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ADVICE IN PACKAGING DESIGN DEVELOPMENT

SI/JAM/85/802/11-51

JAMAICA

Technical report: Consultancy in packaging design \*

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

Based on the work of William Blau  
Senior Design and Marketing Expert

Backstopping officer: J. Belo, Agro-based Industries Branch

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United Nations Industrial Development Organization  
Vienna

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SUMMARY

This project, SI/JAM/85/802 "Export Promotion-(Jamaican Package Design Centre)" originated as a request from the Prime Minister's Office, Government of Jamaica. The project was constituted as a split mission. The first part of the mission, which took place between December 2nd and 12th, 1985 was fact finding and analysis. The second part of the mission which took place between September 7th and 16th, 1986 was aimed at reaching an agreement with the G.O.J., UNDP, and potential funding agencies on the centre's organization. Mr. William Blau, Chairman, Blau/Bishop & Associates Inc. conducted the need assessment and made the recommendations for meeting the need.

Evidence gathered during this study indicates that top management of the largest potential exporters of Jamaican packaged products are virtually paralyzed in their export drive because they lack sophisticated package marketing input on North America, the U.K., and Europe. A Jamaican Package Design Centre could stimulate greater concentration of private sector resources on the export of small packaged goods.

There is a clearly stated need by the managers of large and medium sized Jamaican companies for aid in package design and communication in order to penetrate export markets. The C.B.I. has given Jamaica a great export opportunity but fear of the cost of failure resulting from the lack of marketing infrastructure support has hampered major progress.

There appears to be no private sector opposition to the concept of a Jamaican Package Design Centre. Most of those currently doing package design (on a sporadic basis) in Jamaica i.e. Ad agencies, independent artists, etc. have indicated to the writer acceptance of the concept of a more sophisticated Jamaican design facility. In addition, top management of leading companies have indicated a willingness to pay more than they are currently, for a more creative and sophisticated design service that will aid them in their export drive.

The packaging service that is required for export success in Jamaica must be marketing oriented besides offering a sophisticated creative design capability to the private sector. It is recommended that the Package Design Centre be organized as a quasi-private enterprise and charge clients on an advance agreement, graduated fee basis. There could be business as well as governmental representation on the board of directors of the centre. The reasons for a private sector format for the Design Centre are: clients in the private sector will relate more effectively to the enterprise and, it will be able to offer its employees incentives based on performance that will retain their services for sufficient time to build expertise as well as to establish credibility with the business community. The Jamaican export drive requires a local sophisticated design service to succeed but the economy is not broad enough to support a large service. It is therefore recommended that no more than 5-6 qualified design and marketing personnel be staffed during the initial two year start up period.

A. INTRODUCTION

With the slump in hard currency earnings from bauxite and sugar, greater emphasis has been placed on non-traditional products for export from Jamaica. Amongst these are what can be called small package retail products. These could include canned, bottled, and soft packaged food and beverage products and a variety of hard and soft goods. Current major markets in order of potential size and relative ease of entry are the United States, Canada, the U.K., Western Europe.

In this current feasibility study (SI/JAM/85 802/11-51/31.7.E.) the major emphasis was placed on determining:

1. Whether there was truly a need for a sophisticated package design service by the private sector?
2. Were there local people with sufficient background to be trained to supply the need if it existed?
3. What economic form should the package design service take if all the players (users and suppliers) were willing and able? (See Annex A - List of Interviews)

Several previous studies on this general topic (see Rhodes [U.S. AID], Salisbury [UNIDO], Robson [ITC]), were mainly conducted through interviews with associations, governmental bureaus, and government services. No in-depth interviews with those who would have to do the work (designers, agencies, etc.) or the private sector

manufacturers and distributors who were potential users were attempted. As a result professional package design in Jamaica was described as a sicker than it really is and the cure more profound (high cost and long term) than necessary.

B. RECOMMENDATIONS

It is recommended that Jamaica establish a small but fully staffed, export oriented package design and marketing communication consulting service that can provide to Jamaican companies seeking export trade the following services:

- Consultation with top and middle management executives on the identification of export markets needs for which their companies can supply products.
- Consultation on selection of products from their range which might gain acceptance in the North American, European and U.K. markets.
- Consultation with management on establishing package communication criteria for specific export products.
- Development of creative design explorations for packaging assignments and presentation to management.
- Execution of "comprehensives" (finished designs) for management approval and promotional support materials.

- Art direction of any illustration art or product photography for packaging. Involvement of a home economist for "food styling" photography and menu suggestions.
- Execution of camera ready black and white art for printers of package designs.
- Follow-up supervision with printers to insure quality reproduction and establishment of color standards.

The Jamaican Packaging Design Centre as a private sector enterprise should have a staff with the following qualifications:

Managing Director:

A disciplined experienced and aggressive individual with entrepreneurial desires hired from private sector. Educated, verbal, and some appreciation of the graphic arts. Marketing degree or similar background. Able to present ideas clearly and forcefully in a management selling situation. Would have overall management of enterprise and report directly to the Board of Directors. Profit and loss responsibility as well as quality assurance.

- Capable of making presentations to user audience.
- Able to estimate fees in consultation with foreign advisor and design director.



- Able to write proposals to prospective clients.
- Act as an account executive on projects.
- Contract for personnel in consultation with advisors and design director.
- Should have some creative and ideational capabilities vis-a-vis copy writing, product positioning, etc.
- Do long term planning for business development, personnel, etc. for the firm.

### Design Director

Experienced, proven talent who has done creative package design in Jamaica, knows local talent, understands cost containment, is imaginative and verbal. Should be able to collaborate on a management level with advisors and managing director.

- Supervise the creative output of the design staff as well as doing creative and production art work himself.
- Supervise printers, and train new talent, etc. Comprehend importance of marketing goals of a project.
- Ideate at a creative and imaginative level.
- Understand fully package and labeling production at the supplier and manufacturer level.
- Know how to use photostat machine, reduction copier, color transfer process, etc.
- Work with Managing Director in establishing long term goals for the firm.

### Senior Designer

Have at least five years experience working in an advertising agency, design firm or free-lancing. Able to do keyline art as well as layout and design. Some experience in package design. A high interest in specializing further in packaging. Must show a portfolio of work that if not highly creative is at least professional and accurate. Motivated to improve skills.

- Do creative work in packaging under direct stimulation of foreign design advisors.
- Execute finished art fast and in a neat precise manner.
- Fully understand four color high speed printing.
- Use photostat machine, reduction copier, and learn to use color transfer systems (3 M and decals).

### Apprentice

Individual with less than two years experience. J.S.A. top graduate or student.

- Learn all processes involved in design operation.
- Clean equipment and be prepared to assist designers in all tasks, run errands, etc.

### Secretary

Function as office manager. Well trained with capability to learn memory typewriter or word processor. Neat fast work habits, pleasant telephone voice, ability to project a professional image for the service. Commercial capability for basic invoice checking, billing, and time computations.

Facilities

Approximately 1500-2000 square feet of usable space in a first class multi storey office building in a convenient business location. To be divided into the following:

Conference Room	-	approx. 225 sq. ft.		
Reception Area	-	" 175	" "	
Supply Room	-	" 75	" "	
Managing Director's Office	-	" 150	" "	
Design Studio	-	" 600	" "	
Photography	-	" 100	" "	
Senior Advisor's Office	-	" 150	" "	
Extra Office	-	" 150	" "	

Equipment    (Approx. cost in U.S. \$)

6 - Design tables with lights and chairs	* 2500.00
4 - Modules approx. 46x35 flat files (5 drawers/module)	1500.00
1 - Photostat machine	6000.00
2 - 3M film box	500.00
1 - Color decal machine & vacuum draw	1500.00
1 - Kodak Carroussel35mm projector	300.00
1 - 2 drawer file cabinets (horizontal)	100.00
2 - Tables 60x36"	*
1 - Secretarial desk and chair	1000.00
2 - Executive desks with sideboards and chair	4500.00
1 - 256 K computer with letter quality printer, dual disc drive work processing software	2500.00
Miscellaneous equipment (waste basket, etc.)	500.00
1 - Conference table and 6 chairs	8500.00
1 - 5 drawer vertical file cabinet	200.00
	<hr/>
	approx. \$30,000.00
	(add)

\* Some parts can be made locally

Supplies

Photostat chemistry and paper supply

Decal chemistry and supplies

Designer's colored pencils

Flo Master felt pens

Company letter head and calling cards

Company sales brochure

General office supplies

approx. \$8,000.00

C. ANALYSIS OF MISSION FINDINGS

In the interviews with middle and top management of large and small packaged food manufacturers conducted during this study there was a clear indication that exporters needed sophisticated marketing communication and packaging design help in their export drive.

There currently is no local operation that offers the level of packaging design and development and understanding of the U.S. and Canadian market in particular, that management needs or would desire. Some companies have hired foreign designers but the results have been mixed and the cost high in hard currency. Greater sophistication on management's part in the use of packaging design will result from more frequent use of a competent and sophisticated local source and should result in building greater confidence in investing for export success. Top management generally seemed to feel that package design as a "tool" of marketing could help their export drive and that they would "try" a Jamaican packaging centre and pay more for its services than they currently pay for the minimal local design services they now receive.

Our findings indicate that package design in Jamaica is currently done by advertising agencies who do it only as an occasional sideline or by one man (or woman) graphics agencies who will do mainly graphic art (posters, ads,

etc.). There is one operation in Kingston that specializes in package design but has primarily one client and is severely hampered by lack of a marketing orientation, and limited financial and experiential resources. None of the sources of package design that we interviewed showed any broad comprehension of the marketing communication problems in developing an export package for the U.S. or Canada, and only limited knowledge of the legal mandatory labeling requirements.

Most package design in Jamaica today is done by designers who probably spend 95% of their time doing advertising layouts not package design. This mitigates against any long term building of "packaging expertise" in any one designer and thus deprecates package design as a long term profession. In our opinion the effect of a marketing oriented package design operation would spread far beyond package design. Our evidence indicates that top management in the largest potential exporters are virtually paralyzed in taking strong export action because they lack sophisticated marketing input on North America and Europe. A package design centre could stimulate greater concentration of resources on export marketing because of a build-up in management confidence. This in turn could create positive results in the advertising and marketing community in Jamaica far beyond the direct assignments of the packaging centre.

All the agencies and designers we interviewed did express an acceptance of the idea of a specialized marketing oriented package design centre in Jamaica. Currently, except for the one graphic agency that specializes in packaging, the income and the risks of running into client problems is so high, most ad agencies would rather just consult on the solution to a packaging problem than do it themselves.

Earlier studies had recommended locating a creative package design centre either in the Jamaican School of Art (JSA) or the Jamaican Bureau of Standards (JBS). Because the packaging service that is contemplated must be primarily marketing oriented besides offering a sophisticated creative design service to the private sector, the writer feels that a design service for immediate impact should be an independent private sector operation charging clients on a graduated fee basis. The operation as a private sector business should thus relate well to private sector clients and be able to offer its employees incentives based on performance. This is important in order to keep employees long enough for them to build their expertise in the package design and marketing communication area.



ANNEX

LIST OF FIRMS AND INDIVIDUALS INTERVIEWED BY MR. BLAU  
BETWEEN DECEMBER 2 AND 12 1985

A. DESIGN SUPPLIERS

Mr. Beat Schwab  
1A Fairway Avenue  
Kingston 20

Mr. Don Levy & Staff  
Dunlop Corbin Compton Ltd.  
6 Oxford Road  
Kingston 5

(92-64116/92-98056)

Ms. Joyce Lindo  
Managing Director  
Lindo, Foote, Cone & Belding Ltd.  
6A Oxford Road  
Kingston 5

(92-61194 to 7)

Mr. Michael Hirts  
Managing Director  
McCann Erickson(Ja) Ltd.  
13 Caledonia Ave.  
Kingston 5

(92-61410)

B. MARKETING & TOP MANAGEMENT

Mr. Wayne Stewart  
Grace Kennedy & Co.  
64 Harbour Street  
Kingston

(92-27804/92-23440)

Mr. David Radlien  
Industrial Commercial Developments Ltd.(ICD)  
7 Harbour Street  
Kingston

(92-26670)

Mr. Vernon Matalon  
Chairman  
ICD  
7 Harbour Street  
Kingston

(92-26670)

Mr. S. Carlton Alexander  
Chairman  
Grace Kennedy Group of Companies  
64 Harbour Street  
Kingston

(92-22492)

Mr. Paul H. Geddes  
Chairman  
Desnoes and Geddes Ltd.  
P.O. Box 190  
Kingston 11 (92-39291)

Mr. Michael Wong  
Packaging Manager  
Grace Kennedy & Co. Ltd  
64 Harbour Street  
P.O. Box 86  
Kingston (92-23440 to 9)

Ms. Janet Clunis  
Manager Export Division  
Industrial Commercial Developments Ltd.(ICD)  
7-9 Harbour Street  
Kingston (92-26670)

Mr. Wells  
Vice President  
Grace Kennedy & Co. Ltd.  
64 Harbour Street  
P.O. Box 86  
Kingston

C. GOVERNMENTAL

Dr. Artnell Henry  
Jamaica Bureau of Standards  
6 Winchester Road  
Kingston 10 (92-63140)

Mrs. Marguerite Domville  
Jamaica Bureau of Standards  
6 Winchester Road  
Kingston 10 (92-63140)

Mrs. Marjorie Henriques  
Planning Institute Of Jamaica  
39-41 Barbados Ave.  
Kingston 5 (92-61480)

Ms. Sadie Fraser  
Jamaica National Export Corp.  
8 Waterloo Road  
Kingston 10 (92-61200)

Mrs. Corine McLarty  
Managing Director  
Jamaica National Investment Promotion Ltd.  
15 Oxford Road  
Kingston 5 (92-97190)

Office of the Prime Minister  
Jamaica House  
Kingston 6

D. EDUCATIONAL

Ms. Hope Brooks  
Director  
Jamaica School of Art  
1 Arthur Wint Drive  
Kingston 5 (92-92352)

E. OUTSIDE AGENCIES

Mr. Lowe  
US-AID  
2 Oxford Road  
Kingston 5 (92-94850)

Hon. Michael Sothiros  
U.S. Ambassador (94850 Ext. 201)