

FILE NOTE

Tobacco/Research & Technology

RS saw Alan Heard and Michael Norsworthy at Windsor House on 6th March 1990 to discuss action which might be taken to improve the effectiveness of the TSRT in dealing with Research and Technology.

ALH/MN said that BATCo. were disappointed that the minutes of the last TSRT meeting failed to reflect the true situation on technology. In particular, they were not convinced that Brown & Williamson had actually tested the DEER process (minute 9) and they also thought that the Band-cast process had been overrated.

ALH said that he accepted that, realistically, technology was of comparatively minor importance in determining the success or otherwise of a Tobacco company - however, it was still important to have agreement by the TSRT on priorities.

We agreed that it would be helpful for the TSRT to consider papers in September setting out suggested priorities for manufacturing (to achieve lowest-cost production) and for research (product development and basic research). The agreed priorities would then be part of the agenda for the Research conference and would provide ALH with a better starting point for co-ordination. If the Chairman could also be persuaded to speak at the conference, this would provide added weight.

We agreed that since ALH would have to produce the Research paper for September, it might be politic to ask Earl Kornhorst to produce the production paper. He is here on 20th March and if the Chairman wished to brief him p.m. on that day, this would be feasible.

RS will produce draft terms of reference for the two studies. These will then be checked with ALH/MN before RS tries them on the Chairman.

RS/DJA
12th March 1990

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