

Project EMN - presentation by C Warren + P. Dunn
Hillbank 22.4.86.

The presentation given was not quite as Cliff will give to the MASCO board, since questions were taken as it went along. Thus, rather than the 1-1½ hours intended, it went on for nearer 2 hrs and thus lost some of its connecting threads.

The part given by Cliff is designed specifically to be in "laymans" terms, and tries to address a concern that the tobacco industry is not being as responsible to its customers and society as is, for instance, the food industry. It centres on the views and opinions of outside sources in relation to the constituents of smoke and their deliveries to the smoker, and how, in the long term, the industry should understand and seek to modify its product in order to produce the "safer" cigarette.

The part given by Pat was more specific and addressed the evidence of the effects of product design on activity. While admitting that some of this evidence was dated, it was possible to address certain way forward where a ^{and more} modern approach and suitable test systems could be brought to bear. This is undoubtedly a major undertaking, especially in the area of recruitment + co-ordination of outside technical assistance, but almost equally in the internal resource allocation of BAT Group companies of the four areas propounded (p18 of green booklet) it could be argued that BAT cannot, + possibly should not, try to attack all simultaneously. Indeed, smoke chemistry and bioassays are part of the

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current Research Programme, though not in the depth propounded by EMN. It could be argued that it is more sensible to concentrate BAT's efforts into these areas, albeit with increased effort and resources, at the expense of using only outside resources for epidemiology and mechanism studies.

To do so would, however, tend to mean that BAT had no internal effort in these areas and, it could be argued, this would tend to lower the impact of EMN as a strategy which BAT, as an entity, or ZMASC, as an offshoot was following.

EMN passage
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In ^{our} opinion, EMN is a worthwhile overall objective which, ~~if even it were unable~~ while probably with selling more products, ^{could} assist in lengthening the product life-cycle. For the latter reason it deserves support, even if this support must necessarily be qualified in some areas.

CCP 24.4.86.

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