

DRAFT

Early version

MEMORANDUM TO DR. L. C. F. BLACKMAN

CORESTA

Objective

To substantially increase the political influence of BAT in the activities of CORESTA.

Assumptions

- (a) This objective cannot be achieved overnight by the simple expedient of handsome cash injection into the ailing CORESTA finances.
- (b) We have to play the game according to the rules:
 - (i) BAT are perceived as true believers in the CORESTA organisation.
 - (ii) although the objective is political, the process and vocabulary to achieve it is scientific.

Mechanism

- (a) An across the board increase in company involvement in CORESTA activities, for example active membership of and aiming at a leading role in working parties, clear willingness to host meetings and the presentation of high scientific quality papers.
- (b) Secure election of BAT personnel into positions of influence within the CORESTA organisation. In increasing order of importance these are:

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Membership of (and significant contribution to) working parties;

Chairman of Working Parties;

Chairman/Secretary of Study Groups;

Member of Scientific Commission;

Chairman of Scientific Commission;

Member of Council.

- * (c) BAT should make a significant increase in their membership, for example, Brown and Williamson, Imasco, Amatil and BAT Benelux could take up formal membership.

Tactics

- (a) It is essential that we maintain continuity of attendance at the study group level. For example, Mitchell, Horsewell and Weekes must attend and have authority to contribute resources to the CORESTA work programme. The attendance of these delegates should include the CORESTA congresses and symposia even if this demands a significant involvement in terms of time and distance. Their presence should be mandatory even if very senior BAT representatives also attend the meeting.
- (b) The internal position of BAT prospective nominees to CORESTA office must be sufficiently high to compete with the senior delegates in other companies (e.g. S. T. Osdene).

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- (c) Senior delegates (e.g. Seehofer, Ayres) need to work the corridors of CORESTA to ensure support of potential candidates.
- (d) It is considered that influence could also be gained through the "UK Research Directors" meetings.

A (possibly) high risk project which could accelerate BAT's influence would be to propose and subsequently support an initial meeting of the "Group Pharmacologie". This area of future work was suggested by Dr. H. R. Bentley in his plenary lecture in Vienna this year. The group would consider the physiological and psychological effects of smoking behaviour and motivation.

SRE/LAP/
29 November, 1984

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