

**Gary T. Burger
1993 Objectives**

XC: BTH
LGI
GWL
Bcm
DET

- I. Continue development of new generation advanced technology products for market introduction. These include:
 - **XA** -- Identify customer (domestic/international) by 2Q93 or discontinue effort. Product execution will be determined as a stand-alone feature or incremental increase in product quality.
 - **XB** -- Obtain agreement for commercial endpoint [BBU client(s)] (2Q93).
 - Identify and solve technical hurdles for successful prototype hurdles for XB 5-6 mg product by 4Q93 (i.e., optimum nicotine level, utilization of supersmooth technology, draw issues, and possible incorporation of XC and XDU technologies (i.e., charcoal filter and alginate sheet).
 - **XC** -- Obtain commercial endpoints for prototypes (2Q93).
 - Determine optimum XC product benefits in smokers; initiate (4Q93).
 - Complete and optimize development of XC technologies (HV filter, CS filter, EPPCAT technology, etc.).
 - **XDU** -- Identify smoker segment as target market by end of 2Q93.
 - Through product refinement and development, help PT&D establish pilot manufacturing capability by 3Q93.
 - Establish final prototype for optimization and refinement by 4Q93.
 - **Omega** -- Establish a tobacco product client by 3Q93 or kill project
 - Help define and establish non-tobacco utilization by 4Q93
- II. Continue efforts in exploratory product research and ignition propensity research.
 - **IP** -- Continue efforts with congressmen, government committee, CORESTA, and inter-industry groups to obtain best possible test methods (4Q93).
 - Continue and expand early stage product development for lower ignition propensity products (3Q93).

- **Exploratory Research** -- evaluate in-house and with vendors biodegradable filters (alginate filter, special acetate filter, and/or improve paper filters) 3Q93.
- Evaluate filler technology and develop prototypes (e.g., alginate sheet and other inert fillers for use in tobacco rod technology to improve taste and lower biological activity (3Q93).
- Further refine double wrap paper products for use in low sidestream application and lower ignition propensity products (2Q93).
- Evaluate optimum contribution for EPPCAT, HV, and carbon filtration to lower CO, volatile phase components, and level puff-by-puff delivery in low 'tar' products (4Q93).
- Determine optimum blends and tobacco treatment for ULT products to optimize a) mild and smooth signature and b) strong, rich tobacco taste with nicotine levels of 6-9 mg products for possible use on WINSTON Select and VANTAGE ULT (3Q93).
- Develop information to evaluate value of optimizing casing all blend components (burley, turkish, and flue-cured) to obtain superior products (2Q93).

III. Product Formulation -- Establish activities to gain competitive advantage by adding value to full price brands and increasing profit margin of savings segment.

- Continue efforts to consolidate casing formulations (3Q93).
- Continue efforts to evaluate replacement of invert sugars with High Fructose Corn Syrup in casing formulations and determine utility for consumer acceptance (4Q93).
- Evaluate use of deoxyfructozamine (DOF) in casing for full price brands (3Q93).
- Provide understanding of blend chemistry due to heat treatment of RJR major blend components (4Q93).
- Evaluate prototypes using all natural top-dressing components and no processed sheets, no puffed tobacco, and no cast sheets for quality and smoking acceptance (3Q93).
- Identify brand client for 30's pack or withdraw any activity (2Q93).
- Establish accepted procedures with Purchasing for pursuit of Strategic Alliance with vendors by R&D (2Q93).
- Continue efforts to consolidate specifications on filter tow and papers on established brands (on-going).
- Continue research to evaluate consumer perceptions on improved ash paper to identify paper specifications on all three full price brands (3Q93).

- Develop and evaluate the combination of XA, EVG, supersmooth, and XC technology in an FFLT prototype for WINSTON 2000 concept (4Q93).

IV. Brands -- Provide ongoing maintenance and improved quality for all established brands.

- Direct the development and execution of improved products and line extensions for all established brands (on-going).
- Direct the program to identify and execute cost efficiencies for all established brands (Blend Consolidation - 2Q93; Direct By-Product Addition - 4Q93; Tow Consolidation - 4Q93; etc.).
- Direct the program to significantly reduce the complexity of blends and materials (3Q93).
- Direct efforts to establish product quality identity for each full price brand including product news (3Q93).

V. Establish and enhance a high performance team in Product Development that embellishes concepts of diversity, safety in the workplace, lack of turfism and territory, continued improvement, and increased efficiency in utilization of resources.

- Identify all minorities and females within Product Development with high potential for career growth and insure affirmative action in training and career development (2Q93).
- Personally interview each of these employees in Product Development to discuss career goals and perceived obstacles (2Q93).
- Ensure all my direct reports have diversity training in 1993 (2Q93).
- Schedule any high potential minority or female staff that have not had CCL training for that program or a similar training opportunity (4Q93).
- Have job discussions with each of my direct reports on how they can ensure cross division teamwork and create a workplace whereby that can be achieved (1Q93).
- Establish and implement procedure whereby every Product Development employee can identify ways to eliminate waste and non-value added time (2Q93).
- Establish and implement guidelines with each direct report whereby 1993 will maximize levelized expense budget spending and minimize November and December "roll-in" expenditures, as well as to identify ways to minimize cost from operational plan budget (1Q93 - 4Q93).