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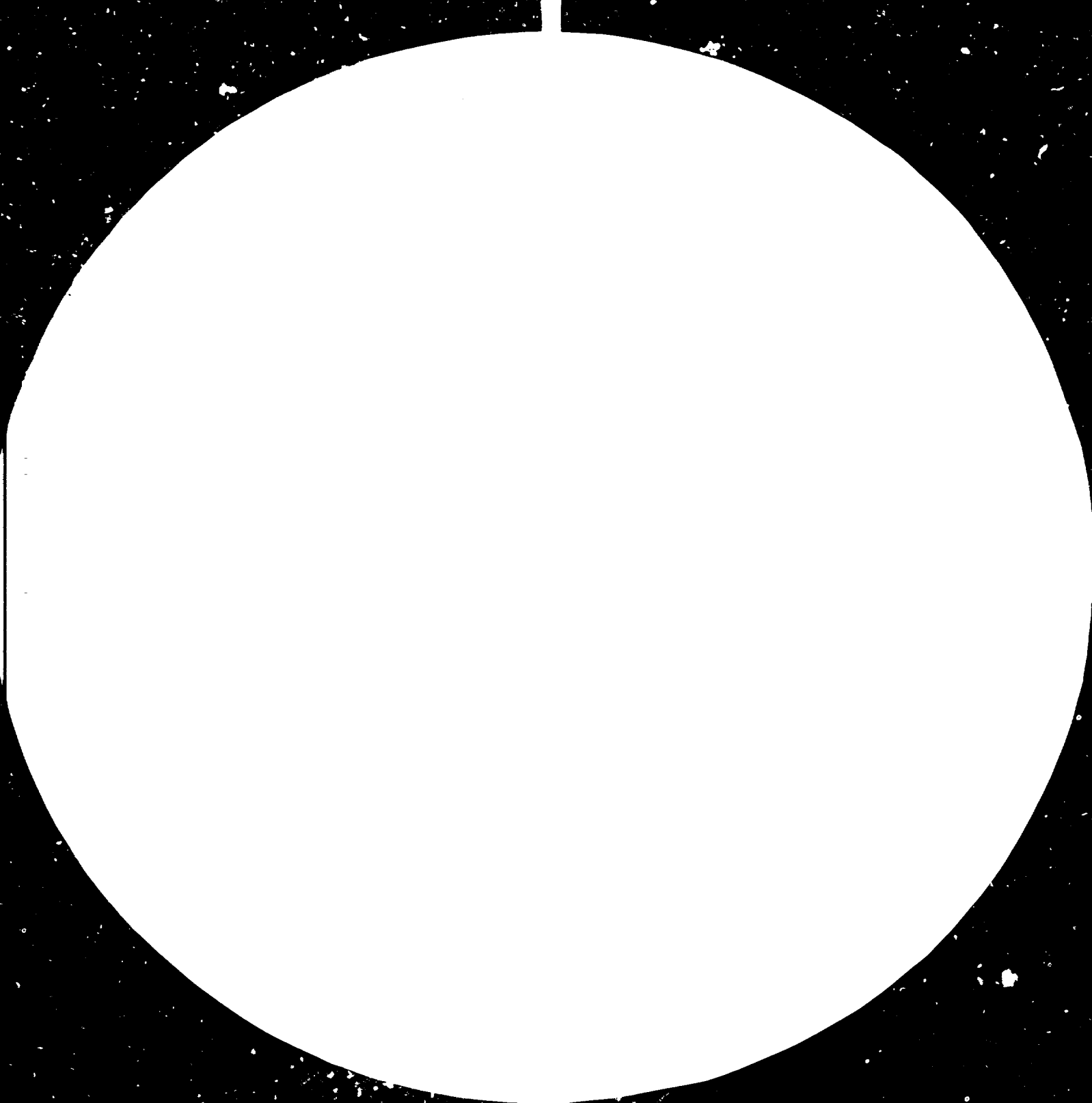
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8 September 1982  
English

KOREA DESIGN AND PACKAGING CENTER, PHASE II

DP/ROK/78/008

REPUBLIC OF KOREA ,

Technical report: Graphics and configuration of packages\*

Prepared for the Government of the Republic of Korea  
by the United Nations Industrial Development Organization,  
acting as executing agency for the United Nations Development Programme

Based on the work of Guy. L. Chevallier,  
consultant in the graphics and configuration of packages

United Nations Industrial Development Organization  
Vienna

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## I. SUMMARY

Packaging design is a complex discipline requiring artistic talent and ability to grasp technical problems.

KDPC (Korea Design and Packaging Center) is the only government institution sufficiently equipped to handle all aspects of packaging studies and development of packages; these facilities are essential to the development of all industries, particularly to the small and medium scale entrepreneurs.

Within KDPC, packaging design is handled by a design studio dealing with, graphic design, visual communications, packaging and product design.

Even though quite capable of handling packages studies, the skilled and talented designers have not received particular training in this field, and are therefore insecure in dealing with package design. Through its various department KDPC is perfectly capable of providing designers with the technical knowledges they need, to solve most of the packaging problems faced by the Korean industries. Only in highly specialized fields -like packaging of electronic components- some assistance may still be required.

It is therefore now up to KDPC management to make use of the knowledge it has acquired, the dedication of its staff, competent but isolated in their own specialty, and bring together these knowledges, dedication and competences in a working pattern adapted to solve all the aspect of a complex packaging design project.

This can easily be achieved by

- Organising the training of the designer in all technical aspects of Package Design. The Design Education Department is perfectly capable of organising this training, which must be essentially practical.
- Improving the cooperation of its various departments by carrying design projects under the responsibility of project coordinators. responsible for all phases of a project, rather than distributing the work to department, working separately.
- Taking the necessary steps to promote its consultancy services in order to stimulate requests from industries, and provide KDPC with sufficient activities to justify its existence, and further UNDP assistance.

As a more general approach to the assistance required for the development of small and medium scale industries in Korea, a recommendation is made proposing the establishment of a "Coordination Committee" bringing together the various government institutions involved in assisting these industries in their effort for expansion.

## II. THE MISSION

### A. Job Description

Post title	Consultant in the Graphics and Configuration of Packages
Duration	Three months
Date required	As soon as possible
Duty station	Seoul, with possibility of travel within the country
Purpose of project	The government is very much concerned with the increase of exports and substitution of imports by improving the quality and increasing the supply of nationally manufactured goods. The Korea Design and Packaging Center is expected to assist the industry to improve the design and quality of packaging, for multiple purposes of presentation, protection and handling, through the transfer and adaptation of advanced packaging technologies and the establishment of quality standards and testing procedures.
Duties	Reporting to the co-ordinator of UNIDO's projects in the UNDP Headquarters and working in co-operation with the counterparts of the Korea Design and Packaging Center (KDPC), the expert will specifically be expected to: <ol style="list-style-type: none"><li>1. Advise and assist the KDPC in planning and organising its package design activities to cope with marketing research;</li><li>2. Train the KDPC personnel in basic principles and procedures for the design of consumer goods' packaging;</li></ol>

3. Provide technical knowledge in the preparation of package graphic and configuration design, for instance - logo, symbol, colour matching, photo, illustration directing and packaging construction, material, function, form, etc.;
4. Give advice on the use of such equipment items as poscolour 7100, colour key machine, design scope and VGC CPS 320.

The consultant will also be expected to prepare a final report, setting out the findings of the mission and recommendations to the Government on further action which might be taken.

Qualifications	Packaging Designer with university degree or equivalent practical qualifications, particularly experience in the graphics and configuration design of packaging.
Language	English

#### B. Background of the Mission

Under the fourth Five-Year Economic Development Plan the Government is continuing to place heavy emphasis on the promotion of both light and heavy industry and on the export of industrial products. The total value of exports, which increased from US\$1,624 million in 1972 to US\$12,500 million in 1978, is projected to rise to approximately US\$20,000 million in 1981, while an estimated 92 per cent of this total will be composed of manufactured goods. In order to reach this target, the country will have to continue to improve the quality of its exports and diversify its markets. At the same time, emphasis will also be placed on import substitution by increasing the supply of high quality manufactured goods to the local market.

An important requirement for increasing the marketability of local products, both at home and abroad, is the continuous improvement of packaging for both presentation and handling purposes. The Korea Design and Packaging Center(KDPC) is expected to play an important role in this respect by continuing to assist industry to improve the design and quality of domestic



packaging through the transfer and adaptation of advanced packaging technologies and the establishment of quality standards and testing procedures.

### C. Planning of the Mission

The expert arrived in Seoul on October 19, after two days briefing in Vienna. After being introduced to the various Department the Program of the mission was discussed.

It was to include:

- Lecture at several universities,
- Visit of manufacturers of packages, and printers,
- Assistance to designers in carrying their project,

at the request of the expert were added

- Visit of adverting agencies and design studios
- A seminar on package design with a marketing approach.

As there was little packaging projects under study it was agreed with the UNDP Project Coordinator that the expert would make his experience in Research and Development of Industrial Product available to the product design section, quite busy at the time of the mission.

## III. INTRODUCTION

### A. On Packaging Design

It must be emphasized that the design of a package can not be undertaken without strict references to;

- The packing equipment the package will have to fit in
- The functions the package has to perform

- The material the most appropriate to satisfy these needs
- The technics involved in producing the package with that material.

Only when this is clearly established can the configuration and the graphic design start taking into consideration the marketing objectives to be achieved.

Packaging design requires therefore artistic talent and an ability to grasp technical problems. It is therefore a discipline which complexity is often overlooked, mostly when one consider that a consultancy in packaging design is terminated when the package has been tried on the packing equipment and accepted. Technical assistance is therefore often required during the manufacturing and try out phase. It would be pointless to design beautiful packages if they can't be manufactured, or are poorly reproduced.

#### B. The Packaging Industry in Korea

The major manufacturing groups, dealing with consumers goods, have established affiliated companies to produce the packages they need. Designed by their own studios and developed by well trained engineers, the production, even though not always very adequate from a strictly graphic point of view, is quite good. However quality control is irregular and does not always meets standard required by international market.

If a proper manufacturer does not exist within the group, the overall technical know how of the group R & D and Packaging Design Department is quite adequate to assist manufacturers outside the group. Except in the testing of packages these powerful groups need little assistance.

The situation is quite different with medium and small scale industries, whether they are manufacturing consumers good, or packages, as they can not afford R & D or highly competent engineers or designers to develop the packages needed for competitive foreign or domestic market.

There is therefore need for assistance to:

- a. Manufacturers of consumers good to help them develop the most suitable package for their products, using their existing packaging technics and equipment or more performing equipment to be acquired.
- b. Manufacturers of packages to help them produce better packages in their own specialty, including also recommendation of acquisition of new equipment to deal with new materials, transformation technics, making possible the manufacturing of more desirable packages.

This assistance is normally dispensed by manufacturers of raw materials, machine to produce packages, or equipment used in the packaging operation. As this market remains small in Korea, this assistance is scarcely provided. Manufacturers are more or less left on their own, and their best and maybe only hope at the moment is to call an KDPC for assistance. This assistance is basically technical.

#### C. The Korea Design and Packaging Center

KDPC organization is based on 3 major activities.

- a. Promotion of good design through exhibitions, publications, seminars and a well documented library. Every year a course on packaging is given at KDPC with the participation of its staff and guest lecturers (100 hours, 4 hours, 5 days a week).  
Even though well handled, this activity remains very academic, and the content is not always in relation to the state of development or the basic needs of the packaging industry.
- b. Consultancy services offered to all manufacturers in product and packaging design as well as packaging testing.
- c. Manufacturing of corrugated cardboard and boxes at two plants in Seoul and Pusan.

The expert mission called essentially for close collaboration with the design studio part of consultancy services.

#### IV FINDINGS

##### A. KDPC Consultancy Services on Packaging

They cover two related activities:

- Research Development and Packaging Design
- Testing of Packaging (Package, materials etc.)

The expert was called to participate in two package design projects:

- Graphic design for 4 different boxes (cardboard and plastic) to pack welding electrodes.
- Configuration and graphic design of a plastic container(275 ml) for a baby powder.

Even though these projects did not require any special studies on packaging material, packing technic/equipment or manufacturing of package, they were used by the expert as basis of appreciation of KDPC consultancy services.

They enabled him to collaborate or have contacts with the various KDPC specialists. Through this the following statements can be made.

##### Designers abilities

Packaging Design is handled by a section of the design studio. The section employs 5 designers including the section chief. Highly skilled, talented and efficient in the speciality in which they have received university degrees -essentially flat design, they were part of a much larger team of designers who left KDPC. Except for one they have little experience in 3 dimensional design and in solving the technical problems of packaging design. Mostly interested in their own design field- graphic design,

visual communication, textile design, the expert feels that they consider that technical problems are to be handled by engineers.

### Design Approach

Remain very "school like" and need more professionalism.

- Strong emphasis is put on exploring existing solutions, rather than analysing the problem to establish priorities for decision making.
- An over practice of small scale perspective sketches, rather than direct study on full size 3 dimensional mock-up is due to the lack of confidence on their ability to deal with the projects.
- As it is not customary to tell a client his problem should be approached in a way different from what he requests, an overall design approach is difficult, and projects are limited to what the client has asked to do.
- Designers are much too confined to their desks doing what they are told to do. They rely on a well documented library to collect information. As already mentioned by previous experts they should have more contact with the packaging industries and the market.

### Work Organization

Planning, working schedule, and organization of design projects are well handled, and assignments are well distributed thus leading to efficiency. However a hierarchic organization prevails like in the other organizations visited, and the "do as you are told attitude" prevents designers from positioning their work with an overall understanding of the whole project. Senior designers are not sufficiently contributing to the work of their assistants. There is not enough exchange of ideas or team work.

A more open operating structure would stimulate the development of talent leading to innovation. Studio files are badly needed.

### Equipment

The ISUMIYA Design scope was delivered in April 1981, and all designers are quite familiar with its operation.

Two others graphic processor machine were delivered in December 1981. Manufacture by VISUAL GRAPHIC CORPORATION The

STAT CAMERA VGC 320

POS ONE 700-720 CAMERA PROCESSOR

are not yet in operation. Designer will have to be trained to operate these very sophisticated equipment, and it is expected that they will make full use of their high performances for which these are yet little demand.

Basic equipment like drafting tables, T square, triangle etc., which are much too scarce and in poor condition must be acquired, or renewed.

Also photo type setter, light scope and small blue-printing equipment are necessary. A list has already been submitted to the project coordinator.

### B. Counterpart Collaboration and Expert-Staff relationship

An excellent counterpart was always available to help the expert in organizing contacts, and making visits; he was also very good at smoothing delicate situations.

Apparently good relationship have developed between the expert and the KDPC staff. With non-english speaking designers communication could be easily established through sketching as they are clever, witty and eager to get advice.

The International Affairs Department was diligent in taking care of professional and personal matters. Even though transportation was somewhat of a problem the expert express satisfaction for the help he received during the mission.

### C. Marketing Practice in Korea

The practice of marketing in Korea seems to be extremely limited, as the domestic market does not request yet manufacturers to develop sophisticated marketing strategy.

They apparently rely mostly on price, or increasing content in order to maintain or gain position on the market. Added value analysis approach is not practiced. Advertising is limited to T.V and Press, with limited posters. Merchandising items such a point of sale materials are almost inexistent; great use is made of well printed informative leaflets, and calendars are the major public relations items used by most manufacturers.

Market investigation is strictly statistical and witness sales drops or increases with limited analysis of reasons.

Regarding export market investigation and advertising, advertising agencies admit not to be yet equipped to handle these matters, as they do not have overseas correspondent.

The only source of informations is the Korea Trade Promotion Corporation, equipped to carry market investigation abroad which remain mostly quantitative. Generally speaking designers are not given proper qualitative market informations to help them in their work, and therefore are unable to carry design with a marketing approach. It is however expected that this situation will evolve rapidly as the Korean market of consumers goods is getting more and more competitive.

### V RECOMMENDATIONS

Even though skill, talent, equipment, efficiency and dedication exist in every department, KDPC seems to be experiencing same difficulty in establishing its reputation and increasing its activity as a consultant on packaging.

- KDPC management seem reluctant to promote the consultancy services, particularly on package design due to the lack of experience of its designers.

- KDPC is not gaining reputation because of the lack of outstanding references.

This situation can easily be improved by the following recommendations.

A. Training Designers in Packaging Design

KDPC management can easily improve the competence of its designers in the packaging field, without any further UNDP assistance if it undertake a few simple actions, some already recommended by previous experts.

KDPC management could:

- a. Send designers for several weeks to the most competent packaging manufacturers to familiarized themselves on problems related to a particular material or technique. For instance a KDPC Designer, working during three weeks with the R & D Department of a glass manufacturer like Yeongdeungpo Glass Plant, would soon know enough about the manufacturing of glass containers to be able to design them and assist others KDPC designer on this matter.
- b. Make arrangements for the training abroad of one designer willing to acquire competence in packaging design. This training should not be academic, but practical, and could be acquired while working for a minimum of one year in a design studio specialised in the packaging of consumers good.
- c. Establish within KDPC staff a system of exchange of technical informations on simple detail part of a package -for instance sealing cap for vacuum packed good product like instant coffee- one KDPC engineer or designer will be requested to visit factories collect information and samples and explained his findings to his colleagues at weekly 20 to 30 minutes informal talk. A selection of topics to be covered would be proposed and participant would choose topics they are particularly interested in. Within 6-month most of packaging technical problems would be covered and a "bank of information" as well as a general survey of the technical level of the Korean packaging industry would be made.



This type of investigation would be much more realistic than those carried in the library on technics which are not always available in Korea.

These exchanges of information would greatly improve the communication between the various department of KDPC which are too isolated in their own speciality. KDPC Education Department is perfectly able to organise this very simple training program.

NE It must be stressed than KDPC can not have specialist or every field of packaging, it would request a gigantic staff of engineers and designers. Therefore it is extremely important that KDPC staff broaden their field of competence:

- d. If such actions did not improve rapidly the competence of the actual designers which may not have the frame of mind necessary to grasp the technical aspects of packaging design. They are plenty of talented designer in Korea. The expert was quite impressed by the academic level of the design schools he visited, and by the exhibition of the Korean Society of Industrial Designers. Therefore it is quite possible to enroll proper staff if necessary unless, for some reasons, competent designers are not attracted by KDPC organization.

#### B. Project Coordination

In order to solve the communication problem related to the vertical hierarchic organization on which KDPC is operating, facilitate horizontal connection, and improve efficient team work, it is suggested that each complex packaging design project be handled by project coordinators. Chosen among the most experienced staff of any department these project-coordinators would be entirely and directly responsible for carrying a project through, and able to call on personnel of each department selected according to the competence required.

The organization of the working team would be supervised by the Director of Research & Development, after examining the scale of the project. At regular

weekly meeting with the Project coordinator he would control and assist in the program of the work, particularly in suggesting or making contact with other institutions or administrations whenever needed at the proper level of responsibility.

The project coordinator would be himself entitled to organize meeting of the project team, as the work goes along and distribute directly task and responsibility of participants, according to the planning. Such a working structure, which the expert has practiced successfully in the largest design organization in France would have the following advantages.

- Bring the Director of Research & Development closer to the work carried by his staff.
- Bring closer together designers and engineers as participant of a same project.
- Enable participant to have better appreciation of task, duties, and possible performances of KDPC various department, making them more conscious of the strength of KDPC competence, and improve the "esprit de corps".
- As participant will be involved in several project at the same time and work under the guidance of different project coordinators, their design awareness and capability will developed more rapidly than in the same working pattern.
- Facilitate discussion while the project is in progress, rather than limit discussion when participants have performed their task in the isolation of their department speciality without proper guidance in relation with the whole project.
- Develop the "synthetical approach" necessary for making decision.
- Facilitate the development of positive thinking, great provider of innovating solutions.
- Contribute to stimulate confidence and pride in the work done, improve the level of KDPC consultancy services and the prestige of its references.

Through his own experience the expert can assert that most packaging problems can be handled by team of 3 to 4 people.

NB This recommendation on project coordination applies also on product design project, even though this section is better equipped than the packaging design section.

#### C. Design Studio File

A complete studio file must be organized to facilitate studio efficiency, in carrying a project.

Such file should include.

- Planning and schedule of the project
- Reports on meeting with clients and decisions made.
- Information collected regarding the project.
- Sketches, drawing and all final printing and technical documents.

They should be carefully kept in appropriate filing cabinet for further references.

Photographs of mock-up should be taken and used as documents for "case Analysis" and references to be published by KDPC.

#### D. Promotion of KDPC Consultancy Services

The Promotion Department has made plans to publish a Newsletter in 1982 on the basis of a document of 8 to 12 pages published 4 times a year (500 copies). It is recommended that the project be changed to start as a monthly publication of only 4 pages. More largely distributed to manufacturers, it would mostly analyse design study carried at KDPC, and offer basic packaging information. A less prestigious formula but which could be made very dynamic and attractive with limited means.

## VI CONCLUSION

The Program established at the beginning of the mission was well covered and most of the objectives of the mission could be achieved, but in a limited scale due to lack of projects. The length of the mission was however too short to provide assistance in the critical phase of package manufacturing when minor changes are often necessary. A 4 to 6 months mission would have been more appropriate.

In making his recommendations the expert is quite aware that they concern traditional patterns of business organization. But as others Korean traditional patterns are changing, the expert feels that an evolution is necessary to stimulate initiative from KDPC staff in its operation, rather than to rely on assistance or instruction from outside.

While this report was being put together, a change in the government brought a new prime minister into office. He was quoted in the press (The KOREA TIME, Jan. 5, 1982) as stressing that "a democratic administration could take firm root in the country by dint of a horizontal cooperative system among the pertinent offices rather than one-sided orders by upper organs" and calling upon all public officials "to lead the van in eliminating authoritarianism in implementing various state affairs".

It is exactly what the recommendations of this report deal with.

A N N E X I

Lectures

Chung Ang University, Seoul	College of Arts
Hangyang University, Seoul	College of Education
Hong ik University, Seoul	College of Arts
Induk Institute of Design, Seoul	Industrial Design Dept.

Seminar

Held at KDPC on December 4, 1981

Title : The Concept of Packaging with a Marketing Approach

Lecturers : G. Chevallier

Marketing : " a tool for package design"

Professor Tae Ho, Ahn, Dean of College of Business and  
Economic, INHA University

Packaging : " a tool for marketing"

Summary of G. Chevallier's lecture on Annex II .

Publication

Design & Packaging (KDPC Publication)

Issue : 1981 Volume 12

Title : International Freelance Design Method and Project Management

Visits

Ministry of Science & Technology

KOTRA, Commodity Research Department

Commercial Counsellor of the French Embassy

Advertising Agency and Design Studio

- Pacific Media - Korea
- Korea First Advertising, International Division
- Nara Advertising Inc.
- Hee Sung Co., Ltd.

- Total Design
- Gold Star Co.

Packaging Manufacturers

- STC Chemical Co.
- Lotte Aluminium Co., Ltd.
- Samjin Aluminium Co.
- Korea Design and Packaging Center, Busan Factory
- Heong Boo Plastic Co.

Others

- E. Sung Urethane Co., Ltd.
- Kayang Company Ltd.
- The Small and Medium Industry Bank
- Design Magazine
- Bambino Toys

Design Projects

- Chosun Co. : Packaging for welding electrodes
- Kayang Company Ltd. : - Plastic container for baby powder  
- Advice on various packages for cosmetic products
- Gold Star : Design of a radio receiver
- Dong San Toy Manufacturing Co. : Design of a baby carriage

ANNEXE II

Summary of Lecture Given at KDPC Seminar

Title : Marketing - ^ tool for package design

Introduction

- Complexity of studies, request sound analysis of problem before designing, from technical and marketing point of view, in order to obtain a clear design concept.
- The role of the designer:
  - harmonise all factors into a feasible solution to please
    - the consumers
    - the manufacturers

Why a new package design?

- New product being introduce on the market
- New packaging machinery, or packaging materials
- New corporate identity program
- Change of distribution channels
- Stimulation of sales
- Legal regulations (foreign market)

Reasons can be classified into :

- Technical reasons
- Marketing reasons

most of the time they are interrelated.

What the designer needs to know

Technical informations

- type of materials feasible with production and packaging facilities and equipment.
- handling, storage, shipping, distribution requirements
- product-package material compatibility
- cost of package, packaging operations & ratio of this cost to sale unit of product.

Without these informations designers will produce unfeasible packaging.

## Marketing informations

### Existing Product

- quality image convey by the package (sales appeal)
- sales appeal of competitive product
- relationship of graphics and product identification
- quality image between package and product
- part of the market to be reached

### New Product

#### Marketing aims

- type of clientele and distribution
- price range
- expected sales volume (v.s importance of investment in packing technique)
- psychological environment to be developed to satisfy these aims  
(relation with advertising)

### Designing

- Choice of symbols to create this environment and human reactions to  
shape, colors, and materials.
- Identification of consumers needs through package design. (real needs,  
fashionable, status symbols ...)



A N N E X E      III

Coordinating Assistance to Small and Medium  
Scale Industries of Korea

During his mission of assistance to KDPC an Packaging Design, the expert had the opportunity to collaborate in several product design projects. On one of these project -the design of a baby carriage- he witness the difficulty that the manager of a small scale business had in realising all the implications of developing a new product, and the lack of experience in taking necessary steps for expansion of his business, to deal with domestic and foreign market.

These difficulties were also witness while carrying a packaging design project for a medium size cosmetic manufacturers, looking for establishing a joint venture with a foreign company to manufacture product under license for the Korean an export market.

It therefore seems appropriate to make the following recommendation regarding the assistance required for the development of small and medium scale industries of Korea, based on the following findings.

1.. The Korean government is putting emphasis on the development of small and medium scale industries in order to produce goods of appropriate qualities to be substituted to imported items as well as to be able to compete on foreign market. As these industries can not afford appropriate R & D Department it is essential that proper assistance is made available to them under conditions they can meet.

2.. Regarding foreign market, the Development of Korean industrial technology is in most cases reaching a point where manufacturers can start the production of items marketed under their own brand name, rather than act as sub-contractors to already well established company.

3. Actually carried essentially with a cost competition approach most R & D programs lead to the development of product which are - particularly in the field of fast developing technology- often already outdated when reaching the market. Inserted in the lower part of the market, these products do not help

to establish a proper quality image for the "MADE IN KOREA" image.

In order to improve that quality image it is necessary to introduce or maintain products in a higher price range through added commercial value or technical innovation. These products must also be of some significant value in terms of basic environment, rather than fall into the category of gadgets, craft items or similar products.

4. Small business in Korea are experiencing a high percentage of bankruptcy, most of the time because they have overlooked some basic aspect of management. They engage themselves with great enthusiasm in unsound ventures. This failure could be easily avoided if good management advice was available to them, before establishing their business and at the beginning of their operation.

5. Also the highly technical achievement underway to meet the requirements of the Asian and Olympic games, might appear as an exception to foreign visitors if the overall Korean environment is not itself brought up to higher standards.

6. Through the contacts the expert has made during his mission, it appears that all government institutions exist to help small and medium scale industries.

To mention only those contacted or known by the expert.

- KOTRA is perfectly organized to collect foreign market information, or conduct market investigation abroad through its Commodity Research Department as well as make recommendations to most suitable distribution channels for a given product.
- KDPC can handle all design aspects of new product development
- INDUSTRIAL ADVANCEMENT-ADMINISTRATION, and KOREA INSPECTION CENTER FOR GENERAL MERCHANDISES can provide all necessary information on product standards requirements and specifications to be met by manufacturers
- The SMALL AND MEDIUM INDUSTRY BANK can provide assistance in establishing contacts between Korean and foreign companies to promote joint venture feasibility in the manufacturing and marketing of Korean made products, from a financial point of view.

Numerous manufacturer associations exist in Korea and keep accurate information and its members' technical potential.

However it must be pointed out that.

a. It is extremely difficult for an isolated person to find its way in the complexity of these institutions in order to meet the person capable of providing the necessary information.

b. It appears that there are little coordination in the activities of these institutions.

c. When all information is collected, the manufacturer is not capable of establishing priorities in the steps to be taken to carry his project efficiently.

It is therefore recommended that in order to help the development of the small and medium scale industry of Korea a coordination committee be established among the above mentioned institution or any other which can provide relevant contribution.

Regular meetings of their representative would examine the request made, collect the necessary informations to establish a synthetic document and make recommendation regarding the steps to be followed in the R & D program. It would also assist the manufacturer in implementing the development phase of the project, which is the most critical one.

A very small group with a light operating structure would be essential to facilitate studies and decision making and prevent projects from slow administrative proceeding or being dropped prematurely. Its operation could be better handled either within KDPC or KOTRA, as both organizations are designed to provide the assistance required. However each institution could and should remain responsible for the projects they initiate.

Regarding joint venture with foreign companies, an information bulletin regularly dispatched to the commercial counselor of Foreign Embassy would inform them of the project being studied.

If this fit within the UNDP assistance program an expert could be made available for a minimum period of 6 months.

