

Windsor House 50 Victoria Street London SW1H 0NL Telephone 01-222 7979

Patrick Sheehy
Chairman
B-A-T INDUSTRIES p.l.c.

14th October 1985

Dear

I thought you might wish to know the outcome of my request to delegates for reactions to the Chairman's Advisory Conference in Phoenix.

It was gratifying to learn that all the delegates felt that their attendance was worthwhile and there was general agreement that the series of meetings was worth continuing at approximately 18 months to 2 year intervals.

The current intention is that the next meeting should be held in May 1987 and I will write either late this year or early in 1986 regarding the location and arrangements for this conference.

There were a number of helpful comments about how we might further improve the effectiveness of the conference but none of these suggested a radical reshaping of the programme.

One delegate felt that the conference should have been rather longer but in general it was felt that the current length is about right.

All delegates found the first day to be helpful, describing the current performance and issues for each part of the Group but it was also suggested that there should be an attempt to focus more on recent changes and on key issues to sharpen the impact of a day which can be rather heavy going.

/...

201801625

14th October 1985

Regarding the rest of the conference, several delegates thought that it would have been advantageous to have concentrated on discussing fewer issues in greater depth. However, other delegates felt that some of the value of the conference would be lost if it did not cover all the main areas of the Group's activities and we obviously need to keep a balance between these two points of view.

A more general point was that it would have been helpful for the discussion sessions to be more closely related to the Group Strategy Review which was presented on the second morning of the conference. I think this is a useful suggestion and I will also give more thought to how we might best handle the introductory session itself, bearing in mind that if the conference is held in May it precedes the formal strategy review by the B.A.T Industries Board which is held in July. This means that, while the conference cannot be a decision making meeting, it might be used more positively in contributing to the formulation of Group strategies.

Although one delegate would have liked to have copies of the full presentations made at the conference most found the briefing notes sufficient and my own preference would be to stick to this relatively informal style of presentation.

The numbers attending the conference were generally believed not to inhibit full and open discussion and the presence of wives was felt to enhance rather than detract from the value of the conference.

It was helpful to have your letters and I am grateful to you for your comments, which will certainly be taken into account when the arrangements are made for the next conference in May 1987.

Yours sincerely,

P. Sheehy

This letter was sent to:
Messrs. Bruell, Dennis, Garraway, Ricketts, Long, Worlidge,
McCarty, Frigon, Paré, Crawford, Weinberg, Lipworth, Wills,
Sumner, Erichsen and Sir Denis Mountain, Sir Campbell Fraser,
Sir Jasper Hollow and Sir Michael Palliser.

201801626