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Note for Tobacco Strategy Review Team  
2nd December 1991

De-nicotined Brands  
and the implications for Group R&D

When Philip Morris took the initiative in launching a series of de-nicotined brands (Next, Merit de-nic, B&H de-nic), we reviewed past experiments on smoking behaviour and consumer research, all of which confirmed the BAT research view, that such products would have little or no appeal for consumers, since nicotine is a key feature of the pleasurable aspects of smoking. Indeed the launch of these products met suitable incredulity.

The marketing performance of these products clearly shows that they represent a negligible opportunity and thus, we see no reason for initiating any R&D activities of our own. The diametrically opposed objectives of maintaining nicotine at a satisfactory level eg approximately 0.8 mgs and reducing tar as low as possible consistent with consumer satisfaction, in terms of mouthful, taste etc remains commercially more attractive; this is the basis of 'Project Greendot'.

ALH/to  
11th November 1991  
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