
From: Richard Mumby on behalf of Richard Mumby <richard@pax.com>
To: Hoyoung Huh
CC: Chelsea Kania; Spencer Pederson; Erica McCarthy; Tim Danaher; Danna McKay
Sent: 3/2/2016 8:57:26 AM
Subject: JUUL Brand Positioning and Collateral
Attachments: JUUL Rebrand Board Review.pdf

Hoyoung -

As I mentioned last week, the team has rethought and revised the JUUL brand position - and the respective collateral. This has been a critical initiative for the JUUL business.

There are a couple primary drivers for this:

- **Post-launch feedback**
 - *Unwanted and unintended youthful positioning:* models, colors and animations
 - *Insufficient product marketing details*
 - *Lacking contextualization*
- **PMI compliance:** Transition from diamond to hex shape to fulfill the settlement with PMI

In order for us to meet our compliance with PMI, we need to move assets into production soon. You'd indicated that you would review our brand and collateral positioning on behalf of the board. Because of some of the feedback post-launch, there are some members of the board who had strong, vocal opinions about our need to adjust the JUUL branding. The attached deck details the learnings from launch, the objectives of the brand redesign, and some illustrative creative.

I heard you might be in the office today. If you have any questions or comments, feel free to sit down with Erica, Chelsea and Spencer. I'm also happy to dial in.

Clarity from you on your support this week would be incredible helpful for us to move forward with production.

Thanks so much.
Richard

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Richard Mumby | chief marketing officer

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