strategies we put in place would need to be both short-term and long-term.

After this redefinition of the core problems, we realised that the strategies we put in place would need to be both short-term and long-term as they will take time to overcome.

Negatives into Postives

This was the turning point in reframing our research to promote positive service experiences at the Salvation Army stores.

For this exercise, we all wrote down negative keywords associated with the Salvation Army gathered through our data collection. These words were based on our experiences, feelings and discoveries as well as direct words from those we interviewed.

We then divided into groups to turn these negative words into positive. Not just the opposite of the negative words, but rather the ultimate positive association. For example, the negative word “unwanted” was not just “wanted” but became desirable.

This exercise worked on further reframing, expanding, developing and challenging our understandings of the problem. It helped us to find the goals we wanted to reach and the focus point for potential concepts.



CONCEPT DEVELOPMENT

Developing Our Ideas

After all of our research, redefining of the problem and reframing our thinking, it was time to develop concepts and strategies that could potentially assist with the core problems.

Together in two groups, we started thinking about potential concepts that could align with our strategy. We began to brainstorm by using our user experiences to inspire ideas on how and when a customer would come in contact with The Salvation Army.

After we brainstormed in our groups, we came back together to present our ideas to each other. We worked together to see if there were any ideas that we could link or if any stood out amongst the group. Our ideas focused around history, branding and customer interaction.

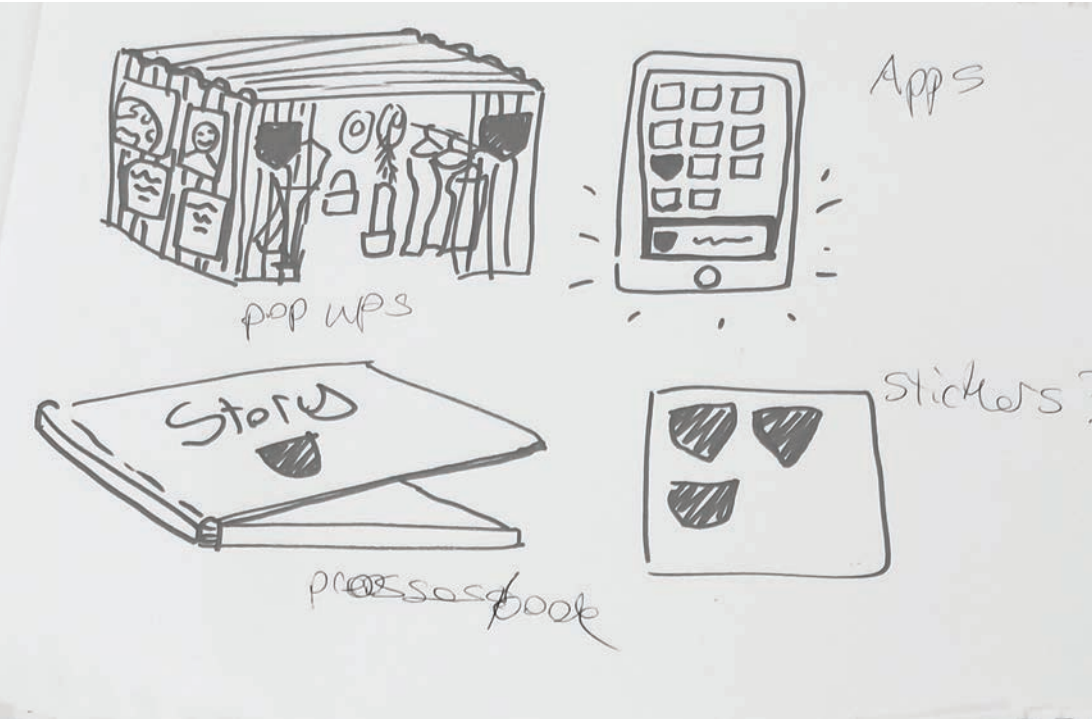
The Salvation Army Mobile App

During one of our proposal concepting sessions, Teayl came up with the idea and the rest of our team helped develop the idea of a Salvation Army Mobile App for Singapore. An app would bring The Salvation Army's goal and mission in touch with more technology focused community. The purpose of the app would be to engage with the wider community and give easy access to The Salvation Army information and activities in Singapore.

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Pop-up Stores

This concept was discovered while in Singapore, our team was walking back to our hotel after working at the Mages Institute, we saw a street festival event. A bar, music, a sound stage were all set up. There were 20-30 refurbished sea-containers that had been turned into little shops selling clothes, haircuts, manicures, food and drinks. There were hundreds of people flocking to the place on Orchard rd to investigate the little shops and to listen to the music. The event created a strong festival and community atmosphere that we Aussies recognised and it made us feel welcome in Singapore. Sea-containers that have been refurbished into mini stores, easily relocated and set up. The Salvation Army could have several of these set up at events around Singapore, but specifically at fashion events where they can represent the eco-friendly, thrifty and caring niche.



Mystery Box

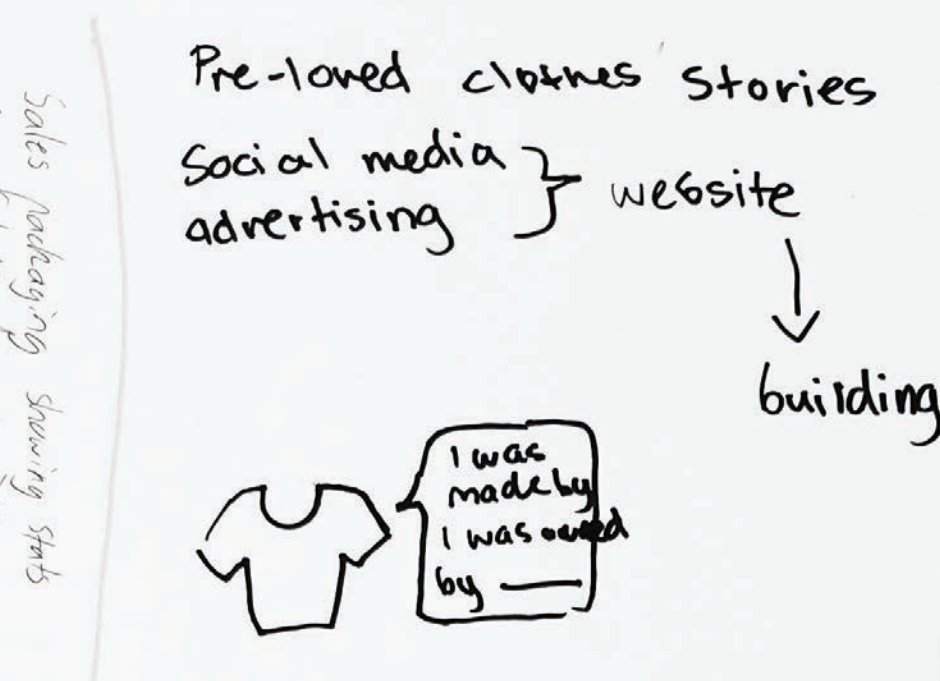
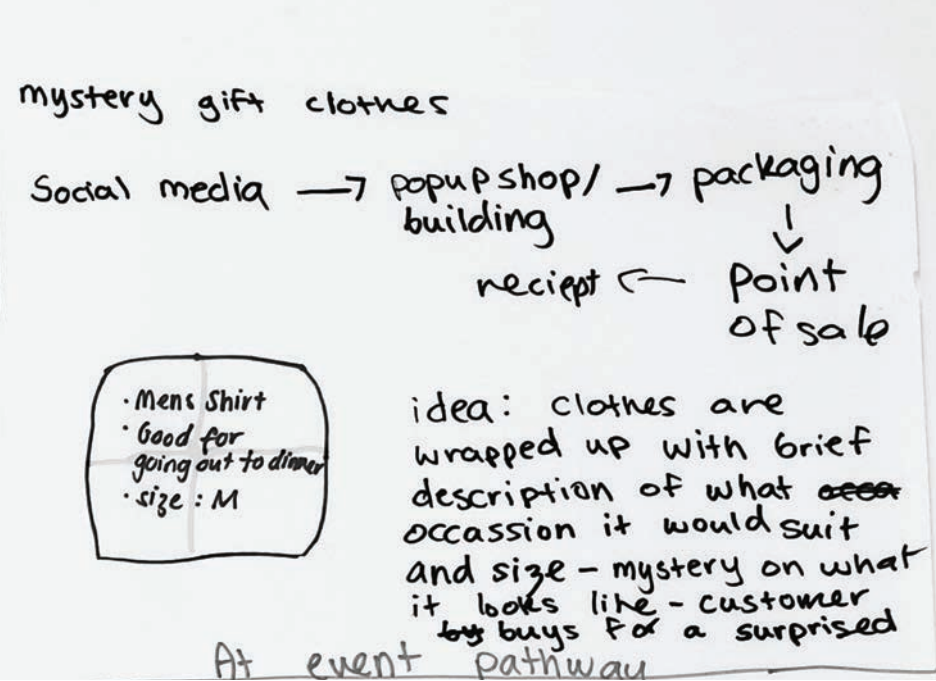
This idea was inspired by our competitor research into Cash Converters. Cash Converters have a campaign where if a customer liked their page on Facebook and checked in, they could get a free mystery gift in store once they showed a staff member. Inspired by this, we developed the idea to design mystery boxes filled with fun donated items that customers could potentially purchase or win. They would be

set up in stores with a variety of prices based on the contents of the box. Customers could go into the draw to win a mystery box if they purchased an item over \$10 from the Salvation Army and posted a photo of themselves and their item on social media, using the hashtags, #SalvationArmySingapore #WinAMysteryBox. This idea could encourage more online interaction and help to increase brand awareness.

Heritage Stories

During our research and investigation in Singapore, we noticed how much pride Singaporeans have in their history and culture. As a group we were trying to come up with a way to help shoppers at The Salvation Army stores realise the true value of the items for sale. Some of our team visited Madame Tussaud's Wax museum on Sentosa Island where we saw a live performance of many of singapore's historical events. We realised that Singapore has a rich history filled with both struggles and

triumphs, and that the people of today's modern Singapore value their history. This discovery sparked the concept of asking people who donate large and valuable items to write or record a small story about the history of the item. How old it is? Where it has lived? Any interesting details about the condition of the item? We hope that by including this story with the product, that people will read about the items history and be encouraged to make it part of their own history.



The Three Concepts

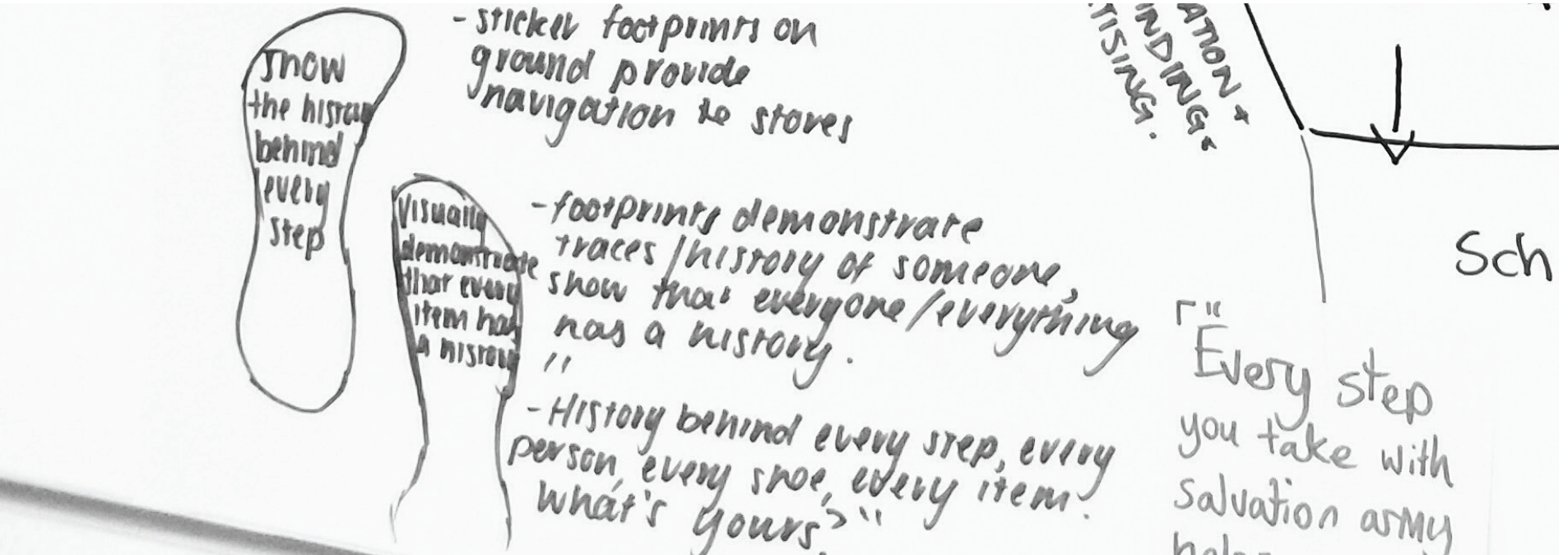
During this brainstorming, three main concepts stood out as the best options to potentially ease the awareness, education and branding issues that have been causing the lack of foot traffic.

Footprint

Our first concept was developed from the idea that every footprint leaves a trace, a history of someone. Second-hand items have a history that makes them unique and interesting, and showing that history isn't actually a bad thing for anyone, or for any item, will

hopefully challenge the negative conceptions around it. We plan to have footprints outside the stores that can become a physical, interactive touchpoint, where people can follow them along a path to be directed to a store, or can even be used inside the stores

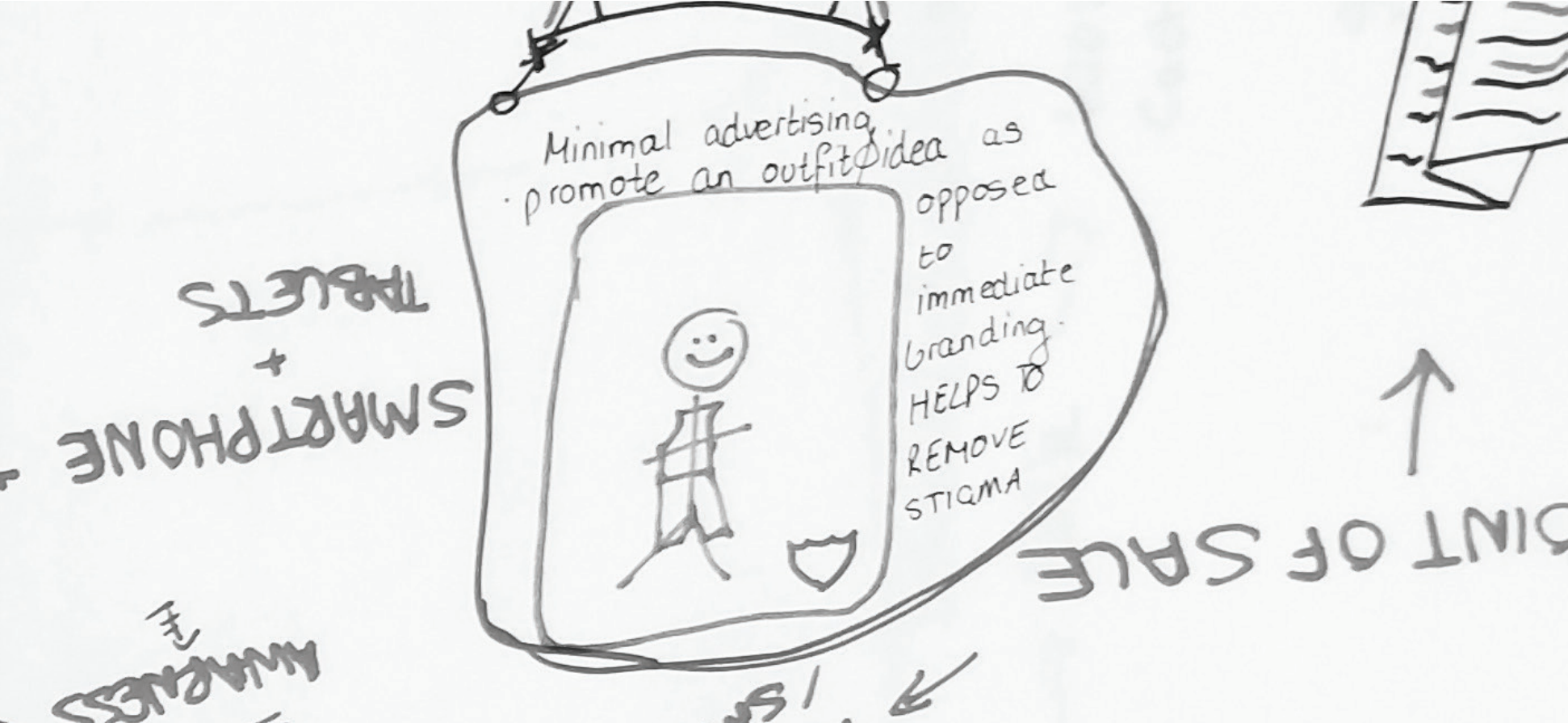
themselves to lead customers into certain sections. If the footprints are placed in public, heavy-traffic areas, it has the potential to engage a new range of customers.



Minimal Branding Advertising

Our second concept revolves around advertising a product or experience rather than a brand. The issue that The Salvation Army are facing stems from the cultural stigma associated with the idea of second hand clothing. By making the product the primary feature of an advertising campaign, rather than The Salvation Army brand, the initial stigma could be reduced and limited. The idea is that the consumer will a product, decide they like it and then see the Salvation Army branding. This can potentially help customers associate good quality products with The Salvation Army, rather than just associating stigmatised second-hand items. This could remove

the possibility of the advert being immediately shut down due to some of the connotations the Salvation Army and second-hand items have in Singapore. Strong product photography and product creativity could shed the Salvation Army in a new light and appeal to a broader target audience. The minimal branding approach is also a great way to appeal to the strong core values associated with the Salvation Army indirectly. Appeal to compassion, the ability to find unique and interesting clothing or objects all while giving back to the community and environment. Appeal to the idea of shopping for a good cause.



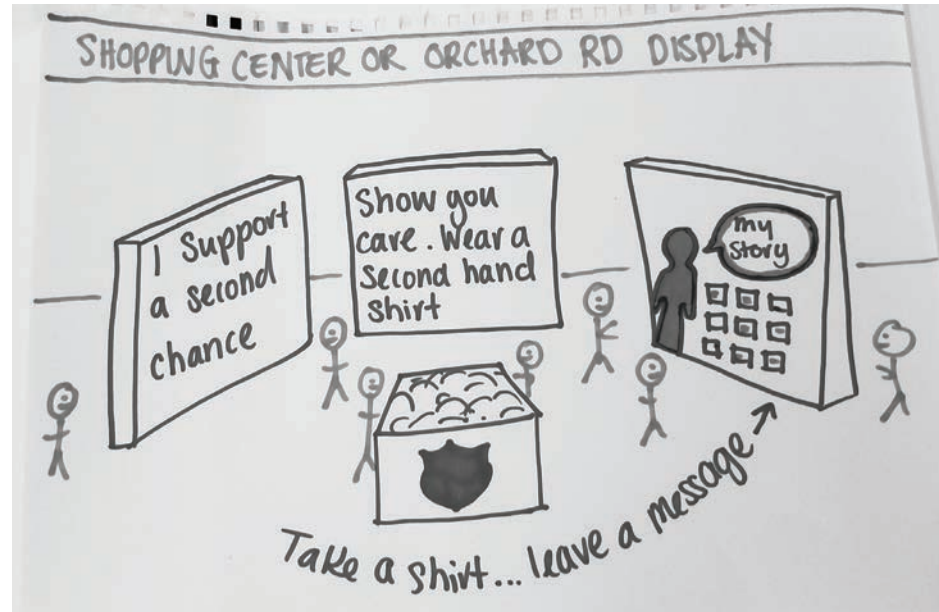
Brand - Awareness / Education Advertising (Shop Display)

Throughout our research we encountered a reoccurring theme. The majority of people who had heard of the organisation only go to the Salvation Army to donate, not to shop. From interviewing a wide demographic of shoppers we found our core problems. One of those being a lack of awareness for what the Salvation Army does. People intrinsically know donating to people who need help is good, because it makes you feel good. What people don't yet understand is that purchasing and wearing second hand items is also good. To make people change their preconceived ideas it begins with education.

The shop display is made up of 3 large posters or panels. A suggested campaign name is "I support a second chance". To compete with the saturated marketing in singapore, the panels/posters will be bold and eye catching, with the word '2nd'

spread across the posters (see the mock up in the next chapter). The panels will educate through stories of lives touched by The Salvation Army, whilst pushing the message that purchasing second hand is a good thing to do.

The beauty of the shop display campaign is that it can be fluid to the current political and social conversation. For example, another take for the campaign could be the environmental impact of fast fashion and the consumer economy. Educating the public about the devastating effects of climate change and waste, then encouraging people to make smarter shopping choices and recycle when they can, all pointing towards the Salvation Army. For example, "I support a second chance for the planet"



"The only important thing about design is how it relates to people."

- Victor Papanek, designer

Post-Singapore

REFINING & PROTOTYPING

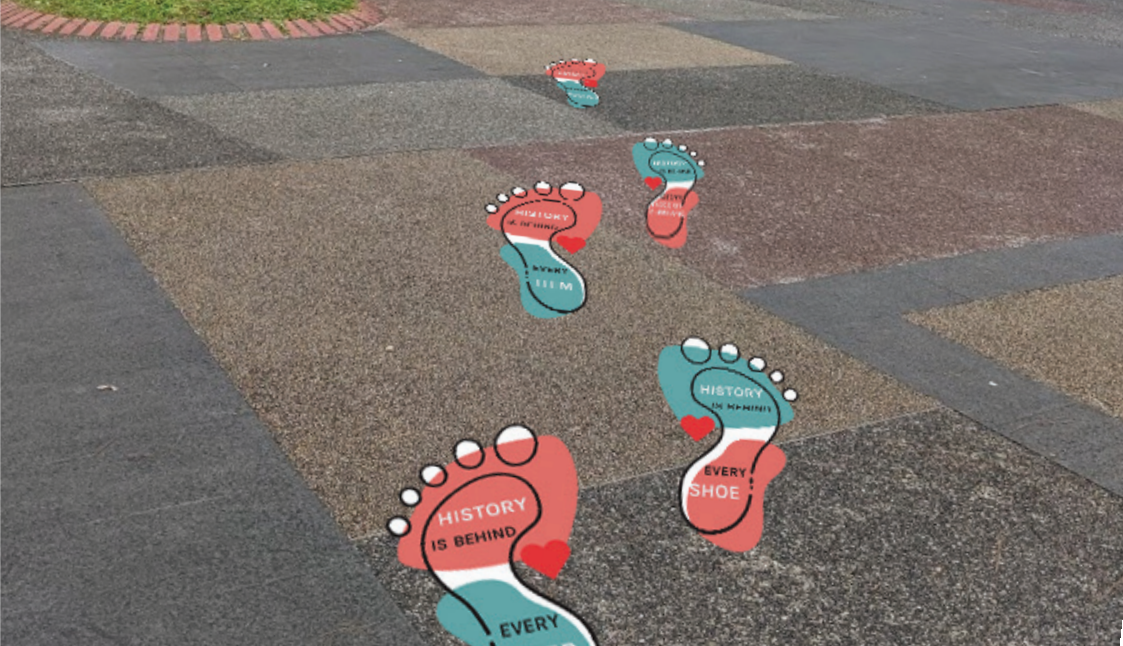
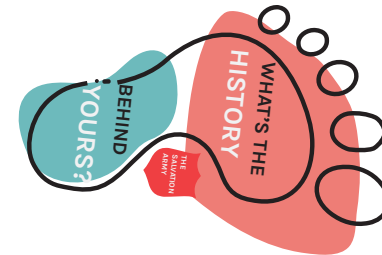
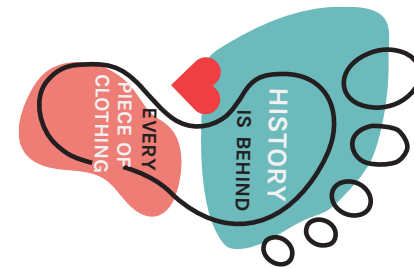
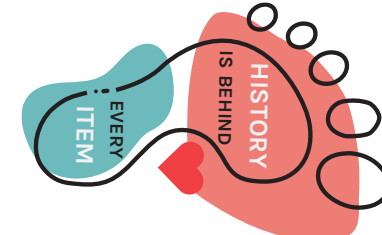
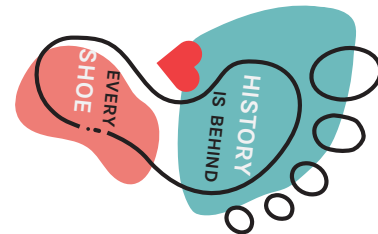
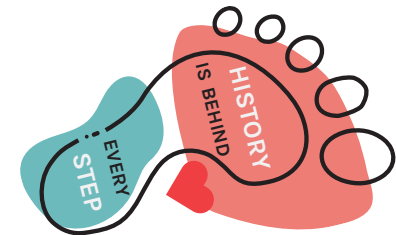
During our time in Perth, we worked together to refine our ideas and developed a proposal that discusses our suggestions on how to test and implement the three concepts.



Footprint Concept

This idea has the potential to engage a new range of customers, help customers to navigate to and inside the store, and question their preconceptions about second-hand items.

To test this idea, we propose that The Salvation Army in Singapore print out the footprints as stickers to place on the ground outside of bus stops, train stations and any heavy foot traffic areas; the placement of the footprints can be altered and adjusted. It is important to monitor and evaluate how and where their customers come in contact with the footprints. The Salvation Army would need to acquire a permit or license to place the footprints onto the ground outside of their stores. The footprints can also be placed inside the stores to direct customers to specific areas, such as women's, men's and homeware.



Minimal Branding

This concept focuses on reducing the negative stigma surrounding second-hand shopping in Singapore by creating minimalistic photographs that allow customers to see the products first; they will judge the product, not the place it has come from.

We suggest utilising the social media page to test this idea as social media allows the admin user to see the statistics regarding each post. This will help to see what posts work better and what products are interesting or appealing to certain audiences. The Salvation Army will be able to find their audience and create a positive customer experience through this. Printing posters and catalogues would be the second phase of the testing and we suggest finding sponsors to help with the printing costs.





Shop Display

This idea aims to encourage interaction with The Salvation Army and increase awareness and education the the brand.

To test this concept, we propose that The Salvation Army contact shopping centres to discuss booking a space to set up the display. The shopping centres could provide this an in kind sponsorship and The Salvation Army could negotiate for a goods or service to provide in return. Scheduling volunteers to stand at the stalls to talk to directly to potential customers and answer any questions or concerns they may have. The Salvation Army would need to print out the panels to set up the interactive display; we suggest utilising a sponsorship to assist with the printing costs as mentioned with the minimal advertising.

"Every great design begins with an even better story."

- Lorinda Mamo, designer

SUMMARY

Our team conducted research before, during and after our trip in order to understand the issues The Salvation Army face in Singapore.

Our strategies aim to potentially ease these main problems by re-educating, encouraging customer interaction and rebranding The Salvation Army. We plan to promote their community services and inspire positive customer experiences.

Our Research

Visiting Stores & Interviews

In Singapore, we visited The Salvation Army retail stores, also known as Family Hubs, including Tanglin Family Store, IMH Pick and Choose store, Bukit Merah and the Praisehaven Mega Family Store/Our Happy Mall. This was important to our process as it provided context to the issue they were facing. We found the location of the stores were hard to find due to a lack of signage, individual clothing prices were hard to locate and The Salvation Army brand was minimised by the different names of the hubs (which can be confusing for customers). Our visit to the stores also helped us to understand why customers did like to shop with The Salvation Army; some customers liked the affordable products, others liked the act of donating and buying to support a good cause. Overall, visiting The Salvation Army stores helped us to empathise with the customers, donators and retail staff.

Competitors Analysis

We researched into three distinct competitors to inspire our campaign but to also learn more about the retail industry. We found that consistent branding, the use of keywords, utilising social media and developing new and innovative campaigns helped with ensuring customer engagement and brand awareness. Our research focused on The Salvation Army's known competitor (Cash Converters), a second-hand thrift shop (New2U) and a popular fast fashion store (Uniqlo).

Final Outcomes

Redefined Problems

Our research helped us to discover the core problems regarding our initial issue; the lack of foot traffic. The three main problems include:

These redefined problems directed the development of our concepts for a potential campaign as we had a clearer understanding of the areas we could address to assist with the initial problem.

Lack of brand awareness

Negative stigma around second-hand shopping

Lack of education surrounding The Salvation Army

Potential Concepts

We developed many ideas during our brainstorming, however, there were three main ideas that stood out amongst the others.

- Footprint stickers placed on the ground inside and outside the stores can assist with navigation as well as encouraging people to question their perceptions about history.
- Minimalistic branding can encourage viewers to judge the product, rather than the place it comes from, helping to reduce the negative stigma.
- Lastly, a shop display to encourage customer interaction and help with re-educating and raising awareness of The Salvation Army brand.

Each of our concepts aims to potentially ease the three main causes of the lack of foot traffic in their stores.





THANK YOU

Thank you for the opportunity to work with you. We loved experiencing a new culture and we are all grateful to be apart of making a difference in Singapore.

