

RJR

CONFIDENTIAL

RESEARCH PLANNING MEMORANDUM

ON

SOME THOUGHTS ABOUT NEW BRANDS OF CIGARETTES
FOR THE YOUTH MARKET

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D R A F T

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FOR THE YOUTH MARKET

At the outset it should be said that we are presently, and I believe unfairly, constrained from directly promoting cigarettes to the youth market; that is, to those in the approximately twenty-one year old and under group. Statistics show, however, that large, perhaps even increasing, numbers in that group are becoming smokers each year, despite bans on promotion of cigarettes to them. If this be so, there is certainly nothing immoral or unethical about our Company attempting to attract those smokers to our products. We should not in any way influence non-smokers to start smoking; rather we should simply recognize that many or most of the "21 and under" group will inevitably become smokers, and offer them an opportunity to use our brands.

Realistically, if our Company is to survive and prosper, over the long term, we must get our share of the youth market. In my opinion this will require new brands tailored to the youth market; I believe it unrealistic to expect that existing brands identified with an over-thirty "establishment" market can ever become the "in" products with the youth group. Thus we need new brands designed to be particularly attractive to the young smoker, while ideally at the same time being appealing to all smokers.

Several things will go to make up any such new "youth" brands, the most important of which may be the image and quality - which are, of course, interrelated. The questions then are: What image? and What quality? Perhaps these questions may best be approached by consideration of factors influencing pre-smokers to try smoking, learn to smoke and become confirmed smokers.

Table I attempts to define some of the more important effects expected or derived from cigarette smoking by pre-smokers, "learning" smokers and confirmed smokers. If this incomplete, subjective, simplistic analysis is even approximately correct, there are sharp, perhaps exploitable, differences between pre-smokers, "learners" and confirmed smokers in terms of what they expect or derive from smoking. Let us examine these differences.

For the pre-smoker and "learner" the physical effects of smoking are largely unknown, unneeded, or actually quite unpleasant or awkward. The expected or derived psychological effects are largely responsible for influencing the pre-smoker to try smoking, and provide sufficient motivation during the "learning" period to keep the "learner" going, despite the physical unpleasantness and awkwardness of the period.

In contrast, once the "learning" period is over, the physical effects become of overriding importance and desirability to the confirmed smoker, and the psychological effects, except the tension-relieving effect, largely wane in importance or disappear.

The common thread binding the three groups together appears to be the fact that smoking of cigarettes offers and provides a desired mechanism for coping with the stresses of living, which may range from boredom to high tension and from fatigue to high arousal and hyperactivity. Once this mechanism has been experienced and used, physical and psychological habit patterns are firmly established and become self-perpetuating.

TABLE I
EFFECTS EXPECTED OR DERIVED FROM CIGARETTE SMOKING

	<u>Pre-Smoker¹</u>	<u>Learner¹</u>	<u>Smoker¹</u>
<u>I. PHYSICAL EFFECTS</u>			
<u>A. Nicotine Response</u>	0	--	+++
<u>B. Sensory Effects</u>			
<u>1. Irritancy-Harshness</u>	0	---	-
<u>2. Flavor</u>	+	-	+
<u>3. Other Mouth Feel</u> - Dryness, Astringency, etc.	0	--	-
<u>4. Visual</u> - Pack, cigarette and smoke attributes	0	+	++
<u>C. Manipulative Effects</u> - Handling, lighting, puffing, holding, ashing, extinguishing	-	-	++
<u>II. PSYCHOLOGICAL EFFECTS</u>			
<u>A. Group Identification</u> - Participating, sharing, conforming, etc.	+++	+++	0
<u>B. Stress and Boredom Relief</u> - Buys time, valid interruption, bridges awkward times and situations, something to do, etc.	+	++	+++
<u>C. Self-Image Enhancement</u> - Identification with valued persons, daring, sophisticated, free to choose, adult, etc.	++	+++	-
<u>D. Experimentation</u> - Try something new, experiment, etc.	+++	+++	0

¹+ = positive

0 = none

- = negative

If the above analysis is approximately correct, then the basic theme for promoting any cigarette to any group should aim, directly or indirectly, at the desirability of using a given brand as a mechanism for coping with stress. Brands tailored for the beginning smoker should emphasize the desirable psychological effects of smoking, also suggesting the desirable physical effects to be expected later. Happily, then, it should be possible to aim a cigarette promotion at the beginning smoker, at the same time making it attractive to the confirmed smoker. The information and outline in Table I then may be used as a basis for arriving at some specifications for new "youth" brands and for determining how they should be promoted.

I. PHYSICAL EFFECTS

Having identified these as highly desirable to the confirmed smoker but largely unknown, unpleasant, awkward and/or undesirable to the pre-smoker or "learner", the effort here should be to affect a compromise to minimize the undesirable effects while retaining these which later become desirable.

A. Nicotine Effects - Nicotine should be delivered at about 1.0-1.3 mg./cigarette, the minimum for confirmed smokers. The rate of absorption of nicotine should be kept low by holding pH down, probably below 6.

B. Sensory Effects

1. Irritancy-Harshness - The beginning smoker and inhaler has a low tolerance for smoke irritation, hence the smoke should be as bland as possible.
2. Flavor - The flavor of tobacco smoke is initially foreign, and not pleasant. One cultivates a taste for smoke much as one learns to like olives or dry wines. Perhaps, as in the case of taste of water, there is no really "good" flavor, only degrees of "bad" flavor. Thus for the beginning smoker the cigarette smoke should have a

moderate level of blended tobacco flavor, but should be as free as possible from strong, unpleasant flavors such as stemmy flavor, etc. A "tar" delivery of 12-14 mg/cigarette should provide the desired flavor level.

3. Other Mouth Feel - The smoke should be "bland" with respect to astringency, hotness, dryness and the like. Again, the theory is that any mouth effect is new and different, hence should be as bland and free of obvious negatives as possible.

4. Visual - The package and cigarette should be pleasing to the eye, as will be discussed further below. The amount and density of exhaled smoke should be such as to be clearly visible and not thin or scanty. A tar level of 10-14 mg/cigarette should meet this requirement.

C. Manipulative Effects - Carrying, opening and using the package should be convenient. The cigarette should be as long as possible, probably 100 mm, to facilitate lighting. The rod should be reasonably firm, and a moderately soft, round filter tip should be used. The draft resistance prior to and during smoking should be as low as practical and should not exceed VANTAGE specifications. The product should require, thus, minimum effort and care to handle and use.

II. PSYCHOLOGICAL EFFECTS

These are the expected or derived gratifications which influence a pre-smoker to try smoking and which sustain the beginning smoker during the largely physically awkward and unpleasant "learning to smoke" phase. These effects also largely determine which brand the pre-smoker will experiment and learn with.

A. Group Identification - Pre-smokers learn to smoke to identify with and participate in shared experiences of a group of associates. If the majority of one's closest associates smoke cigarettes, then there is strong psychological pressure, particularly on the young person, to identify with the group, follow the crowd, and avoid being out of phase with the group's value system even though, paradoxically, the group value system may esteem individuality. This provides a large incentive to begin smoking. If this be true, then the same effect strongly influences the brand chosen, it likely being the popular, "in" brand used by ones close associates.

Thus a new brand aimed at the young smoker must somehow become the "in" brand and its promotion should emphasize togetherness, belonging and group acceptance, while at the same time emphasizing individuality and "doing ones own thing."

B. Stress and Boredom Relief - The teens and early twenties are periods of intense psychological stress, restlessness and boredom. Many socially awkward situations are encountered. The minute or two required to stop and light a cigarette, ask for a light, find an ash tray, and the like provide something to do during periods of awkwardness or boredom, and afford a little "time-out period" when confronting a stressful situation. Smoking also gives one something to do with the hands, eyes, etc. and something to talk about in a situation where otherwise one might simply have nothing to do or say.

This desirable attribute of smoking should be strongly emphasized in promoting a new youth brand.

C. Self-Image Enhancement - The fragile, developing self-image of the young person needs all of the support and enhancement it can get. Smoking may appear to enhance that self-image in a variety of ways. If one values, for example, an adventurous, sophisticated, adult image, smoking may enhance ones self-image. If one values certain characteristics in specific individuals or types and those persons or types smoke, then if one also smokes he is psychologically a little more like the valued image. This self-image enhancement effect has traditionally been a strong promotional theme for cigarette brands and should continue to be emphasized.

D. Experimentation - There is a strong drive in most people, particularly the young, to try new things and experiences. This drive no doubt leads many pre-smokers to experiment with smoking, simply because it is there and they want to know more about it. A new brand offering something novel and different is likely to attract experimenters, young and old, and if it offers an advantage it is likely to retain these users.

There is another psychological factor which did not readily fall into Table I, but which may be quite important. That category might be called "Anti-Establishment Attitudes". It does not enter into the decision to start smoking but may strongly influence the brand chosen. Today more than ever, young people tend to reject whatever is accepted by the "over-thirty" establishment, which includes their parents. If "Brand 30+" is the accepted "in" brand with the establishment, it is likely that many young smokers will

almost automatically reject that brand and start with something else. They will more likely start with "Brand 20+" which is both the "in" thing with their closest age group and the "out" thing with the "over-thirty" group. Probably in today's market, WINSTON is the "Brand 30+" and Marlboro is the "Brand 20+". Happily, the Marlboro will eventually age out of its "in" position with youth, as WINSTON appears to have already done. Now is the time to launch the next brand to become the "in" cigarette with the next generation as Marlboro ages from "in" to, hopefully "out and over-thirty" status, hence becomes something for youth to avoid.

A final psychological factor which also did not fall readily into Table I involves smoking-health attitudes. The smoking-health controversy does not appear important to the group because, psychologically, at eighteen, one is immortal. Further, if the desire to be daring is part of the motivation to start smoking, the alleged risk of smoking may actually make smoking attractive. Finally, if the "older" establishment is preaching against smoking, the anti-establishment sentiment discussed above would cause the young to want to be defiant and smoke. Thus, a new brand aimed at the young group should not in any way be promoted as a "health" brand, and perhaps should carry some implied risk. In this sense the warning label on the package may be a plus.

We have looked, at some length, at what qualities and image a new brand aimed at the youth market should have. At this point, it will be useful to summarize what has been said; in admittedly general terms:

Product Quality Factors

1. Moderate level of nicotine (1.0-1.3 mg/cigarette) delivered at pH (5.8-6.0) to insure slow absorption.
2. Moderate level of blended tobacco flavor ("tar" of 12-14) free of undesirable (e.g. stemmy) flavors.
3. Bland, soft, moist mouth-feel, with minimal irritancy, harshness, astringency, possibly very lightly mentholated.
4. In "standard" range of diameter and firmness, with resilient filter or mouthpiece, probably 100 mm in length.
5. Different package type or packaging material, perhaps containing fewer cigarettes, therefore less bulky.
6. Some visible novelty or difference in product or package to set apart from conventional cigarettes, ideally in direction of greater manipulative convenience for beginning smoker.

Product Image Factors

1. Should emphasize participation, togetherness, and membership in a group, one of the group's primary values being individuality.
2. Should be strongly perceived as a mechanism for relieving stress, tension, awkwardness, boredom, and the like.
3. Should be associated with doing one's own thing to be adventurous, different, adult, or whatever else is individually valued.
4. Should be perceived as some sort of new experience, something arousing some curiosity, and some challenge.
5. Should be different from established brands used by the over-thirty and perhaps even over-twenty-five groups. Must become the proprietary "in" thing of the "young" group.
6. Should not be perceived as a "health" brand.

The enumerated Product Quality Factors should be easy to achieve, except those requiring some ill-defined novelty. The Product Image Factors, of course, describe a promotional approach, and it is most likely that the name and appearance of the product will here become crucial in establishing the desired image. The name may be the most important factor, determining the appearance of the package and summarizing the image to be promoted.

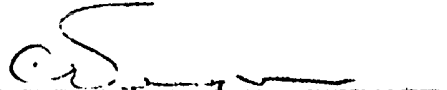
Ideally, the name chosen should have a double meaning; that is, one desirable connotation in "straight" language and another in the jargon of youth. A current example may be Kool, which reads on "cool" cat in youth jargon, and also literally connotes a refreshing physical sensation. Another way of approaching the name or image would be to choose one which evokes different but desirable responses from different age groups. Thus the Marlboro western theme suggests independence, clean air, open spaces and freedom to the youth group, while at the same time suggesting the "good old days", hard work, white hats over black hats, and the like to the older generation. In passing, it is interesting to note that Marlboro is a distinguished, dignified British name, and there is a certain inconsistency in equating this image with the West.

A careful study of the current youth jargon, together with a review of currently used high school American history books and like sources for valued things might be a good start at finding a good brand name and image theme. This is obviously a task for marketing people, not research people.

Assuming that at some point marketing people will establish a name and image for a new youth brand, and assuming that the thoughts on product quality factors expressed above are approximately correct, then Research and TPD should be able to provide the product needed. Most of the product specifications defined are achievable with present technology. Those which require new technology would appear to be (1) control of irritancy and related mouth-feel factors to produce a bland

smoke, and (2) creation of some useful, demonstrable novelty in filter, mouthpiece, package or other aspect of the product system.

Our Company needs to take advantage of the opportunity to market new youth brands of cigarettes. The thoughts expressed here may provide a preliminary agenda for discussions between Research, TPD, Marketing and Management, aimed at more precisely defining what we could ultimately make and promote. It is hoped that such discussions will soon ensue. Meanwhile, it becomes appropriate for Research to seek ways to control smoke irritancy and to seek to create novel, useful cigarette systems.



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