

MARKETING STRATEGY MEETING

Objectives for Tuesday, 10th May 1994

International and Regional Brands

The purpose of the session on International Brands is to agree:

- the marketing strategies for each brand;
- which brands should be the priorities in which regions.

In advance of the meeting, brand plans should be prepared (if not already available), covering:

- Concept (including target consumer geography and segment);
- Communications;
- Outline product specification, line extensions;
- Packaging;
- Pricing strategy (including current selling prices per mille in major markets);
- Priority and level of support;
- Potential outside existing markets;
- volume, market share, advertising/selling costs per mille, gross contribution per mille, in major markets, as on the attached schedules.

The brand plans and schedules should be sent to Hilary Barton by Thursday 28th April, so that they can be distributed on Friday 29th April.

The presentation of each brand in the meeting should take no longer than 10 minutes and should concentrate on showing advertisements, posters, sponsorship, etc. which form part of the basic concept, and providing examples of packaging. 10 minutes will then be available for discussion of any major issues or points of disagreement for each brand.

If we adhere to this time scale, we should be able to present and discuss the twelve International Brands in four hours during the morning. We could then take two hours at the beginning of the afternoon to debate International Brand priorities both globally and by region, leaving the rest of the afternoon to present the Regional brands, in the same way as the International Brands, and to agree their priorities within their region.

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MARKETING STRATEGY MEETING

Major Market Strategies

The purpose of the session on major market strategies is to:

- raise the level of understanding of all the participants concerning the most important markets in which we compete;
- ensure that lessons from one market are transferred to other markets;
- agree the Group's priority markets for future support and development.

In advance of the meeting, brief summaries of each domestic market should be prepared, covering:

- Market characteristics (including size, major types of cigarettes, price and other segments, advertising restrictions, border trade, etc.);
- Competitive position (market shares, brands, spend, competitors factories in the market);
- Market profitability, potential and priority for BAT;
- Proposed marketing strategy.

The market summaries should also be sent to Hilary Barton by Thursday 28th April, so that they can be distributed on Friday 29th April. Competitor reports for the major export markets are already being prepared in the Operating Groups for the annual Group competitor study being co-ordinated by the BATCo market intelligence department, and will also be circulated to the participants on 29th April.

*** UNCLASSIFIED ***

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MARKETING STRATEGY MEETING

Agenda for Tuesday, 10th May 1994

International Brand Presentations

9.00	(i)	Lucky Strike ✓	JW
	(ii)	State Express 555 ✓	JR
	(iii)	Kool ✓	JW
10.00	(iv)	Kent ✓	JW
	(v)	Benson & Hedges ✓	JR
	(vi)	Viceroy ✓	JW
11.00	(vii)	John Player Gold Leaf ✓ ✓	JR
	(viii)	Pall Mall ✓	JW
	(ix)	Capri ✓	JW
12.00	(x)	Barclay ✓	JR
	(xi)	Kim ✓	GD
	(xii)	Hollywood ✓	FA

13.00-14.00 Lunch

International Brand Priorities

14.00	Global brand priorities ✓
15.00	Regional brand priorities —

Regional Brand Presentations and Priorities

16.00	(i)	Far East	
	(i)	Hilton ✓	JR
	(ii)	Newport ✓	JW
		Regional priorities	
16.40	(iii)	Latin America	
	(iii)	Belmont ✓	JR
	(iv)	Derby ✓	JR/FA
	(v)	Continental	FA
	(vi)	Free	FA
	(vii)	Minister	FA
		Regional priorities	
18.20	(viii)	Europe	
	(viii)	HB ✓	GD
		Regional priorities	
18.40	(ix)	Canada	
	(ix)	Players ✓	BB
		Regional priorities	
19.00		Depart Windsor House for dinner in Savoy Hotel	

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MARKETING STRATEGY MEETING

Agenda for Wednesday, 11th May 1994

Major Market Strategies

9.00	(i)	USA	TES
	(ii)	Canada	DB
	1) (iii)	Japan / South Korea }	TES
	2) (iv)	Combined Exports }	PA
10.00	(v)	India	ND
	3) (vi)	Italy / France }	HAT/JR
	(vii)	Germany	BS
	4) (viii)	CIS / Balkans / E.Europe / C.Europe }	HAT/JR
11.00	(ix)	Brazil	AMC
	5) (ix)	Argentina/Chile/Venezuela	KD
	6) (x)	International Duty Free	FA/BB/JR/HAT/JW

Major Market Priorities

11.45 Discussion of which markets should be the Group's top priorities for future support and development.

Meeting ends with Lunch 13.00-14.00

To be followed at 14.00 by Tobacco Strategy Group Meeting for members only

*** MARKETING STRATEGY MEETING AGENDA ***

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MARKETING STRATEGY MEETINGAttendees

BATCo	Jimmi Rembiszewski Norman Davis Tony Johnston Paul Adams Keith Dunt
B&W	Tommy Sandefur John Winebrenner
BATCF	Berni Schweitzer Hans-Adolf Tomat Georg Domizlaff
Souza Cruz	Antonio Castro Flavio Andrade
Imperial Tobacco	Don Brown Bob Bexon
B.A.T Industries	Ulrich Herrer David Allvey Edouard Ettegui Nick Brookes Hilary Barton

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