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International Health Programs
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TRIP REPORT,
TECHNICAL ASSISTANCE TO THE
CONTRACEPTIVE RETAIL SALES PROGRAM
KINGSTON, JAMAICA

A Report Prepared By:
BETTY BUTLER HOWELL
TIMOTHY S. SEIMS

During The Period:
NOVEMBER 26 TO DECEMBER 7, 1979

Under The Auspices Of The:
AMERICAN PUBLIC HEALTH ASSOCIATION

Supported By The:
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
AID/DSPE-C-0053

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APPENDICES

I. SCOPE OF WORK

The consultants were requested to conduct the following tasks, connected with the commercial retail sales project of the National Family Planning Board during a field visit to Jamaica, November 26-December 7, 1979.

- o In-service training of NFPB Marketing officers.
- o Development of 1980 marketing strategy.
- o Evaluation of need for price increase.
- o Development of means of expanding number of Perle retailers.

The Jamaica CRS project sales had reached a plateau during the first half of 1979 apparently because of the absence of an advertising campaign and limited travel by the NFPB Marketing officers. However, at the time of the consultant's visit, sales appeared to be again increasing, a trend to the credit of the NFPB which we hope this report will help to continue.

II. FINDINGS

A. Distribution

The NFPB marketing officers, Mr. Isaacs and Mr. Evans, have good rapport with retailers and are able to make effective sales calls. There is room for improvement, however, in the planning of sales calls -- that is, in planning where the calls should be made, who should be seen, and what the purpose of each call should be.

In comparison with the CRS projects in other countries, the following observations can be made about Jamaica:

1. The CRS retail outlets in Jamaica are not easily identifiable either inside or outside the shops. There is little point of purchase material still up in the stores and almost none outside. The materials that are displayed are not particularly visible because the colors used in their design do not stand out among other items in the stores.
2. Panther retailers seem to be unevenly scattered. They are not present at every commercial crossroads but there are often several at a single crossroads. Perle retailers are relatively scarce.
3. Grocery stores (almost all of which have bars attached) are certainly the most important places to put Perle and Panther after drug stores. The most ubiquitous distribution system, however, is bars. They are everywhere and should play a role in future Perle and Panther distribution.
4. Panther seems to be sold most often in shops by salesclerks. Concurrently, Perle is probably dispensed mostly by female clerks, and it is these women who should receive most attention from the Perle medical detailers -- whether or not the women are the proprietors of the shops in which they work.
5. The medical knowledge of retailers about Perle is probably low and has not been reinforced by the marketing officers because the marketing officers themselves do not have the medical training necessary.
6. Wholesalers and van drivers reportedly account for only 10 percent of the distributor's total sales, but that percentage appears to be higher for sales of the CRS products. In any event, wholesalers and van drivers must form the key to market penetration of remote areas since it is certainly not cost-effective for the NFPB marketing officers to drive about on back roads delivering supplies -- except for the initial order of newly recruited retailers. Wholesalers and van drivers have not received special

attention from NFPB marketing officers heretofore. The one very important wholesaler which the consultants visited (the Mandeville cash and carry store) was out of stock of Panther and had never stocked Perle.

7. The Panther brand name has excellent consumer recognition.
8. The NFPB marketing officers are recording all the information about each customer which they need with the exception of the address if it has not been provided by Grace Kennedy or confirmed by previous sales call. Customer information is kept, however, on separate pieces of paper; none of which are in sales call route order. As a result, the information is not easily used in planning sales calls.
9. Starting new outlets which are neither serviced directly by Grace Kennedy nor serviced by a wholesaler with whom the marketing officers have a relationship is often a waste of time since these shops may never be resupplied. It is unrealistic to expect the distributor to deliver an order consisting only of low cost Panther to a remote new customer.
10. Mr. Grant, at Grace Kennedy, has promised to give the NFPB marketing officers a list of GK's class A outlets which can constitute priority calls for the marketing officers.
11. It appears that a rate of approximately eight calls per day is sustainable in Jamaica once the mileage and per diem travel limitations are brought to commercial standards and once the marketing officers have worked out their routes. To contact one hundred priority outlets (wholesalers, van drivers, and top retailers) four times a year and make 2000 other calls (both old and new accounts) each year in addition to 50 three-hour Perle training sessions will take 1.25 man years of the two marketing officers' combined time.
12. The consultant team was unable to find anyone at the Ministry of Health who objected to the NFPB itself authorizing retailers to sell Perle. The NFPB, presumably, would make such an authorization only after the retailers had been trained by NFPB marketing officers. The training course for the retailers can follow the outline for the training of the marketing officers which is included in this report.

B. Promotion

A basic difference between commercial marketing and social marketing is that in commercial marketing one is supposed to go after the easy victories, while in social marketing the policy decision is sometimes made to go after the hard ones. Deliberately pursuing distribution in remote areas is an example of such a decision. So also is the decision to direct this year's main advertising message at low parity teenagers.

Teenagers do make up a large part of the group of all women of reproductive age, but there is no reason to believe that they are particularly interested in the message since in most developing countries all types of contraceptives are used mostly by couples who want no more children. Evidence from the Caribbean also indicates that the fertility declines which have been occurring are coming about because adult women are limiting the number of their children, not because teenagers are postponing their first pregnancy.* The ad strategy designed to reach teenagers is exemplified by the slogan use: "If you must...prepare with Panther (Perle)!" Unfortunately, the media are not specific enough to reach only the targeted market segment of teenagers. For example, everyone of all ages gets to look at the billboard reading "If you must..." The major market segment -- that of adults -- is probably influenced negatively by the parental message. The consultants are not opposed to the attempt to induce teenagers to avoid early pregnancy, but we are concerned that this objective not be pursued at the expense of the commercial viability of the CRS project as a whole.

C. Pricing

Because of inflation, the real prices of Perle and Panther respectively, have fallen from J30¢ and J15¢ at introduction to approximately J16¢ and J8¢ in 1978 dollars. This price deterioration is alarming because it attacks one of the fundamental principles of a CRS project, that is that the retail distribution system must be paid to get the products to the consumer. Since the CRS projects are unusually cheap to begin with, the distribution's system project per unit transaction or per unit weight of product actually transported and handled was very low at the start, there is a very real threat that it will soon become a loss item if the real price sinks lower still, if it is not a loss item already.

Currently there appears to be some dissatisfaction on the part of the distributor with the price, but no signs of dissatisfaction yet among retailers. This may be explained by noting that a shortage of goods had led retailers to appreciate anything they can get, while the same trend has forced wholesalers out of business and overloaded the primary distributors who must pick up the slack with their logistical system. This means that the Jamaican CRS project is even more dependent on the distributor since there are too many small customers even to contemplate doing direct distribution with such a limited product line.

A price deterioration may also cause the development of a product image as cheap and therefore not worthwhile.

Since establishing the prices for Perle and Panther at the start of the CRS project, the general price level in Jamaica has risen by 84 percent. An increase of 10¢ for each product, therefore, is within range. A 10¢ increase

* Specifically Barbados in the 1977 study carried out by the Family Planning Association there.

represents a higher percentage increase for Panther than Perle, but Panther -- the lower priced product -- needs it more. (See Chart A).

The current pricing structure for Panther and Perle follows:

	Panther per condom	Perle per cycle	Typical OTC drug
Price to public	J\$.05	J\$.30	J\$1.00
Markup	36%	50%	25%
Price to retailer	.037	.20	.80
Markup from distributor's price	22%	33%	20%
Discount to wholesaler	5%	5%	5%
Price to distributor	.03	.15	.67

A price increase of J10¢ per package will reduce the program operating deficit by J\$32,100 or 26%. An increase in the distribution margins without a price increase would leave the program still unable to finance its variable costs (distribution and packaging) and thus leave the program vulnerable to collapse if operating funds are delayed.

An increase should have a negligible effect on the ability of even the poor to buy. Either Perle or Panther would now absorb only 15¢ of the personal hygiene expenditures of the lowest income households in Jamaica -- those with incomes under J\$50 per month. The proposed increase brings that percentage of 20% and 25% of the personal hygiene expenditures for Perle and Panther respectively. This is not a prohibitive amount. For the average household the percent spent on personal hygiene for Perle or Panther goes from 3% to 5%, an almost imperceptible amount. (See results of July '75 Household Expenditures Survey, Department of Statistics, Kingston).

The timing of the recommended increase is a matter of judgment. No one is threatening to pull out of the project if the increase is not implemented immediately, but the warning signs are there. A logical time to make any changes would be when the new advertising campaign is implemented so that both positive developments can hit the trade simultaneously.

Of course, it is also advisable to use the opportunity of the price increase to negotiate a renewed effort by the distributor's sales people. Most important would be renewed efforts on the part of the distributor's sales staff to ensure that point-of-purchase advertising material is put up in every participating retailer's shop.

D. Product

Two new products are currently being considered for introduction into the CRS project product line. These products are Neo-Sampoo and a condom priced higher than the current Panther price. Neo-Sampoo is seen as contraceptive particularly attractive to those for whom the real or perceived pill

Chart A
(1980)

	Current Prices		10¢ Increase on Each Package		84% Increase in Distribution Markups to Reflect COL	
	Panther	Perle	Panther	Perle	Panther	Perle
Price (J¢)	5	30	8.33	40	5	30
Units Distributed (000s)	1050	255	1000	240 ^a	1100	270 ^b
Revenue (J\$ 000s)	47.6	71.4	79.1	91.2 ^c	50.0	75.6
COSTS (J\$ 000s)						
Distribution	19.0	35.6	31.6	45.6	36.7	69.4 ^d
Packaging	27.4	35.8 ^e	26.1	33.7	28.7	37.9
Advertising	53.4	35.6	53.4	35.6	53.4	35.6
Field Force	<u>20.3</u>	<u>13.5</u>	<u>20.3</u>	<u>13.5</u>	<u>20.3</u>	<u>13.5</u>
Total Cost	120.1	120.5	131.4	128.4	139.1	156.4 ^f
Defecit	(72.5)	(49.1)	(52.3)	(37.2)	(89.1)	(80.8)

- ^a Decrease in distribution to account for expected loss of sales among poorer purchasers when price increased.
- ^b Increase in distribution to account for expected increased enthusiasm for product among retailers and distributors.
- ^c Reflects the fact that five percent of distribution will be free of charge for sampling and promotion.
- ^d Currently, distribution margin is 40 percent on Panther and 50 percent on Perle. That margin goes to 73 percent and 92 percent respectively if the mark-ups are raised 84 percent.
- ^e Packaging costs are based on 14 cent/cycle for Perle and 2.6 cent/condom for Panther.
- ^f The marginal cost to keep low income purchasers by retaining current price while increasing distributor's margin is \$20.96/couple year protected for Panther and \$9.79/couple year protected for Perle.

side effects are unacceptable and to those, especially teenagers, who are not regularly active sexually. It is expected that the higher priced condom will appeal to those contraceptors who perceive themselves as upwardly mobile or upper class and who do not, therefore, now buy Panther -- a "poor man's condom". Increased revenue from the sale of such a higher priced condom should help support the costs of advertising and distributing other, lower priced project products.

The following projections for Neo-Sampoo sales are, in the consultants' recommendation, accurate enough to justify NFPB and USAID commitment of funds in principle for advertising. (See Chart B) Nevertheless before large expenditures are made, the following marketing research steps should be implemented:

1) An informal survey of attitudes toward the planned new products should be taken of 30-50 retailers and wholesalers representing a range of types of stores. The survey can be conducted by the marketing officers in their normal course of work and the data presented raw in the following format to the marketing executive committee.

Type of store	Current CRS Sales Volume	Interest and Covenants re: Neo-Sampoo/high priced condom

2) The latest status of the 18 or so attitudinal studies on Neo-Sampoo being conducted elsewhere by USAID should be studied. If possible, the research design should be obtained.

3) A marketing study should be made, preferably a piggyback, on the current medical field tests so long as it does not disturb the medical protocol.

4) Since Neo-sampoo is procured offshore, supply limitations may make investment in promotional expenses unwise unless the external supply of Neo-Sampoo is first confirmed with USAID.

The revenue and cost projections for the new, higher priced condom indicate that by the end of its second year on the market it could be making a \$38,000 contribution to the maintenance of the full CRS project.

Chart C shows the projected income statement assuming price changes and new products. It shows an increase in the deficit of 29%. (See Chart C).

CHART B

DISTRIBUTION, REVENUE AND COST PROJECTIONS
FOR NEW PRODUCTS
(000s)

	<u>Neo-Sampoo</u>	<u>New Condom Year 1</u>	<u>New Condom Year 2</u>
<u>Revenue</u>			
Units Distributed	400 ^a	181 ^b	190
J\$	30 ^c	86 ^d	93.1
<u>Costs</u>			
Distribution	12 ^e	34.4 ^f	37.2
Packaging	10.4 ^g	4.7	6.9
Advertising	58 ^h	50.0 ⁱ	10.0
Field Force	--	--	--
Total Costs	80.4	89.1	54.1
Deficit	(50.4)	(3.1)+(1.0) ^j	39+(1.0) ^j
Total Deficit	(50.4)	(4.1)	38.0
Cost/User/Year	10.08 ^k	1.82	zero

a Based on 5,000 users at 80 tablets/year.

b Based on 70 percent of Lascalles' estimated potential Durex sales of 2,250 gross annually less 450 gross current Durex sales. Compares with 20 percent of current Panther market. Less than former Durex sales of 4,300 gross annually.

c Priced at J24¢/package of three tablets. Ten percent of distribution set aside for sampling.

d Priced at J50¢/condom.

e Based on 10¢ to G/K and 15¢ to NFPB per package sold.

f Maintaining percentages in use with current Panther line.

g Based on costs for current Panther packaging.

h	POP	\$ 8,000
	Market research	6,000
	Radio	40,000
	Production	<u>4,000</u>
		\$58,000

i	TV	\$20,000
	TV production	20,000
	Press	<u>10,000</u>
		\$50,000

j Expected loss in current Panther line sales.

k Based on 5,000 users. Future CYP costs should be lower once product introduction costs are amortized.

CHART C
 PROJECTED PROGRAM INCOME STATEMENT
 (ASSUMING NO PRICE CHANGE AND NO NEW PRODUCTS)
 (000s)

	<u>Current</u>	<u>Panther 1980</u>	<u>Var.</u>	<u>Current</u>	<u>Perle 1980</u>	<u>Var.</u>	<u>Current</u>	<u>Total 1980</u>	<u>Var.</u>
<u>Revenue</u>									
Units distributed (condoms, cycles)	875	1050	+20%	204	255	+25%	---	---	---
J\$ (to public)	40.0 ^a	47.6	+19% ^e	57.6 ^b	71.4	+24% ^f	97.6	119.0	22%
<u>Costs</u>									
Distribution	16.0 ^c	19.0	+19%	28.7 ^d	35.6	+24%	44.7	54.6	22%
Packaging	22.8	27.4	+20%	28.6	35.8	+25%	51.4	63.2	23%
Advertising	42.6 ^g	53.4 ^k	+25%	28.4 ^h	35.6	+25%	71.0	89.0	25%
Field Force	<u>15.0ⁱ</u>	<u>20.3</u>	<u>+35%</u>	<u>10.0^j</u>	<u>13.5</u>	<u>+35%</u>	<u>25.0</u>	<u>33.8</u>	<u>35%</u>
<u>Total Cost</u>	96.4	120.1	+25%	95.7	120.5	+26%	192.1	240.6	25%
<u>Deficit</u>	(56.4)	(72.5)	29%	(38.1)	(49.1)	29%	(94.5)	(121.6)	29%

^a Total revenue to G/K from January 1-October 31, 1979 = J\$24,5000.
 24.57×1.2 (to extend to 12 months) $\times 1.36$ (retailer markup) = 40.1

^b Total revenue to G/K from January 1-October 31 = J\$32,000
 31.996×1.2 (to extend to 12 months) $\times 1.5$ (retailer markup) = 57.6

^c $40.1 - (24.57 \times 1.2$ ((to extend to 12 months)) $\div 1.22$ ((G/K markup))) = 16.0

^d $57.6 - (31.996 \times 1.2$ ((to extend to 12 months)) $\div 1.33$ ((G/K markup))) = 28.7

^e One percent difference between increase in distribution and increase in J\$ represents goods to be given FOC in sampling and promotion efforts.

^f Same as above.

^g The advertising budget is set at 60 percent for Panther, 40 percent for Perle.

^h Same as above. ⁱ It is estimated that field force resources are spent 60 percent for Panther, 40 percent for Perle.

^j Same as (i). ^k Advertising budget of J\$89,000 includes media, production, and POP materials.

III. RECOMMENDATIONS

The Goals of the Marketing Plan CRS Project, 1980:

- o To increase the number of contraceptors of all ages.
- o To increase the use effectiveness of current contraceptors.
- o To maintain program cost per couple year of protection (CYP) well below clinic program costs.

Recommendations and implementation steps:

A. Promotion

1. Phase out the "If you must..." advertising campaign and institute a new campaign based on new consumer research and accelerate the development of this new campaign.
 - *SC o Redefine marketing objective to reaching maximum number new acceptors in all reproductive age groups. (January 3, 1980).
 - DL o Institute qualitative market research -- non-quantified market feedback from openended, uncontrolled interviews. (Ready soon or ongoing).
 - DL/SC o Solicit executive committee input and reaction to qualitative research. (Commence in 2-4 months).
 - DL o Institute quantitative market research -- verify quantitative significance of advertising strategies suggested by prior qualitative research. (Commence in 2-4 months).
 - DL o Develop advertising strategy and copy. (Commence in long term).
 - DL/SC o Solicit executive committee input and reaction. (Commence in long term).
 - DL o Produce advertising. (Commence in long term).
 - DL o Commence campaign
2. Increase emphasis and resources used on distribution and production of point-of-purchase materials -- to be measured in terms of increased outlet and product visibility achieved.

* Initials are of persons to whom recommendations directed. Names are listed at end of Section III.

- o Commence urgently the distribution of new point-of-purchase materials. (Ready soon or ongoing).
 - MO o Get retailer feedback on POP material effectiveness. (Ready soon or ongoing).
 - MO o Make metal exterior signs available for outlets wherever appropriate. (Ready soon or ongoing).
 - DL o Design any new POP material with special attention to factors which will make it stand out within store. (Commence in long term).
 - MO/ o Negotiate compensation for van drivers or wholesalers who deliver goods to induce them to place POP materials in outlets they serve, requiring the name and location of each outlet where POP materials are placed as the basis for payment will also serve to provide the NFPB marketing officers with a more complete and accurate list of outlets. (Ready soon or ongoing).
3. Perform direct consumer promotion to large groups using samples of branded products.
- MO o Solicit cooperation of other groups or agencies likely to be running such meetings. (Commence in 2-4 months).
 - MO o Coordinate development of outlets in areas in which such meetings will be held in order to assure ready supply for new acceptors. (Commence in 2-4 months).
4. Alleviate restrictions -- namely, inadequate compensation, lack of sales incentives, inadequate travel allowance, and discouraging per diem rates -- on operational activities of NFPB marketing officers.
- SC/
TT/
GK o Either increase through government channels compensation and travel reimbursement to commercial levels or
 - o Place marketing officers on GK payroll while maintaining NFPB supervision or
 - o Subsidize through AID funds increased compensation and travel allowances. (Ready soon or ongoing).
5. Continue periodic training sessions by consultants
- SC/ for NFPB marketing officers (see in-service
 - TT training syllabus in appendix). (Ready soon or ongoing).

- JR 6. Train NFPB marketing officers medically so that they can respond properly to side effect complaints and thus head off unnecessary pill discontinuation problems.
- o Develop training curriculum.
 - o Locate appropriate trainers.
 - o Implement training. (Ready soon or ongoing).
- B. Distribution
1. Prioritize accounts as "key," "B," or "C" and set service call and outlet establishment priorities on the basis of this classification.
 - GK/
MO o Obtain as accurate a list as possible of all outlets and their location. (e January 1980).
 - MO o Classify according to "key," "B," or "C" based on characteristics outlined in training syllabus. (Ready soon or ongoing).
 - MO o Make map of the island with geographic distribution of outlets shown by class. (Ready soon or ongoing).
 - MO o Set travel schedule and routes for first quarter. (Ready soon or ongoing).
 - SC o Operate program with current field force -- two marketing officers. (Commerce in long term).
 - MO o Begin calls in new prioritized schedule. (Commence in 2-4 months).
 - MO o Give increased attention to wholesalers and van drivers. (Ready soon or ongoing).
 2. Leave task of physical distribution of products to distribution system. NFPB marketing officers should not assume this responsibility. (Ready soon or ongoing).
 3. Train additional Perle distributors.
 - SC o Obtain Board approval of following plan (3 January 1980).
 - MO o Use NFPB marketing officers, once medically trained, to train potential Perle retailers. (Commence in 2-4 months).
 - MO o Design training curriculum and visual aids. (Ready soon or ongoing).

- MO o Present certificate to each retailer trained.
(Commence in 2-4 months).
- MO o Cooperate with Bureau of Health Education trainers
in providing supplemental and follow-up training
of retailers. (Commence in long term).
- MO 4. Investigate again the possibility of reaching bars
with Panther through a distributor or set of distributors
serving bars. (Commence in long term).

C. Product

1. Introduce Neo-Sampoo, priced comparably with the
new Panther price of 325¢ per pack of three.
 - SC o Continue efforts to get Neo-Sampoo approved.
(Ready soon or ongoing).
 - SC/
TT o Take test results concerning comparative
effectiveness to be received from AID/Washington
to L. Woolery and D. Levy. (Ready soon or ongoing).
 - DL o Perform marketing research with retailers and in
conjunction with the medical studies. (Ready soon
or ongoing).
 - EC o Set up new product introduction schedule covering
advertising, packaging, supply, distribution, etc.
(Commence in 2-4 months).
2. Cautiously introduce a different condom at a higher price,
supported with the revised advertising program outlined
in the accompanying charts.
 - TT/
DL o Confirm product availability with AID/Washington
(Consider using RAJA branded condom). (Ready soon or
ongoing).
 - EC o Set up new product introduction schedule as above.
(Commence in 2-4 months).
3. Perform quality control checks on incoming condoms.
(Ready soon or ongoing).

D. Price:

Abandon self-sufficiency as a realistic program goal and replace it with a goal of achieving a cost effectiveness substantially better than other programs, while covering distribution and packaging costs through program revenues.

Increase the price of Perle and Panther by J10¢ each package at once and prepare to increase it annually as necessary.

- GK/
SC, TT o Collect necessary data for price increase submission to Board (3 January 1980).
- SC o Submit proposal to Board and government (3 January 1980)
- SC o Issue press release. (Commence in 2-4 months).
- DL o Augment 1980 advertising campaign. (Commence in long term).

E. Administration/Management

- SC 1. Maintain program management momentum by constituting a project executive committee made up of S. Cheddar, all NFPB marketing officers, D. Levy, Grace Kennedy representatives, and T. Tiffany which will meet regularly. (3 January 1980).
- SC 2. Send NFPB marketing officers to UWI or other marketing course. (Commence in long term).
- C
MO Produce and circulate an operating report form monthly for which the format used in Chart A can be used.

Responsibilities:

- EC - Executive Committee
- JR - June Rattray
- SC - Samuel Cheddar
- TT - Terry Tiffany
- DL - Don Levy
- GK - Grace Kennedy
- MO - Marketing Officers

Self-Sufficiency as a Program Goal

Since the CRS programs generate revenue, the hope is often expressed that they become self-sufficient in all but commodities. Unfortunately, such a goal would unnecessarily straightjacket an extremely cost-effective contraceptive delivery system.

In Jamaica the price would have to be raised from J5¢ to 17¢ for Panther and from J30¢ to 69¢ for Perle, assuming no loss of sales, for the CRS program to become self-sufficient. Such an increase would push the product out of reach of consumers, cause loss of sales, and lead to program contraction rather than growth.

Although the program should not be expected to make money, there are financial control measures available:

1) The cost per couple year of protection (CYP) should be kept significantly below clinic costs, in fact it can be kept to 20 percent or less of clinic costs per CYP. The current average CYP cost for the Jamaican CRS project is J\$3.55 or US\$2.03, excluding commodities. With commodities, it is about US\$4.85.

2) Program revenue should adequately cover distribution and packaging expenses. The whole program could continue indefinitely, though at a declining level, without funding for advertising and the field force.

Chart D

1979 PROGRAM COST/COUPLE YEAR PROTECTION
(000s)

Total units distributed (cycle, condom)	875	204
Estimated use/year	80	13
Program cost	96.4	95.7
Revenue	40.0	57.6
Cost less revenue	56.4	38.1
Net cost/CYP (not including commodities)		
JA\$	5.16	2.43
US\$	2.95	1.39

APPENDIX A

LIST OF CONTACTS

AID/Kingston

Terrance Tiffany, Population Officer
Mr. Patterson, Mission Head

National Family Planning Board

Sam Cheddar, Executive Director
Jane Rattray, Secretary to the NFPB
Dudley Isaacs, Assistant Marketing Officer
Richard Evans, Marketing Officer

Ministry of Health

Leondad Woolery, Head of Pharmacy Board and Member NFPB
Dolly Goldson, Director of Bureau of Health Education

Dunlop, Corbin, Compton

Don Levy, Managing Director
Ms. Reid, Account Representative

Grace Kennedy

Joe Lee, Director
Tony Wright, General Sales Manager
Ernie Grant, Pharmaceutical Sales Leader
Elsa Roberts, Pharmaceutical Purchasing

Lascelles

Ian Murphy, Executive Director
Margaret Samuel, Director of Sales and Marketing
Pauline Stone, Sales
Peter O'Sullivan, Marketing

APPENDIX B

Job Description for NFPB Marketing Officers

Job Description for NFPB Marketing Officers

I. Open New Outlets

- A. Identify the need for new outlets in specific geographic areas.
 - 1. Maintain a record -- probably on a population density map if available -- of existing outlets
- B. Start new outlets
 - 1. Locate and qualify new outlet
 - 2. Sell retailer on program
 - 3. Install point-of-purchase advertising material
 - 4. Deliver initial stocking order
 - 5. Train new Perle retailers concerning contraindications, side effects, etc.
 - 6. Ensure consistent supply via wholesalers, cash vans, or direct delivery by distributor. Follow up within two months with individuals who will deliver subsequent orders

II. Maintain Existing Outlets

- A. Maintain a single consolidated record for each customer showing: purchasing of product, POP material delivered, supply source, comments, accurate address with directions if necessary
- B. Prioritize customers according to impact on program goals and plan frequency and objectives of sales calls accordingly
- C. Plan sales routes on a quarterly basis according to the priorities discussed and proceed to call on outlets, ensuring that existing outlets have
 - 1. Trained and motivated personnel actually selling the products
 - 2. Adequate POP materials -- install more if necessary
 - 3. Adequate and working supply arrangements
 - 4. Opportunity to feedback complaints and comments
 - 5. Medically updated Perle sales clerks
- D. Maintain frequent contacts with the distribution system, including wholesalers, van drivers, and the distributor's field force -- attention to POP distribution

III. Stimulate Demand Through Promotion Directly to Consumers or Persons Influencing Consumers

- A. Present a sales message to groups of potential acceptors, for example at schools, factories, estates, community centers, etc. Sample the products.
- B. Coordinate such sales presentations with other organizations or other groups within NFPB.
- C. Perform product detailing, especially for Perle, to physicians and nurses in those medical institutions serving the mass market.
- D. Arrange for complete medical discussion of Perle with a pharmacist or other qualified personnel prior to any group sampling of Perle.

IV. Intelligence/Marketing Management

- A. Supervise warehousemen and packaging contractor in order to ensure adequate inventory and packaging of supplies (products and POP materials)
- B. Analyze and report program sales and costs via a monthly version of Chart A in December 1979 consultants' report
- C. Verify and control advertising expenditures
- D. Transmit and interpret the attitudes and concerns of those in the field to the executive committee and participate in executive committee decision-making
- E. Supervise a quality control check on incoming batches of condoms
- F. Perform any other managerial functions necessary to ensure the maximum effectiveness of all parts of the marketing mix including distribution, promotion, price, and product related concerns

APPENDIX C

Outline of Medical Training Course for NFPB
Marketing Officers and Prospective Perle
Retailers

Outline of Medical Training Course for NFPB Marketing
Officers and Prospective Perle Retailers

I. Mechanism of Action -- Hormonal Stimulation of Pregnancy

II. Contraindications

- A. What effect of pill is responsible for each contraindication
- B. What symptoms lead one to suspect each contraindication without a medical examination
- C. Likely prevalence of contraindications
- D. Discussion of which contraindications are absolute and which suggest a medical examination

III. Side Effects

- A. What effect of pill is responsible
- B. What side effects are expected and not indicative of trouble
- C. Importance of warning contraceptor of side effects that should be expected and are not harmful
- D. Alarming side effects
 - 1. What they may mean
 - 2. What should be done about them
- E. Interaction of side effects with smoking

IV. Usage Directors

- A. When to start
- B. What to do when a pill is forgotten

V. Competitive Contraceptives

- A. Other pills -- their differences, advantages and disadvantages
- B. Other contraceptives -- the advantages and disadvantages of condom, diaphragm, sterilization, spermicide, and IUD

NEO-SAMPOON

- I. Mechanism of Action
- II. How to Use (especially waiting time)
- III. Competitive Spermicides -- Their Advantages and Disadvantages

APPENDIX D

SUMMARY OF BUDGET

CLIENT: National Family Planning Board

PRODUCT: Perle & Panther

AREA: DATE: 10/1/79

BUDGET: PERIOD:

Graphic Design Corporation

Dunlop Corbin Compton Associates

SUMMARY OF BUDGET

PERLE	Radio	RJR	\$18,501.60	
	TV	JBC TV	\$ 9,354.00	
	Press	Star	<u>\$ 8,697.60</u>	\$36,553.20
PANTHER	Radio	RJR	\$16,072.80	
	Press	Star	\$ 8,516.40	
	Outdoor NOA (10-24 sheetboards) incl. painting		\$ 9,125.00	
Grace Cash & Carry Sign		<u>\$ 60.00</u>		\$34,314.20
				\$70,867.40

APPROVED:

DATE:

FROM: National Family Planning Board

TO: Perle & Panther

DATE: 10/4/79

PERIOD:



Dunlop Corbin Compton Associates

PERLE	Press	1 x 48 ci ad	\$ 700.00	
	Decal		\$ 300.00	
	Television	1 x 15 sec spot	\$3,000.00	
	Radio	2 x 30 sec spots	\$ 700.00	
PANTHER	Press	1 x 48 ci ad	\$ 700.00	
	Decal		\$ 300.00	
	Billboard		\$ 350.00	
	Radio	3 x 30 sec spots	\$1,050.00	
				\$7,100.00

General

	<u>Quantity</u>	<u>Cost</u>
Decals	5,000	\$2,035.00
	10,000	\$3,510.00
	15,000	\$4,150.00
Booklet	25,000	\$ 7,175.00
	50,000	\$12,115.00

APPROVED:

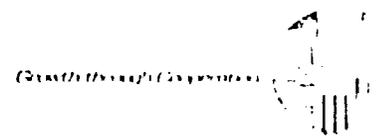
DATE:

AGENT: National Family Planning Board

PRODUCT: Perle

AGENCY: DATE: 10/4/79

BUDGET: \$18,501.60 PERIOD: 1979/80 Fiscal



Dunlop Corbin Compton Associates

RJR
2080 Rate

Schedule
 May 14, 1979 - March 31, 1980 ex. G/Fri (46 weeks)
 Mon & Wed. 2 PD/4A/1B x 30 sec, spots daily
 Fri. 2 PD/5A/1B x 30 sec spots daily

Times: As present schedule

<u>COST</u>		
276 x 30 sec PD spots @ \$23.60 each	=	\$ 6,513.60
597 x 30 sec A spots @ \$18.00 each	=	\$10,746.00
138 x 30 sec B spots @ \$ 9.00 each	=	<u>\$ 1,242.00</u>
		\$18,501.60

APPROVED:

DATE:

CLIENT: National Family Planning Board

PRODUCT: Perle

DATE: 10/4/79
PERIOD: 1979/80 Fiscal

BUDGET: \$9,354.00

Client through agency



Dunlop Corbin Compton Associates

JRC TV
Less 25%

Schedule

May 17, 1979 - March 31, 1980 ex. Xmas, G/Fri
Last 2 weeks of each month

1 4P/2 OP x 15 sec spots weekly

Thurs.	7:30 - 9:30 p. m.	Richman Poorman
Fri.	7:30 - 9:30 p. m.	Love Boat
Sat.	7:30 - 9:30 p. m.	3 Is Enough
Sun.	9:30 - close	Movie
Mon.	9:30 to close	Return to Peyton Place
Tues.	7:30 - 9:30 p. m.	Jeffersons

COST

36 x 15 sec P spots @ \$100.00 each	=	\$3,600.00
44 x 15 sec OP spots @ \$88.00 each	=	\$3,872.00
		\$
		\$12,472.00
	Less 25%	\$3,118.00
		\$9,354.00

APPROVED:

DATE:

CLIENT: National Family Planning Board

PRODUCT: Perle

REF: DATE: 10/4/79

BUDGET: \$8,697.60 PERIOD: 1979/80 Fiscal

Dunlop Corbin Compton Association

W/E Star
(\$7.55 per)

Fri.	May 13, 25	June 1, 3, 15	12" x 4 col ads
Fri.	June 22, 29	Aug. 3, 10, 17, 24, 31	8" x 3 col ads
Fri.	July 6, 13, 20, 27	Oct. 5, 12, 19, 26	8" x 3 col ads
Fri.	Sept. 7, 14, 21, 28	Dec. 7, 14	8" x 3 col ads
Fri.	Nov. 2, 9, 16, 23, 30	Feb. 1, 5, 15, 22, 29	8" x 3 col ads
Fri.	Jan. 11, 18, 25		8" x 3 col ads
Fri.	Mar. 7, 14, 21, 28		8" x 3 col ads

<u>CONF</u>		
(5) 48 ci ads @ \$362.40 each	=	\$1,812.00
(38) 24 ci ads @ \$181.20 each	=	<u>\$6,885.60</u>
		\$8,697.60

PROVED:

DATE:

National Family Planning Board

CLIENT: Panther

PRODUCT:

BUDGET: \$16,072.80

DATE: 10/4/79
PERIOD: 1979/80 Fiscal

General Advertising



Dunlop Corbin Compton Associates

RJR
2080 Rate

Schedule

May 15, 1979 - March 29, 1980 ex. Xmas Day (46 weeks)

Tues - Thurs 2PD/4A x 30 sec
Sat. 1ED/5A x 30 sec

Times: As present schedule

COST

228 x 30 sec PD spots @ \$23.60 each	=	\$ 5,380.80
594 x 30 sec A spots @ \$18.00 each	=	<u>\$10,692.00</u>
		\$16,072.80

APPROVED:

DATE:

CLIENT: National Family Planning Board

PRODUCT: Panther

REA: DATE: 10/4/79

BUDGET: \$8,516.40 PERIOD: 1979/800 Fiscal



Dunlop Corbin Compton Associates

W/13 Star
(\$7.55 pci)

Fri.	May 18, 25	June 1, 8, 15	12" x 4 col ads
Fri.	June 22, 29		8" x 3 col ads
Fri.	July 6, 13, 20, 27	Aug. 3, 10, 17, 24, 31	8" x 3 col ads
Fri.	Sept. 7, 14, 21, 28	Oct. 5, 12, 19, 26	8" x 3 col ads
Fri.	Nov. 2, 9, 16, 23, 30	Dec. 7, 14	8" x 3 col ads
Fri.	Jan. 11, 18, 25	Feb. 4, 11, 18, 25	8" x 3 col ads
Fri.	Mar. 5, 12, 19, 26		8" x 3 col ads

COST

37 x 24 ci ads @ \$181.30 each	=	\$6,704.40
5 x 48 ci ads @ \$362.40 each	=	<u>\$1,812.00</u>
		\$8,516.40

APPROVED:

DATE:

Dunlop Corbin
ton Associates

through extension



CLIENT: N. F. P. B.

PRODUCT: Panther

AREA:

REMARKS:

DATE: 19/6/79

JOB NO:

MEDIA: Radio

SCHEDULE:

DESCRIPTION: 1 x 30 secs.

An unwanted pregnancy is a responsibility that no young man wants.

That's why we made Panther for men. Panther is a bold NEW condom....made for the young man who cares enough about life, to accept the responsibility of a life. To wait until he's ready and can afford to make life. Why take chances ? Use Panther condoms. Panther is safe, Panther is sure, Panther is strong. Panther is made to protect you, to protect her, to protect life.

If you must....prepare with Panther

You can find Panther anywhere.

Dunlop Corbin
on Associates



CLIENT: N. F. P. B.
PRODUCT: Perle
AREA:
REMARKS:

DATE: 19/6/79
JOB NO:
MEDIA: Radio
SCHEDULE:
DESCRIPTION:

ingle up and under.....

oice 1.....

Come here Betty, I've been wanting to talk to you for a long time.

oice 2.....

What is it ?

oice 1.....

Betty, you know I' have been seeing Pablo for a long time right? Well....

oice 2.....

Well what?

oice 1.....

He wants me to take the Pill, and I don't know...

oice 2.....

You don't know... Let me tell you something... if you are sleeping with Pablo, you had better take the Pill and be sure you take it every day, or the next time you talk to me will be when you are coming out of the delivery room.

Announcer.....

Take Perle Oral Contraceptive once a day. The safe sure way to prevent unwanted pregnancy. Perle Oral Contraceptives... available at Pharmacies, Government Drug Windows and selected Retail Outlets islandwide. If you must... prepare with Perle.

Dunlop Corbin
ton Associates
through Cooperation



CLIENT: N. F. P. B.
PRODUCT: Perle
AREA:
REMARKS:

DATE: 18/6/79
JOB NO:
MEDIA: Radio
SCHEDULE:
DESCRIPTION:

.Popular music of the day in background.

Two girls in bedroom...

Yu see you miss Betty...yu see how yu gwaan like sey
yu caan mash ants, and see the big, big, pack a Pill
inna yu bag.

(Interrupting) Yu loud eeh? Mi haffe tell yu everything?

(Ignoring comment) Miss Icy know sey yu teking de Pill?

Yu mad, but wha yu waan me do? Me look like me can
tek care a baby oto you?

Perle Oral Contraceptive...take Perle once a day, every
day, and prevent unwanted pregnancy.

Perle Oral Contraceptives...available at Pharmacies,
Government Drug Windows and selected Retail Outlets
island wide.

If you must...prepare with Perle.

Voice 1...

Voice 2.....

Voice 1.....

Voice 2.....

Annncr.....

Dunlop Corbin
son Associates

through Columbia



CLIENT: N. F. P. B.
PRODUCT: Panther
AREA:
REMARKS:

DATE: 18/6/79
JOB NO:
MEDIA: Radio
SCHEDULE:
DESCRIPTION:

SFX.....

(Two boys about to enter shop)

Ruddie....

Hey Small Boy, hole a pack fi me to.

Small Boy....

Whey yu 15 cents deh?

Ruddie.....

See it yah.

Small Boy
(Conspiratal tones)

You hear how Bobo girl get pregnant?

Ruddie.....

Bar Bobo suppose fi know better than dat man. Him
shoul da did use Panther... a hear him a worry now.

Small Boy....

A fi him fault. Which warrior you know go to battle
without him shield.

Anncr.....

Panther condoms, used by responsible males.
Safe, sure, strong, protective Panther.
If you must... prepare with Panther.
You can find Panther anywhere.

Dunlop Corbin
ton Associates

through advertisement



CLIENT N. F. P. B.

PRODUCT: Panther

AREA:

REMARKS:

DATE: 18/6/79

JOB NO:

MEDIA: Radio

SCHEDULE:

DESCRIPTION:

(Shop noise in background)

Boy....

One pack a Panther !

Woman.....

(sharp) Pack a WHAT ?? Bwoy mi hear yu right? Is which woman daughta yu waan get inna trouble now? Come outa me shop...

Older man....

Yu caan do dat Gatta... sell de bwoy de Panther or some woman daughta definitely gwain get ketch.

Annecr....

Young people who wish to use a contraceptive, are being responsible, because they know they are not ready for the responsibilities of parenthood. Panther condoms prevent unwanted pregnancies.

If you must...prepare with Panther.

Dunlop Corbin
Associates



CLIENT: N. F. P. B.
PRODUCT: Perle
AREA:
REMARKS:

DATE: 19/6/79
JOB NO:
MEDIA: Radio
SCHEDULE:
DESCRIPTION: 1 x 30 secs.

Voice...

The other day, we were talking in class about
contraception...we were saying that it made sense to
use a contraceptive method since we didn't want to
get pregnant until we were ready.

Our teacher didn't think we were wrong...

She told us a lot about life...and then we spoke about
Perle. She said that Perle is a beautiful way to prevent
unplanned pregnancy.

One day I'll have a little baby, and I'll love him, because
I'll be ready.

Annncr.....

Perle Oral Contraceptives...available at Pharmacies,
Government Drug Windows and selected Retail Outlets
islandwide.

If you must...prepare with Perle.

Dunlop Corbin
npton Associates

PLANNING BOARD



CLIENT: NATIONAL FAMILY PLANNING BOARD

PRODUCT: Perle

AREA:

REMARKS:

DATE: 12th June 1979

JOB NO:

MEDIA: Press

SCHEDULE:

DESCRIPTION:

The urge to love and be loved is strong and often irresistible. But the consequences of a moment's passion could change your life for the worse. To have a baby is a woman's pride, to have an unwanted pregnancy is often a curse.

Plan carefully when you want to have a child.

Take Perle Oral Contraceptives. One a day every day. It's the safe sure way for a woman to prevent unwanted pregnancies.

Perle in single pack or three-pack. Available at Government Drug windows, Pharmacies and selected retail outlets.

NFPB PACKAGING REQUIREMENTS
(SIX MONTHS SUPPLY)

1978

<u>Printer</u>	<u>Product</u>	<u>Package</u>	<u>Quantity</u>	<u>Cost</u>
Graphic Arts	Panther	Box	150,000	\$38.85 per Th. Plates \$352.95
Phoenix		Leaflets	150,000	\$11.00 per Th.
Lithographic		Pop up Carton 3 for 15¢	4,000	\$1,960.00
Graphic Arts		Wall Dispensers	2,200	\$562.00 per Th. Plates \$235.30
W. I. P.		Shipping Carton	1,000(Min)	\$885.33 ✓
Litho	Perle Single Cycle	Pack	67,500	\$4,940.00
Phoenix		Leaflets	67,500	\$18.00 per Th.
Graphic Arts	Perle 3-Pack	Pack	25,000	\$79.65 per Th.
Phoenix		Leaflets	25,000	\$24.00 per Th.
Graphic Arts		Pop up Cartons	4,000	\$438.00 per Th.
W. I. P.		Shipping Carton	1,000 (Min)	\$1,150.56
Phoenix		Brochures	2,500	\$90.00 per Th.
T. A. G.		85¢ Stickers	4,500 (Yrs. supply)	\$58.82 approx.

Note: 30 percent increase in paper costs.



16th July 1979

Mr. Samuel Cheddar,
Director,
National Family Planning Board,
5 Sylvan Avenue,
Kingston 5.

Dear Sir,

Re: Merchandising Material for Perle & Panther

This is to confirm quotations provided in our meeting on Friday
13th July.

Metal Signs - 200 each for Perle and
Panther, one side printing
flat sheets at \$4.50 each = \$ 1,800.00

We have been provided an estimate of \$8.00 each for metal signs, printed
on both sides and bent one end for vertical installation. Please advise
what quantity of the two-sided signs will be required.

Posters - 5,000 of each for Perle and
Panther at \$378.00 per thousand = 3,780.00

Paper Decals - 10,000 of each for Perle and
Panther = 2,600.00

We are currently awaiting a quotation on a quantity of 1,000 each of
vinyl decals, and will inform you of this cost as soon as received.

Perle Brochure - 10,000 = 1,400.00

Perle Fact Sheets - 10,000 = 900.00

.... / 2

Mr. Cheddar,
Director,
National Family Planning Board

It was my understanding at the meeting that approval was granted in principle, for the production of paper decals, posters, brochures, fact sheets and metal signs. I would appreciate your confirming this in writing, at your earliest convenience.

Sincerely,



Theodore (Don) Levy
Executive Manager

TL:mmh

cc. Mr. Gunning - NFPB
Mr. Tiffany - USAID

P.S. Vinyl Decals - 1,000 each of Perle and
Panther at \$1.175 per unit = \$2,350.00