

PM International 1995
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Objective

Based on the inputs received at the CAW, we refined the objective of a juvenile initiative program as follows:

→ "Maintain and proactively protect our ability to advertise, promote and market our products via a juvenile initiative".

* Juvenile Initiative = a series of programs and events to discourage juvenile smoking because smoking is an adult decision.

Key Audiences

After reviewing the long list of potential audiences involved in this issue, which had been identified at the CAW, we narrowed the list to five primary audiences whose opinions are critical to the success of any juvenile program.

1. Our Employees
2. Government
3. Opinion Leaders
4. Retailers
5. General Public

Identifying Current and Desired "Mindsets"

Having restated the objective of a youth initiative, and having narrowed down our list of primary target audiences, we next set about to identify what we believe each group currently thinks about the tobacco industry's approach towards youth smoking, as well as what we would optimistically wish them to think about the industry in the future.

Further, we sought to unearth the underlying emotional and rational "hot buttons" we know that we need to push in order to reach, persuade, convince the target audiences to move from their current to our desired "mindsets".

Suggested Program

The attached charts state what we think the current and desired "mindsets" are. Additionally, the charts indicate the preliminary program concepts we

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PHILIP MORRIS INTERNATIONAL INC. INTER-OFFICE CORRESPONDENCE
800 WESTCHESTER AVENUE, RYE BROOK, NEW YORK 10573-1301

TO: Distribution

DATE: May 18, 1995

FROM: Cathy L. Leiber

SUBJECT: Youth Initiatives

As a result of the initial discussions and brainstorming on Youth Initiatives at the Corporate Affairs Workshop, it was agreed that a mini task force would be formed to further refine and generate new thinking on the topic. The purpose of this memo is to share with you the results of a follow-up meeting held on May 8th.

Our goal was to provide you with a "laundry list" of ideas from which you could choose the most targeted or relevant programs. We promised you a menu, and that is what we are delivering. Obviously, it is impossible for any market to develop all of these ideas at once or even over the short term. However, it is now up to you to decide which one or two programs you consider priorities in your market in order to achieve our objective. Once you have informed us of your priority choices, we will devote time, energy and resources, if appropriate, to help you get them implemented.

Our credibility as an industry rests on 2 basic premises:

1. Our marketing code
2. Country laws prohibiting the sales of cigarettes to minors.

We believe that at a minimum, your local youth initiatives program must emphasize to our internal market our own marketing code. Second, we believe that the first building block to a successful, fully integrated program is an "It's the Law" Program. This is fundamental to our long term strategy for stopping the proliferation of anti-tobacco legislation.

I would now like to hear back from each of you what actions you plan to take between now and the end of the year and 1996 on the subject of youth initiatives.

Kind regards,

Cathy/95

Attachment

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1994
ITL = It's the Law

Page 1

Note for Chaikin, Karen

From: Crawford, Derek
Date: Mon, May 9, 1994 4:16 PM
Subject: RE: Sting Operations
To: Slavitt, Josh
Cc: Chaikin, Karen; Spector, James

This is a good case study to go over during tomorrow's meeting. (EMRO's situation illustrates why it is so important to discussing ITL in the context of the retailer.)

Reminders (per our discussion on 5/6) for tomorrow's meeting:

A. We have two objectives for the ITL program—1) To provide an alternative to legislative/mandated policy actions; and 2) To improve PM's image regarding the youth issue.

B. Keep in mind measures for success (change/stabilization in public opinion and number of program participants).

C. We want ideas (ways of enhancing/growing the program).

D. If we can get the above done (especially, A & B), we can work out the budget concerns.

From: Slavitt, Josh on Mon, May 9, 1994 12:39 PM
Subject: FW: Sting Operations
To: Chaikin, Karen
Cc: Crawford, Derek; Fisher, Scott; Jones, Veronica; Pressi, Lance; Walls, Tina

I talked with Steven Kidd at Emro to follow up on the recent Chicago "sting" incidents. EMRO is under the impression that American Cancer Society may have conducted these stings (Emro is presently reassessing its contributions to this organization based on this information).

Steve told me that they don't need the "It's The Law" program because he was working with RJR on the "Support the Law - It Works" program and that they've run RJR's video training program in stores where underage sales appear to be a problem.

However, Steve also said EMRO doesn't like carding customers because it cuts down on their sales volume and they depend heavily on cigarette sales! (How can EMRO support RJR's program and not card?) This also raises the question of how do we get retailers to take this issue as seriously as carding for alcohol sales (something to think about in our message section as we update ITL).

I informed Steve that the majority of states, including those in which EMRO operates, impose fines for underage sales and that as many as 22 can revoke licenses for repeated sales to minors. Steve was extremely surprised — even outraged.

Steve said that EMRO's President, Rayad Amin, had spoken with Bill Campbell and Mike Szymanczyk about working together more closely on this issue -- there may be some opportunities that we should pursue with Steve, or his counterpart in Government Affairs, Steve Ford who is working with Scott Fisher in opposing the MI initiative on repeal of

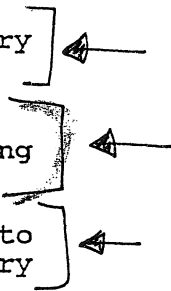
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DISCUSSION PAPER

The youth program

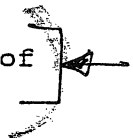
and its individual parts support The Institute's objective of discouraging unfair and counterproductive federal, state and local restrictions on cigarette advertising, by:

- o Providing on-going and persuasive evidence that the industry is actively discouraging youth smoking and independent verification that the industry's efforts are valid.
- o Reinforcing the belief that peer pressure -- not advertising -- is the cause of youth smoking.
- o Seizing the political center and forcing the anti-smokers to an extreme (as happened when the antis attacked the industry at the time of the launch.)



The strategy is fairly simple:

1. Heavily promote industry opposition to youth smoking.
2. Align industry with broader, more sophisticated view of the problem, i.e. parental inability to offset peer pressure.
3. Work with and through credible child welfare professionals and educators to tackle the "problem."
4. Bait anti-tobacco forces to criticize industry efforts. Focus media attention on antis' extremism. Anticipate and blunt antis' strongest points.
5. Establish the sense of a growing, well-accepted program by encouraging a proliferation of small, local projects; and appropriate co-ventures with other TI allies. Avoid dependency on any one organization.



Tactically, the program rests on two pillars:

Promotional -- for positioning purposes.

1. Broad-based advertising -- whether it offers the booklet or simply outlines the industry's five part program -- has the important effect of making the public aware that the industry says it is trying to do the right thing.

T.I. 1991 document

Bates Number

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INTEROFFICE CORRESPONDENCE
120 PARK AVENUE, NEW YORK NY 10017

To: Ms. Pat Tricorache

Date: February 12, 1991

From: Joshua J. Slavitt

Subject: TI Youth Initiative

Enclosed please find materials that will give you an indication of the status of the Youth Initiative Program. The benefit of this program is that it is proactive, rather than defensive. Throughout the U.S., efforts have been undertaken to introduce company and industry objectives into law (as opposed to simply defeating anti-tobacco measures). Specifics of the program worth noting include:

- establishing an 18-year-old minimum age requirement for states which have none and upgrading the requirement for states which use a lower age;
- enacting vending legislation -- utilizing the vending industry's own guidelines -- to establish locations where vending will/will not be permitted;
- enacting the cigarette industry's own codes regarding sampling, couponing and the placement of outdoor advertising and promotional activities;
- beefing-up local penalties for sales to minors to include both the minor and the establishment in violation and;
- wherever possible, including state preemption clause prohibiting localities from adopting their own specific tobacco sales laws.

Along with these efforts, another program goal was to strengthen our involvement with a variety of businesses which distribute or advertise our products -- including retailers, vendors, advertisers and marketers -- to tighten restrictions on minors' access to tobacco products. We are also working with parent and teacher organizations to ensure that minors receive support and education in regard to smoking being an adult practice. As evidence of the success of the program to date, I have enclosed recent press clippings as well as statements made by representatives from retail and education groups who attended the TI kick-off press conference.

As we discussed, the ultimate means for determining the success of this program will be: 1) A reduction in legislation introduced and passed restricting or banning our sales and marketing activities; 2) Passage of legislation favorable to the industry; 3) greater support from business, parent and teacher groups. As this information becomes available, I will forward it to you. In addition, should you require additional materials, please contact me on X2479.

Attachments

cc David Laufer (cover only)
Matt Winokur (cover only)

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