

APPENDIX B:

ELEMENTS OF POSITIVE STRATEGY

NEW INITIATIVES FOR INDUSTRY ACTION

PROGRAMS THAT ADDRESS IMMEDIATE CONCERNS

FIRE SAFETY EDUCATION

Summary

The prevention and the fighting of fires is principally a matter of public safety.

But it is the nature of fire to produce controversy, heroes, culprits and victims. Fire is often the focus of politicians and journalists assigning blame, scientists attempting to establish cause, educators hoping to promote public awareness, labor officials seeking more resources, and volunteers seeking more volunteers. Insurance companies lead a wide range of businesses concerned about the property and lives lost to fire.

With all of the attention afforded fire in this country, it is remarkable that the United States has the highest fire death rate of virtually any nation on earth.

Of the many causes of fire, careless cigarette smoking seems to have increasingly caught the attention of politicians and journalists. The solution they and some fire officials propose is the creation of a self-extinguishing cigarette. Bills have been submitted at the federal level and in several state legislatures. As an issue, cigarette-related fires continue to rise in prominence.

The irony is that as a category, cigarette-related fires have apparently decreased by 20 percent in the last three years -- a statistic expected to be released this Spring by federal officials. But even with that downward trend, it is unlikely that the issue will go away by itself: anti-smokers have targeted self-extinguishing legislation as a national priority. And with some fire officials behind them, the anti-smokers stand a fair chance of succeeding with some of these proposals.

To date, the industry response has been twofold:

1. The industry has said it can not make a self-extinguishing cigarette without unduly affecting the nature of the product; and that some substances will ignite with even a casual brush with a lit cigarette.
2. The industry had also worked with the nation's furniture manufacturers to promote fire resistant furniture. But substantial work still needs to be done in that area.

Neither industry response has been particularly effective in offsetting fire scarred victims interviewed by the news media and paraded before legislative committees.

A strong, visible, positive tobacco industry effort -- at this time -- is needed to reverse the trend toward self-extinguishing cigarette legislation.

There are three factors which suggest that firefighters would be willing to work with us.

1. With the phasing out of the U.S. Fire Safety Administration, firefighters have lost a major national voice in the effort to diminish accidental fire losses.
2. Public funds are growing scarce. Firefighters must compete vigorously for financial support. There is, in fact, a substantial need for suitable equipment and fire retardant clothing.
3. Firefighters are not anti-smokers per se. They are legitimately concerned about fire safety and should respond favorably to an effective program of fire safety proposed by the tobacco industry.

Possible Industry Efforts

The industry's efforts could have three parts:

1. Fire Safety Education

Cigarettes are one of a vast number of consumer products which if used carelessly can cause fires. A national campaign built around that concept and conducted in cooperation with major national firefighting groups* and local fire departments would establish the industry as actively dealing with the issue.

By way of an example, we would suggest the following:

The campaign would feature a calendar. Each month would, in turn, display the fire hazards most typically found at that time of year. In that way, consumers would be reminded -- say, in December -- to decorate their Christmas tree safely, ensure a clean chimney, check their wood burning stove, and look out for inebriated friends with cigarettes at holiday parties. Each month would feature a different set of safety reminders.

* We could work with the National Fire Protection Association and its 31,000 members; the International Association of Fire Chiefs and its 7,200 members; the International Association of Firefighters, a union with 175,000 members; and/or the Foundation for Fire Safety which serves as the firefighting industry's research component.

The campaign would have as its theme: "The Tobacco Institute and your local fire department bring you a safe (December)."

The calendar might be distributed as a cooperative venture by local TAN groups and fire departments. Additionally, at the beginning of each month, the appropriate page of the calendar would be run as a full page advertisement in local newspapers. Local radio promotional messages would tell listeners to look for the advertisement/calendar page.

In this format the program could continue locally for some time -- all the while building localized relationships with rank and file firefighters.

2. Support of Firefighters

While firefighters are greatly concerned about safety, they are at least equally concerned about job security, the quality of their equipment and the advancement of what they call "fire-matics" -- the knowledge of fire.

The industry could play a somewhat low key role in helping firefighters in such areas.

For example:

- a. Many local fire departments rely on volunteer manpower. An industry-developed volunteer recruitment campaign could be made available in kit form and presented state by state to the chiefs of volunteer departments. Again, this could be conducted in cooperation with a major national firefighting group.
- b. The industry could fund a study to determine why cigarette-caused fires are on the decrease -- in the hope that, by identifying the factors involved, the downward trend could continue. This study could be conducted by one of the major national firefighting groups cooperating in other ways with the industry.
- c. The industry could support a study of the factors resulting in a lower incidence of accidental fires in Europe than in the United States. The purpose would be to illustrate the importance of effective public education activities.
- d. The industry should continue to work with the furniture manufacturers to promote the use of fire resistant fabrics.

RESPONSIBLE LIVING: ADULT DECISIONS AND TEENAGE SMOKING

Summary

Teenage smoking: despite reports that it is on the decline, it continues to grow as an issue.

The tobacco industry says it does not want youngsters to smoke.

But our critics say we do: that our advertising is geared to glamorize smoking and to presenting it to children as an adult thing to do. About a third of all Americans agree.

So do various government officials. In its staff report on cigarette advertising, the Federal Trade Commission berated the industry for not better regulating itself in this area. "Unlike the liquor industry, cigarette manufacturers have never produced an advertisement discouraging use of their product by young people and children," the report complained. An industry advertising code adopted in 1964 to deal with the issue of children and smoking was called "loosely enforced" and "ineffective" in that same report.

Federal and local legislation has been proposed to deal with the issue. And, naturally, anti-smoking groups have spent a good deal of time and money discouraging youngsters from smoking. Saturday morning television -- aimed largely at small children -- even carries anti-smoking messages: some featuring Star Wars and cartoon characters.

Despite the tobacco industry's repeated assertions against teenage smoking, we continue to be seen as the problem -- and certainly not part of the solution. Our critics argue that the industry's future customers are now in their teenage years -- that the tobacco industry understands that to discourage them from smoking now could have serious financial implications in the future.

Anti-smokers also argue that the industry refuses to acknowledge the "best" reasons for youngsters not smoking: "that smoking is dangerous and addictive."

Possible Industry Efforts

In order to offset further erosion of the industry's image in this area, and to avoid further legislative forays, the tobacco industry should take two actions:

1. Clearly and visibly announce our position on teenage smoking to the public generally and to leaders of all youth-oriented organizations.

A national advertisement -- possibly one installment of our national campaign -- should state even more clearly than we have, our position against teenagers smoking, and announce our intentions to actively discourage teenagers from smoking. (See Program 2)

This advertisement, in reprint form, would then be sent with appropriate cover letters to federal and state elected and appointed officials, and to the adult leadership of programs directed at children, i.e., scouts, schools, athletics, churches, daycare, etc.

2. A program to depict cigarette smoking as one of many activities some people choose to do as adults.

The theme "responsible living" is embraced by many educators as an effective way of establishing positive role models for children.

In essence, the approach emphasizes that youngsters must assume responsibility for the way they act -- accepting the fact that certain activities are culturally reserved for adults.

Voting, driving a car, drinking alcoholic beverages, marriage, having children and smoking all fall in this category. All are matters of personal choice -- to be engaged in by informed, mature people.

An industry program along this line would be conducted in close cooperation with major national educational organizations and would be directly supportive of their existing "responsible living" programs.

Our support would include the provision of high quality advertising and communication materials and kits for local educators to initiate "responsible living" programs.

PROGRAMS WITH LONG-TERM BENEFITS

THE ALTERNATIVE CHARITY

Summary

The large voluntary health associations and other non-profit health institutions are much the same as any marketing-oriented corporation. Instead of consumer products, they sell the assurance that someone is doing something about various dread diseases. Instead of mass communication, they utilize mass involvement -- much the same as Fuller Brush or Avon does with local, door-to-door sales. And just as a consumer goods company sells the uniqueness of its product, the voluntary associations sell their uniqueness as the funnels through which funds and effort will be directed to conquer disease.

It is an effective approach -- but one which requires large expenditures for promotion, the maintenance of local offices and staff, travel and a wide range of other items not in the least related to meaningful medical research and treatment.

The fact that the tobacco industry has spent more on smoking and health research than the voluntary health associations who talk so much about it may say more about the health associations than our industry.

Yet there are many health research organizations which conduct themselves differently. They may be associated with single institutions, such as the Vincent T. Lombardi Cancer Research Center at Georgetown University, or St. Jude's Children's Research Hospital in Memphis. A common factor is that they need and deserve promotional assistance.

An example is the Damon Runyon-Walter Winchell Cancer Fund which operates so quietly that it is virtually unknown to many Americans. It was organized to ensure that all fund-raising is for the sole purpose of supporting research. Administrative costs are handled through a separate endowment. Some funds are raised through a theater ticket service and investments -- but the majority of the money is donated by large corporations.

The Fund's Board of Directors and its advisory committees are peopled with well known persons in the fields of business, entertainment, the news media and health, including some who personally oppose smoking. Bob Hope is honorary chairman of the board; actor John Ritter, columnist Jimmy Breslin, radio commentator Jack O'Brien, football coach Darrell Royal and former Secretary of the Treasury William Simon all are active, as is Charles LeMaistre who recently testified in personal support of the Hatch bill.

The tobacco industry has already expressed financial and other support to the Fund -- largely because of the Fund's dedication to finding answers to the questions about cancer, and because of its strict avoidance of propaganda regarding cancer "causes." But a broader, more visible tobacco industry involvement would achieve several things:

- o it would demonstrate our strong interest in finding answers. Unlike the Council for Tobacco Research, the Fund could only be perceived as being independent.
- o it would allow us to work with key members of the news media and entertainment business -- both of which have been targeted by anti-smokers for efforts against the industry.
- o it would help us develop stronger relationships with other industries facing similar criticism, i.e. the chemical companies.
- o from a general image standpoint, it would deal directly with the issue that most Americans feel we are avoiding: smoking and health.

The industry's support of Damon Runyon-Walter Winchell Cancer Fund or any other charity which meets our criteria would have these components:

I. Use of TAN to assist the charity with its fundraising effort.

This effort, undertaken with proper promotion would help build awareness of the charity, awareness of our support for it.

II. Assist the charity to expand its base of entertainers and news media people to raise public awareness.

To return to our example, the Fund has its origins in a spontaneous public plea made by radio commentator Walter Winchell shortly after the death of his friend, Damon Runyon. The result was a public outpouring of funds -- caused largely by widespread fondness of both Winchell and Runyon. In the intervening years, the two names have fallen from public recognition. It would be appropriate -- and useful to the Fund -- to reacquaint the public with these two accomplished men. And it would be effective and appropriate to have journalists and entertainers conduct the reacquainting.

This effort could be initiated by a telethon, hosted by Bob Hope and John Ritter (see above) and other celebrities recruited for the event. Afterwards, a round of special appearances might be orchestrated to further the cause.

TOBACCO MEANS JOBS

Summary

The tobacco industry makes an important contribution to every state's economy -- from the smallest, Rhode Island, where tobacco contributes 7,200 jobs, to some of the largest states like California where one of every 43 jobs is tobacco-related. Tobacco contributed \$56.7 billion to the nation's economy in 1979, nearly 2.4% of the U.S. gross national product. Because of the American tobacco industry and its related products and services, over 2 million people have jobs. These data, taken from the national Wharton study and The Tobacco Institute's records, show the tremendous contribution the tobacco industry makes to the American economy.

The industry's importance and commitment to the economy could be further emphasized by a program of voluntarism, particularly in job training programs. Providing job training for the unemployed is one area of social involvement which would enable the industry to match the social need (job training) to the industry's expertise and its ability to help. There are several kinds of programs the industry could implement, all of which would fall under the "Tobacco Means Jobs" umbrella.

Possible Industry Efforts

1. While some federally-supported job programs have been eliminated, one federal program that has proven its value is the Department of Labor's Job Corps Program. A nationwide network of Job Corps Centers is operated by several for-profit corporations (RCA, ITT, Singer and Teledyne, for example) under contract with the Department of Labor. The Job Corps admits hard-core unemployed youth, aged 16-22 and offers a program of vocational education and work experiences coupled with education courses leading to a GED degree (high school equivalency). Job Corps Centers also provide residential living experiences for these young people. At present several unions, e.g. The Brotherhood of Railroad and Airways Carriers (BRAC) and the National Association of Home Builders (NAHB), provide some Job Corps Centers with instructors and resources to train youth who want to enter their industries. Upon completion of the curriculum, the Corpsmembers are placed in a "real life" work situation.

The tobacco industry could establish a training program designed specifically for work in the industry. Industry would develop the appropriate training curriculum and provide an instructor for one Job Corps Center in Kentucky, North Carolina, Virginia and Maryland. The program could be based on the Xerox model: company personnel would be "on sabbatical" for one or two years at a Center.

Different tobacco companies would supply instructors in the various states. When Corpsmembers completed the program they could be placed in factories of the instructor-sponsor company. This type of job training program could be designed for tobacco or non-tobacco company operations.

2. A separate program designed to re-tool the American workforce, i.e. those that are skilled in outmoded, unemployable areas could also demonstrate the industry's commitment to the President's program and the people of this nation. The program might involve re-training in areas that aren't exclusively tobacco-related, but where factory operations may have a need, e.g. data processing.
3. Another job-related program could be the establishment of local summer job clearinghouses for teenagers and college-age young people. The tobacco industry could provide personnel and other resources to facilitate the matching of job seekers with summer jobs. Since the tobacco companies have a highly visible presence in their communities, they could be a natural conduit/clearinghouse for job information throughout the area.

The tobacco industry's commitment to America's economic good health could be demonstrated in several other ways:

4. sponsorship of local Junior Achievement programs.
5. scholarship programs for minority youth or agriculture students who want to grow tobacco or students who want to pursue research in the area of reduction of tar and nicotine.
6. sponsorship of a community-based series in the tobacco states where tobacco industry personnel talk to citizen groups about career opportunities in the tobacco industry. In addition, a film could be produced showing the different types of jobs in the tobacco industry -- from farm to auction to manufacturing facility.

In tandem with the adoption/implementation of a job training program, a national communications campaign could further demonstrate that "Tobacco Means Jobs." The campaign could use the readily available data from the Wharton study and from The Tobacco Institute to show how many people the industry directly employs and how many jobs result from the multiplying effect, i.e. tobacco's indirect impact. Indeed, the data are conclusive; the public should know "Tobacco does mean Jobs."

WORKING WITH THE HANDICAPPED

Summary

There are more than 4 million handicapped children between the ages of 3 and 21 in the United States. Even this estimate, however, is a conservative one because of the countless, unnumbered handicapped infants, children and young adults who have not been identified, screened, diagnosed or treated for their condition. Handicaps take many forms, both physical and mental. Speech and hearing impairments, cerebral palsy, muscular dystrophy, mental retardation, visual impairments, diabetes, learning disabilities and epilepsy are only some of the many disorders which may affect a young person's ability to function in our society. Yet despite a handicap, these youngsters are more like "normal" children than they are different. Despite a physical handicap, a child may indeed be intellectually gifted. Despite a handicap, a child is still likely to have a family with many of the day-to-day needs of all American families.

Possible Industry Efforts

Completely independent of any relationship to tobacco, the industry could assume a role of leadership in this country, working with existing voluntary organizations in the field, in providing assistance to handicapped children and their families and to all Americans in understanding more fully about the handicapped.

Such help could take many forms.

1. Through support to facilities which provide treatment and care for the handicapped, the industry could be directly responsible for helping children to live productive and full lives.
2. Through projects which educate other Americans, and children in particular, about the handicapped, the industry could be at the vanguard of efforts to create a greater public awareness and understanding of all human needs.
3. Through a special program to identify and aid handicapped youngsters who are "gifted and talented," the industry could assume a role which is not currently being met. (A project to help serve the gifted handicapped in Chapel Hill, North Carolina was forced recently to close because federal funds from the Department of Education are no longer available.)
4. Through projects which work with the families of handicapped children, the industry could address the needs both of the youngsters and of their parents and brothers and sisters, and provide a model of assistance which could be adopted to the needs of communities across the nation.

TEENAGE PREGNANCY

Summary

Early childbearing poses serious health, social, educational and economic consequences for teenage parents, their children and society. Despite efforts at public information and education, more than a million American girls between the ages of 15 and 19 will become pregnant in the next year -- one in ten adolescent females -- and almost 600,000 will give birth. The birth of a child should be an opportunity for great celebration -- an occasion to provide even greater strength and promise for families and friends. Yet for hundreds of thousands of Americans, the risks and fears attendant on the birth of a child to an adolescent parent presage problems which will follow the family and the community for years.

There are high health, social and economic risks associated with the entry into parenthood of individuals who are barely beyond childhood themselves. Eight out of ten women who first become mothers at age 17 or younger never complete high school, thereby facing greater risk of unemployment and dependence on welfare. Teenage marriages are two to three times more likely to break up than the marriages of those who wed in their twenties. Pregnancy during adolescence poses serious health risks to both the mother and the child. Half of pregnant teenagers under the age of 17 receive no prenatal health care until the second trimester. Compared to women in the 20-25 year age group, adolescent women are much more likely to die from toxemia of pregnancy and are more likely to have complications during labor and delivery. The infants themselves are at much higher risk, and a baby born to a teenage mother is more than twice as likely to die during the first year of life than a baby born to a woman in her twenties. In addition, a teenager who becomes pregnant once is likely to experience rapid repeat pregnancies, with increased risks to her and to her children.

Considerable attention has been focused on the smoking habits not only of teenage girls but of all women in the population and special efforts have been made to link smoking during pregnancy to higher risks to the health of both mother and child. The adolescent population is large, having swelled over the last 25 years, and now exceeds 40 million young people. The tobacco industry has been increasingly under attack for supposedly making smoking more attractive to young people, or at least for not actively discouraging teenagers from beginning to smoke. These criticisms persist despite industry statements such as that of BATUS Chairman McCarty that "This company does not want children to smoke. We maintain a strict policy against promoting cigarettes to persons under 21 years of age." Government statistics indicate that there are approximately 3.3 million young people who smoke "regularly" and a dramatic increase in recent years among older teenage girls who smoke.

Whether or not the issue of smoking during pregnancy is addressed, recent government cutbacks at the national level in the availability of some health services for low-income pregnant women and young mothers, fewer federally funded job training programs for teenagers and reductions in social services and child care provide private industry an opportunity to publicly express their concern for the well-being of American citizens and in particular adolescents and infants.

Possible Industry Efforts

Activities which could be undertaken include:

1. Designing a program for providing information to young people and their families, informing teenagers about the decisions they are facing and the consequences which may attend those decisions. Such a program relating to teenage pregnancy could include the use of the various media or seminars with youth leaders.
2. Consistent with a theme of "Responsible Living and Decision Making," the industry could work with local Universities to develop curricula for "Parenting Training."
3. Assisting in vocational training and education for young mothers and fathers.
4. Provide resources to supplement existing child care facilities.

The industry should seek to build on existing resources and institutions at the local level. A reasonable goal is to ensure that young people have the opportunity to strive toward a self-sufficient and productive future.

HEALTH SCIENCE EDUCATION

Summary

Health science, as an extremely diverse discipline, is regarded publicly as intimidating, wonderful, revered yet doubted. As a process it is poorly understood. Its greatest achievements are taken for granted. Its greatest failures are widely derided.

Americans are not prepared to deal with it all. Their poor comprehension -- what is good and what is bad -- has already led to a dangerous misunderstanding of what medical science can do...and what it knows.

The American education system is not preparing the number, variety or quality of scientists which will be required in coming years. Clearly, Americans generally are not being provided with a sufficient scientific orientation to deal with what they must absorb in the 1980's and 90's.

This program would deal with that issue.

The program would help Americans understand what constitutes good health science...and what involves bad science. It would promote the good...and would encourage young people to enter the various scientific disciplines. It would promote innovative science education techniques and concepts...it would help people wishing to enter science education. Finally, it would help equip journalists to deal with the rapid evolution of scientific America.

The Tobacco Industry's support of the program would be founded on the following thoughts:

1. The industry -- perhaps more than any other group -- has suffered from a poor understanding of what constitutes good science. That poor understanding -- which involves the public's view of our product's safe use -- has evolved into a cultural belief.
2. Future generations of Americans need not look at science in the same unskeptical way. They must be trained to question, for it is in the scientific tradition that people be curious and doubtful.
3. There is a demonstrable need for more science students; with cutbacks in public funding, science education programs are in need of private sources of funding.

4. For American technology to be adequately translated into consumer goods, a general public education program must be undertaken to put the public at ease about science generally.
5. Finally, the industry needs to be viewed as respectful of science; interested in scientific progress; and supportive of a non-self serving need.

Implementation

Conceivably there would be three major programs within this effort:

I. Fellowships for journalists specializing in medical science.

This fund would be administered by a panel of journalists, selected by the National Association of Science Writers or a similar recognized professional society, and various scientists. Fellowship grants would be awarded to full-time, accredited journalists with at least five years professional experience.

Study would have to be fulltime in an accredited graduate program.

II. Fund for promoting science education in the primary and secondary schools of America.

This grants program would be advised by a panel of prominent scientists and educators, representing key professional organizations. They would award grants to the most innovative science education program submitted by primary and secondary schools.

Each person receiving a grant would be publicized heavily. Conceivably, public officials would be permitted to announce the grants to the constituents of an area benefitting from them.

III. Scholarships for students engaged fulltime in science education programs.

In the continuing absence of federally-guaranteed student loans, this program would provide a private source of incentive for students wishing to be science teachers. Selection of recipients could be handled by a committee of the National Science Teachers Association (see below).

Throughout this effort, a relationship would need to exist with the National Science Teachers Association which maintains a membership of 42,000 professionals nationally and which has offices here in Washington.

The objectives of the above organizations and the purposes of these projects are quite similar. Cooperative arrangements would serve the industry by lending credibility to the program; the NASW and NSTA would benefit through the private funding and recognition that would occur.

TAKING STOCK

Each tobacco company has been involved in its own community programs for some time, but there is no complete record, or inventory of the firms' activities. The information on currently funded programs is fragmented and not easily available so that communication about the innovative activities of tobacco companies is difficult.

An effort to design a system for the collection/retrieval/dissemination of this information should be undertaken so that materials on currently funded programs and future programs under consideration are readily available to The Institute, the media and the public. A detailed description of the industry's efforts would have significant informational value. The Tobacco Institute would have at its disposal a complete inventory of the social involvement efforts of the tobacco industry. This would be useful for giving testimony and in discussions with Members of Congress, executives in federal agencies and state and local officials. Then, in meeting, for example, with the Chairman of a particular Congressional Committee, The Institute could discuss public service programs sponsored by specific companies, or by TI, in the Congressman's own district. We could also describe industry efforts in other locations, but which fall under his substantive jurisdiction or which are in areas of his personal concern. In addition, the list could be used by members of The Tobacco Institute to ensure coordination of efforts in establishing new programs.

The inventory could also form the basis for a nationwide public information campaign depicting the social involvement of tobacco companies in U.S. communities. This campaign could focus on the long history of tobacco companies' social involvement and could emphasize that they have been engaging in voluntarism long before President Reagan encouraged it.

The results of this inventory process will provide The Tobacco Institute and its members with a more complete frame of reference and an opportunity to influence the future growth and direction of such activities on a company-by-company and industry-wide basis.