Creating a brand of prison products
Acknowledgements

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Disclaimer

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Introduction

The United Nations Standard Minimum Rules for the Treatment of Prisoners (‘the Nelson Mandela Rules”) and other international instruments, emphasize that prisoners should be assisted in their social reintegration in order to be better equipped to live law-abiding and self-supporting lives after release. In fact, adopting measures to ensure the effective reintegration of prisoners into the community is arguably one of the best and most cost-effective ways of preventing their re-offending.

The provision of purposeful activities in prisons, including education and vocational training programmes, physical exercise facilities, therapy and treatment for problems such as drug addiction, as well as the possibility to work, is therefore key in achieving the overall purposes of a sentence of imprisonment – namely, the protection of society against crime and the prevention of recidivism.¹

To provide tangible support to Member States in applying a rehabilitative approach to prison management, UNODC, under its Global Programme for the Implementation of the Doha Declaration², has published a practice-oriented tool, namely the “Roadmap on the Development of Prison-based Rehabilitation Programmes” (2017)³ which focuses on educational, vocational training and work programmes in prisons. Additionally, 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 foster prisoners’ reintegration into society and thus reducing their recidivism.⁴

Following numerous countries’ requests, UNODC has decided, under the Global Programme for the Implantation of the Doha Declaration, to support countries in creating their brand of prison products aimed at enhancing prisoners’ work and products in full compliance with prisoners’ rights and work standards applicable in prisons, with a view to support their social reintegration prospects and raise awareness in the general public that prisoners are a continuous part of society and.

While work programmes should contribute to generating income for prisoners and their families,

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¹ See the UN Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules), Rule 4(1).
² To implement the Doha Declaration adopted at the 13th United Nations Congress on Crime Prevention and Criminal Justice held in Qatar in 2015, the State of Qatar funded and launched a Global Programme implemented by UNODC aimed at helping countries achieve a positive and sustainable impact on crime prevention, criminal justice, corruption prevention, and the rule of law.
increasing prisoners’ qualifications, and thus fostering their employability upon release, the creation of a brand of prison products can contribute to increasing their self-esteem and to reducing the stigma by giving a positive image of prisoners within society.

**Objective of the guide**

This technical guide aims at guiding Member States willing to develop/enhance a brand of prison products and/or services emanating from work programmes and working conditions for prisoners in line with applicable international standards.

Therefore, the guide includes references to relevant international standards applicable to prison work programmes and to working conditions for prisoners that each country should comply with.

This guide explores (i) preliminary questions (pre-requirements) that prison administrations should explore before creating their brand, such as assessing their compliance with international standards; (ii) the different steps to be taken to develop a business model in line with international standards; (iii) the modality and requirements to create a national brand; and (iv) the way prison products can be commercialized in the market.

Additionally, the guide refers to additional technical tools available to help prison administrations in the process of developing prison work and brands, as well as concrete examples from countries which have already developed their brands to further give practical recommendations based on their past or on-going experiences which could serve as good practices.

**Pre-requirements / Preliminary questions to be addressed**

Before starting the process of creating a national brand of prison products, the following three questions should be considered:

**1. Do you need a brand of prison products and/or services?**

Of course, it is possible for a prison administration to manage a work program and produce and sell products without having a “brand”. One of the main benefits of a brand is to help to shape the perception of the organization, of work in prison in line with international standards, the way prisoners are perceived within society, and give better visibility to the products.
The benefits of a brand can be realized both internally and externally.

“We didn't create the brand for the products, we created it for the prisoners.”

The Malaysian prison administration felt that while the brand was important for customers, so that they could recognize that products had been made through the prison work program, it was equally important for the prisoners to ‘see’ the results of their work. The fact that fabrics bearing the “MY PRIDE” logo were being worn by royalty and could also be purchased by the prisoners’ friends and families, created a feeling of pride for the prisoners in their work and raised their self-esteem.

Creating a brand for prison products will not create an instant demand or respect for the products, however, some countries, the work of prisoners is not highly regarded, in others the only ‘market’ for prison products is an internal one (e.g. products are made only for the prison or other government entities).

The process of developing a brand – even if it is not made public – can help strengthen a prison work program by helping it to create a common understanding of its mission and enable to better communicate the benefits of the programme, both internally and externally.

2. Do you have the capacity to create and own the brand of prison products?

- **Ownership:** Does the prison administration have the authority to sell products to customers outside 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 nonprofit organization, a private company?

- **Resources:** Does your organization have the resources (both financial and human) to support a branding exercise? Do you have staff and/or volunteers in place who have the necessary expertise to lead the branding exercise? If not, do you have the resources to bring in external help (e.g. agency or consultant) to guide or execute the branding exercise? Do you have the time to dedicate to its process, which can take up to two years from beginning to brand launch?

- **Internal support:** Do you have the support of the appropriate leaders to push through a branding exercise? Who on the leadership team could serve as a champion to help ensure buy-in at all levels?

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5 Quote from Mr. Wan Ramzan bin Wan Ahmad, from MY PRIDE in Malaysia.
3. Do your work programmes for prisoners comply with international standards?


National authorities, with possible support from internal or external stakeholders, are primarily responsible for ensuring full compliance with relevant international standards. Compliance with these standards is a key consideration for maintaining a trustworthy brand.

In the development of all work schemes in prisons⁹, it is crucial to avoid any arrangement in which the labor of prisoners is exploited, or where profit motives override the aim of increasing the employment and earning capacity of prisoners after release.

While the advantages of prison work in supporting prisoners' social reinsertion are widely accepted, there are still limitations in many countries with regard, in particular, to applicable wages, health insurance coverage, and other related benefits that would normally apply to any worker outside prison.

Regardless of whether they are included in the regular normative labor laws or in a specific normative frame, work regulations applicable to prisoners should include the standards recognized by the international community as minimum standards, in particular with regard to prisoners’ remuneration.

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⁶ Available in English, French, Spanish, Arabic and Russia at: https://www.unodc.org/dohadeclaration/en/topics/prisons/prisoner-rehabilitation---documents.html; see chapter 5 related to work in prisons.


⁹ Productive work should form part of an integrated process of reintegration into the employment market and into society, adapted to the abilities of each prisoner and after individual assessment.
A number of key principles, mentioned in the Nelson Mandela Rules\textsuperscript{10}, should regulate any work activity in prison:

- **Prison labor must be productive, not be of an afflictive nature and not be used for the personal 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 of 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 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 on his or her release.

- 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 with regard to the

\textsuperscript{10} Additional principles and regulations applicable to work in prison are developed in the UNODC Roadmap for the Development of Prison-based Rehabilitation Programmes. 
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 favorable than those extended by law to free workers.

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

\(^{11}\) See additional information in UNODC Roadmap for the Development of Prison-based Rehabilitation Programmes, in particular its Chapter 5 on prison work: https://www.unodc.org/dohadeclaration/en/topics/prisons/prisoner-rehabilitation-documents.html;

\(^{12}\) In particular the International Covenant on Civil and Political Rights, the Convention against torture and other cruel, inhuman or degrading treatment or punishment etc.
SECTION 1: Creating your brand

Section 1.A: What is a brand?

What is a brand? The word “brand” is not easy to define, as it means something different to every person you ask. Is it a logo? Values? Customer perception? A brand can be all those things, and more. Even the best minds in marketing have not come to a single brand definition.

Why is a brand important?

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 product over someone else’s product. It’s also about getting your specific audience to see you as the most compelling provider of a solution to a problem or need that is relevant to them. At its 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 service
- Motivate the buyer to make a purchase
- Create user loyalty to the brand and the company/organization

It’s important to remember that brand is about perception: not your perception, but the way your organization, product or service is perceived by others. You can’t fully control the perception of others, but with a thoughtfully crafted brand, you can ensure that your brand helps you to shape their perceptions moving forward.

Know before you go!

When you start a journey, it’s good to have a general idea of where you’re 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 you have a 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 product or service.
  Who will be buying your product? Consumers? Other government agencies? Retailers? Private businesses? What are the wants, needs and challenges of these audiences? Why do they buy
from you? Which customer(s) purchase from you most often? What product or service is your best seller?

- **Brand Awareness:** Is the target audience you defined above already familiar with your organization? What is their awareness level, e.g. what percentage of your target audience could identify your organization as a supplier of the product you make?

- **Brand Perception:** What comes to mind when your target audience thinks about your organization – both positive and negative? How would you like to be perceived by your target audience?
  
  ➢ Possible added value of prison products: why would people buy a product made by prisoners? (often bad perception of prisoners and prison products seen as low quality – need to communicate on that).

- **Market Share:** Do you have competitors for your product? How much product does your competition sell, versus 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 do you want or need to develop a brand? Some examples could include:

- **Increase Visibility:** Do you need your organization or product to be better known by your target audience?

- **Shifting 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?

- **Increase Market Share:** Is there an opportunity to increase your sales through a strong brand?

- **Develop New Customers:** Is there an opportunity to engage new customers by increasing brand awareness or by entering new markets?

After you consider these questions, identify which one or two of the goals are your top priority to be accomplished within the short term – 18 months to two years.
Section 1.B. Building a foundation for your brand

After you’ve 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”\(^\text{13}\):

```
WHY
HOW
WHAT
```

By starting with the “why” (or 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 how to discover the key elements of your brand.

“Why”

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 of connecting with potential customers and other stakeholders, such as donors.

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

For prison administrations, the ‘why’ of the work program may include multiple elements, such as ensuring that prisoners are engaged in meaningful work in line with international standards, providing opportunities for prisoners to learn new skills to reintegrate into society upon release and thus contributing to reducing their recidivism, increasing income for prisoners and to support their

\(^\text{13}\) In his groundbreaking TEDx talk, Simon Sinek introduced the concept of the “Golden Circle”: Excerpt: [https://www.youtube.com/watch?v=2Ss78LyY3nE](https://www.youtube.com/watch?v=2Ss78LyY3nE)
families, to increase income to fund the work program itself, etc. (see more details in section on Key Messages)

How do you know when you’ve created a powerful ‘why’? Your ‘why’ statement should articulate the very core of why you exist: what drives the people involved in your initiative, that makes them feel proud about the work they do, and that serves as the touchpoint for every decision you make. Remember, the goal is to communicate not on what you do, but rather why you do it!

“How”
Now that you know 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/initiative that serve as guiding principles? How does your organization solve solutions in a unique way (also known as your Unique Value Proposition)?

In the past, some organizations have made the mistake of simply choosing a word to communicate their principles: respect, integrity, forward-thinking, innovative. Unfortunately, these 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 can 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 increase their income.14

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”
The order of the Golden Circle is very important. Often, it’s tempting to start with “what” because we have in mind the action or product that is being produced. However, starting with “what” can have unintended negative consequences. First, there’s 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 you offer. These products and services should be a natural extension of your “why”. Your ‘what’ must stay aligned with your ‘why’, or it will seem inauthentic to your stakeholders.

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14 See introduction and pre-requirements sections of the guide.
Example:
Let’s imagine you define your ‘why’ as:

“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, their families, and for society at large.”

You define your ‘how’ as:

“Our work program is built on treating each other with dignity, consideration, and civility, in full compliance with international standards and national laws relating to work in prison / or giving more benefits than the minimum required by international standards and national regulations while constantly striving to do better – in our work and in our relationships.”

An aligned ‘what’ could be:

“Our unique high-quality furniture has been handcrafted by prisoners in the work programme. The money earned from the sales of products is equitable as similar to workers outside and allows them to support their families and provide restitution to victims, as per international standards.”

More information on product development will be provided in Section 3, Taking Product to Market.

Example

The programme allows qualified prisoners, in their final phase of detention, to work outside prison.

Prisoners have the opportunity to work in industries that will support their successful reintegration into the community by giving them real experiences in industries like welding, landscaping, logistics and production lines.
Section 1.C: Developing your brand identity

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

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 customers by assigning human “characteristics”. Examples of brand archetypes and brands using those archetypes include:

<table>
<thead>
<tr>
<th>Archetype</th>
<th>Characteristics</th>
<th>Brand Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Innocent</td>
<td>Simple, Playful, Cheerful, Optimistic</td>
<td>Coca-Cola, McDonald’s</td>
</tr>
<tr>
<td>The Citizen</td>
<td>Values-driven, Practical, Accessible, Trusting</td>
<td>IKEA</td>
</tr>
<tr>
<td>The Hero</td>
<td>Brave, Self-Disciplined, Motivating, Confident, Direct</td>
<td>Nike</td>
</tr>
</tbody>
</table>

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

You can find resources to further explore brand archetypes in Section 5.A.

Brand Voice

Once you’ve determined the personality of your brand, you need to think about the language/words you use to communicate to your stakeholders. Your brand voice is how you describe everything you do. Is your brand formal or informal? Is it confident and inspirational, or more subdued and businesslike? If your brand was a person, how would it talk?
Example: Website error message using different ‘brand voice’ styles

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal:</td>
<td>“We apologize, but we are experiencing a problem.”</td>
</tr>
<tr>
<td>Casual:</td>
<td>“We’re sorry, but we’re experiencing a problem on our end.”</td>
</tr>
<tr>
<td>Enthusiastic:</td>
<td>“Oops! We’re sorry, but we’re having a little problem on our end.”</td>
</tr>
<tr>
<td>Irreverant:</td>
<td>“What did you do?! You broke our website! (Just kidding. We’re having a problem on our end.)”</td>
</tr>
</tbody>
</table>

If you are targeting multiple audiences (e.g. governments, donors, 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 shown above, you may choose to employ more of a values-driven, egalitarian tone of voice when communicating to donors, but may choose to be more casual and friendly when communicating with customers.

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

✓  *Muã*, the brand for prison work and products in Paraguay, targets consumers with inspirational language that promotes quality products and gives prisoners hope for turning around their lives.

✓  *In-made*, in the Netherlands\(^{15}\) 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 customer. A value proposition isn’t a sales tagline or slogan. A value proposition is a promise of value that a prospective customer (or stakeholder) will receive by buying prison products or services.

When creating your value proposition, you must consider two key factors: the problems your prospective customer is facing, and how your initiative/products can “solve” those problems better than anyone else.

\(^{15}\) [https://in-made.dji.nl](https://in-made.dji.nl)
Your value proposition should answer:

- Who is the target audience for your product or service?
- What is the problem your target audience is facing?
- How does your initiative/product solve the audience’s problem or improve their situation?
- What specific benefits can your target audience expect?
- How is what you’re offering unique or different?

**Visual Identity**

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, 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 product in the marketplace.

The visual identity of your brand includes the design of your logo, the fonts you use, the images and pictures you select, the colors you use, and the design style of your website or brochures. All of these pieces come together to create a consistent impression of what your brand stands for. If you think of your brand as a person, your visual identity is like the clothes that you wear.

**Logo**

When considering the design for your logo, keep the 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 information on trademark in this chapter).

- Scalable: If your logo is printed very small, can a viewer still read it? Does it look clear and consistent when you print it large? Create your logo as vector-based artwork with a
computer-based program. 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 color and grayscale? 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 you serve. A strong logo can serve point of pride for workers, dignifying their work and providing 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\(^{16}\) is a great example:

The logo was developed internally by prison staff. The “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 woodcarvings, 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 the rehabilitation and build their attitude, skill and knowledge (ASK). The whole logo forms a key, which shows that through the work programme they have a key to go out in the world and be successful.

\[My	ext{ Pride}\]

*Muã* \(^{17}\), which means firefly in Guarani, is a brand of products produced by prisoners in Paraguay. The goal is to bring hope and opportunities to prisoners by laying the foundation for a successful future.

\(^{16}\) [http://tempahan.prison.gov.my/tempahan](http://tempahan.prison.gov.my/tempahan)

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 tagline “Encendé esperanza” (“Igniting hope”).

**Font options**
Select 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 body text. If you use a specific font in your logo, use a different one for other purposes in your website and brochures to help your logo stand out.

**Image choices**
The images and photography you use to represent your brand demonstrate your values and shape perceptions of your brand. In the case of promoting prison-made products and services, use images that demonstrate professionalism and quality products produced with dignity. How would you communicate responsibly-produced products that empower people? How would you select images that clearly show your products?

➢ Tip: If you don’t 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.

**Colors**
Select 2-3 colors to consistently use in presenting your brand. Color can create a strong connection with viewers. Select a lighter color for backgrounds, a darker color for text, and another bright or unique color for design elements.

**Intellectual Property**
As interest in your brand grows, you may want to register your logo with a national and/or international trademark. Developing a recognizable brand adds value to your project and protecting its value and integrity is important.
Registering a trademark provides various benefits. Registering your logo provides a legal basis to protect your brand from others with similar or confusing branding. It will also demonstrate that your product does not infringe on other trademarks and will protect your brand 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 brand name.

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

It is best to consult with a local trademark lawyer or legal firm, as they can provide guidance regarding classifications, locations and other considerations. If you will be selling 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**

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

Written properly, key messages can:

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

Ideally, key messages should be:

- **Concise** – develop no more than 3-5 key messages. Each one should be fairly short and direct – 1-3 sentences that can be spoken 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.

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18 [http://www.wipo.int](http://www.wipo.int)
Key messages must be true and accurate. For example, a prison administration should avoid saying “prison work reduces recidivism” without any fact supporting this statement.

Instead, if research can support the message, you may wish to say “75% of prisoners who participated in our prison work programmes found work after release” or “75% 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 raise the fair remuneration wages and benefits given to prisoners, to show how your compliance with international standards, and even how you go beyond the minimum requirements:

**Example:**
A good example of communication related to remuneration of prisoners and compliance with international standards can be found in Carcel website, which clearly communicates on salaries and benefits given to prisoners participating in their programme (www.carcel.co):

“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 where the women can 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.”

“The wages we pay are benchmarked with the International Labour Organization (ILO) guidelines and triangulated with local organisations. We focus on offering a living wage as a minimum in the respective country.”

We are bombarded by marketing messages every day, often from brands that over-promise and under-deliver. Consumers and buyers seek products that they can trust with a genuine voice and proof to back it up.

To generate proof points, look to:

- **Testimonials** - contact previous clients for validation of your product or service and ask if they would allow you to share those comments in your marketing materials.

- **Product comparisons** - How does your product compare with others in the market? For example, having a quality product combined with your social mission can make your product attractive to customers.
- **Research** - Conducting research on the impacts of your work can demonstrate the effectiveness of your programme. How many participants are gaining relevant skills? Although gathering data on former prisoners after their release is often a difficult exercise, prison administration and/or other services can gather information on prisoners’ life once released. How many prisoners have found work after participating in your project would be a 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 product is established in the market, seeking a third-party certification for quality can provide customers with confidence in your product 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 ISO, organic certifiers, etc.

- **Participant interviews** - Share the stories of people participating in your programme and the progress that they have made.

- **References** - Ask current customers or clients if they would be willing to talk with other potential clients about your product or services.

- Your compliance with the international standards, particularly the Nelson Mandela Rules, should play a central part of your key messaging. The Nelson Mandela Rules provide you with clear benchmarks for communicating your commitment to the well-being and fair treatment of prisoners participating in work programmes, particularly in the areas of work conditions and remuneration schemes.

**Examples:**


*In-made* in the Netherlands has established benchmarks and uses a customer relationship management (CRM) system to plan and monitor work, ensuring their ability to deliver products to customers on time and on budget.

*Muā* in Paraguay presents itself as the first penitentiary brand in Paraguay and the second in Latin America. This status gives them credibility as a relevant actor in the market with strong experience. They also feature government logos and other imagery demonstrating their credible approach and good intentions.
**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 the values you hold and explains why it’s important.

Some consumers may have a negative perspective of prison work. An effective brand story can change the perception of goods produced in prison, as well as those who are producing the goods.

*In-Made* faced a challenge that will be similar to many prison administrations regarding the negative perception of both prisoners and prison products within society.

For this reason, *In-Made* chose to reframe public perception by first focusing on delivery quality products. By “controlling” the brand story and equating In-Made with products that were reliable, they have been able to work on transferring positive perceptions associated to the products and to individuals making these products.

Components of an effective brand story should include explaining the problem that your product or service addresses. In the prison context, explain how your approach addresses the problem and the future you hope to create, *i.e.* how prison work is providing a pathway towards usable skills and preparing prisoners to re-enter society.
SECTION 2: Developing a business plan

A business plan helps an organization become clear on the intent of its business, how to achieve its goals, and how to do long term projections and planning.

Business plans generally fall into two categories:

- **Traditional**: comprehensive, with standardized details. Traditional business plans require more research and in-depth financial information, which is often expected by investors. These documents can be dozens of pages long.

- **Lean**: high-level, focusing only on the key elements of your plan. A lean business plan doesn’t always have the level of detail required by investors, but it allows you to quickly get an overview of your business model. Lean plans, like traditional plans, follow a standard structure, but begin with a focus on high-level concepts that can later be broken down into more detail.

Many resources are available to assist with the development of business plans. You may find it helpful to contract with a local consultant or business to assist in the development of your plan, especially if you’ve not previously written a business plan. Ideas for resources can be found in Section 5.A.

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 include The Business Model Canvas¹⁹ and the Lean Canvas²⁰, which are both available for use at no cost.

The Lean Canvas template was designed to help organizations create a simple, visual overview of their business and/or product ideas. This model was used by muō in partnership with several organizations which helped developing the business model as well as scaling up to reach national and international markets.

¹⁹ https://platform.strategyzer.com/resources
²⁰ https://leanstack.com/is-one-page-business-model
SECTION 3: Developing (or refining) your product concept

Once you have completed your business plan, you should have an idea of the type of product or service you think would be a good match for your customer and/or target audience.

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

Section 3.A: 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 the ability of prisoners to produce products, but also to the legality 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 if there is a way to adapt it to the market.

3.A.i. Administrative capacity

In some countries, laws restrict the prison from selling products to external parties. For example, the prison authority in Paraguay owns the trade mark “muã” but, as a public entity, is not allowed to manage or market the muã brand. Therefore, the prison administration partnered with a nonprofit organization to manage the brand and marketing aspects of muã, while the administration focuses on training and rehabilitation of prisoners. A legal agreement is in place to clearly identify the responsibilities and accountabilities of the public (prison administration) and private (nonprofit organization) parties. Furthermore, the prison authority partnered with IDB and a corporation to develop the business model and adjust the administrative part to scale up the project.

In addition to the legality of sales by the prison administration, it is also important to consider the capacity of the administration to ensure compliance with internationally agreed criteria for prison work.

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

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21 See introduction and pre-requirements section on compliance with international standards.
In this case, the administration would benefit from focusing on raising their prison work standards, rather than building a high-profile brand.

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

3.A.ii. Workshop Capacity

When considering your product concept, the resources available within the prison workshop must be taken into consideration. What tools/resources are available to use as part of the work programme?

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

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

3.A.iii. Staff Capacity

For most work programmes, consideration will need to be made for staff at the administrative (sales and marketing) level, as well as the operational (prison) level.

Depending on the business model of the workshop, the staff may be comprised of 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. These roles are filled and managed by an external organization, not by the prison administration.

- General Brand Coordinator
  - Responsible for overall brand management and execution of strategies
  - Accountable to the Ministry for the brand
  - Manages finances, to maximize sales, marketing and production strategies
  - Looks for and implements market opportunities
  - Manages and evaluates performance of personnel
  - Manages and trouble-shoots issues with coordinators of each area
• Production and Logistics Coordinator
  o Responsible for quality of products
  o Ensures the transparency of the production process
  o Responsible for product design and new product development
  o Oversees production planning and strategies
  o Coordinates the training of the inmates, including reporting hours worked by inmates to the Social Reinsertion Coordinator
  o Manages logistics, including transportation, shipping, and delivery from prisons to point of sale
  o Manages supplier relationships

• Social Reinsertion Coordinator
  o Responsible for ensuring the rights of and assistance for inmates
  o Responsible for keeping records of hours worked and verification methods for sentence reduction.
  o Responsible for the social fund
  o Responsible for selecting the prisoners who participate in prison work

• Administrative Coordinator
  o Responsible for brand administration and accounting
  o Prepares and sends reports to the Ministry of Justice
  o Makes payments to the company’s employees
  o Manages contracts and agreements
  o Develops commercial strategies in conjunction with the General Brand Coordinator and Strategic Alliances Coordinator
  o Ensures the transparency of the brand

• Strategic Alliances Coordinator
  o Responsible for the points of sale, e.g. retailers, wholesalers, etc.
  o Responsible for generating alliances and commercial strategies
  o Receives sales orders and sends work orders to production
  o Tracks sales by location and keeps statistics of sales and payments
  o Responsible for product sales, forecasting and meeting sales goals
The skills and knowledge required to manage and market a prison work programme is typically not part of the training received by a prison administrator or prison guard. However, that does not mean prison staff are not capable of learning how to manage a successful work programme.

For the prison work programme in the Netherlands, *In-Made*, the program is divided into three levels:

- **Headquarters**: project team of specialists who oversee the administration of the program at the highest level and serve as advisors to the justice department.

- **Regional Sales Office**: the 22 prisons are grouped into three regions. Each region has a sales office with an account manager, administration, and technical staff.

- **Prisons**: each prison has supervisors who are responsible for overseeing the work of 10-12 ‘temporary workers’ (the adopted name for prisoners). The prison’s ‘head of labor’ is responsible for managing these supervisors within each prison.

The staff at each level are mostly comprised of civil employees who were already working with in the prison system. Training consists of a combination of internal training, coaching (especially in sales and supervision), as well as external trainers who teach on topics such as LEAN production techniques.

In addition, *In-Made* has developed production benchmarks for their work programme, which are used as part of staff training, as well as performance evaluation. Prison administrators are encouraged to learn from each other, especially in areas in which a prison may be underperforming.

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

**3.A.iv. Prisoner/Workforce Capacity**

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.

Workforce capacity: What skills exist and/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 their selection for a work programme. However, the types of skills/attitudes and the testing format may differ greatly, depending on the type of work being performed, as well as on whether the work will be done inside or outside the prison workshop.

It is equally important to assess prisoners’ wish to participate in work programmes, as mentioned by international standards\textsuperscript{22}.

\textit{Muñ} in Paraguay has developed a framework for evaluating prisoners who wish to participate in their work programme. The framework was developed in consideration of the country’s legislation around prison work programmes, as well as the guidance provided by the Nelson Mandela Rules and UNODC \textit{Roadmap for the Development of Prison-based Rehabilitation Programmes}.

<table>
<thead>
<tr>
<th>Steps</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Application</td>
<td>Prisoner applies to join the workshop through a recommendation by the penitentiary personnel or director.</td>
</tr>
<tr>
<td>2. Review</td>
<td>Request must be approved by the person directly responsible for the prisoner, who must check the compatibility between the work in workshops and other obligatory activities.</td>
</tr>
<tr>
<td>3. Approval and inclusion as a candidate</td>
<td>Approved, the petition is sent to the social coordinator for inclusion in the official list of candidates to fill vacancies (it is a waiting list duly numbered in order of petition). The list is updated daily and a copy is delivered weekly to the production coordinator.</td>
</tr>
<tr>
<td>4. Admission to the waiting list</td>
<td>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 on which it is included.</td>
</tr>
<tr>
<td>5. Review of documentation</td>
<td>Social coordinator checks that waiting candidates have documentation (identity card in the case of national inmates, in the case of foreigners it is sufficient to have a court order for entry into prison) and communicates the list to the doctor of the center so that he can issue a communication on compatibility between the state of health of the candidate and the possibility of performing productive work.</td>
</tr>
<tr>
<td>6. Post allocation</td>
<td>Production coordinator and the social coordinator decide the final award according to objective criteria.</td>
</tr>
</tbody>
</table>

\textsuperscript{22} See in particular Nelson Mandela Rule 98.3 “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”.

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

Once the prisoner has been admitted into the work programme, every effort should be made to support his/her success.

For *muã*, this means ensuring that the prisoner is fully informed of the nature and duty of his/her work assignment, including:

- What their specific functions are;
- What is expected of the prisoner as a worker;
- What type of production takes place in the workshop;
- What rights are afforded to the prisoner, as part of the work programme;
- What duties the prisoner must perform during the working day;
- What are the working conditions\(^{23}\) (e.g. category, salary, working hours, contract, working days);
- What type of equipment will be used for working/training;
- Who to contact if there are questions or concerns related to the work programme;

Section 3.B: Prototyping

Once you understand your audience needs and your internal capacities, you can begin to create prototypes – three-dimensional representations of your products or ideas – to ensure that your product or idea is feasible.

The benefits to creating a prototype include:

- Exploring various configuration options to test and improve functionality;
- Checking the performance of possible materials;
- Ensuring customer wants/needs are met;
- Determining the production cost and price points; and
- 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 create the sketched design. By sketching and describing your product, you can begin to discuss its use with your identified audience to gauge their interest. Based on customer feedback, you would have the opportunity to determine if your initial idea is worth pursuing.

\(^{23}\) See introduction on working conditions as mentioned by international standards and related provisions in annex.
The next stage would be creating a three-dimensional version of your sketched design. The three-dimensional version could be created using the materials you plan to use in production or can be using any inexpensive materials that allow you to approximate how the product would function in real life.

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 in order to get a highly functional prototype.

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

Creating a one-off ‘final’ prototype will give you a better view of whether or not your design is production-ready. It can also validate your assumptions for production time, materials cost, and level of skilled labor 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 to market-ready state. The feedback 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 you’ve developed an accurate sales model.

**Section 3.C: Materials sourcing**

The materials you use to produce products in your work programme impacts more areas than you may think. Naturally, a consistent source of 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.

Development of a sourcing strategy helps you address issues such as obtaining 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 not, consider speaking with similar entities in your
country/state to determine if there are any best practices in procurement that could be applied.

- Sustainability: Customers expect to receive consistent quality products 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, as well as quality standards. While relying on donated materials or heavily discounted materials may initially seem to boost your profit margin, they can hurt your brand in the long term, if they affect 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 cost of materials, lead time, quality indicators, shipping/transportation costs, minimum order quantity, etc. Once you have established yourself as a customer, these indicators can be reviewed to potentially negotiate more favorable 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 will likely come under additional scrutiny, it is important to ensure your entire supply chain reflects the same values as your brand. For example, if your brand promise includes fair wages paid to 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 product or service to the prison authority, it must commit to supporting the prison work programme in the form of training, purchasing of product, or providing jobs to prisoners upon release from prison. This commitment allows In-Made to meet its internal goals related to training and post-detention employment.
Section 3.D: Profitability

If the product(s) produced in your work programme will be sold externally, as opposed to internal use only, it is important to consider profitability. Profitability is defined as the degree to which a business or activity yields profit or financial gain.

If your programme is producing 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 it takes to produce the product. It is calculated as total revenue minus total expenses: Profit = Revenue – Expenses

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

Profit Margin = (Revenue – Expenses) / 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) / ($20,000) = .5

This means you have a profit margin of 50%; 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%.

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 (COGS), which includes:

- Direct Material: the cost of raw materials purchased that go directly into producing the products (e.g. wood, leather, paint, plastic, etc.)
- Direct Labor: wages, benefits, and insurance that are paid to those directly involved in manufacturing and producing goods (i.e. prisoners)
- Manufacturing Overhead:
  - Indirect material: materials used in the production process that aren’t directly...
traceable to the product (e.g. tools, cleaning supplies, shipping costs, etc.)

- Indirect labor: wages, benefits and insurance paid to those not directly involved in production (e.g. trainers, prison guards overseeing work program, administrators working with the program, etc.)
- Other costs: utilities, insurance, leasing of machines, storage costs, marketing costs, etc.

SECTION 4: Introducing your product to market

Section 4.A: Understanding your 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 around 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 to finding a market for your product. The “magic” comes from developing a detailed understanding of the problems existing in the market (and by your target audience/customers), and ensuring your product service provides the best solution possible to the problem being experienced by your audience.

Developing an understanding of your customers and their decision-making process is key to developing your marketing strategy. It will help you 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 or buyers.

Buyer journey mapping is a process of learning about the customers who buy your products, their
specific needs, and how they approach their purchasing decisions. A buyer journey map visualizes the actions your customers take, their thoughts, and the emotions they experience when they interact with your organization.

Key Steps:

- **Begin from the customer perspective** - Contact current customers to find out why they work with you, what guides their decision, their experience to date. Determine your ideal customer and outline the problems and opportunities they face. It may help to create a fictitious character that represent your average or target customer. Being able to “see” this customer can often be an effective reminder to direct the journey with him/her in mind.

- **List all touchpoints** - List all the different ways your customer interacts with your brand. This could be through your website, across social media, through advertising, through news articles, etc.

- **Illustrate action** – On a timeline, write out all of the steps your customer will take to get to your product, from considering a purchase to doing research, asking for recommendations, selecting a product, and all the way through the product delivery and follow-up.

- **Identify roadblocks** - Consider what might be preventing your customer from taking your desired action or purchasing your product/service. Does the customer have a negative perception of products produced 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 and develop strategies to mitigate or eliminate obstacles.

Once you’ve completed the customer journey, look for additional needs or gaps in the market that you may be able to fill. If you identify needs or gaps, determine if the potential customers identified represent a large enough pool to justify targeting them.

**Section 4.B: Understanding your competition**

Understanding how similar products or organizations affect your ability to reach your target audience. Guidance for analyzing the branding, marketing, and legal aspects of competitors, as well as the price points, audiences, and promotional techniques for similar or replacement products.
Section 4.C: Selecting a distribution channel and developing a marketing strategy

Introducing a product to the market: understanding how a product can be made available to the desired target audience via distribution channels, e.g. direct, retail, wholesale, licensing.

Your customer journey mapping will inform the next step of your project: introducing product to market. There are a wide variety of approaches to bringing your product to market broken down into two major types:

- Direct marketing - You bring your product directly to the end customer. This could be through your own online presence, through direct negotiations with clients, in your own stores, and other similar forms. Direct marketing will require greater investment in marketing but will result in greater branding opportunities.

- Indirect marketing - You sell your product to wholesalers, distributors or external retail outlets who take on the responsibility of marketing your product to the end consumer. Indirect marketing will require contract negotiations and requires relatively less marketing investment.

Note: Some prison systems are limited in what markets they are allowed to sell to. If you can only market your products via public procurement channels, it is still important to develop an understanding of how you can better serve your market, improve your quality and build your brand to benefit workers as well as serve the public good.

If you are planning to introduce your product in business-to-business or business-to-consumer markets, evaluate each of the customer types outlined in your customer 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?
- Inventory and storage needs?
- Quality requirements or certifications?
Match each of your customer types to a distribution strategy:
ANNEXES

Annex 5.A - tools

**Business Plan: templates:**

- Lean Canvas (includes limited free training modules):
  - www.leanstack.com

- Business Model Canvas (includes 30-day free trial)
  - www.strategyzer.com

- Traditional Business Plans:
  - https://s3.amazonaws.com/mentoring.redesign/s3fs-public/SCORE-Deluxe-St
    artup-Business-Plan-Template_1.docx
  - https://www.sba.gov/tools/business-plan/1

**Introduction to Business courses**

- https://courses.lumenlearning.com/wmopen-introbusiness/

**Pro-Bono Consulting Partners**

- https://www.taprootplus.org/nonprofits
- https://globalprobono.org/members/

**Find a B Corp consultant in your area.**

- https://bcorporation.net/directory

**Brand archetypes:**

- *Archetypes in Branding: A Toolkit for Creatives and Strategists* by Margaret Pott
  Hartwell and Joshua C. Chen
- *The Hero and the Outlaw: Building Extraordinary Brands Through the Power of
  Archetypes* by Margaret Mark and Carol S. Pearson
- Find free resources on the internet by searching for “brand archetypes”

**Take your product to market**

- http://onestopinventionshop.net/10-steps/
Annex 5.B: International Standards

The United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)

Rule 4.2

(...) 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.