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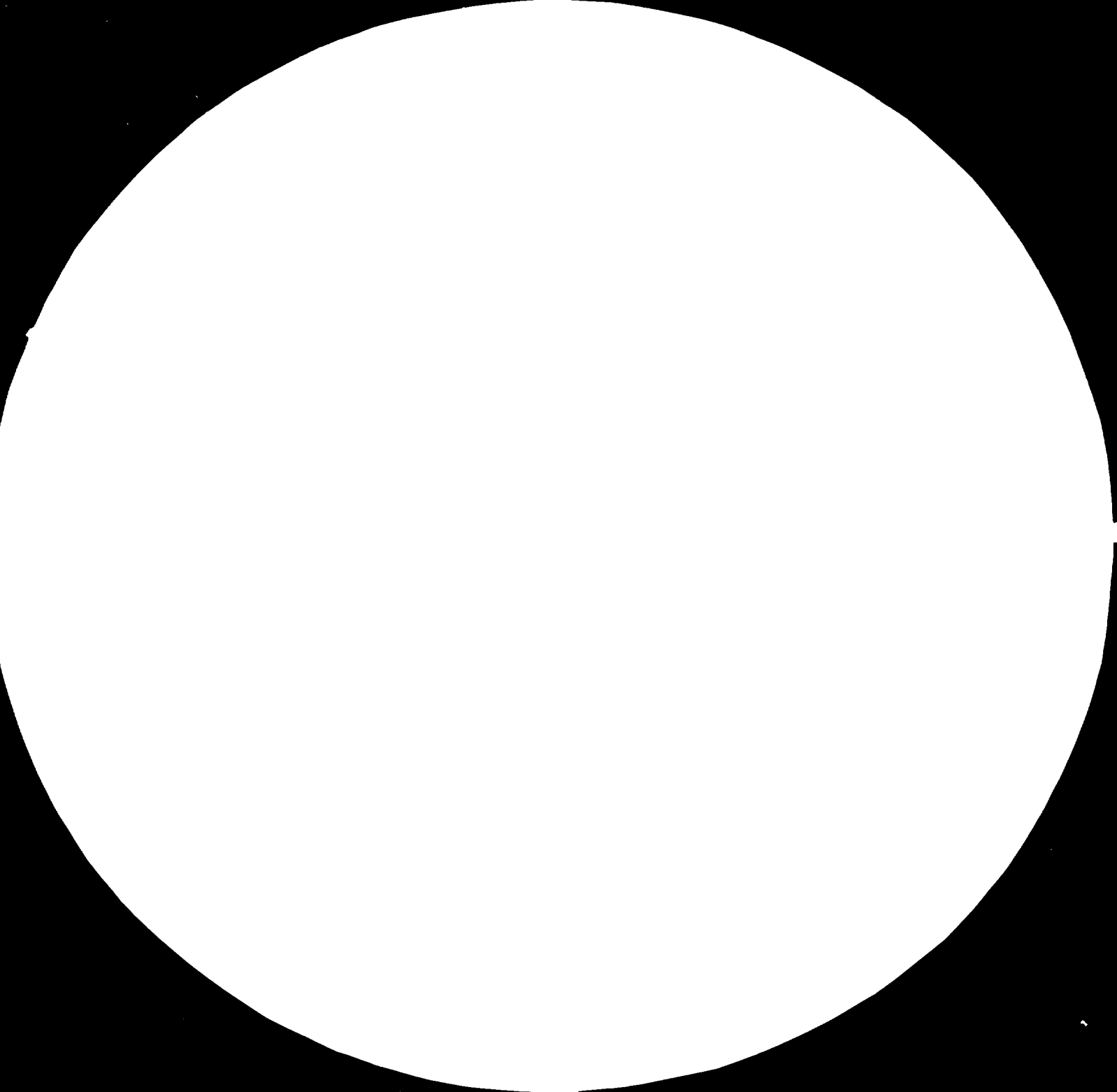
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CONSOLIDATION OF THE MEXICAN INSTITUTE  
FOR ASSISTANCE TO INDUSTRY

DP/MEX/78/011

MEXICO

Technical report: Marketing and consumer packaging design \*

Prepared for the Government of Mexico  
by the United Nations Industrial Development Organization,  
executing agency for the United Nations Development Programme

Based on the work of Dora Boijseauneau, consultant  
in marketing and consumer packaging design

United Nations Industrial Development Organization  
Vienna

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I. INTRODUCTION

The United Nations agency known as the United Nations Industrial Development Organization (UNIDO) was established to co-ordinate all activities of the United Nations system in the field of industrial development.

The main objective of the United Nations Industrial Development Organization (UNIDO) is to promote and accelerate industrial growth in developing countries, with the effective participation of all people in the industrialization of their own country, with a view to assist in the establishment of a new international economic order. UNIDO, with regard to the common goal to encourage and extend appropriate assistance to the developing countries in the promotion and acceleration of their industrialization, supports and organizes suitable industrial training programmes for technicians and personnel.

## II. BACKGROUND

### 1. General Background

From January 1974 to December 1976, upon agreement between the Mexican Government and the United Nations Industrial Development Program, the Project DP/MEX/72/007, Mexican Packaging Institute was implemented with the objective to establish a technological institution capable to carry out specialized functions to assist Mexican Industry in all aspects of packaging .

In 1976, this project was temporarily suspended by the Government, and on April 22, 1977, by decree of the Presidency of the Republic, the Mexican Institute for Industrial Assistance was created, superceding the Mexican Packaging Institute .

The new Mexican Institute for Industrial Assistance, (IMAI) is a decentralized organism form the Secretaria de Patrimonio y Fomento Industrial, created as a consulting institution specializing in packaging, to provide the country with permanent services on packaging information, standardization, analysis, research, testing, package design, quality control, etc.

IMAI is located within the installation of the National Laboratories for Industrial Development (LANFI) which is an organization designed to contribute to the development of the pro-

ductive sector of the country, assisting industry in all aspects concerning the areas of Biotechnology, Mineralogy, Cellulose and Paper, and Chemical Analysis .

IMAI has been kept as a major packaging sector, directing its activities on design and industrial information exclusively towards the packaging field. At the present moment it is in the process of being merged with LANFI, into one autonomous Institute.

IMAI is actually undergoing rapid expansion and is effectively assisting different Government institutions, working in food package development for the Sistema Alimentario Mexicano Plan (SAM) .

The Sistema Alimentario Mexicano Plan was established by President López Portillo to improve agricultural production and the development of ~~highly~~ nutritional food products, with the main objective of helping to fight malnutrition, reduce food imports and create new jobs .

## 2. Objectives

The purpose of the project is to consolidate IMAI from the technical and performance points of view, with regard to its basic activities in the field of packaging . Particular emphasis is put on the enlargement, complementation and specialization of the Institute's technological capabilities, in order to accomplish its role in providing the country with permanent services in the field of packaging information, standardization, training personnel, design, applied research,



testing and quality control; and advice on appropriate packaging industries development .

3. Project Background

Dr. Juan Antonio Careaga, IMAI's and LANFI's Director, is establishing intensive educational and training programs to promote the established objectives. A group of consultants and experts from all over the world have been contracted to work on IMAI /UNIDO projects and orientation programs, directed toward food packaging materials developing .

Part of the plan to consolidate the performance of this program is established in project DP/MEX/78/011/17-31-7. E. subject of this report, which includes specific duties on marketing and consumer packaging design .

4. Project DP/MEX/78/011/17-31-7.E.and Job Description

The expert contracted for this program is a Mexican Consultant in Marketing and Consumer Packaging Design, assigned to the "Instituto Mexicano de Asistencia a la Industria" (IMAI).

Activities were determined by Dr. Juan Antonio Careaga, Director of IMAI and by UNIDO's Project Manager in the field, Eng. Luis Fernando Ceribelli Madi .

This enterprise was based on job description as follows :

1. Prepare and introduce a basic training course on fundamentals of marketing, advertising and consumer packaging design in the light of patterns of the world's trade and social -

systems.

2. Co-operate with the counterparts in the organization of a similar training course, particularly suited to the prevailing conditions of the country's trade and distribution systems, and oriented towards the formation of national technicians aimed at assisting middle sized enterprises.
3. Get acquainted with the structures and diagrams of operations of the IMAI's department responsible for the design of consumer packages and propose eventual re-adjustments for its best achievement of good packages design from the marketing point of view.
4. Guide and co-operate in the design of some models of consumer packages where the marketing function presents particular importance.

### III. FINDINGS AND RECOMMENDATIONS TO THE MEXICAN GOVERNMENT

#### 1. Diagnosis of the Actual Nutritional Situation in Mexico

Malnutrition and bad food habits are two of the main problems prevailing in the developing countries with high demographic growth indexes.

In Mexico, the actual circumstances of production, industrialization, distribution and in general the national and international trade activities, are aimed at fighting against the basic food problems.

The high population growth, at a rate of 3.5 % yearly, produces strong employment demands, several needs of social nature and a distorted regional distribution. This fact has broken the balance between population resources and economic activity.

The migration into the cities is constantly increasing, though overpopulation in the rural sector which actually represents 40 % of total population, persists. This sector has great problems of employment, sub-employment, extreme poverty and great need to improve their living conditions.

2. Conclusion

Mexico, as a developing country is trying to offer better social security, more employment, better working conditions, better institutions and means of communication.

Mexico does not intend to be a model of efficiency and organization, but the determined effort of the Mexican people can be felt in every sector of economic and cultural activity.

The flourishing industry in Mexico is making an impressive effort which is giving purchasing power to the masses.

The Government's main target is agriculture, which will receive most of the Government's budget with the principal objective to bring the country to self-sufficiency in food production, and relieve rural unemployment which in turn will slow-down the migration from the countryside to the towns. The goal for employment growth is 4.2 % and agriculture 5 %.

The dismissal of rural labor and its migration to cities, converted the employment problem into one of urban under-employment.

In Mexico, urbanization has been intensive, but the same cannot be said in regard of industrialization, which has been unable to absorb the labor force arriving from the rural areas.

The agriculture sector is one of the main concerns of the Mexican Government and attracts major development priorities. The national production goals are to be self-sufficient by 1982, and a yearly growth rate of 5 % in the agricultural area which slightly exceeds the growth in population, but which represents a great challenge if we consider that the annual growth rate of agricultural production from 1978 to 1979 was negligible.

The existing limitations as regards cultivatable soil over land tenure, little incentive for large-scale farming and lack of capital is preventing production and modernization of an adequate supply of basic food products and raw materials .

In Mexico the predominant diet groups according to food consumption can be divided in three :

The groups with most deficient feeding diets are those groups which consume mainly corn in restricted quantities and without variation in cooking. They also eat beans in scarce quantities and "chile", occasionally they consume green vegetables. This group also eats uncommon foods in minimal quantities but without any nutritional values .

The second group eats corn, beans and vegetables more regularly, and with more variation in their preparation . Greases and oils appear in their diet as well as wheat, sugar, some other vegetables and fruits. Occasionally, they eat meat in very limited quantities .

The third group has no food restrictions, their diet being varied and comprehensive. Nevertheless, within this group exist a sector with bad dietical habits mainly characterized by the excessive consumption of grease and sugar .

It is important to mention that the food habits can only be changed after a slowly evolutionary process to make people to adopt new habits. Food habits can only be understood in

relation to the intellectual, material and social aspects of life style .

It is impossible to change food habits without making changes in other aspects of life attitudes, and that is the reason why dietary habits have a certain rigidity, and people have difficulties in changing or adapting their food patterns when moving from the country to the city. This rigidity makes it more difficult for the Government to correct the traditional bad nutritional habits of the Mexican population .

It is estimated that 40 % of the Mexican population suffers from malnutrition. Most of the time, this group does not consume enough calories. Only 22 % of the children under four years in rural zones and 40 % of the children in urban areas have normal weight and height, which illustrates the malnutrition of the population .

Results of the 1980 census are not available to date, but the census in 1970 estimated that 40 % of the total population had a monthly income of 500 pesos, 30 % received from 500 to 1499 pesos a month, and only 21 % of the population had a monthly income over the 1500 pesos . Though accurate economic definitions of the socio-economic classes are difficult to estimate because subsequent inflation, salary increases and social changes have altered the socio economic structures nevertheless, this demonstrates the magnitude of the problem affecting basically the lowest groups of the social scale.

There are no studies that can let us know with precision the relation between income and good nutrition. According to the estimates of the Consejo Nacional de Ciencia y Tecnología (CONACYT) in 1970, 65 % of the families settled in cities of over 2500 inhabitants didn't have enough resources to satisfy their minimum subsistence needs .

Unfortunately this sector of the population is the most dispersed and disorganized and they have less opportunities to take decisions that affect their own destiny due to their lack of education .

The Mexican Government is taking aggressive measure to improve the production of basic grains, reduce excessive flow of migrant labor, increase rural incomes, make fuller use of cultivable land and raise per hectare productivity in order to give the country food self sufficiency and ease the pressure of imports.

To improve the nourishing level of low socio-economic population, the Mexican Government is also conducting a strong program to develop high nutritional food products, to alleviate the malnutrition of these groups, consequently it is necessary for the institutions actually developing these products to have a deep knowledge of Mexican food attitudes, habits and customs in order to be able to develop plentiful "Mexican Style" food products .

RECOMMENDATIONS

According to all analysis and studies made during my three months stay in the IMAI and to the different activities on which I had the opportunity to intervene with LANFI I want to make the following recommendations :

1. It is recommended to establish an aggressive educational plan to teach youngsters and pregnant mothers to acquire better nutritional habits. The reason to recommend these target groups is that it is easy to obtain fast permanent result in the formative habits of children and the willing attitudes of future mothers to give birth to healthy strong children .
2. Considering the existing necessities of the governmental institutions to develop nutritional food product for the marginal population, and to their more frequent requests to receive advice form IMAI and LANFI on food products and package development, it is recommended for IMAI to conduct a deep research study on the national food habits and customs of Mexicans in all socio-economic levels .

This study will help the Institute to have clear indications of all the used products, attitudes tendencies, consumer likes, dislikes, potentiality and special characteristics required in the development of food products .

It will also help the Institute to establish adequate criteria in the development and improvement of actual and new package designs--.

The information will help the Institute to make marketing recommendations, development of package design, food product evaluations and to give advice in a more professional way.

3. A research Department should be established in the Institute to help industry to conduct consumer package, design tests, flavor tests, food panels, etc.
4. I want also to recommend to establish short working training programs in industry to give the IMAI personnel involved in the elaboration of studies and projects the possibility to know more closely the industry needs, receiving direct training from their different departments such as production, warehouse, and others .



IV. ACCOMPLISHMENTS

JOB DESCRIPTION - **Duty 1:**

"Prepare and introduce a basic training course on fundamentals of marketing, advertising and consumer of world's trade and social systems."

1. Basic Marketing Training Course

A basic one week training course on marketing was given to IMAI's and LANFI's staff. This course was mainly oriented to the requirements and needs of the Institution and in accordance with the following objectives established by the consultant:

- A. Create awareness of the existing needs to use marketing techniques to complement all studies elaborated by IMAI and LANFI on food packaging, with the necessary marketing fundamentals, to help to make adequate evaluations and recommendations, according to the market and client's needs.
- B. Give general outline of basic marketing information needed to be implemented and integrated in the projects and proposals elaborated by IMAI and LANFI.
- C. Practical applications of important marketing factors to be considered in the development of any project.

Instructional lectures were given as follows to reach the objectives:

- I. MARKETING. Introduction to its concept and main functions.
- II. THE MARKETING DEPARTMENT. Its structure; responsibilities and place in a company.
- III. THE BRAND. Selection, care and protection.
- IV. THE IMPORTANCE OF PACKAGING. Planning and development.
- V. THE IMPORTANCE OF PACKAGING DESIGN. Display, competition, distribution, texts, etc.
- VI. MARKET RESEARCH. The Market, The Consumer, The Product, Sales, Services, etc.
- VII. ADVERTISING AND PROMOTIONS. General aspects.

Notes and bibliography were issued to the attendants for future reference.

See appendix No. 1

The consultant also organized a one day visit to the Design Laboratories of Carton y Papel de Mexico which is one of the biggest companies in Mexico in this field.

An average of 20 persons attended the course every day, which indicates the great interest from the staff in receiving instruction in the marketing field.

This was confirmed when at the end of the course, the attendants were requested to make a written evaluation of the course and everybody manifested their desire to receive more training in the marketing areas.

JOB DESCRIPTION - Duty 2:

"Co-operate with the counterparts in the organization of a similar training course, particularly suited to the prevailing conditions of the country's trade and distribution systems, and oriented toward the formation of national technicians aimed at assisting middle sized enterprises. "

2. Marketing Evaluation of Packaging Studies made by IMAI during the first Semester 1980.

A complete analysis was made of nineteen studies on packaging development, elaborated by IMAI during the first semester of 1980.

The main objective was to determine the basic marketing information required to be included in future studies, according to the trade needs and distribution requirements from the different clients.

Studies were classified in two main groups:

The first group considers merely technical tests studies such as vibration, compression, tension tests, etc.

In the second group were classified all those technical studies requiring marketing recommendations.

It was concluded that the studies developed by the Institute for the first group were perfectly done and

represented no problem as the information required by the client was absolutely of mathematical and technical precision.

In the second group it was considered necessary to include marketing comments to help the client to solve his packaging problems in a practical and easy way with adequate recommendations from the Institute.

In a different meeting conducted by the Technical Director of IMAI, Eng. Abelardo Reynosa, and the head of the Department of Packaging Eng. Francisco Muñoz Ruiz and head of the Industrial Design Department Eng. Efrén González Rocha, it was determined to include all pertinent marketing comments in future studies.

See appendix No. 2 for list of studies analyzed.

JOB DESCRIPTION - Duty 3:

Get acquainted with the structure and diagram of operations of the IMAI department responsible for the design of consumer packages, and propose eventual re-adjustments for its optimum achievement of good package design from the marketing point of view. "

3. "Canasta Básica Nacional" Marketing Evaluation

A considerable amount of time was spent by the consultant working directly with the IMAI's Industrial Design Department, under the direction of Eng. Efrén González Rocha and all his group, intervening in different projects:

"CANASTA BASICA NACIONAL" (Basic National Food Basket)  
CBN

1. Findings

One of the main objectives of the Mexican Government since 1977, is to increase its participation, and to effectively regulate, the supply of basic food products, to give the low income population the opportunity of obtaining adequate nutritional products at low cost, and at the same time, to support the development of agricultural activities and small and medium industries.

A great part of the Mexican population has serious nutritional deficiencies. Bad feeding habits and malnutrition are a consequence of the prevailing social problems; ignorance, poverty and low hygiene standards.

The malnutrition problem, combined with high population growth and production limitations, are serious problems that the Mexican Government is aggressively trying to combat with intensive plans to improve food production and the living standards of the low socio-economic population.

A series of programs, projects, organizations and policies have been established by the Government to achieve these objectives. One of them is the "Alianza para el Progreso Plan" implemented by Compañía Nacional de Subsistencias Populares e Instituciones Filiales (CONASUPO), which is a decentralized company that controls, regulates and plans the production, distribution, sales and industrialization, of basic food products such as corn, beans, rye, wheat, rice, etc.

In order to back the national project to develop low cost foods with high nutritional contents, the "Canasta Básica Nacional" (Basic National

Food Basket) was created, and the Alianza para el Progreso Plan is actually selling basic food products at low prices, distributed by the CONASUPO's distributors and some other Government and private institutions stores.

Upon request from CONASUPO, IMAI conducted a study and evaluation for the different products included in the Canasta Básica Nacional. A complete analysis of the plan, and each of its products was made from the different marketing points of view, and the following was concluded:

2. Conclusions

It is considered that the selection of products presents some problems from the consumer point of view.

In the Canasta Básica Nacional are included products such as flour, beans, pasta, milk, coffee, etc., classified as everyday used products, that require no previous education to be used because they are very well known by all socio-economic consumer levels.

The Canasta Básica Nacional, also includes non daily used products, or products that require



a certain level of education to be prepared, or that need frequent use or training to get acquainted with the flavors, such as canned products, vegetables fruits or texturized soy beans, which are products quite difficult to be acquired by the Mexican low socio-economic groups considering their status, educational level, food habits and customs.

Mexico is fortunately a country where still, fresh fruits and vegetables are available all year long at reasonable prices. Consequently it is impossible for any low socio-economic housewife to feed four or five children with expensive canned vegetables, fruits or meat, as she will need more than one can to serve adequate food portions to her family.

Again, poorer people are not used to canned food flavors, or the cooking procedures of texturized soy bean, and for them to consume these products, it is necessary to modify their food habits. As their economic position improves.

See appendix No. 3

4. Recommendations on Marketing Re-adjustments for best Achievement of Good Packages Design.

1. Recommendations

To facilitate IMAI's Industrial Design Department to obtain basic marketing information to help in the development of consumer package designs, and to help to have clearly conceptualization of objectives and recommendations, a complete detailed outline was handled to head department.

BASIC MARKETING INFORMATION OUTLINE

1. Statistical Information on Population

1. Total population.
2. Urban and rural segmentation.
3. Men and women population.
4. Quinquennial segmentation by ages.
5. Economically active population income level in urban and rural zones.
6. Number of homes- urban and rural.
7. Members by family.
8. Segmentation of families by socio-economic levels.
9. Family expenditure distribution-food-clothing-housing-others.
10. Educational level-adults youngsters and children Primary-Secondary-Graduate.

11. Life-style characteristics of the  
different socio-economic levels.

12. Food habits-national and regional.

## II. Marketing Information

1. General data on the specific market:

- Total market units and value.
- Market growth units and value.
- Market segmentation units and value.
- Competition activity units and value.
- Distribution.
- Prices.

2. Consumer

- Target consumer.
- Consumer profile.
- Consumer potentiality.
- Habits and customs.

3. Product

- Is it new or known product.
- Quality vrs. competition.
- Price vrs. competition.
- Unique selling point.
- Competition.

4. Communication

- Principal characteristics of the product to be distinguished and remembered by the consumer.
- To what conclusions must the consumer reach after seeing or listening about the product.
- What emotive response is expected from the consumer.
- How the product contributes to the consumer's life, style.

5. Graphic and Copy

- Differentiation and consistency with other family brands.
- Essential visual and graphic elements.
- Brand or category needs.
- Legal or corporative restrictions.

JOB DESCRIPTION - Duty 4:

"Guide and co-operate in the design of some models of consumer packages where the marketing function presents particular importance."

5. NUTRIMEX/ALBAMEX Package Design Project

1. Findings

ALBAMEX is a Government's decentralized company, manufacturing livestock balanced food, and is creating a new division to produce high protein human food products.

This new division called NUTRIMEX will be mainly focused on the production of infant food products containing high nutritional ingredients and will therefore, help in the development of the Sistema Alimentario Mexicano (SAM) Plan established by the President of Mexico, Lic. José López Portillo.

The services of IMAI were requested to develop the complete package and graphic designs for their eight different infant food products, as well as designs for their corrugated boxes, and the development of a complete Corporate Identity, Logo Design and Manual for NUTRIMEX.

2. Conclusions:

The NUTRIMEX Package Project was completed by IMAI and presented by the NUTRIMEX Directors to

the President of Mexico in October 12, 1980.

A general Project Outline was elaborated by the consultant to help the Industrial Design Department to obtain and use the basic information on product analysis, consumer profile statistics, markets, etc. This Plataform will help also on future projects.

See appendix No. 4

V. OTHER JOBS PERFORMED AND NOT INCLUDED IN THE CONTRACT

1. Comments on LANFI's Corporate Identity Manual

Upon request from Eng. Carlos Rodríguez Caldera, Administrative Director for IMAI and LANFI, the author made a complete analysis of the LANFI's Corporate Identity Manual.

Comments were that the manual is perfectly formulated and structured, the new logo and color selection perfectly communicates the new dynamic tendency of the Institute to project a modern serious professional image.

It was also suggested to standarize the projects and studies formats elaborated by the Institute for easy identification and to promote the Institute's services with a good promotional plan that must start with a careful analysis of the promotional brochures to confirm if it is adequately motivating industry to use the services of IMAI and LANFI.

2. Implementation of the New LANFI's Corporate Image in Promotional Booklets and Brochures.

Meetings were held with the Public Relations head department, Mrs. Sarah García and Mrs. María Elena Engel, head of the Centro Mexicano de Información Química (CEMIQ) in order to analyze and discuss

the Department's internal plan to develop the Institute's New Corporate Image.

It was agreed to elaborate an industrial research plan to evaluate the actual and devise future information to be included in the booklets according to the different industrial needs.

The consultant prepared a Research Proposal Plan to obtain industry's opinions and main information needs that can help to establish better communications.

3. IMAI's Packaging Information Center

The Government of Mexico, the United Nations Development Programme (UNDP) and the United Nations Industrial Development Organisation have concluded an agreement and are co-operating in carrying out a project entitled Mexican Institute for Assistance to Industry. The objective of this project is to draw a comprehensive program for the development of Mexico's packaging industries.

One input to this study are forecasts of the short and medium term production and consumption of packaging in Mexico, to be undertaken by PIRA and LANFI. These forecasts will be used to calculate Mexico's production capacity, to maximize the utilization of domestic materials and to investigate the need for new materials.



PIRA is the United Kingdom's Research Association for the Paper and Board, Printing and Packaging Industries and functions in common with all United Kingdom Research Associations to:

"Apply scientific research to and for, the prefactibility and social benefit of Industry".

The consultant was asked to participate in the meetings, discussions and initial interviewing activities to carry out the pilot test of questionnaires and information from industrial sources.

4. Analysis on a Nutritious Baby Canned Juice, Fruits and Vegetables Project.

The consultant had a series of meetings with Dr. Edmundo Arias, head of LANFI's Biotechnology Department and Miss Maricela Mondragón in charge of this project.

The main objective is to develop high nutritional processed fruits and juices for babies of the lower socio-economic levels, but there are some contradictions considering that the costs of containers is very high in Mexico, and especially the "GERBER" type pack. Its use automatically places any product in a premium price segment; consequently it was recommended to study other packaging alternatives for baby food products to reach the target consumer.

A marketing plan organizational scheme was handled to Miss Mondragón to help her to integrate all the information required.

See appendix No. 5

5. Sterilized Flexible Package Project

The consultant was requested by Eng. Guillermo Alcayde to analyze the Sterilized Flexible Package Project and give marketing oriented features and suggestions to be included in the development of this plan.

A complete outline on information required was handled.

See appendix No. 6

6. Consumer Food Market Research Proposal

With a high consciousness on marketing orientation the Director of the Instituto Mexicano de Asistencia a la Industria Dr. Juan Antonio Careaga agreed with the consultant on the necessity of the Institute to have deep knowledge on the food habits and customs of the Mexican people, in order to be able to detect the actual and future food needs of adults and children. This information will help the Institute to determine new adequate perspectives on food and package development according to the consumer's needs, and consequently be in a better position to orientate the industry developing nutritional food products especially for low socio-economic groups.

Consequently the consultant made a Consumer Project Research Proposition to obtain the following information:

1. Mexican's Level of Knowledge in Matters of Nutrition.
2. Food expectatives and needs of:  
meat           cereals           vegetables  
poultry       milk products   fruits  
fish           eggs            desserts  
                  pasta
3. Primary and secondary benefits  
(nourishing vrs. hunger mitigation)
4. Consumption habits for these products.
5. Motivations and restraints for consumption
6. Knowledge and appraisal of processed brands-  
packages and package design.
7. Effective image of marketed brands private and  
governmental.
8. Consumer demographic and psychological profile.
9. Principal influences that determine the purchase  
decision.
10. Persons that influence the purchasing behaviour  
of the housewife.

11. Ideal food attributes that determine the product's preference.
12. Future perspectives and tendencies of the consumer towards processed, packed, canned and instant foods.

7. Bank of Statistical Information

It was suggested to Dr. Juan Antonio Careaga, Director of IMAI and LANFI that a comprehensive statistical service be introduced to give a base for further market and other studies and projects.

The consultant, jointly with Lic. Enrique Martínez Serrato, prepared a list of the basic information needed and that can be introduced on the new computer to be installed in the Institute, so that, the information can be used by anybody that requires it.

See appendix No. 7

INSTITUTO MEXICANO DE ASISTENCIA A LA INDUSTRIA

LABORATORIOS NACIONALES DE FOMENTO INDUSTRIAL

BASIC MARKETING COURSE

DATES        22, 23, 24, 25 y 26  
              September, 1980

PLACE        A.T.C.P. Auditorium

I N D E X

I INTRODUCTION

II MARKETING

- A. General aspects
- B. Concepts
- C. The Marketing and Brand Manager
- D. Brand Manager's Functions
- E. The Brand
  - 1. Selection
  - 2. Protection
  - 3. Care
- F. The Marketing Department
- G. Marketing Plan
  - 1. Format

III MARKET RESEARCH

- A. Consumer
- B. Product/Services
- C. Market
- D. Sales
- E. Distribution

IV IMPORTANCE OF PACKAGE DESIGN

- A. General Aspects
- B. Design Needs
- C. Planning and Packaging Design
- D. Importance of the Graphic Design  
Exhibition, Competition, Distribution,  
Copy, etc.

V ADVERTISING

- A. Concept
- B. Advertising Plan

APPENDIX No. 2

1. Baltazar Martínez Alonso      Evaluation of corrugated box and analysis to determine insurance damages.
2. Bendix Frenomex      Vibration tests to automatic equipment
3. Beneficiadora de Coco Acapulco      Evaluation and analysis of corrugated box to contain coconut cream cans.
4. Cajas Corrugadas de México      Compression tests to cardboard cylinders.
5. Cartón y Papel de México      Compression tests to cardboard cylinders.
6. Cartonajes Estrella, S.A.      Compression tests to cardboard boxes to contain glass bottles
7. Celanese Mexicana, S.A.      Vibration and impact tests to double corrugated boxes for polyester fibre bobbins
8. Cía Medicinal La Campana, S.A. de C.V.      Vibration tests corrugated boxes for glass bottles.
9. Cordemex      Preliminary study on characterization of henequen/polipropilene sacs.
10. Dupont, S.A.      Evaluation, re-designing and test for a highly poisonous insecticide and tests of its corrugated boxes.
11. Fábricas de Papel Tuxtepec      Compression tests cardboard cylinders.
12. Industrias Acrara, S.A.      Heat resistance tests on polipropylene pieces for Volkswagen car parts.



13. Licorsa  
Industrialized milk package  
corrugated and transportation  
tests.
14. Degromex, S.A.  
Explosion resistance test for a  
telescopic double corrugated box  
to contain black colorant.
15. Sabricas, S.A.  
Compression tests to simple  
corrugated box.
16. Subsecretaría de Asenta-  
mientos Humanos y Obras  
Públicas  
Development of packaging containers  
to transport office furniture and  
and house-hold goods.
17. Celanese Mexicana  
Compression tests to a compressed  
cardboard cylinder.
18. Central de Análisis  
Tension test to stainless steele
19. Unión Nacional de Productor-  
es de Azúcar  
Tension tests on nylon tape.

GENERAL COMMENTS TO THE NATIONAL FOOD  
BASKET STUDY "CANASTA BASICA NACIONAL"  
( CBN )

I.- Background

The Mexican Government has great concern to regulate, in an effective way, the basic food products market, in order to provide, the low socio economic population, the facility to obtain adequate nutritional products at reasonable prices.

One of the main plans developed to carry out this project, is the Basic National Food Basket, that stimulates the distribution of basic products, and at the same time promotes and assists the small and medium size industry, in food manufacturing .

II.- Analysis of the CBN (Basic National Basket) Products.

Studying each one of the products contained in the CBN, from the Mexican consumer point of view, it's habits, and customs, two basic groups resulted:

a) The group of first need products, that Mexican people consume and know perfectly well and that require no preliminary education for their use such as.

- |                        |                  |                   |
|------------------------|------------------|-------------------|
| 1) Wheat flour         | 2) Soup paste    | 3) beans          |
| 4) dried chilli        | 5) canned chilli | 6) processed milk |
| 7) fresh milk          | 8) rice flour    | 9) coffee         |
| 10) lard               | 11) oil          | 12) cookies       |
| 13) powdered chocolate | 14) jelly        | 15) sardines      |
| 16) corn meal          |                  |                   |

b) In the second group are considered the none frequently used products that require certain education to be consumed in a regular form, or

that are expensive products for the target socio-economic level such as:

- 1) canned fruits
- 2) juices and nectars
- 3) tomato puree
- 4) canned vegetables
- 5) tunna
- 6) dried beef
- 7) dried threaded meat
- 8) soy bean flour

Fortunately, Mexico is still a country where a great variety of fresh fruits and vegetables can be obtained at good prices. People go to the market and can get "for two or five pesos X fruit, vegetable or meat", depending on their economic possibilities of the day.

The opportunity to get canned fruits and vegetables for \$20.00 or \$ 30.00 pesos each can, is not giving this group any benefit. These products, besides being expensive have a peculiar taste to which Mexicans are not used.

As an illustrative data I want to mention that a noodie soup prepared with fresh tomatoes has not the same taste than one prepared with canned tomato puree.

In products such as tunna fish, dried beef and dried threaded meat are products forbidden due to their price. A can of 198 grs. costs approximately \$ 40.00 pesos and a small can is not enough for one family.

One of the products I will like to emphasize is the soy bean flour.

This product has high nutritional value, good price, however, soy is not a known product, nor liked by our people, housewives, are not used to cook it, nor the family is used to its flavor.

III.- Government's Brand Consumers Conceptualization.

Consumer has good image of Government brands concerning basic products, such as: milk, flour, rice, lard , coffee, sugar, etc.

Nevertheless, as soon as the government stamps its brand on canned or elaborated products, they loose their quality image, and the consumer immediately qualifies them as low quality products, furthermore, the price difference between government and private brands, is not, considerable, and consequently they prefer to buy "Known" private brands, when they buy.

The bad quality attributed to the Government brands is basically due to its package, the package designs give the idea of "cheap", and have not the quality package design of the competing products.

IV.- CONASUPO Stores

The distribution of products in the Conasupo stores is a real problem, because they do not have adequate stocks.

The arrangement of the products, in the counter, the neatness and the easy access to them are not well kept.

The quality of packages is highly deficient, a lot of products are found destroyed, especially in products such as: beans, sugar, etc., which are packed by different contracted industries, each of them using different quality materials which represents a problem in quality control.

V.- Recommendations

It is considered necessary to make an analytical marketing study of the State products, with the purpose to really fulfil the objectives.

It is necessary to clearly establish and select the first need products in accordance with the feeding habits and customs of the low class Mexican population, and supply them with good nutritional products at low prices, in suitable packages to give them proud and not marginated feelings.

Complementary products should be elaborated, with educational purposes aimed at giving people new feeding and nutritional habits, by supplying "tasty" healthy food products nutritient good quality products to complement their diet, at a very low cost and in adequate presentations.

It is necessary that all selected food is in accordance with the Mexican people's taste appeal, to its liking and necessity, and if the food is required to be enriched with soy, etc., the people should be educated to accept its flavour. Children is considered the group where good food habits can be formed and the group where an educational campaign can take place, it is considered that a milk with high vitamin concentration, or a chocolate flavored milk enriched with soy might be very well accepted by children.

B.- It is important for the govenment to create a good consumer image.

It is necessary therefore, to:

- 1.- Unbind the government's complementary food products brands from any state or political relationship.
- 2.- Provide the people with adequate products of good quality in attractive exalting packages at really accessible prices.
- 3.- Organize the Conasupo stores, to provide the people with clean well kept products and good service.

RESEARCH RESULTS ANALYSIS FOR  
GOVERNMENT MARKETED BRANDS.

I.-	General	2
	Consume some CBN products.	68
	Do not consume	32
II.-	Consumers Opinion	
	Products have bad presentation.	45
	Products have low quality.	31

First Need Products

	% OF PRODUCTS CONSUMED		O P I N I O N S	
	Products Consume	Do Not Consume	% of Positive	% of Negative
Processed milk	1) 64.5	35.5	63.8	14.5
Paste soup	2) 42.6	57.4	23.8	43.6
Canned Chilli	3) 33.6	65.4	22.2	28.9
Soy bean flour	4) 31.3	68.2	20.6	41.2
Beans (eye)	5) 24.5	75.5	23.1	49.9
Edible oil	6) 24.0	76.0	8.0	50.0
Rice flour	7) 19.0	81.0	25.0	20.0
Corn meal (Maizena)- (package 50%)	8) 16.0	84.0	23.5	35.2
Dried Chilli (habits)	9) 13.2	86.8	21.4	35.7
Soluble coffe	10) 13.0	87.0	35.7	21.5
Fresh milk	11) 11.3	88.7	33.0	17.0
Vegetable fat	12) 7.0	93.0	N/C	2

REASON FOR BUYING

None specific	4.3 %
Habit	9.7 %
Brand	15 %
Quality	20.4 %
Price	50.5 %



Secondary need products.

	% of Consumed Products		Opinions.	
	% of Consume	Do Not Consume	% of Possitive	% of Negative
Soy bean flour (Soyatole)	19.5	80.5	19.0	52.4
Canned vegetables	17.7	82.3	10.5	36.9
Chocolate (eye)	25.0	75.0	29.7	7.4
Dried threaded meat (Machaca)	4.1	95.9	N/commentaries 75	
Dryed beef	2.1	97.9	N/commentaries	
Pig fat	5.2	94.8	40.0	20.0
Tunna fish	35.5	64.5	23.7	31.6
Sardines	19.0	81.0	45.0	20.0
Jelly	25.2	74.3	29.6	33.4
Tomato puree	25.0	75.0	33.4	29.6
Nectars and juices	20.0	80.0	31.7	22.8
Cookies	35.5	64.5	23.6	44.8
Canned fruits	19.6	80.4	14.3	23.8

PLATFORM FOR THE NUTRIMEX PROJECT

I.- INTRODUCTION

To support the established program by the President of the Mexican Republic on the Mexican Alimentary System (SAM), ALBAMEX is establishing a filial company called NUTRIMEX, S.A. de C.V. to produce high nutritional human food that will help to increase the nutritional level of the socio economically marginated people.

The principal objective of NUTRIMEX, S.A. de C.V. is to supply high quality low priced food, products with high nutritional value, adequated to the customs, likes and dietie habits of Mexican people, backed in attractive presentations to really encourage the consumer to buy them.

ALBAMEX requested National Laboratories for Industrial Development (LANFI) for the elaboration of a complete graphic design project including:

- 1.- Development of a corporate graphic design for NUTRIMEX, S.A. de C.V.
- 2.- Development of graphic designs and names for each one of the products distributed by NUTRIMEX:  
Cereal with honey                      Texturized protein  
Rice Flour                                      "Atoles"  
Beans with "Chorizo"                      Baby Porridge
- 3.- Graphic design for the "ALIANZA" products to be manufactured by NUTRIMEX, S.A. de C.V.

II.- MARKET

With the purpose to obtain verification parameters of the graphic designs elaborated for NUTRIMEX, attached you will find an analysis of each one of the products related to general market aspects and marketing conceptualization.

WORK SCHEDULE FOR THE DEVELOPMENT OF THE NUTRIMEX PROJECT

1.1 Corporative image

Concept	Execution Initiates	Time Finishes	Responsables
1.- Analysis and recopilation of corporative information	August 15	August 19	Beatriz Arredondo Maité Thomé D.B.S.
2.- Alternatives development	August 20	August 22	Beatriz Arredondo Maité Thomé
3.- Preparation of sketches	August 25		Efrén González Beatriz Arredondo Maité Thomé Rosalina Cano
4.- Final approval for Development	August 26	August 27	Ing. Arana
5.- Implementation of approved idea	August 28	August 29	Beatriz Arredondo Maité Thomé
6.- Elaboration of an original logotype	Sept.2	Sept. 5	Beatriz Arredondo Maité Thomé
7.- Elaboration of the Handbook	Sept.2	Sept.26	Beatriz Arredondo Maité Thomé
8.- Final presentation and delivery		Oct.3	Efrén González Beatriz Arredondo Maité Thomé Rosalina Cano

11.- Package design for food products, children and general

Concept	Execution Initiation	Time Finishing	Responsables
1.- Recopitation and analysis of basic information	August 15	August 19	Rosalina Cano D.B.S.
2.- Analysis of competitive products and designs in the market	August 20	August 22	Rosalina Cano D.B.S.
3.- Names elaboration session	August 25	August 25	Rosalina Cano D.B.S.
4.- Names selection	August 25	August 25	Rosalina Cano D.B.S.
5 - Text elaboration	August 26	August 27	Rosalina Cano D.B.S.
6.- Prepare texts presentation	August 28	August 29	Rosalina Cano
7.- Presentation of names and texts for selection	Sept. 2	Sept. 3	Efrén González Rosalina Cano
8.- Development of ideas for packages with corporative symbol	Sept.4	Sept.15	
9.- Elaboration of dummies	Sept.16	Sept.30	
10- Presentation and selection	October 3		
11- Elaboration of originals	October 6	October 17	

Graphic design of packaging

Concept	Execution Initiation	Time Finishing	Responsables
Alternatives development	Sept.17	Sept.30	
Presentation	October 3		

DESIGN AND PACKAGING ANALYSIS  
BABY PORRIDGE

The only nursing cereal of this type in the market is "CERELAC" which is a fairly new product.

GERBER has a protein cereal but has no milk in its content.

CERECAC is sold in cans, with a graphic illustration of a family and on the copy they appeal to all the vitamin characteristics of the product.

CERELAC has a strong vanilla flavour which makes it tasty.

BABY PORRIDGEPROTEIN CEREAL

BRAND	MANUFACTURER	FLAVOUR/TYPE	PRICE	GRS
CERELAC	Nestlé, S.A.	Nursing cereal with vanilla	33.40	400
PROTEIN CEREAL	Gerber	Pre-cooked with 35% protein	30.00	230

INDICATION	CONTENTS	INDICATIONS
<p>Combined with water, fruits, juice or milk</p>	<p>whole milk            Vitamins E,            sacharose            Vitamins A,            lysin.            Vitamins B2,            phosphate            Vitamins B1,            Iron            Vitamin B6-            Vitamin PP-            Vitamin D            Calcium            pantotenate            Vitamin B12,-            Vt.-C.</p>	<p>Minimum ration 5 table spoons in 150 ml of boiled water. Can be increased up to 7 table spoons in 210 ml (1 table-spoon=7 grs.)</p>
<p>To facilitate digestion combined with milk, juice or boiled water.</p>	<p>Soy            Oats            Sugar            dicalcium phosphate            calcium carbo-            nate thiamine            (B1)            Riboflavine -            (B2) niacin</p>	<p>Minimum 4 or 5 table spoons of liquid for each table spoon of cereal (1 table spoon = 2.5 grs.)</p>



ANALYSIS OF DESIGNS AND PACKAGES IN  
THE MARKET

CORN BUBLE TYPE CEREAL

1.- There are two important cereal brand manufacturers, Kellogg's and Mizoro, each producing a great diversity of cereals which are packed in collapsible boxes of 28 and 200/250 grs. approximately, all of them oriented to children type graphic designs.

A personality and an individual name is given to each type of cereal just as: Dulcereal de Trigo (Sweet wheat cereal), Zucaritas (Sweet corn flakes) Chocokrispies, Corn Flakes, Azucaradas (Sweet corn flakes) Nevaditas (Sweet wheat cereal) Raicisa, etc.

2.- Kellogg's has one presentation and it is called "Corn Pops", corn bubbles with sugar and has in its package the picture of a cow boy.

Maizoro, actually has in the market a complete line of cereals called "corn puffed Sweetmeal" and is grouped as "The New Maizoro Family"

A drastic change is seen in the graphic design because they are appealing to different animal illustrations cartoon type, following the patterns of the North American cereals of General Mills.

Maizoro has three different types of corn puffed cereal.

puff's - with chocolate flavour

sweetmeal- with strawberry, lemon and orange  
flavour.

Puffed sweetmeal - with sugar.

All the packages are printed in full color and absolutely in all of them, one face is for the promotional aspect, only in the case of Kellogg, recipes and nutritional data are given on the sides of the boxes.

CORN BUBBLE TYPE CEREAL

BRAND	MANUFACTURER	DESCRIPTION	PRICE	GRS.	HOW TO SERVE	Sale arguments
CORN POPS	Kellogg's	corn bubbles	6X22.90	28	With milk	With six vitamins and iron Minerals & vitamins B1, B2, B6, A, niacin folic acid, iron
Puffs Maizoro	Cereales	Corn puffs with cocoa	12.60	200		New Maizoro Family
Bubbles	Industriali- zados, S. A. de C. V.	Bubbles Lemon, strawberry and orange	13.90 6X16.20	200 28		
Sweetmeal		Sweetmeal with sugar	11.60	200		

PACKAGING AND DESIGN ANALYSIS

INSTANT BEANS

In the market there are five brands including ALIANZA

Kellogg's

Kellogg's Super 3

Al Minuto

Alianza

Ultra Rapido

Excepting Alianza all packages have pictures of prepared beans in the front face.

on the back and sides of Kellogg's package they use a picture of a recipe and to illustrate its preparation they use vignette.

Al Minuto and Alianza have the same back and front faces.

INSTANT BEANS

BRAND	MANUFACTURER	FLAVOUR/TYPE	PRICE	GRS.
Instantaneo	Kellogg's de Mexico, S. A.	black/granulated	14.80	250/ 8 rations
		bay/granulated	14.80	250/ 8 rations
Super 3	Kellogg's	black/granulated	5.50 21.50	110 250/275
Al Minuto	Derivados de Maiz, S.A.	black/granulated	7.00 12.00	200 400
Ultrarapido	Cereales Industrializados, S.A.	bay/powdered	6.00	200/ 9 rations
Instantaneo Alianza	Industrias Conasupo	black/powdered	9.50	500/16 rations
		bay/powdered	9.50	500/16 rations

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**PREPARATION****SALE ARGUMENTS**

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fried. 1 cup beans/1 cup 100% pure beans  
boiling water

fry and season

vignettes for use

fried  
1 cup/1 cup boiling water

dehydrated beans  
vignettes for use

snacks  
1 beans  $1\frac{1}{2}$  broth/milk

cooked - dehydrated

1 beans  $\frac{1}{2}$  water fry

clean, cooked and  
grinded

fried - beans- water-  
fry

PACKAGING AND DESIGN ANALYSIS

TEXTURIZED PROTEIN

In the market there exist two brands: Protoleg and Nutricasa.

1.- Protoleg - Has four different flavours; meat, chicken, bacon and natural, excepting Protoleg Natural Flavoured that comes in boxes of 300 grs. all the rest come in 200 grs.boxes.

This product is pelletized and in all cases, the box is illustrated with an appetizing dish in full color.

The back and sides of the package are dedicated to recipes illustrating each dish.

2.- Nutricasa-Has three different types: grind meat, meat pieces and chicken pieces. The product is granulated and when it is called "grind" it has a smaller granulate.

Nutricasa has a design that is more in the tendency to get a "flavour impact" as it uses pictures with more attractive food and colors, even though they are not attached to the reality of the product.

Nutricasa -uses its design for the two principal faces and in the sides a recipe illustrated with a picture.

Each one of the brands has its own logotype and registered brand.

From the brands Nutricasa makes reference to nutrition and Protoleg to proteins.

VEGETAL PROTEIN PRODUCTS

BRAND	MANUFACTURER	FLAVOUR/TYPE	PRICE	GRS.	PREPARATION	SALE ARGUMENTS
Protoleg	Industrias de Alimentos S. A.	Meat/pelletized	14.00	200/600	1 lt. water - 3 min.	Soy texturized protein
		Chicken/ "	14.00	200/600	2 lt. water (hot)30 min.	
		Bacon/ "	14.00	200/600	1 lt. water 3 min.	
		Natural/ "	14.00	300/1 Kg.	1 lt. water/salt 30 min	
Nutricasa	Nutrimentos y complementos alimenticios, S. A.	Grind meat/ granulated	14.40	165/500	½ lt. hot water-10 min.	soy protein vegetable protein texturized and hydrolyzed, has no animal grease
		Meat pieces/ half granulated	14.40	165/500	½ lt. hot water 10 min.	
		Chicken/granula- ted	14.40	165/500	3 cups water 10 min.	



THICK

BRAND	MANUFACTURER	FLAVOUR/TYPE	PRICE
Maizena	Prods.de Maiz	corn duryea	1.80
Cremaiz	Promotora de Productos y Mercado S.A de C. V.	corn meal	2.40
		cremaiz envelopes strawberry, nuts chocolate, vanilla coconut, pineapple banana, cinnamon	
		box without flavour	7.60
		box without flavour	12.40
Gloria	Empacadora del Bajio, S. D.	corn meal for atole and desserts vanilla, strawberry	3.30
Creमतole	Productos Nutral, S.A.	coconut, pineapple cinnamon, cherry milk, almonds	2.60
Pronutri Soyatole	Industrial de Alimentos, S.A.	Strawberry, chocolate vanilla, nuts, coco- nut	6.60

\* envelopes

SOUPS (ATOLES)

GRS.	PREPARATION	SALE ARGUMENT
45	$\frac{1}{2}$ cup in 3 cups water	Natural thick soup-fruit dessert-sweets-confectionery, etc.
50*	$\frac{1}{2}$ cup in 3 cups water	
425		tamales, cakes
750		
100	45 gr. X $\frac{1}{2}$ lt. milk	Atole, desserts
150	full package in 1 lt. milk/water	Atole, pudding, desserts
200	5 table spoons in 1 lt. water	Atole

RICE

BRAND	MANUFACTURER	FLAVOUR/TYPE	PRICE
Tres Estrellas (Three Stars)	Lance Hermanos	Rice flour with vitamins	6.60 12.80
CISA	Cereales Industrializados S. A.	Rice Flour	6.50 12.50
GAMESA	Gamesa, S. A.	Rice Flour	4.60 11.80



FLOUR

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GRS.	PREPARATION	SALE ARGUMENT
250 500	with water or milk	natural products with vitamins for all ages
250 500		natural properties
250 500	with water or milk	easy preparation economic



MARKETING PLAN ORGANIZATIONAL

I.- INTRODUCTION

II- BACKGROUND

- Baby food market
- Infant population
- Growth
- Socio-economic levels

III- MARKET

- Size of the market-units and value
- Market growth
- Actual products marketed
- Presentations and sizes
- Consumption by presentation or product type
- Price
- Distribution
- Advertising support
- Competition

IV.- PROJECT DEVELOPMENT

- Reason and objectives for product selection
- Raw materials availability
- Nutritional characteristics of the product
- Formulation
- Laboratory test

- Flavor test with babies
- Packaging
- Costs

V.- CONCLUSIONS

VI- RECOMMENDATIONS

STERILIZED FLEXIBLE PACKAGE PROJECT

BACKGROUND	INTERNATIONAL INFORMATION	ANALYSIS
<p>1.- PROJECT REASON - opportunites</p> <p>2.- ACTUAL MARKET IN MEXICO - structure   production   consumption   value   growth   materials   availability   costs   procedures</p> <p>- processed foods   segmentation   participation   growth   manufacturers   consumers   costs</p> <p>3.- PROBLEMS AND OPPORTUNITIES   OF PROCESSED FOOD   PACKAGES BY CATEGORY</p> <p>4.- CONVENIENCE AND   INCONVENIENCE OF THE   ACTUAL FOOD PACKAGES   ACCORDING TO FINAL   CONSUMER</p>	<p>1.- What countries are actually   manufacturing this package.</p> <p>2.- For what products.</p> <p>3.- Acceptability tendencies by   the industry and the final   consumer.</p> <p>4.- Positive and negative aspect   vrs. traditional packages.</p> <p>5.- Cost comparison.</p> <p>6.- Raw materials and other   materials availability.</p> <p>7.- Machinery available and types   of different manufacturing   processes.</p> <p>8.- Investment required.</p>	<p>1.- Problem and opportunity analysis   on actual traditional package   vrs. sterelized flexible package</p> <p>2.- Determine use feasibility   according to processed food</p> <p>  a) consumption   b) costs   c) growth   d) investment   e) potential market   f) etc.</p> <p>3.- Determine which are the more   adequate materials, machinery   and product processes to be used   in Mexico for the manufacturing   of food products with sterelized   flexible package.</p>

STATISTICAL INFORMATION REQUIRED TO STANDARDIZE

IMAI AND LANFI DATA

I. POPULATION

Urban

Rural

Men

Women

Quinquennial age groups

Educational Levels

Housing

Health

Birth and Mortality

II. EMPLOYMENT

- Economically active population

- Income Levels - Urban and Rural

- Percentage of income spent on:

Food

Housing

Dressing

School

Health

Others



III AGRICULTURE, LIVESTOCK, FISHERY AND FORESTRY

Production

Exportation

Importation

National Consumption

Investment Levels

Growth Rate

IV MANUFACTURING INDUSTRIES - FOOD - CELLULOSE AND PAPER

CHEMICALS - TEXTILE - WOOD - FINPLATE - ALUMINUM -

PACKAGING - MACHINERY AND EQUIPMENT

Production

Exportation

Importation

National Consumption

Investment Level

Growth Rate



