

## THE CHALLENGE:

- I. Stop EPA classification - (Short term)
  - If we lose this one, we significantly weaken our legal position on "choice."
  
- II. Back that up with a focused campaign to eliminate the possibility of smoking being banned in public places - (Long term)
  - Our primary objective.

Key Point: It is critical to implement (II) whatever the eventual outcome of (I).

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## **WIN THE EPA STRUGGLE:**

- Two Primary Thrusts
  - Political
  - Influencers, allies

### **Political Thrust**

- Focus On the President During This Campaign Period
  - Message: "Mr. President, you don't need any more problems... EPA is a bomb ready to go off... Put them on hold until after the election."
  - Focus on EPA track record, lack of critical priorities, etc.
  - Include OSHA strategy
  - Embraces Dingle initiative

### **Influencers, Allies**

- Use Philip - Morris OSHA Filing as Basis for Focused Rolling Briefings
  - Editorial Boards of major media, business and key trade publications
    - + Wall Street Journal
    - + New York Times
    - + Penton, Chilton
    - + Etc.

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## Influencers, Allies (Continued)

- Major corporations
  - + Senior management groups
- Trade and business associations
  - + NAM
  - + AISI
  - + SSCI
  - + Council for Corporation Counsels
  - + Etc.
- Other support groups
  - + ACLU
  - + Select labor groups
  - + Libertarians
  - + Farmers
  - + Agricultural equipment manufacturers
  - + Consultants
  - + Etc.
- Begin That process Now
- Stay Low Profile
- Keep This Initiative Separate From EPA Initiative
- Focus on Solutions... Standards
- Include discussion of other OSHA Filings

Key Point: Time is of the Essence in All of the Above.

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## **PREPAREDNESS PLAN: D-DAY...**

- If EPA Does Classify Secondary Smoke as Class A
  - Keep temperature down... Minimize news... But there must be a solid response
  - Best case: TI responds and says...
    - + We are disappointed
    - + Science is faulty
    - + Real implications depend on OSHA
  - That leaves Philip-Morris in ideal position to take initiative on "solutions" as follow up

## **OPTIONAL PLAN: D-DAY...**

- Launch the Law Suit... With a Bang
  - Use that as the platform for all critical messages with press, influentials
    - + Ineptitude of EPA
    - + Bad science
    - + Failure of EPA to follow own procedures
    - + Inappropriate assumption of authority
    - + Agency out of control
    - + Corruption
    - + Track record of gross errors
    - + Lack of intelligent prioritization
- Requires TI Initiative, Support

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## PREPAREDNESS PLAN: EPA ASSESSMENT LEAK

- Could occur on any day, starting now
- We Must Respond:
  - We have not seen the study
  - The issues are very complex
    - + Cite other studies on respiratory illnesses
  - The science is faulty on workplace issues; we have no reason to expect it to be any better re: in-home issues
    - + Cite failure of EPA to follow own procedures
  - But, as a practical matter, I would not blow smoke into my children's faces; I would not expect most parents to blow smoke into their children's faces; the issue is one of being a responsible smoker and parent. Etc., etc.
  - TI message must be in alignment with above.

Again: Time Is of the Essence.

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## **LONG TERM PROGRAM:**

- Builds on EPA Initiative (Above)
  - We Have to Take Back the Middle Ground... Be and Be Seen  
As Reasonable; A Serious, Legitimate Participant in the Debate
  - Our Strategy Will Be to Foster Commitment Among Key Audiences  
to the Concept That, As A Democracy We Should Accomodate Both  
Smokers and Non-Smokers in Harmony and Peace.
  - In Furthering That Strategy We Will Focus on Solutions That Work --  
Giving People Control
  - Success Here Will Allow Us to Prevail in Preventing Smoking From  
Being Banned in Public Places
  - But, That Will Require Long-Term Commitment/Active Support  
From Top Management
- No backtracking

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## **THE OBJECTIVE**

Make the Concept of A Total Ban on Smoking in Public Places Unacceptable (Politically Unwise) in the U.S. Over the Next Two to Three Years.

## **THE STRATEGY**

Build From A Base of Strength -- Our Work on "Accomodation". Position "Accomodation" As Fundamental to Our Values and Beliefs as A Democratic Society... Build Active Involvement and Support for That Concept With All Key Audiences Through Integrated, Coherent Initiatives That Align With the Issues of the Day... Use State-of-the Art Research to Provide Both Grounding and Measurement to Maximize the Impact of This Effort.

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## CRITICAL ISSUES: US VS.THEM...

- Them (The Opposition)
  - Totally Committed
  - Clear, Coherent Strategy
  - Highly Targeted in Approach, Activities
  - Powerful, Well Linked Network
  - Quick, Mobile
  - Strong Allies
  - Staying Power
  - Image of Being on the Side of Reason
  
- Us (The Industry/The Company)
  - No Clear, Consistent Strategy
  - Reactive... No Long Term Drive... Knuckle-Dragging, Legal Thinking Determines Everything
  - Fear of Failure Fosters Lack of Will/Ability to Be Aggressive/Take Action
  - Focus on Heel Dragging vs. Proactive, Positive Initiatives
  - Lack of Credibility
  - Weak Support Network
  - Image of Being Unreasonable/Unresponsive

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## **TO BE SUCCESSFUL:**

- Clear, Agreed Goal and Plan
- Committed, Three Year Strategy and Actions
- Strong, Visible Leadership
- A New Internal Mindset
  - Moving from negative to positive
  - Long term perspective/Eye on the "Big Issue"
  - Change the language
    - + From legal/science to human/societal
    - + The language of tolerance/accomodation
  - Focus on proactive initiatives
    - + Pick our fights vs. react
  - Bias to action
  - Determination/Staying the course

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## KEY INITIATIVES...

The following is a list of possible activities that was developed during the Arrowwood session which the team considered important to the objective of making the concept of a total ban on smoking in public places unacceptable (politically unwise) in the U.S. over the next two to three years. To take these ideas to action will require that they be further refined and developed in the form of an integrated, coherent, dedicated, marketing plan based on clear objectives, a firm timetable and realistic budget assessments.

### Activity...

### By...

#### Preparatory:

- Multi-Dimensional Research
    - Economic Model
      - + Cost to the company if the scenario does not change
      - + Value of taking this initiative
- June/92
- National Values/Motivations/Metaphores Analogies... What Works and What Doesn't
    - + Smokers
    - + Non-Smokers
- July/92

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**Activity...**

**By...**

Major Initiatives:

- Establish National Coalition for Accomodation of Smokers and Non-Smokers
  - Luminaries from both sides
  - Thought leaders from Government, academia, journalism, labor, industry
  - Focus on "accomodation" as a solution ...1992
  
- National Recognition and Reward Campaign
  - Responsible smoking ideas/programs
  - Effective accomodation initiatives ... 1992
  
- Reach Smokers; Amplify Their Voice
  - Use magazine proactively ... 1992
  
- Revision and Relaunch of Pittsburgh Project In 3-4 Cities Where Bans are Imminent
  - Creation and launch of universal logo that replaces no smoking logo outside; elimination of no smoking logos inside establishments ... 92/93
  
- Rollout of Pittsburgh Project Nationally ... 93/94

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Activity...	By...
• Drive and Win Referendum on Accomodation In One Major City Where A Ban is Imminent	... 1993
• Establish and Mobilize Proactive Allies Network	92/93
• OSHA Recognizes Accomodation in Law With Regulatory Scheme and Shopping List of Alternatives	... 1993
• 10,000 Restaurants Signed Up for Accomodation Program	
- All major cities in all 50 states covered	Jan/94

**Results:**

• Smoking Bans Judged Unacceptable, Akin To A Return to Prohibition, UnAmerican	...1994
• Smoker Sections in All Public Places Assured by Law in All States	... 94/95

**End Output...**

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