

**PHILIP MORRIS USA**

**INTER-OFFICE CORRESPONDENCE**

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TO: TMDs  
FROM: Barry M. Hopkins  
SUBJECT: Getting Up To Speed

DATE: April 12, 1999

By now you've all heard the news that you are stuck with me for an indefinite amount of time as I am replacing Jim Mortensen who has gone on to a great new challenge. Seriously though, I am excited and delighted to have the opportunity to work with the Trade Marketing gang again. It's an organization that has the potential to make a significant impact on the business and the sales organization that executes our strategies in the marketplace.

To that end, it's critically important that I clearly understand how I can begin adding value and assisting each of you in realizing your goals against your plan for your respective organizations and businesses you manage. Therefore, I would like each department head to prepare a topline presentation (no longer than 30-40 minutes) that accomplishes the following:

- 1) Clearly define your key strategies and progress against your plan.
- 2) What are the key issues in your department and business and solutions going (forward)?
- 3) Organization - what's the plan for developing your team?
- 4) Also, feel free to bring forth any issues or opportunities that we as a team might need to examine for continued improvement as a department.

I am scheduling the meeting all day April 28th beginning at 8:00 A.M. ending at approximately 5:00 P.M. so please adjust your schedules accordingly. Sheronn will provide you with details. I recognize this is short notice but in the long run our shared learning, your collective insight and perspective will make a substantial difference going forward.

Thanks in advance for your cooperation. Feel free to contact me with questions during my transition from Dallas to New York.

*Barry*

cc: C. Johnson

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