

**FILE NOTE**

**1992 KEY AREA PAPERS: MARKETING**

When this draft paper was discussed by the BATCo Board on 16th March 1992, it was agreed subject to the following changes:-

1. **Page 1, third para:** In line two the word "Group" should be deleted and replaced by "Central". ✓
2. **Page 1, third para:** The brand/region breakdown should be re-ordered, such that the UKIBs come first i.e.

B&H  
SE555  
LS  
Kent  
Barclay

3. **Page 1, penultimate para:** Clarify possible confusion over the last sentence in this paragraph ("It is expected that no company will have more than three brands in its drive brand portfolio") with the objective stated in the second paragraph of page 1 that BATCo should focus on "... one dominant brand or two brands per region". It should be made clear that the move to one/two dominant brands per region is not a 1992 objective, but rather a longer-term goal. ✓
4. **Page 1, last para:** The first sentence ("All opportunities ... should be explored") should be deleted. ✓
5. **Page 2, Section 'Marketing Productivity':** An amendment should be made to this section indicating that operations should seek to achieve reductions of at least 5% p.a. in real per mille costs (excluding advertising expenditure and depreciation). ✓
6. **Page 3, first para:** Delete the word "per" from the last line. ✓
7. **Page 3, last para:** The penultimate word should be "competitive". ✓
8. **Page 4, second para:** RHP to check whether the suggested policy of BATCo only investing centrally behind B&H and SE555 (amongst its UKIBs) would raise tax problems in relation to royalty payments received. *Not changed. G.D. checked with 4 notes that this was OK.*
9. **Page 4, seventh para:** Add the word "African" after the word "with" in line one. ✓
10. **Page 4, last para:** In the first line, replace the word "strategy" with "resources".  
- The first sentence should be extended such that it reads "... the market and hence drive the overall value market share such that the value share is greater than the volume share". *para moved*
11. Marketing Department's Mission Statement should be attached to the paper. ✓

GJB/btm  
21.4.92

c.c. Mr P M Bingham

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