

ETS Strategy in the Philip Morris EEC Region

For ease of analysis, a potential action plan on ETS has been broken down into three categories: "Science", which should be primarily the responsibility of the Science & Technology section based in Neuchatel, "Communicating Science", where S&T will have to work hand-in-hand with the Corporate Affairs department, preferably via the interface of a central PR firm, and "Other Communication", which is primarily the responsibility of the Corporate Affairs department.

SCIENCE

General comments: Three items must be clearly stated before work is continued. These are (a) objectives of the ETS "science" program, (b) the structure (legal, reporting and otherwise) governing the program, and (c) How important is industry consensus to the program.

Concerning objectives, what are the priorities and is there an overall medium-term (3 years), measurable goal that we can establish? Once priorities are established and the overall goal is agreed, individual goals should be established by country, a timetable set, a budget established, and a review procedure set up to check if the project is on schedule. Should the review procedure reveal shortcomings, these should be discussed between the HQ CA executive of the Region concerned, the S&T executive, and the legal counsel, and corrective action decided.

Concerning the structure, the direction of the action flow between HQ, Neuchatel, the local market and the legal buffer must be made absolutely clear. This flow must be directed at all times, with no "leapfrogging." If there are divergences of opinion between one center and another, these matters should be resolved by the overall project leaders at a regular or ad hoc meeting.

Concerning consensus, Philip Morris has to decide, issue by issue, whether to try to involve NMA's from the start or to go ahead entirely alone. A half-half solution will be distracting and inefficient, because it will be impossible to move ahead on projects if different people are holding different files.

Sub-issues:

Airlines: First, a priority decision must be made. Should we really focus science staff efforts on airlines when (a) the workplace smoking issue is gaining ground in Europe and (b) 80% of all European flights last under one hour. A decision must be made on whether to use the "ETS" approach or the "IAQ" approach. The former is simpler to push on airlines but is riskier in what is actually found. The latter is better overall but would have to be conducted more subtly. Perhaps this could be done by persuading a good airline without cash-flow problems to use IAQ as a marketing gimmick, i.e. boasting of greater humidity, lower ozone, separate smoking/non-smoking cabins, etc. In any case, in this sub-issue Lausanne should set a clear objective and define tasks and responsibilities. Progress should be reviewed on a regular basis.

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Indoor Air Quality: The fundamental reasoning behind the IAQ plan was to push this technology in the hope that a self-sustaining commercial niche could be created. The burden of pushing the "IAQ" issue would then fall to the companies involved, who would have a commercial reason for doing so. For some reason, all this has not happened. Efforts to organize testing and symposia have been sporadic and one-shot. Therefore, we should address this problem before all others. One possibility is to subsidize the creation of ACVA licensees, such as Nises Ltd. in London, for a limited period. In any case, other potential ventilation companies have to be identified and then supported (with technical and marketing expertise) until they can stand alone. Specific budgets have to be set aside for this, objectives set and timing mapped out.

Scientific Consultants: At a first glance, there seem to be two problems with current activities in this area. (a) the "objective" set by New York stresses quantity but makes no mention of quality. This makes the objective meaningless. The objective must be re-formulated to state the type of consultant being sought as well as the end-uses of these consultants. (b) the job of contacts, development, and task assignment has never been clear. Actual and potential consultants seem to be bombarded by instructions, often contradictory, from several sources. What is needed is a clear picture of who is responsible for which consultant. It is probably preferable that the person having made the first contact with the consultant continues to be that consultant's "handler". All further instructions to the consultant should be channeled through the original handler.

Another need is for PME markets to be segmented as for specific needs in the consultant program. For the EEC, these needs would seem to be as follows:

U.K.: Consultants who can get good research on ETS/IAQ published in both technical journals and "vulgarized" scientific publications for a wider audience. In the medium term, U.K. consultants should be able to be cited as the "best in their field" for specific areas, rather like Professor Warburton on the addiction issue. Useful areas would be, for example, ETS/IAQ and children, ETS/IAQ and transport, ETS/IAQ and the workplace issue.

France: Three types of consultant are needed here. The first would be a Gray Robertson type, preferably with a medical background, who could "carry" the IAQ issue in France practically single-handedly. The second would have a double function: to be able to promote the "good science" on ETS, particularly with the media, but also to be able to put any discussion of smoking in the general context of other French public health issues, i.e. traffic accidents, alcoholism, AIDS, nuclear power, etc. The third type of consultant needed in France would be a "pure" researcher on ETS and related subjects, someone capable of earning the respect of the French scientific community via solid research.

Italy: Most needed in Italy right now is someone credible who could run a Perry-type field study and defend his findings at medical symposia. This exercise would be all the more useful if the consultant could "campaign" on a ticket that points the blame in another direction, for example diesel fumes. Longer term, the Italian market could also use someone able to discuss smoking issues intelligently with the media -- and willing to do so.

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Germany: Since the momentum for consultants in Germany seems to be in the direction of getting the upper hand in "pure" research, this advantage should be consolidated. However, a media-oriented consultant should also be developed to communicate this research persuasively.

Benelux: On the whole, this area would be a lower priority. However, we should be able to develop at least two Belgians (one from each language area) and two Dutch who, in the medium term, would be able to run Perry-type field studies in their respective countries.

Greece: Again, not a priority, but we should line up someone capable of blooming into an "anti-Trichopoulos." Ideally, he should be able to raise serious doubts on the primary issue as well.

Austria: Since the current debate in Austria seems to center around smoking and youth, the Austrian consultant should specialize in this area. However, he should also be able to discuss the whole ETS issue intelligently and to serve as a reputable back-up for the German group.

Current status of the consultant program in EEC markets:

France: overall coordinating scientist is Prof. Andre Favre, a toxicologist, who is making a list of potential candidates. His "lieutenants" are Dr. Abenheim, of McGill University, and Prof. Faccini (now at Surrey University).

Italy: Dr. Chiappino of the University of Milan has been contacted, but he does not seem aggressive enough to function as a coordinating scientist. Dr. Cerioli, a toxicologist based outside of Milan and a consultant, could be better in this role. Dr. Gaisch has worked with him in the past. A Dr. Mannioni, a physician at the University of Florence, has expressed interest in conducting a large-scale project. but . A prof. Fortunati is a possibility.

UK: coordinating scientists are George Leslie and Francis Roe, who have built up a "stable" of 12 to 14 scientists. None of these is spectacular, but the search continues for good spokesmen. The UK group will meet on September 12, together with Favre, Faccini and Balter. The TAC has yet to agree to a budget.

Holland: The Stichting has now agreed to the need for a team of consultants and is about to decide on a budget. Tom Mentek of the Stichting believes about 6 people will be necessary.

Germany: Reemtsma is the driving force on the scientific issue, and in general the VdC is very reluctant to let PM get the upper hand. In all probability, there will be two consultant teams: a Verband team and a "Covington & Burling" team. For the moment, recruiting is pending, and it is yet to be decided whether to have Adelkofer or Koenig coordinate the scientists. Scientists: George Neurath, Gunter Oberdorster (I.A.P.A.G.), Werner Stober (widely-published), Ulrick Mohr (Hannover), Frederick Pott (U. of Dusseldorf -- has studied diesel exhaust and coal dust), Prof. Schlepkoetter (U. of Dusseldorf).

Belgium: aside from Bieva, a promising candidate for coordinating scientist is Dr. Rae Van Essche, a personal friend of De Moulin. Fedetab foresees a need for about 6 people, and is about to decide on a budget.

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Overall, for both regions, 20 to 22 scientists are said to be signed up. Use should be made of IAPAG's ETS/IAQ database. It is up to CA to develop a "wish list" for whitecoat utilization in EEC markets (see above). Of course, a centralized list must be kept at the buffer, updated as necessary.

Conclusion/suggestion: in a general sense, PM should invest much more in consultants who can either be very vocal (the Witorsch type) or respected among their peers (the Warburton type). Of least use are those consultants who have already been identified with the tobacco industry and who nevertheless continue doing abstract work with little or no chance of generating much interest, scientific or otherwise (i.e., Peter Lee).

Reference Laboratories: The use of reference laboratories seems to be better controlled; however, as with the scientific consultants, it is highly undesirable that these laboratories have more than one PM "contact." At no time should a laboratory be taking directions from two different people. A specific PM person should be assigned to work with a laboratory on a given project.

At all times PM should take the maximum care to safeguard the credibility and good name of these laboratories. If we in any way damage the reputation of one, the rest will go nowhere near us. When we assign major projects to one of the laboratories, we should neither be checking over their shoulders every five minutes, nor leaking the fact that laboratory X is doing a study for us. Projects should be presented to the laboratories as something which will enhance their prestige as well as their business; not something which they might regret doing.

Current Reference Laboratories:

- Battelle (Geneva) : very expensive
- Institut Fresenius : German, with a 100 year history.
- Dr. Neurath : Hamburg, used to be Reemtsma chief chemist
- TNO : Netherlands (Division of Technology for Society), 5,000 employees...has worked with KLM
- Cerchar Industrie : France, works for Nat. Coal Board

Scientific Symposia: Before any work is continued in this direction, a very careful analysis must be done on why the Perry Conference and Vienna Hearings were not the successes we had hoped. Again, a clear objective for scientific symposia must be stated (for example, concluding remarks which could be quoted by Corporate Affairs and NMA executives). Once this objective has been determined, S&T should focus exclusively on two items: (a) making sure the symposium is credible vis-a-vis the scientific community, and (b) making sure that it reaches its objective. The rest of the activity linked to scientific symposia falls under the "Communication on Science" category and as such will not be discussed here.

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COMMUNICATION ON SCIENCE

General comments: The effort to produce "good science" on ETS will only meet corporate objectives if this science is then communicated to audiences capable of influencing legislation on smoking in public. These audiences are

- (a) those members of the scientific/medical community with an influence on national health policies
- (b) the top authorities and staff at national health ministries
- (c) those legislators with an active interest in health issues
- (d) the media
- (e) the business community
- (f) the public at large

There seem to be two major ways to get the "good science" message across:

The first is to show, via scientific papers, field studies and symposia that ETS cannot reasonably be called a hazard to public health. This requires (a) that scientific studies come to crystal-clear conclusions of zero risk, and that (b) these conclusions are then channeled to a wider audience via the scientific press, the general press, and parliamentary hearings. As the sophistication of measuring methodologies and epidemiology advance, finding "zero risk" is getting more and more difficult.

The second path is to point to the minute significance of ETS when compared to other environmental pollutants, both indoor and outdoor. There is no sense in limiting our arguments to the rather abstract IAQ arena, where pollutants are invisible and odorless, when we could be exploiting the much more spectacular outdoor air pollution issue. The "right to smoke-free air" theme used successfully by the anti-smokers should be re-positioned to refer principally to outdoor air, in such a way as to shift regulatory and media attention away from smoking and in the direction of industrial emissions, vehicle emissions, the depleted ozone layer, radioactivity, etc.

Studies should be funded to show the risks incurred by urban outdoor workers such as cab and bus drivers, street vendors, policemen, newsagents and kiosk operators, etc. Other studies could show the intake of air-borne carcinogens by children spending X amount of hours outdoors. In such a scenario, unions and even consumer unions would play a major role in making sure that the general air pollution issue remains a headache for both industry and government. Of course, a credible, non-tobacco "source" for such studies would have to be found or created.

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Science and the Media: Perhaps the greatest need right now is for a central public relations agency specialized in "placing" pro-industry material in both scientific and general media. The same agency would be responsible for marketing the conclusions of ETS/IAQ symposia to the media. The agency would also actively seek out media interview opportunities for PM, NMA and Smoker Club spokespeople. Our existing agencies are too closely identified with Philip Morris for these tasks. The P.R. agency selected should be strong in all priority markets; dedicated to a long-term relationship with Philip Morris; and willing to assign specific account executives to long-term involvement with this project. The P.R. agency will report only to the appropriate Corporate Affairs department of the Region concerned.

Of course, the action of the P.R. agency can only be as good as the input from S&T or C&B. A system must be found by which new studies, statements, findings, and test results are regularly communicated to the agency in simplified or "abstract" form, with copy to the Corporate Affairs departments.

At the same time, it can do no harm that informal contacts be established between our scientists and free-lance writers on the science circuit, in the interest of persuading them to write articles of interest to the industry.

Indoor Air Quality: If any real progress is to be made on this issue, we have to make IAQ a union issue. Union representatives should be sent to Stockholm as observers to Healthy Buildings 88 and, generally, there should be a working relationship set up between the industry and labor unions in all markets. Responsibilities for union contacts and follow-up have to be assigned and managed. Specific communications materials for use with labor unions will have to be produced and distributed, preferably by the coalition of five U.S. labor unions concerned with the IAQ issue in the U.S.

There is also a need for a top-quality IAQ film, dubbed in various languages, for use with the media as well as the labor unions. This film should show as graphically as possible the "hidden dangers" present in the indoor environment, and make the point banning smoking is a common "smokescreen" for employers too lazy or cheap to solve the real IAQ problem.

Trade Relations: PM or the individual NMA's should edit a complete "smoking issues" kit for the trade, consisting of a video, brochures, posters, flyers, wallet-cards and other support material. The kit should cover the primary and ETS issues, courtesy & tolerance, marketing freedom, economic impact, taxation & pricing, and the role of the trade in the lobbying area. The trade must be seen as a useable ally in smoking issues, as they are the only part of the tobacco industry in direct contact with the consumer.

The HORECA channels must also be reached with our messages before the anti's get to them first. Programs and materials must be developed for restaurants, bars, hotels, and other areas. In most cases, already existing commercial contacts can simply be extended to include the ETS issue.

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Publications: A separate effort, but one which can probably be handled by the central P.R. firm, involves having reference works on ETS/IAQ published by commercial publishing firms. This is already in preparation in the UK, where a UK adaptation of "Clearing the Air" is scheduled, as well as an IAQ textbook to be published by Oxford Press. Ideally, we should be able to set an objective of at least one reference work published in each of the major EEC languages over the next three years.

Reaction: One area where we seem unable to communicate rapidly is in the field of scientific critiques of articles in the press. When the subject matter can be attacked on logic, as with the U.S. Surgeon General's statements, this can be handled by the NMA's or by Corporate Affairs within a few hours by a press release or a letter to the editor. However, when the subject matter is more scientific in nature, there is at present no way to provide a rapid, effective reply. Recent examples have been our silence following the recent articles on ETS in L'Express and Quotidien du Medecin. S&T staffers in Neuchatel are often away on travel, and in any case cannot be expected to drop everything and turn out a statement in a few hours. This task must be assigned to C&B, who must equip itself to work with translators and consultant scientists so that "turn around" time is minimized.

Press visits: Press visitors to Neuchatel are often fascinated by what we have to say, but often there is a lack of time in which to explain complex statistical/scientific/medical concepts. Therefore, we need to develop a simple, standard Smoking Issues presentation, integrating the new R&D films, computerized charts, etc. The presentation should not be too slick, but new technologies could be used to make the information clearer.

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