

GROUP RESEARCH PROGRAMME

DISTRIBUTION OF EFFORT AND PROJECTS FOR 1991

SLIDE 1 Professional effort distribution. — includes vacancies which are expected to be filled

Professional staff are defined as Grade 5 and above (UK terminology) - this is equivalent to jobs with more than 241 points on the Hay evaluation system. It includes junior graduates and senior technicians as well as equivalent management and administration staff in each R&D Centre.

Numbers almost identical to 1990 except for UK where there are now two centres - FRC and BTC. Total fall in UK numbers due to: redundancies (14), transfers (5), vacancies not filled (5).

SLIDE 2 Distribution of the 377 man years professional effort by scope of project.

Services/overheads includes administration, management, library services, etc. for each R&D Centre.

Some changes in distribution compared to 1990 (Group benefit projects decreased from 16 to 13.5%).

(Local projects increased from 26 to 39%) — definition changes?

SLIDE 3 Distribution by scope in the six organisations.

SLIDE 4 Distribution of the 377 man years professional effort by depth of projects.

The large support figures includes administration, computing, analysis, etc.

Similar distribution to 1990.

SLIDE 5 Distribution by depth in the six organisations.

Support work in FRC includes Patents, Library, work for CORESTA, analytical development and production of GRP.

SLIDE 6 Distribution of the 377 professional man years effort by objective of project.

This distribution is similar to that in 1990 and previous years.

SLIDE 7 Distribution of 154 man years effort on (Group Relevant + Group Benefit) projects.

Compared to 1990 the contributions of Souza Cruz has fallen while the BATCF contribution has increased.

Total UK contribution has increased slightly.

401096692

SLIDE 8 Distribution of effort amongst Group Projects (Group Relevant + Group Benefit).

By objective - Similar to 1990.

Alternative projects (Projects NOVA and GREENDOT) will have to be re-defined following Marketing Directors' Meeting in Montreal in August 1990.

SLIDE 9 Distribution of the 51 man years effort on Group Benefit Projects.

Two thirds of the total Group Benefit projects are done by FRC.

SLIDE 10 Distribution of Group Benefit effort by organisation and depth.

Support work includes work of R.R. Baker and others on CORESTA, ISO, etc.

SLIDE 11 List of Group Benefit Projects and internal effort for organisations other than FRC.

Note

- Souza Cruz have re-classified many of their projects as Group Relevant except one.
- Probably need to clarify what is a Group Benefit project.

SLIDE 12 Summary of 38.5 man years external effort.

These figures are very approximate at present and subject to budget acceptances.

(UK: £55,000 contract = 1 man year)

The effort figures are estimated from the values of the various contracts.

External effort for BATCF, BTC, FRC, B&W and ITL is in support of specific project work.

SRG and BATCo funded projects are conducted at a variety of hospitals and universities, generally aimed at clarification of smoking and health related issues.

401096693

SLIDE 1

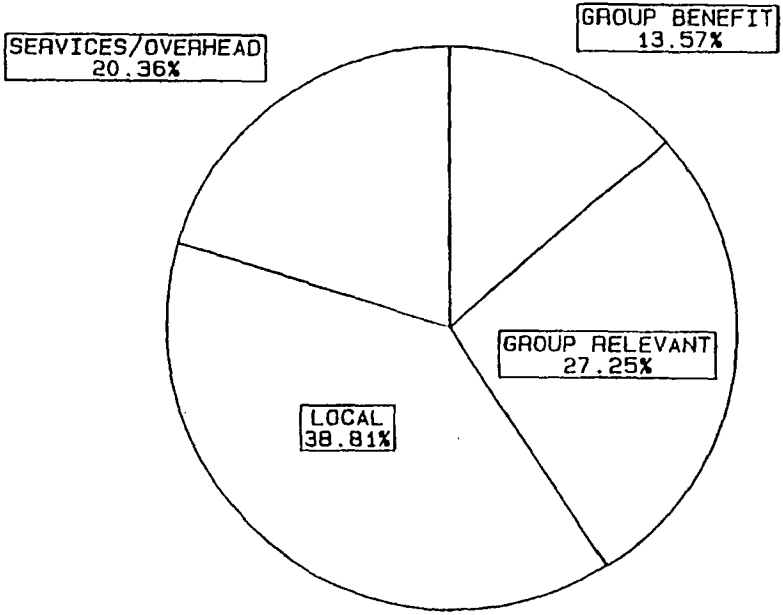
GROUP R&D PROFESSIONAL* STAFF NUMBERS

	1989	1990	1991
U.K.	101	101	45 (FRC) 32 (BTC)
U.S.A.	91	99	98
GERMANY	51	51	52
BRAZIL	106	107	105
CANADA	45	45	46

*Defined as staff in Grade 5 and above (U.K. terminology)

401096694

FIGURE 2
ALL WORK AREAS (1991):
DISTRIBUTION OF PROFESSIONAL EFFORT BY SCOPE



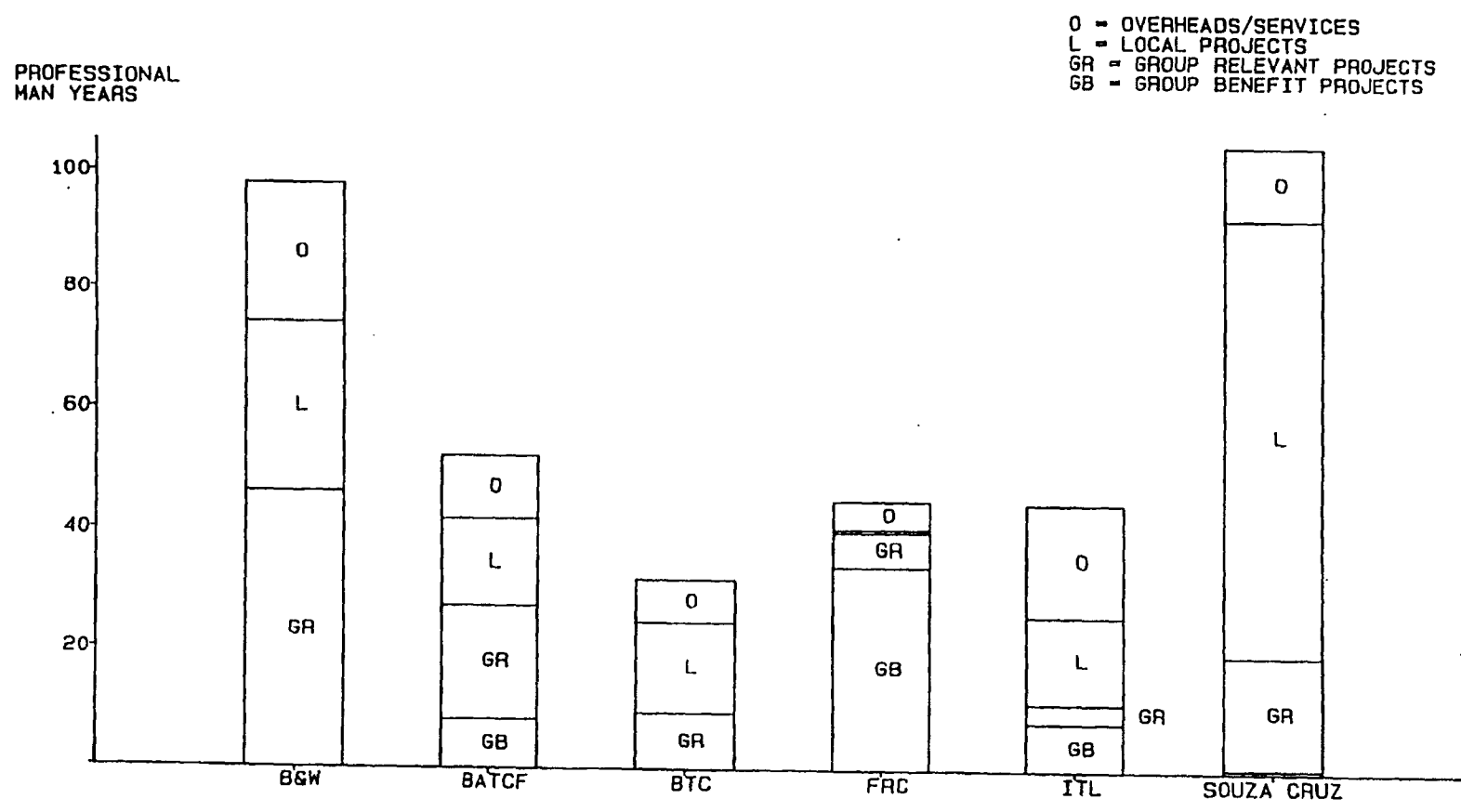
1990 FIGURES

SERVICES/OVERHEADS:	31%
LOCAL:	26%
GROUP RELEVANT:	23%
GROUP BENEFIT:	16%

TOTAL PROFESSIONAL EFFORT = 377 MAN YEARS

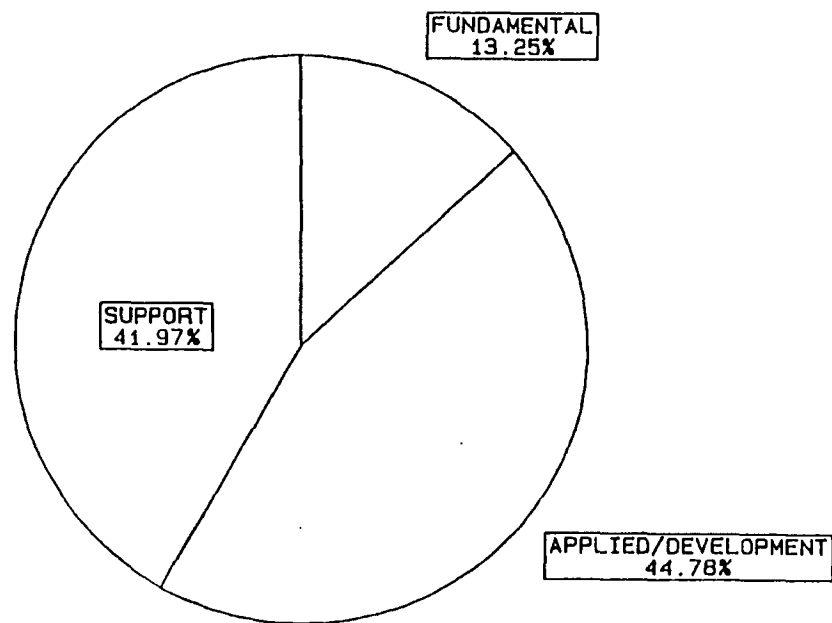
000000101

FIGURE 3
ALL PROJECTS (1991):
SCOPE AND ORGANISATION



96996010-4

FIGURE 4
ALL WORK AREAS (1991):
DISTRIBUTION OF PROFESSIONAL EFFORT BY DEPTH

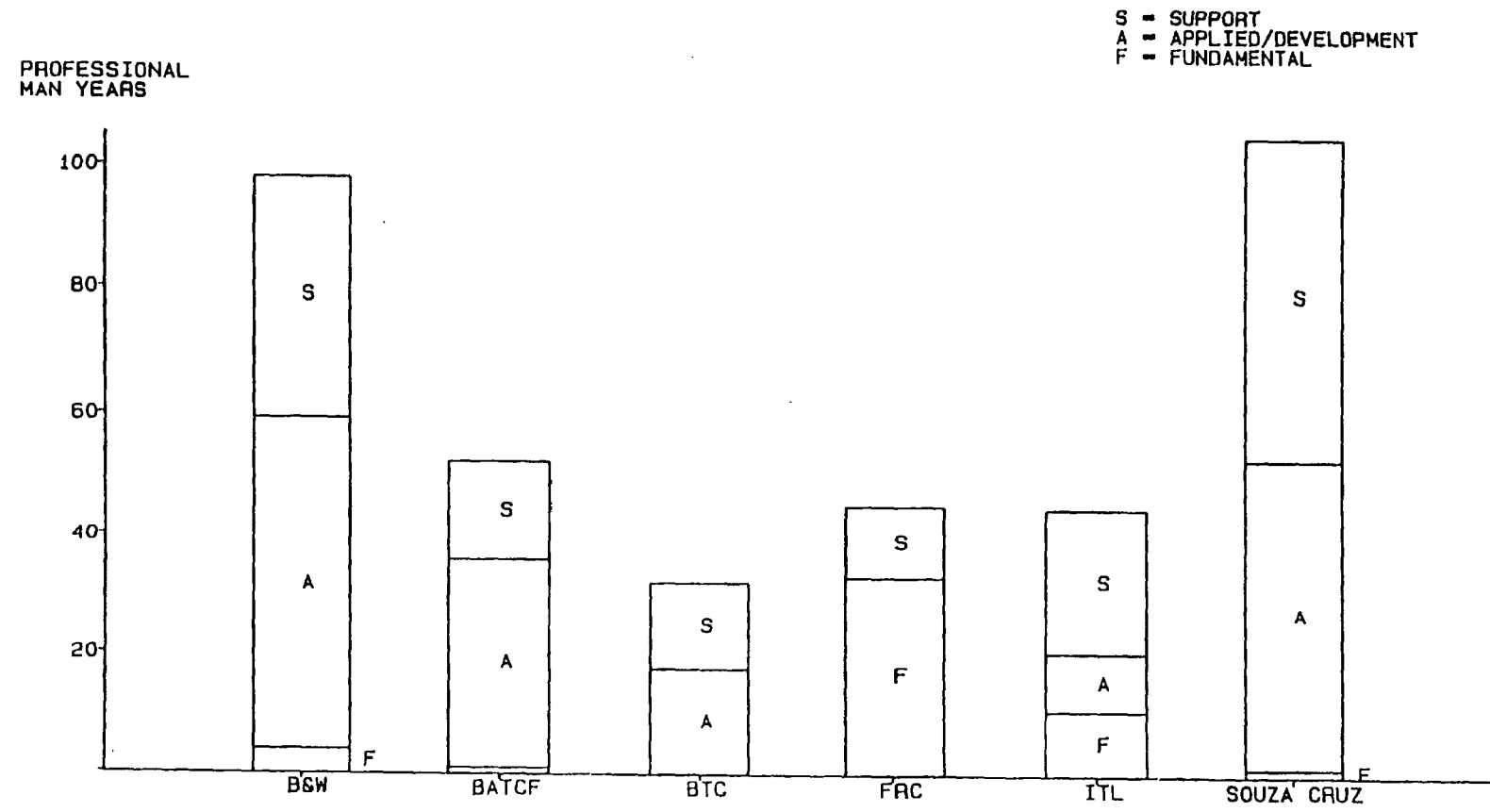


1990 FIGURES

SUPPORT: 44%
FUNDAMENTAL: 12%
APPLIED/DEVELOPMENT: 44%

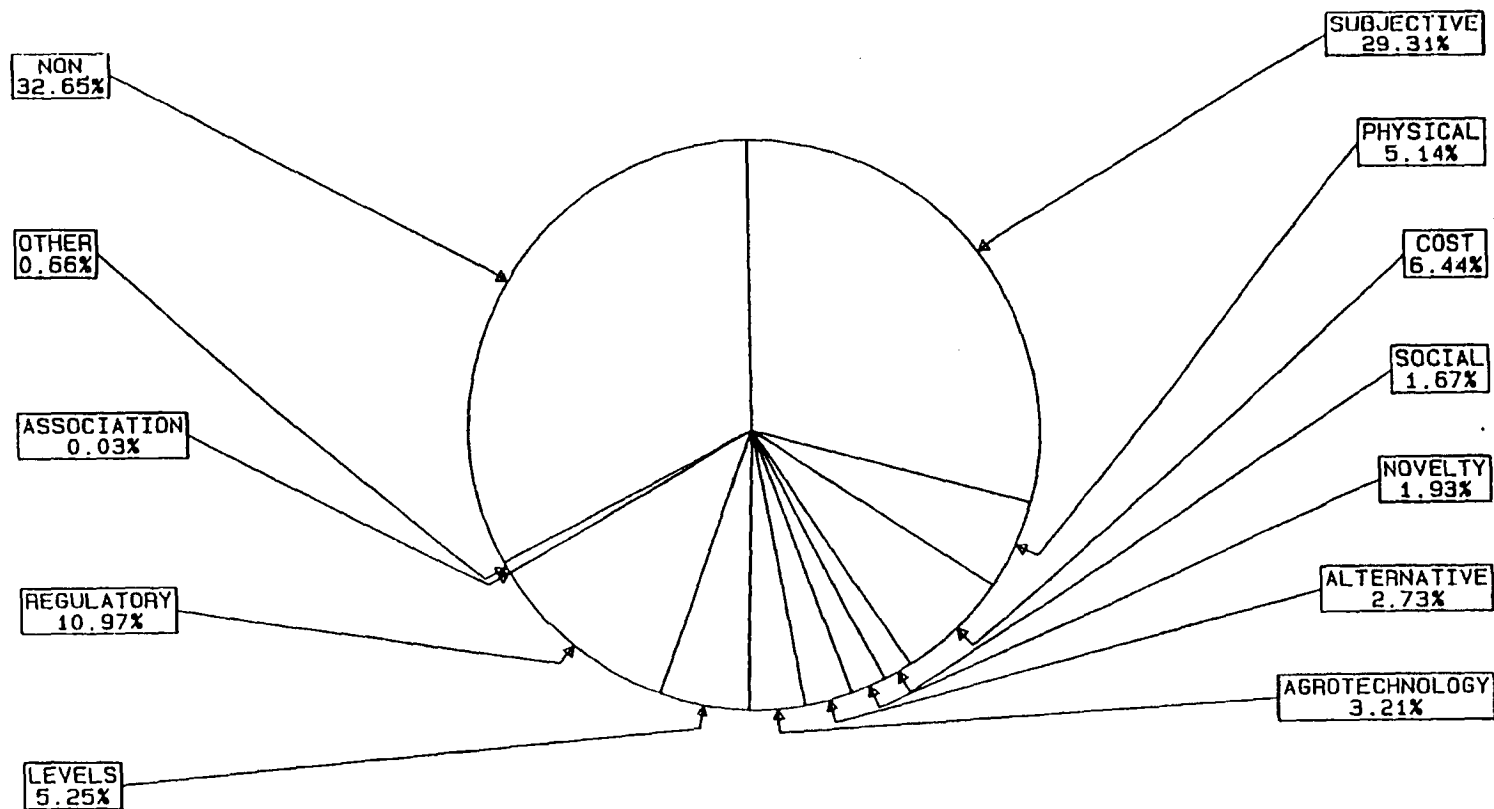
TOTAL PROFESSIONAL EFFORT = 377 MAN YEARS

FIGURE 5
ALL PROJECTS (1991):
DEPTH AND ORGANISATION



401096698

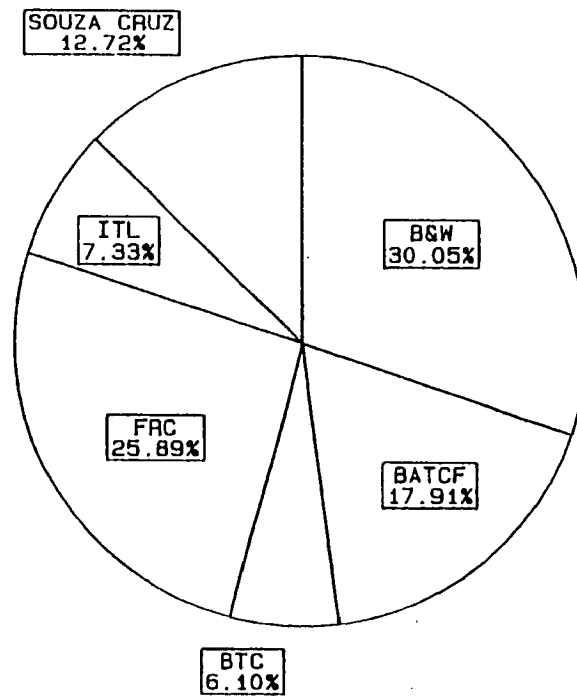
FIGURE 6
ALL WORK AREAS (1991):
DISTRIBUTION OF PROFESSIONAL EFFORT BY OBJECTIVE



TOTAL PROFESSIONAL EFFORT = 377 MAN YEARS

401096699

FIGURE 7
 GROUP RELEVANT + GROUP BENEFIT PROJECTS (1991):
 DISTRIBUTION OF PROFESSIONAL EFFORT BY ORGANISATION



1990 FIGURES

BATUKE:	30%
B&W:	29%
SOUZA CRUZ:	18%
BATCF:	15%
ITL:	7%

TOTAL PROFESSIONAL EFFORT = 154 MAN YEARS

401096700

SLIDE 8

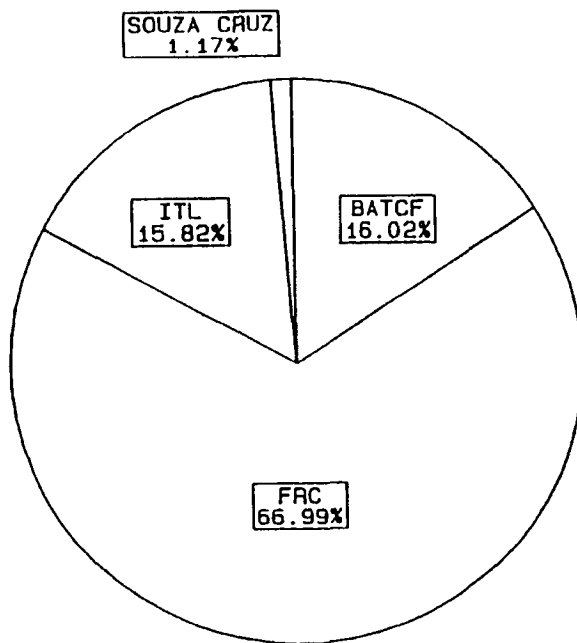
DISTRIBUTION OF TOTAL GROUP RELEVANT + GROUP BENEFIT
PROFESSIONAL EFFORT BY OBJECTIVE

	1988	1989	1990	1991
SUBJECTIVE	51	50	51	50
REGULATORY	17	18	22	23
ALTERNATIVE	0	9	9	4
SOCIAL	6	3	3	4
LEVELS	4	2	3	5
COST	9	4	3	3
PHYSICAL	5	4	2	4
NOVELTY	4	3	2	4
AGROTECHNOLOGY	2	3	3	3

TOTAL PROFESSIONAL EFFORT = 172 MAN YEARS (1990)

401096701

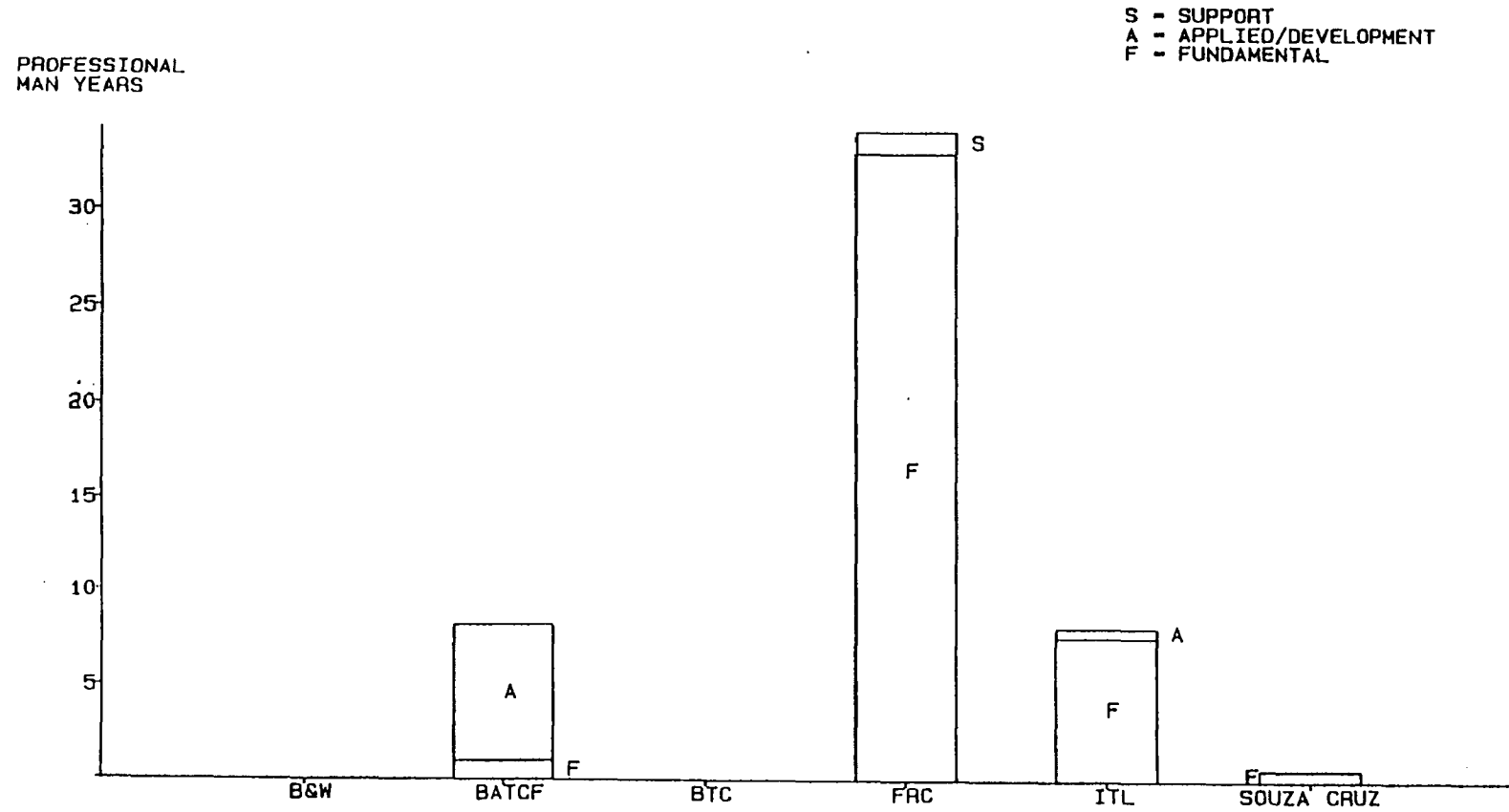
FIGURE 9
GROUP BENEFIT PROJECTS (1991):
DISTRIBUTION OF PROFESSIONAL EFFORT BY ORGANISATION



TOTAL PROFESSIONAL EFFORT = 51 MAN YEARS

401096702

FIGURE 10
GROUP BENEFIT PROJECTS (1991):
DEPTH AND ORGANISATION



401096703

SLIDE 11

GROUP BENEFIT PROJECTS

	Effort (man years)
<u>BATCF</u>	
Contribution to Project GREENDOT	2.0
Biotechnological Tobacco Processes	1.0
Coaxial Cigarette	3.7
Ammonia Technology	1.5
<u>ITL</u>	
Utilisation of Biotechnology in Tobacco Improvement	0.05
Project DAY	5.7
Project VISA	0.1
Smoking and Health Literature Survey	0.1
Smoke and Short Term Bioassays	0.5
Biochemical Effects of Smoke on Animals	1.7
<u>SOUZA CRUZ</u>	
Tobacco Processing Research Programme	
- Evaluation of Tobacco Toasting and Alpha-Cellulose with and without Casing Addition	0.6

401096704

SLIDE 12

SUMMARY OF EXTERNAL EFFORT

	Effort (man years)	
	1990	1991
SRG Funded Projects	5.7	3.9
Millbank Funded Projects	3.0	1.0
BATCF	8.8	7.4
B&W	12.0	13.8
ITL	2.0	2.0
FRC	+	7.7
BTC	10.0	2.7
	+	
Total	41.5	38.5

401096705