



MEMORANDUM

TO: Mr. David Laufer, Philip Morris USA, New York, NY.
 FROM: Paul White, General Manager, Read-Poland Associates, Houston.
 RE: Plan for Houston Area Market
 DATE: 3/15/95

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 → Dallas area
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Per your direction, here is a media and public relations plan for the Houston area. It has these sections:

- Brief situation analysis on Houston area market
- Primary target audiences including media
- Objectives
- Plan of actions

A. HOUSTON SITUATION ANALYSIS

Houston, a four-million population marketplace that has ranked as the number one generator of plaintiff awards, is seeing a steady trend toward more fairness from juries for defendant companies, and more scrutiny of allegations offered by the plaintiff bar.

A communications program that combines steady media contacts and dissemination of useful information, plus some creative tactics aimed at critics as well as potential allies, could have exemplary results for the client. It is believed that good data from credible experts should be well received. Preliminary surveys of media leaders indicate adequate openness to information about the subject and the client.

Houston political leaders have given no indication of planned ordinances or bias against tobacco producers or consumers. State legislation now moving forward should strengthen smokers' rights throughout Texas.

The city of Houston permits designated areas for smokers and non-smokers, and hospitality industries guard this right zealously and will resist mandates to the contrary.

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B. TARGET AUDIENCES IN HOUSTON

1. Some 80 media organizations are based in Houston, including 25 bureaus for major news services, newspapers, magazines and broadcast organizations. A sample of news organizations: Wall Street Journal, New York Times, L.A. Times, AP, Reuters, Dow Jones, Knight-Ridder, Bloomberg, Newsweek, Time, U.S. News, Business Week, Money, People, all networks, Fox, CNN.
2. Houston is the base of the largest medical and health care center in the world, The Texas Medical Center.
3. The general public, business and professional leaders, educators and others are strongly free-choice oriented, but deserve more balanced information.
4. Small and independent business is most sensitive to mandates, controls and restrictions, and are inclined to resist by appropriate means and useful data.
5. Houston has the third largest concentration of foreign residents and visitors, particularly from Latin America and the Middle East, where tobacco use is well accepted and considered a fundamental right.

C. PROGRAM OBJECTIVES

1. Achieve receptiveness and fairness among major media organizations in the Houston market. *How? Call survey*
2. Gain foothold against critics with new information and "freedom of choice" campaign among media. *How on this*
3. Enlist allies from other organizations or trade groups concerned about lost rights, choices and costs due to environmental and health mandates.
4. Build start-up relations with science and medical leaders. *How? - How?*
5. Increase credibility and name recognition through public and business forums and speeches.
6. Support statewide efforts jointly with regional director in behalf of priority issues such as tobacco and children, and accommodation. *on 5/2 dime*

D. PLAN OF ACTION

1. Identify, monitor and promptly submit all media reports on subjects appropriate for client.
2. Establish relations with key media leaders: bureau chiefs, city editors, medical and healthcare writers, legal publications, others; and develop right to submit client information, proactive comments and responses. (Project underway.)

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3. Develop advanced press relations using new or unrecognized information, plus issues and personalities from the client industry.

4. Orchestrate speaker and interview opportunities for client-generated physicians[?] and scientists, lawyers and client executives on subjects ranging from main issues to management and manufacturing trends for PM.

5. ~~Test a key issue~~ ^{smart} with several media such as ETS and offer new data that offsets allegations made in heavily biased and inaccurate data offered by EPA, others. Work to create a new debate in which client is on the offensive.

6. Investigate prospects for special events, projects and tactics designed to place client on the offensive and achieve increased opportunities for balanced attention.

In summary, Houston may be a prime target for new initiatives among community, business and media leaders to position the client in very attractive levels of acceptance.

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