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December 11, 1995

Ms. Barbara Trach
Senior Program Manager, Public Affairs
Philip Morris U.S.A.
120 Park Avenue
New York, NY 10017

Dear Barbara:

I'd like to propose to Philip Morris the establishment of the *Guest Choice Network*. The concept is to unite the restaurant and hospitality industries in a campaign to defend their consumers and marketing programs against attacks from anti-smoking, anti-drinking, anti-meat, etc. activists. The strategy is to encourage operator responsibility to protect and defend the *guests' right to choose*.

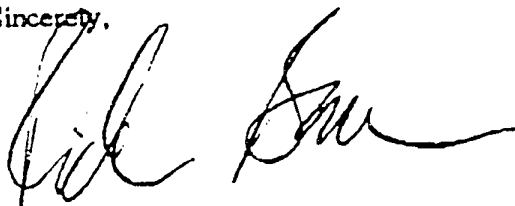
The core of the program will be the Guest Choice Communication Center from which we will research, develop and disseminate vital information to the Guest Choice membership via biweekly newsletters, fax and Internet linkage.

✓ A multi-industry Advisory Council will help shape our message and direct our efforts as the program moves forward. In addition, a strong media component will simultaneously spread our message and attract new membership throughout the trade and (limited) general media. The last and perhaps most vital component of the *Guest Choice Network* will be the grassroots network comprised of local coalitions.

In order to act on this program aggressively, it is my intention to seek contributions from other corporations and associations in January 1996 to help fund the project. I would like to solicit Philip Morris for an initial contribution of \$600,000. To the degree that I am successful in raising money for our budget from these other sources, it will obviously reduce the need for contributions from Philip Morris in the future.

I look forward to hearing from you and working with you on this important project.

Sincerely,



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