

new file - CORA Admin. e16

CORA PLANNING MEETING, 6 MARCH 1998, LONDON
Meeting Notes: Draft, 11.3.98

Present:

Sue Povey	Paul Adams	Heather Honour	Joe Helewicz
Al Shofe	Doris Ho	David Bishop	Jim Burns
Shabanji Opukah	David Bacon	Brendan Brady	Dirk Pangritz
Alexander Lioutyi	Laura Knight	Harriet Bryan	
Apologies:			
Chris Proctor	Keith Gretton		

1. Centre plan 1998

The meeting reviewed CORA centre's priority initiatives to address key international issues – implications of the US resolution, corporate reputation and CORA capabilities.

Points made in discussion:

- ETS should be considered as a top priority for action world-wide this year. It will be up to all members of the CORA management group (CMG) to promote the importance of ETS action to line management and to initiate action (action: all).
- CORA needs to gear up for more media interest in Formula One towards the year end. David Bacon is working on clarifying working relationships with Marketing and British American Racing (action: DBa to lead/keep the group informed of progress).
- Regional media training: it will be more efficient to bring together the broad range of CORA issues – especially new positions/communication materials – rather than focus on a single area such as smoking and health positions (action: regional CORA managers to raise with the centre when planning regional media training).
- Corporate brand/design look: The HR campaign 'Beyond Expectations', developed with CORA centre should be circulated to all CORA managers as an example of effective implementation (action: HB)

2. America Pacific

Priority issues for action this year: underage smoking prevention, tobacco resolution, litigation and internal communication.

Points made in discussion:

- General: Various positive US initiatives, such as think tank studies/media work, could have potential for use or create opportunities for related activities in other markets (action: JH to brief the group as appropriate on potential opportunities)
- Internal communication: B&W is undertaking research on the effectiveness of its internal communications and this would be of interest to the group, given the scope of B&W's employee communications (action: JH to send a copy to HB)
- Resolution: There are moves by US authorities to encourage trading partners to adopt similar tobacco control measures and this should be addressed (action: AS to put together background on status. HH and Dbi to recommend action).

3. AMESCA

Priority issues for action: government/regulatory relationships, effective exploitation of high profile communication opportunities, achievement of optimum excise structures, self-sufficiency transition planning

4. Latin America and the Caribbean

Priority issues for action: Impact of US resolution across a range of issues - underage smoking prevention, public smoking, litigation, marketing freedoms, tax and trade

5. Europe

Priorities for the European Union: ETS/IARC response, EU advertising ban and tobacco control proposals, excise/trade, restructuring of industry representation in Brussels
 Priorities for Central & Eastern Europe and the Stans: CORA capabilities, communication and training

on company positions, marketing freedoms, and excise

6. Asia Pacific

Priorities for action this year: Public smoking, marketing freedoms, discouraging juvenile smoking, implications of US resolution, tax and trade, religious issues

Points raised in discussion:

- Islam: Progress is needed but the issue is very sensitive (action: SO and LK to recommend an approach)
- Development of positions: The group agreed to be more proactive in identifying priority issues where British American Tobacco should develop a detailed position and working together to progress these (action: next meeting to review BATInds AGM Q&A, identify issues for further work and allocate responsibilities for developing draft positions).

7. Planning

HB outlined the new plan process. 1998 guidelines were reviewed for use this year and suggested alterations noted. The CORA management group (CMG) will review CORA guidelines and roadmap in draft as part of the process. As last year, the Centre will outline initial thinking on its 1999 plan and circulate to end markets for comment during their planning phase.

Actions:

- RCMs to submit recommendations for regional and end market guidelines to HB
- HB to circulate a planning timetable for the year.
- HB to prepare draft guidelines (if any) and CORA roadmap.

8. Further meetings of the CMG this year

Dates were identified to tie in with the planning process. One day of each meeting will be dedicated to planning – to share CORA priorities/programmes for the short term and to set priorities/drive CORA input to the company plan process.

- 8/9 July
- 18/19 November

Both meetings currently scheduled be held in London.

HB

11/3/98