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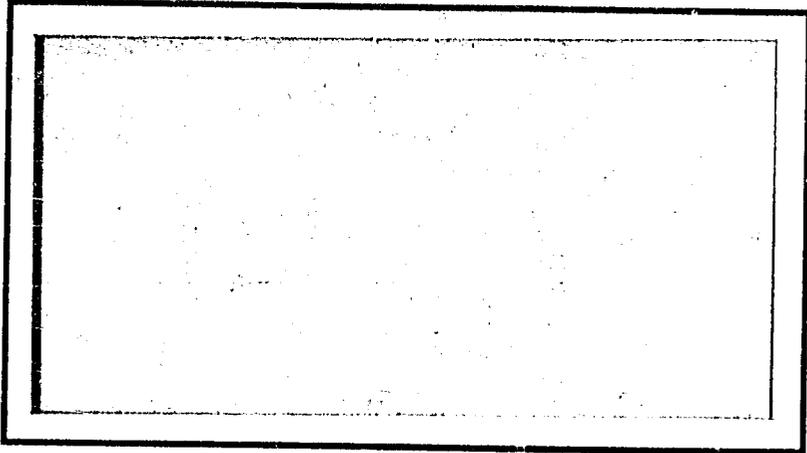
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**AMERICAN PUBLIC HEALTH ASSOCIATION**  
International Health Programs  
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Washington, D.C. 20036

**TRIP REPORT  
JAMAICA COMMERCIAL RETAIL  
SALES PROJECT VISIT**

**A report Prepared By:**

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**BETTY BUTLER HOWELL**

**During the Period:**

**JULY 8 - July 13, 1979**

**Under the Auspices of:**

**THE AMERICAN PUBLIC HEALTH ASSOCIATION**

**Supported By The:**

**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT  
OFFICE OF POPULATION, AID/pha/C-1100**

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## SUMMARY

The purpose of our visit to Jamaica July 8 - July 13, 1979 was to review a proposal for distribution of Perle and Panther throughout the Caribbean (CARICOM) and to provide technical assistance to the CRS Project. (See Attachment A for detailed scope of work). A draft of the CARICOM proposal appears as Appendix A.

Marketing activities in the CRS Project in Jamaica have been at less than adequate levels for the past six to 12 months. Reorganization of some National Family Planning Board (NFPB) functions within the Ministry of Health and Environmental Control (MOHEC), personnel turnover within the NFPB and the lack of centralized decision-making authority have been major obstacles to implementing the advertising, promotion and distribution campaigns necessary to regain program momentum. However, the commitment of all parties to the project is strong. Given time, experience and certain administrative action, sales levels may accelerate.

## RECOMMENDATIONS

1. Expansion of the number of Perle and Panther retail outlets, especially in rural areas should be the primary objective of the NFPB marketing officers.
2. The NFPB Project revenue account and/or U.S. AID/Kingston should supplement the travel budget of NFPB marketing officers so that they may adequately maintain and expand the network of retail outlets. These annual travel costs should total approximately J\$12,000.
3. The second priority for NFPB should be arranging for training of owners of retail outlets selected as distributors of Perle.
4. NFPB marketing officers should attend a basic marketing course at a management institute in Jamaica and also observe another CRS project, i.e., PROFAM Mexico, at program expense.
5. There should be a monthly meeting attended by the Executive Director of NFPB marketing officers, representatives of U.S. AID/Kingston, Grace Kennedy and Dunlop, Corbin Compton (DCC). The focus of this meeting should be the CRS marketing plan which is currently under revision.
6. Based on cost estimates provided by Grace Kennedy and Dunlop, Corbin, Compton, the prices of the Panther 3-pack and Perle 1-cycle pack should be increased by J\$0.10 each. This increase would allow the program to approach self-sufficiency given continued free supply of products by U.S. AID.
7. Decision on the CARICOM proposal should await submission by Grace Kennedy and Dunlop, Corbin, Compton of a more detailed project description.

## I. ADVERTISING AND PROMOTION

Advertising and especially promotional activities have been minimal during the past year. Media expenditure was limited to a J\$20,000 radio campaign this year which ended in April, and point of purchase materials have not been available for at least several weeks. Conversations with Mr. Gunning and Mr. Isaacs (NFPB marketing officers) and a field visit indicate that promotional materials placed in retail outlets earlier in the program have either disappeared or are in poor condition.

Dunlop, Corbin, Compton (DCC) has designed a new media campaign scheduled to begin during the third week of July 1979 and funded by U.S. AID/Kingston at J\$74,000. It is primarily (50%) a radio campaign and is equally divided between Perle and Panther. Campaign copy is focused on teenagers and uses the theme "If you must. . .prepare with Panther." Mr. Don Levy of DCC reported that this theme was pretested with teenagers who found it acceptable although indirect.

In order to regain sales momentum, a strong advertising and promotional effort, similar to that of product launch, is necessary. This means the allocation of funds for point of purchase materials and for additional advertising later this year, as well as the initiation of promotional measures. There is currently approximately \$40,000 in the CRS revenue account at the JNFPB which could be applied for these purposes. It does not appear to allow for an adequate advertising budget unless supplemented with funds from some other source.

Among the potential promotional activities discussed during our visit were: the production of a full line of point of purchase materials (see Appendix B); expanded practice by Grace Kennedy of providing free goods to retailers for volume orders; two for one specials to consumers; coupons placed with other consumer products or in other retail outlets which could be redeemed for free Panther or Perle; providing initial free goods to beer truck drivers; and use of a Panther as a premium with the purchase of other consumer products.

## II. DISTRIBUTION

Project inactivity over the past several months has had its most serious impact on product distribution. At the end of the Westinghouse contract, project files indicate the existence of approximately 200 outlets for Perle and 1100 for Panther. Current best estimates are that these levels have decreased slightly for Panther and declined seriously for Perle, leaving it no more than 125 retail outlets.

A combination of factors has brought about the loss of sales outlets. First, the NFPB did not replace its marketing officers who departed in January 1979 until April 1979. Second, government restrictions did not allow for an adequate budget for regular field visits by NFPB marketing officers to service and develop new outlets. Third, the continuing economic decline in Jamaica has forced many Perle and Panther retailers out of business, and these have not been replaced. Finally, and perhaps most critically, the lack of training capability at the JNFPB continues to be an additional serious obstacle, since Perle sellers must be trained before they are allocated a product supply. The integration of the family planning training function (formerly executed by the NFPB) into the MOHEC and other government agencies currently leaves the NFPB without adequate staff to perform this task.

U.S.AID/Kingston has agreed to provide direct funding for an augmented travel schedule for NFPB marketing officers if funds are not readily available in the CRS project revenue account. NFPB marketing officers are presently redesigning their travel schedule, directed toward the goal of obtaining an additional 75 to 100 Perle outlets and 300-500 Panther outlets during the next 12 months. (See Appendix C). This schedule should also allow the marketing officers to maintain and service current sales outlets at least twice each annually. Mr. Samuel Cheddar, NFPB's Executive Director, has resolved to find a solution to the training problem within the next two to three weeks so that Perle retailers recruited by the marketing staff may be trained without further delay.

At the present time, Perle and Panther penetrate a significant portion of Jamaica's 10 to 12 thousand retail outlets. Information provided by Grace Kennedy, Mr. Isaacs and Mr. Gunning and a brief field visit indicate that current outlets are, with some exceptions, regularly supplied and visited by Grace Kennedy salespersons and detail men. There is, however, both a need and potential for obtaining additional market penetration, especially in rural areas. Potential outlets which merit exploration include barber shops, liquor distribution points and sugar cane estates at harvest time. Reaching these points would require special effort by both Grace Kennedy and the NFPB marketing officers.

### III. PRODUCT, PACKAGING, PRICING

Current prices for Perle and Panther are J\$0.30 per cycle and J\$0.15 for a package of three, respectively. These prices have been maintained since the products were introduced over three years ago, despite two currency devaluations totalling 75%. In addition to reducing effective revenue available to the program, the low margins do not provide a real incentive to the retailers or the distributor.

The climate of rising prices in Jamaica makes the enactment of a price increase on so visible a government product politically difficult. However, based on subjective information provided by Grace Kennedy and others, the prices are so low that a modest increase would not draw significant consumer resistance. During our briefing at NFPB, Mr. Cheddar, therefore, agreed to allow DCC to prepare supporting documentation for an increase, which he would then submit to the MOHEC for consideration.

Alternative means of providing increased revenue without an increase in current price were discussed. Production costs might be slightly reduced by the introduction of a 12-pack unit of Panther. Sales of single units of Panther (from the wall dispenser, without the 3-pack) would also reduce packaging and printing costs. Introduction of a higher priced brand to subsidize the lower priced one (as is done in the Ghana CRS program) might also increase project revenue and retailer interest.

#### IV. PROGRAM ADMINISTRATION

Turnover in personnel at the NFPB and the integration of family planning services within the Ministry of Health and Environmental Control (MOHEC) have made the decision-making function in the CRS project very complex. Several NFPB functions such as training and education have been placed under the direction of the MOHEC. At the same time, the MOHEC has not yet clearly defined the areas in which it will allow the NFPB autonomy. For example, the MOHEC is currently requiring that Perle and Panther advertising campaigns have the prior approval of the Jamaican Drug Board. Although this has always been a requirement on paper, its enforcement has previously been left to NFPB discretion.

The Executive Director of the NFPB and the marketing officers for the CRS project have been in their respective positions for about three months. Taken together with the uncertainty created by the MOHEC, their inexperience has led to a slowdown in decision-making on the CRS project. It is important to note, however, that each of these persons and the MOHEC appear to strongly support the project. In addition, with time and some training, the two marketing officers could gain the confidence to adequately administer this project with the continued cooperation of Grace Kennedy and DCC. Their attendance at a marketing course in Jamaica and an opportunity to observe another CRS project such as the one in Mexico, would serve this purpose well. A monthly meeting attended by representatives of NFPB, U.S. AID/Kingston, Grace Kennedy and DCC would also facilitate decision-making and provide the opportunity for the marketing officers to be assisted with maintaining project momentum until they are more secure in their roles.

During our five working days in Jamaica, we spent three days with the NFPB marketing officers, Mr. Isaac Gunning and Mr. Dudley Isaacs. One-and-one-half of these were devoted to reviewing recommendations made by U.S. AID Project Officer, Jack Thomas, in May 1979 and in providing them with assistance in developing and refining their marketing plan. We found that they had followed all of Mr. Thomas' suggestions which were within their decision-making capability. This included construction of forms to monitor sales and inventory levels, sales and revenue graphs, sales call report forms, travel schedules, and stock cards for each retailer. (See Appendix D). During these meetings, both Mr. Gunning and Mr. Isaacs indicated a willingness and ability to grow in their positions. An additional day was spent with Mr. Isaacs in the field for the purpose of giving us a first-hand view of the status of current retail outlets, the potential for obtaining additional outlets and for observing Mr. Isaacs' work. Mr. Isaacs was able to make eight sales calls in addition to organizing a training session for four Perle retailers. Throughout, his performance was more than adequate.

An additional half day was spent in a task-by-task review of the current marketing plan. The meeting was attended by representatives of JNFPB, U.S. AID/Kingston, Grace Kennedy and DCC. Minutes of this meeting are attached as Appendix E.

## V. CARICOM

Representatives of Grace Kennedy and Dunlop, Corbin, Compton presented a draft proposal to U.S. AID during our visit to Jamaica. It is attached as Appendix A. A more detailed proposal, specifying the nature of the advertising campaign and providing an amplified program description will be submitted at a later date.

Grace Kennedy appears to have adequate distribution sources and contacts to market Perle and Panther throughout the Caribbean. By their own cost and sales estimates, the program can eventually be self-supporting, including advertising cost (apart from product launch costs and given free goods) with retail prices of US\$0.40 per cycle of Perle and 3-pack of Panther and US\$0.76 per three cycles of Perle. While these prices are somewhat above those usually charged by other CRS projects, they are reportedly at least 50% below current market prices. Estimation of the proportion of the target market which would be able to afford these prices will be necessary. Although advertising costs of US\$200,000 do not appear to be excessive for product launch and maintenance in so large a number of project sites, it might, however, be spread over 18-24 months rather than one year.

**APPENDIX A**  
**CARICOM DRAFT PROPOSAL**

## USAID WASHINGTON

APPLICATION FOR APPOINTMENT AS EXPORT DISTRIBUTORS  
OF CONTRACEPTIVES

Grace Kennedy & Co., Ltd. was founded in the year 1922 as a Trading Company and today is one of the largest business organizations in the Caribbean with 21 Subsidiary and Associated companies employing close to 2,000 people. (See organizational chart attached).

Grace Kennedy & Co. Ltd. is the largest distributor of food in Jamaica and manufactures and exports a variety of quality products including processed fruit juices, nectars, jams, jellies, vegetables, ketchup, sauces, syrups, cordials, squashes, soups and pork products.

The company also manufactures other famous brand name products under license from Cheseborough Ponds International Ltd., Beecham Products Overseas, New Zealand Dairy Board, American Greetings Corporation and Addis (U.K.) Limited; these include Pharmaceuticals, cosmetics, toilet preparations, toothbrushes, dairy products and greeting cards.

The Export Division of Grace Kennedy is presently under the control of Miss Mabel Tenn, Divisional Director.

Miss Tenn has been associated with the Company since 1952 and in 1975, she was appointed to the Board of Directors of the company with responsibility for the entire Products Division including the Export Division.

Miss Tenn, who is well known in industrial circles, was previously a director of the Jamaica Industrial Development Corporation and is at present vice-president of the Jamaica Manufacturers' Association, a member of the Standards Council (the food committee of the Bureau of Standards) and a member of the Factories Appeal Board.

Mr. Sydney Masters, the Export Sales Manager since 1977, has the responsibility of the day-to-day running of the export division including Trading and Sales. Under his management, the company retained their position as champion Export Trader in 1977 first won in 1976. In 1978, the company was placed second with an export performance of J\$2.9 million to 21 countries.

The company has established trading links in all countries to which we export including:

- (1) Subsidiaries in Montreal, Canada; Rotterdam, Holland; Atlanta, USA; and London, England.
- (2) Agents and/or distributors in all markets.

Our representatives in the countries to which marketing of the contraceptives are proposed, are as follows:

<u>Country</u>	<u>Distributors</u>
Trinidad	Hand Arnold (Trinidad) Ltd. Quesnel & Fernandez Ltd. Lee Lum & Co. Ltd. S & R Agencies Ltd.
Barbados	General Traders Ltd. Frank B. Armstrong (Barbados) Ltd.
Guyana	Guyana Pharmaceutical Corp. Ltd. Guyana National Trading Corp. C. A. Phillips Ltd. E. S. Gillette & Co. Ltd.
Dominica	H.H.V. Whitchurch & Co. Ltd.
Cayman	Comart Limited R.E. McTaggart & Bros. Lorna E. Bodden Jacques Scott & Co. Ltd. Shirley's Superstore Harry Arch Kirkconnell Bros. Ltd. Cayman Foods Ltd. Ken Hall - General Traders Spurgeon Ebanks H.O. Merren Foster Brothers Overton Traders Errol Reid
British Virgin Islands	None
Belize	Peyrefitte Bros. Co. Karl H. Menzies
Bahamas	Lightbourne Trading Co.
Antigua	Frank B. Armstrong (Antigua) Ltd. John & Francis Anjo International Trading Centre
Grenada	Frank B. Armstrong (Grenada) Ltd.
Montserrat	Charles Mercer
Curacao	Hubert Sales & Co.

<u>Country (contd)</u>	<u>Distributors</u>
St. Kitts	Frank B. Armstrong (St. Kitts) Ltd.
St. Lucia	Frank B. Armstrong (St. Lucia) Ltd. Sunshine Books A.F. Vaimont & Co. Ltd.
St. Vincent	Frank B. Armstrong (St. Vincent) Ltd.
Bermuda	Winter Cookson & Co. Ltd. Weldon Limited

The Export Division has in operation the following departmental structure:

- (1) Trading - which includes the Sales Manager and a Sales Representative both of whom do extensive traveling abroad.
- (2) Accounting - which includes stock control, etc.
- (3) Documentation and Traffic
- (4) Customs
- (5) Warehousing (Private Excise)

#### Proposed Marketing Concept for Contraceptives

In order for us to carry stocks of the imported duty-free contraceptives for re-export, we will be required to operate a Government Bonded warehouse. Contraceptive will be cleared and stored by Grace Kennedy & Co. Ltd. Grace Kennedy & Co. Ltd. will purchase packaging materials. Grace Kennedy & Co. Ltd. will package products for export. Cost of products are attached:

<u>Product</u>	<u>Condoms 480 pkt/3</u>	<u>1 Cycle Perle 720 Cycles</u>	<u>3 Cycle Perle 240 3 Cycle</u>
Product cost per case	-	-	-
Custom clearance	.12	.18	.06
1 outer carton	.90	.90	1.16
Packets	(480) 18.65	(720) 52.70	(240) 19.12
Leaflets	(480) 5.28	(720) 12.96	(240) 5.76
Pop up boxes	(20) 9.80	(20) 8.76	(20) 8.76
20 wall dispensers	11.24	-	-
	<u>45.86</u>	<u>75.76</u>	<u>34/86</u>
<b>Labour:</b>			
Wall dispensers	12.50	-	-
Packaging etc.	11.50	13.50	13.50
Cost per carton	J\$69.86	J\$89.26	J\$48.36
Truckage in	4.00	4.00	4.00
Mark up 10%	7.39	9.33	5.24
Truckage out	4.00	4.00	4.00
Wharfage	.12	.14	.14
Warehousing 5%	3.50	4.50	2.45
FOB per case	J\$88.87	J\$111.23	J\$64.19
Converted @ 1.77875	US\$49.96	62.53	36.09
Adjustment to compensate	-	31.26	18.04
FOB	US\$49.96	US\$ 93.79	US\$55.13
Freight (average)	3.60	4.15	4.15
Insurance	1.18	2.15	1.30
	<u>54.74</u>	<u>100.09</u>	<u>60.58</u>
Advertising (5¢ pr unit)	24.00	36.00	12.00
CIF per case	<u>78.74</u>	<u>136.09</u>	<u>72.58</u>
Average CIF pr unit	US\$ 0.16½	19¢	30¢
Average retail price pr unit	US\$ 41¢	42¢	76¢

Marketing

Based on population and sales statistics and marketing limitations we project our first year's sales to be as follows:

<u>Territory</u>	<u>Condom/Gross Pks/3</u>	<u>Pill Cycles/'000s</u>
Trinidad	2,300	132
Barbados	500	26
Guyana	1,600	92
Dominica	150	9
Cayman	25	2
British Virgin Islands	21	2
Belize	278	2
Bahamas	385	22
Antigua	135	8
Grenada	185	11
Montserrat	21	2
Netherland Antilles (Inc. Curacao)	385	25
St. Kitts/Nevis/Anguilla	128	7
St. Lucia	215	13
St. Vincent	182	11
Bermuda	100	6
<b>TOTAL REGION</b>	<b>6,610</b>	<b>370</b>

In order for us to achieve the above projections it will be necessary to undertake the following:

1. Advertising	US\$200,000.00
2. Merchandising	15,000.00
3. Advertising Material	15,000.00
4. Detailing	15,000.00
	<u>US\$245,000.00</u>

We are recommending that an allowance of US\$245,000.00 be provided by you, in the first year (to be reviewed) to cover items listed above until enough funds are built up to make it self-supporting.

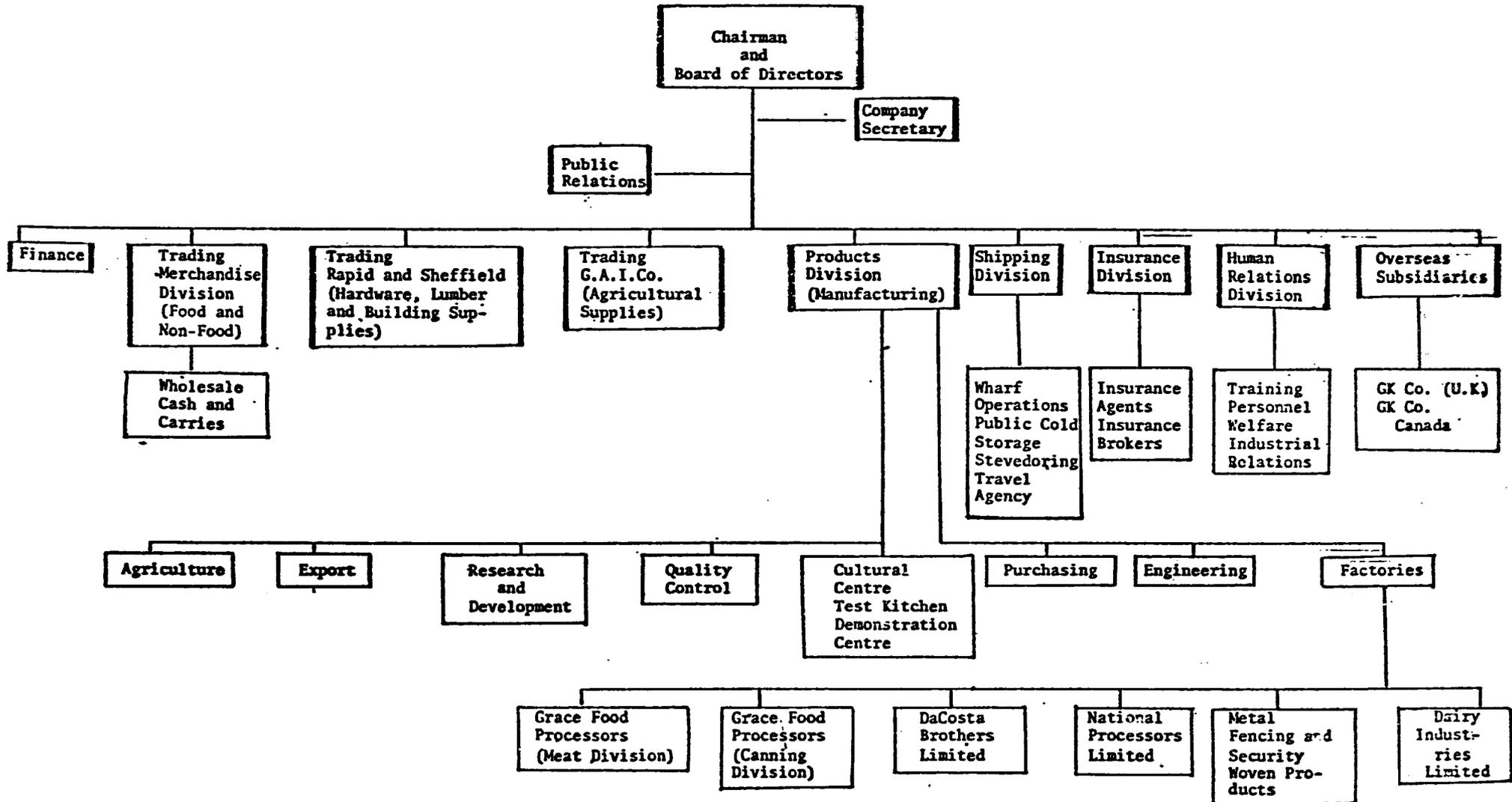
Advertising allocation by Territory would be as follows:

Trinidad	US\$ 40,000.00
Barbados	30,000.00
Guyana	15,000.00
Dominica	8,000.00
Cayman	5,000.00
British Virgin Islands	5,000.00
Belize	12,000.00
Bahamas	15,000.00
Antigua	7,250.00
Grenada	9,000.00
Montserrat	5,000.00
Netherlands	15,000.00
St. Kitts/Nevis	7,250.00
St. Lucia	11,500.00
St. Vincent	9,500.00
Bermuda	5,500.00
TOTAL	<u>US\$200,000.00</u>

We are prepared to acquire the services of a Detail Sales Representative for two years (to be reviewed) who in the initial stages of the program would be required to visit all the territories along with your nominee to undertake the registration of the products and to gather additional market information, particularly visiting doctors detailing Perle for subsequent distribution.

Grace Kennedy & Co. will undertake proper record keeping and make available to you the following information on a monthly basis:

- (1) Stock and Sales Reports
- (2) Detailed Statement of disbursements, e.g., advertising, merchandising, etc.



**APPENDIX B**  
**PROPOSED BUDGET FOR PROMOTIONAL MATERIALS**

Sign Productions

Perle & Panther Metal Signs  
200 of each

400 @ \$4.50 = \$ 1,800.00

(Quantity over 1000  
@ \$4.00 each)

Phoenix Printery

11 x 17 posters, 4 colors  
for Perle & Panther  
5,000 of each @ \$1,890

10,000 = 3,780.00

Perle & Panther Decals  
10,000 @ \$1,270.00 + \$60.00  
for cost of dye. 20,000 = 2,600.00

Perle Brochure "All you need  
to know about the Pill"  
10,000 = 1,400.00

Fact Sheets for Perle  
L/size in two colors  
10,000 = 900.00  
\$ 9,580.00

**APPENDIX C**  
**PROPOSED TRAVEL SCHEDULE FOR NFPB MARKETING OFFICERS**

**TRAVELLING AND ACCOMMODATION ESTIMATE FOR THE FIVE-(5) MONTH PERIOD -  
AUGUST-DECEMBER 1979**

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I estimate that over the five-month period, August-December 1979, the Marketing Officers will travel roughly 10,000 miles. This figure was arrived at as follows:

Using the premise that our main areas of concentration, i.e., market penetration will be in the deep rural areas, I have selected three parishes and from the amount of mileage that will be travelled in these three parishes, I arrived at an average of 500 miles over a three four-day period, which I term as the work week; I then calculate this on a monthly basis - 500 per week, would amount to 2000 per month and, therefore, 10,000 over the five-(5) month period August-December 1979.

The parishes are:

**A. WESTMORELAND**

Using Savanna-la-Mar, the capital, as the base.

From Kingston - Savanna-la-Mar via South Coast 300 mi. (return)

Day 1

Savanna-la-Mar - Sheffield via Three Miles, Frome, Burnt Savannah, Grange Hill, Fullersfield, Little London, Sheffield and back to Savanna-la-Mar = 120 miles.

Day 2

Savanna-la-Mar - Lambs River via Strathbogie, Amity, Hertford, Petersfield, Whithorn, Raddo, Darliston, Lambs River and back to Savanna-la-Mar = 150 miles.

Day 3

Savanna-la-Mar - Whitehouse via Ferris, Bluefields and Belmont = 40 miles. Total mileage = 610

**B. ST. THOMAS**

Day 1

Kingston - Morant Bay 85 miles (return)  
Morant Bay - Golden Grove via Cedar Valley, Seaforth and Port Morant = 100 miles.

Day 2

Morant Bay - Trinityville via Port Morant, Hampton Court, Duckenfield and Bath = 85 miles.

TOTAL = 270 miles.

C. ST. JAMES

Kingston - Montego Bay 260 miles (return)

Day 1

Montego Bay - Cambridge via Anchovy, Montpellier, Rhoehampton  
90 miles.

Day 2

Montego Bay - Maroon Town via John's Hall, Garlands, Maldon.  
Springfield = 100 miles.

Day 3

Montego Bay - Chatsworth via Vaughnsfield, Longhill, Reading =  
70 miles.

Day 4

Montego Bay - Somerton via Canterberry, Dumfries, Canaan, Flower  
Hill, Maldon = 100 miles.

Total = 620 miles.

For three parishes this gives an aggregate of 1,500 miles, for an average of 500 miles per week. 500 miles per week equals 2000 miles per month or 10,000 miles over a five-month period.

10,000 miles @ 406 per mile = \$4,000.00

MEALS

Three (3) meals per day @ \$8.00 per	=	\$ 24.00
For 3 days per week	=	72.00
For 5 months	=	\$1,440.00

SLEEPING ACCOMMODATION (Single)

\$20.00 per night for 3 nights	=	\$ 60.00
Per month	=	240.00
For 5 months	=	\$1,200.00

Projected total expenditures for the five (5) month period - August-December 1979 are as follows:

Mileage	=	JA\$4,000.00
Sleeping Accommodation	=	1,200.00
Meals	=	1,400.00
<b>TOTAL</b>		<b><u>JA\$6,600.00</u></b>

**APPENDIX D**

**NFPB MARKETING OFFICERS CALL REPORT AND PROJECT REPORT**

CALL REPORT

1. Name of Establishment .....
2. Address .....Tel.....
3. Proprietor/Manager .....
4. Rural or Urban .....
5. (a) What do you think of our products from the point of view of quality reliability and package presentation?  
.....  
.....  
.....
- (b) What do your customers think? .....
- (c) Do you sell other contraceptive products? .....
- (d) If you do, what brands and how much do you sell them at?.....
- (e) What is your total volume of sales for the month?.....
- (f) Do these brands sell faster than Perle and Panther? .....
5. (a) Do you think the retail price of Perle and Panther is too low, too high or about even?.....
- (b) What do your customers think? .....
- (c) How do you feel about increasing the retail price or changing the brand names? .....

- 7. (a) Do you think the products have been advertised enough? .....
- (b) Do you like the advertising materials, e.g., Dispensers, Panther Covers and Perle Covers? .....
- (c) If not, why not? .....
- .....
- 8. Do you have enough advertising materials? .....
- 9. General evaluation of this Establishment (written)
- .....
- .....
- .....
- .....

A PLAN TO BOOST THE SALE OF CONTRACEPTIVES ON THE JAMAICAN MARKET

Jamaica, a Caribbean island has a population of roughly 2.2 million people. Of this number, about one million are sexually active (Statistical Year Book 1978). Statistics have also shown that the population is growing at the rate of about 50,000 persons per year. This means that if this trend continues, by the end of the century the population would have more than doubled. Conversely the Gross National Product (G.N.P.) of the Jamaican economy is declining day by day, so this means that if something is not done immediately to curb the rate of growth, the country will not be able to provide certain basic amenities for its population, e.g., employment, a proper health system and other social services, proper nutrition, housing, etc. This will certainly add to social unrest in the very near future.

In light of what I have just mentioned, Population Control must be among our highest priorities. One of the ways of achieving this objective is through birth control by contraceptive means.

The two most common contraceptives on the market at this time are Perle and Panther.

Our Market Intelligence has shown that Consumer Acceptance is very good. However, from the Returns and Reports that have come into the National Family Planning Board the products are not moving half as fast as they ought to be moving. For example, over a five-(5) month period - January to May 1978 and 1979 disposals of contraceptives have been at the following rate:

1978

<u>MONTH</u>	<u>PANTHER PIECES (round figures)</u>	<u>PERLE CYCLES (round figures)</u>
January	41,000	15,000
February	34,000	17,000
March	36,600	13,000
April	36,800	11,000
May	19,600	11,000

1979

<u>MONTH</u>	<u>PANTHER PIECES (round figures)</u>	<u>PERLE CYCLES (round figures)</u>
January	50,000	21,000
February	35,000	9,000
March	38,000	8,500
April	31,000	26,000
May	31,000	16,500

These figures clearly show that the products are not reaching the potential consumer.

In order to increase volume sales of the products, certain factors will have to be looked at critically. These are:

A. PROMOTION

It is very important that the consumer has ready access to the product. This means that the Retail Outlets have to be prominently identified. This means having Display Signs strategically located at these retail outlets. Metal signs are the best because they can withstand wear and tear and also vandalism. The products themselves should also be centrally displayed so that the consumer can easily see them; on the counter or near to the cashier are the best display centers. If illuminated signs could be gotten this would be of tremendous benefit.

B. DISTRIBUTION

Because of the constraints on the present method of distribution, i.e., contraceptives sales being tied to the sale of other products, because of the small profit margin, the Ad Loc system of distribution and also because it is uneconomical for small accounting to take place, I would recommend that along with our present distributive agent (Grace Kennedy), other possible distributing agents, e.g., the Bottling Companies or Cigarette Companies be invited to participate in the project. I am aware that efforts have been made in the past but I think we could try again.

C. INCREASING THE NUMBER OF OUTLETS

My assistant and I have embarked on a project of finding at least 12 new outlets per month over the next six months. This should be no problem since the constraint of mileage has been settled. These outlets, especially for Perle, will be identified mainly in the rural areas where we think the need is the greatest. The mechanics of Personnel identification and training will be worked out between my assistant and myself.

D. FOLLOW-UP

We have discovered (I.G./D.I.) that some outlets have been having problems from time to time as far as resupply is concerned. This problem of resupply (replenishing old stock) arises from 'B'. We plan to have a consignment of contraceptives in our vehicles at all times so that wherever we see outlets without an adequate supply we can always replenish them. The mechanics here again will be worked out between Grace Kennedy and ourselves. There is an established system which is working beautifully at the moment, i.e., GETTING GOODS ON CONSIGNMENT.

E. A MINI-DISTRIBUTION SYSTEM FROM THE NATIONAL FAMILY PLANNING BOARD

I would also recommend that whenever we are going to certain deep rural areas, whenever a number of possible outlets exist we could use one of the vans at the National Family Planning Board and have a promotions drive,

where the stock on hand is given away free (samples). We could even have a system where we begin to identify our outlets and we also do the resupplying (using the vans again). Here, depending on the economic viability we could establish our own packing system and have our own distribution going on the same principle that Grace Kennedy is now using, only that it would not be as elaborate as theirs; here I think the market penetration would be more enormous because we would be concentrating on pushing only one particular product. I think that this idea can become a reality because most of the structures are already in place, i.e., the market, the salesmen, the vans and the accounting personnel. As far as packing is concerned, that could be easily worked out. Here we would be concentrating on areas not covered by Grace Kennedy.

Very soon I think we would have to start looking for additional sales personnel.

**APPENDIX E**  
**MINUTES OF MARKETING MEETING**

MINUTES OF COMMERCIAL DISTRIBUTION PROJECT MEETING

AT NFPB, July 13, 1979

Persons attending: Samuel Cheddar (NFPB)  
Isaac Gunning (NFPB)  
Dudley Isaacs (NFPB)  
Terry Tiffany (USAID)  
Ernie Grant (Grace Kennedy)  
Elsa Roberts (Grace Kennedy)  
Don Levy (Dunlop, Corbin, Compton)

The purpose of the meeting was to review and approve proposed tasks necessary to ensure the viability of the commercial retail sales project. Decisions reached and persons primarily responsible for their implementation are attached. The group agreed that it would meet on a monthly basis for at least the next three months and set August 31, 1979 (10:00 a.m. at the NFPB) as the date for the next meeting.

## PROPOSED ACTIVITIES FOR JAMAICAN CRS PROJECT

### I. Advertising and Promotion

- DL 1. Dunlop, Corbin, Compton will implement current ad campaign.
- DL 2. Dunlop, Corbin, Compton will begin to collect information and ideas necessary to put together next year's campaign.
  - DL a. Address problem of condom quality
  - DL b. Address problem of bringing location of retailers to attention of consumers, especially with respect to Perle outlets.
  - DL c. Direct some condom ads to women.
  - DL d. Consider a more direct approach than current "If you must..."
- SC, DL 3. Point of purchase materials should be ordered from the coming 6-12 months and paid for out of the CRS revenue account at NFPB.
  - DL a. Other bids for POP materials will be sent to Mr. Cheddar for his files.
  - DL b. A full schedule of planned advertising will be sent to NFPB.
  - DL c. An estimate for vinyl stickers will be presented.
- IO, DI 4. Additional promotional activity, for example, sampling, should be undertaken by NFPB marketing officers.

### II. Distribution

- IG, DI 1. NFPB marketing officers will enlist additional Perle and Panther retail outlets over the next 6-12 months: 75-100 Perle outlets and 300 Panther outlets.
- SC, TT 2. U.S. AID/Kingston will provide funds for the expanded travel budget of NFPB marketing officers.
- SC 3. NFPB will arrange for personnel to train new Perle retailers.
- EG, ER, IG, DI 4. Grace Kennedy and NFPB will exchange information, on a weekly basis, regarding the location and servicing of CRS outlets.

EG,ER,IG,DI 5. NFPB marketing officers will keep a month's supply of Perle and Panther at NFPB for sampling and obtaining new outlets. It is understood that this quantity includes goods which can be recorded as given away free of charge.

DL,EG,IG,DI 6. Some point of purchase materials will be stored at Grace Kennedy so that their salesmen, van drivers, and detail can have a ready supply.

### III. Product, Price and Packaging

SC,DL 1. A proposal for a price increase of 10¢ on each product should be submitted.

DL 2. A proposal for single unit and 12-pack Panther sales should be submitted and a market test implemented.

### IV. Program Administration

IG, DI 1. A copy of monthly sales, inventory, revenue and travel reports and project activity summary will be prepared by the NFPB marketing officers.

2. A monthly meeting will be attended by representatives of US AID, NFPB, Grace Kennedy and Dunlop, Corbin, Compton to review the program's activities. The NFPB's monthly report prepared by its marketing officers will be a main focus of this meeting. Next meeting will be on August 31 at 10:00 a.m. at the NFPB.

IG,DI,EG,ER 3. NFPB marketing officers should have the opportunity to meet with Grace Kennedy salespersons most directly involved with Panther and Perle.

SC,IG,DI,TT 4. NFPB marketing officers will take a marketing course in Jamaica and visit another CRS project, i.e., Mexico.

IG,DI 5. NFPB marketing officers will suggest to Mr. Cheddar the allocation of funds from the revenue account for promotional and other project activities.

6. Grace Kennedy will provide to NFPB and Dunlop, Corbin, Compton monthly sales, revenue and inventory reports (including outlet addresses) and will provide every three months the addresses of persons sold to by cash vans.

**APPENDIX F**  
**PERSONS INTERVIEWED**

Persons Interviewed

1. Samuel Cheddar, NFPB
2. Isaac Gunning, NFPB
3. Dudley Isaacs, NFPB
4. Terry Tiffany, USAID/Kingston
5. Mabel Tenn, Grace Kennedy
6. Tony Wright, Grace Kennedy
7. Ernie Grant, Grace Kennedy
8. Elsa Roberts, Grace Kennedy
9. Don Levy, Dunlop, Corbin, Compton
10. Arthur Danart, USAID/Washington
11. Jack Thomas, USAID/Washington
12. Sidney Masters, Grace Kennedy

UNITED STATES GOVERNMENT

# Memorandum

TO Robert Haladay

DATE: 6/18/79

FROM Art Danart



SUBJECT: proposed scope of work for Steve J. Samuel

The Family Planning Officer for Jamaica, Terrance Tiffany has requested consultant services to do the following:

- 1) assist the GNFPB in orienting and training the newly hired staffers who will be running the Contraceptive Retail Sales Project (Perle and Panther).
- 2) develop an inventory system for packaging materials and commodities.
- 3) design and implement a marketing plan in conjunction with the distributor, Grace Kennedy and Co.
- 4) assist in the design of call report questionnaires.
- 5) review and revise training format for retailers
- 6) Consult with distributor and advertising agency about their proposals for expanding the project throughout the Caribbean.
- 7) brief and de-brief the Mission Family Planning Officer and include as many other tasks as he might recommend within the time frame of this consultancy.

~~The Mission is requesting~~ Steve J. Samuel from o/a July 8 to o/a July 13, 1979.

AID/W desires one day meeting with the consultant on June 25. This is the only mutually convenient day for all parties prior to July 8th.

In addition, to consult in AID/W for 2 days after Jamaica trip in order to prepare information package for participants of CRS regional workshop to be held in Barbados o/a September 9-10, 1979.

