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BRAINSTORMING II

WHAT THREE RADICAL CHANGES MIGHT, THROUGH
THE AGENCY OF R. & D., TAKE PLACE IN THIS
INDUSTRY BY THE END OF THE CENTURY?

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Introduction

The three major changes envisaged all have implications across the three areas of process, product and consumer, but the most marked effect will be in one of these areas in each case:-

- (a) Chemically engineered cigarette (process)
- (b) Drug diversification (product)
- (c) Brand image engineering (consumer)

1. Chemically Engineered Cigarette

Cigarette manufacture can be turned into a chemical engineering operation i.e. a faster, more efficient and less labour intensive factory operation. The process would involve substitute, nicotine and flavour slurried together and extruded in rod form. The product would be low tar, normal nicotine and high flavour and would imply the growth of tobacco not for leaf but as a source of nicotine and flavour. This is a re-statement of this team's conclusion drawn from the previous 'brainstorming' exercise and an indication of continuing belief in the potential of this development.

2. Drug Diversification

In a world of increased government intervention, B.A.T should learn to look at itself as a drug company rather than as a tobacco company. The mood affecting drug requirements of the population

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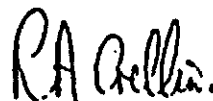
will in the future increase but the range of requirements will encompass tranquillisers e.g. valium, endorphin/enkephalin (brain opiates), marijuana, nicotine analogues, etc. At present, the taking of many of these drugs is either medically prescribed or regarded as deviant behaviour, but could be 'socialised' like alcoholic drinking and tobacco smoking. The diversification programme would have to include (i) what to administer, (ii) how to administer it, and (iii) how to encourage social acceptability. Initial research might be pursued through contracts and followed up through the purchase of a drug company.

3. Brand Image Engineering

We have to face a future in which the only form of cigarette advertising possible will be the pack itself. The pack is capable of generating a very powerful image, leading to a product expectation amongst consumers which can influence the scoring of smoke sensory attributes. We have to gain a fundamental understanding of the influence of colour, pattern and letter styling on product expectation and then learn how to improve the sensory performance of our products through use of the pack to promote product strengths and/or compensate for product deficiencies. The optimum image would be expected to be territory dependent and time dependent. At the same time, improved segmentation of the market will be required, so that the personality characteristics of the segment of the market that the brand is aimed at are clearly known. This approach would lead to multi-pack selling of each blend (i.e. simplified tobacco handling due to low number of blends but complex tipping paper/pack design operations). The exercise would require the interaction of designers, psychologists and product developers.

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