

**STYLE**  
**1997 UPDATED BRAND PLAN**

**MARCH 17, 1997**

86203123

**STYLE**  
**1997 SHARE AND VOLUME OBJECTIVES**

<b><u>BRAND</u></b>	<b><u>SHARE*</u></b>	<b><u>VOLUME</u></b>
	<b><u>(%)</u></b>	<b><u>(MM)</u></b>
100'S	.077	367
BOX 100'S	.035	418
SLIMS 100'S	<u>.026</u>	122
TOTAL NON-MENTHOL	.138	657
100'S MENTHOL	.072	344
BOX 100'S MENTHOL	.035	164
SLIMS 100'S MENTHOL	<u>.028</u>	135
TOTAL MENTHOL	.135	643
86203124		
TOTAL STYLE	.27	1,300

**\*BASED ON INDUSTRY ESTIMATE OF 477.0 B UNITS**

86203125

**STYLE 1997**  
**BRAND POSITIONING STATEMENT**

**AS OF MAY 5, 1997 STYLE WILL BE REPOSITIONED AS A LOW  
TAR 100'S BRAND IN THE BRANDED GENERIC PRICE SEGMENT  
OFFERING A HIGHLY VISIBLE PRODUCT CONTINUITY PROGRAM  
TO ENCOURAGE ON-GOING REPEAT PURCHASE.**

86203126

**STYLE 1997**  
**MARKETING OBJECTIVE**

**ACHIEVE A SHARE OF .27% NATIONALLY AND A VOLUME OF  
1,300MM UNITS.**

86203127

**STYLE 1997**  
**MARKETING STRATEGIES**

- POSITION THE BRAND AT THE BRANDED GENERIC LEVEL WHILE OFFERING DISCOUNTS TO REACH A HIGHLY COMPETITIVE PROMOTIONAL PRICE.
- PROVIDE CONTINUOUS MARKETING SUPPORT IN THE FORM OF PRICE DISCOUNTS AND A PROMOTIONAL OFFER.
- LIMIT PRICE DISCOUNTS TO ROUGHLY 65% OF VOLUME.
- INCREASE BRAND AWARENESS THROUGH IMPACTFUL POINT-OF-SALE AND MERCHANDISING.

86203128

**STYLE 1997**  
**OVERALL SPENDING STRATEGY**

- TOTAL BRAND SPENDING WILL BE ALLOCATED AMONG DIFFERENT PROMOTION PROGRAMS.
- SPENDING WILL BE HEAVIER DURING THE INTRODUCTORY PERIOD (MAY - SEPTEMBER).

67150798

**STYLE 1997**  
**CONSUMER PROMOTION STRATEGIES**

- PROVIDE SOME COUPONS FOR PACKS AND CARTONS TO ACHIEVE A HIGHER DISCOUNT LEVEL.
- PROVIDE A PRODUCT CONTINUITY PROGRAM TO INCREASE ON-GOING REPEAT PURCHASE.
- PROVIDE INCREASED CARTON COUPON LEVELS OR BUYDOWNS IN STRONG STYLE MARKETS.
- CLEARLY COMMUNICATE STYLE'S NET PRICE AT RETAIL.
- MAINTAIN STRONG IN-STORE MERCHANDISING AND HIGH RETAIL VISIBILITY.

86203130

**STYLE 1997**  
**CONSUMER PROMOTION EXECUTIONAL**  
**CONSIDERATIONS**

- OFFER 25¢/\$2.50 PACK AND CARTON COUPONS.
- OFFER A PRODUCT CONTINUITY PROGRAM IN EXCHANGE FOR PACK UPCS. THE PROGRAM WILL BE DELIVERED THROUGH IN-PACK INSERTS, IN CARTONS AND THROUGH TAKE-ONE BROCHURES AT RETAIL.
- OFFER BUYDOWNS OR ADDITIONAL CARTON COUPONS ONLY TO QUALIFIED STORES IN SELECTED DIVISIONS COMPRISING THE HEAVY-UP PROGRAM.
- ANNOUNCE PRODUCT CONTINUITY OFFER AND DELIVER 25¢ PACK COUPON VIA FSI TO REACH NON STYLE SMOKERS.

18180798

**STYLE 1997**  
**BUSINESS DEVELOPMENT**

STYLE WILL TEST MARKET A 120MM LINE EXTENSION IN TWO  
PACKINGS BOX LIGHTS AND BOX LIGHTS MENTHOL IN  
SELECTED GEOGRAPHIES, TO ASSESS ITS BUSINESS  
POTENTIAL.

86203132

## **STYLE** **SUMMARY**

- SHIPMENTS WILL BE SLIGHTLY BELOW BUDGET DUE TO THE CLEAN UP PROGRAM REQUIRED TO LAUNCH THE NEW STYLE.
- AS OF 5/5/97, STYLE WILL BE REPOSITIONED TO A LOWER PRICE POINT AND WITH A NEW PACKAGE DESIGN.
- TWO 120MM PACKINGS, LIGHTS BOX AND LIGHTS BOX MENTHOL, WILL BE INTRODUCED ON A TEST MARKET BASES LATER IN THE YEAR.

86203133

**STYLE**  
**VOLUME PERFORMANCE**  
**1997 ESTIMATE VERSUS 1996 ACTUAL**  
**(MM)**

<b><u>BRAND</u></b>	<b><u>1997 BUDGET</u></b>	<b><u>1997 ESTIMATE</u></b>	<b><u>1996 ACTUAL</u></b>
100'S	366	343	385
BOX 100'S	168	168	179
SLIM 100'S	<u>122</u>	<u>117</u>	<u>130</u>
TOTAL NON-MENTHOL	656	628	694
100'S MENTHOL	345	326	364
BOX 100'S MENTHOL	164	164	175
SLIM'S 100'S MENTHOL	<u>135</u>	<u>128</u>	<u>143</u>
TOTAL MENTHOL	644	618	682
TOTAL STYLE	1,300	1,246	1,376
TOTAL BRAND SHARE	.27	.26	.28

86203134

**STYLE**  
**TOTAL BRAND SPENDING**  
**1997 ESTIMATE VERSUS 1996 ACTUAL**

<b><u>MEDIUM</u></b>	<b>1997 BUDGET \$ (M)</b>	<b>1997 ESTIMATE* \$ (M)</b>	<b>1996 ACTUAL \$ (M)</b>
<b>ADVERTISING</b>	<b>0</b>	<b>0</b>	<b>1,313</b>
<b>% OF TOTAL</b>	<b>0.0</b>	<b>0</b>	<b>3.6</b>
<b>PROMOTION</b>	<b>35,000</b>	<b>31,000</b>	<b>35,091</b>
<b>% TOTAL</b>	<b>100.00</b>	<b>100.0</b>	<b>96.4</b>
<b>TOTAL</b>	<b>35,000</b>	<b>31,000</b>	<b>36,404</b>

**\*AS OF 3/4/97**

86203125

**STYLE 1997**  
**TOTAL BRAND SPENDING BY QUARTER**  
**\$ (M)**

<b><u>MEDIUM</u></b>	<b><u>JFM</u></b>	<b><u>AMJ</u></b>	<b><u>JAS</u></b>	<b><u>OND</u></b>	<b><u>TOTAL</u></b>
ADVERTISING	0	0	0	0	0
PROMOTION	12,654	6,580	6,611	5,155	31,000
TOTAL	12,654	6,580	6,611	5,155	31,000
% BY QUARTER	41	21	21	17	100

\*AS OF 3/4/97

86203136

**STYLE**  
**PROMOTION SPENDING**  
**1997 ESTIMATE VERSUS 1996 ACTUAL**

<b><u>PROGRAM</u></b>	<b><u>1997 BUDGET</u></b>	<b><u>%</u></b>	<b><u>1997 ESTIMATE*</u></b>	<b><u>%</u></b>	<b><u>1996 ACTUAL</u></b>	<b><u>%</u></b>
COUPONS	24,800	71	17,280	57	23,700	68
BUYDOWN	9,187	26	2,526	8	10,357	29
POS	740	2	665	2	798	2
CLEAN UP	N/A		4,468	14	N/A	
HEAVY-UP	N/A		1,300	4	N/A	
OTHER--FSI & CONTINUITY PROGRAM	273	1	4,761	15	236	1
TOTAL PROMOTION	35,000	100	31,000	100	35,091	100

\*AS OF 3/4/97      791,502.98