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14708

The Government of Jamaica  
Olde Jamaican  
Project No: 1-1561

FINAL REPORT

March 6, 1985

DP/JAM/81/002

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## I. INTRODUCTION

In November, 1982, Robert P. Gersin Associates Inc. was contracted by the United Nations Industrial Development Office, on behalf of the Government of Jamaica, to begin the task of designing and developing a proprietary line of packaging for food products manufactured in that country. The aim of the project was to develop a line of food products to be sold primarily to the Jamaican tourist population and secondarily to the domestic consumer. Of equal importance was developing the line with the long range intention of offering it to the highly competitive international export market. The primary concern was that the local craft organizations and service resources be utilized to the highest degree possible in order to stimulate the local economy, and that indigenous Jamaican materials be used as fully as possible.

By Thanksgiving of 1984, despite a great number of difficulties in a project of this scope, the new line of products began to be introduced into the Things Jamaican outlets in Jamaica, with food production, container production, printing and handling being completely handled within the country of Jamaica. The line of food products has a distinctive brand identity, and RPCA's program has developed packaging, graphics and logo which will make the product a viable, strongly competitive entity on the international import shelves of the gourmet market. In addition, the line has been open endedly developed to accommodate future expansion with other products in the line, with provision made for the adaptation of design and production methodologies entirely by Jamaican resources. Containers are locally produced, printing is being done by a Jamaican firm, and a very talented local Jamaican illustrator has been trained to apply the graphic design and standards to new products. The many integral components of the program have been developed and refined to the point that they have now been handed over to the Government of Jamaica for coordination and implementation of the products.

By next spring, after test marketing and evaluation, it is hoped that a determination will be able to be made on the advisability and direction of expanding the products. By that same time, the potential will be assessed for the readiness of Jamaica to step into the export marketplace with its distinctive, self-produced line of proprietary food products and packaging.

## II. PROGRAM OBJECTIVES

The specific objectives of RPGA's program were, in conjunction with the UNIDO office in Jamaica, to determine the foods appropriate for development, and then to develop their packaging, naming, labeling, production and merchandising. To accomplish this, the first step was an assessment of local capabilities and liabilities of both manufacturers and craftspeople, and secondly, the time and budget allowances were delineated to the closest approximation possible given the numerous unknown variables. Finally, the behavior and attitudes of potential consumers were examined in order to orient the government's objectives toward the preferences expressed by the users of the products.

A plan of implementation was developed, including timetables, anticipated costs, the establishment of relationships between discrete components in order to direct the program toward a unified whole, and to guide the efforts of individual participants in the direction of achieving a cohesive line.

The design components of the line were then delineated, including development of a logotype and selection of colors and typography; determination of package copy, layout formats, design of merchandising elements; preparation of art, the setting of specifications for printing and manufacture, the determination of what materials and form the containers would be produced in and by whom. Once all these determinations were made, prototypes of proposed finished products were produced, evaluated and finally selected.

Throughout the program, from preliminary conceptualizations and research to final printing supervision, the primary emphasis was on design consultation and liaison with Jamaican resources. The coordination of such large scale development and implementation, especially of some previously unused and undeveloped services and resources, is immensely complex and by its nature, full of potential misunderstandings and misdirections. It has been RPGA's firm intention that the program be developed and implemented in accordance with the highest effectiveness and quality standards. To achieve this, numerous consultations, revisions, adaptations to unexpected complications were incorporated as the program developed in order to produce a product line distinguished not only at home but in the midst of the highly sophisticated and competitive shelf of the gourmet marketplace.

### III. PROCESS

#### A. Survey Trip

In order to give a clear understanding of the government's objectives, evaluate the demands and preferences of the market, and to assess the feasibilities of production, in November of 1982 RPGA undertook a survey trip of Jamaican capabilities, producers and resources.

During this trip, we reviewed available methods of food preparation, packaging and container filling. We visited printing plants and craftshops in order to ascertain capabilities and liabilities in order to determine the parameters within which we could work. We assessed consumer attitudes and behavior, familiarized ourselves with the existing market, established priorities and determined the overall scope of work. We examined every type of craft produced at Things Jamaican, including leather, ceramics, pewter, sewing, embroidery, weaving and wood in order to determine which could be used most effectively and economically on a large scale basis. Finally, an evaluation of packaging suppliers confirmed that the entire production and handling process of the food product line could be handled within the country.

To obtain a first hand clarification of the government's objectives, we met with Prime Minister Seaga, who expressed the desire for us to define a market both locally and abroad and to determine the items suitable for immediate packaging implementation, as well as to evaluate potentials for future expansion.

B. Development of Design Criteria and Imagery

During our survey trip, we began the establishment of design criteria and the development of imagery. For uniformity and distinctiveness, an image had to be developed for the entire line of food products. To achieve this, we developed a visual vocabulary that included the name, logo, pictorial imagery, verbal style, graphic format, package layout, forms and sizes of containers and the materials to be used.

It was determined that the physical packaging materials could be produced by the resources within Things Jamaican. The graphic images to be used with the materials were to be based on and were to emphasize the positive attributes of the country, such as the lush, natural environment, the abundance of natural foods and the ready availability of natural materials. Technology and the processing of food were to be de-emphasized, and the use of native Jamaican materials would not only reinforce this imagery but would develop manpower needs based on available labor pool and maintain cost control within Things Jamaican.

The character of the food product line was decided to be geared toward the refinement of the gourmet marketplace rather than toward a more rustic direction in order to focus attention on elements that can be easily controlled and expressed, such as the growing of foods and controlling the quality of container manufacture. The refined control of the packaging also limited the number of visual elements and physical components needing to be managed, and therefore increased the opportunity of maintaining consistency in appearance as well as in the product itself.

Finally, there were marketing positioning considerations to be taken into account, which included a determination of the most advantageous way of explaining and identifying the product line vis-a-vis competition. This was resolved by a consistent emphasis on maximizing the assets in comparison with competitive brands, and minimizing any potential image liabilities.

With all of the above parameters determined, we factored into the development the methods and channels available for distribution, the methods of display, and finally the costs and timing limitations for development.

C. Development of Containers

In developing containers for an entire line of products, both the immediate products to be packaged as well as future potential products to be packaged needed to be taken into consideration. The design had to be flexible enough to enable adaptation to any number of food types. The range of possibilities was covered by categorization into three types of foods: wet items such as jams and condiments, dry products such as coffee, nutmeg and other spices, and miscellaneous items such as chocolate bars and sweets.

From the entire range of possible materials to be used, we chose ceramic, straw, wood and tin for experimentation. After developing each of these to the point of completed prototypes, we discarded wood and tin on the basis of difficulty in achieving quality and inefficiency in terms of economy, production and handling. From the prototype studies, we determined that ceramic was the material most easily producible in a relatively uniform high quality in great enough numbers for wet products; straw was the most economical, malleable, durable and flexible for dry products.

Next, through foam studies, we explored the shapes the containers should take in order to give them the greatest practicability as well as the most distinctive appearance on the local market shelf as well as the most striking quality on the competitive gourmet market shelf. We developed numerous sizes of foam studies of ovals, cubes, bevelled cubes and octagons, and the most easily handled yet distinctive shape turned out to be the oval.

Once these preliminary determinations were made, the technical considerations of development were begun. We produced drawings and mock-ups from which prototypes for the containers were produced. We refined the quality of the containers produced which at first were of poor quality in terms of inconsistencies in form, shape and appearance. Through numerous revisions, a glaze was developed and consistently produced that was compatible with the varying colors of clay. A new factory and kiln were built for large scale production of the ceramic containers, a mold for slip casting was developed and commissioned which accounted for stacking and storage considerations.



We researched and consulted on the effects of such food technology considerations as shelf life, impact of shipping and handling, size determinations. We refined our designs in compliance with these criteria, experimenting with a variety of lid heights, lip thicknesses, closures and sealants, applying, in addition to the particular criteria we had developed for ease of production and distinctiveness, the common criteria to which all containers must comply: that the primary containers protect the contents, be appropriate to the foods they contain, be able to accommodate the chosen graphics, be stackable, maintain a family relationship between various sizes as well as to be applicable to a combination of sizes, and that a container made of distinctive materials will more than likely be reused. The criteria for secondary or outer containers included an ability to contain multiples, enhance the product to stimulate purchase as a gift item, provide convenience in carrying inner containers, provide for ease of display, have ample capacity for graphics and besides protecting the contents, express the Jamaican quality it represents.

D. Development of Graphics and Logo

1. Copy and Layout

In developing the labels and hang tags for the food product line, such design elements as product copy, legal data, promotional copy, logo, typographic styles and graphics had to be considered. We did extensive research and experimentation with a large number of typefaces in order to determine the one that would express the old world flavor of the selected name, Olde Jamaican, in combination with the crisp modern image that would make it appropriate for the contemporary gourmet market. We prepared a notebook of logos and typography, produced overlays of type and logo variations to be applied to the artwork.

After consultations and approvals, we finalized two alternative logo designs, one with horizontal banding and one with circular, and presented these as presentation boards with the two selected alternative typefaces. We produced color stats of the artwork and provided color keys and comps.

We undertook further experimentation with copy layout to refine such elements as hierarchy of type and systematic use of sizes of type for a variety of purposes. Final mechanicals were released by RPGA, and returned for such additional information as the newly disclosed requirement of metric equivalencies on labels, net package weight revisions, addition of name and address of distributor and ingredient changes. The additional inclusions on the label necessitated cutting copy for a proper fit, and after numerous revisions, final mechanicals were approved by the Jamaican Bureau of Standards and the Government of Jamaica.

2. Training of Jamaican Illustrator

In order to produce graphics on an ongoing basis, a Jamaican artist was trained in the graphic design techniques and concepts that RPGA had used in the development of the graphic image, that of the naturalness and lushness of the Jamaican environment. The method of training was to arrange an apprenticeship in New York, during which time the artist would have continual supervision in producing the illustrations for the initial products. During the training period, the illustrator, Angela Staples, met weekly with Robert Gersin, worked directly under the supervision of the project designer, and produced art that enabled her to acquire and represent the accurate style, color and design intended for the product line.

The illustrator was trained for versatility, to be able to apply the techniques and design rationale in a variety of presentations.

After a subsequent follow-up training and supervision period, Ms. Staples was provided with the necessary ongoing graphics development. With appropriate and minimal supervision, she is now eminently capable of continuing any future expansions of the product line graphics.

3. Mechanical Preparation

Twelve mechanicals were prepared showing the layout and copy of the following products: Blue Mountain Coffee, Blue Mountain Blend Coffee, Blue Mountain Coffee hang tag, dried ginger, pimento allspice, whole nutmeg, a trio of spices packaged together, mango pineapple preserve, ortanique preserve, lime marmelade, a trio of three preserves packaged together, scotch bonnet peppers and pepper sauce potpourri.

As a result of necessary changes such as listings of ingredients and the inclusion of additional information, a large number of revisions had to be made to the layouts and ultimately to the mechanicals which required additional typesettings before the final mechanicals could be released to the color separator for processing.

4. Color Separation

Perhaps the most disappointing and certainly most unnecessarily time consuming element of this project was the color separation process. Due to budget constraints it was determined by Things Jamaican that Design Graphic International recommended by Lithographic Printers in Jamaica would be hired to do the color separations.

It was not until three months into the process that we learned Design Graphics had brokered the color separations to another firm, Nationwide Color. As technical consultants we provided reproduction mechanicals, original artwork, specifications and identified criteria prior to and subsequent to their receipt of the job and execution of work. In the period from December, 1983 to October, 1984, we reviewed numerous press proofs (22 over seven proofings) and continually expressed our disappointment and concern over the quality of their work.

Finally, in September of 1983, we determined that the color separations could be accepted with the proviso that the printer be able to match the accepted proofs. This determination was made due to the fact that based on the information provided us we could not determine the quality of the actual film separations.

At that time it was also learned that Nationwide Color had not met one of the preliminary design criteria, that of knocking the type out of the four color art, which would have enabled typographic changes without the need to reparate the color art.

In a meeting held in Jamaica to review the color separations prior to printing, Nationwide Color and Design Graphics assured both Things Jamaican and Lithographic Printers that this error would be corrected and any final payment to them should be held until corrected films were provided.

During the printing process it was discovered that there were indeed variations between the films and accepted proofs and as a result any further printing from these films will have to be monitored on press closely so that the quality level of the illustrations and registration are achieved.

5. Printing of Labels in Jamaica

During its original survey trip, RPGA had visited five Jamaican printing houses, and had chosen Lithographic Printers on the basis of their press sizes, the materials they used, their capabilities for coated and uncoated papers, for sheet feeding and roll feeding, their methods of preparing printing plates and their capacity to perform post printing specialty operations such as die cutting, foil stamping, embossing, binding, folding and shipping. In addition, Lithographic was chosen because of the quality of their output and their sophistication in their skills that are absolutely essential for producing the high quality of work established for the Olde Jamaican food product line.

Once the color separations were turned over to Lithographic, RPGA undertook a final supervisory trip in November of 1984 and worked with them through numerous proofings until the intended quality was achieved in the printing process.

E. Miscellaneous Components

1. Closures for Straw

In order to ensure freshness and hygiene, the straw containers holding the dry products such as nutmeg, spices and coffee beans had to be lined with a protective inner material. A large number of materials were considered and tested, and a glassine bag was chosen on the basis of airtightness as well as its ready availability in large quantities.

2. Closures for Ceramic

A great deal of experimentation went into finding the appropriate and effective closure for the ceramic containers. Ceramics has some shrinkage which needs to be accommodated when sealing in natural foods without preservatives. Among the alternatives considered for closure of the ceramic containers were cork, synthetic cork, paraffin seal, shrink wrap, plastic and rubber seals and gaskets, membranes such as saran wrap, and vacuum seals.

Ultimately, a cork was chosen with a secondary seal of wax that wraps over the cork and is secured by a return on the lip of the jar. The decision was made on the basis of ease of application, durability, reliability of tightness, and ease of removal in order to preserve the jar for future use after purchase by the consumer.



### 3. External Closures

After experimentation with a great number of materials, a transparent heat shrink tape was chosen for securing the lid of the container to the base. The decision was made because of production considerations during application of the labels, and because of the need for the label to remain intact when the product is opened after purchase. Until the heat shrink process is refined, a clear 3M plastic tape is being used.

4. Secondary Containers

A secondary container made from cedar was developed for the purposes of providing a promotional or gift package containing either three small preserves or three small spices. RPGA, working in conjunction with Things Jamaican, provided the graphics and wood burning tool needed to apply the Olde Jamaican logo to the product.

#### IV. CONCLUSION

In any development program, there are numerous difficulties encountered. In a developmental program of this magnitude, in a country where such complex programs are still new, and resources limited, the difficulties are magnified and compounded at every level. We encountered great difficulties in communication. We met with inconsistencies and unavoidable inaccuracies in compiling information from the various disparate sources that needed to be brought together in accomplishing our task, both with our Jamaican resources as well as the domestic, commercial ones. We encountered and overcame the effects of labor problems in Jamaica and differences in working methodologies between our firm and the Jamaican ones. There were reversals in typography and logo configurations, sometimes after a number of previous final approvals. We discovered unanticipated requirements in the areas of food production, handling and packaging. Nevertheless, the food product line is ready for assembly, production and distribution by the local agency, Things Jamaican.

The program utilizes solely Jamaican resources, which provides economic improvement as well as increased demand for local employment. Local materials are used in the production of containers, a Jamaican artist is capable of adapting the graphics to future expansion, a Jamaican printer is executing the production of the labels, and the components of the product line are handed to Things Jamaican in manageable, discrete, interlocking segments. The concept developed by RPGA enables Jamaica, finally, to increase its knowledge and ability to produce and manufacture proprietary food containers and packaging. Jamaica is now in a position to actively and aggressively develop a viable and lucrative new technology.

We believe this food product line is enormously valuable to the economy of Jamaica, particularly in the field of export to gourmet food markets. This a highly viable, supportive component in the forward movement that Prime Minister Seaga desires for the people of Jamaica.

Despite all the hardships, difficulties and initial complications, the program has been developed and executed in accordance with the highest quality of industry standards. With proper implementation, the business objectives are assured. With this program, all of us working together have laid the proper foundation for the long range economic development of Jamaica.

In the design and successful implementation of a program of such scope and impact, cooperation transpiring on an international level requires sensitive and responsive communication. RPGA would have been unable to accomplish the program's goals without the earnest, consistent assistance of a large number of UNIDO and Jamaican participants.

The people at Lithographics were most cooperative in our efforts; they were willing and tireless in helping us achieve the high level of quality we were determined to maintain. Sergio Dello Strologo of UNDP, the people at Things Jamaican, Hugh Nash, Paul Wickman, Doug Casebeer, Angela Staples, and all the Jamaican craftspeople responded to our needs with interest, enthusiasm and laudable perseverance.

The lion's share of credit for the success of this program, however, belongs to Stephanie Odegard, who continually sorted the confused strands of interaction and kept the program moving internally. She was indispensable in providing understanding interpretation and liaison in reaching and maintaining the monumental objectives and high quality required for the international marketplace. Throughout, her conviction was unflinching that, despite numerous unforeseen problems and delays, the program as envisioned would be an ultimate success. In addition to an impeccable professionalism in the delicate areas of international working relationships, she displayed a remarkable sense of marketing sensitivities and leadership, responding to needs with an understanding of the required contributions.

V. RECOMMENDATIONS

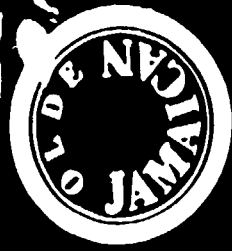
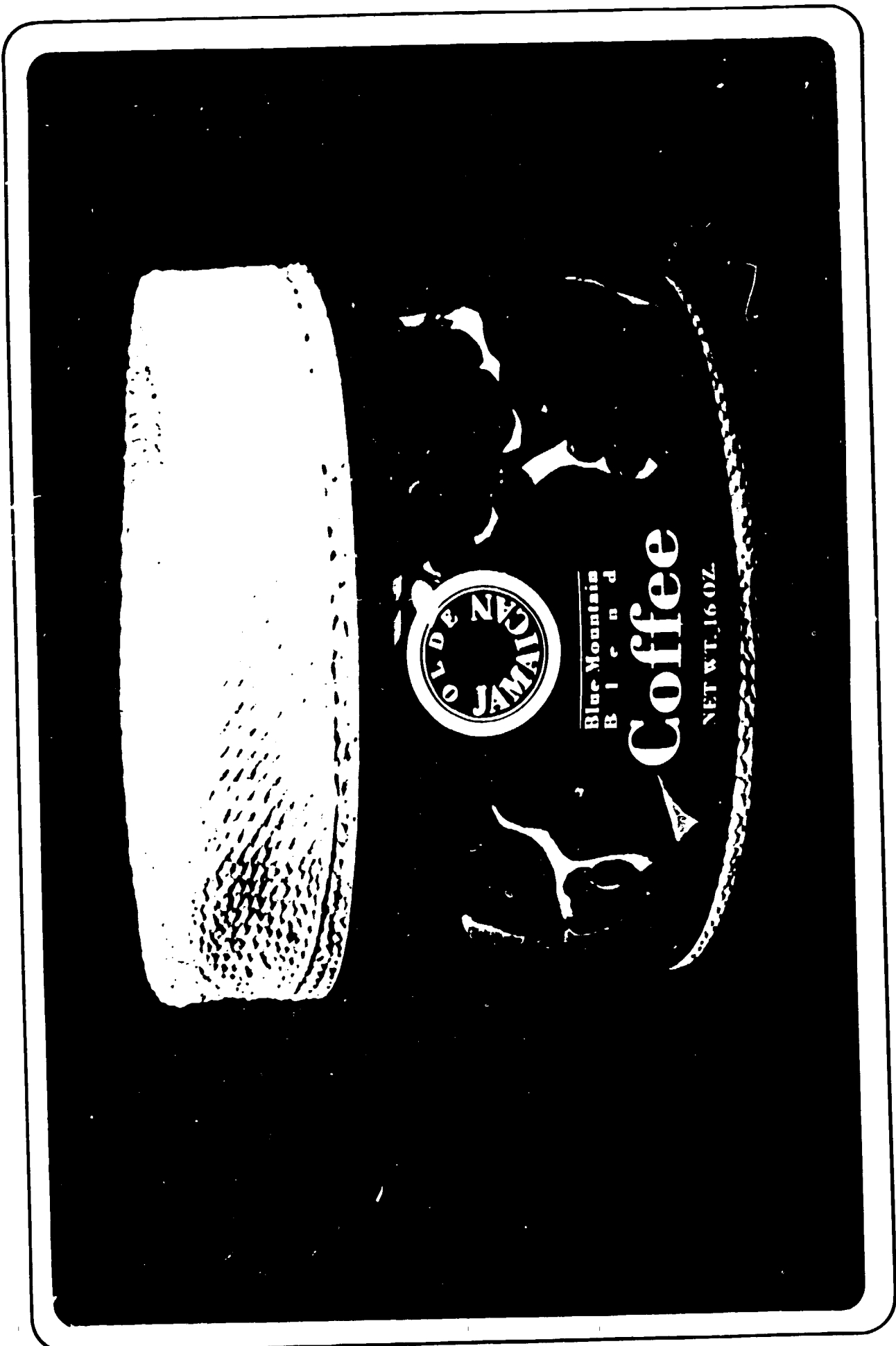
Finally, and in order to meet the overall objectives as set forth by Prime Minister Seaga and UNIDO, we believe that the following recommendations are vital to the ultimate success of this program: They are that:

- A. UNDP continue to manage, supervise and implement this program until Things Jamaican is in a position through education and experience to assume direct control not only from the production and distribution standpoint, but also from the marketing point of view.
- B. The program be conducted on a business basis, structured along the management and administrative standards of a profitable organization under the direction of a Business Manager.
- C. Within Things Jamaican, essential management and production methods be implemented by discrete departments in:
  - 1. Production and supervision of the straw and ceramic containers.
  - 2. Assembly of food products.
  - 3. Filling of containers, applying labels, overall production and packing for distribution.
  - 4. Distribution.
  - 5. Stringent quality control standards developed for all stages of production and implementation.
- D. Research be conducted to begin to evaluate the effectiveness of the Olde Jamaican identity and product line.
- E. The line continue to be expanded specifically with a shopping bag and chocolate bar for which the design has already essentially been accomplished.
- F. Introduction into the export market be aggressively pursued as quickly as possible so that the full advantages and benefits of the project can be realized.

Robert P Gersin Associates Inc

APPENDIX A

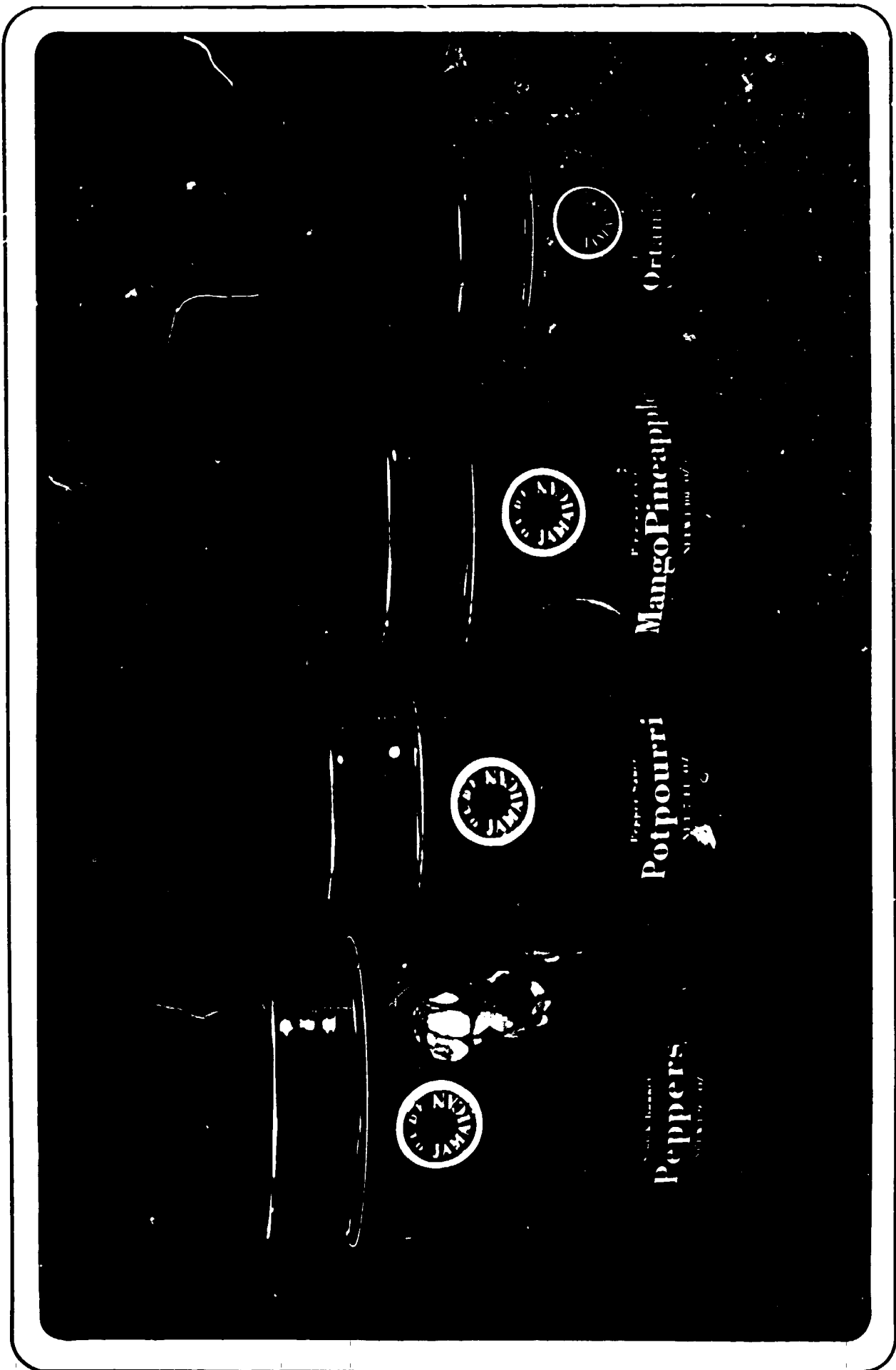
Olde Jamaican



Blue Mountain  
Blend

Coffee

NET WT. 16 OZ.



Peppers  
Santal de Indes  
Santal de Indes

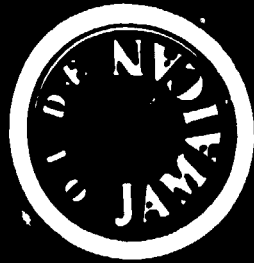
Potpourri  
Santal de Indes  
Santal de Indes

Mango Pineapple  
Santal de Indes  
Santal de Indes

Ortans  
Santal de Indes  
Santal de Indes



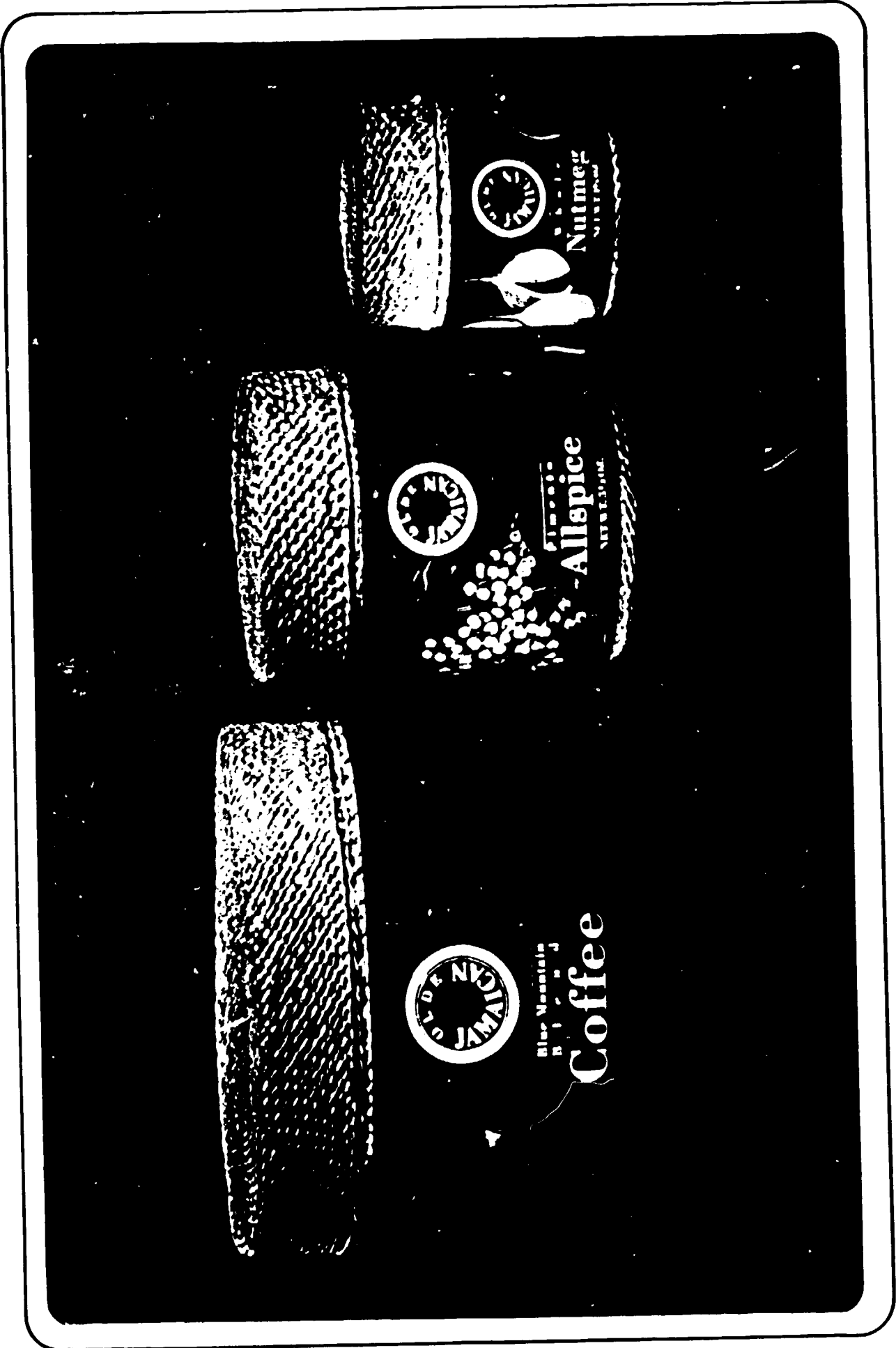




Pimento

**Allspice**

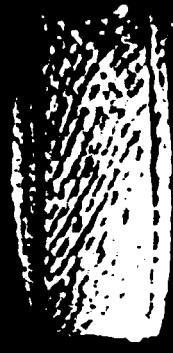
NET WT. 1.5 OZ.



Bler Mentis  
H I J  
**Coffee**



**Allspice**



**Nutmeg**



Seville Orange

# Marmalade

NET WT. 8 OZ.



Scotch Whisky

# Peppers

NET WT. 9 1/2 OZ.

OLD SCOTCH WHISKY  
JAMES WATSON & CO. DUNDEE

APPENDIX B

Drawings