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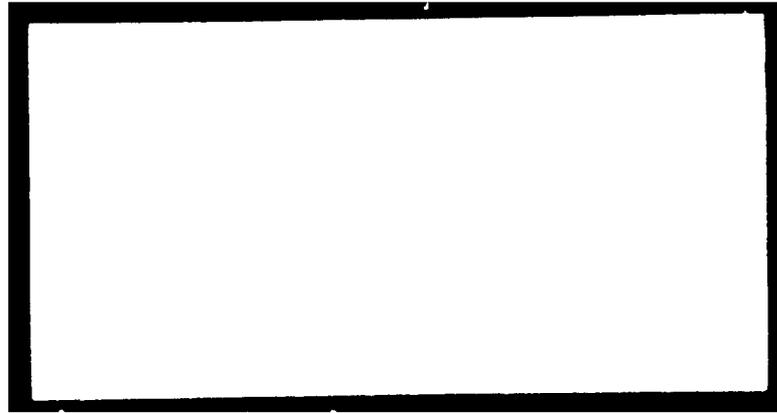
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**A REPORT ON TECHNICAL ASSISTANCE TO THE
JAMAICA CONTRACEPTIVE RETAIL SALES PROGRAM**

**A Report Prepared By:
BETTY BUTLER HOWELL**

**During The Period:
MAY 25 - JUNE 7, 1980**

**Supported By The:
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SCOPE OF WORK

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

May 1, 1980

MEMORANDUM:

TO : USAID/Jamaica, Mr. Terrance Tiffany *JH*
FROM : DS/POP/FPSD, Timothy Seims
SUBJECT: CRS Consultancy Scope of Work

Further to our phone conversation last week, you and I have discussed your agenda, in addition to the NFPB's agenda, for the planned CRS consultancy visit by Betty Howell. We are all concerned about the fact that previous consultants' recommendations haven't been acted upon, and we discussed the need for this forthcoming visit to focus on the issue of project management. Dave Denman, who has also spoken to you regarding your request for Betty's visit, has asked me to review for him the scope of work which we have discussed and I am using this memo to do so.

The more I think about this I realize that Betty's task is not so much Marketing as it is Organization Development, specifically Team Building. The team, of course, consists of Sam, Richard Evans, a representative with authority from Grace Kennedy (either Tony Wright or Ernie Grant), probably Don Levy, and maybe Jamaica's new Minister of Health. Fortunately, I think that Betty already has a high level of acceptance among the team as a non-threatening, non-judgemental outsider; and her marketing qualifications are impeccable. Therefore, I think she can do a better job than any other consultant even though she's not a trained O.D. specialist. I fully agree with you that you need an outsider to be the charge agent since you are, unavoidably, also a member of the team.

Once she's established her legitimacy in making the inquiries (with your help) Betty's next tasks will be:

1. Gathering data about the formal and informal relationships, expectations, and barriers among the team members.
2. Gathering data regarding the sales, financial condition, reporting systems, and relative contribution of the CRS program to NFPB and Grace Kennedy, and the legal relationship between the two.

3. Determining specific blockages to the implementation of previous recommendations, particularly the recommendations for a price increase, new product introductions, new ad campaign, and medical training of prospective Perle retailers by the Marketing Officers.

4. Diagnosing the organizational (as opposed to personnel) problems.

5. Recommending organizational interventions. We might speculate that the interventions could range among some of the following:

a. Subcontracting carefully specified project operations to Grace Kennedy, such as advertising, price change origination, and sales supervision.

b. Restructuring Evans' position into a marketing management rather than sales management position.

c. Establishing informal "contracts" among the team and having these be more specific than in the past.

d. Establishing CRS projects and revenue as a separate cost/profit center, as already recommended.

e. Requesting a professional OD consultant.

f. Giving the advertizing, price change origination, and sales supervision functions to Grace Kennedy for new products only.

g. Sending Sam Cheddar on an observational tour of a CRS program somewhere. Unfortunately, there is not program yet in the Dominican Republic; Mexico would present a language problem; and Ghana, the most similar program, is far away. We are working on a two-week CRS training course at Thunderbird School in New Mexico, but that is probably overkill for Sam Cheddar.

h. Having Betty herself perform specific tasks such as organizing the medical training of the Marketing Officers so that they can recruit and qualify Perle retailers, or helping arrange the sales record system so that it is in an order and form that can be used by the Marketing Officers.

i. Employing a "heavy" CRS marketing manager from the private sector, maybe in a part-time or consultant role.

j. Any other bright ideas either of you have.

I do think that you ought to implement intervention "d" above in any event. Now that I'm in my present capacity I realize even more how important it is that the CRS project have control over its expenses and revenue. In Bangladesh we are looking at the issue of legal control whereas in Jamaica the project would make progress by just achieving accounting control. Accounting control provides a prod to decision making since the revenues presumably would have to be used in AID approved categories of expenditure and would revert if hoarded. Also, for my own selfish interests, I'd like to be able to point to the cost-effectiveness of our "first" CRS. (In this vein, I'd like to also ask Betty to return with your monthly unit sales since Westinghouse termination since I am inevitably and frequently asked how things are going in Jamaica.)

I'd also like to suggest adding to the scope of work a preliminary assessment of the feasibility of introducing the Copper T to the Jamaica CRS program. I'm attaching a copy of the relevant sections of my Egypt report to your and Betty's copy of this memo to show you how it works there (plus the foaming tablet section for good measure).

The IUD has two big advantages for you. Firstly it has potentially a big impact on project effectiveness -- a bigger potential than either the condom or pill. Secondly, it would require organizational changes, i.e., ethical detailing, which is something that the Marketing Officers ought to be doing anyway. The big question is whether there are enough private sector physicians and clinics.

This scope of work is going to require a lot of time with busy people, including yourself. I hope that you think it can be pulled off. For the future we are working on a CRS Co-operative Agreement that would have a lot of the features of the APHA contract except that in addition the consultant would be able to offer money and maintain a continuing involvement with the actors (by phone), both of which should make your life a little easier. Unfortunately, we won't be ready with that arrangement until fall.

Good luck: I'm, sure we'll be in touch when this trip is over.

cc: DS/POP/FPSD:HAPedersen
DS/POP/LA:DDenman
APHA:BHowell
APHA
DS/POP/FPSD:ADanart

**EXECUTIVE SUMMARY:
AREAS OF SPECIAL CONCERN WITH RECOMMENDATIONS**

EXECUTIVE SUMMARY

Areas of Special Concern Now Facing the CRS Project

1. ISSUE: While the current economic situation has forced the closing of many former Perle retail outlets, no new Perle retailer has been trained and stocked with goods in almost 18 months.

RECOMMENDATION:

It is recommended that the NFPB marketing officers - who have already received some instruction in the medical aspects of oral contraceptives and in possible side-effects as well as in the referral system available to handle reported side effects - begin immediately to arrange training sessions for potential Perle retailers. A qualified nurse/midwife on the sales staff of Grace Kennedy is available to accompany the marketing officers one day per month (USAID has agreed to work out reimbursement to Grace Kennedy for her time) to provide whatever assistance her expertise allows. The syllabus used in training the marketing officers should be used in training the retailers. An information checklist and certificate of training should be given to each retailer trained.

2. ISSUE: Despite unprecedented rises in product distribution, packaging, and advertising costs, the price of both Perle and Panther brand contraceptives has not been increased since their introduction to the market six years ago. The commercial program now has a constant deficit balance while the distribution firm (Grace Kennedy) loses money each time it sells a condom.

RECOMMENDATION:

It is recommended that the price of single-cycle Perle be immediately raised to J\$.40 and that the price of Panther 3-pack be immediately raised to J\$.25. See attached charts and papers for further information.

3. ISSUE: It is essential to the success of the CRS program that the NFPB marketing officers regularly travel sales routes throughout Jamaica in order to recruit new contraceptive outlets, maintain outlet identification signs and posters, insure regularity of product supply, and gather consumer and retailer feedback on product quality and acceptability. The NFPB marketing officers are not now traveling enough to achieve the goals of the CRS project because the current 50¢/hour subsistence allowance does not cover the cost of an overnight stay in a guest house (\$11 deficit/night) much less the additional cost of meals. Gasoline allowance is only 30¢/mile and further inhibits the ability of the marketing officers to maintain adequate travel schedules.

RECOMMENDATION:

It is recommended that in the short term some means be found for allowing USAID or CRS funds to be used to supplement the gasoline and subsistence allowances of the marketing officers so that they are able to travel to the full extent required by the goals of the CRS project.

As a long-term solution, it is recommended that the CRS project be set up as a separate and private company under the jurisdiction of the National Family Planning Board. Thus outside the limitations of the Services Commission, adequate travel compensation can be made to the marketing officers and the current barriers to full scale sales follow-up and customer service can be removed. Additionally, as a private company, the CRS project would be able to offer a salary adequate to attract a senior marketing officer with formal marketing training and extensive Jamaican sales experience.

4. ISSUE: While money remains available in the AID advertising grant, no mass media advertising has been authorized for the past two months. Since the advertising campaign theme for the current year has not yet been selected - and therefore the advertising itself has not yet been designed and produced - it could be as much as three additional months before any Perle and Panther advertising reappears. Five to six months without media advertising will certainly limit the possibility of increased contraceptive sales and program revenue during the current year.

RECOMMENDATION:

It is recommended that the funds now available for advertising from USAID be used immediately to finance a program of maintenance level advertising for both Perle and Panther. This action will prevent a continued hiatus in product promotion. In the meantime, the new advertising campaign and the concurrent marketing research should be designed, produced, and implemented as quickly as possible.

5. ISSUE: Although sales of Perle and Panther have not declined, there has been no significant growth in sales of either contraceptives over the past two years. Only 4.92% of all women at risk are currently being reached through combined sales of Perle and Panther.

RECOMMENDATION:

It is recommended that the CRS Management Committee currently an informal committee of representatives from each of the four participating agencies (Grace Kennedy, Dunlop/Corbin/Compton,

NFPB, and USAID) meet immediately to review the marketing strategy already developed for the coming year, reaffirm assigned responsibilities, set specific sales and outlet goals, and begin implementation of the strategy without delay.

6. ISSUE: No advertising and distribution plans have yet been made or market research carried out for the introduction of Neo-Sampon contraceptive vaginal tablets to the market. While it may be early August 1980 before registration of the drug is completed, the plans for introduction should be made now so that the product can be "rolled out" without a delay of three to four months.

RECOMMENDATION:

It is recommended that the Management Committee immediately request Dunlop/Corbin/Compton to begin the market research studies necessary to plan product introduction advertising and on the basis of that research - and with the review of the Management Committee - begin design and production of Neo-Sampon advertising. Implementation of the advertising plan will not begin until the drug registration process is completed (expected August 1980). Additionally, the Management Committee should immediately request Grace Kennedy to estimate and report distribution costs, price structure, available outlets, and projected sales.

7. ISSUE: There are several serious problems in CRS project management. Implementation of the 1980 marketing strategy has not proceeded, important issues such as product price increase and retailer training have stalled while moving between NFPB staff and board committees, and communication between the participating agencies (Grace Kennedy, Dunlop/Corbin/Compton, NFPB, and USAID) has to a large degree lapsed. Consequently, progress towards sales and program goals during the past five months is not readily apparent.

RECOMMENDATION:

It is recommended that the Board give official sanction to the CRS Management Committee - adding to its membership Mr. Lester Woolery - as the agency responsible for the planning, management and implementation of the CRS project. This committee would answer directly to the Board of Directors through the NFPB Executive Director. The CRS Advisory Committee should be eliminated.

The Management Committee would meet on a monthly basis and would set sales/program goals, design marketing strategy, and assign responsibilities in product distribution, advertising and merchandising, sales, creation and maintenance of outlets, and commodity supply to the appropriate people. Ultimate responsibility for the management of the commercial program to achieve the goals set should rest with the Executive Director of the NFPB and the NFPB marketing officer. Accountability for performance should be required of each participant.

I. ADVERTISING AND PROMOTION

I. ADVERTISING AND PROMOTION

There has been no authorization given by the National Family Planning Board (NFPB) for placement of advertising since March 1980. Consequently no advertising has appeared for either Perle or Panther brand products in at least two months. Dunlop/Corbin/Compton notified the National Family Planning Board staff of the pending lapse in advertising authorization, and AID funds committed to advertising remain available for use. Since there has as yet been no preparation for the new advertising campaign which was scheduled to begin in early 1980 and since that preparation has been estimated by Dunlop/Corbin/Compton to require two to three months, there is the possibility of a five to six month period without advertising for the Contraceptive Retail Sales Program in Jamaica. When this situation was pointed out to Mr. Sam Cheddar, Executive Director of the National Family Planning Board, he agreed that his authorization for interim maintenance level advertising would be forthcoming. It is especially important, in the opinion of the consultant, that not only interim advertising be undertaken immediately but also that preparation of the new 1980 advertising campaign begin now. The most effective advertising, available as quickly as possible, is needed in order to maximize product sales within the target market population.

It is important that it be understood in developing the 1980 campaign that commercial project advertising should not be designed to further the general goals of the Family Planning Board. Commercial project advertising can certainly be expected to have some beneficial effect on movement toward those goals. It should, however, primarily be directed to the portion of the population which is targeted as potential CRS consumers rather than to segments of the population which the Family Planning Board would like to persuade to begin to practice family planning. Specifically, commercial project advertising should not be expected to carry the burden of reaching Jamaican teenagers in an effort to limit their fertility unless it is established that they furnish a significant share of the consumer population for the CRS project.

II. DISTRIBUTION

II. DISTRIBUTION

There are still no newly trained Perle retailers in the Jamaican CRS program. Although the NFPB Marketing Officers have received some medical training, no move has yet been made to allow them to train retailers as potential Perle outlets. In discussions with Mr. Lester Woolery, Chairman of the CRS Advisory Committee, however, the consultant found that he has no objection to the Marketing Officers themselves now being responsible for training Perle retailers. He did indicate that he prefers that they be accompanied by someone with pharmaceuticals experience at least during the initial stages of their retailer training campaign so that any questions that come up during training sessions can be handled. This statement by Mr. Woolery apparently removes the barriers to retail training by the marketing officers described by Mr. Cheddar in his letter to Terry Tiffany (see Appendix C). In talking with Ernie Grant, Pharmaceutical Sales Manager at Grace Kennedy, the consultant learned additionally that there is now a member of the Grace Kennedy sales staff who is a trained nurse/midwife. Grace Kennedy expressed a willingness to allow this specially qualified sales representative to accompany the NFPB Marketing Officers at least one day per month to provide any back up needed in their training of Perle retailers. AID/Kingston has agreed to reimburse Grace Kennedy for the salary of the sales representative for the time she spends traveling with the NFPB Marketing Officers for retailer training purposes.

The Executive Director and the Marketing Officers of the NFPB have expressed a desire to become more directly involved in the distribution of Perle and Panther products. This desire seems to stem from their feeling that Grace Kennedy is not providing adequate sales coverage and product supply to the outlets which have been set up by the NFPB Marketing Officers. It appears, however, that a misunderstanding of the Grace Kennedy sales and distribution procedure exists among the NFPB marketing staff. Attached is copy of the list of all outlets directly covered by Grace Kennedy sales representatives. (See Appendix E.) It is obvious that the number of outlets covered directly by Grace Kennedy salesmen in relation to the total number of retail outlets in the country is small. All other outlets, whether for Perle or Panther or any other Grace Kennedy products, are serviced through van drivers, cash and carry stores or wholesalers unless they are notified of some problem. It appears to the consultant that the most appropriate use of the NFPB Marketing Officers' time and resources - rather than trying to handle distribution responsibilities with limited staff and travel resources - is to provide distribution and sales follow-up to Grace Kennedy. Additionally, the primary responsibilities of NFPB Marketing Officers in the field should include the maintenance of promotional materials including in-store dispenser boxes and displays as well as the exterior metal signs along with the provision of field intelligence on consumer and retailer product acceptance to the Management Committee of the commercial project.

In order most effectively to fulfill their responsibilities it is imperative that the NFPB Marketing Officers maintain regular sales travel schedules throughout the country. Such travel is currently inhibited by the low subsistence rate supplied by the Government of Jamaica to all traveling officers as well as the minimal gasoline allowance provided. It is especially important

in this regard that the NFPB Marketing Officer responsible for sales maximize available travel by prioritizing CRS accounts. This prioritization along with geographical grouping of accounts should enable the Sales Manager to best select the areas that need additional outlets, special follow-up, or resupply of promotional materials. (See attached recommendations to Sales Manager in Appendix M.) Since approximately one-half of Perle and Panther sales for the entire country come from the Kingston corporate area, it is apparent that outlet identification and follow-up in the rest of the country remain very important. The use of geographical prioritization in scheduling sales calls and follow-up visits should help resolve these distribution inequities.

A further issue which needs to be addressed in the distribution of Perle and Panther products is the feasibility of wholesalers' participation in the program. Currently wholesalers receive no mark-up in selling Perle and Panther products. The only opportunity for wholesaler profit is that with every ten gross of Panther purchased one gross is received free. The revenue from sales of this one gross provides the total financial incentive to wholesalers to carry the NFPB product. Since Grace Kennedy relies heavily on wholesalers and cash and carry stores in their country-wide distribution system, it seems especially important to include wholesale outlets in the CRS system. Wholesalers currently display little interest in carrying Perle and Panther brand products because of the limited ability to make money on sales of these products. It is suggested that a price increase would allow the increased profit to Grace Kennedy necessary to provide a standard mark-up for the wholesalers who agree to carry the NFPB product. If this cannot be arranged, some alternative means of providing financial incentive to wholesalers should be found.

III. PRODUCTS, PACKAGING, AND PRICING

III. PRODUCTS, PACKAGING, AND PRICING

Products

Professor Hugh Wynter, University of the West Indies, has indicated that the Neo-Sampoon test trials he is supervising should be completed by the end of July 1980. He says that to date no adverse reactions or contraindications have presented themselves, and he expects the tests to be completed with no problem. Since Professor Wynter will be on leave during the month of July, he feels that the finished report will not be completed until after his return. Consequently, he predicts the end of August 1980 before test results are ready for presentation to the Drug Board. Mr. Lester Woolery, head of the Drug Board, indicated in a conversation with the consultant that he has no objection to the NFPB initiating now the market research and advertising campaign design work for Neo-Sampoon so that the promotional campaign will be ready as soon as the registration process is completed. Mr. Woolery has also made available the form completion of which is required for drug registration (see Appendix D). The information and documents necessary to complete this registration form must be handed in simultaneously and must be arranged in booklet form in the order prescribed. Several of the documents must originate with the drug manufacturer in Japan and be legalized by the representative of the Jamaican government in that country. Certain documents required from the manufacturer would, in the opinion of the consultant, best be requested by the AID/Washington agent responsible for purchasing Neo-Sampoon from Eisai rather than by Aid/Jamaica or the Jamaican NFPB. For projection of potential sales of Neo-Sampoon and suggested price structure see the Howell-Seims report of December 1979. There is no apparent need for change from these recommendations.

During a discussion with Mr. Woolery, the consultant presented the idea of incorporating IUD's into the commercial sales program. Mr. Woolery, who is Chairman of the CRS Advisory Committee as well as head of the Government of Jamaica Drug Board, has no objection to the sale of IUD's through the project as long as the IUD's are detailed to physicians and no attempt is made to sell them directly to the public. He feels that some attempt could be made to have doctors accept a pre-arranged, lower insertion fee for the CRS devices. He believes, however, a more appropriate product to introduce would be a vaginal foam - either Delfin or some comparable product. Professor Wynter, when asked about the inclusion of IUD's in the CRS program, also felt that there would be no objection to this on the part of doctors. He did, however, state as his opinion that such an introduction would have a minimum impact on contraceptive availability since many women - even middle and upper class women - now receive such "maintenance" services from the public sector at lower prices already. There are a maximum of twenty Ob/Gyn specialists remaining in Jamaica, Dr. Wynter estimates. He adds that probably one-third of the general practitioners on the last Medical Association list have emigrated. No one with whom the consultant spoke appeared willing to present a firm number of general practitioners left in the country though estimates generally range in the area of 100. Grace Kennedy does, of course, detail pharmaceuticals. They have not, however, detailed an IUD or similar device in several years. Ernie Grant, Grace Kennedy Pharmaceutical Sales Manager, did express a willingness to consider this project but indicated that his sales staff would need information and training before handling the product.

Packaging

The current cost of packaging supplies for both Perle and Panther products is attached. (See Appendix N.) In the past year, the National Family Planning Board has been in variance to its agreement with AID/Kinston charging product packaging costs against its advertising grant. (See Appendix C.) The results of this disallowed expense have been that the NFPB was required to pay back in April 1980 approximately J\$50,000 to the USAID/Kinston advertising grant with monies from the CRS revenue fund and that the NFPB is urgently attempting to reduce packaging costs rather than pay for maintaining them at the current level out of the CRS reserve fund. (It should be noted additionally that the cost of packaging supplies has increased 35% over the last year.)

The way in which the NFPB staff is trying to reduce packaging costs is to provide Perle and Panther products to retailers in the plain white outer cartons in which the goods are shipped by USAID to the Family Planning Board. This would mean that there would be virtually no in-store, point-of-purchase promotional material and that outlet identification would rely completely on the presence of the exterior metal sign. The thinking of the NFPB staff is that most retailers are embarrassed to have the goods out in the dispenser boxes and that brand identification is, anyway, already well established. In the opinion of the consultant, in-store promotional material is absolutely essential to continued and increased sales of the product. Exterior signs are not always available, and they are not always regularly maintained. Consequently, the only outlet identification material often available to a potential consumer is sight of the wall dispenser or pop-up box in the given store. It is also the opinion of the consultant that rather than capitulate to the assumed reluctance of retailers to display the product that NFPB marketing staff should educate retailers to the importance of their participation in the CRS project and to the social and financial benefits of selling CRS contraceptive products to their customers.

It is the recommendation of the consultant that packaging costs be reduced but without eliminating the printed dispenser boxes now being used for both Perle and Panther. This could be accomplished in part by procuring from the manufacturer condoms in a foil wrapper imprinted with the Panther logo. These foil strips could be placed directly in a wall dispenser carton without use of the three-pack box, which is one of the most expensive elements in the current packaging process. Using the wall dispenser box would continue to give outlet and product identification while using a logo-imprinted wrapper would further maintain condom brand identification. Since Ghana and Jamaica are now using the Panther brand and with the possible extension of Panther condoms into the Caricom market, it seems possible that the condom manufacturer would be able to provide Panther logo-imprinted foil wrappers as logo-imprinted wrappers are now provided for the Raja and Profam brands.

Pricing

Despite unprecedented rises in production, distribution, packing and advertising costs, the price of both Perle and Panther brand contraceptives has not been increased since their introduction to the market 6 years ago.

The commercial program now has a constant deficit balance while the distribution firm (Grace Kennedy) loses money each time it sells a condom.

It is recommended by the consultant, therefore, that the price of single-cycle Perle be immediately raised to J\$.40 and that the price of three Panther condoms be immediately raised to J\$.25. (See the accompanying charts and papers for further information on price structure and profit distribution.)

IV. PROGRAM ADMINISTRATION

IV. PROGRAM ADMINISTRATION

Many management problems appear to exist in the Jamaican Contraceptive Retail Sales program. All parties interviewed (including representatives from each of the agencies involved: AID/Kingston, Grace Kennedy, Dunlop/Corbin/Compton, and the NFPB) indicate that project leadership should rest with the Executive Director and Marketing Officer of NFPB. Most parties feel, however, that currently little direction is being given or accountability being required by the Family Planning Board in the CRS project. Virtually no coordination or communication is being maintained among the agencies involved. There has not been a meeting of the informal Management Committee (made up of representatives from Grace Kennedy, Dunlop/Corbin/Compton, NFPB, AID) since early December 1979. While the NFPB Executive Director and Marketing Officer do see themselves as in charge of the project there is at the NFPB no obvious sense of urgency or need to follow-up promptly with members of the management group who have been given responsibility for various implementation steps in the marketing strategy. Additionally, there seems to be no sense of team and little evidence of team pressure being put on any given member of the team to perform according to assigned and accepted responsibility. Consequently, it is very difficult to see that any momentum is being maintained in moving toward the goals set for the commercial project. There has been apparently no implementation of any part of the marketing plan which was drawn up in November and December during the Howell-Seims visit.

Another management problem which exists for the CRS project is that issues of primary importance to the commercial program - such as product price increase, retailer training, and advertising - have stalled while moving between NFPB staff and board committees. In effect, the CRS project is currently controlled by two boards of directors - The CRS Advisory Committee (see Appendix L), and the general National Family Planning Board to which the Advisory Committee is in turn responsible. This duality is not only unnecessary but also detrimental to the forward movement of the commercial project. The tendency appears to be to refer issues for resolution to the board level rather than pursue resolution aggressively through line officers.

On the other hand, however, the NFPB Executive Director feels that many operational responsibilities have been appropriately delegated to the Marketing Officer. The Marketing Officer, however, does not appear to be aware of his authority in many operational areas and his need to provide a general program impetus nor does he appear to be at ease in handling this authority. The Marketing Officer is perhaps too submerged in distribution detail to have the overview necessary for proper coordination and management of the commercial project. It is more appropriate, in the consultant's opinion, for the Marketing Officer to function as Marketing Manager with the responsibilities of seeing that the commercial project as a whole is moving toward the goals set by the Family Planning Board. The Assistant Marketing Officer in that case would function as Sales Manager and deal with the merchandising, inventory, and distribution particulars required for the successful accomplishment of program sales goals.

In order to encourage the Marketing Officer to understand and accept general responsibilities for CRS program success and to encourage his continuing communication with representatives of the other participating agencies, a Marketing Manager's Monthly Report was drawn up by the consultant with the help of Mr. Ricky Evans, NFPB Marketing Officer. A Sales Manager's Monthly Report

form was also drawn up for use by Mr. Dudley Evans, NFPB Assistant Marketing Officer. (See Charts C and D.)

These management and structural issues were discussed with Mr. Don Miller, Permanent Secretary of Health, and at his request papers were prepared by the consultant for discussion at a retreat of the NFPB to be held June 13 -14, 1980. The purpose of the Family Planning Retreat, according to the Permanent Secretary, is to develop a family planning manifesto for the Government of Jamaica. It is his intention that these areas of special concern in the CRS project be addressed by the board as a whole during the retreat and the issues then resolved as promptly as possible.

It is recommended by the consultant that the Board give official sanction to the CRS Management Committee - adding to its membership Mr. Lester Woolery - as the agency responsible for the planning, management, and implementation of the CRS project. This committee would answer directly to the Board of Directors through the NFPB Executive Director. The CRS Advisory Committee should be eliminated.

The Management Committee would meet on a monthly basis and would set sales/program goals, design marketing strategy, and assign responsibilities in product distribution, advertising and merchandising, sales, creation and maintenance of outlets, and commodity supply to the appropriate people. Ultimate responsibility for the management of the commercial program to achieve the goals set should rest with the Executive Director of the NFPB and the NFPB Marketing Officer. Accountability for performance should be required of each participant.

STATISTICAL INFORMATION

Table 1

<u>Month</u>	<u>Perle</u>	<u>Panther</u>
January	20,664	92,592
February	12,528	63,936
March	8,856	76,608
April	24,564	57,024
May	17,604	57,888
June	20,700	71,280
July	12,636	48,096
August	14,904	78,768
September	18,612	88,704
October	11,052	50,976
November	22,500	83,664
December	<u>17,928</u>	<u>47,808</u>
Total 1979	<u>202,548</u>	<u>817,344</u>
	÷ 13 = 15,581 CYP	÷ 125 = 6,539 CYP

450,000 women at risk in Jamaica (estimated, 1980)

120,000 contracepting couples in NFPB programs (1978)

Therefore:

- CRS program accounts for 18.4% of contracepting couples in NFPB programs;
- 3.46% of all women at risk reached through sales of Perle; and,
- 4.92% of all women at risk reached through combined sales of Perle and Panther products.

Table 2

SUMMARY OF SINGLE UNITS SOLD IN 1980

<u>Month</u>	<u>Perle</u>	<u>Panther</u>
January	28,224	75,312
February	19,296	98,784
March	13,032	67,680
April	26,136	76,464
Total YTD	<u>86,688</u>	<u>318,240</u>

Table 3

**1979 COST/INCOME/PROFIT SUMMARY FOR GRACE KENNEDY
(Panther Product)**

<u>Month</u>	<u>Number Single Units Sold</u>	<u>Number Cartons¹</u>	<u>Distribution Cost²</u>	<u>Gross Margin³</u>	<u>(Net Margin) Excess/ Deficit</u>	<u>Sales⁴</u>
January	92,592	64.3	J\$951.64	J\$611.11	J\$(340.53)	J\$3,425.90
February	96,936	44.4	657.12	421.98	(235.14)	2,365.63
March	76,608	53.2	787.36	505.61	(281.75)	2,834.50
April	57,024	39.6	586.08	376.36	(209.72)	2,109.89
May	57,888	40.2	594.96	382.06	(212.90)	2,141.86
June	71,280	49.5	732.60	470.45	(265.15)	2,637.36
July	48,096	33.4	494.32	317.43	(176.89)	1,779.55
August	78,768	54.7	809.56	519.87	(289.69)	2,914.42
September	88,704	61.6	911.68	585.45	(326.23)	3,282.05
October	50,976	35.4	523.92	336.44	(187.48)	1,886.11
November	83,664	58.1	859.88	552.18	(307.70)	3,095.57
December	47,808	33.2	491.36	315.53	(175.83)	1,768.90

9.9% Loss on Sales

¹ 1440 Units/Carto
² J\$14.80/Carton

³ J\$0.0066/Unit
⁴ J\$0.037/Unit

Table 4

<u>Month</u>	<u>Number Cycles Sold</u>	<u>Number Cartons¹</u>	<u>Distribution Cost²</u>	<u>Gross Margin³</u>	<u>(Net Margin) Excess/Deficit</u>	<u>Sales⁴</u>
January	20,664	23.9	J\$544.92	J\$1,033.20	J\$488.28	J\$4,132.80
February	12,528	14.5	330.60	626.40	295.80	2,505.60
March	8,856	10.25	233.70	442.80	209.10	1,771.20
April	24,564	28.4	647.52	1,228.20	580.68	4,912.80
May	17,604	20.4	465.12	880.20	415.08	3,520.80
June	20,700	23.9	544.92	1,035.00	490.08	4,140.00
July	12,636	14.6	332.88	631.08	298.92	2,527.20
August	14,904	17.3	394.44	745.20	350.76	2,980.80
September	18,612	21.5	490.20	930.60	440.40	3,722.40
October	11,052	12.8	291.84	552.60	260.76	2,210.40
November	22,500	26.0	592.80	1,125.00	532.20	4,500.00
December	17,928	20.8	474.24	896.40	422.16	3,585.60
11.8% Profit on Sales						

¹ 864 Units/Carton
² J\$22.80/Carton

³ J\$0.05/Cycle
⁴ J\$0.30/Unit

Table 5

SUMMARY OF GRACE KENNEDY PROFIT POSITION
UNDER PROPOSED PRICE INCREASE

Panther

Proposed Cost to GK \$.037/condom
Selling Price .06/condom

	<u>Number Units Sold</u>	<u>Number Cartons</u>	<u>Distribution Cost</u>	<u>Sales</u>	<u>Commodity Cost</u>
Using January 1979 Sales as Model	92,592	64.3	J\$951.64	J\$5,555.52	J\$3,425.90
	<u>Gross Margin</u>		<u>Net Margin</u>		<u>% Profit on Sales</u>
	2,129.62		1,177.98		21.2

Perle

Proposed Cost to GK \$0.19/cycle
Selling Price \$0.27/cycle

	<u>Number Units Sold</u>	<u>Number Cartons</u>	<u>Distribution Cost</u>	<u>Sales</u>	<u>Commodity Cost</u>
Using January 1979 Sales as Model	20,664	23.9	544.92	J\$5,579.28	J\$3,926.16
	<u>Gross Margin</u>		<u>Net Margin</u>		<u>% Profit on Sales</u>
	1,653.12		1,108.20		19.9

Table 6

UNIVERSITY OF BRACK KENNEDY FRONT POSITION
PROPOSED PRICE STRUCTURE

	<u>Perle</u>					
	<u>NFPB Selling Price</u>	<u>Cost</u>	<u>Grace Kennedy Selling Price</u>	<u>Cost</u>	<u>Retailer Selling Price</u>	<u>Cost</u>
Proposed	J\$0.19	J\$0.19	J\$0.27	J\$0.27	J\$0.40	J\$0.27
Current	0.15	0.15	0.20	0.20	0.30	0.20
Increase in Mark-up Cycle	0.04		0.03		0.03	
Current Percent Profit on Sales			11.8%		33.3%	
Proposed Percent Profit on Sales			19.9%		32.5%	
Increase in Revenue Based on 1979 Sales	J\$8,101.92	J\$6,076.44		J\$6,076.44		
	<u>Panther (3-Pack)</u>					
Proposed	J\$0.11	J\$0.11	J\$0.18	J\$0.18	J\$0.25	J\$0.18
Current	0.09	0.09	0.11	0.11	0.15	0.11
Increase in Mark-up/3-pack			.05		.03	
Current Percent Profit on Sales			-9.9%		26%	
Proposed Percent Profit on Sales			21.2%		27%	
	(Compares with 20% allowed by GOJ On proprietary drugs and 25% on ethical products)					
Increase in Revenue Based on 1979 sales	J\$5,476.20	J\$13,894.88				

APPENDICES

Appendix A
LIST OF INTERVIEWEES

LIST OF INTERVIEWEES

Sam Cheddar, Executive Director, National Family Planning Board

Ricky Evans, Marketing Officer, National Family Planning Board

Dudley Isaacs, Assistant Marketing Officer, National Family Planning Board

Ernie Grant, Pharmaceuticals Sales Manager, Grace Kennedy

Elsa Roberts, Accounting, Grace Kennedy

Mabel Tenn, Director, Grace Kennedy

Don Levy, General Manager, Dunlop/Corbin/Compton

Lester Woolery, Chief Pharmacist, Government of Jamaica

Terry Tiffany, Head, Population/Nutrition/Health, USAID/Kingston

Hasse B. Gaenger, Caribbean Coordinator, United Nations Fund for Population Assistance

Don Miller, Permanent Secretary of Health, Government of Jamaica

Dr. Hugh Wynter, Professor OB/GYN, University of the West Indies

Appendix B

**DOCUMENTATION ON ECONOMIC FEASIBILITY OF CRS PROJECTS
(Papers Prepared for the Permanent Secretary of Health)**

c/o USAID Mission to Jamaica
American Embassy of the United States
2 Oxford Road
Kingston 5
Tel: 929-4850

June 3, 1980

Mr. Donald Miller
Permanent Secretary
Ministry of Health & Social Security
10 Caledonia Avenue
Kingston 5

Dear Mr. Miller:

It was certainly a pleasure to meet you last week and to have the opportunity to discuss with you the ContraCaptive Retail Sales program of the National Family Planning Board. The CRS concept is, in my opinion, a most exciting and innovative one; and the project here has great potential for helping the NFPB achieve its goals in an effective, cost-efficient way.

Attached, as you requested, are forty copies of the documents I had prepared for you regarding the issue of the economic feasibility of the CRS project as well as forty copies of a brief summary of the areas of special concern we see now facing the commercial program. Along with this summary, I have included a statement of recommendations and alternatives. I hope that these papers will provide you with the basis for a thorough discussion during the upcoming Family Planning Retreat. It is my feeling that decisions on the issues raised in the summary must be made and implemented as speedily as possible in order to insure the continued existence of the CRS program and to reassert its effectiveness.

I wish for you and the National Family Planning Board a stimulating and productive retreat, and I look forward to seeing the implementation of the family planning policies you develop there.

Sincerely,

Betty B. Howell
Consultant, US/AID

Encs. a/s

cc: Mr. Samuel Cheddar, NFPB

HNP/Consultant:BHowell:gg;6/3/80

Areas of Special Concern Now Facing the CRS Project

1. ISSUE: While the current economic situation has forced the closing of many former Perle retail outlets, no new Perle retailer has been trained and stocked with goods in almost 18 months.

RECOMMENDATION:

It is recommended that the NFPB marketing officers - who have already received some instruction in the medical aspects of oral contraceptives and in possible side-effects as well as in the referral system available to handle reported side effects - begin immediately to arrange training sessions for potential Perle retailers. A qualified nurse/midwife on the sales staff of Grace Kennedy is available to accompany the marketing officers one day per month (USAID has agreed to work out reimbursement to Grace Kennedy for her time) to provide whatever assistance her expertise allows. The syllabus used in training the marketing officers should be used in training the retailers. An information checklist and certificate of training should be given to each retailer trained.

2. ISSUE: Despite unprecedented rises in product distribution, packaging, and advertising costs, the price of both Perle and Panther brand contraceptives has not been increased since their introduction to the market six years ago. The commercial program now has a constant deficit balance while the distribution firm (Grace Kennedy) loses money each time it sells a condom.

RECOMMENDATION:

It is recommended that the price of single-cycle Perle be immediately raised to J\$.40 and that the price of Panther 3-pack be immediately raised to J\$.25. See attached charts and papers for further information.

3. ISSUE: It is essential to the success of the CRS program that the NFPB marketing officers regularly travel sales routes throughout Jamaica in order to recruit new contraceptive outlets, maintain outlet identification signs and posters, insure regularity of product supply, and gather consumer and retailer feedback on product quality and acceptability. The NFPB marketing officers are not now traveling enough to achieve the goals of the CRS project because the current 50¢/hour subsistence allowance does not cover the cost of an overnight stay in a guest house (\$11 deficit/night) much less the additional cost of meals. Gasoline allowance is only 30¢/mile and further inhibits the ability of the marketing officers to maintain adequate travel schedules.

RECOMMENDATION:

It is recommended that in the short term some means be found for allowing USAID or CRS funds to be used to supplement the gasoline and subsistence allowances of the marketing officers so that they are able to travel to the full extent required by the goals of the CRS project.

As a long-term solution, it is recommended that the CRS project be set up as a separate and private company under the jurisdiction of the National Family Planning Board. Thus outside the limitations of the Services Commission, adequate travel compensation can be made to the marketing officers and the current barriers to full scale sales follow-up and customer service can be removed. Additionally, as a private company, the CRS project would be able to offer a salary adequate to attract a senior marketing officer with formal marketing training and extensive Jamaican sales experience.

4. ISSUE: While money remains available in the AID advertising grant, no mass media advertising has been authorized for the past two months. Since the advertising campaign theme for the current year has not yet been selected - and therefore the advertising itself has not yet been designed and produced - it could be as much as three additional months before any Perle and Panther advertising reappears. Five to six months without media advertising will certainly limit the possibility of increased contraceptive sales and program revenue during the current year.

RECOMMENDATION:

It is recommended that the funds now available for advertising from USAID be used immediately to finance a program of maintenance level advertising for both Perle and Panther. This action will prevent a continued hiatus in product promotion. In the meantime, the new advertising campaign and the concurrent marketing research should be designed, produced, and implemented as quickly as possible.

5. ISSUE: Although sales of Perle and Panther have not declined, there has been no significant growth in sales of either contraceptives over the past two years. Only 4.92% of all women at risk are currently being reached through combined sales of Perle and Panther.

RECOMMENDATION:

It is recommended that the CRS Management Committee currently an informal committee of representatives from each of the four participating agencies (Grace Kennedy, Dunlop/Corbin/Compton,

NFPB, and USAID) meet immediately to review the marketing strategy already developed for the coming year, reaffirm assigned responsibilities, set specific sales and outlet goals, and begin implementation of the strategy without delay.

6. ISSUE: No advertising and distribution plans have yet been made or market research carried out for the introduction of Neo-Sampon contraceptive vaginal tablets to the market. While it may be early August 1980 before registration of the drug is completed, the plans for introduction should be made now so that the product can be "rolled out" without a delay of three to four months.

RECOMMENDATION:

It is recommended that the Management Committee immediately request Dunlop/Corbin/Compton to begin the market research studies necessary to plan product introduction advertising and on the basis of that research - and with the review of the Management Committee - begin design and production of Neo-Sampon advertising. Implementation of the advertising plan will not begin until the drug registration process is completed (expected August 1980). Additionally, the Management Committee should immediately request Grace Kennedy to estimate and report distribution costs, price structure, available outlets, and projected sales.

7. ISSUE: There are several serious problems in CRS project management. Implementation of the 1980 marketing strategy has not proceeded, important issues such as product price increase and retailer training have stalled while moving between NFPB staff and board committees, and communication between the participating agencies (Grace Kennedy, Dunlop/Corbin/Compton, NFPB, and USAID) has to a large degree lapsed. Consequently, progress towards sales and program goals during the past five months is not readily apparent.

RECOMMENDATION:

It is recommended that the Board give official sanction to the CRS Management Committee - adding to its membership Mr. Lester Woolery - as the agency responsible for the planning, management and implementation of the CRS project. This committee would answer directly to the Board of Directors through the NFPB Executive Director. The CRS Advisory Committee should be eliminated.

The Management Committee would meet on a monthly basis and would set sales/program goals, design marketing strategy, and assign responsibilities in product distribution, advertising and merchandising, sales, creation and maintenance of outlets, and commodity supply to the appropriate people. Ultimate responsibility for the management of the commercial program to achieve the goals set should rest with the Executive Director of the NFPB and the NFPB marketing officer. Accountability for performance should be required of each participant.

May 30, 1980

Summary Single Units Sold 1980

	<u>Perle</u>	<u>Panther</u>
January	28,224	75,312
February	19,296	98,784
March	13,032	67,680
April	<u>26,136</u>	<u>76,464</u>
TOTAL YTD	86,688	318,240

May 30, 1980

Proposed Price Structure

P E R L E

\$J	NFPB		Grace Kennedy		Retailer	
	Selling Price	Cost	Selling Price	Cost	Selling Price	Cost
Proposed	.19	.19	.27	.27	.40	.27
Current	.15	.15	.20	.20	.30	.20
Increase in mark-up cycle	.04		.03		.03	
current % profit on sales			11.8%		33.3%	
proposed % profit on sales			19.9%		32.5%	
Increase in revenue (\$J) based on 1979 sales	8,101.92		6,076.44		6,076.44	
P A N T H E R (3 PACK)						
Proposed	.11	.11	.18	.18	.25	.18
Current	.09	.09	.11	.11	.15	.11
Increase in mark-up/3 pack			.05		.03	
Current % profit on sales			-9.9%		26%	
Proposed % profit on sales			21.2%		27%	
(Compares with 20% allowed by GOJ on proprietary drugs and 25% on ethical products)						
Increase in revenue (\$J) based on 1979 sales	5,476.20		13,894.85		8,173.44	

May 30, 1980

Summary Single Units Sold 1979

	<u>Perle</u>	<u>Panther</u>
January	20,664	92,592
February	12,528	63,936
March	8,856	76,608
April	24,564	57,024
May	17,604	57,888
June	20,700	71,280
July	12,636	48,096
August	14,904	78,768
September	18,612	88,704
October	11,052	50,976
November	22,500	83,664
December	<u>17,928</u>	<u>47,808</u>
Total 1979	202,548	817,344

÷ 125 = 6,539 CYP

450,000 (est. 1980) women at risk in Jamaica

120,000 (1978) contracepting couples in NFPB programs

Therefore:

- CRS program accounts for 18.4% of contracepting couples in NFPB programs
- 3.46% of all women at risk reached through sales of Perle
- 4.92% of all women at risk reached through combined sales of Perle and Panther

Cost/Income/Profit Summary

May 30, 1980

Grace Kennedy 1979

P A N T H E R

	<u># Single Units Sold</u>	<u># Cartons (1440 Units/ Carton)</u>	<u>Distri- bution Cost J\$ (14.80/ Carton</u>	<u>Gross Margin J\$ (.0066/ Unit</u>	<u>(Net Margin) Excess/ Deficit SJ</u>	<u>Sales J\$ (.037/ Unit)</u>
January	92,592	64.3	951.64	611.11	(340.53)	3,425.90
February	63,936	44.4	657.12	421.98	(235.14)	2,365.63
March	76,608	53.2	787.36	505.61	(281.75)	2,834.50
April	57,024	39.6	586.08	376.36	(209.72)	2,109.89
May	57,888	40.2	594.96	382.06	(212.90)	2,141.86
	71,280	49.5	732.60	470.45	(262.15)	2,637.36
	48,096	33.4	494.32	317.43	(176.89)	1,779.55
August	78,768	54.7	809.56	519.87	(289.69)	2,914.42
September	88,704	61.6	911.68	585.45	(326.23)	3,282.05
October	50,976	35.4	523.92	336.44	(187.48)	1,886.11
November	83,664	58.1	859.88	552.18	(307.70)	3,095.57
December	47,808	33.2	491.36	315.53	(175.83)	1,768.90

9.9% loss on sales

May 30, 1980

Cost/Income/Profit Summary

Grace Kennedy 1979

P E R L E

	<u># Cycles Sold</u>	<u># Cartons (864 Units/ Carton)</u>	<u>Distribution Cost J\$ (22.80/ Cartons)</u>	<u>Gross Margin J\$ (.05/ Cycle)</u>	<u>(Net Margin) Excess/ Deficit \$J</u>	<u>Sales J\$ (.30/ Unit)</u>
January	20,664	23.9	544.92	1,033.20	488.28	4,132.80
February	12,528	14.5	330.60	626.40	295.80	2,505.60
March	8,856	10.25	233.70	442.80	209.10	1,771.20
April	24,564	28.4	647.52	1,228.20	580.68	4,912.80
May	17,604	20.4	465.12	880.20	415.08	3,520.80
June	20,700	23.9	544.92	1,035.00	490.08	4,140.00
July	12,636	14.6	332.88	631.80	298.92	2,527.20
August	14,904	17.3	394.44	745.20	350.76	2,980.80
September	18,612	21.5	490.20	930.60	440.40	3,722.40
October	11,052	12.8	291.84	552.60	260.76	2,210.40
November	22,500	26.0	592.80	1,125.00	532.20	4,500.00
December	17,928	20.8	474.24	896.40	422.16	3,585.60

11.8% profit on sales

Appendix C

**RESPONSE OF NATIONAL FAMILY PLANNING BOARD EXECUTIVE DIRECTOR
TO DECEMBER 1979 MARKETING CONSULTANCY**

NATIONAL FAMILY PLANNING BOARD,

5 SYLVAN AVENUE,

P.O. BOX 287,

KINGSTON 5, JAMAICA.

Pl. file

OFFICIAL FILE

APRIL 15, 1980

Mr. Terrence Tiffany,
Chief, Health/Nutrition/Population Division,
United States Mission to Jamaica,
Embassy of the United States of America,
2 Oxford Road,
Kingston 5,

Dear Terry:

Please refer to your letter dated March 3rd, 1980, regarding a number of recommendations made by your Marketing Consultants some three months ago.

At the outset I should remind you that I had not agreed with a number of the recommendations because I felt that some could not be implemented unless there were major policy changes. For example, the medical training would have to be done by local personnel as this area is well established and training has been carried out on numerous occasions. Similarly, the placing of the Marketing Officers on the pay role of Grace Kennedy and Company Limited, and for the compensation of the Marketing Officers outside of Government rates would require Governmental approval. As a matter of interest you must bear in mind that the Board is subject to the salary scale existing in the Public Service and that posts are classified by the Ministry of the Public Service.

I will now try to deal specifically with some of the direct issues. With regards to the Job description, this has proven to be a useful supplement since as you well know there are established and working job descriptions for the Marketing Officers.

With reference to the recommended product price increase, I am very sure that you are aware that this matter is being reviewed by the C.D.C. Advisory Committee and that a report will be submitted to the Board. At this stage, I should also remind you that contraceptives are subject to specific price control which means that any increase in its price will have to be approved by the Ministry of Industry and Commerce. It is therefore, extremely important that a proper and detailed case be presented to the Board so that if a price increase is contemplated, a proper submission may be forwarded to the Prices Commission.

At our next regular meeting we will be able to get a full understanding of areas covered so far by the parties concerned.

Best regards.

Yours faithfully,

[Signature]
Sam Cheddar,
Executive Director

cc: Mr. D. Miller- Chairman, N.F.P.B.
Mr. L. Woolery - Chairman, C.D.C. Committee

DATE RECD:	4/15
ACTION OFFICE:	HNP
INFO. TO:	
BON ✓	ARDO
EA	MHP
PROG/TRG.	ETUC
CAP	CEO
INST	C&R
CONT	PER/GEN
DATE BY:	4/26
ACTION TAKEN:	NAN 287 4182

Appendix D

**HISTORY OF AID FINANCING OF JAMAICA CRS PROJECT
SINCE OCTOBER 1, 1977**

April 8, 1980

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

Dear Sam:

This is in response to your letter of Feb. 14, 1980 and our subsequent discussions on the question of the financing of the Commercial Distribution of Contraceptives (CDC) program. I have researched USAID's correspondence and financial record's files in order to identify the understanding between our two agencies over how the CDC program was to be financed after the management of it was taken over completely by NFPB from Westinghouse on Oct. 1, 1977. I hope the following will help clear up any confusion that now exists and return us to a solid basis for mutual understanding on the financing of this vital program.

To review some of the more important historical antecedents, a letter of June 27, 1977 (Attachment A) reiterated the mutually-agreed upon conditions under which the CDC program was to continue under the management of NFPB. These included the setting up of a special account for revenue derived from the program to pay for packaging and advertising costs and the assistant marketing officer's salary. Further, USAID agreed to seek up to US\$100,000 to pay for advertising during the period 10/1/77 to 6/30/78. This was to be a one-time grant since the program was supposed to become "self-sufficient" as the result of increased sales and modest price increase.

However, price increases were not implemented and "self-sufficiency" remains an elusive goal. On Sept. 27, 1978, USAID once again wrote NFPB (Attachment B) to summarize the understanding between the two agencies on the use of the revenue from the CDC program. This letter stated that NFPB should first draw down on the balance of J\$19,205.51 of the J\$100,000.00 advanced in March 1978 under Projg 78-1 and then draw down funds lodged in the special CDC revenue account before the remaining US\$25,822.90 (out of the original above-mentioned US\$100,000 advertising grant) was advanced to NFPB. It was further stated that the remaining US\$25,822.90 would be held until such time as USAID and NFPB jointly agreed that additional funds were needed to support the program. Finally, the original termination date for USAID support of the CDC program was extended from June 30, 1978 to Sept. 30, 1981, which is the Project Assistance Completion Date.

On Nov. 30, 1978, another letter (Attachment C) reiterated much of what was said in the letter of Sept. 27, 1978 and further suggested that NFPB develop a comprehensive plan and budget for the CDC program for the next year, part of which USAID would consider funding. This would supplement the balance of US\$25,822.90 remaining in the aforementioned grant with new funds from the 1979 Project Agreement. A "self-sufficiency" plan and timetable to Sept. 1981 was suggested which would include projections on income sales to meet minimum program costs. This plan was developed by Dunlop Corbin and Compton and the NFPB Marketing Officer (Attachment D). In the meantime, a sum of US\$25,000 was earmarked in the 1979 Project Agreement for the CDC program which, together with the US\$25,822.90 remaining from the original US\$100,000 grant made a total of US\$50,822.90. On April 17, 1979 a letter was sent from USAID to NFPB (Attachment E) in which USAID agreed to fund the advertising costs of the CDC program as projected in the aforementioned plan submitted by Dunlop Corbin and Compton. This came to J\$70,867.40 which was well within the available funds, US\$50,822.90. USAID funds were to be used for costs of radio, T.V., press, billboards and a Grace Cash and Carry Sign. They were not to be used for merchandising, packaging or other program costs.

Unfortunately, the foregoing has made this a very lengthy letter, but it is important for a proper understanding of where we now stand on financing of the CDC program. As stated above, it was the understanding that with the initiation of the new CDC advertising campaign, to begin in the Spring of 1979, the remaining balance of approximately US\$50,822.90 in USAID funds from Project Agreements 78-1 and 79-3 were to be used for advertising (radio, T.V., press, billboards) while other CDC program costs would be met by NFPB out of its special revenue account and continuing proceeds from product sales. A partial analysis of CDC expenditures from April 1979 through January 1980 shows the following (all Jamaican dollars):

Date	Advertising	Merchandising	Other Costs (Packaging, etc.)
April - 1979	-	-	-
May	5,005.45	225.00	13,638.28
June	-	4,437.00	381.00
July	6,402.64	75.00	9,505.84
Aug.	-	-	-
Sept.	8,110.98	3,400.00	5,135.00
Oct.	9,347.88	6,110.00	9,863.20
Nov.	-	-	-
Dec.	10,149.56	14,303.00	9,039.04
Jan. - 1980	526.00	-	14,503.00

From April through August 1979, as you point out in your letter of Feb. 14, 1979, NFPB made no billings against the USAID grant for CDC expenditures, when, in fact, it was authorized to do so (Attachment E) for that portion of the costs related to

advertising (J\$11,408.09). However, the full costs of the CDC program (Advertising, merchandising and other) were billed against the USAID grant beginning in Sept. 1979. This includes a total of J\$62,353.24 for merchandising and other costs that should have been paid by NFPB out of its special revenue account and from continuing product sales. Thus, through Jan. 1980, NFPB overdrew USAID advances by approximately J\$50,945.15 (J\$62,353.24 - J\$11,408.09) for the CDC program. These costs were erroneously charged to the USAID grant.

It is my understanding that as of April 2, 1980, there is in excess of J\$63,000 in NFPB's special CDC revenue account, which is more than sufficient to cover the J\$50,945.15 owing USAID through Jan. 1980. Therefore, kindly transfer J\$50,945.15 from the NFPB CDC revenue account to the account used for funds advanced by USAID (USAID Project Account). Without this adjustment, the total USAID CDC Project grant from all Project Agreements would show a deficit of over J\$10,000. After the adjustment, about US\$17,000 will remain as of the end of Jan. 1980 in the USAID grant to support the continuing advertising portion of the CDC program.

I hope the above clears up any remaining confusion on this matter. If it does not, please give me a call. We do need to get together very soon to discuss what, if any, further USAID support can be considered for the CDC program during this last year of the project. It is quite clear to me at this point that such support would have to be contingent on a modest price increase in the sales of Perle and Panther if NFPB expects to have any hope of achieving even limited self-sufficiency in this program. Furthermore, packaging and merchandising costs have far exceeded budget expectations and should be cut back immediately to much more modest levels.

I look forward to discussing the CDC program with you in the very near future.

Best regards.

Sincerely,

Terrence Tiffany
Chief, Health/Nutrition/
Population Division

Attachments: a/s

cc: Mr. Donald Miller, Chairman, NFPB
Mr. Lester Woollery, Chairman, CDC Advisory Committee
Mr. Don Levy, Managing Director, Dunlop, Corbin Compton

Clearance:

CONT:DDolley (draft)
PROG:ESz,psy(draft)

HMP:TTiffany:sk:4/8/80

Attachment
= letter c/d
k 3:4/9/8

AGENCY FOR INTERNATIONAL DEVELOPMENT
United States A. I. D. Mission to Jamaica
c/o American Embassy
Kingston, Jamaica.

C.D.C

June 27, 1977

Mr. Eric Owen
Acting Executive Director
National Family Planning Board
5 Sylvan Avenue
Kingston 5

Dear Mr. Owen:

This is in reply to your letter of May 10, 1977 for an extension of the current contract of the Commercial Distribution of Contraceptives Program.

I am pleased to inform you that AID/Washington has approved the extension from July 1, 1977 to June 30, 1978. I was also authorized to prepare an amendment to the Project Paper (PP) to add \$100,000 which would be utilized by the Board for the above stated time period.

In essence AID/Washington is in total agreement with your proposal to take over the project as of October 1, 1977 with the exception of the points we discussed and mutually agreed on and included in a cable sent to AID/W in reply to the questions raised. Just to refresh your memory of the cable sent these were the points that we mutually agreed upon that would serve as a basis for the extension:

1. Mission/GOJ have agreed to set up a special account for revenue derived from the CDC Program, and will be used for packaging and advertising costs, and for Mr. Burton's salary.
2. Mission will submit amendment to current bi-lateral PP adding \$100,000 to FY78 funds for cost of advertising from 10/1/77 to June 30, 1978. GOJ/Mission are in agreement to phase-down the advertising program, packaging and other costs to be agreed upon; so as to allow program to be self-sufficient. 1st October, 1977
3. GOJ/NFPB Executive Director will assume complete management responsibilities for the CDC project as of October 1, 1977. GOJ contemplates retention of distributor's services on contractual basis (Cecil de Cordova Ltd). NFPB will retain the services of the present Marketing Officer and assistant in their respective capacities.

Mr. Eric Owen,NFPB

-2-

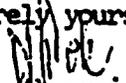
June 27,1977

4. Mission would require monthly sales reports to be submitted to the project manager. Mission will ensure that these agreements are adhered by the GOJ.

Based on the above agreement, I would now suggest that you proceed on your implementation scheme as was outlined in your memorandum of June 8,1977.

I must take this opportunity of congratulating you on your efforts to assume full responsibility of the CDC Program as of October 1,1977.

Sincerely yours,


Arjuna Abayomi-Cole
Public Health Advisor
Family Planning

CC: Mr. P. Aitken,Perm.Sec,MOHEC
Dr. A.W. Patterson,MOHEC
Mr. Charles P. Campbell,AAO/USAID

Attachment 13

September 27, 1976

Mr. Eric Owen
Executive Director (Actg.)
National Family Planning Board
5 Sylvan Avenue
Kingston 5.

Dear Eric:

This is to summarize our understanding of the agreement you and Willie Lumsden reached with Chuck Knowlan and Linda Mauerberg of our staff concerning the use of revenue from the Commercial Distribution of Contraceptives (CDC) Program.

We understand that the NFPB has opened a bank account, "Commercial Distribution of Contraceptives", Account No. 302313075, with the National Commercial (formerly Barclay's) bank on Half-Way-Tree Road, into which the funds being generated by Parle and Pantiner sales have been lodged since the termination of the Westinghouse contract on September 30, 1977. It is also our understanding that the funds in this account, now totaling approximately J\$30,000, were being held by NFPB as a reserve to form a working capital for continuation of the program after June 30, 1978, at which time USAID's financial contribution to the program was scheduled to terminate (except for centrally-procured commodities).

In that connection, I refer to Mr. Arjuna Abayoni-Cole's letter to you, dated June 27, 1977, which states the bases for approval of AID extension of the subsidization of the Commercial Distribution of Contraceptives Program from July 1, 1977 to June 30, 1978. Under the agreement, a special account for revenue derived from the CDC Program was to be set up, and funds from the account were to be used for packaging and advertising costs, and for the salary of the Assistant Marketing Officer. USAID also agreed at that time to phase down AID's contribution to the advertising, packaging, and other agreed upon costs of the program so as to allow the program to become self-sufficient.

As of this date, NFPB has been advanced US\$74,177.10 (J\$100,000.00) from PFOAG 76-1 for the CDC Program, leaving a balance of US\$25,822.90 in the PFOAG for the Program. Reported expenditures by NFPB indicate that J\$19,205.51 of the J\$100,000.00 advanced to NFPB for the program has not been expended to date.

Mr. Eric Owen

We believe that NFPB should first use the funds (J\$19,205.51) remaining from the J\$100,000.00 advanced from PROAG 78-1 to cover the costs of the program and should then draw on the funds lodged in the National Commercial Bank account, which would continue to be replenished by the net proceeds from the sale of Perle and Panther. The US\$25,822.90 remaining in PROAG 78-1 would be held until such time as we jointly agree that the funds are needed to support the program. In this way, NFPB would have US dollars in reserve and would benefit from not converting the US dollars to Jamaican dollars at this time in view of the continued devaluation of the Jamaican dollar.

What we are suggesting in effect is that we extend the original termination date for AID support to the CDC Program. We suggest that the date be extended from June 30, 1978 to September 30, 1981 which is the Project Agreement Completion Date. I suggest that USAID and NFPB periodically sit down and review the cash flow of the CDC Program in order to determine an appropriate time prior to September 30, 1981 for the transfer of the remaining funds in PROAG 78-1 to NFPB for the CDC Program.

With reference to Mr. Lumsden's letter of March 29, 1978, concerning the \$3,000.00 remaining in the Westinghouse bank account ("USAID Commercial Marketing Program") with the First National City Bank, New Kingston, Account No. 0119563, we assure that arrangements have been made to transfer these funds over to NFPB. We wrote to Westinghouse on this matter (see attached letter) and have seen correspondence indicating that they have been in touch with NFPB directly. We believe that these funds should be used by NFPB only for the costs of advertising, packaging and Mr. Burton's salary since these were the agreed upon purposes under which the account was opened (as indicated in the attached cable).

Please let me know if the above is acceptable to you and is in accordance with your understanding of the agreement reached between NFPB and USAID on the CDC Program.

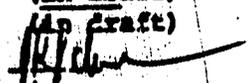
Sincerely,


Donor II. Lion
Director

Encs.

cc: Chairman, NFPB

Clearance:

CONT:CKnowlan (in draft)
PROG:RJohnson (in draft)
ADIR:PSchwab 


NFP:LHaysberg:ed:9/25/78

Attachment

November 30, 1978

Mrs. A. Straw
Board Secretary
National Family Planning Board
5 Sylvan Avenue
Kingston 5.

Dear Mrs. Straw:

This is in response to your letter of November 21, 1978, in which you requested that USAID release the US\$25,822 remaining in line item, Commercial Distribution of Contraceptives (CDC) Program, in ProAg 78-1 to assist NFPB with advertising costs for the program. In that connection, I would like to elaborate on Dr. Lion's letter of September 25 to Mr. Owen which summarizes our understanding of the agreement reached between NFPB and USAID on this matter.

Let me assure you that it was not our intention to withhold remittance of the balance until all the funds collected from the sale of contraceptives had been exhausted. We recognize that this action would defeat your objective of building up a reserve from product sales in order to make the program self-supporting, an objective we fully endorse. Rather, we felt and still feel that it is in the best interests of NFPB to have U.S. dollars in reserve in view of the continued devaluation of the Jamaican dollar. We felt then as we do now that it makes sense for NFPB to first use the funds (according to Mr. Canton, now approximately J\$17,000) remaining from the J\$100,000 we already advanced in March 1978 from ProAg 78-1 and then to begin drawing on the funds (Jamaican dollars) lodged in the National Commercial Bank account, which would continue to be replenished by the net proceeds from the sale of Perla and Panther.

We appreciate your concern that NFPB may not be able to replenish the funds from the net proceeds of sales as fast as the funds are drawn down, given the present growth rate of the program. This is precisely why we suggested that NFPB and USAID sit down periodically and review the cash flow of the CDC program in order to determine an appropriate time, prior to September 30, 1981, the project completion date, for the transfer of the remaining project funds to NFPB for the CDC program. Your letter suggests that there is an urgent need to sit down and discuss this matter in terms of where the program is going, how it is functioning, what the future plans are, etc.

Some if not all of these questions will be addressed in the planned comprehensive evaluation of the national family planning program. Yet it is likely that we will not have the results of the evaluation until June of next year. We feel that it does not make sense to wait until June to meet clearly identified needs of the CDC program. The question is, however, what are those needs?

We suggest that NFPB postpone plans to implement any major initiatives (such as start-up of a new advertising campaign) for at least the next few weeks. During that time, we recommend that NFPB develop a comprehensive plan for the CDC program for the next year, part of which USAID would consider funding out of the 1979 ProAg, which, as you know, we are currently working on with MOHEC/NFPB. In drafting such a plan, we suggest that you consider the following:

1. Total yearly budget of the CDC program, including projected monthly income from sales and monthly expenditures by individual line item.
2. Detailed itemization by category of expenditures, particularly the advertising program.
3. Identification of "new initiatives" (e.g. expansion of number of retail outlets, product diversification such as introduction of the "neo-sampoon" etc.) together with associated costs.
4. Projected sales by type of retail outlet.
5. Policy considerations promoting or restricting distribution of Perle and Panther.
6. "Self-sufficiency" plans i.e. a timetable and budget to September 30, 1981, the project completion date. Assuming termination of all USAID funding except for commodities, as of September 30, 1981, how much would have to be generated from sales to meet minimum operating program costs?

It would be desirable if you could have this information (or as much as possible) available for our next meeting at the Ministry which is scheduled for December 12. At that time, we would all be in a better position to assess current and projected financial needs of the CDC program and to make whatever decisions are required to ensure its continued viability.

If any element of this letter needs clarification, or if you would like to discuss any of these matters with me, please be assured of my interest in facilitating such clarification at your earliest convenience.

Sincerely,

Clearance:

HNP: LHaverberg (draft) *pk*
PROC: EJohnson (draft)
CONT: DDolley (draft)
ADIR: PSchrab (draft)
DIR: DLion (draft)

Terrence Tiffany
Population Advisor

ATP: Tiffany:ed:11/30/78

NATIONAL FAMILY PLANNING BOARD.

5 SYLVAN AVENUE,

P.O. BOX 287,

KINGSTON 5, JAMAICA.

A. Straw

Ref. No. 25/17

21st November, 1978.

OFFICIAL FILE

Mr. Terrence P. Tiffany
Population Officer
USAID Mission to Jamaica
2 Oxford Road
Kingston 5.

Dear Mr. Tiffany:

You may recall our discussion at the Ministry on Friday last (17th November) concerning the revenue derived from the sale of contraceptives. The second paragraph of Dr. Lion's letter dated the 27th of September also refers.

We acknowledge that in an earlier discussion with Dr. Haverberg we did agree that U.S.A.I.D. should withhold remittance of the \$25,822 balance outstanding on the US\$100,000 from PROAG 78-1 for the CDC Programme, until the funds collected from the sale of contraceptives had been exhausted.

The Ministry and the Board have, however, reviewed the matter and we are now of the opinion that this course of action, notwithstanding our previous concurrence, would defeat our objective of building up a reserve in order to make the programme self supporting.

It may be of interest to note that the balance in this account now stands at approximately \$30,000 and present growth rate does not indicate a significant increase in the short run.

We are therefore requesting that the decision to withhold the \$25,822 balance for the CDC Programme be reconsidered and that the amount be remitted to us to assist with the advertising programme.

Thanking you for your usual kind co-operation.

Yours sincerely,

A. Straw
A. Straw, (Mrs.)
Board Secretary

DATE REC'D.	
ACTION:	
INFO:	
DIR:	✓
A/DIR:	✓
ECON:	
C & R:	
PROG:	\$25,822
CAP:	
CONT:	
HN/EP:	
AGR/RD:	
EDU/HR:	
GEN DEV:	
TRG:	
ADM/PER/GSO:	
MGT:	AS AP
DUE BY:	

Letter
Tiffany
11/28/78

PROPOSED MARKETING STRATEGY

FOR THE

REVITALISATION OF THE

COMMERCIAL DISTRIBUTION

OF

CONTRACEPTIVES

Prepared by:

Dunlop Corbin Compton Associates

January 1979

BACKGROUND

Perle Oral Contraceptives and Panther Condoms were introduced by the Ministry of Health through commercial distribution channels in June 1975. Consumer acceptance of both products have been encouraging with yearly increases in volume sales. Perle sales reflected a 31% increase 1977 over 1976 and Panther sales reflected a 21% increase 1977 over 1976. Whereas Panther continues to reflect increasing sales, though a declining percentage (11% 1978 over 1977), Perle sales have levelled off with a slight decline 1978 compared to 1977.

As in all commercial marketing situations a number of factors influence product growth.

- economic conditions as it affects the labour force and the availability of disposable income to purchase goods and services;
- perceived product image and its related aspect of quality and price;
- distribution, both the physical reality of moving the goods as well as creating accessibility through the number of retail outlets;
- retailing, primarily the relative margins to distributors and retailers in selling a product;
- competitive activity as it relates to what else is available, at what price, and offering what special benefits;

- advertising, in relation to its efficiency in creating and sustaining sales levels; and
- marketing, the overall philosophy of providing a product that the consumer wants, efficiently and at an economical price.

ECONOMIC CONDITIONS

The escalating cost of living and unemployment has affected the major target market for whom the CDC programme was devised and directed - lower income urban groups and rural residents. In spite of the highly subsidised and economical price of Perle and Panther, the pressures on disposable income and the lack of job opportunities particularly for women has made it difficult for consumers not so much to afford the price of contraceptives but to retain contraceptives as a priority in personal budgets. This factor is reflected in the sales of both products. The lower priced condom (15¢) has been able to continue some level of growth. Perle, even at 30¢ per cycle, is apparently out of reach for many women.

Until these conditions change, alternative methods for encouraging contraceptive usage must be devised. The following proposals are submitted for consideration:

- Sales effort toward lower income consumers should now be concentrated primarily on Panther since its lower price makes the product more readily affordable;

- Institute incentives for the purchase of Panther, specifically a banded offer of two packs of Panther (six condoms) for 25¢, for a limited period;
- Substantially increase sampling programmes concentrating on rural communities; and
- Concentrate Perle marketing activities within urban lower middle and up communities.

PRODUCT IMAGE

Panther: Substantial, and to a degree successful efforts were made to establish the brand as a quality product despite its low price. There are, however, two circumstances which need to be overcome.

Firstly, lack of proper usage of the product has lead to sporadic reports of the condom breaking during or after intercourse. Renewed emphasis needs to be directed on usage information. Secondly, there has been and always will be a market for a higher price condom, on the premise that a more expensive product must be of better quality. Since for socio-economic reasons the price of Panther cannot be increased, it is recommended that efforts be made to introduce a second brand through commercial channels, which will firstly satisfy the higher price market and at the same time through the surplus funds so attained, be able to further subsidise the continuation of the commercial distribution programme.

In short, a second more expensive brand with a specific government cess would then be utilised to further improve marketing efforts among lower income and rural consumers.

Perle: There has been and will for a while, continue to be a degree of controversy surrounding the long-term and short-term ancillary effects of using oral contraceptives. An educational programme has to be re-emphasized with the objective of informing new users about the efficacy of the product and reassuring current users of the benefits, in light of adverse comments that periodically appear in the media.

DISTRIBUTION

Relatively slow progress has been made in expanding the number of retail outlets that are selling Panther and Perle. In the case of condoms, there are no hindrances to the retailer accepting a product other than the capacity to seek and supply new retailers. It is necessary therefore for a concerted effort to be made to substantially increase Panther outlets particularly in rural areas. In this regard we recommend that:

- Panther should be introduced to wholesalers islandwide who have their own retail customers;
- Food distributors like Grace Kennedy should be approached with a view to utilising their distributory system to reach rural retail outlets.

- Perle retailing should be concentrated in urban centres with efforts made to expand on the number of urban retail outlets.

ADVERTISING

The advertising platform for Perle and Panther has run basically unchanged since the launch in June 1975. A high level of product awareness and product trial was initiated. It appears however, that the current platform is suffering from message fatigue. Moreover, with the termination of Westinghouse's involvement in the programme there was a drastic rather than gradual cutback in advertising and promotion which was further aggravated through a lack of supporting messages from the National Family Planning Board.

Having established brand awareness and the advisability of family planning and contraceptive usage, the objective now must be to continually motivate potential and current users to maintain the practice of contraceptive usage.

Strategies

Panther: Messages on all media aimed particularly at the young (under 26) male, rural and urban, emphasizing usage. Short-term promotional programme offering 6 condoms for 25¢.

Family planning discussion aids devised for youth groups which will concentrate on sex education, conception and contraception.

The intention would be to host a series of seminars with youth leaders islandwide who will in turn utilise the discussion aids for disseminating sex education information among peer groups. Preparation of merchandising material to increase product sales motivation at point of sale.

Preparation of motivational posters for widespread distribution particularly in educational institutions.

- Perle:
- Messages on radio, television and press aimed at the more mature (over 26) female in urban centres;
 - Renewed educational programme on oral contraceptives - their advantages and disadvantages; and
 - Revised merchandising material to improve product presence at point of sale.

INTRODUCTION OF NEO SAMPOON

Background: With the attendant disadvantages of Perle, both in terms of distribution and its inherent side-effects, an alternative contraceptive - Neo Sampooon - is planned for introduction. Because of the nature of the product its intended market is primarily young females (25 and under) in the lower socio-economic groups. The user needs no prior medical checks or prescription to purchase the product, as it has no side-effects to the extent of oral contraceptives and requires no great degree of discipline to encourage usage. Neo Sampooon is therefore convenient, and if affordable, will be readily accepted.

Launch Strategy:

Brand Image - We would recommend a new name and package design be prepared which would create a more memorable, immediate impression on potential consumers. Since the product is positioned to young people, the image needs to be current while at the same time projecting quality and dependability.

Current packaging contains 20 tablets per tube, we would recommend that initially a tube of 10 tablets be launched with a possible line addition of a tube of 20 tablets.

Target Marketing - Since there are no restrictions on retailing such a product, distribution should be parallel to Panther even to the extent of making the product available in exclusively male outlets (e.g.: bars and barber shops).

Brand Awareness - The advertising programme would seek to:

- create an awareness of the product
- educate the consumer on proper product usage; and
- motivate the target market toward continuous usage.

Product Promotion - Consumer trial will need to be initiated through:

- sampling of target market particularly in rural areas; and
- incorporating product awareness in the Guidance Counselling programmes in schools.

Test Marketing - Prior to the national launch of the product initial consumer reaction could be ascertained by test marketing the product in the controlled environment of Health Centres and selected doctors islandwide. The basic feedback required would be consumer reaction to the product and willingness to use, compared with other types of contraceptives.

NATIONAL FAMILY PLANNING BOARD

San Francisco

	<u>Radio</u>	<u>Press</u>	<u>Television</u>	<u>Production</u>	<u>Total</u>
1979	\$ 40,000.00	\$ 20,000.00	\$ 10,000.00	\$ 20,000.00	\$ 90,000.00
1980	40,000.00	15,000.00	5,000.00		60,000.00
1981	<u>40,000.00</u>	<u>10,000.00</u>	<u> </u>	<u> </u>	<u>50,000.00</u>
	\$120,000.00	\$45,000.00	\$15,000.00	\$20,000.00	\$200,000.00

Production - 1979

30 sec. VTR for Television	- \$ 5,000.00
30 sec. Radio Spots	- 4,000.00
48 ci ad for Press	- 3,000.00
Posters and Brochures	- 3,000.00
Print Costs	- <u>5,000.00</u>
	<u>J\$20,000.00</u>

AMERICAN FAMILY PLANNING BOARD

1979 and Panther

	<u>Radio</u>	<u>Press</u>	<u>Television</u>	<u>Outdoor</u>	<u>Production</u>	<u>Total</u>
	\$	\$	\$	\$	\$	\$
1979						
Perle	18,476.00	7,099.20	11,124.00	-)	3,000.00	
Panther	<u>16,838.40</u>	<u>7,099.20</u>	-	<u>7,725.00</u>)		
	\$35,314.40	\$14,198.40	\$11,124.00	\$7,725.00	\$3,000.00	\$71,361.80

1980

Perle	21,000.00	9,000.00				30,000.00
Panther	<u>21,000.00</u>	<u>9,000.00</u>				30,000.00
	\$42,000.00	\$18,000.00				

1981

Perle	25,000.00					25,000.00
Panther	<u>25,000.00</u>					<u>25,000.00</u>
	\$50,000.00					\$181,361.80

Production - 1979

2 x 30 sec Radio spots - \$3,000.00

MERCHANDISING

1. PANTHER

(a) Printing 20,000 - 25¢ self adhesive tapes	\$300.00	
(b) Printing 10,000 self adhesive paper decals POP on 25¢ offer	100.00	
(c) Printing 5,000 paper decals for Retail outlets "Panther on Sale Here"	<u>300.00</u>	700.00

2. PERLE

Reprinting 20,000 brochures "All About the Pill"		600.00
--------------------------------------------------	--	--------

3. NEO SHAMPOON

(a) Packaging, Brand Name, Logo Design, Package Design	\$2,000.00	
--------------------------------------------------------	------------	--

Merchandising

(i) Design and Printing 10,000 decals	3,500.00	
(ii) Design and Printing 10,000 Instruction Leaflets for Pack	1,500.00	
(iii) Design and Printing 5,000 Instruction Posters	<u>2,000.00</u>	<u>9,000.00</u>
		<u>\$10,300.00</u>

CASH BUDGET FOR 3 YEARS - 1979 - 1981

	1979	1980	1981
<u>INCOME</u>			
Perle	28,800	33,408	37,417
Panther	<u>27,000</u>	<u>30,240</u>	<u>33,264</u>
	\$55,800	\$63,648	\$70,681
	=====	=====	=====
 <u>EXPENDITURE</u>			
Advertising : Perle & Panther	71,362	60,000	50,000
Neo Shampoo (Advertising)	90,000	60,000	50,000
Packaging	9,000	12,000	15,000
Salaries	21,964	22,764	23,314
Travelling	13,000	15,000	17,000
Rent	2,400	2,600	2,800
Light	1,000	1,500	2,000
Telephone	<u>2,000</u>	<u>2,500</u>	<u>3,000</u>
	<u>210,326</u>	<u>175,764</u>	<u>163,114</u>
(Deficit) Cash required	154,526	112,116	92,433

Attachment 

April 17, 1979

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

Dear Sam:

We have received Dunlop Corbin & Compton Associates final advertising estimates for this year's Commercial Distribution of Contraceptives (CDC) program. The budget total of J\$70,867.40 is well within preliminary budget estimates already approved by NFPB and USAID. Therefore I recommend you advise Don Levy to proceed with the advertising program as outlined in his budget proposal to NFPB and USAID.

Please let us know in writing as soon as possible how much of an advance of funds you will need to begin the advertising program. As you know, it takes up to one month before the funds are available. I suggest that you request funds on a quarterly basis, i.e. to cover the costs of this program for three-month intervals.

Sincerely,



Terrence Tiffany
Population Advisor
Health/Nutrition/Population Division

H/N/P:TTiffany:gg 4/17/79

Clearance:

H/N/P:LHaverberg (in draft)

PROG:HJohnson

ADIR:PSchwab

DIR:DLion



Advertising estimate

National Family Planning Board

Perle & Panther

DATE: 10/4/79

Cross through Corporation



PERIOD:

Dunlop Corbin Compton Associates

SUMMARY OF BUDGET

PERLE	Radio	RJR	✓ \$18,501.60	
	TV	JBC TV	✓ \$ 9,354.00	
	Press	Star	✓ \$ 8,697.60	\$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		\$ 600.00	\$34,314.20
				\$70,867.40

DATE:

Appendix E

**DRUG REGISTRATION FORM
(Government of Jamaica)**

MINISTRY OF HEALTH & ENVIRONMENTAL CONTROL
PHARMACEUTICAL SERVICES DIVISION
REGISTRATION OF A NEW DRUG

1. TRADE NAME OF DRUG
GENERIC NAME OR NON PROPRIETARY
DESIGNATION OF DRUG
2. NAME AND ADDRESS OF MANUFACTURER.....
.....
.....
3. NAME AND ADDRESS OF APPLICANT
.....
.....

List of requirements for assessment purposes.

1. Three copies of a statement giving information on all the ingredients, the route of administration, the proposed dosage, the therapeutic or diagnostic claims for the new drug, a description of the pharmaceutical dosage form in which the new drug is to be sold, and any known contra-indication and side effects thereof.
2. Details of the tests conducted to control the potency, purity and safety of the new drug.
3. A certificate of Analysis which contains:
 - (a) an assay report on a recent batch of the product analysed, and
 - (b) the method of analysis used.
4. Five copies of a draft of every label proposed to be used in connection with the new drug.
5. Five sets of samples of the new drug in the finished and pharmaceutical form in which it is to be sold.
6. A certificate from the competent authority in the country of manufacture or export certifying that the new drug is approved for use in that country and the additions under which it may be used or sold in that country.
AND
a certificate in the English language from the manufacture, respecting the safety of the new drug, recommended conditions of use, and giving the conditions under which it may be sold.
7. A statement showing:-
 - (a) the countries in which the drug is registered for sale, other than the country of origin
 - (b) any country in which the drug has been refused registration and the reasons for refusal.
8. Any other relevant information.
9. The prescribed fee of J100.00 made payable to the Permanent Secretary, Ministry of Health and Environmental Control.

N.B. All the above requirements must be submitted at the same time to the Pharmaceutical Services Division.

Appendix F

GRACE KENNEDY DIRECT-SERVICE OUTLETS

GRACE KENNEDY & Co. LTD.

TELEPHONE: 92-23440-0
92-23640-5
TELEX: 2290

P. O. BOX 89, 64 HARBOUR STREET.
KINGSTON, JAMAICA, W.I.

CABLE ADDRESS
GRAKENCO, JAMAICA
ALL STANDARD CODES USED

April 1, 1980

Mr. Aston Evans,
Marketing Officer,
5 Sylvan Avenue,
Kingston 5.

Dear Mr. Evans,

Enclosed please find a list of accounts serviced by Grace Kennedy & Co. Ltd who purchase contraceptives put out by the National Family Planning Board. This list is arranged on a parish distribution and does not include outlets serviced by our Van Salesmen.

I regret any inconvenience this delay might have caused.

Yours truly,
Grace Kennedy & Co. Ltd.



Ernie Grant
Manager, Pharmaceutical Sales.

Enc.

KINGSTON & ST. ANDREW

Stony Hill Pharmacy	-	Stony Hill, St. Andrew
Twin Gates Pharmacy	-	Twin Gates Plaza, Kingston 10
Matildas Corner Pharmacy	-	Old Hope Road
Kingsway Pharmacy	-	Constant Spring Road, 111 Kingston 10
Papine Pharmacy	-	Chandos Place, Papine
Kent Pharmacy	-	Harbour View Shopping Centre
Brown's Drug Store	-	Constant Spring Road, 43 Kingston 10
York Pharmacy	-	Half Way Tree Road, 9 Kingston 10
Held Ltd. t/a March's Drug Store	-	4 West Queen Street
Louis Pharmacy	-	Windward Road, 178 5/8 Kingston 2
Ocean Pharmacy	-	Ocean Boulevard
Windsor Pharmacy	-	22g Old Hope Road, Kingston 5
Caledonia Pharmacy	-	10 Union Square, Kingston 5
Newington Pharmacy	-	Old Hope Road 12 Kingston 5
McGibbon's Pharmacy	-	Molynes Road, 55 Kingston 10
New Molynes Pharmacy	-	Molynes Road, 94C Kingston 10
Red Hills Pharmacy	-	Red Hills Road, 107 Kingston 8
Moodies Pharmacy	-	Spanish Court, New Kingston
Dick Kinkead Pharmacy	-	Harbour Street
Masters Pharmacy	-	Barbican Road
Liguanea Drug & Garden Centre	-	Liguanea, Kingston 6
Belmawr Pharmacy	-	Welcome Plaza, Liguanea
Union Pharmacy	-	Union Square, Kingston 5
Meadowbrook Pharmacy	-	7 Chancery Street, Kingston 8
20th Century Drug Store	-	Waltham Park Road
Mac's Pharmacy	-	Half Way Tree Road, 43A, Kingston 5
Miles Drug Store	-	20 Spanish Town Road
DaCosta's Pharmacy	-	21 East Queen Street
K. G's Department Store	-	Constant Spring Road, 5 Kingston 10
Pharmaceutical Centre	-	74 Law's Street
Knight's Pharmacy	-	26 Deanery Road, Kingston 3
Valentine Pharmacy	-	Red Hills Road, 134½ Kingston 8
Tropic Pharmacy	-	Tropical Plaza, Kingston 10
Mannings Hill Pharmacy	-	Mannings Hill Road
Dagor Drug Store	-	Village Plaza, 24C Sp. Rd., Kng 10
Manor Park Pharmacy	-	Manor Park Shopping Centre, Kingston 6
United Pharmacy	-	Lane Plaza, Liguanea, Kingston 6
Robinson's Drug Store	-	Spanish Town Road, 74½ Kingston 13
Prescription Centre	-	Tangerine Place
Torrington Pharmacy	-	Slipe Road
Leslie Moodie	-	Church Street, 52A, Kingston
Woolworth	-	Mall Plaza, Kingston 10
Mall Pharmacy	-	Mall Plaza 20, Kingston 10
Eastern Pharmacy	-	Windward Road, 18A, Kingston 2
Chais Haberdashery	-	Princess Street
Alfred Gannie	-	96 Barbican Road
Mudar Limited, Sharaton Pharmacy	-	New Kingston Hotel
James Chin	-	15½ Beeston Street
Hyatt's Drug Store	-	Spanish Town Road, 74, Kingston 13

Need the Chemist	-	121 Orange Street
Robinson's Drug Store	-	Spanish Town Road, 74½ Kingston 13
Shortwood Pharmacy	-	Shortwood Road 16, Kingston 8
Oxford Pharmacy	-	22H Old Hope Road, Kingston 5
Northside Pharmacy	-	Northside Plaza, Kingston 6
Winston Chue	-	125 Barry Street
Market Drug Store	-	Spanish Town Road
Duhaney Park Pharmacy	-	Duhaney Park Shop 3 Duh. Plaza Blvd.
Maloney's Pharmacy	-	Molynes Road
Mayfair Pharmacy	-	Red Hills Mall, Kingston 8
Clydes Drug Store	-	Coronatown Market
Myries Drug Store	-	Spanish Town Road, 183A Kingston 13
Lee's Supermarket	-	Lawrence Tavern
Silver Slipper Pharmacy	-	Silver Slipper Plaza, Kingston 5
Morris Drug Store	-	Waltham Park Road, 47A, Kingston 11
Albert Wong	-	22 Fitzgerald Avenue, Kingston 13
Fah Hing & Co.	-	120 Barry Street
Sheffery's Drug Store	-	North Street
Alma Jones Pharmacy	-	Hagley Park Road, 119, Kingston 11
Clemetson's Variety Store	-	West Parade 21, Kingston
Dolhpin Pharmacy	-	Melmac Avenue 2, Kingston 5
Sherwin Wong	-	Barry Street
Sedley Anderson, House Service	-	East Kings House Road
Mona Rehabilitation Centre	-	Mona, Kingston 7
Dudely McKinley	-	60A Waltham Park Road, Kingston 11
Nuttall Medical Centre Dispensary	-	Caledonia Avenue, Kingston 5
Ivy Chung	-	11 Highland Drive, Kingston 8
Medical Associates Pharmacy	-	Tangerine Place 18, Kingston 10
Central Trading Company	-	35 Princess Street
Maxfield Pharmacy	-	Maxfield Avenue 95 Kingston 13
Stanley Cinn	-	101 Barry Street
Dr. Joan Clarke	-	206 Old Hope Road, Kingston 5
Newport Pharmacy	-	Newport Boulevard, 80 1st. St. Kng 13

CLARENDON

H. A. Foster	-	Frankfield
Mid Island Drug & Hardware	-	Spalding
Young's Pharmacy	-	May Pen Plaza, May Pen, 27 Main St.
Mr. John Allie	-	Portland Cottage
L. R. Bartley	-	Portland Cottage
R. O. Morgan	-	Lionel Town, Clarendon
O. Stern	-	Crooked River, Clarendon
Elsie Snaith	-	Chapelton
Tait's Clarendon Pharmacy	-	Apollo Plaza, May Pen
Maragh & Son's	-	Haynes
C. Morrison	-	May Pen

MANCHESTER

Emergency Drug Store	-	Christiana, Main St. Xna
Grove Court Pharmacy	-	Mandeville, Grove Court
Mandeville Pharmacy	-	Mandeville 25 Manchester Road

Bennett's Pharmacy	-	Mandeville, Willogate Plaza
Dormac's Pharmacy	-	Mandeville, W Park Crescent
Haughton's Pharmacy	-	Mandeville, 18 W Park Crescent
Fontana Pharmacy	-	Mandeville, Manchester Shopping Centre

ST. ELIZABETH

D. A. O'Meally	-	Balaclava
Allen's Drug Store	-	Black River
L. C. Gayle	-	Southfield
Pat Vonn's Pharmacy	-	Southfield
Violet Watson	-	Santa Criz
Walters Pharmacy	-	Black River

ST. CATHERINE

S. & D. Pharmacy	-	Wellington Street, Spanish Town
Portmore Pharmacy	-	Bayside Plaza
Tenn's Pharmacy	-	Beckford Street, Spanish Town
Victory Drug Store	-	6 Cumberland Road, Spanish Town
Dixon's Drug Store	-	Linstead
Old Harbour Pharmacy	-	Old Harbour
Serv-U Pharmacy	-	French Street, Spanish Town
Edwards Drug Store	-	18 Cumberland Road
Crown Agency	-	Linstead
E. Miller	-	Old Harbour
Allan Lee	-	Happy Time Inn, Bridgeport
Linstead Pharmacy	-	Linstead Plaza, 44 King St, Linstead

ST. JAMES

Wisdom's Drug Store	-	16 Barnett Street, Mobay
McKenzie's Drug Store	-	16 Strand Street, Mobay
Overton Pharmacy	-	18 Overton Plaza, Mobay
Hilton's Pharmacy	-	27 St. James Street, Mobay
Steve's Pharmacy	-	1 Fustic Road, Mobay
Holiday Inn Pharmacy	-	Holiday Inn Hotel
Bev's Variety Store	-	Cambridge
Parkway Supermarket	-	Rose Hall, Mobay, Parkway Plaza

WESTMORELAND

The People's Pharmacy	-	38 Great George Street, Sav-la-mar
Walton' Pharmacy	-	Great George Street, Sav-la-mar
Olympia Pharmacy	-	80 Great George Street, Sav-la-mar

HANOVER

R. L. Patterson	-	Green Island
E. L. Finlayson	-	Lucea
Lucea Pharmacy	-	Lucea

TRELAWNY

Hillside Enterprise - Duncans
Dr. W. J. Foote - Duncans
Trelawny Pharmacy - Falmouth

ST. ANN

Dr. J. A. McDowell - Ocho Rios
Medical Hall Ltd. - Brown's Town
St. Ann Pharmacy - St. Ann's Bay, 41 Main Street
Great House Pharmacy - Ocho Rios, Brown's Plaza
Ocho Rios Pharmacy - Ocho Rios, Ocean Villa St. Centre
Turtle Beach Coffee Shop - Ocho Rios
Santana Ltd. - Brown's Town
Coronation Drug Store - Claremont
Vincent Taylor - Run Away Bay
Rexo Supermarket - Ocho Rios, 128 Main Street
Chen's Supermarket - Discovery Bay, Columbus Plaza

ST. MARY

Mingles - c/o Couples Hotel
Myrtle Neil - Annotto Bay
Francis Pharmacy - Highgate
Cromwell Pharmacy - Highgate
Clares Pharmacy - Morant Maria
Carmen Beecher - Oracabessa

PORTLAND

City Plaza Pharmacy - Port Antonio, City Centre Plaza

ST. THOMAS

Florville Pharmacy - Yallahs
Don Cassells t/a Chemist - Queen Street, Morant Bay

Appendix G
DISTRIBUTION COSTS, GRACE KENNEDY

GRACE KENNEDY & CO. LTD.

TELEPHONE: 92-23440-0
02-23543-6
TELEX: 2230

P. O. BOX 66, 64 HARBOUR STREET.
KINGSTON, JAMAICA, W.I.

CABLE ADDRESS:
GRANECO, JAMAICA
ALL OTHER CABLE CODES USED

January 22, 1980.

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

Re: Distribution Cost - Contraceptives

Dear Mr. Cheddar,

Since the inception of the Commercial Distribution of Contraceptives by Cecil DeCordova, (now Grace Kennedy & Co. Ltd.) there has not been a revision of the distribution costs as outlined in my letter dated January 11, 1980. Because of this we are unable to make comparisons for the years which followed.

Based on a recent review of our distribution costs, I am submitting our current costs for the contraceptive items.

Panther Condoms	-	\$14.80 per Carton
Perle Pills (1+3 cycles)-		\$22.80 per Carton.



ERNIE GRANT
Manager (Pharmaceutical Division)

CHARLOTTE HENNINGSDY & Co. LTD.

TELEPHONE: 02 23440-5
02-23640-6
TELEX: 2220

P. O. BOX 25, 04 HARBOUR STREET,
KINGSTON, JAMAICA, W.I.

CABLE ADDRESS:
GRANCO, JAMAICA
ALL STANDARD CODES USED

*Mostly Office
Referred for your
information.*

January 11, 1980.

Mr. Sam Cheddar,
Executive Director,
National Family Planning Board,
5 Sylvan Avenue,
Kingston 3.

Cheddar
11/11/80

Re: Distribution Cost Contraceptives

Dear Mr. Cheddar:

Distribution cost for contraceptives is worked out based on the following headings:-

- (a) Carriage inwards
- (b) Carriage outwards
- (c) Warehousing.

The distribution cost on Panther Condoms is presently \$8.20 per carton of 10 gross.
The cost for Perle Pills, 3 cycle and single cycle, is \$9.84 per carton.

Presently our cost on these items are:-

(1)	Panther Condoms - Selling Price	\$52.80 per ctr.	
	- cost ex-factory	\$43.20 " "	
	- Distribution	\$ 8.20 " "	
(2)	Perle Pills 1 cycle	- Selling Price	172.80 " "
		- cost ex-factory	129.60 " "
		- Distribution	9.84 " "

- Selling Price	\$16.13 per unit.
- Cost ex-factory	122.40 " "
- Distribution	9.84 " "

... have been in existence from the inception of the Commercial ...
 ... An increase in truckage rates has been granted ...
 ... and another increase is pending.

... margins presently what they are and warehousing and other com-
 ... of ... increase, we are proposing an increase of a minimum
 ... margins.

- ... (Manager - Pharmaceutical Division)
- ... (Research Officer)
- ... (with Nutrition/Population Division)
- ... (D. Mission of Jamaica)
- ... (Levy)
- ... (with Compton Associates)
- ... (Grace Kennedy & Co. Ltd.)
- ... (E. H. Roberts)

BEST AVAILABLE COPY

Appendix H

GRACE KENNEDY PANTHER SALES SUMMARY 1979

SUMMARY PANTIER SALES 1979 (IN GROSS)

MONTHS	1		2		3		4		5		6		7				8		9	
	OPENING		RECEIVALS		STOCK ON HAND		SALES		FREE GOODS		CLOSING		REVENUE				INCOME			
	Tahiti	P.Plain	Tahiti	P.Plain	Tahiti	P.Plain	Tahiti	P.Plain	Tahiti	P.Plain	Tahiti	P.Plain	Tahiti	P.Plain	Tahiti	P.Plain	Tahiti	P.Plain	GRACE	TOTAL
January	2	786	-	-	2	786	2	641	52	-	93	10.56	3384.81	8.61	2769.39	-	-	-	617.37	
February	-	93	-	410	-	503	-	444	37	-	22	-	2344.32	-	1918.00	-	-	-	426.26	
March	-	39	370	330	370	369	289	263	28	21	53	1525.92	1283.04	1248.48	1049.76	-	-	-	510.72	
April	53	105	-	360	53	465	24	372	2	31	27	126.72	1964.16	103.68	1607.04	-	-	-	300.16	
May	27	61	-	520	27	581	25	377	1	31	1	132.00	1990.56	108.00	1628.64	-	-	-	306.92	
June	1	173	-	940	1	1,113	-	495	-	44	1	-	2613.60	-	2138.40	-	-	-	475.20	
July	1	574	1,230	360	1,231	934	78	256	7	18	1,146	411.84	1351.68	336.96	1105.92	-	-	-	320.64	
August	1,146	640	1,070	-	2,216	660	532	15	37	1	1,632	2333.76	79.20	1909.44	64.80	-	-	-	438.72	
September	1,647	644	-	-	1,647	644	614	2	53	-	935	3241.92	10.56	2652.48	8.64	-	-	-	591.36	
October	980	642	-	-	980	642	342	12	29	1	608	1805.76	63.36	1477.44	51.84	-	-	-	339.84	
November	608	629	-	-	608	629	338	243	31	21	239	1837.44	1283.04	1503.36	1049.76	-	-	-	567.38	
December	239	365	-	15	239	365	209	124	16	10	15	1098.24	654.72	898.56	535.68	-	-	-	318.72	
Sub Total	2	786	2,670	2,935	-	-	2,452	3,224	204	267	-	-	12524.16	7023.05	10247.08	13927.92	-	-	-	
TOTAL	788	5,605	-	-	-	-	5,676	-	471	-	-	-	\$29547.21	\$26174.96	\$5,372.25	-	-	-	-	

TOTAL RECEIVED = Col. (1) January + Col. (2) = 6,393
 " SALES = 5,676
 " FREE GOODS = 471
 " DISTRIBUTION = Col. (4) + Col. (5) = 6,147

Total Sales = Col. (7) = \$29,547.21
 Total M.F.P.B. Income = " (8) = 26,174.96
 Total Grace Income = " (9) = 5,372.25

Appendix I

GRACE KENNEDY PERLE SALES SUMMARY 1979

PERLE SUMMARY 1979
=====

MONTHS	1		2		3		4		5		6		7		8		9		10		11		12	
	OPENING		RECEIVALS		STOCK ON HAND		CASH SALES		FREE GOODS		CLOSING													
	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle	1 Cycle	3 Cycle
January					2,380	662	1,236	162	30,600	8	1,084	492												
February	1,084	492	-	-	1,084	492	711	111	11,200	2	340	379												
March	340	234	720	-	1,060	379	303	145	1,150	-	757	234												
April	757	234	1,368	-	2,125	234	1,495	184	93	11	537	39												
May	537	39	1,800	1,056	2,337	1,095	867	200	30	6	1,440	869												
June	1,440	869	1,512	-	2,952	869	1,158	189	90	2	1,704	678												
July	1,704	678	3,456	-	5,160	678	705	116	39	4	4,416	558												
August	4,416	558	1,152	-	5,568	558	900	114	33	2	4,635	442												
September	4,635	442	-	-	4,635	442	819	244	36	14	3,780	134												
October	3,780	134	936	384	4,716	568	603	106	30	4	4,083	458												
November	4,083	458	-	-	4,083	458	1,233	214	84	4	2,766	240												
December	2,766	240	-	-	2,766	240	915	193	54	7	1,797	40												
			10,944	1,440			10,945	1,998	534	62														

Total Yearly Stock

Single Cycle = Column (3) + Col. (5) Jan. = 13,324
 (3) Cycle = " (4) + " (6) = 2,102

Total Distribution

Single Cycle = Col. (7) + Col. (9) = 11,479
 (3) Cycle = " (8) + " (10) = 2,060

Total Sales

Single Cycle = 10,945
 (3) Cycle = 1,998

Pack Size - Single Cycle (Down.)
 (3) Cycle Boxes (36)

P E R L E - R E V E N U E 1 9 7 9

MONTHS	G R A C E K E N N E D Y A N D C O M P A N Y L T D.				N A T I O N A L F A M I L Y P L A N N I N G D O C T R I N E			
	U R B A N		R U R A L		MONTHLY TOTAL	1 CYCLE	2 CYCLE	MONTHLY TOTAL
	1 Cycle	2 Cycle	1 Cycle	2 Cycle		\$	\$	
	1	2	3	4	5	6	7	8
\$	\$	\$	\$	\$	\$	\$	\$	
January	2966.40	1108.08	-	-	4,074.48	2,224.80	826.20	3,051.00
February	1762.40	759.24	-	-	2,465.64	1,279.80	566.10	1,834.90
March	127.20	971.80	-	-	1,719.00	545.40	739.50	1,284.90
April	3589.00	1258.56	-	-	4,846.56	2,691.00	938.40	3,629.40
May	2080.80	1504.60	-	-	3,585.60	1,560.60	1,122.00	2,682.60
June	2711.40	1292.76	-	-	4,071.96	2,084.40	963.90	3,048.30
July	684.00	294.12	1,008.00	499.32	2,485.44	1,269.00	591.60	1,860.60
August	921.60	355.68	1,238.40	424.00	2,939.68	1,620.00	581.40	2,201.40
September	1,245.60	916.56	720.00	752.40	3,634.56	1,474.20	1,244.40	2,718.60
October	468.00	205.20	979.20	519.84	2,172.24	1,085.40	540.60	1,626.00
November	1,264.00	677.16	1,094.40	786.60	4,422.96	2,219.40	1,091.40	3,310.80
December	1,000.80	560.80	1,195.20	759.24	3,516.12	1,647.00	984.30	2,631.30
TOTAL	6,184.80	3009.60	6,235.20	3741.40	39,934.24	19,701.00	10,189.80	29,890.80

NOTE:

Total Sales = Column (5) = \$39,934.24
 N.P.F.B. Revenue = Column (8) = 29,890.80
 Grace Revenue = Column (5 - 8) = \$10,043.44

Distinction between sales in Rural and Urban states as shown in Chart.

Appendix J

**PROMOTIONAL MAILING
OF NATIONAL FAMILY PLANNING BOARD MARKETING OFFICER**

NATIONAL FAMILY PLANNING BOARD
5 Sylvan Avenue
Kingston 5

.....19.....

Dear

I thank you very much for your contribution as a selected retailer of our products, namely Perle and Panther distributed by our distributor Grace; Kennedy and Company Limited.

I also hope you are taking up the free offer on your purchases whenever it exceeds a certain amount. If not, perhaps you could discuss this with your sales representative on his next visit. This will not only keep your stocks from falling too low, but will also help to boost your profit margin.

Either my Assistant or I will be calling on you in the near future not only to thank you personally, but to air any complaints you may have. This role as a retailer is a very vital one indeed, as more so in Jamaica Family Planning should be encouraged in all sectors of the society.

Once again thank you very much.

Sincerely yours,

Aston "Ricky" Evans
MARKETING OFFICER

ARE/ad

*mailed to outlets v'd
on Grace Kennedy -
supplier list*

Appendix K

DUNLOP/CORBIN/COMPTON 1979 PRICE INCREASE RATIONALE

1st August 1979

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

Dear Sir,

Re: Rationale for Perle and
Panther Price Increase

Following on our various discussions, I have attempted to set out a reasoned argument for a retail price increase on both products - Panther and Perle. Our argument is predicated on the following conditions.

Firstly, the intention of the commercial distribution of contraceptives programme is to make contraceptives available to the largest possible number of users at the most economical cost. As such, the objective is to encourage product usage through price and availability. Price in terms of what the public can afford, and availability through efficient distribution.

Secondly, the programme as originally designed, was meant to be self-sustaining after three years of funding through USAID.

Thirdly, the programme has not, and will not be self-sustaining on the current rate of earnings.

Finally, the programme is currently being seriously hampered by insufficient developmental funds and could be jeopardised, were it not for continued subsidy from USAID.

Income and Subsidy

Based on sales of the products during 1978, the CDC had earnings of approximately \$61.5 thousand; \$24.7 thousand from Panther and \$42.8 thousand from Perle. In addition, USAID

Mr. S. Cheddar,
Executive Director,
National Family Planning Board

provided subsidies to cover advertising and administrative costs. A conservative estimate of sales for 1979 based on a 15% increase in Panther sales and a 10% increase in Perle sales amounts to approximately \$75.4 thousand. Already, USAID has committed approximately \$75 thousand to cover advertising costs plus administrative costs.

Expenses

The marketing costs of this programme has escalated since its inception. Mentioned below, are comparative costs on selected items for the years 1975 and 1979.

<u>Item</u>	<u>1979 Cost</u>	<u>1975 Cost</u>
Panther Box	.04	\$.01
Panther Pop-up Display	.49	.16
Panther Leaflets	.01	.001
Panther Shipping Carton	.39	.43
Perle Single Cycle Pack	.07	.02
Perle Three-Cycle Pack	.03	.06
Perle Single Cycle Leaflets	.02	.002
Perle Pop-up Display	.44	.15
Perle Shipping Carton	1.15	.56
30 second PD radio spot	23.00	15.70
30 second A radio spot	13.00	16.10
30 second P television spot	112.50	75.00
30 second A television spot	97.50	60.00
24 col. inch Cleaner ad	180.00	81.60
24 col. inch Star ad	195.60	63.40
Metal Signs	4.50	2.00
Billboard Rental	900.00	600.00

In fact, all costs have increased. Estimated costs for 1979 would include:

Packaging Material for both products	-	\$47,000.00
Advertising	-	78,000.00
Packaging Labour	-	4,500.00
Merchandising	-	12,000.00

Mr. S. Cheddar,
Executive Director,
National Family Planning Board

In addition are the administrative costs. Therefore we are already looking at a deficit in excess of \$60 thousand based on estimated earnings, and this deficit is exclusive of substantial subsidies from USAID.

Price Increases

In view of the foregoing, we would recommend a 40% increase for Panther and the single-cycle Perle respectively, and a 35% increase for the three-cycle Perle. Relative prices would be as follows:

	<u>To Distributor</u>	<u>To Retailer</u>	<u>To Consumer</u>
Panther	\$7.20 per gross	\$ 8.64 per grs.	25¢ per pck.
Perle Single-cycle	3.00 " doz.	4.08 " doz.	50¢ " "
Perle Three-cycle	9.36 " "	11.40 " "	\$1.30 " "

Whereas the above prices reflect current distributor and retailer margins, consideration could be given to increasing the distributors' margin through a corresponding decrease in the percentage retained by NFPB. For example, relative margins are as follows:

	<u>Purchase Price</u>	<u>NFPB %</u>	<u>Distributor %</u>	<u>Retailer %</u>
Panther	\$.25¢	15¢ - 60%	3¢ - 12%	7¢ - 28%
Perle Single-cycle	.50¢	25¢ - 50%	9¢ - 18%	16¢ - 32%
Perle Three-cycle	1.30	78¢ - 60	17¢ - 13%	35¢ - 27%

Alternatively, rather than increasing the distributors' margin overall, consideration could be given to the establishment of a sliding scale margin. In effect, for example:

Panther sales up to 7000 gross	-	12%
7000 - 10000	"	15%
10000 - 12000	"	19%
over 12000	"	20%

Mr. S. Cheddar,
Executive Director,
National Family Planning Board

Such an incentive would provide a stimulus for a more aggressive marketing effort on the part of the distributor.

I hope that this has provided you with a basis for decision making and look forward to further discussion on the subject.

Sincerely,



Tennyson (Don) Levy
Executive Manager

TL:mmh

cc. Mr. J. A. Gunning
Mr. T. Tiffany

Appendix L

FAMILY PLANNING ACT, GOVERNMENT OF JAMAICA

JAMAICA

No. 22-1970

I assent,

[L.S.]

C. C. CAMPBELL.

Governor-General

13th August, 1970.

AN ACT to Provide for a Board to be known as the National Family Planning Board, for the functions of the Board and for matters connected therewith or incidental thereto.

[14th August, 1970]

BE IT ENACTED by The Queen Most Excellent Majesty, by and with the advice and consent of the Senate and House of Representatives of Jamaica, and by the authority of the same, as follows:—

1—This Act may be cited as the National Family Planning Act, 1970.

2—In this Act—

“Board” means the National Family Planning Board established under this Act;

"chairman" means the chairman of the Board and includes any person appointed to act as chairman;

"functions" includes powers and duties.

Establishment of National Family Planning Board. Act 8 of 1968. Schedule.

3—(1) There shall be established for the purposes of this Act a body to be called the National Family Planning Board, which shall be a body corporate to which the provisions of section 28 of the Interpretation Act, 1968, shall apply.

(2) The provisions of the Schedule shall have effect as to the constitution of the Board and otherwise in relation thereto.

Functions of the Board.

4—(1) The Board shall have power to prepare, carry out and promote the carrying out of family and population planning programmes in Jamaica and to act as the principal agency of Government for the allocation of financial assistance or grants to other bodies or persons engaged in the field of family and population planning in Jamaica.

(2) Subject to the provisions of this Act the Board may, for the purpose of performing any of its functions under this Act, do anything and enter into any transaction which, in the opinion of the Board, is necessary to ensure the proper performance of its functions.

(3) In particular, and without prejudice to the generality of the provisions of subsections (1) and (2), the Board may—

- (a) co-ordinate and, where it thinks necessary direct, the work of other bodies or persons in the field of family and population planning in order to ensure an effective and economical national effort;
- (b) undertake and promote research, and disseminate information, in relation to family and population planning;
- (c) arrange and participate in national and international courses, seminars and conferences in relation to family planning;

- (d) provide for sex education and encourage the development thereof;
- (e) collaborate with other bodies and persons in the preparation and carrying out of family life programmes;
- (f) operate and collaborate with Government and other bodies in operating clinics and other institutions concerned with maternity and child welfare and family and population planning,

and shall, upon his request furnish the Minister with information concerning family and population planning.

5—The Minister may, after consultation with the chairman, give to the Board directions of a general character as to the policy to be followed in the performance of any of its functions in relation to matters appearing to him to concern the public interest, and the Board shall give effect to any such directions.

Policy
Directions.

6—The funds and resources of the Board shall consist of—

Funds and
resources of
the Board.

- (a) such moneys as may from time to time be placed at its disposition for the purposes of this Act by Parliament;
- (b) such moneys and other property as the Board may receive as gifts;
- (c) all other moneys and other property which may in any manner become payable to, or vested in the Board in respect of any matter incidental to its functions.

7—(1) The Board shall keep proper accounts and other records in relation to its business and shall prepare annually a statement of accounts in a form satisfactory to the Minister, being a form which shall conform with established accounting principles.

Accounts
and audit

(2) The accounts of the Board shall be audited annually by an auditor or auditors appointed annually by the Board and approved by the Minister.

Annual reports and estimates.

8—(1) The Board shall, in each year—

- (a) on or before the 31st day of July, submit to the Minister a report of its activities during the twelve months ending on the 31st day of March in that year, including a statement of its accounts audited in accordance with the provisions of section 7;
- (b) on or before the 30th day of September, submit to the Minister for his approval its estimates of revenue and expenditure for the financial year commencing on the 1st day of April next following.

(2) Copies of reports submitted pursuant to paragraph (a) of subsection (1) together with the annual statement of accounts and auditor's report thereon shall be laid on the Tables of the House of Representatives and of the Senate and shall be published in the *Gazette*.

Exemption from import duties and stamp duty.

9—(1) No tonnage tax, customs duty or other similar impost shall be payable in respect of goods which the Collector-General is satisfied are imported into Jamaica for the use of the Board.

(2) All instruments executed by or on behalf of the Board shall be exempt from stamp duty.

Appointment of chief executive officer, secretary and other servants and agents.

10—(1) The Minister may, after consultation with the Board, appoint at such remuneration and on such terms and conditions as he thinks fit a chief executive officer.

(2) The chief executive officer shall be the principal officer of the Board and shall be responsible to the Board for the day to day administration of the business of the Board, for the provision of technical advice and guidance to the Board in relation to its policy and for the execution of such policy.

(3) Subject to the provisions of subsection (1) the Board may, after consultation with the chief executive officer, appoint and employ at such remuneration and on such terms and conditions as it thinks fit a secretary and such other officers, servants and agents as it thinks necessary for the proper performance of its functions.

(4) The Governor-General may, subject to such conditions as he may impose, approve of the appointment of any public officer in the service of Jamaica to any office with the Board and any public officer so appointed shall, in relation to pension, gratuity or other allowance, and to other rights as a public officer, be treated as continuing in the service of the Government.

11—(1) Subject to the provisions of subsection (2) the Board may, with the approval of the Minister, make regulations generally for the better carrying out of the provisions of this Act. Regulations.

(2) It shall be lawful for the Board with the approval of the Minister responsible for Finance, to make regulations establishing schemes for pensions, gratuities and other retiring benefits in respect of the employees of the Board and such regulations may include provisions for the grant of benefits to the dependants or the legal personal representatives of such employees.

SCHEDULE

(Section 3)

1. The Board shall consist of—
 - a) the chief executive officer appointed under section 10 of the Act; and
 - b) not less than four nor more than eleven other members appointed by the Minister by instrument in writing.Constitution of the Board.
2. The members of the Board other than the chief executive officer shall, subject to the provisions of this Schedule, hold office for such period not exceeding three years as the Minister may direct, but shall be eligible for re-appointment. Appointment of members.
3. The Minister shall appoint one of the members of the Board to be the chairman thereof and another to be the vice-chairman thereof. Chairman and vice-chairman.

Leave of absence.

4. The Minister may grant to any member of the Board leave of absence in respect of his duties as a member of the Board.

Acting appointments.

5. If the chairman or vice-chairman or any other member of the Board is absent or unable to act, the Minister may appoint any person to act in the place of such chairman, vice-chairman or other member.

Resignation.

6. (1) Any member of the Board, other than the chairman may at any time resign his office by instrument in writing addressed to the Minister and transmitted through the chairman, and from the date of the receipt by the Minister of such instrument, such member shall cease to be a member of the Board.

(2) The chairman may at any time resign his office by instrument in writing addressed to the Minister and such resignation shall take effect as from the date of the receipt by the Minister of such instrument.

Revocation of appointments.

7. The Minister may at any time revoke the appointment of any member of the Board if he thinks it expedient so to do.

Gazetting of appointments.

8. The names of all members of the Board as first constituted and every change in the membership thereof shall be published in the *Gazette*.

Seal, and execution of documents.

9. (1) The seal of the Board shall be kept in the custody of the chairman or the secretary and shall be affixed to instruments pursuant to a resolution of the Board in the presence of the chairman, or any other member of the Board, and the secretary.

(2) The seal of the Board shall be authenticated by the signatures of the chairman, or any other member authorised to act in that behalf, and the secretary.

(3) All documents other than those required by law to be under seal, made by, and all decisions of, the Board may be signified under the hands of the chairman, or any other member authorised to act in that behalf, and the secretary.

Procedure and meetings.

10. (1) The Board shall meet at such times as may be necessary or expedient for the transaction of its business and such meetings shall be held at such places and times and on such days as the Board may determine.

(2) The chairman may at any time call a special meeting of the Board and shall call a special meeting within fourteen days of the receipt of a written requisition for that purpose addressed to him by any two members of the Board.

(3) The chairman, or in his absence the vice-chairman, shall preside at meetings of the Board, and in the case of the absence of both the chairman and the vice-chairman from a meeting the members present shall elect one of their number to preside at that meeting.

(4) The quorum of the Board shall be such number as the Minister may from time to time determine not being less than one-half the total number of members of the Board.

(5) The decisions of the Board shall be by a majority of votes, and in addition to an original vote the chairman or other person presiding at a meeting shall have a casting vote in any case in which the voting is equal.

(6) Minutes in proper form of each meeting of the Board shall be kept and shall be confirmed as soon as practicable thereafter at a subsequent meeting.

(7) The validity of the proceedings of the Board shall not be affected by any vacancy amongst the members thereof or by any defect in the appointment of a member thereof.

11. (1) The Board may delegate to any member or committee thereof such of the functions of the Board, other than those specified in relation to the chief executive officer in section 10 of the Act, as the Board may decide. Power to delegate.

(2) Every delegation under this paragraph shall be revocable by the Board and no delegation shall prevent the exercise by the Board of any function delegated.

12. A member of the Board who is directly or indirectly interested in a contract made or proposed to be made by the Board— Disclosure of interest.

(a) shall disclose the nature of his interest at a meeting of the Board; and

(b) shall not take part in any deliberation or decision of the Board with respect to that contract.

13. (1) No member of the Board shall be personally liable for any act or default of the Board done or omitted to be done in good faith in the course of the operation of the Board. Protection of members.

(2) Where any member of the Board is exempt from liability by reason only of the provisions of this paragraph the Board shall be liable to the extent that it would be if the member was a servant or agent of the Board.

14. There shall be paid from the funds of the Board to the chairman and other members of the Board such remuneration, whether by way of honorarium, salary or fees, and such allowances as the Minister may determine. Remuneration of members.

15. The office of chairman, vice-chairman or member of the Board shall not be a public office for the purpose of Chapter V of the Constitution of Jamaica. Office of member not a public office.

Appendix M
MEMBERSHIP OF CRS ADVISORY COMMITTEE

MEMBERSHIP OF CRS ADVISORY COMMITTEE

Mr. Lester Woolery, Chief Pharmacist, Government of Jamaica

Representative of the Consumers' League

Dr. Haynes, Representative of the Medical Profession

Ms. Hanlon, Representative of the Victoria Jubilee Clinic

Representative of the Teachers' Association

**Mr. Sam Cheddar, Executive Director, Mr. Ricky Evans, Marketing
Officer, Representatives of the National Family Planning
Board**

Representative of Pharmacists

Appendix N
RECOMMENDATIONS TO THE SALES MANAGER

Recommendations to Sales Manager, Dudley Isaacs

On the order record cards of each retailer which you have already arranged by parish and town:

1. In an upper corner of each card indicate the priority code of that retailer - either "key," or "B," or "C."
2. Confirm the address on the card against call record sheets so that the correct address (with directions, if necessary) appears on the card.
3. Indicate in an upper corner the retailer's means of product supply - GK=Grace Kennedy salesman, V=van driver, CC=cash and carry store, W=wholesaler, FP=NFPB marketing officer.
4. Complete a card for each new outlet. Use your call report sheets as a guide.
5. Continue to mark retailer purchases on a monthly basis as records from Grace Kennedy, van drivers, and your own reports allow.
6. Indicate in an order space the date and kind of point of purchase materials and signs last left with the retailer.

Use these cards as you make your quarterly sales travel plan to help identify the geographical areas of highest priority as well as the outlets most in need of follow-up, customer service, and promotional material.

Appendix 0
1980 PACKAGING COST ESTIMATES

19th March 1980

Mr. Aston Evans,
Marketing Officer,
National Family Planning Board,
5 Sylvan Avenue,
Kingston 5.

Dear Mr. Evans,

Re: 12-Month Packaging Estimates

Below are quotations for Perle and Panther packaging material.

<u>Panther</u>	<u>Quantity</u>	<u>Cost</u>
Packs	360,000	\$ 49.50 per m
Pop-Up Boxes	10,000	8,350.00
Leaflets	360,000	12.00 " "
Wall Dispensers	5,000	560.00 " "
Cartons	1,000	1,028.28

<u>Perle</u>		
Packs 1-cycle	105,000	\$7,570.00
3- "	55,000	38.00 per m
Pop-Up Boxes	4,000	525.00 " "
'85¢' Stickers 3-cycle	4,377	50.77
Leaflets 1-cycle	105,000	20.00 " "
3-cycle	55,000	26.00 " "
Cartons	1,000	1,040.89

Please bear in mind that these quotes are based on stocks that are available.

Yours truly,

Wylet Reid
Account Executive

WR:mmh

cc Mr. Aston Evans

Appendix P

MARKETING MANAGER'S MONTHLY REPORT FORM

CBS MARKETING MANAGEMENT REPORT
MONTH OF _____, _____

To: S. Cheddar

From: S. Boone

Copies to: D. Levy, E. Grant/E. Roberts, T. Tiffany

RESERVE

\$J to GK

\$J to NFFS

Reserve fund balance
carried forward _____

TOTAL _____

Expenditures from
Reserve Fund for
Month (Total) _____

Adjusted and final
total reserve fund _____

/ Radio Spots

/ Press Ads.

/ Current Billboards

/ TV Spots

DATE: _____
BY: _____

Appendix Q

SALES MANAGER'S MONTHLY REPORT FORM

CRS SALES MANAGEMENT REPORT

MONTH OF _____, _____

To: R. Evans, S. Cheddar

From: D. Isaacs

Copies to: D. Levy, E. Grant/E. Roberts, T. Tiffany

Outlets needing sales
follow-up as shown
by OK reorder report

PERLE

<u>Name & Address</u>	<u>Priority Code</u>	<u>Reason</u>
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PANTHER

<u>Name & Address</u>	<u>Priority Code</u>	<u>Reason</u>
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PERLE

<u>Name & Address</u>	<u>Priority Code</u>	<u>Reason</u>
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PANTHER

<u>Name & Address</u>	<u>Priority Code</u>	<u>Reason</u>
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New Outlets