

TOBACCO STRATEGY REVIEW TEAM  
INTERNATIONAL CIGARETTE MAREKTING INFORMATION SYSTEM  
(CIGMAR)  
PROGRESS REPORT

**Project Manager :** An experienced external consultant has now been appointed to manage the project (1.2.92).

Agreement is needed for Bingham and the Project Manager to visit each Operating Group within the next few weeks to discuss and agree clear implementation and action plans.

A visit to BATCF is planned for early March, but no plans have been made for visits to B&W and Souza Cruz which are necessary if the deadline of mid 1992 is to be met.

**Imperial Tobacco :** Details of the project have been forwarded to Imperial (Bexon) to enable them to evaluate its relevance to them.

**Project Plan :** A summary project plan is attached which specifies the roles and responsibilities and urgent actions necessary for successful implementation on a timely basis.

Although BATCo will play a key co-ordinating role in CIGMAR the responsibility for implementation is a joint one between the participating Operating Groups. Commitment and involvement from each Operating Group is essential for the project to succeed together with the allocation of the necessary human and financial resources specified in the project plan.

The key elements of the project are as follows :

- ensuring the raw data is collected comprehensively and on time
- establishment of the new computer systems and software for user analysis in each Operating Group.
- agreement of who will use it, what information is needed and how it will be presented.
- establishment of clear roles, responsibilities and actions for BATCo and each Operating Group.

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**Budget :**

A detailed and accurate budget is under preparation by the Project Manager. ✓

Approval of Phase One expenditure of approx £780,000 has been obtained from each Operating Group with a split as follows :

BATCo	£270,000
B&W	£170,000
BATCF	£170,000
S. Cruz	£170,000

 ✓

The higher BATCo allocation reflects the higher number of users.

Any development beyond Phase One has not been agreed and will only be discussed once the benefits of Phase One have been evaluated.

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