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EXPORT FAMILY
STRATEGY DOCUMENT

March 22, 1982

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STRATEGY DOCUMENT

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PURPOSE

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A) PURPOSE

The purpose of this document is to recommend the strategic direction for the Export Family which will best accomplish the corporate RJR-MACDONALD objectives.

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B) BACKGROUND

The Export Family is currently not demonstrating the ability to meet the corporate RJR-MI Strategic Plan volume/share objectives.

- Export "A" has been in a long term, accelerated decline and has subsequently lost share of segment to its key competitor - Player's Filter.
- The introduction of Export "A" Medium resulted in Family share stability in 1980 however it is evident from the Family share loss of 0.6% in 1981 that Export "A" Medium has not been able to offset the share losses of Export "A".
- Export "A" Lights has experienced growth since introduction however its growth rate is well below that of its segment and its closest key competitor - Player's Light.
- In order to meet the corporate RJR-MI Strategic Plan share/volume objectives, the Export Family will require share stability at 15% S.O.M. by 1987 and a volume contribution of 72.5% of the total domestic volume.
- The Export Family is currently not maximizing its potential. Without the necessary corrective action, volume contributions from further line extensions will only have a superficial, short term effect which will not aid in the accomplishment of the corporate Strategic Plan objectives.

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KEY PROBLEMS

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C) KEY PROBLEMS AFFECTING PAST PERFORMANCE

1. Negative Product and User Imagery Amongst Prime Prospects.

- Current smokers of the Player's and du Maurier Families view Export products as being significantly stronger and harsher. They view the Export smoker as older, more blue collar/down scale and rugged. They see their brands as more for white collar, popular, successful people and more for women than Export. (See Exhibits I, II and III).

2. Inconsistent Copy Strategies

- Export "A" copy strategies have vacillated between; user imagery strategies ("Good Companions", "Export Eh!"); product benefit strategies ("Big Flavour"); and, lifestyle strategies ("Number 1, "Logger", "Trucker").

3. Poorly Positioned Line Extensions

Export "A" Lights has been dissonant with the Export Family since introduction and neither Export "A" Lights nor Export "A" Medium have met the needs of down-switchers from Export "A".

4. Defensive Strategies and Targeting

The Export "A" copy, media and promotion strategies were defensively targeted at the current franchise and oriented towards trade inventory protection.

5. Inferior Product Performance

- The Export products were inferior to key competitive products.

6. Inconsistent Packaging

- The Export packaging has been inconsistent within the style and strength formats.

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KEY ISSUES

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D) KEY ISSUES

- During 1981, Product Research and the Export Family U & A Study were initiated to address 4 key issues.

Issue #1

Why is Export "A" in an accelerated decline? Is it largely product or image related?

Issue #2

- Is the Export "A" strategy against young adult male smokers viable? Is it equally viable for the line extensions?

Issue #3

- Does Export "A" Medium have long term potential?

Issue #4

- How can the Export Family maximize its future potential?

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ISSUE #1

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E) CONCLUSIONS/RECOMMENDED ACTION

ISSUE #1 - CONCLUSIONS

Export "A" is in an accelerated decline primarily because its imagery has not kept pace with the psychological needs of today's young adult male smokers and secondarily because its product is seen as stronger and harsher than its key competitor.

- A comparison of the 1977 Consumer Audit and the 1981 Consumer Wants Study clearly shows that Export "A"'s regular brand usage (penetration) has declined significantly amongst males 18-24 and 25-34 years of age. (See Exhibit IV).
- The general market profile shows that during the same period, there has been an increase of both male and female smokers between the ages of 18-24. (See Exhibit V).

- Broad socio-economic trends indicate that;

the population will continue to urbanize (75% in 1981, 85% by 1991).
the occupation structure will continue to shift to white collar, managerial, professional.
education levels will continue to rise.
migration to Western Canada will continue.

(Source: Tomorrow's Customers 1981, The Marketing and Economics Group: Woods Gordon).

- Export "A" currently has a highly polarized image as old-fashioned, lower class, blue collar, less popular/sophisticated and not as youth oriented as the Player's or du Maurier Families (See Exhibits I, II, III).
- On judgement, it's felt that the imagery of Export "A" has not kept pace with the values and psychological needs of today's young adult male smokers. While the 1981 Consumer Wants Study shows that masculinity is a key psychological need (Exhibit VI), we have continued to define masculinity as rough, tough and rugged to the extreme. Values which may have been important in the 60's and 70's but are seen as uncouth in the 80's.

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ISSUE # 1 - CONCLUSIONS (cont'd)

- Ruggedness is also a key psychological need however the association with Export "A" is low class, blue-collar and rural.
- Independence is a psychological need but again our execution of this benefit has leaned towards the extreme of outsider, loner and almost social outcast.
- It is hypothesized that very young starter smokers choose Export "A" because it provides them with an instant badge of masculinity, appeals to their rebellious nature and establishes their position amongst their peers. As they mature, they gain more confidence through experience (move from the educational environment into the work force) acquire other symbols of their masculinity (cars, clothing, etc.) and strive for social and peer group acceptance.
- It is at this transition point (ages 18-24) that Export "A" is declining in its ability to hold the young adult males, as they go through the maturing process, due to its out-dated, irrelevant image. There are indications that the more urban, more sophisticated male smoker is discarding Export "A" with his other "trappings of youth", because Export "A" is not seen, as socially acceptable as, our key competitors. This problem is being compounded by the socio-economic trends listed earlier.
- Our product benefit of smoking satisfaction is highly relevant to our prime prospects and although Export "A" smokers see their product as highly satisfying, good tasting and of good quality, it is disappointing that these attributes are not exclusive to Export "A" and that young adult male smokers 18-24 of Player's and du Maurier see their brands with equal product benefit dimensions to Export "A". (See Exhibit VII).
- As shown in Exhibits I and II, Player's and du Maurier smokers also see their brand as less harsh and less strong than Export "A". We also know from the annual Competitive Product Studies that on a blind basis, Export "A" was rated as harsher and more irritating than Player's Filter prior to the modified F Blend. Further support is contained in the U & A Study when looking at all trier/rejectors. Of the main reasons for trying and not buying the brands, 73% of the respondents found Export "A" too strong whereas only 53% of the respondents found Player's Filter too strong.

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ISSUE #1 - RECOMMENDED ACTION

The key to decelerating the decline of Export "A" is to contemporize the user imagery in line with the psychological needs of today's young adult male smokers, while maintaining the positive product benefits and improving the negative product perceptions.

- In order to improve its ability to hold smokers within the franchise, Export "A" must broaden its appeal amongst 18-34 year olds (with primary emphasis on young adult males 18-24) full-flavour, regular length smokers.
- The contemporized user imagery must be seen as; meaningful to our prime prospect; consistent with Export's heritage; distinctly Export (an "ownable" property).
- Masculinity is the key psychological benefit which is both meaningful to our prime prospects and consistent with Export. However, we must interpret masculinity by today's standards in a manner which has a sharper focus and is distinctive from Player's. The high ground of masculinity, which Player's seem to have abandoned must be expressed in terms of someone who is independent, adventurous and has the qualities of natural leadership as characterized by peer group acceptance; an achievement orientation; charismatic, youthful virility and self confidence.
- The execution of masculinity will be further distinguished from Player's by establishing the Export smoker as the hero and the focal point whereas the activity is the focal point of the Player's creative. The activity and the environment in the Export creative will serve only to support the "hero" imagery.
- Satisfaction will continue to be the major product promise, as satisfaction is identified as the key consumer want in the segments in which we compete. (See Exhibit VIII A,B,C & D).
- In line with our promise we must also continue to ensure through product research, that our product delivers smoking satisfaction without harshness. The creative executions must also address the improvement of these negative product perceptions by demonstrating product satisfaction and acceptance by the "hero" which our prime prospects relate to and admire.

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D) CONCLUSIONS/RECOMMENDED ACTION (cont'd)

ISSUE #2 - CONCLUSIONS

The Export "A" strategy against young adult male smokers is seen as the optimal primary targeting for maximizing its potential and it is also seen as the optimal strategy for Export "A" Mild and Light.

- As seen in Exhibit IV, the highest regular brand usage penetration for both Export "A" and Player's Light is in the male, 18-24 year old sector.
- Exhibit IX confirms that in test market, Export "A" Mild and Light achieved greatest penetration amongst males 18-24 years.
- In addition, Exhibit V shows the smoker profile in the last 5 years as shifting to this younger 18-24 year old sector.
- The prime prospect for the Export Family has been identified as males 18-34 (with emphasis on males 18-24). However, we must also recognize the female franchise due to their increased importance in the total market smoker profile (50% in 1981 vs. 45% in 1977). Export "A" Regular has undergone a similar shift in female importance during the last 5 years (36% in 1981 vs. 23% in 1977). It is felt that this is also due to a higher switching/rejection factor amongst males vs. females.
- The Export U & A Study clearly shows that the parent brand is the entry brand in which new smokers enter the cigarette category. (See Exhibit X).
- Since we cannot direct our media or our creative to starter smokers, the optimal target group is young adult smokers between the ages of 18-24. It is judgementally felt that this is the age group when brand family loyalties start to solidify. If the Export Family can satisfy their psychological needs at this time, we are in a stronger position to retain them through their future years.
- The high penetration of Export "A", Export "A" Mild/Light in the male 18-24 year old sector indicates that both full-flavour and lighter strength line extensions have appeal to this target group.
- The key influencing factor to initial brand selection amongst new smokers appears to be conformity to what their friends smoke. (See Exhibit X). While Export "A" appears to be chosen as a first brand based on this key influencing factor, we must strive for peer group acceptability throughout the maturing process, for all the Export brands.

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ISSUE #2 - RECOMMENDED ACTION

To optimize the potential of Export "A" and all line extensions, the Export Family prime prospects for strategic targeting have been identified as;

Demographics

- : Primarily males 18-34 with emphasis on males 18-24.
- : blue collar and non-professional white collar workers.
- : living in rural and suburban areas.
- : with high school and some post secondary school education.

Psychographics

Product: Regular length full-flavour and full-flavour line extension smokers seeking smoking satisfaction and currently smoking Export, Player's and du Maurier brands.

User Image: Smokers who aspire to be, and are attracted by a user image which is masculine, independent, adventurous and the qualities of natural leadership as characterized by;

- : acceptance and admiration of peer group
- : achievement and action oriented
- : charismatic, youthful, virile
- : self-confident

Interests : Entertainment minded, enjoy going out with friends to parties, pubs, concerts.

- : Above average sports interests; attending football and hockey games; watching car racing, hockey, football and soccer on T.V.
- : Enjoy reading mens' sports and vehicle magazines.

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E) CONCLUSIONS/RECOMMENDED ACTION (cont'd)ISSUE #3 - CONCLUSIONS

Export "A" Medium does not have long term potential because it is not satisfying the psychological needs of down-switchers.

- The Export Family U & A Study has revealed that Export "A" Medium has limited appeal to potential Export "A" and Player's Filter down-switchers. Amongst the 18-24 year old males (the sector which has shown the greatest decline in the Export "A" franchise) Player's brands are attracting over 40% of the movement from Export "A" Regular while the Export line extensions have picked up only 10% of these switchers. (See Exhibit XI).
- Within the competitive brand families, the down-switchers of Export "A" appear to be selecting Player's Light and du Maurier Regular as their alternative.
- The brand plotting done in the 1981 Consumer Wants Study shows that Export "A" Medium is perceived as stronger than Player's Light and du Maurier Regular even though their tar levels are comparable. (See Exhibit XII). Therefore when Export "A" down-switchers are looking for something lighter, it appears as if they are going to the Families perceived as lighter. Since Export "A" Medium is perceived as stronger, it is highly unlikely that it would be an attractive proposition to competitive smokers.
- It is hypothesized that down-switchers between the ages of 18-24 are looking for a socially acceptable "placebo" but they are not willing to give up total smoking satisfaction for the masculine imagery associated with full-flavour brands. Consequently Export "A" Medium is not seen as a viable alternative and, down-switchers from Export "A" are moving out of the Family to the most comparable Family which provides the imagery, the placebo and the product performance.
- The limited long term potential for Export "A" Medium is confirmed in the segmentation derived from the Consumer Wants Study. The regular length portion of Segment #3 contributes only 5.2% of the total market and is declining. (See Exhibit XIII).
- Positioning Export "A" Medium in direct competition with Rothman's King Size (as suggested in the Consumer Wants Study) is not recommended. The Export Family is clearly seen as a regular length family. Attempting to change this with Export "A" Medium would be difficult, costly, and detrimental to the efforts/resources needed to upgrade the current Family image to a more acceptable regular length Family of products.

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ISSUE #3 - RECOMMENDED ACTION

It is recommended that no further resources be used to investment spend against expanding the franchise of Export "A" Medium but that spending be directed to franchise maintenance.

- It is recommended that Export "A" Medium not be advertised nationally, commencing Q1 1983, for the following reasons:
 - : the brand does not have short term "new user" potential or long term growth potential.
 - : the resources and a single-minded focus are needed for the brands which have potential to attract new users and have long term growth potential.
 - : the synergistic effect of the Export Family communication will provide adequate reinforcement to maintain the current franchise of Export "A" Medium.
- It is recommended that inventory pressure be kept on Export "A" Medium through the inclusion of this brand in back bar and inventory building activities (terms, case deals, etc.).
- It is recommended that Export "A" Medium not be placed on the permanent "Family" counter units with the exception of Quebec since this area is a high development area for Export "A" Medium and the brand is showing some growth here vis à vis the segment. (See Exhibit XIV).
- Export "A" Medium will also be considered for inclusion in the Quebec advertising program if the vehicles selected for the Export Family permit "cutting-in" this local support (i.e. newspapers).

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EXPORT FAMILY STRATEGY DOCUMENTISSUE #4 - RECOMMENDED ACTION1. Export Family Image Improvement ProgramA) Objective

The objective of the Export Family Image Improvement Program is to ensure accelerated communication of the revised Family Brand Positioning in order to realize Family share stability of 15% S.O.M. by 1987. This will be accomplished by utilizing all available image building communications tools for a minimum of three years at spending weights which ensure dominance over our key competitor - the Player's Family and our key business sources - Player's and du Maurier.

B) Communications Strategy

Image building communication will take priority over "brand name only" communication based on the following strategy.

- a) Employ mainstream advertising at an impact level which is greater than the mainstream advertising level of the Player's Family and the du Maurier Family.
 - b) Employ short term, high profile strategic consumer promotions which will directly reinforce the revised Family Positioning, strengthen the personality dimensions of the user imagery and "bring to life" the mainstream creative.
 - c) Employ image communication at the retail level which will reinforce the creative at point-of-sale.
2. As a second priority, two "brand name only" communication programs will be initiated commencing Q1 1983.
- a) The dealer privilege signs will be updated starting with the oldest signs, in effective, high traffic locations in the markets defined by the media strategy.
 - b) New signage opportunities in Western Canada will be evaluated and implemented based on the media strategy and fund availability. This is viewed as a tactical requirement to offset the lack of available media in B.C. and the regional impact of Player's.

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ISSUE #4 - RECOMMENDED ACTION (cont'd)

C) CREATIVE STRATEGY

The image improvement of the Export Family will require high impact creative formats in order to accelerate the awareness amongst prime prospects.

Export "A", Mild and Light will all participate in the program for the following reasons:

1. The Export Family must be seen as providing a variety of strength levels within a common image dimension.
2. Export "A" Mild and Light have equal opportunity for volume potential within the next five years.
3. The newer line extensions need the association with the parent brand in order to transfer the product qualities of the best known brand to the least known brands. This occurred with the Player's Family but not with the Export Family (See Exhibit XVII).
4. The highly polarized image of the Family is based on the image of the parent. Image improvement will not be possible without affecting the shift with the parent brand.
5. Export "A" has strong potential to decelerate its decline by attracting and holding new users.

D) Media Strategy

The media strategy will initially be defensive in nature since our primary objective is to retain our current franchise, thereby decelerating the decline of the Family franchise. As the image improvement takes hold, and the Family franchise solidifies, the media strategy will become more offensive in nature. It is anticipated that the strategy will follow this progression.

| | <u>1983/84</u> | <u>1985/86</u> | <u>1987</u> |
|-----------------------------|----------------|----------------|-------------|
| Export Family Development | 60% | 40% | 30% |
| Player's Family Development | 40% | 60% | 70% |

This progression recognizes the primary source of business for Export "A" Mild/Light and the need to decelerate the decline of Export "A" by retaining more full-flavour smokers within its franchise. It also recognizes that although the image improvement program will take 3-4 years to effect, it will be accomplished more quickly amongst our own franchise, thereby allowing a more offensive posture after two years.

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ISSUE #4 - RECOMMENDED ACTION (cont'd)

D) Media Strategy (cont'd)

The immediate need to upgrade the Family image and stabilize the franchise will require heavy expenditures. Our creative must be presented in high impact formats and our relative S.O.V. must overpower that of our competitors. Since we are attempting to effect an image change in approximately half the time that image shifts have historically taken (Player's 1969 - 1976) in a highly competitive environment, our S.O.V. must be at least equivalent to that of Player's and du Maurier which currently have 23% S.O.V. (Player's 11%, du Maurier 12%). It is anticipated that du Maurier's S.O.V. will lower to 8% since the current spending reflects the launch of du Maurier Light, and that Player's will hold at about 10%. Our S.O.V. need will be approximately 20% if we are going to successfully accelerate the image improvement. Estimated expenditure levels are as follows:

| | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | <u>Act.</u> | <u>Est.</u> | <u>Est.</u> | <u>Est.</u> | <u>Est.</u> | <u>Est.</u> | <u>Est.</u> |
| Industry Spending (\$mm) | 30.3 | 32.1 | 34.9 | 38.0 | 41.4 | 45.1 | 49.2 |
| Export Spending -S.O.V. | 3.8 13 | 5.0 16 | 7.0 20 | 7.6 20 | 8.3 20 | 6.8 15 | 7.4 15 |
| Player's Spending -S.O.V. | 3.3 11 | 3.3 10 | 3.5 10 | 3.8 10 | 4.1 10 | 4.5 10 | 4.9 10 |
| du Maurier Spending -S.O.V. | 3.9 12 | 3.2 10 | 2.8 8 | 3.0 8 | 3.3 8 | 3.6 8 | 3.9 8 |

In addition to the needs for high impact creative;

- ; frequency of exposure will take priority over reach and will be set at a level which is considered at break-through awareness.
- ; a base level of effective reach will be established and not expanded until the frequency objectives are achieved.
- ; media markets will be prioritized based on the development strategy.
- ; media vehicles will be selected based on their effective reach of the prime prospects, versus strict cost efficiency.
- ; there will be 52 week continuity at base weight levels with flighted up-weighting during specific periods to dominate the pressure of Player's and du Maurier.

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ISSUE #4 - RECOMMENDED ACTION (cont'd)

E) Product Strategy

Continue to strive for products which are superior to primarily the Player's Family as measured by our annual Competitive Product Studies.

F) Packaging Strategy

Continue to ensure that our packaging is consistent with the Family Marketing Strategy and that it communicates the desired user imagery and product perception.

The existing packaging components will be researched during 1983 to provide an understanding of what our trademarks, graphics, colours, foil etc. communicate. Corrective action will be taken as indicated by research.

G) Trade Promotion Strategy

Dominant in-store presence will continue to be an Export Family goal however consumer franchise building programs (permanent and incremental counter units) will take priority over non-consumer franchise building activity (back-bars, dealer loading, etc.).

The back-bar and dealer loading programs will be held at their current level. Emphasis will be directed at trial generating activities.

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ISSUE #4 - RECOMMENDED ACTION

2. Positioning of Existing Line Extensions

A) Objective

The objective of the positioning program is to provide Export "A" down-switchers with an Export Family alternative to their current choice of Player's Light.

B) Background

- It is still too early to assess whether either Export "A" Mild or Export "A" Light (or both) will become the alternative to Player's Light for Export "A" down-switchers.

The results of the Wave II Tracking Study from the launch test markets show very positive total trial and purchase levels, of Export "A" Mild, amongst current Export "A" (15%) and Player's Light (22%) smokers. (See Exhibit XVIII)

- The source of franchise for Export "A" Mild at this time is 64% from the Export Family (Export "A" - 41%) and 24% from the Player's Family (Player's Light - 14%). (See Exhibit XIX).

It would appear as if Export "A" Mild is highly attractive to the smokers desiring a milder strength, full-flavour product. However, the relative positioning of Export "A" Mild vs. Export "A" Light is still unclear. Both therefore could be viewed as an alternative to Player's Light for Export "A" down-switchers.

- The confusion over the relative positioning of Mild & Light exists almost equally amongst Export Family smokers and competitive smokers. (See Exhibit XX A & B).
- The current positioning communication can only continue until the end of 1982. The planned introduction of Project Growth into test market during QII 1983 will obsolete the "Mild/Mildest" communication.

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ISSUE #4 - RECOMMENDED ACTION (cont'd)

2. Positioning of Existing Line Extensions (cont'd)

C) Strategy

Communication

- Utilize Export Family (triple pack) creative to ensure that:
 - a) the Export Family image improvement is transferred to all the brand members.
 - b) the smoking satisfaction, taste and quality attributes present in Export "A" are transferred to all the brand members.
 - c) current Export "A" smokers, which are potential down-switchers, are aware of the viable Export Family alternative.
 - d) communication of the relative positioning is continued.

Utilize twin-pack (Export "A" Mild/Light) creative in the areas of high Segment #4 development to ensure exposure which is equal to Player's Light. It is estimated that approximately 20% of the Export Family creative in 1983 will be twin-pack executions, to accomplish the additional exposure objective.

Media

The primary source of business will come from current Export "A" and Export "A" Medium smokers. The secondary source of business will come from current Player's Family smokers (primarily Player's Light).

- The media strategy for the line extensions will parallel the Export Family Image Improvement media strategy since the objective is primarily to decelerate the Family decline by retaining more smokers within the current franchise, and secondarily encouraging Player's Family smokers to move to the Export Family.
- It is anticipated that as the image improvement takes effect, the media strategy will become more offensive against Player's Light development areas.

Trade Promotion

- Export "A" Mild and Light will continue the emphasis on trial generating activities at retail.

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ISSUE #4 - RECOMMENDED ACTION (CONT'D)

3. New Line Extensions

A) Objective

To put in place, as switching patterns indicate, further Export "A" line extensions which will capitalize on the trend to lower tar products and will ensure that smokers needs will be satisfied within the Export "A" Family.

B) Strategy

- Introduce into test market, during QII 1983, an Export "A" line extension which will satisfy the needs of down-switchers from Export "A" Mild/Light.

• Continue to monitor switching habits in order to anticipate the need for further extensions.

C) Project Growth Strategy

• Project Growth has been identified, through switching data and the success of Player's Extra Light, as being the next viable extension for the Export "A" Family.

It is deemed a second priority in light of; the urgent need to upgrade the Export Family image; and, the limited volume potential vis-a-vis the existing brands.

Project Growth will be introduced into the Mild/Light test market areas with spending and brand measurement objectives which are commensurate with its volume/share potential. It is anticipated that the advertising expenditures in Year I will be \$1,750M.

D) Brand Measurement Objectives - Year I

| | |
|-------------------------------------|-----|
| Brand Awareness . Top-of-Mind | 1% |
| . Unaided | 9% |
| . Total | 40% |
| Advertising Awareness . Top-of-Mind | 2% |
| . Unaided | 4% |
| . Total | 8% |
| Total Trial/Purchase . | 10% |
| Regular Brand Share . | 1% |
| Conversion (Awareness-Trial) | 25% |
| Retention (Trial-Regular Brand) | 10% |

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SUMMARY/NEXT STEPS/TIMETABLES

SUMMARY

1. The share decline of Export "A" can be decelerated provided; the image is improved and made more meaningful and acceptable by the prime prospect; and, the current product performance of the modified Blend is at least maintained.
2. The most optimal targeting for Export "A", Mild and Light is against males 18-34 with primary emphasis on males 18-24.
3. Export "A" Medium does not have long term future potential and resources will be directed exclusively to franchise maintenance programs.
4. The future potential of the Export Family will be maximized by;
 - a) upgrading the Family image;
 - b) clearly positioning an Export Family alternative to Player's Light for down-switchers from Export "A";
 - c) introducing future line extensions to capitalize on the trend to low tar extensions.

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SUMMARY/NEXT STEPS/TIMETABLES

NEXT STEPS

- 1. Approval of Export Family Strategy Document w/o March 29, 1982
- 2. Approval of 1983 and 1983-1987 Marketing Expenditures w/o April 5, 1982
- 3. Commencement of Creative Research and Development (Refer to detailed timetable) w/o March 29, 1982
- 4. Commencement of Development of Strategic Consumer Promotions (Detailed timetable to be presented at later date) w/o April 26, 1982
- 5. Commencement of Development of Project Growth (Refer to detailed timetable) w/o March 8, 1982

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TIMETABLES

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SUMMARY/NEXT STEPS/TIMETABLES

TIMETABLES

.CREATIVE RESEARCH & DEVELOPMENT

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| <u>Key Activity</u> | <u>Completion Date</u> (w/o) |
|--|---------------------------------|
| 1. Approval of Strategies | March 29, 1982 |
| 2. Exploratory Research (Qualitative) | April 29, 1982 |
| 3. Creative Research (Quantitative) | June 18, 1982 |
| 4. Creative Recommendation/ Approvals | July 2, 1982 |
| 5. Print Shoot | July 30, 1982 |
| 6. Implementation | October 22, 1982 |

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