

**The Center for Accomodation Options
A Discussion Document**

June 23, 1998

- 1) PM entity
- 2) Other??

* Dev. Budget

Issues

- Criteria
- Critical Issues
 - Funding

Introduction

The principle of a CAO is widely accepted. How the CAO operates in practice however raises a series of questions. To help answer them this paper attempts to:

- i. Define a Charter by which the CAO operates by and in doing so clearly differentiate its roles and responsibilities from those of the existing “Where People Meet” initiatives
- ii. Explore an operating structure which will allow the CAO to implement it’s Charter
- iii. Demonstrate what a “Week In The Life Of The CAO” would look like were it to operate in the way outlined
- iv. And finally, to attempt to put answers to questions/issues which are likely to arise.

This paper is not the “definitive”. It is designed to stimulate discussion while crystallizing thoughts in the process.

CAO
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- Do some
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PA Ace

CAO - Addressing Some Key Issues

1. What will be the relationship between the CAO and Legal?
- It will be a close day to day relationship with legal available as and when a situation occurs which needs its input
2. Will the CAO actively look to talk to the media? If yes, on what subjects?
- Yes it will. That is part of the authoritative public face we believe the CAO needs to be successful. It will focus on different options, research findings to support those options, practical examples of options in real life situations and other such issues which present a credible image. It will not become embroiled in smoking issues and it will not discuss existing and future legislation

Contrary
to intent

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CAO - Addressing Some Key Issues (cont'd.)

3. Will the SCAO's talk to the media?

- Yes. On similar subjects to those outlined above on a local level. The same restrictions will apply.

4. Will the WPM teams talk to the media?

- No. That is not part of their responsibility. Should they receive requests from the media for comment on accommodation options then they should direct them to the CAO. If they receive questions on WPM legislation then they should direct them to the relevant group within PM

CAO - Addressing Some Key Issues (cont'd.)

5. Does the CAO support integrated or segregated solutions to the smoking issue?

- The CAO supports whichever solution best suits the particular needs of an individual. It is the CAO's Charter to communicate the options which are available, to develop strategic tools by which individuals can make an assessment and to offer advice should it be sought. If after this process a company decides one way or another then the Center would support that decision.

*Promote
reasonable
public
choices*

6. What if they decided to ban smoking completely?

- If that were the decision they felt most comfortable with and suited their specific needs then the Center would support it.

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CAO - Addressing Some Key Issues (cont'd.)

7. What role would the CAO take in fighting proposed anti-smoking legislation?

- It has no role. That is not part of the Charter by which it operates.

8. Would it support the WPM teams in any way in fighting proposed legislation?

- The WPM teams would have access to the options which the Center has developed. If it were to choose to use those options to make a point then that would be their decision. The Center itself will not involve itself in fighting any forms of legislation.

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CAO - Addressing Some Key Issues (cont'd.)

9. Will the WPM's develop their own research?

- Under the structure which has been developed all research will be conducted by the CAO. The CAO will decide in conjunction with the WPM's what is needed and then the CAO Secretariat will put it into action. The WPM's could still give financial support to associations for specific research e.g. DiRoNA, but the decision for undertaking or supporting any research by associations would be made in conjunction with the CAO. The CAO is responsible for the research agenda.

CAO - Addressing Some Key Issues (cont'd.)

10. How would you clarify the different roles of the CAO and the WPM teams?

- The CAO will be the 'brain center' breaking new ground in the development and availability of options. The CAO will work closely with the supply side. The WPM teams will be the practical implementation, working closely with the demand side, taking advantage of the work undertaken by the CAO.

11. What would the CAO do if it were contacted by the Washington Chamber of Commerce and asked for sponsorship funds to support a workplace pilot training initiative for small businesses?

- The CAO would explain its Charter and decline such an opportunity. However, it would arrange for the Workplace team to contact the Chamber and offer its services based on experience in initiating such a scheme on behalf of other Chamber's around the country.

CAO - Addressing Some Key Issues (cont'd.)

12. Who would be responsible for building allies the CAO or the WPM teams?
 - The CAO will be responsible for developing third parties who would be under the CAO umbrella. These third parties would be respected experts in different fields and add credibility to the Center. The WPM teams would continue to develop allies among the demand audience as they have done in the past.
13. Who will fund existing Accommodation initiatives?
 - These will continue to be funded by the WPM teams.
14. Who will drive the development of business evaluation tools?
 - This will be the responsibility of the CAO.

CAO - Addressing Some Key Issues (cont'd.)

15. Who will be responsible for developing the relationship with the HVAC industry?

- The CAO will be responsible for building relationships with the supply audience.

16. How will the CAO market ventilation options?

- This will be done through two sources a) the HVAC industry and b) indirectly through WPM's programs with the demand audiences to build awareness of the options.

Job Portfolio - S.C.A.O.

- To develop a State marketing plan in conjunction with the CAO head
- To present a strong, credible image amongst key target audiences within the State
 - media
 - HVAC industry
 - academia
 - trade and business associations (in support of the existing 'Where People Meet' initiatives)

To work with the CAO Secretariat to identify research, planning products etc. which would advance the Charter of the SCAO

The CAO Charter

We propose that the CAO adopts a “Four Point Charter” which encapsulates its operating principles and is an umbrella for all future activities.

*Sub A
Women's Health
Center
concept*

The CAO's Charter is to:

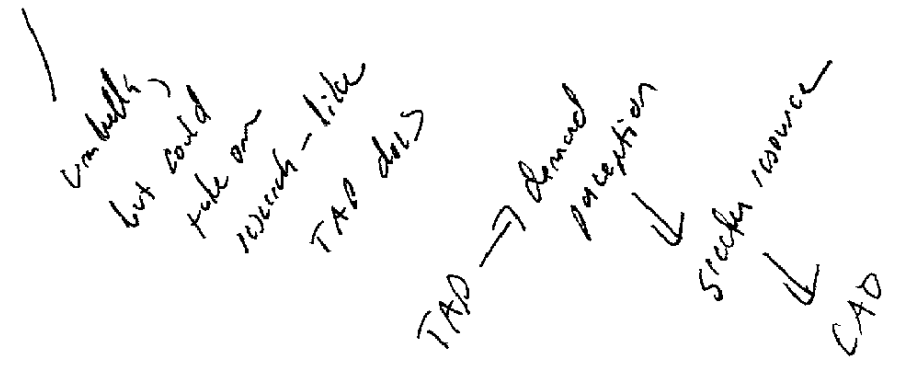
Be a credible facilitator of discussion relating to practical options available for addressing the issue of smoking in all “Where People Meet” locations. Credibility will be gained by:

- maintaining intellectual independence
- initiating trusted data (economic and opinion tracking)
- creating business evaluation tools
- utilizing international and US experiences

*2000 AC
PM, 100%
services
U.S. only
Mktg. Center*

The CAO Charter

- ii. Create a market for the HVAC industry which will encourage greater R&D/product development, stimulating new options in the area of integrated and segregated solutions
- iii. Proactively market the activities of the CAO through the media, trade associations and other appropriate channels
- iv. Act as a knowledge resource for existing Philip Morris "Where People Meet" initiatives.



The CAO And "Where People Meet" Teams – Their Different Roles And Responsibilities

The CAO

- It is the "brains trust", a facilitator of ideas
- It is responsible for building relationships with, and ultimately a market for, the HVAC industry (the supply side). It is not responsible for implementing specific initiatives with traditional accommodation audiences (the demand side)
- Does not comment directly on planned legislation or existing legislation
- The CAO is the "voice of reason" and of options in the public domain (talks directly to the media)
- The CAO is responsible for commissioning research and for commissioning business model planning

"advice"

YES - to market in markets

- program chair - our either side?

is responsible for HVAC services

(yes)

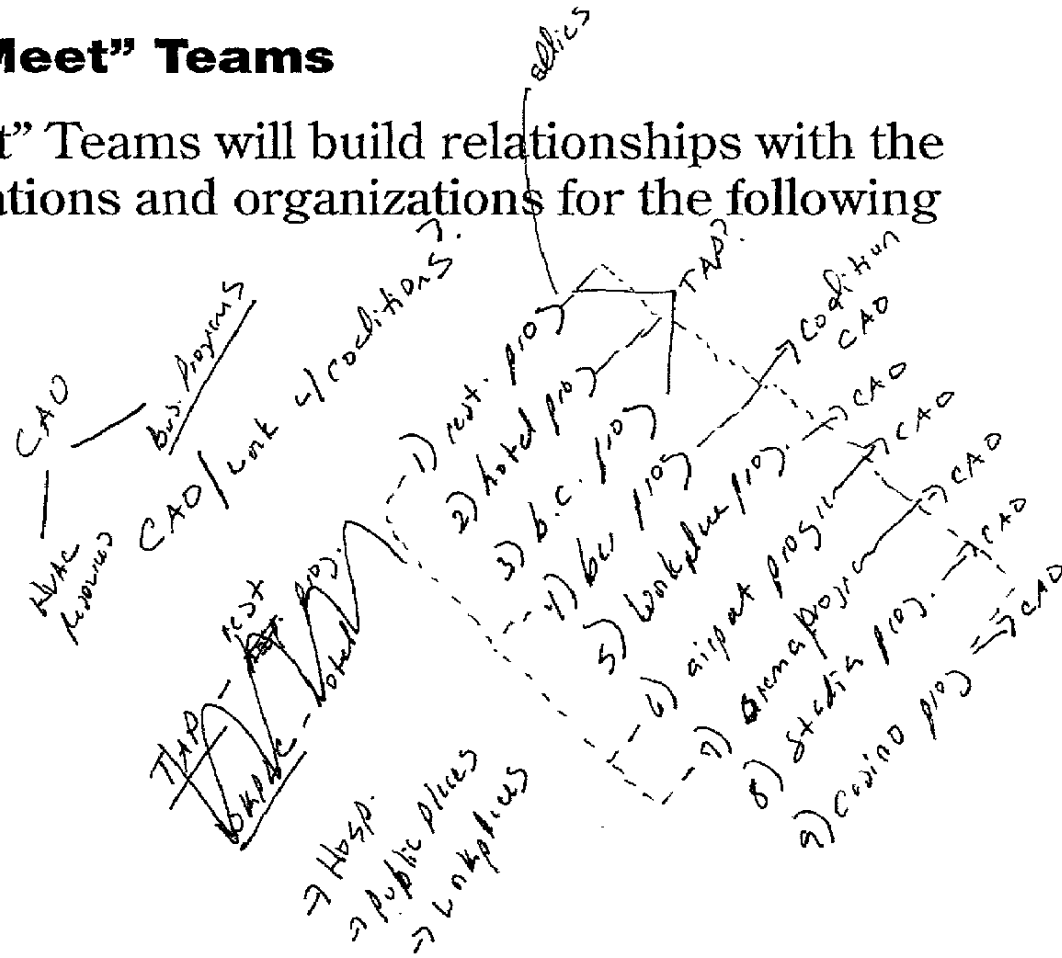
(yes)

The CAO And "Where People Meet" Teams – Their Different Roles And Responsibilities

The "Where People Meet" Teams

- The "Where People Meet" Teams will build relationships with the national and state associations and organizations for the following public places:

- Workplaces
- Hotels & Motels
- Restaurants
- Bars & Taverns
- Airports
- Casinos
- Stadia
- Bowling Centers



The CAO And "Where People Meet" Teams – Their Different Roles And Responsibilities

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- They will be responsible for the development and practical implementation of initiatives with the relevant national and state chapter associations; with the aim of broadening the application of integrated and segregated solutions in the venues listed above
- The "WPM" Teams will be the point of contact for the associations and responsible for managing and building ally relationships on a day-to-day basis.
- The "WPM" team will be responsible for creating venue specific case studies
- They will continue to be responsible for the funding of the associations
- The "WPM" Teams will continue to work with the RDs in the debate on proposed legislation for smoking bans

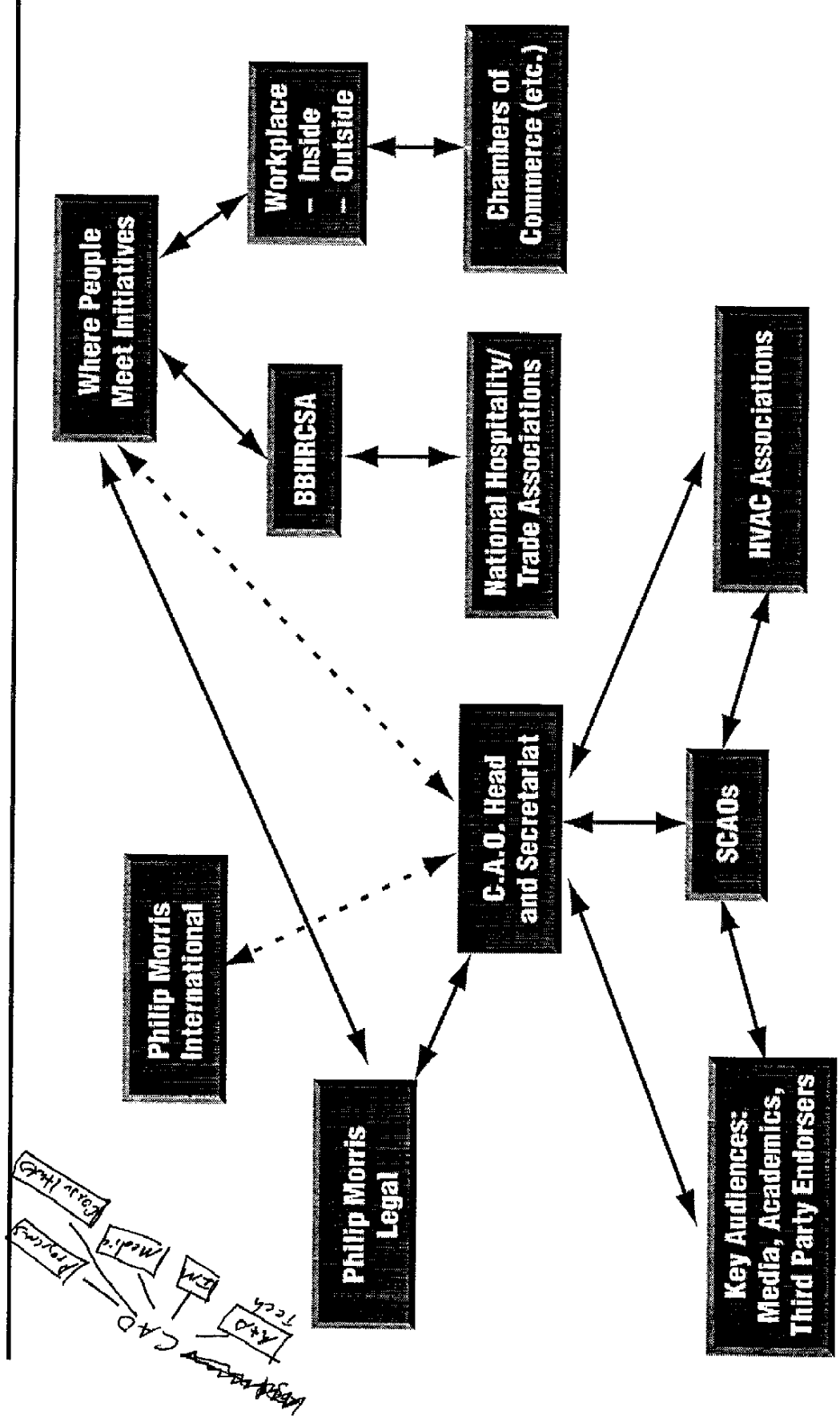
*The CAO And “Where People Meet” Teams – Their Different Roles
And Responsibilities*

- The “WPM” teams will position the CAO to the “demand” audience as an authority on options, with excellent relationships with the supply trade. The CAO will have contact with the “demand” associations through speaking opportunities, forums, etc.

A Viable Operating Structure

- i. A centralized CAO which consists of:
 - a strong public face
 - a coordinating secretariat
 - an evolving body of third party endorsers
 - direct access to legal support
- ii. State CAO's to be created in key states of strategic importance at the appropriate time. Initially a respected local "captain" supported by the central coordinating secretariat
- iii. A dotted line relationship with "Where People Meet" initiatives to ensure best use of resources and negate duplication
- iv. A dotted line relationship to PMI to share experiences for the benefit of international operations and to have "best international practices" fed back into the CAO

The CAO In Action



Job Portfolio – C.A.O. Head

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→ HVAC do? position.

- To ensure the CAO Charter remains at the core of every initiative undertaken
- To effectively market to, and be the public face of the CAO in dealings with all key external audiences:
 - HVAC industry
 - the media
 - academia/consultants
- To drive the necessary initiatives to build a credible presence for the CAO among our key audiences
- To recruit credible third parties to “join” under the CAO banner
- To appoint and oversee the strategic direction being taken by SCAO’s
- To liaise with the “Where People Meet” initiatives

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Job Portfolio – C.A.O. Head

- To be a resource for the “Where People Meet” initiatives to strengthen their relationships with national trade and business associations
- To manage the CAO Secretariat and maintain close links with Legal

Job Portfolio – C.A.O. Secretariat

- To manage all campaigns designed to build a presence for the CAO in the minds of key audiences
- To develop and implement:
 - HVAC industry campaigns
 - research initiatives
 - media campaigns
 - outreach to the academic community
- To provide a flow of information (tailored to their specific needs) to the SCAO's and the "Where People Meet" teams
- To support the "Where People Meet" teams in building their relationships with national trade and business associations

State
captain

A Week in The Life of The CAO

May 1999		May 1999	
Monday 3		Thursday 6	
8 a.m.	Interview on "Good Morning America"	10 a.m.	Media launch of "International Experiences" on the CAO Website
10 a.m.	Brief research agency	1 p.m.	Lunch with 3rd party support group
3 p.m.	Presentation to Hotel Assoc. of Texas (via teleconference)	3:30 p.m.	Presentation by video production house
6:30 p.m.	Annual Dinner of National Licensed Beverage Assoc.	6 p.m.	Fly to Nevada
Tuesday 4		Friday 7	
9 a.m.	Weekly meeting with WPM team leaders	9 a.m.	Nevada Accommodation Options Seminar (All day)
12 noon	Conference call with each SCAO		
3 p.m.	Briefing on CAO to TIOJ		
5 p.m.	Meeting with creatives from ad agency		
Wednesday 5		Saturday 8	Sunday 9
10 a.m.	Meeting with the New York Chamber of Commerce		
12 noon	Luncheon at NYU		
3 p.m.	Meeting with HVAC associations		
6 p.m.	Haircut		

A Week in The Life of The CAO

3 Monday

8:00 a.m. Interview On "Good Morning America"

Focus will be on why outright bans on smoking in places where people meet may not be the most appropriate way to address the issue. Citing new research findings conducted by the Center and practical examples of how workplace, hospitality and commercial environments have moved with popular opinion to address the issue in their own ways.

10:00 a.m. Brief Research Agency

Research house to update on latest consumer attitude tracking study. Agency to take brief on new study into law makers attitudes, across a representative selection of States, towards integrated and segregated solutions.

3:00 p.m. Presentation to Hotel Association of Texas (teleconference)

One hour presentation/Q&A on the business implications of smoking bans in hotels and to layout methodologies hotels can adopt to identify what policy would be right for them.

6:30 p.m. Keynote Speech at National Licensed Beverage Association Dinner

"If The Coat Fits, Wear it" How to develop segregated or integrated solution which fit the specific needs of each individual establishments. Distribute a new business model for evaluating what is the right approach for each individual establishment.

A Week in The Life of The CAO

4 Tuesday

9:00 a.m. Weekly Meeting With "Where People Meet" Team Leaders

To ensure regular coordination between the CAO and "Where People Meet" teams weekly discussions take place. Initiatives – current and planned – will be discussed, information shared and issues faced. WPM will request "big picture" support initiatives which will be of benefit to them (research, marketing etc.)

12 noon Conference Calls With Each State CAO

CAO would be created as a national organization and would initiate a roll-out plan, placing/appointing CAO representatives in key strategic States. Weekly update calls on initiatives being taken, cross polarization of views, issues etc.

3:00 p.m. Briefing To TIOJ on CAO

The CAO, its role and responsibility, its excellence and its access to information should be marketed within the PM world and actively used to help identify how TI's can develop initiatives in their own countries. And also how we can learn from initiatives overseas.

5:00 p.m. Meeting with Creatives From Ad Agency

Discuss the second phase of a "corporate" ad campaign to show how options across "Where People Meet" locations are available. Phase 1 could be the CAO, what it offers and how to get more information. Phase 2 could be on practical examples of options being implemented on a daily basis. Phase 3 to be determined based on the success of Phases 1 and 2.

A Week in The Life of The CAO

5 Wednesday

10:00 a.m. Meeting With The New York Chamber of Commerce

Meeting to outline options available for addressing indoor and outdoor smoking issues currently faced by businesses. The Chamber has expressed an interest to initiate a two-month seminar series for its members on the issue (tailored for different industries). The CAO will push the possibility of turning to the PM workplace team for sponsorship and assistance in developing materials for the seminars (based on its experience in conducting sessions for other Chambers around the country)

12 noon Luncheon at NYU

Preliminary discussion with the business faculty to write a book of case studies to ultimately be used as a course text book. The case studies to focus on integrated/segregated options, bans and no-bans and the varying impacts on business and the process of decision making.

3:00 p.m. Meeting with HVAC Associations

Final meeting to confirm details of a joint marketing and code of conduct initiative to all venues "where people meet"

6:00 p.m. Haircut

Rosaline at Vidal Sassoon on 5th Avenue.

A Week in The Life of The CAO

6 Thursday	
10:00 a.m.	Media Launch of "International Experiences" on CAO Website Trade and selected national/state publications launch of the latest addition to the CAO Website – "International Experiences". Designed to meet the needs of any business, proprietor, venues "where people meet", showcasing the latest options, creating discussion forums and a "live" research tool for immediate feedback on the latest ideas which can be accessed by the media. It will also highlight the latest links to HVAC and other relevant associations.
1:00 p.m.	Lunch with Hotel Industry 3rd Party Support Group In its role of a facilitator on new ideas the CAO will hold a monthly luncheon with respected third parties in the hotel industry (similar luncheons held with specialists from other "Where People Meet" venues). The guest speaker will be the Chairman of the leading HVAC Association who will talk about developments in integrated solutions.
3:30 p.m.	Presentation By Video Production House Creative treatments for a corporate CAO video to be used at trade shows and presentations.
6:00 p.m.	Fly to Nevada Don't forget air miles!

A Week in The Life of The CAO

7 Friday

9:00 a.m. Nevada Accommodation Options Seminar

The seventh in a series of state wide seminars co-sponsored by the State Business Association and the Philip Morris Workplace team . Bringing together a "by-invite only" audience, the goal of the seminar is to engage in constructive discussion on how the issue of smoking and non-smoking can be best addressed in a way which is "right" for their needs. The CAO will a special presentation on a business analysis model to help identify what is the best option for them. Other speakers to include well known state figures, real examples of options in action.