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Project Management in BATUKE

The attached sheets provide examples of R&D projects from within Marketing Support Department which could be included within the total Company package.

Projects SAIL and SHAME were initiated by BATUKE. GRANGE was initiated by SATUKE but is now reported to the P.D.S.G. DEEP, of course, was initiated from within and reports to P.D.S.G., but the document I have prepared emphasises the BATUKE - initiated factory implementation.

RAC

R.A. CRELLIN

c.c. Dr. T. Hirji

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Marketing Support Department - UK&E Initiated

PROJECT TITLE	DESCRIPTION	OVERALL EFFORT 1987 (Man days)	COMMENT	REVIEW DATE	EXCO RESP.	USER GROUP CHAIRMAN
Project SHAME Design of products to meet Middle East delivery constraints	The regulatory constraints to be imposed in Middle East markets in July 1987 place an upper limit of 12mg PMWNF and 0.8mg nicotine on cigarettes. In order to meet this constraint, many products supplied to the region are being modified. Local Project 703.01.180	80	The exercise additionally provides an opportunity to introduce some heavyweight papers which improve factory runnability and bring puff numbers into line with competition. These papers can provide puff number increases or reductions by control of burn additives and without compromising the additional strength.	2Q87		

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Marketing Support Department - UK&E Initiated

PROJECT TITLE	DESCRIPTION	OVERALL EFFORT 1987 (Man days)	COMMENT	REVIEW DATE	EXCO RESP.	USER GROUP CHAIRMAN
Project DEER Implementation of a new reconstitution process for waste tobacco utilisation	The material created by this technology has demonstrated the viability of waste tobacco utilisation via a new process based on manufacturing principles used within the food industry. This new material appears to enjoy advantages over earlier sheet materials through better fill value and smoke character, and lower cost. Local Projects 702.01.203 703.01.310	300	During 1987, the aim is to commercialise the process in Southampton factory. Manufacture of the DEER material in R&D will support both (a) trials in the above factory and (b) consumer testing. Planning in conjunction with Southampton factory staff for a plant of 8 times the capacity of the current pilot plant, will be advanced. Further biological testing of the material is also planned. Project progress is reported to the Product Development Steering Group (P.D.S.G.)	4Q87		

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Marketing Support Department - UK&E Initiated

PROJECT TITLE	DESCRIPTION	OVERALL EFFORT 1987 (Man days)	COMMENT	REVIEW DATE	EXCO RESP.	USER GROUP CHAIRMAN
Project GRANGE Design of ET core blends to ensure optimised smoking quality	The examination of a wide range of grades, pre- and post- expansion, by physical, chemical and expert sensory means, has identified preferred grades. However, there were no clear links between sensory performance on the one hand and leaf/ chemical/physical data on the other. Some of the preferred grades will be used in MND development. A further range of low nicotine and low sugar grades will be evaluated for LND development. Local Project 702.01.207	120	MND development will be progressed by absorbing the lessons from the work so far into the creation and testing of revised core blends. These blends will be created (a) on the basis of existing leaf stock and (b) without any stock constraint, and will be evaluated via Corby expansion, plus full physical, smoke and sensory evaluation in products. Project progress is reported to the Product Development Steering Group (P.D.S.G.)	3Q87		

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Marketing Support Department - UK&E Initiated

PROJECT TITLE	DESCRIPTION	OVERALL EFFORT 1987 (Man days)	COMMENT	REVIEW DATE	EXCO RESP.	USER GROUP CHAIRMAN
Project SAIL Comparison of Corby XT with its main competitors in the ET market	The physical and chemical characteristics of core blends expanded by the new Corby XT process will be compared with G13 and G13C equivalents. Also the product performance of cigarettes containing these tobaccos at various inclusion levels will be compared. The question has arisen since the XT process reduces nicotine loss and sugar conversion to a level comparable with competition. Local Project 703.01.210	100	A large quantity of the chosen core blend has been processed in Corby to a point prior to the expander and then split into batches for XT, G13 and G13C. The results of the cross-comparison (which will include smoke sensory testing) will be a valuable asset to the Corby XT Sales Team.	3087		

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PROJECT TITLE	DESCRIPTION	OVERALL EFFORT 1987 (Man days)	COMMENT	REVIEW DATE	EXCO RESP	USER GROUP CHAIRMAN
<u>R&D MAN. OP. DEP</u>						
<u>1.1 UK&E INITIATED</u>						
Control of Tobacco Particle Size Distribution.	The complete control of particle size distribution is incompatible with existing processing methods or any foreseeable extensions of them, but there are several stages of processing at which particle size can be strongly influenced. This work is aimed at evaluating alternative routes to achieving a target particle size distribution. Experiments begun in 1986 to evaluate alternative threshing standards will continue. With the manufacture of cigarettes from the experimental tobaccos produced in Brazil, Zimbabwe and the USA BATCo and the organisation of this project and BATUKE have agreed to purchase all of the tobaccos not used in the experiments. Modelling work will be carried out to simulate alternative size reduction sequences using data on cigarette densities and process yields to predict the overall yields of good cigarettes per kilo of tobacco originally purchased. Local Project 701.03.230	200	Leaf Department Working initiated a study of factors influencing leaf quality specifications, to up-date current standards. This was combined with a BATCo PP&D project to evaluate threshing standards requirements. Leaf Department agreed to utilise within UK&E the many tonnes of residual leaf. There are modest impacts on Southampton primary.	4Q87		
Evaluation of Choice Tobacco Grades for Expanded Tobacco.	As an extension to <u>Project CRANCE</u> , work will be done using the R&D DIET unit to investigate the interaction between plant positions and processing condition in terms of the effects on chemical degradation and taste and flavour. (Local Project 720.08.001)	80	Support to this Leaf Department exercise is provided utilising the DIET mini-plant and in data interpretation. There are modest impact on Southampton primary.	4Q87		
Investigation of Stem Blends and Waste Utilisation for BATUKE.	The initial investigation of incoming raw stems and their effect on the quality of BAT (UK&E) WTS product will be completed in 1986. In 1987 work will be undertaken in the following areas - (a) evaluation of stem blends in order to predict blend composition to maximise fill value, yield and product continuity. (b) Investigation of routes to optimise use of stem waste by studying the effects of different types of waste and levels of add-back on the fill value and overall yield in WTS processing.	140	R&D staff work with Working Leaf and Production Management and Local Plan: Management to identify and carry-out these studies. Materials are provided by UK&E and taken back, with some impact on Southampton primary.	4Q87		

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