

BDB 15/3/95

BDB, RHP, JR, ESD, PNA, ND, ACJ, DSW, PCC, GDB  
(+ for DSD, JB).

legal

PCC - want to make a few editorial changes - will  
tell GDB

✓ - Producers, want to add to 1.0 - introduction  
of generic packages BDB OK

✓ - P4 re #7 (GDB write to PCC) re 'blocky'

~~re #7~~

✓ - P5 'Significant Computer Projects' - also to  
list of contracts. BDB OK.

RHP - Should we have a 'Standards of Business  
Conduct' section?

X - BDB - no. It's a policy paper not a Key Issue Paper.

Early Issues

BDB - Pretty Fine

ACJ - ? BDB: important to that realistic (given the scale  
of referring back to HCO etc).

BDB - S&H Comment: Policy line 1. What is the  
policy to 'clearly communicate'?

✓ DSW - They have the Early Issues Handbook.

✓ BDB - refers to 'as in ...'

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KSD - Policy. not a proactive stance - but under ETS it says that's have a proactive stance  
Confirm?

KJD - On ETS it is make clear info. on British  
then clear it's a

BDB - Can we quantify or causality on ETS papers

### Corporate Affairs

BDB - Paragraph Policy para 3.

DSW - Circulate the Guidelines with Key Exec Papers?

BDB - Yes.

Exec: Director of the  
Structure.

BDB - ~~from~~ Net: Prof: Dr. Shults try to give leading people - NMTs some training on the issues

KSD - Policy para 2. change to <sup>we</sup> should have a lead? BDB - Yes.

we should have a study to ensure we have a copy of the things for NMTA.

BDB - DSW to look at what NMTs - must do  
- must not do

- gray areas

- Review which PR agencies we use around the world (and pros/cons of having or only a few such agencies worldwide).

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Human Resources.

- DSW - Different style
- ✓ ND - It's not clear that it's a request for info
- BDB - Doesn't give a qualitative feeling of what we should be doing (i.e. how) of certain process or incumbent
- DSW - Standards etc: has already been given to them
- ✓ BDB - e.g. state what our reward philosophy is
  - Agree info collection is vital, but need the philosophy
- DSW - help a bit welcome in the Plan, (RHP - doesn't have to be done at time of G. Plan)
- ✓ BDB - not nec: all countries do it e.g. Canada
- ✓ RHP - Done in writing as 'world class'
  - Be careful about development long to make internal (Agent Devs)

Marketing:

- JR - high tech needs improvement <sup>clearer objectives</sup>
- BDB - ① Definition - so how do we know how we are doing
- ② Can we afford new lands (as per E, B, SC, G/L)?
- ✓ JR means we have to define the role of these lands better (concept rather than names)
- JR - Brand 'concept' part of it
- JR - In Analysis, BTC will be 'common' across all brand/land extensions (ATC will be brand driven) in order to drive the lights.

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- could cause be a lever to drive lights.

✓ JR - Take out ref. to the bonds - BDB agree.

BDB - Take lights section of Key Area Paper?

✓ JR - Put in re-arrangement.

✓ BDB - JR to re-write re lights.

BDB - should try to write a section re-analyzing  
of funding for Key Area Paper.

✓ JR to come back with proposals for pushing  
this issue (can't force, led by SO?) Dept  
Bond Mt.

Agency (PS)

✓ BDB - List names of agencies for each of 6  
main bonds.

✓ - do a section re sponsorship

ACS - Training

✓ Say something re bond excellence training  
what is about to start

✓ last page 1997 → 1995?

Trade Mt.

✓ PNA - 75% is where. Clarify that must be  
c 95% of value.

✓ RHP - What re adv value for money?

BDB - No.

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✓ Productivity

1994 → 1995 (title)

✓ Law

leaf.

~~to p 2~~ p 2

BDB - para 2 How do we compare our leaf prices with comparable crops. (one of the crops ✓ by grade). ND, can be done in practice.

✓ BDB - 1.9 Look at in real terms of prod bits

✓ KSD - 2.1 'band on "imputed" orders' <sup>of new</sup> <sub>do this. ND. Very few.</sub> <sup>that many, don't</sup> ND not realistic

✓ BDB p 6 para 3 delete 'must' since 'can be expected to'

✓ ACJ - p 7 G/T processing expertise How do we develop it? ND we are preparing a course on this.

✓ BDB - Put something in there (eg. course being developed) in the paper.

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Procurement

KSD p1 para 4 re unchanged current level of competition.

N/D direct benchmark. Wait to continue to do so.

Indirect Taxation

BDB - p2 item 2 'BATI, <sup>current</sup> future brand mix' item 6 last act (where appropriate)...

KSD/ATC - <sup>#1</sup> Shumpen up refs: to make clear it's GM's responsibility. eg. top of p3

PVA - p3 item 1 last para. highlight that we get the likely arguments anticipated.

BDB - p7 '... will restructure eventually. It is'

- P8 third para. 'Although it....' re-write to say policy is not to absorb unless there are very compelling reasons to do so.

- P8 re VAT. Check last 3/4 words eg. 'greater degree of control. (?)'

~~P8~~

- P9 top check re 'bad debts'.

Secret.

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BDB - p10 3<sup>rd</sup> para Want local op as input  
to know the local INFECT people locally

Payment Senses

- ✓ JB -
- ✓ RHP - Not been written to go ~~and~~ <sup>include</sup> ~~include~~ <sup>only</sup> ~~only~~ <sup>step 1</sup>
- ✓ BDB p1 para 4

Say what 'project acc' etc are (ref: step 1)  
Referent Penhouse etc.  
Forensic

✓ refer to 3 Vol:  
but Penhouse book

✓ a context  
every week  
w/ class staff  
kit of  
application

- ✓ BDB - dit refer to highcase  
- p2 para 6. Shouldn't specify that this  
is acceptable

RHP - No. We must accept that it can't  
must use in real terms.

BDB - But only if there are corresponding  
senses elsewhere

- ✓ RHP - Will not send this to the Co. Co.

~~BDB - Visions.~~

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