

To: LWH

Subject: Younger Adult Marlboro Smokers

You asked for some ideas on how we could get at Younger Adult Marlboro Smokers. I asked Diane to look at this question and have attached her thoughts.

Basically there seems to be two approaches. The first is to give the FUBYS a good answer to the question: Why are you smoking that? The second is to by-pass this question altogether and make one or more of our brands into the "in brand".

1. Give them reasons for smoking our brands. Possibilities are:
 - Taste better -- a questionable approach
 - Taste different -- an exotic tasting new brand?
 - Price/Convenience -- Half packs at parity prices/stick

2. Becoming an "in brand"

- Special advertising tailored to FUBYS Media
- Participating in the right events
- Celebrity Usage

Larry, regardless of how we approach this, the ability to be imaginative and creative is the key obstacle to overcome. I think how we say things is more important than what we say. The standard of creativity I have in mind is much higher than what we can get from our agencies or within RJR. We can go to the FUBYS themselves via the "Pend concept" or we can recruit movie producers, authors, musicians, etc. We are big enough to buy the necessary creativity.

I guess I have always felt it was easy to beat Marlboro -- it is only a question of our willingness to do what is needed, our commitment to the task. I envision, CAMEL, WINSTON, and SALT as center-pieces of that strategy with New Brands and VANITAGE playing supplementary roles.

CC EJT/ARC

D.L.