



Program Statement

OPI: FPI
NUMBER: 8200.04
DATE: June 11, 1997
SUBJECT: Marketing and Sales Manual, FPI

1. PURPOSE AND SCOPE. To update policy, standards, and procedures for Federal Prison Industries (FPI) sales, marketing and customer service operations.

Detailed implementation instructions are contained in the Preferred Customer Program Technical Reference Manual.

2. PROGRAM OBJECTIVES. The expected results of this program are:

a. Sales will be accurately forecast, as a basis for planning factory expansions, inventory levels, enhanced customer service, and increased profits.

b. Marketing of UNICOR products and services will be enhanced by promotional publications, catalogs, UNICOR's web site, videotape and slide presentations, exhibits and trade shows, mailings, advertising, and factory customer visits.

c. The success of marketing activities will be determined through customer surveys.

d. Sales will increase as a result of working relationships among customers, the Sales, Marketing and Customer Service Branch, the Planning, Research, and Activation Branch, program managers, and institution staff.

e. Growth opportunities will be focused on agencies that do not routinely purchase products from UNICOR.

3. DIRECTIVE RESCINDED

PS 8200.03 UNICOR Marketing and Sales Manual (03/30/95)

4. STANDARDS REFERENCED. None.

5. ACTION REQUIRED. Staff who work in any aspect of UNICOR marketing, sales, or customer service activities shall follow the procedures and meet the standards set forth in the accompanying UNICOR Sales, Marketing and Customer Service Manual.

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CHAPTER 1

SALES FORECASTING

1. **BACKGROUND.** Sales projections in UNICOR have traditionally been driven solely by the need for new factories to employ inmates. Moreover, expansion plans were based primarily on informal and ad hoc methods, with little formal input from market research, customer research, or sales and other industry trends.

2. **PURPOSE/SUMMARY.** The sales forecast is used to drive the Corporation's sales and operating plan and, therefore, is a critical prerequisite to an effective Management Control System (MCS).

The forecast directly affects a number of critical business planning and operational activities. It reduces uncertainty, thus providing optimum customer service, minimum inventory levels, sound cash flow, and improved profitability. The sales forecast is developed for use by corporate management in setting goals for the annual factory planning meetings for the development of the Memoranda of Agreement between the Central Office and the factory.

3. DEFINITIONS

a. **Product Family.** A product family is a homogeneous grouping of end items classified by customer function or use with a unique product line sales identifier.

b. **Sales Forecast.** The sales forecast is an estimate of the Corporation's projected sales by product family over a future time period. It focuses on meeting growth needs by providing a long-term sales projection in light of market analysis and strategic objectives.

4. **RESPONSIBILITIES.** The program managers, assisted by the Planning, Research, and Activation (PRA) Branch, shall:

- Generate the sales forecast;
- Obtain input from the Sales Department and other appropriate sources for developing the forecast;
- Maintain records of revisions and approvals to the forecast; and
- Monitor and report forecast accuracy.

The forecast shall be developed by the program managers, in conjunction with the Sales Department, for each product family, based on available market information and sales and production capabilities.

5. **PROCEDURES.** In conjunction with the annual business planning cycle, each program manager, with the assistance of the Sales Department and the PRA Branch, shall prepare a sales forecast, as follows:

a. Product Family Sales Forecast. The forecast shall indicate expected sales by product family during the forecast period, with consideration, to the extent possible, of corporate strategic objectives.

b. Elements. Consistent with the requirements of MCS, forecast data shall be provided as shipments, or the date an order is expected to be shipped from the factory.

In addition, the Sales Department, in support of projected shipment data will provide bookings, or the date an order is expected to be received.

c. Confidence Levels. For each product family, an estimate of confidence in the forecast figures shall be provided. As a general rule, absent major changes in the marketplace, forecasts based on historical data are 85 to 90 percent accurate. Accuracy of new product forecasts may be as low as 50 percent. Reliability of the forecast is expected to increase over time.

d. Provision for Inflation. The forecast shall be prepared in actual dollars, i.e., 199X forecast in 199X dollars. It shall include provisions for price increases or inflationary impact, as appropriate for each product family (the level of inflation may vary, based upon raw material costs and price trends for the particular industry). Dollar volume of sales projected in the forecast is stated in future dollars, with no discount for increases in the cost of raw materials or other inflationary factors.

e. Timing. The forecast shall be prepared to meet the requirements of the annual corporate business and operating plan cycles. It shall project anticipated sales volume by product family for the next fiscal year, by quarter.

f. Basis/Inputs. The starting point for the forecast is internal sales history data. Other key data sources on which forecasts are based could include:

- Market data prepared by the PRA Branch;
- Customer input via the sales force and program managers;
- Eagle eye report;
- Economic/budgetary trends; and
- Product promotion strategies.

g. Relationship to Factory Capacity. The production plan shall be prepared from the forecast. With the transition to factory loading by product family, each factory shall have a designated capacity by product family.

The forecast shall be compared to available capacity to determine whether capacity is sufficient to accommodate projected sales. If the forecast indicates significant expansion will occur in an existing product area, the program manager shall ask PRA for a determination whether the production expansion guidelines process applies. Conversely, if projected sales are inadequate for existing capacity, steps shall be taken to see how and if additional sales can be generated.

h. Inclusion of New Products. Planned new products that will be brought on line during the forecast period shall be included in the forecast. The PRA Branch shall review all potential new products to determine whether the industry involvement guidelines apply.

Note: Industry involvement guidelines are a set of guidelines imposed upon Federal Prison Industries when FPI received borrowing authority in 1988. It requires that FPI notify, by a variety of means, interested private sector companies of FPI's intention to expand production or to introduce new products. Industry has the right to respond to FPI's Corporate Management and Board of Directors expressing their concern about the announced action.

FPI's Board of Directors must consider private industry's concerns prior to approving an expansion or the introduction of a new product.

i. Significant Expansion. Any planned expansion shall include data on the inputs of production for the specific product; i.e., plant, equipment, and inmate employment. If sales increases will be accomplished by increases in these production inputs, they may be subject to industry involvement guidelines. Once a possible production expansion is identified, this information shall be forwarded to the PRA Branch to determine whether the guidelines apply.

j. Conversion to Units. The forecast, while expressed in dollars, shall be readily convertible to units of production (cost per unit and earnings anticipated), to facilitate production planning and the Memorandum of Agreement between Central Office and the factory.

k. Updates/Revisions. The forecast shall be treated as a dynamic document. As such, it shall be reviewed monthly and updated, as necessary, for quarterly planning meetings. A minimum rolling four quarters-forward forecast shall be provided for all quarterly planning meetings.

l. Sales and Operating Plan Meetings. The forecast shall be used as the primary management tool for the monthly and quarterly sales and operating plan reports and meetings. Since demand projected in the forecast drives the master production schedule, continuous monitoring of the forecast will enable production staff to react quickly to any modifications.

m. Approvals. All forecasts, and any revisions, shall be approved by Corporate Management, i.e., the Assistant Director and Deputy Assistant Directors. Forecasts submitted in the program plans shall be approved as part of the business planning cycle, while updates shall be approved as part of quarterly planning meetings. Each program manager shall maintain records of the original forecast.

n. Modified Forecast vs. Original Plan. Accurate forecasting is critical and is the basis for:

- Factory loading;
- Production scheduling; and
- Material requirements planning.

As the forecast is updated, the original plan for the start of the fiscal year shall be maintained for reporting purposes to track and measure its accuracy.

o. Analysis of Forecast Data. As appropriate, analysis of the forecast shall be conducted on quarterly patterns and trends, geographical territory, and other market/customer demand segments to improve and refine future projections.

p. Working Document for Sales Staff. The forecast shall be closely linked to program plans and used to establish quantifiable goals for the Sales Department.

q. Communication of Forecast. The forecast is a highly visible document that shall be communicated to all concerned with its ultimate implementation, both from a sales (bookings) and production (shipments) perspective.

6. **EVALUATION/MEASUREMENT CRITERIA.** The accuracy of the forecast shall be measured, by using approved performance measures that, at a minimum, include:

- Differences in planned vs. actual sales for each product family;
- Backlog; and
- Inventory levels.

In addition, adherence to the procedures described above shall be subject to reviews by Corporate Management.

CHAPTER 2

MARKETING AND CUSTOMER SERVICE DEPARTMENTS

1. **INTRODUCTION.** One component of an effective marketing program deals with the methods used to promote products and services being offered. This UNICOR Sales, Marketing and Customer Service Manual prescribes policy, standards, and procedures for UNICOR to follow when establishing, maintaining, evaluating, and improving its promotions. The policy applies to all materials and events developed to promote UNICOR products and services, such as catalogs, flyers, direct mail, video productions, advertising, exhibits and trade shows.

2. **DEFINITION**

Promotions/Marketing Services are the presentation of a positive corporate image while stimulating the demand for UNICOR goods and services by advertising, publicity, and events to attract attention and create interest among potential customers. Promotions include activities that support the corporate sales effort, such as direct mail.

3. **RESPONSIBILITIES.** UNICOR marketing and promotional activities are managed by the Marketing Department and program managers in the following areas:

- Support for institutional sales;
- Advertising, catalogs, UNICOR web site, and promotional literature;
- Staffing and coordinating trade shows, both field and corporate-sponsored; and
- Maintenance of the corporate marketing database.

Within this framework, the Marketing Department is responsible for:

- a. Production and distribution of promotional publications, including catalogs, UNICOR web site, product sheets, brochures, flyers, and price lists, in support of products, services, and sales.
- b. Production and distribution of videotapes promoting UNICOR products, services, and the Corporation.
- c. Exhibits and trade shows, including promotion of shows and/or UNICOR presence at shows.
- d. Direct mailings to customers and potential customers.
- e. Advertising.
- f. Publication of the Schedule of Products.

- g. Promotional activity for new products, coordinated with the appropriate program managers and the Sales Department.
- h. Maintenance of a marketing database in support of these activities.
- i. Evaluation and measurement of promotional materials.

The training and programmatic aspects of UNICOR's mission shall be included as part of the overall promotional activities.

4. SALES SUPPORT ACTIVITIES. The Marketing Department shall initiate the following procedures in cooperation with the program managers and the Sales Department, Financial Management Branch, Material Management Branch, Management Information Systems Branch, and other organizational entities.

a. Promotional Publications. The Marketing Department shall develop a yearly promotional publications plan that outlines anticipated needs and a timetable for production. The plan shall be linked to the program plans and shall be updated and revised throughout the year, as needed. Any catalogs, product sheets, brochures, and flyers shall be produced in close cooperation with sales staff. Contract graphics and copy writing services may be used to augment in-house staff. The Marketing Department shall contract for any outside printing in coordination with the UNICOR print program manager, with UNICOR print factories printing work as appropriate.

b. Catalog Inventory. The Marketing Department shall ensure that an adequate inventory of catalogs and other promotional materials is maintained. Adequate supplies of catalogs and promotional material shall be sent to field Sales Representatives and institutions involved in conducting local sales efforts.

c. Videotapes and Slide Presentations. The Marketing Department shall develop a yearly video production plan that includes any necessary updating of the corporate overview video, and the production of videos for any individual product areas identified as needing this form of promotion. The Marketing Department shall develop video productions using contract services as necessary and maintain sufficient copies to meet sales and promotional requirements.

d. Exhibits and Trade Shows. The Marketing Department shall maintain:

- A trade show schedule that lists all exhibits;
- Portable exhibits and associated photographs and informational panels for trade show use;
- An exhibit structure; and
- Materials suitable for supporting larger shows

e. Mailings to Customers. The Marketing Department shall maintain a computerized database of customers, properly coded for conducting targeted mailings and shall generate files and/or labels and arrange for inmate labor to mail catalogs and targeted promotions. The Marketing Department shall review letters and flyers developed at institutions or by sales staff prior to mailing, to ensure a cohesive approach.

Mailings shall be made from the Publications Distribution Center at FMC Ft. Worth, or other appropriate factory location, where documents are printed. Mailings may be contracted out as appropriate. Requests for catalogs received by Marketing Department shall be keyed into the marketing database and sent immediately to the Distribution Center.

f. Advertising. The Marketing Department shall develop a yearly advertising plan based on input from the program managers and the Sales Department. The plan shall be updated and revised throughout the year. The Marketing Department shall implement the plan, using an outside advertising agency as appropriate.

g. UNICOR Web Site. The Marketing Department shall maintain a state-of-the-art web site. This web site will be used for the ordering, reviewing, status and waiving of UNICOR products plus any new option that is deemed necessary. This web site shall be reviewed and updated throughout the year. Marketing shall review and implement reasonable changes suggested by the Sales Department, Customer Service Department, Program Managers and customers.

h. Schedule of Products. Yearly, the Marketing Department shall obtain information from the Product Support Center, program managers, and sales staff. First, it shall be reviewed by PRA and then published.

i. Comprehensive Promotional Plan. Following the direction of the program managers, the Marketing Department shall develop an annual catalog, maintain the UNICOR web site, advertisement, and exhibit plan that incorporates all promotional activities described in paragraphs a, c, d, f and g above, and other promotional activity supporting the FPI's sales. Copies shall be made available to institutions requesting them.

j. Coordination with the Marketing Department and Product Support Center. The Marketing Department shall schedule promotions of new products well in advance of their availability to announce their introduction and help ensure sufficient orders are available when production begins.

k. Evaluation and Measurement. The Marketing Department shall develop evaluation and measurement techniques in accordance with industry standards to measure the effectiveness of promotional

vehicles. Measurement and evaluation plans shall be part of each promotion. Whenever possible, lower cost promotions that reach the greatest number of potential customers shall be used; e.g., direct mail.

5. EVALUATION/MEASUREMENT CRITERIA

a. Promotional Publications. The Marketing Department shall gather routine information, such as identifying how the customer learned about UNICOR, by telephone. In addition, mail surveys shall be conducted periodically to evaluate the effectiveness of promotional publications.

b. Publications Inventory. Measurement criteria shall be based on maintenance of adequate stock to meet customer needs.

c. Videotapes and Slides. Survey instruments shall be developed to evaluate effectiveness of promotional videos.

d. Trade Shows. The number and type of catalogs requested during a trade show shall routinely be reported.

e. Mailings to Customers. Effectiveness of promotional mailings shall be measured by rate of return versus number of pieces mailed, and orders generated when that information is available.

f. Advertising. The number of customer replies generated directly from advertising shall be maintained and reported. Advertising shall also be evaluated by surveying telephone customers to determine whether an advertisement prompted the request, and by coding the address listed with advertisements. Survey instruments shall be developed to measure advertisement effectiveness.

g. Customer Follow-Up. Periodic telephone surveys shall be conducted to determine the success of trade shows and in support of advertising, direct mail, and other promotional activities.

CHAPTER 3

SALES DEPARTMENT PROCEDURES

1. **INTRODUCTION.** The intent of this UNICOR Sales, Marketing and Customer Service Manual is to provide a clear and concise policy governing all issues related to sales and accountability for sales, while supporting program management and maximizing the corporation's ability to meet its growth requirements.

Sales of UNICOR products are critical to expanded inmate employment. The Sales Department facilitates inmate employment and training by selling UNICOR goods and services to all Federal departments, agencies, and prime contractors. Sales policies are structured to provide:

- Accountability to customers, Corporate Management, Program Management, and field production facilities and
- Linkage between the Product Support Center and UNICOR Program Management initiatives.

2. **RESPONSIBILITIES.** The Sales Department Manager shall meet with each program manager to discuss sales support by product and customer. He/she shall meet with sales staff from regional marketing areas and Central Office to discuss program plans, market research recommendations on specific target markets, sales history by region/customer, sales quota requirements, and training needs.

a. **Stability of Current Markets.** The Sales Department shall ensure the maintenance of UNICOR's current markets. Sales Department staff shall share responsibility with program managers to establish and maintain active working relationships with UNICOR customers.

b. **Special Programs Support.** Non-standard requirements shall be sent to the appropriate program manager to determine manufacturing capabilities, production capacity, and selling price.

c. **Trade Show Support.** The Sales Department shall staff trade shows. Sales staff can also help identify specific customers within a geographic area who can be invited to attend a trade show.

d. **Program Plan Support.** Program plans shall identify what will be sold, by product family, to each Federal agency having the most potential on return, along with the methods to market and sell. Sales staff shall assist program managers to target customer markets and agencies for new business to fulfill annual sales plans.

e. Sales Support. The Sales Department shall sell products and services, in conjunction with program managers, to sustain full factory loading and corporate sales goals. The amount of assistance required of the Sales Department will depend on the program managers and the Sales Department establishing direct customer contacts and determining what accounts need Sales Department support. To avoid problems and possible confusion, it is critical to identify and maintain primary and secondary levels of customer contact. Each Sales Representative shall be responsible for sales quotas in multiple product areas.

3. **SALES QUOTAS.** Sales Representatives shall be assigned quarterly/annual sales quotas based on UNICOR needs and the program plans (e.g., \$3 million in electronics, \$5 million in textiles, \$1 million in metals, and \$7 million in furniture). To be successful, Sales Representatives must attain a proper mix of opportunities within assigned quotas.

a. Establishing Quotas. Sales quotas shall be assigned based on:

- revenues of repeat business by product class;
- potential opportunities; and
- requirements of the tactical sales plan.

Sales history by individual states (issuing office) shall determine the expected opportunity (baseline) by each marketing region, and combine it with potential opportunities established by the Marketing Department, PRA, and the Sales Representatives to determine the sales quota and mix within each regional territory.

b. Signage, Data Services, and Print. The Sales Representatives responsible for these programs shall ensure conformance to the operating and sales plan, and to the Corporation's needs.

c. Measurement of Quotas. The SYMIX order entry system tracks orders by issuing office. This information can be sorted by State, region, or customer; i.e., specific customer, where the order was issued, product family, date of order, and due date. The Sales Representatives shall receive monthly reports showing orders received from their regions, and orders shipped into their regions to allow for the monitoring of progress against sales quotas and marketing efforts.

4. **SALES CONFERENCES.** Based upon funds availability, two sales conferences shall be held per year. The first shall:

- discuss tactical sales plan requirements;
- review market research recommendations on specific markets;
- review sales history by region/customer; and
- present sales quota requirements to marketing staff.

The second shall discuss compliance and modifications to sales quotas and submit corrective action plans to ensure compliance with corporate objectives.

These conferences also provide an excellent opportunity to efficiently train marketing staff in sales management, customer relations, sales quotas, sales planning, and UNICOR's management information systems (computer training). In addition, they can be a forum to recognize sales staff accomplishments.

5. PREFERRED CUSTOMER PROGRAM. Since most of UNICOR's sales are generated from a small number of Federal agencies, growth can be achieved by focusing on agencies that historically have not purchased from UNICOR. The Sales Department must work closely with PRA to identify markets of opportunity. Directing sales efforts towards low-usage customers can increase selling costs. Therefore, it is important to concentrate on areas with the most potential for the corporation.

Detailed implementation instructions are contained in the Preferred Customer Program Technical Reference Manual.

The Deputy Director of Sales, Marketing and Customer Service shall review monthly corporate financial information to ensure overall compliance with the sales plan. Sales Representatives shall review actual orders received vs. established quotas for their regions.

The Sales Department shall sell products and services in conjunction with the program managers to sustain full factory loading and corporate sales goals. The Deputy Director of Sales, Marketing and Customer Service shall review financial data to ensure that the program conforms to sales plans. If the plan differs from actual sales, he or she shall meet with the program manager to discuss sales support and may request additional market research to identify other markets to target.

He or she shall review conformance to sales quotas. Sales Representatives shall be notified of any potential shortfall. The program shall be evaluated for corrective action.

If a potential shortfall appears to have a significant impact on inmate employment or corporate objectives, the Deputy Director of Sales, Marketing and Customer Service shall meet with Corporate Management to discuss planned corrective action and possible required resources; i.e., a task force or "special team" to assist in the resolution.

6. PROGRAM MANAGEMENT INTERFACE WITH THE SALES DEPARTMENT

a. Communication/Sales Leads/Multiple Product Lines. Communication among program managers for leads and multiple product sales shall be the responsibility of the Sales Department. Accountability to the customer must be placed with the program manager receiving the greatest opportunity. If a lead or sale requires products and services from several program managers, the person with the greatest opportunity shall coordinate meetings with each program manager to discuss strategies, technical requirements, submission of quotes, and delivery schedules.

b. Meetings. The Deputy Director of Sales, Marketing and Customer Service shall meet weekly, or as required to coordinate and exchange information with the program managers regarding sales leads, status of projects, customer issues, potential new products, and required follow-up.

c. Customer Complaints. The Sales Department shall formally notify Customer Service Department and the appropriate program manager of any customer complaint that might require corrective action. The program manager shall notify the customer and sales staff of corrective action taken.

7. INTERACTION BETWEEN SALES STAFF AND PROGRAM MANAGEMENT.

Communication between program managers and sales staff relating to specific issues previously negotiated by program managers and the Deputy Director of Sales, Marketing and Customer Service shall be coordinated with staff responsible for that customer region, or, as in the case of Central Office staff, consideration shall be given to primary and secondary product/customer responsibilities.

If the need exceeds negotiated requirements, all requests shall be coordinated through the Deputy Director of Sales, Marketing and Customer Service including additional work hours and "special" team support.

a. Coordination of Field Sales Efforts. Local sales initiatives shall be coordinated with the sales office representing that region. If a program manager plans to visit a customer who was not previously classified as "preferred," the program manager shall contact the local sales office to discuss customer history, key contacts, sales support, and current initiatives that office is taking. The same applies for correctional staff planning such visits. To maintain continuity for reporting and tracking, correctional staff shall use the standard forms used by sales staff.

b. Range of Authority. Program managers shall establish and define range of authority, including price, capacity, product availability, and MOAs.

c. Program Manager Accounts. Program managers shall identify accounts/commands they are to manage. This will prevent confusion and duplication of efforts in targeting specific customers, as well as it will reduce the overall corporate cost of sales.

8. **PLANNING, RESEARCH, AND ACTIVATION BRANCH.** PRA shall support the Sales Department by conducting market research and analysis. This allows the Sales Department to use information pertaining to:

- the marketing of goods and services,
- the pattern of the market, and
- the current market situation.

Based on this information, Sales Department staff can assess sales potential and outline strategies for achieving desired goals.

CHAPTER 4

FIELD SALES EFFORTS

1. **OVERVIEW.** Institution staff can become involved with several types of marketing and sales activities: open houses; regional trade shows; institution trade shows; customer visits to institutions; sales calls to customers; and marketing calls. At the beginning of each trade show year (October), the Marketing Department shall provide promotional items to all regions, institutions, and UNICOR factories throughout the Bureau to be used in their marketing efforts. A description of each activity and the role of the institution, sales staff, and the Marketing Department Branch follows.

2. **INSTITUTION OPEN HOUSE.** These events shall be planned at the Warden's discretion and held as often as deemed necessary, at all institutions. They are designed to build strong relationships between the Bureau and the community.

This activity is not specifically intended to sell UNICOR products.

a. Audience. Groups of high-level policy makers and influential people such as Federal Executive Board members, civic associations, key staff from local military base(s) and civilian Federal agencies, civic leaders, and elected officials.

b. Activity. Groups are invited to the institution to view UNICOR promotional videos, etc., visit selected offices, and tour the factory(s), if located on site. The audience should be informed of the importance of UNICOR as a correctional program within the Bureau.

c. Responsibilities

- Institution Staff. Coordinate all planning.
- UNICOR Sales Staff. None, unless the institution requests their participation.
- Marketing Department. Provide catalogs, displays, and other promotional items upon request.

d. Budget. There should be little cost, if any. However, the institution shall bear any costs.

The key is to let local citizens and potential buyers see the factory, if on site, understand UNICOR's importance to the Bureau, and develop a base of support for UNICOR activities.

If there is no UNICOR factory at the institution, the Marketing Department will assume specific costs associated with the open house. The specific costs include freight charges to ship

promotional items, displays, and catalogs to the institution and the freight charges to return the items to the Marketing Department.

3. **REGIONAL TRADE SHOW.** Participation in these events is to generate interest in the entire family of UNICOR products and services. Sales may be generated on the spot or after a show has been conducted. These are major efforts, with a significant number of attendees, and much staff time is required. To create a positive image for UNICOR, it is critical that the show be done well. By providing a modular exhibit and staff to set up, there will be consistency and professionalism from show to show.

- Audience. Directed toward a broader audience than a show conducted by an institution. Representatives from civilian and military agencies in the region are usually invited.

Regional Directors or designees shall contact important members of the community, including elected officials (such as Members of Congress), and extend personal invitations to attend. This is an ideal opportunity to see, firsthand, how inmates are employed and trained while in Federal custody.

a. Responsibilities

- (1) Regional Director. A staff member shall provide support to the Marketing Department by inviting customers to the show and providing assistance, if requested. The regional coordinator may wish to use key regional or institutional staff in the region in support of the show.
- (2) Sales Staff. Sales staff shall be available to participate as needed, but must be scheduled at least three months in advance of the show date. Sales staff can help identify customers who should be invited, and can give advice about setting up and conducting trade shows.
- (3) Marketing Department. The Marketing Department shall set up the entire show and coordinates hotel reservations for participating staff. The Marketing Department may use professional trade show and convention directories. Individuals shall assume all travel costs out of their per diem.

The Marketing Department identifies a suitable site that is accessible and inexpensive; this may include military bases or civilian Federal agencies. A corporate modular exhibit shall be transported to the site and erected by commercial exhibit staff. Additional labor shall be provided by the institution or a local exhibition company close to the site. The Marketing Department

shall provide promotional support, including direct mail, advertising, and public relations work. Letters of invitation and mailings shall be coordinated by the Marketing Department staff. The Marketing Department shall provide catalogs, giveaway items, and attendee lead forms that all attending customers must fill out. The Sales staff may retain one copy of this lead form and the second copy shall be submitted to the Marketing Department, to be entered into the customer database.

At the conclusion of each show, the designated carrier shall blanket-wrap and transport these items to the next trade show site or return them to the exhibit contractor's warehouse. At the end of the trade show year, the Marketing Department staff shall assess all sample products for damage or replacement. Selected staff shall be on site to provide direct support.

b. Budget. The Marketing Department shall assume costs, except regional or institution staff travel costs.

4. **INSTITUTION TRADE SHOW.** These shows are similar to regional trade shows, except they will not be as large and will have fewer invitees. The purpose is to bring customers to the institution, have them become familiar with UNICOR operations and products, and generate interest in purchasing goods from UNICOR.

a. Audience. Procurement and purchasing staff, end-users, and the administrative staff of nearby Federal agencies.

b. Activity. More involved than the open house, including a display of photos, some actual products, and samples of catalogs and product materials. Visitors should see the display, view the "UNICOR Today" videotape, be given a short presentation and a chance to ask questions, and be provided a tour of the factory.

c. Responsibilities

(1) Institution. The institution shall request the Marketing Department materials send that can assist in setting up a display of products and catalogs (this does not need to be as formal as a regional trade show). While pictures and catalogs can show most products, samples of small products are important. Furniture in staff offices is a great selling point.

The institution shall develop an invitation list of customers in its area from the list provided by the Marketing Department. Wardens or designees shall contact important members of the community, including elected officials, and extend personal invitations to attend.

(2) Sales Department Staff. Depending on their schedules, sales staff may or may not attend. Institution staff shall

coordinate with sales staff, obtaining histories of invited customers, and shall follow up with contacts.

(3) Marketing Department. The Marketing Department shall be notified at least four months prior to the show, and shall provide:

- A portable display, including appropriate photographs with instructions on how to best lay them out;
- Catalogs and other promotional materials;
- Promotional giveaway items; and
- A sample invitation letter and mailing labels generated from the Marketing database.

Select Marketing Department staff shall randomly visit institutional shows to assess them and determine means for improvement.

d. Frequency. Yearly (institutions with UNICOR factories).

e. Budget. The institution shall pay expenses. Requirements should be minimal, as the show should not require purchasing any products for display. Use of products available in the institution, or even touring a Warden's or Associate Warden's office to see furniture, is acceptable.

5. CUSTOMER VISIT TO THE INSTITUTION. These visits are to acquaint a customer or potential customer with UNICOR capabilities and programs. The customer may be curious about UNICOR capabilities, the quality of its products, or its ability to meet customer needs. Many orders have resulted from customers meeting with institution personnel. Such visits should be scheduled as needed.

Meeting with institution staff should provide the customer with a better understanding of UNICOR's role as a major correctional program. Customers and potential customers are invited to tour the institution's manufacturing operations.

a. Audience. Contracting and purchasing agents of civilian and military departments, end users of UNICOR products, and administrative personnel who influence buying decisions.

b. Responsibilities

(1) Institution. In some cases, the customer may request to tour the factory. Whether this is customer or sales or institution staff initiated, tours shall be coordinated with area sales staff. Sales staff can provide valuable information about the customer, including buying habits, competition, budget, and other information that may affect the buying decision.

(2) Sales Department. Depending on the schedule, sales staff may or may not attend. Sales staff shall provide a customer's sales history, if available, and shall provide giveaway items to distribute.

(3) Marketing Department should provide catalogs and other promotional materials, as needed.

c. Budget. The institution shall pay costs. Should unusual circumstances make the cost of the visit less than minimal (for example, travel costs), the Sales Department may bear the cost, if agreed to in advance.

6. SALES CALL TO THE CUSTOMER. These calls are designed to establish rapport, identify needs, show the customer how UNICOR products and services can meet those needs, and close and make a sale.

a. Responsibilities

(1) Institution Staff. Initiate sales calls to customers and potential customers in their geographic area and coordinate with area sales staff. Sales histories of the customers can be provided. Visits to all types of customers are encouraged, even if the customer buys products not produced at the particular institution.

(2) Sales Department. Depending upon the schedule, sales staff may or may not attend. Coordination with sales staff is essential, as they are an excellent source of information about the customer's buying habits. Sales staff shall provide a customer sales history, if available, and shall have giveaway items to distribute.

(3) The Marketing Department shall develop a list of customers in each institution's geographic area. The Marketing Department shall provide catalogs and other promotional materials as requested.

b. Frequency. These are scheduled at the Warden's discretion. Calls shall generally be within one day's round-trip driving distance from the institution.

c. Budget. The institution shall pay costs.

7. MARKETING CALLS. These calls are to emphasize the mission of UNICOR and its importance to the Bureau. Although Wardens can participate in sales calls at their discretion, Wardens should be involved in marketing.

a. Audience. Methods through which the Warden can support UNICOR via marketing calls include:

- speaking to community groups on the mission of UNICOR;
- promoting UNICOR through Community Relations Boards and Federal Executive Boards;
- making presentations to local political and civic leaders;
- contacting customers or potential customers to discuss UNICOR; and
- providing UNICOR displays at community events.

b. Responsibilities

(1) Institution. Wardens are primarily responsible for marketing calls, which shall be made as appropriate. Wardens or their representatives shall contact sales staff for additional information.

(2) Sales Department. Sales staff shall be available to assist the institution. When possible, sales staff shall provide a sales history regarding the customer, and shall have giveaway items to distribute.

(3) Marketing Department. The Marketing Department shall develop a list of customers in each institution's geographic area. In addition, the Marketing Department shall provide catalogs, displays, and other promotional materials as requested.

c. Frequency. At the Warden's discretion, these shall count as sales calls made by the institution.

d. Budget. The institution where a UNICOR factory exists shall pay costs.

e. Reporting Requirements. Quality contacts Wardens make shall be reported via the Weekly Activity Report submitted to the Regional Director. The appropriate staff member within each region shall forward a copy of all reports indicating contacts to the Deputy Director of Sales, Marketing and Customer Service for review and further action.