



**UNODC**

United Nations Office on Drugs and Crime



The Doha Declaration:  
**PROMOTING A  
CULTURE OF  
LAWFULNESS**

*Practical Guide to*

# ***CREATING A BRAND OF PRISON PRODUCTS***



CRIMINAL JUSTICE HANDBOOK SERIES



UNITED NATIONS OFFICE ON DRUGS AND CRIME  
Vienna

*Practical Guide to*  
***CREATING A BRAND  
OF PRISON PRODUCTS***



UNITED NATIONS  
Vienna, 2020

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Publishing production: English, Publishing and Library Section, United Nations Office at Vienna.

## ACKNOWLEDGEMENTS

The present practical guide, conceived as a companion to the *Roadmap for the Development of Prison-based Rehabilitation Programmes* of the United Nations Office on Drugs and Crime (UNODC), was developed for UNODC by Johnna Phillips, consultant, in close collaboration with Muriel Jourdan-Ethvignot, UNODC Crime Prevention and Criminal Justice Officer.

UNODC relied for the drafting of the guide on the information and contributions provided by experts at the UNODC regional consultative workshop for Latin America on prison brands and products held in Panama City in May 2017 and at the UNODC expert group meeting on prison brands held in Vienna in January 2018. UNODC also conducted a survey, to which 36 national prison administrations replied, to gather information on prison work programmes and national prison brands.

The guide is illustrated with examples drawn from four brand mechanisms. UNODC acknowledges in this respect the valuable contributions and brand examples provided by Maria Paz Astigarraga (for Muã), Wan Ramzan bin Wan Ahmad (for My Pride), Frank Becker (for In-Made and Ex-Made) and Veronica D'Souza (for Carcel).

UNODC wishes to express its gratitude for the generous support provided by the Government of Qatar towards the development of the present guide under the UNODC Global Programme for the Implementation of the Doha Declaration.\*

\*The Doha Declaration on Integrating Crime Prevention and Criminal Justice into the Wider United Nations Agenda to Address Social and Economic Challenges and to Promote the Rule of Law at the National and International Levels, and Public Participation was adopted by the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, held in Doha from 12 to 19 April 2015.



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**muã**  
ENCENDE ESPERANZA

  
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## INTRODUCTION

The United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)<sup>1</sup> and other international instruments emphasize that prisoners should be assisted in their social reintegration to be better equipped to lead law-abiding and self-supporting lives after release.

The provision of purposeful activities in prisons, including education and vocational training programmes, physical exercise, therapy and treatment for such problems as drug use disorders, and the possibility to work are key to ensuring the effective reintegration of prisoners into the community and achieving the primary purposes of a sentence of imprisonment, namely, the protection of society against crime and the reduction of recidivism.<sup>2</sup>

To provide tangible support to Member States in applying a rehabilitative approach to prison management, the United Nations Office on Drugs and Crime (UNODC) published in 2017 a practice-oriented tool, the *Roadmap on the Development of Prison-based Rehabilitation Programmes*,<sup>3</sup> which focuses on education, vocational training and work programmes in prisons. In addition, UNODC provides technical and material support to assist national prison administrations in initiating or enhancing such programmes, in line with international standards, with a view to fostering prisoners' reintegration into society and reducing recidivism.<sup>4</sup> Prison-based work programmes in particular can generate

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<sup>1</sup>General Assembly resolution 70/175, annex. The Nelson Mandela Rules are available in Arabic, Chinese, English, Finnish, French, German, Portuguese, Russian and Spanish at [www.unodc.org/unodc/en/justice-and-prison-reform/tools.html?ref=menuaside](http://www.unodc.org/unodc/en/justice-and-prison-reform/tools.html?ref=menuaside).

<sup>2</sup>See the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules), rule 4, paragraph 1.

<sup>3</sup>Available at [www.unodc.org/documents/justice-and-prison-reform/17-05452\\_ebook.pdf](http://www.unodc.org/documents/justice-and-prison-reform/17-05452_ebook.pdf)

<sup>4</sup>See [www.unodc.org/dohadeclaration/en/topics/prisoner-rehabilitation.html](http://www.unodc.org/dohadeclaration/en/topics/prisoner-rehabilitation.html).

income for prisoners and their families, increase the qualifications and work experience of prisoners and, therefore, their employability upon release.

Work programmes in prisons are sometimes associated with the creation of a brand of prison products or services. Such a measure has been found of value in raising awareness among the general public of the fact that prisoners are a continuous part of society, thereby reducing the social stigma associated with imprisonment and enhancing prisoners' self-esteem, while meeting consumers' demand for products that contribute to positive social goals.

While the benefits of properly managed prison work in supporting prisoners' social reinsertion are widely recognized, there are still limitations and gaps in many countries with regard to applicable wages, working conditions, safety precautions, health insurance coverage and other related benefits that would normally apply to any worker outside of prisons.

Regardless of whether work regulations applicable to prisoners are included in the regular labour laws or in a specific normative framework, they should ensure that the organization, including remuneration, and methods of work in prisons resemble as closely as possible those of similar work outside of prisons<sup>5</sup> and comply with international minimum standards.

Following the publication of its *Roadmap for the Development of Prison-based Rehabilitation Programmes*,<sup>6</sup> UNODC conducted consultations<sup>7</sup> and undertook research<sup>8</sup> on existing national brands of prison products and related practices. In view of the results of those consultations and research, and in response to requests from Member States for assistance in this specific area, UNODC is striving to support interested countries in creating their brand of prison products in full compliance with prisoners' rights and work standards applicable in prisons, the present guide being part of this effort.

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<sup>5</sup>Nelson Mandela Rules, rule 99 (see annex II).

<sup>6</sup>Available in Arabic, English, French, Russian and Spanish at [www.unodc.org](http://www.unodc.org).

<sup>7</sup>The United Nations Office on Drugs and Crime (UNODC) regional consultative workshop for Latin America, held in Panama City from 10 to 12 May 2017, was attended by experts from 12 countries. The UNODC expert group meeting, held in Vienna from 24 to 26 January 2018, was attended by representatives of 21 countries and of international organizations and non-governmental organizations.

<sup>8</sup>Through a survey to which 36 national prison administrations responded.

## Objective of the guide

The present guide is aimed at helping Member States with developing or enhancing a brand of prison products or services in full compliance with international standards and norms applicable to prison-based work programmes and prisoners' working conditions.

The guide explores: (a) prerequisites and preliminary questions that prison administrations need to meet and address before creating their brand, such as assessing their compliance with international standards; (b) the various steps to be taken to develop a business model in line with international standards; (c) the modalities of and requirements for creating a national brand; and (d) how prison products can be commercialized on the market.

In addition, the guide provides a list of technical tools to help prison administrations in the process of developing prison work and brands. It also offers practical recommendations based on the past and ongoing experiences of countries that have already developed their brands.

## Prerequisites and preliminary questions

Before starting the process of creating a national brand of prison products, the following questions should be considered by prison administrations.

### Is a brand of prison products or services needed?

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Prison administrations can manage work programmes and make and sell products without creating a brand. The main benefits of a brand are to help show that working conditions in prison are in line with international standards, improve the way that prisoners are perceived by society and give better visibility to the products or services.

In addition, brands can contribute to raising prisoners' self-esteem. The prison administration of Malaysia, for example, felt that, while creating a brand would ensure that customers would identify the products as having been made through the prison work programme, it was even more important for prisoners to see the results of their work. Wan Ramzan bin Wan Ahmad, from My Pride, said: "We did not create the brand for the products, we created it for the prisoners." The fact that My Pride clothes were being worn by royalty and could also be purchased by the prisoners' friends and families created a feeling of pride amongst prisoners.

Creating a brand for prison products will, however, not create an instant demand or respect for them. In some countries, prison products suffer from the stigma associated with prisoners' status. In others, the only market for prison products is an internal one, that is, products are made only for the prison or other government entities.

Nonetheless, the process of developing a brand, even if it is not for selling to the public, can help strengthen a prison work programme by creating a common understanding of its mission and enabling it to better communicate its benefits, both internally and externally.

### Is there sufficient capacity to create and own the brand of prison products or services?

Prison administrations should consider the following questions:

- **Ownership:** Does the prison administration have the authority to sell products to customers other than the Government? Does the administration have the legal authority to create a brand? Who will be the owner of the brand? Who will be responsible for selling and delivering products to customers (e.g., a non-profit organization or a private company)?
- **Resources:** Does the prison administration have the financial and human resources to support a branding exercise, which can take up to two years from inception to launch? Are there staff or volunteers in place with the necessary expertise to lead the branding exercise? If not, are there resources to bring in external help (e.g., an agency or a consultant) to guide or execute the branding exercise?
- **Internal support:** Are relevant leaders supporting the branding exercise? Who on the leadership team could serve as a champion to help ensure buy-in at all levels?

### Do work programmes for prisoners comply with international standards?

In its chapter 5, on developing work programmes in prisons, the *Roadmap for the Development of Prison-based Rehabilitation Programmes* provides guidance on how to comply with international standards applicable to work in prison, in particular the Nelson Mandela Rules and the Forced Labour Convention, 1930 (No. 29), of the International Labour Organization (ILO).<sup>9</sup>

<sup>9</sup>United Nations, *Treaty Series*, vol. 39, No. 612.

Chapter 5 of the *Roadmap* also addresses specific issues that should be considered when developing work programmes in prisons, namely, avoiding exploitative work schemes, preventing corruption, ensuring equitable remuneration, addressing security and public opinion considerations and choosing an organizational model for work in prisons.

National authorities are responsible for ensuring full compliance with relevant international standards and taking into account human rights considerations. Such compliance is a key consideration for creating and maintaining a trustworthy brand.

A number of key principles, mentioned in the Nelson Mandela Rules,<sup>10</sup> should regulate any work activity in prison, namely:

- Prison labour must be productive and must not be of an afflictive nature or used for the personal or private benefit of civil servants.
- Prisoners shall not be held in slavery or servitude.
- There shall be a system of equitable remuneration of the work of prisoners.
- No prisoner shall be employed, in the service of the prison, in any disciplinary capacity.
- The interests of the prisoners must not be subordinated to the purpose of making a financial profit from an industry in the prison.
- The organization and methods of work in prisons shall resemble as closely as possible those of similar work outside prisons, so as to prepare prisoners for the conditions of normal occupational life.

Provisions related to prisoners' working conditions should also be respected, among which:

- Prison work activities can take place in specific production facilities inside prison or outside in other facilities or industrial units that are properly equipped.
- Where prisoners are employed in work not controlled by the prison administration, they shall always be under the supervision of prison staff.
- Prisoners shall be allowed to spend at least a part of their earnings on approved articles for their own use and to send a part of their earnings to their family. Part of the earnings should be set aside by the prison administration so as to constitute a savings fund to be handed over to the prisoner upon his or her release.

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<sup>10</sup> Additional principles and regulations applicable to work in prison are also developed in the *Roadmap for the Development of Prison-based Rehabilitation Programmes*.

- The maximum daily and weekly working hours of the prisoners shall be fixed by law or by administrative regulation, taking into account local rules or customs with regard to the employment of free workers.
- The hours so fixed shall leave one rest day a week and sufficient time for education and other activities required as part of the treatment and rehabilitation of prisoners.
- The precautions laid down to protect the safety and health of free workers shall be equally observed in prisons.
- Provision shall be made to indemnify prisoners against industrial injury, including occupational disease, on terms not less favourable than those extended by law to free workers.

Regardless of the work modalities chosen (i.e., work schemes implemented by the private sector or prison administration or other stakeholders),<sup>11</sup> it is crucial that work programmes be conducted in the most ethical way. This approach should not be limited to the prison-based part but integrated into the whole chain (i.e., from the supply chain to the commercialization of products). This implies respecting all international norms and human rights instruments<sup>12</sup> and allows for going beyond the minimum international standards applicable to work in prison.

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<sup>11</sup> See also the *Roadmap for the Development of Prison-based Rehabilitation Programmes*, in particular its chapter 5.

<sup>12</sup> In particular the International Covenant on Civil and Political Rights and the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.

## I. CREATING A BRAND

The present chapter contains practical advice for prison administrations tackling the creation of a brand.

### What is a brand?

What is a brand? The word “brand” is not easy to define. Is it a logo? Values? Customer perception? A brand can be all those things, and more. Even the best minds in marketing have not agreed on a single definition.


### Why is a brand important?

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If no one definitively agrees on what a brand is, why is it so important? In general, having a brand is much more than just getting people to choose your products or services over someone else’s. It is also about getting your specific audience to see you as the most compelling provider of a solution to their need. In essence, a brand is a problem-solver and a promise.

An effective brand will:

- Clearly deliver a message to your audience
- Confirm the brand’s credibility
- Emotionally connect prospective buyers (and partners and donors) with a product or a service
- Motivate the buyer to make a purchase
- Create user loyalty to the brand and the company or organization

 It is important to remember that a brand is about perception: not your perception, but the way your organization, products or services are perceived by others. You cannot fully control the perception of others, but a well-thought-out brand will help you shape that perception positively.

## Know before you go

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When you start a journey, it is good to have a general idea of where you are starting from and where you want your journey to end. The same applies to creating a brand. Take some time to consider the following, to ensure that you have a clear picture of your current situation:

- *Target audience:* Your target audience is the group of people or businesses who are most likely to be interested in your products or services. Who will be buying your products or services? Consumers? Other government agencies? Retailers? Private businesses? What are their wants, needs and challenges? Why do they buy from you? Which customers purchase from you most often? What is your bestselling product or service?
- *Brand awareness:* Is the target audience that you have identified already familiar with your organization? What is its awareness level? For example, what percentage of your target audience could identify your organization as a supplier of the products that you make or services that you provide?
- *Brand perception:* What comes to mind when your target audience thinks about your organization? Is it positive or negative? How would you like to be perceived by your target audience?
- *Overcoming negative perception of prison products:* The negative perception of prisons and prisoners can be an obstacle to prison products being considered reliable and attractive. Prison products are often perceived as second-rate products not trusted to meet required quality standards. There may also be additional concerns, such as the notion that supporting prison work creates an undue privilege for prisoners in a general context of economic difficulties and prevalent unemployment. Conversely, there may be concerns that prison products result from exploitative working conditions in prisons and, as such, should not be supported. Creating a prison brand requires identifying and challenging such negative perceptions. In fact, creating a prison brand and developing an appropriate communication strategy around it offers an opportunity to overcome the negative perception and stigmatization of prisoners (see examples under “Key messaging” and “Brand story” on pages 18 to 21).
- *Market share:* Do you have competitors for your products? What quantity of products does your competition sell compared with what you sell? Is it possible for you to expand your market share? What are the challenges that you would face in expanding your market?

Next, set out some specific goals for your branding exercise. Consider why you want or need to develop a brand. The goals could include:



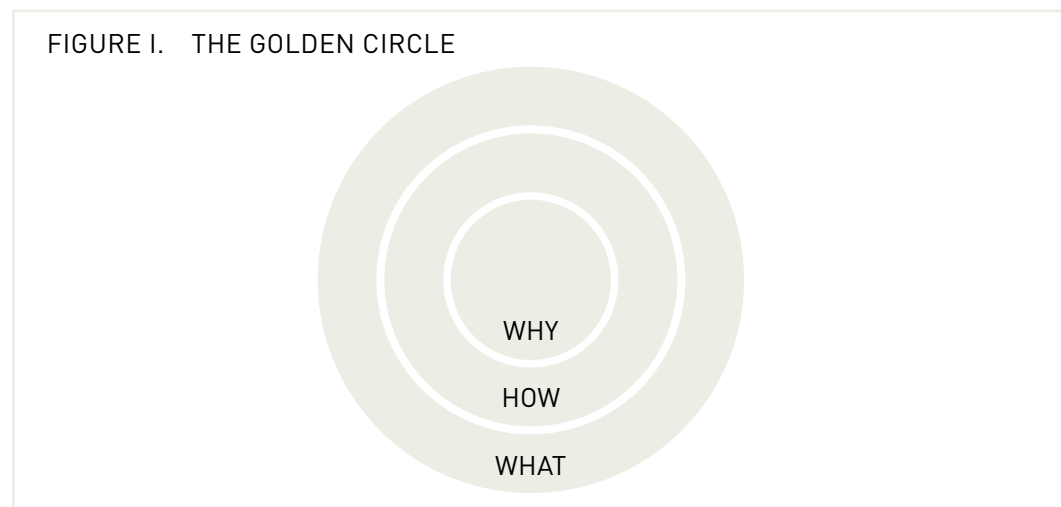
- *Increasing visibility:* Do you need your organization or product to be better known by your target audience?
- *Shifting the brand perception:* Does your target audience have an inaccurate or inconsistent perception of your organization or product? For example, do you need to convince a potential business customer that prisoners can produce high-quality goods?
- *Increasing the market share:* Is there an opportunity to increase your sales through a strong brand?
- *Developing new customers:* Is there an opportunity to engage new customers by increasing brand awareness or entering new markets?

After you consider those questions, identify one or two of the goals that are your top priorities in the short term (i.e., 18 months to two years).

### Building a foundation for a brand

After you have decided that a brand is right for your organization, and that now is the time to create or renew your brand, you can start to put together the building blocks that will create your brand foundation.

You could use the “golden circle”:<sup>13</sup>



<sup>13</sup>Simon Sinek explained the concept of the “golden circle” in a TED talk (an excerpt is available at [www.youtube.com/watch?v=2Ss78LfY3nE](http://www.youtube.com/watch?v=2Ss78LfY3nE)).

**!** By starting with “why”, that is, the purpose of your organization, you have the ability to build a brand that inspires and attracts employees and customers and has the power to deliver social change. We will use the concept of the golden circle to help elaborate on how to discover the key elements of your brand.

## Why

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We start the branding process by clarifying the purpose of the prison administration’s work initiative. Answering the question “why” an initiative exists is a key element for connecting with potential customers and other stakeholders, such as donors.

It is critical that your “why” statement truly reflects what the administration strives to accomplish as a result of the work programme. What is the benefit that it provides or the “greater good” that it will help achieve?

For prison administrations, the “why” of the work programme may include multiple elements, such as engaging prisoners in meaningful work in line with international standards, providing opportunities for prisoners to learn new skills to help them reintegrate into society upon release, thus contributing to reducing recidivism, increasing income for prisoners and their families, or increasing income to fund the work programme itself (see also the section “Key messaging” on page 18).

How do you know when you have created a powerful “why”? Your “why” statement should articulate the very reason for the brand’s existence: what drives the people involved in your initiative, makes them feel proud about their work and serves as the touchpoint for every decision that you make? Remember that the goal is not to communicate what you do, but why you do it.

## How

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Now that you are clear about why your initiative does what it does, you must introduce a bit of structure and discipline: the “how”. What are the fundamental beliefs of the organization or initiative that serve as guiding principles? How does it solve solutions in a unique way (a concept also known as the “unique value proposition”)?

In the past, some organizations made the mistake of simply choosing a word to communicate their guiding principles, such as “respect”, “integrity”, “forward-thinking” or “innovative”. Unfortunately, those words can mean different things to different people. It is critical that you go a step further and create actionable principles, so that all members of the initiative may be held accountable for upholding them.

In the prison context, it is crucial that all work activities and prisoners' working conditions fully comply with international standards and that the main purpose be to support the reintegration of prisoners into society and provide them with an income (see also the section on "Prerequisites and preliminary questions" in the introduction).

International standards should be a key consideration when developing your brand values. The brand is a good way to show how the work carried out by prisoners fully complies with those standards.

## What

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The order of the golden circle is very important. It is often tempting to start with "what" because we have in mind the action or product that is being made. However, starting with "what" can have unintended negative consequences. For example, there is a chance that, by focusing first on the "what" (products or actions), you completely ignore the "why" (purpose).

Your "what" is a description of the products or services that you offer. These should be a natural extension of your "why". Your "what" must stay aligned with your "why", or it will seem inauthentic to your stakeholders.

### EXAMPLE

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Let's imagine that you define your "why" as follows:

*We believe that prisoners have a role to play in society. Through prison work, prisoners have an opportunity to make a positive impact for themselves and their families and for society at large.*

You define your "how" as:

*Our work programme is built on treating each other with dignity, consideration and civility, [in full compliance with international standards and national laws] [giving more benefits than the minimum required under international standards and national regulations] relating to work in prison, while constantly striving to do better, in our work and in our relationships.*

**EXAMPLE (CONTINUED)**

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An aligned “what” could be:

*Our unique high-quality furniture has been handcrafted by prisoners participating in the work programme. The money that they earn from the sales of those products is equitable or similar to what workers outside prisons earn and allows them to support their families and provide restitution to victims, in compliance with international standards.*

More information on product development is provided in chapter IV (Introducing the products to the market).

**EXAMPLE**

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In 2008, In-Made, in the Netherlands, ([www.in-made.nl](http://www.in-made.nl)) created a second brand, Ex-Made (<https://in-made.dji.nl/diensten/ex-made>). The programme allows qualified prisoners in their final phase of detention to work outside prisons. Prisoners have the opportunity to work in industries such as welding, landscaping, logistics and production lines that will support their successful reintegration into the community by giving them real work experience.

## Developing a brand identity

A brand identity can best be described as the face of your organization or initiative. It is how your audience recognizes and perceives you. It is important to note that brand identity can only be developed with the support of a strong brand foundation.

A brand identity includes:

- Brand personality
- Brand voice

- Value proposition
- Visual identity
- Key messaging
- Brand story

## Brand personality

A brand personality or archetype helps to make your brand more relatable to by customers by assigning human characteristics to it.

TABLE 1. EXAMPLES OF BRAND ARCHETYPES AND BRANDS USING ARCHETYPES

| <i>ARCHETYPE</i> | <i>CHARACTERISTICS</i>                                 | <i>BRAND EXAMPLES</i> |
|------------------|--|-----------------------|
| The innocent     | Simple, playful, cheerful, optimistic                  | Coca-Cola, McDonald's |
| The citizen      | Value-driven, practical, accessible, trusting          | IKEA                  |
| The hero         | Brave, self-disciplined, motivating, confident, direct | Nike                  |

Identifying your brand archetype helps you to discover the types of images and themes that will help you to create a more emotional connection between your stakeholders and your brand.

Resources to further explore brand archetypes are provided in annex I.

## Brand voice

Once you have determined the personality of your brand, you need to think about the language or words to communicate with your stakeholders. Your brand voice is how you describe everything that you do. Is your brand formal or informal? Is it confident and inspirational, or more subdued and businesslike? If your brand were a person, how would it talk?

**TABLE 2. EXAMPLES OF WEBSITE ERROR MESSAGES USING DIFFERENT “BRAND VOICE” STYLES**

|                     |   |
|---------------------|---|
| <i>Formal</i>       | We apologize, but we are experiencing a problem.  |
| <i>Casual</i>       | We’re sorry, but we’re experiencing a problem at our end.                                   |
| <i>Enthusiastic</i> | Oops! We’re sorry, but we’re having a little problem at our end.                            |
| <i>Irreverent</i>   | What did you do?! You broke our website! (Just kidding. We’re having a problem at our end.) |

**!** If you are targeting multiple audiences (e.g., Governments, donors and customers), think about how you can make the appropriate adjustments to your brand voice without compromising your brand personality. For example, if your brand archetype is “the citizen”, as illustrated above, you may choose to employ more of a value-driven, egalitarian language when communicating to donors, but may choose to be more casual when communicating with customers.

### EXAMPLES

Observe how some brands of prison products use their voice to sell their products or services:

- Muã, a brand for prison work and products in Paraguay, targets consumers with inspirational language that promotes good-quality products and gives prisoners hope for turning their lives round.
- In-Made, in the Netherlands, uses a clear, professional voice targeting business customers to show that there is untapped potential in everyone.

### Value proposition

A value proposition is a statement that identifies the unique benefits that you alone can offer your customers. A value proposition is not a sales tag line or slogan. A value proposition is a promise of value made to prospective customers (or stakeholders) when they buy prison products or services.

When creating your value proposition, you must consider two key factors: the needs of your prospective customers; and how your initiative or products can meet those needs better than anyone else's.

Your value proposition should answer the following questions:

- Who is the target audience for your products or services?
- What need does your target audience have?
- How does your initiative or product meet the target audience's need or improve its situation?
- What specific benefits can your target audience expect?
- How is what you are offering unique or different?

## Visual identity

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When most people think of a brand, their first thought is an image. Your visual identity is often the first interaction people have with your brand: seeing your logo or name on your website, on social media, on a brochure or on a product tag. But the visual identity or logo is just one part of your company's overall brand.

You have already considered the purpose of your project, your brand personality, your brand voice and the unique aspects of your brand. These elements can help you create a visual identity that makes an emotional connection and helps people identify your products in the marketplace.

- ! The visual identity of your brand includes the design of your logo, the fonts used, the images and pictures selected, the colours used and the design of your website or brochures. All those pieces come together to create a consistent image of your brand. If you think of your brand as a person, your visual identity is like the clothes that you wear.

## Logo

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When considering the design for your logo, keep the following guidelines in mind:

- *Simple:* A simple logo is memorable. It requires less time to comprehend and create a connection with the viewer. Avoid including too many elements. A single graphic image along with the name of your brand will suffice. Sometimes, simply using the name of your brand in a distinct font is sufficient.

- **Unique:** Research logos on products in your area. Look at competitive products in the marketplace. Avoid creating a logo that looks too similar to others. If your logo is unique, it will be easier to trademark (see also “Intellectual property” below).
- **Scalable:** Can your logo still be identified in very small print? Does it look clear and consistent when in large print? Create your logo as vector-based artwork with a computer programme. This means that it can be made smaller or larger without affecting the resolution of the final image.
- **Adaptable:** Can it be printed in both colour and greyscale? In a vertical or horizontal format? Your logo will be used in a wide variety of ways, whether on a website, on clothing, on paper or as a stamp. Make sure that your design is flexible.
- **Relevant:** Your logo should reflect the purpose of your brand and those that you serve. A strong logo can serve as a source of pride for workers, dignifying their work and providing them with hope for the future.

The images in your logo should support the “story” and purpose of your brand.

## EXAMPLES

The logo of “My Pride”, in Malaysia,<sup>14</sup> is a great example.



The logo was developed internally by prison staff. “MY” stands for “Malaysia”, “PRI” for “prison” and “DE” for “department”. The leaf is a hibiscus leaf, which is the Malaysian national flower. The graphic is done in a visual style reminiscent of batik woodcarving, which Malaysia is famous for. In the logo, the three leaves represent the fact that before prisoners can join the work programme, they must first go through rehabilitation and change their attitude and develop their skills and knowledge. The whole logo forms a key, which shows that, through the work programme, they have a key to go out into the world and be successful.

<sup>14</sup><http://tempahan.prison.gov.my/tempahan>.



Muã,<sup>15</sup> which means “firefly” in Guarani, is a brand of products made by prisoners in Paraguay.



The goal is to bring hope and opportunities to prisoners by laying the foundation for a successful future. The logo meets many of the criteria for a good logo: it is simple, unique, adaptable and scalable. It can be used with or without the tag line “Encendé esperanza” (“Lightning up hope”).

### Font options

Select the fonts that you will use for all communications. A good practice is to select a separate font for headlines and a simple readable font for the body of the text. If you use a specific font in your logo, use a different one for other purposes on your website and in your brochures, to help your logo to stand out.

### Image choices

The images and photographs used to represent your brand illustrate your values and shape the perception of your brand. In the case of promoting prison products and services, use images that demonstrate professionalism and good-quality products made with dignity. How would you communicate about responsibly-made products that empower people? How would you select images that clearly show your products?

<sup>15</sup>[www.facebook.com/muaencendeesperanza/](https://www.facebook.com/muaencendeesperanza/); [https://www.instagram.com/mua\\_py/](https://www.instagram.com/mua_py/); [https://twitter.com/mua\\_py](https://twitter.com/mua_py).

If you do not have good images, do a search online or on Pinterest for images or styles that are consistent with your brand to create a wish list of images, with all due respect for copyrights.

### Colours

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Select two to three colours to use consistently in presenting your brand. Colour can create a strong connection with viewers. Select a lighter colour for backgrounds, a darker colour for text, and another bright or unique colour for design elements.

### Intellectual property

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As interest in your brand grows, you may want to register your logo as a trademark at the national or international level. Developing a recognizable brand adds value to your project, and it is important to protect its value and integrity.

Registering a trademark provides various benefits. Registering your logo provides a legal basis for protecting your brand from competitors with similar or confusing branding. It will also demonstrate that your brand does not infringe other trademarks and will protect it from legal challenges.

A trademark can consist of a logo design (picture), the name of your brand (e.g., “In-Made”), or a combination of a logo and a brand name.

Deciding whether or not to trademark your brand depends on many factors. Some brands, such as My Pride, have chosen to trademark their logo.

It is best to consult with a local trademark lawyer or legal firm, as they can provide guidance on locations and other considerations. If you plan to sell outside your home country, you may wish to ask your legal counsel about the option of registering your trademark through the World Intellectual Property Organization.

### Key messaging

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Key messages are the main points about your organization or initiative that you want your audiences to hear and remember. These statements are the foundation of your marketing and communication efforts. You are likely to use your key messages when speaking with the media, writing press releases and developing marketing materials.

Well-written key messages can:

- Prioritize and clarify information
- Ensure consistency and accuracy
- Provide focus when speaking with stakeholders or the media

Ideally, key messages should be:

- *Concise*: Develop no more than three to five key messages. Each one should be fairly short and direct, that is, one to three sentences that can be said in 30 seconds or less.
- *Strategic*: Messages should reiterate your value proposition by defining and differentiating your offering.
- *Compelling*: Messages should make your audience want to act.
- *Tailored*: Consider your audience and adapt the depth of information and language of your messages accordingly.

Key messages must be true and accurate. For example, a prison administration should avoid saying that “prison work reduces recidivism” without supplying any facts to support that statement. Instead, provided that research can support that message, you may wish to say that “75 per cent of prisoners who participated in our prison work programmes found work after release”, or that “75 per cent of prisoners who participated in our work programmes reported having a higher self-esteem than those who did not participate”.

Key messages could be a perfect opportunity to highlight the issue of fair remuneration wages and benefits given to prisoners and to show your compliance with international standards, or even how you go beyond the minimum requirements.

#### EXAMPLE

A good example of communication related to the remuneration of prisoners and of compliance with international standards can be found on the Carcel website ([www.carcel.co](http://www.carcel.co)), which clearly communicates on salaries and benefits given to prisoners participating in their programme by including the following statements:

**EXAMPLE (CONTINUED)**

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*Working within the prison system is complex, but we believe that creating new and fair standards for work as rehabilitation can have a tremendous impact for incarcerated women. We create a safe environment for women in prison to gain new skills, earn fair wages and provide for their families.*

*We believe all workers, incarcerated or not, deserve a living wage for their work. We are committed to paying prisoners a fair living wage and respecting workplace conditions.*

To make sure that working conditions are up to standards, we have consistently consulted experts [on] the ILO Forced Labour Convention and the United Nations Standard Minimum Rules for the Treatment of Prisoners.

One of the most important elements of key messaging is “proof points”. Each message should be supported by proof points or evidence that your clients can trust.

We are bombarded by marketing messages on a daily basis, often from brands that overpromise and underdeliver. Consumers and buyers seek products that they can genuinely trust and that provide supporting proof.

To generate evidence that customers can trust or proof points, look to:

- **Testimonials:** Contact previous clients for validation of your products or services and ask them whether they would allow you to share their comments in your marketing materials.
- **Product comparisons:** How do your products compare with others on the market? For example, offering good-quality products combined with your social mission can make your products attractive to customers.
- **Research:** Conducting research on the impact of your work can demonstrate the effectiveness of your programme. How many participants are gaining relevant skills? Although it is often a difficult exercise, prison administrations and other services can gather data on former prisoners after their release. How many prisoners have found work after participating in your project would be very interesting data to collect and could illustrate the impact of your programme on their successful reintegration and employment after release.

- *Third-party certification:* Once your products are established on the market, seeking a third-party certification for quality can provide customers with confidence in your products and counteract any perceptions of simple charity purchases. For example, you may wish to seek out third-party certifications related to quality or production standards, such as those offered by the International Organization for Standardization or entities involved in organic certification.
- *Participant interviews:* Share the stories of people participating in your programme and the progress that they have made.
- *References:* Ask current customers or clients whether they would be willing to talk to other potential clients about your products or services.
- *Compliance with international standards:* Compliance with such standards, in particular the Nelson Mandela Rules, should play a central part of your key messaging. The Nelson Mandela Rules provide clear benchmarks for communicating your commitment to the well-being and fair treatment of prisoners participating in work programmes, especially in the areas of working conditions and remuneration schemes.

## EXAMPLES

In Malaysia, My Pride has featured post-release success stories of former prisoners who participated in their work programme, including the story of a woman prisoner trained in cutting and sewing who now owns her own tailoring business.

In the Netherlands, In-Made has established benchmarks and uses a customer relationship management system to plan and monitor work, ensuring its ability to deliver products to customers on time and on budget.

In Paraguay, Muã presents itself as the first penitentiary brand in the country and the second in Latin America. This status gives them credibility as a relevant and experienced actor in the market. It also features government logos and other imagery demonstrating the credibility of its approach and its worthy goals.

## Brand story

Where key messaging provides facts and appeals to the logic of people, a brand story inspires and appeals to the heart. Your brand story strengthens the emotional connection with viewers. A brand story is a description of your brand and of the values that you uphold and explains its importance.

As mentioned at the beginning of chapter I, some consumers may have a negative perception of prison work. Some people see it as grounds for possible labour exploitation, given the low wages in some countries, while others hold the opposite view that prisoners do not deserve employment opportunities, especially when such opportunities are scarce in the community. Regardless of the reasons for such a negative view, an effective brand story can change the perception of goods produced in prison and of those who make them.

As many prison administrations will, In-Made originally faced the challenge of a negative public perception of both prisoners and prison products.

To change that perception, In-Made chose to focus on delivering quality products. By “controlling” the brand story and making consumers equate In-Made with reliable products, they have been able to attach a positive image to the products and to the individuals making those products.

Components of an effective brand story should include an explanation of the needs that your products or services address. In the prison context, explain how your approach addresses those needs and the future that you hope to create. In other words, how prison work is providing prisoners with usable skills and preparing them to re-enter society upon release, and how buying prison products is a socially responsible act that gives opportunities to disadvantaged people.



## II. DEVELOPING A BUSINESS PLAN

A business plan helps an organization to become clear about the objective of its business, how to achieve its goals and how to make projections and plan for the long term.

Business plans generally fall into two categories:

- *Traditional:* These plans are comprehensive, standardized and detailed. Traditional business plans require more research and in-depth financial information, which is often expected by investors. These plans can be dozens of pages long.
- *Lean:* These plans focus only on key elements. A lean business plan does not always have the level of detail required by investors, but it provides an overview of your business model. Like traditional plans, lean plans follow a standard structure, but they focus on generic concepts, which can then be developed in more detail.

Many resources are available to assist with the development of business plans. You may find it helpful to contract a local consultant or business to assist in the development of your plan, especially if you have never written one before. A list of resources is provided in annex I.

For many organizations, especially start-ups or those new to creating a business plan, traditional business plans may contain a level of detail that seems unmanageable. A lean business plan provides an alternative way of presenting information critical to decision-making.

Two popular templates for creating a lean business plan are the Business Model Canvas<sup>16</sup> and the Lean Canvas,<sup>17</sup> which are both available at no cost.

The Lean Canvas template was designed to help organizations create a simple visual overview of their business and product ideas. This model was used by Muā in partnership with several organizations that helped with developing the business model and scaling it up to reach national and international markets.

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<sup>16</sup> [www.strategyzer.com/canvas/business-model-canvas](http://www.strategyzer.com/canvas/business-model-canvas).

<sup>17</sup> <https://leanstack.com/is-one-page-business-model>.





### III. DEVELOPING OR REFINING A PRODUCT CONCEPT

Once you have completed your business plan, you should have an idea of the type of products or services that you think would be a good match for your customers or target audience.

Even if you have already begun selling products or services, this section provides excellent tools for refining your product development strategy. If you do not have a specific product or service in mind, this chapter can help you identify what products or services may be a good fit.

#### Evaluating internal capabilities

Evaluating internal capabilities is a critical step in developing and marketing a product. The capabilities not only refer to the capacity of staff to train prisoners, or to the ability of prisoners to make products, but also to the legal capacity of the administration to sell products externally.

Looking at internal capacities can also mean looking at what the prison is capable of producing and seeing whether there is a way to adapt those products to the market.

#### EXAMPLE

Carcel was created in order to create fair jobs and provide advanced skills to women in prison to enable them to provide support for their families and save up for their future through the creation of premium-quality garments. The starting point was an exploration of craftsmanship and competences native to Peru and Thailand using natural local materials and combining them with Scandinavian design. Women in Peru are exceptional knitters, and knitting products therefore became the company's first high-quality garment line. In Thailand, there is an exceptional tradition of embroidery and working with silk, which was the foundation for developing the second line of garments. By selecting those local competences, Carcel strengthens women's skills, which they can then use locally upon release.

### Administrative capacity

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In some countries, laws do not allow the prison administration to sell products to external parties. For example, the prison authority in Paraguay owns the trademark Muã but, as a public entity, is not allowed to manage or market the Muã brand. Therefore, the prison administration partnered with a non-profit organization to manage the branding and marketing aspects of Muã, while the administration focuses on the training and rehabilitation of prisoners. A legal agreement is in place to identify clearly the responsibilities and accountabilities of the public (prison administration) and private (non-profit organization) parties. Furthermore, the prison authority partnered with the Inter-American Development Bank and a corporation to develop the business model and adjust the administrative part to scale up the project.

In addition to the legal capacity of the prison administration to sell products, it is also important to consider its capacity to ensure compliance with internationally agreed standards for prison work (see also the section on “Prerequisites and preliminary questions” in the introduction).

If the prison administration is not currently able to comply with international standards, its products and brands are likely to face considerable challenges in being accepted in the private marketplace.

In this case, the administration should focus first on improving prisoners’ working conditions and raising its prison work standards, rather than building a high-profile brand.

Once the work programme is in compliance with agreed upon standards, it will be much easier to build a strong brand with a demonstrable brand promise.

### Workshop capacity

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When considering your product concept, the resources available in the prison workshop must be taken into consideration. What tools and resources are available under the work programme?

In some cases, it may be possible for the prison administration to partner with external entities to provide additional tools and resources.

For example, In-Made has partnered with external private companies to create customized workspaces within the prisons. These workspaces are used to train prisoners to work in a production environment similar to what they would experience outside prison.

### Staff capacity

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For most work programmes, consideration will need to be made for staff at the administrative level (sales and marketing) and operational level (prison). Depending on the business model of the workshop, the staff may comprise prison staff, external staff or a combination of both.

In Paraguay, the prison administration determined that a minimum of five administrative roles were needed to oversee the work programme, which are filled and managed by an external organization. These roles are as follows:

- General brand coordinator
  - Is responsible for the overall brand management and the execution of strategies
  - Is accountable to the ministry responsible for the brand
  - Manages finances to maximize sales, marketing and production strategies
  - Looks for and implements market opportunities
  - Manages and evaluates the performance of personnel
  - Manages and troubleshoots issues with coordinators of each area
- Production and logistics coordinator
  - Is responsible for the quality of products
  - Ensures the transparency of the production process
  - Is responsible for product design and new product development
  - Oversees production planning and strategies
  - Coordinates prisoners' training, including by reporting the hours worked by prisoners to the social reinsertion coordinator
  - Manages logistics, including transport, shipping and delivery from prisons to points of sale
  - Manages relationships with suppliers

- Social reinsertion coordinator
  - Is responsible for ensuring the rights of and the provision of assistance to prisoners
  - Is responsible for keeping records of the hours worked and verification methods for sentence reduction
  - Is responsible for the social fund
  - Is responsible for selecting the prisoners who participate in prison work
- Administrative coordinator
  - Is responsible for brand administration and accounting
  - Prepares and sends reports to the Ministry of Justice
  - Makes payments to the company's employees
  - Manages contracts and agreements
  - Develops commercial strategies in conjunction with the general brand coordinator and the strategic alliance coordinator
  - Ensures the transparency of the brand
- Strategic alliance coordinator
  - Is responsible for relationships with the points of sale, such as retailers or wholesalers
  - Is responsible for generating alliances and commercial strategies
  - Receives sales orders and sends work orders to production
  - Tracks sales by location and keeps statistics of sales and payments
  - Is responsible for product sales, forecasting and meeting sales goals

The skills and knowledge required to manage and market a prison work programme are typically not part of the training received by prison administrators or prison officers. However, that does not mean that prison staff are not capable of learning how to manage a successful work programme.

The In-Made prison programme is divided into three levels:

- *Headquarters:* This comprises the project team of specialists who oversee the administration of the programme at the highest level and serve as advisors to the Ministry of Justice and Security.
- *Regional sales office:* The 22 prisons are grouped into three regions. Each region has a sales office with an account manager, an administrator and technical staff.

- *Prisons:* Each prison has supervisors who are responsible for overseeing the work of 10 to 12 “temporary workers” (the name given to prisoners who work in the programme). The prison head of work programme is responsible for managing the supervisors in each prison.

The staff at each level mostly comprise staff who were already working in the prison system. Training consists of a combination of internal and external training and coaching (especially in sales and supervision).

In addition, In-Made has developed production benchmarks for its work programme, which are used in staff training, and performance evaluation. Prison administrators are encouraged to learn from one another, especially in areas in which a prison may be underperforming.

**!** It is important to remember that, if external staff are to come into contact with prisoners or if prisoners are to be allowed to work outside of the prison, appropriate measures should be taken to ensure the safety of both prisoners and staff.

### Prisoner and workforce capacity

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The capacity of administrators and staff are only one piece of the equation in the work programme. The capacity of the prison workforce must be considered as well.

With regard to workforce capacity, the following questions should be asked:

- What skills exist or can be taught to prisoners participating in the work programme?
- Are there external partners who can help with capacity development?
- How should skills be evaluated, and who should do the evaluation?

In general, it is important to evaluate the skills and attitudes of prisoners prior to their selection for a work programme. However, the types of skills and attitudes and the testing format may differ greatly depending on the type of work to be performed, as well as on whether the work will be done inside or outside the prison workshop. It is equally important to assess the prisoners’ wish to participate in work programmes and their preferences, in compliance with international standards.<sup>18</sup>

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<sup>18</sup> See in particular rule 98, paragraph 3, of the Nelson Mandela Rules (see annex II).

Muā has developed a framework for evaluating prisoners who wish to participate in its work programme in line with the national legislation concerning prison work programmes and the guidance provided in the Nelson Mandela Rules and the *Roadmap for the Development of Prison-based Rehabilitation Programmes*. The framework is illustrated in the table below.

**TABLE 3. FRAMEWORK FOR EVALUATING PRISONERS WHO WISH TO PARTICIPATE IN THE MUĀ WORK PROGRAMME**

| STEPS                                    | DESCRIPTION  |
|--|--|
| 1. Application                           | The prisoner applies to join the workshop through a recommendation by the penitentiary personnel or director   |
| 2. Review                                | The request must be approved by the person directly responsible for the prisoner, who must check the compatibility between the work in workshops and other mandatory activities  |
| 3. Approval and inclusion as a candidate | Once approved, the request is sent to the social coordinator for inclusion in the official list of candidates to fill vacancies (a waiting list numbered in order of request). The list is updated daily, and a copy is delivered weekly to the production coordinator   |
| 4. Admission to the waiting list         | The prisoner receives a reply on the expected date of entry into a post or, if there are no vacancies, is informed of his or her corresponding number on the waiting list in which it is included  |
| 5. Review of documentation               | The social coordinator checks that candidates on the waiting list have some identification documentation and communicates the list to the doctor of the centre, so that the latter may issue a communication on compatibility between the state of health of the candidate and the possibility of performing productive work |
| 6. Post allocation                       | The production coordinator and the social coordinator make the final decision according to objective criteria  |

Issues such as hygiene, punctuality, ability to understand and comply with work orders and dexterity should play a significant part in the overall evaluation.

Once prisoners have been admitted into the work programme, every effort should be made to support their success.

For Muã, this means ensuring that the prisoners are fully informed of the nature and duty of their work assignment, including:

- What their specific functions are
- What is expected of them as workers
- What type of production takes place in the workshop
- What rights are afforded to them as part of the work programme
- What duties they must perform during the working day
- What the working conditions are, such as salary, working hours, contract and working days
- What type of equipment will be used for working and training
- Whom to contact if there are questions or concerns related to the work programme

## Prototyping

Once you understand your audience's needs and your internal capacities, you can begin to create prototypes (three-dimensional representations of your products or ideas) to ensure that your products or ideas are feasible.

The benefits of creating a prototype include:

- Exploring various configuration options to test and improve functionality
- Checking the performance of possible materials
- Ensuring that the customers' wants or needs are met
- Determining the production cost and price points
- Refining the product before it goes to market

Creating an initial prototype can be as simple as sketching a design and identifying the materials that would be required to make the product. By sketching and describing your products, you can

begin to discuss their use with your identified audience to gauge their interest. Based on customer feedback, you would have the opportunity to determine whether your initial ideas are worth pursuing.

The next stage would be making a three-dimensional version of your sketched design. This version could be made either with the materials that you plan to use in production or with any inexpensive materials that would allow you to approximate how the final product would look and function.

Again, it is important to get feedback from your target audience on this secondary prototype. It may be necessary to repeat this step several times to get a highly functional prototype.

Once you feel confident about the appeal of your design to your audience, as well as about its functionality, it is time to create a prototype that incorporates all of the elements that you expect to include in the final product, such as materials.

Creating a one-off “final” prototype will give you a better idea of whether or not your design is production-ready. It can also validate your assumptions for production time, materials cost and level of skilled labour required.

Your prototype should be shared not only with your audience but also with any external suppliers or vendors that will be required to take the product from its prototype form to a market-ready state. The feedback that you receive from stakeholders will help you gain confidence in your sales projections and can also potentially be used as talking points when you begin to market the product.

At this stage, when speaking with potential buyers, it is also critical to test your quality assumptions and price points, to ensure that you have developed an accurate sales model.

## **Material sourcing**

The materials that you use to make products in your work programme may have an impact on more areas than you expect. Naturally, a consistent source of good-quality raw materials will affect your ability to create good-quality products. However, the source of those materials may also have a direct impact on your brand image.

The development of a sourcing strategy helps you address issues such as the supply of raw materials, ethics in procurement, sustainability, quality and corporate social responsibility.



The following issues should be considered in your sourcing strategy:

- *Existing guidelines:* Does the prison administration already have a procurement strategy in place? If so, does this strategy apply to the prison work programme, or must a new procurement strategy be developed? If a new strategy is needed, consider speaking with similar entities in your country or region to determine whether there are any best practices in procurement that could be applied.
- *Sustainability:* Customers expect to receive products of consistent quality in a timely manner. Therefore, it is critical that you establish a supply chain that can consistently provide your programme with the raw materials required to meet sales projections and quality standards. While relying on donated materials or heavily discounted materials may initially boost your profit margin, it can hurt your brand in the long term if it affects your ability to meet customer expectations.
- *Relationship-building:* If you are working with a new supplier, it is important to determine performance indicators that will help you measure the effectiveness of your buying relationship. These indicators could include the cost of materials, lead time, quality indicators, shipping and transport costs, and minimum order quantities. Once you have established yourself as a customer, the indicators can be reviewed to potentially negotiate more favourable terms.
- *Corporate social responsibility:* Who is your supplier's supplier? It is important to understand the entire supply chain, not just your immediate contact. As products made in prison are likely to come under enhanced scrutiny, it is important to ensure that your entire supply chain reflects the same values as your brand. For example, if your brand promise includes fair wages for prisoners, you would want to be sure that your supply chain partners also offer fair wages to their workers.

#### EXAMPLE

The prison authority in the Netherlands has a procurement policy that strongly supports the brand promise of In-Made. In order for a company to be selected to provide any form of products or services to the prison authority, it must commit to supporting the prison work programme in the form of training, product purchase or offer of jobs to prisoners upon release from prison.

This commitment allows In-Made to meet its internal goals related to training and post-detention employment.

## Profitability

If the products made in your work programme are to be sold externally, it is important to consider profitability. Profitability is defined as the degree to which a business or activity yields a profit or financial gain.

If your programme is making a product for sale, you might be interested in knowing both the profit and the profitability. The two are related but unique concepts. Profit is an absolute number determined by the amount of income above the costs or expenses that it takes to make the products. It is calculated as total revenue minus total expenses, as follows:

$$\text{Profit} = \text{revenue} - \text{expenses}$$

Profitability is a measure of the degree of profit and is used to determine whether or not you are making enough profit to be sustainable or grow your business. One of the easiest ways to determine profitability is to establish your profit margin. The profit margin helps you to understand how much you are able to retain, versus how much goes towards expenses. Profit margins are expressed as percentages, and are calculated as follows:

$$\text{Profit margin} = (\text{revenue} - \text{expenses}) \div \text{revenue}$$

For example, if your work programme sells \$20,000 of product and has \$10,000 in expenses, your profit margin would be determined as:  $\$20,000 - \$10,000 \div \$20,000 = 0.5$ . This means that you have a profit margin of 50 per cent: 50 cents of every sales dollar is retained, while the other 50 cents goes toward expenses. As a general rule of thumb, you should strive for a profit margin of between 15 and 25 per cent.

In order to calculate your profit and profit margin, however, you must first understand how to calculate your expenses and revenue. Expenses include much more than the cost of materials. When determining your expenses, you should calculate the cost of goods sold, which comprises:

- Direct material costs (the cost of raw materials purchased that go directly into making the products, such as wood, leather, paint and plastic)
- Direct labour costs (wages, benefits and insurance that are paid to those directly involved in manufacturing and producing goods, that is, the prisoners)
- Manufacturing overheads:

- Indirect material costs (materials used in the production process that are not directly traceable to the product, such as tools, cleaning supplies and shipping costs)
- Indirect labour costs (wages, benefits and insurance paid to those not directly involved in production, such as trainers, prison guards overseeing the work programme and administrators working with the programme)
- Other costs (such as utilities, insurance, leasing of machines, storage costs or marketing costs)

FIGURE IV. EXAMPLE OF A MY PRIDE PRODUCT MADE IN MALAYSIA






## IV. INTRODUCING THE PRODUCTS TO THE MARKET

### Understanding the market

Which comes first? Do you create a product for specific customers, or do you identify a customer need and then develop a product? Any decision regarding what you plan to offer or how you want to expand your product line needs to be based on the current and future needs of your customers.

 There is no magic formula for finding a market for your products. The “magic” comes from developing a detailed understanding of the demand on the market (and of your target audience or customers) and ensuring that your products or services are the best placed to meet that demand.

Developing an understanding of your customers and their decision-making process is key to developing your marketing strategy. It will help you to focus your efforts on certain customer segments so that you do not waste resources on broad marketing efforts that do not reach your most likely customers.

Mapping the “customer’s journey” is a process of learning about the customers that buy your products, their specific needs and how they make their purchasing decisions. A customer’s journey map illustrates the actions that your customers take, their thoughts and the emotions that they experience when they interact with your organization.

#### Key steps

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- *Begin from the customer’s perspective:* Contact current customers to find out why they buy from you, what guides their decision and what their experience has been to date. Determine your ideal customers and outline the needs that they have. It may help create a fictitious character that represents your average or target customers. Being able to “see” those customers can often be an effective reminder to direct the journey with them in mind.

- *List all touchpoints:* List all the different ways your customers interact with your brand. This could be, inter alia, through your website, social media, advertising or news articles.
- *Illustrate action:* On a timeline, write out all of the steps that your customers will take to acquire your products, from considering a purchase to doing research, asking for recommendations and selecting a product, all the way to the product delivery.
- *Identify roadblocks:* Consider what might be preventing your customers from purchasing your products or services. Do the customers have a negative perception of products made in prison? Has a client had quality issues in the past? Is payment difficult or time-consuming? Highlighting these potential obstacles can help you become more aware of them and develop strategies to mitigate or eliminate them.

Once you have completed the customer's journey, look for additional needs or gaps in the market that you may be able to fill. If there are any, determine whether the potential customers thus identified represent a large enough pool to justify targeting them.

## Understanding the competition

You will need to understand how similar products or organizations affect your ability to reach your target audience. You will also need guidance to analyse the branding, marketing and legal aspects of competitors, as well as the price points, audiences and promotional techniques for similar or replacement products.

## Selecting a distribution channel and developing a marketing strategy

Your customer's journey mapping will inform the next step of your project: introducing products to the market and understanding how a product can be made available to the desired target audience through distribution channels. There is a wide variety of approaches to bringing your products to the market, grouped into two major types:

- *Direct marketing:* You bring your products directly to the end customer. This could be through, for example, your own online presence, through direct negotiations with clients or in your own stores. Direct marketing will require greater investment in marketing but will result in greater branding opportunities.
- *Indirect marketing:* You sell your products to wholesalers, distributors or external retail outlets that take on the responsibility for marketing your products to the end consumer. Indirect marketing requires contract negotiations and relatively less marketing investment. Civil society organizations can also be in charge of selling prison products.

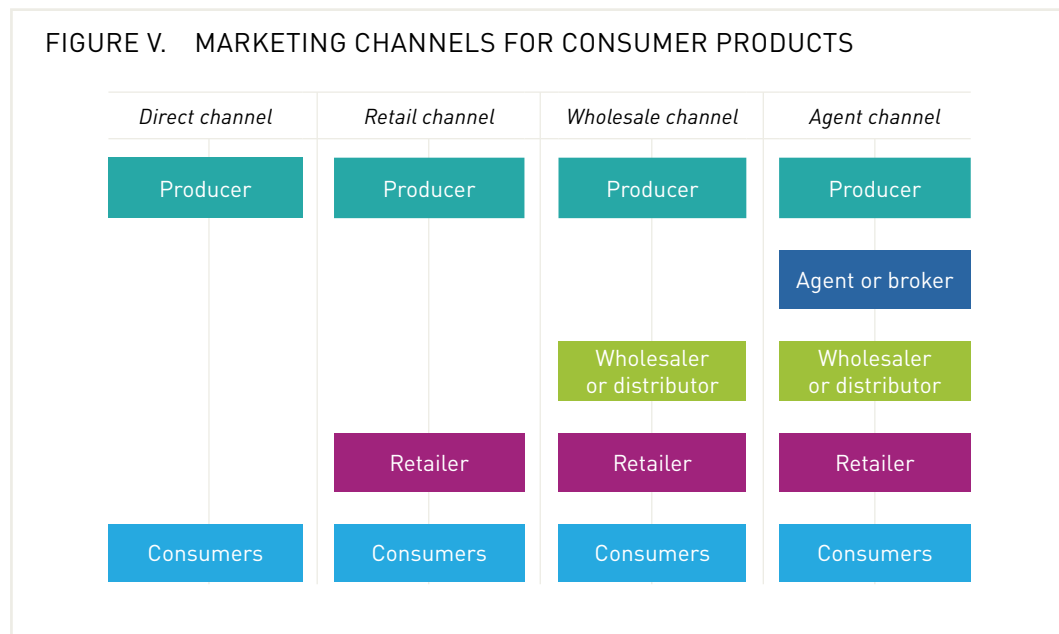
*Note*

Some prison systems are limited in terms of the markets that they are allowed to sell in. If you can only market your products through public procurement channels, it is still important to develop an understanding of how you can better supply your market, improve your quality and build your brand to benefit workers and the public good.

If you are planning to introduce your products in business-to-business or business-to-consumer markets, evaluate each of the customer types outlined in your customer’s journey map and determine:

- Where do they make their purchases? How do they pay for the goods?
- How will the product be delivered?
- Will they require support after the product is delivered?
- What are the inventory and storage needs?
- What are the quality requirements or certifications?

Match each of your customer types to a distribution strategy, as illustrated in the figure below:







# ANNEXES

## I. Resources

### Business plan templates

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- Lean Canvas (includes limited free training modules):
  - [www.leanstack.com](http://www.leanstack.com)
- Business Model Canvas (includes 30-day free trial):
  - [www.strategyzer.com](http://www.strategyzer.com)
- Traditional business plans:
  - [www.sba.gov/tools/business-plan/1](http://www.sba.gov/tools/business-plan/1)

### Introduction to business courses

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- <https://courses.lumenlearning.com/wmopen-introductiontobusiness/>

### Pro bono consulting partners

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- [www.taprootplus.org/nonprofits](http://www.taprootplus.org/nonprofits)
- <https://globalprobono.org/members/>

### Brand archetypes

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- Margaret Pott Hartwell and Joshua C. Chen, *Archetypes in Branding: A Toolkit for Creatives and Strategists* (n.p., Adams Media, 2012)
- Margaret Mark and Carol S. Pearson, *The Hero and the Outlaw: Building Extraordinary Brands through the Power of Archetypes* (New York, McGraw-Hill, 2001)
- Find free resources on the Internet by searching “brand archetypes”

### Bringing products to market

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- <http://onestopinventionshop.net/10-steps/>

## II. Relevant excerpts from the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)

### *Rule 4, paragraph 2*

... prison administrations and other competent authorities should offer education, vocational training and work, as well as other forms of assistance that are appropriate and available, including those of a remedial, moral, spiritual, social and health- and sports-based nature. All such programmes, activities and services should be delivered in line with the individual treatment needs of prisoners.

### *Rule 30*

A physician or other qualified health-care professionals, whether or not they are required to report to the physician, shall see, talk with and examine every prisoner as soon as possible following his or her admission and thereafter as necessary. Particular attention shall be paid to: ... (e) Determining the fitness of prisoners to work, to exercise and to participate in other activities, as appropriate.

### *Rule 96*

1. Sentenced prisoners shall have the opportunity to work and/or to actively participate in their rehabilitation, subject to a determination of physical and mental fitness by a physician or other qualified health-care professionals.
2. Sufficient work of a useful nature shall be provided to keep prisoners actively employed for a normal working day.

### *Rule 97*

1. Prison labour must not be of an afflictive nature.
2. Prisoners shall not be held in slavery or servitude.
3. No prisoner shall be required to work for the personal or private benefit of any prison staff.

### *Rule 98*

1. So far as possible the work provided shall be such as will maintain or increase the prisoners' ability to earn an honest living after release.

2. Vocational training in useful trades shall be provided for prisoners able to profit thereby and especially for young prisoners.
3. Within the limits compatible with proper vocational selection and with the requirements of institutional administration and discipline, prisoners shall be able to choose the type of work they wish to perform.

***Rule 99***

1. The organization and methods of work in prisons shall resemble as closely as possible those of similar work outside of prisons, so as to prepare prisoners for the conditions of normal occupational life.
2. The interests of the prisoners and of their vocational training, however, must not be subordinated to the purpose of making a financial profit from an industry in the prison.

***Rule 100***

1. Preferably, institutional industries and farms should be operated directly by the prison administration and not by private contractors.
2. Where prisoners are employed in work not controlled by the prison administration, they shall always be under the supervision of prison staff. Unless the work is for other departments of the Government, the full normal wages for such work shall be paid to the prison administration by the persons to whom the labour is supplied, account being taken of the output of the prisoners.

***Rule 101***

1. The precautions laid down to protect the safety and health of free workers shall be equally observed in prisons.
2. Provision shall be made to indemnify prisoners against industrial injury, including occupational disease, on terms not less favourable than those extended by law to free workers.

***Rule 102***

1. The maximum daily and weekly working hours of the prisoners shall be fixed by law or by administrative regulation, taking into account local rules or custom in regard to the employment of free workers.

2. The hours so fixed shall leave one rest day a week and sufficient time for education and other activities required as part of the treatment and rehabilitation of prisoners.

***Rule 103***

1. There shall be a system of equitable remuneration of the work of prisoners.
2. Under the system, prisoners shall be allowed to spend at least a part of their earnings on approved articles for their own use and to send a part of their earnings to their family.
3. The system should also provide that a part of the earnings should be set aside by the prison administration so as to constitute a savings fund to be handed over to the prisoner on his or her release.

***Rule 116***

An untried prisoner shall always be offered the opportunity to work but shall not be required to work. If he or she chooses to work, he or she shall be paid for it.





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