

# DRAFT

## COALITIONS

### I. Background and Assumptions

Coalition activities supportive of specific issues are described in the issues and media relations plans. In this plan, we discuss activities to maintain, enhance and improve relations with groups and individuals that fall into three general categories: (1) the tobacco family, (2) coalitions with which we have existing relations among some but not all groups and/or on some but not all issues, and, to a limited degree, (3) coalitions with which we have no relationship as yet.

We also discuss activities to respond to increased activity by the anti-smoking movement, particularly as this activity affects our relationship with our allies.

The success of many of these activities will depend upon the involvement and cooperation of staff from other divisions within The Institute, and from member companies and other tobacco-related organizations.

o The tobacco industry is a highly competitive assortment of individuals, businesses and trade associations. Unity of its competitors in public affairs represents the industry's greatest strength; conversely, disunity can be its greatest weakness.

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o In dealing with public issues, the industry has come to rely more and more heavily on the identification of allies and the development of effective coalitions to complement and supplement its communications activities. The development, maintenance and involvement of coalitions by The Institute in industry issues is a priority public affairs activity which has produced outstanding results. This effort will be more important than ever in 1993.

o Allies' greatest strength -- independence -- can limit the effectiveness of many of these coalitions on our issues. Allies may not agree or even have an interest in all industry issues, and may not be willing or able to assist in all ways that might be requested. Allies who are supportive of us on one issue may be neutral or opposed to the industry's position on other issues.

o Although a great deal of progress has been made in establishing and involving coalitions in our issues, a great deal of additional work remains, particularly in the further development of allies among certain ethnic/minority, senior citizens', women's and veterans' groups.

o In order to encourage allies' interest in industry issues, The Institute must be able to respond to requests for assistance on non-tobacco concerns, and be capable of identifying and offering assistance on some issues even before we are asked.

o Release of the EPA's environmental tobacco smoke risk assessment and workplace smoking guidelines, together with the Occupational Safety and Health Administration's consideration of a rulemaking on environmental tobacco smoke as a possible workplace health hazard, will put strain on existing alliances with organized labor and make coalition efforts on workplace issues more difficult.

o Diminished state revenues and reduced funding for discretionary social service and human needs programs at the federal, state and local levels will cause some of our allies to reconsider their broad-based opposition to regressive taxes as revenue sources.

o The American Stop Smoking Intervention Study (ASSIST), launched in September 1991, represents a 7-year effort by the federal government and the American Cancer Society to reduce smoking in 17 targeted states through community-based and ASSIST-supported coalitions. The approved proposals reveal that in addition to public education, ASSIST coalitions will support a variety of community action efforts including legislation aimed at imposing smoking restrictions, raising tobacco taxes and limiting cigarette advertising. Already, some of our allies have shown an interest in becoming part of ASSIST coalitions, if only to placate anti-smokers among their constituents.

o Anti-smokers also have increased their pressure on allied and coalition groups to refuse support from the industry, or to publicly justify and defend their discussions to accept support. This pressure can be expected to continue and to increase from within their constituencies and from outside sources such as federal and state decision makers and the media.

All of the efforts undertaken in ally development and coalition building are intended to support, directly or indirectly as appropriate, the legislative and public policy missions of the Federal Relations Division and the State Activities Division.

## II. Objective

To establish and maintain working relations with other groups and individuals for the purpose of demonstrating broad support for industry positions and initiatives.

## III. Strategies, Goals and Tactics

Strategy I: Improve working relations with all major segments of the tobacco industry.

**Goals and Tactics:**

**At the federal level:**

1. Maintain and improve ongoing communications with the basic segments of the industry. Use established methods such as Institute publications, as well as guest columns in tobacco-related trade journals, and new means as appropriate.
  
2. Provide editorial material and services for member company communications on public issues and, in support of Federal Relations, undertake communications projects focused on specific events.
  
3. Conduct and promote specialized briefings for tobacco family members including sales force and other company meetings, and the American Wholesale Marketers Association's Annual Legislative conference in Washington; support a issues seminars for tobacco family unions as appropriate; identify opportunities for similar sessions aimed at other industry segments.
  
4. Work with Federal Relations Division and State Activities to maintain and improve relations with key growers' organizations and other farm groups. Identify issues of joint interest and provide support as appropriate.

5. Continue to improve relations with the American Wholesale Marketers Association (AWMA) by identifying joint projects supporting appropriate activities, and offering non-financial resources, including materials.
  
6. Improve relations with other industry trade associations, such as Tobacco Merchants Assn., Retail Tobacco Dealers Assn., Tobacco Associates, Cigar Association and Smokeless Tobacco Council, etc., by supporting appropriate activities, identifying issues of joint interest, and offering, as appropriate, non-financial resources.
  
7. Support as appropriate the Tobacco Industry Labor Management Committee.

At the state level:

1. Work with SAD to maintain awareness of tobacco issues among members of the Tobacco Action Network, by supporting regular mailings of issue materials to TAN volunteers.
  
2. Provide editorial material and services for member company communications on public issues and, in support of State Activities, undertake communications projects focused on specific events.

3. Provide public relations services and material in support of events, projects and communications sponsored by tobacco family groups.
4. Continue support of Tobacco Growers' Information Committee. Similarly, support National Tobacco Council as requested by State Activities by identifying officers and activists in tobacco family organizations willing to speak out on issues.
5. Work with State Activities Division to improve relations with key growers' organizations and other farm groups. Identify issues of joint interest and provide support as appropriate.
6. Support as appropriate the Tobacco Industry Labor Management Committee, including the work of its state consultants.

**Strategy II:** Broaden and strengthen relationships with non-tobacco groups with which we are now working; as appropriate, establish relationships with new groups.

**Goals and Tactics:**

At the federal level:

1. Continue to establish relations with non-tobacco labor unions, particularly those representing white collar workers and manufacturing unions outside the tobacco industry. Continue to expand relations from the national AFL-CIO to state labor federations, and local labor federations in major cities.
2. Build on established relations with minority councils within the AFL-CIO representing women, Hispanic and Black trade unionists and senior citizens, focusing on indoor air quality and tax and privacy issues that are of concern to other labor and liberal groups.
3. Support efforts of key allies in the labor movement to maintain and enhance their influence within the labor community in general and the leadership echelons of the AFL-CIO in particular.
4. Build on existing relationships with women's and minority groups on tax, advertising, workplace and discrimination issues. Continue to work with Coalition of Labor Union Women (CLUW) on workplace hazards, with Hispanic publishers on advertising restrictions, and



with A. Philip Randolph Institute (APRI) and Labor Council for Latin American Advancement (LCLAA) on excise tax issues.

5. Continue to support Federal Relations Division in its efforts to enlist key veterans' groups on sales and smoking restrictions. Continue to cultivate relationships developed through the effort to win House passage of the Veterans Dignity in Health Care Act. Employ these relationships in opposing other smoking restrictions as well as in opposing regressive consumer excise taxes.

At the state level:

1. Continue to establish relations with non-tobacco labor unions, particularly those representing white collar workers and manufacturing unions outside the tobacco industry. Continue to expand relations from the national AFL-CIO to state labor federations, and local labor federations in major cities.
2. Sponsor legislative seminar for state labor counsel in 1993; use as an opportunity to develop programs to respond to state legislative issues.

3. Continue work with Hispanic affairs consultants to ensure TILMC interests are represented in Hispanic community affairs at the state and local levels as appropriate.

General:

1. Within the labor movement, promote and enhance the work of the Tobacco Industry Labor Management Committee.
2. As appropriate, encourage unions that are eligible for membership but that have not yet joined to consider joining the Committee.
3. Offer briefings on LMC issues and the work of the LMC to local labor affiliates, as appropriate and as requested by the Bakery, Confectionery and Tobacco Workers International Union (BC&T).

**IV. Resources**

**A. Staff**

- 1) Public Affairs: All staff
- 2) State Activities: Woodson, Donoho, Morris,  
Regional Vice Presidents
- 3) Federal Relations: White

**B. Consultants**

- 1) Public Relations Counsel
- 2) Labor Relations Counsel
- 3) Minority Counsel

**C. Materials**

- 1) Price Waterhouse studies
- 2) Tobacco Heritage publications
- 3) Issues materials as detailed separately in each  
issues plan