

TO: M. E. Szymanczyk

DATE: April 8, 1998

FROM: Ellen Merlo

SUBJECT: Youth Smoking Prevention

Following is my recommendation for creating a youth smoking prevention group within Corporate Affairs:

Goal:

Our goal is to develop and support an effective youth anti-smoking campaign.

Strategies:

1. To identify and ally ourselves with one or more programs that can have a real impact on reducing youth smoking in this country.
2. To build credibility for PM U.S.A. as a real and serious contributor to the reduction of youth smoking in this country.

Tactics:

1. To identify and work with one or more bona fide partners who can make a real difference on this issue.
2. To provide grants and marketing support to effective programs based on expert advice from our partners and pre-determined criteria.
3. To create an internal organization that is directly involved with the communities and activities that are addressing these issues to ensure that PM has a presence and a voice.
4. To develop and execute multi-media creative materials, including TV commercials, both to support as well as to extend the visibility of these programs and PM's commitment and involvement.

To accomplish our goal, we will set up a freestanding organization based on the Brand Management model, but reporting to me, that will have as its only focus working on youth smoking prevention programs. The department, in order to be effective, would interact with and coordinate with others within the Company to accomplish its goals, i.e., others within the Corporate Affairs organization including U.S.A. Contributions, Communications (to generate media coverage), Trade & Business Affairs (for coordination of our efforts with those in the retail and wholesale communities), Corporate Contributions and Government Affairs. In addition, we will coordinate with M&SI (Carolyn Levy's group) to help us in our research efforts as well as in focus-grouping to find the most effective positioning for advertising and program messages. An advertising agency will be part of the support team.

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Some of our efforts in this area are already underway. We are currently setting up a meeting with the Colin Powell Group - America's Promise - The Alliance for Youth. Based on preliminary discussions, they are quite intrigued with the prospect of working with us and creating specific programs to combat youth smoking. In addition, we have a proposal from the University of Pennsylvania for them to act as a clearinghouse to review and evaluate programs and groups that are already in existence to help in identifying other good partners for us to work with as well as recommending groups to whom we might make grants.

Attached is a proposed organization chart for getting this project up and running immediately. Depending on its eventual size and scope, there may be a need for additional people.

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Attachment

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