

RESEARCH CONFERENCE 1982:

Subjects of Strategic Importance

Source

A. Information & Technology Flow

- (i) The avoidance of apparent duplication of analytical work, or ideas for work, is recommended. As examples :
 - BRASIL - thinking about setting up amino acids analysis
 - HAMBURG - claiming substantial amount of work already done on amino acids
 - HAMBURG - 'other' tobacco alkaloids project
 - BSW - working independently on methods for low delivery products
 - CANADA - combined method for nicotine/water
 - AUSTRALIA - independent method, of which we were unaware, for detection of freon in expanded tobacco. (This was needed for some work GR&DC had to do for BAT (UK&E).)
- (ii) INTERBAT - there is a need for commitment to the scheme by active involvement from outside of GR&DC. RB
- (iii) There is a need for more secondments/transfers out of GR&DC, and an even stronger one for inward movement of staff. MJH
- (iv) There is a need for more Specialist Technical Meetings: the 1981 Research Conference proposed the following :
 - February 1982 - Hamburg - Flavours
 - Early 1983 - U.S.A. - Smoking Behaviour
 - 198- - Brazil - Tobacco Processing
 However, this would make the process of encompassing the prime subjects over-lengthy. It is proposed that at least two and preferably three Specialist Meetings take place each year. MJH
- (v) There is a need for "State of the Art" reviews. As an example, one of the starting platforms for GR&DC's "second generation" expansion work is a detailed review, by Roger Hedge, of known expansion processes. Such work would help dissemination of know-how and guide direction of R&D activity; could be carried out by very small, multinational teams. MJH
- (vi) Process R&D staff at GR&DC have a double hurdle to cross in order to gain access to information sometimes, particularly with regard to U.S.A. & Germany where much development work is carried out by the technical/production branch of that Company. It is proposed that a "Millbank Production Policy Committee" be formed to overcome this. MJH
- (vii) A strategy is required whereby not only GR&DC but the whole of the R&D effort of BAT can be drawn upon and focussed upon making our Operating Companies the most technically-advanced in the industry. DEC

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| <u>A. Information & Technology Flow</u> -(continued) | |
| (viii) COMPACT - a data-base on Competitors' Activities, has been set up in response to a request from the 1981 Conference. It is proposed to present a print-out to this Conference for comment and, if it is agreed that it meets the requirements, endorsement. | PJN |
| <u>CONTRACTS - suppliers</u> | |
| <u>B. The Role of Various Laboratories</u> | |
| (i) CR&DC identifies its rôle as "doing what other Companies cannot do"; how do the other CAC Company laboratories see <u>their rôles</u> ? | MJH |
| (ii) There is a need to get proper recognition of the need for what would be an R&D programme involving both novelty and risk, as opposed to the more readily-accepted Technical Services contribution in support of obvious and current needs. | NEW |
| (iii) A number of the more <u>marketing-orientated projects</u> within the Psychology and Sensory Testing Programme have been tolerated rather than wholeheartedly endorsed by our more traditionally-minded R&D colleagues. It is necessary to clarify the attitude of the Conference on this aspect of the work at Charter Research, especially if that facility is to develop a more specific identity over the next few years. | NO |
| <u>C. Steering the Research Programme</u> | |
| (i) Since the 1982 approach is different to that of 1981, we must be sure that we now have the right format. It is queried whether the delegates attending the annual Technical Exchange Meeting have sufficient influence once they return to base. Should we seek a more positive contribution from other CAC laboratories? | MJH |
| (ii) The future strength of the Company will be based partly, but importantly, upon an effective R&D programme. This must rely on the vision and innovation of R&D professionals, cannot be formed solely in response to expressed needs of other functions possibly concerned with a shorter-term horizon, and although remaining sensitive to must not be dominated by the views of those other functions. | NEW |
| <u>D. Issues</u> | |
| (i) With regard to Biotechnology a strategy is required to ensure an integrated and concerted programme to keep BAT technically and commercially aware of all matters affecting quality and supply of leaf. | DEC |
| (ii) There is need for encouragement of R&D staff at all levels to an awareness of the Company in a broad sense so that they will take an interest in and contribute to the R&D programme as a whole. | NEW |

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D. Issues -(continued)

(iii) There is a need to develop our stance with respect to the increasing threat posed to the industry by social arguments against smoking. A coherent policy must be developed in the BAT world - albeit only privately - to combat its impact. Although the Conference does not have the remit to develop a policy statement it is an opportune time to collate various views in order to identify R&D contributions to support our stance. Points to bear in mind are : (i) the need for relevance to current circumstances, and (ii) sufficient flexibility in order to remain appropriate in the coming years.

NO

This would appear more advantageous than the present reliance on the "individual freedom" platform with an unsophisticated, unco-ordinated attitude towards this threat.

(iv) A decision should be made as to whether or not we are to adopt a "worse case" attitude towards passive smoking effects on health, even privately, at least insofar as it will influence our future research programmes.

NO

(v) There is a need to allow some items of strategic importance (e.g. sensations in the mouth) to be progressed; it is essential for GR&DC that the embargo on mouth swirl is lifted.

CIA

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