Projects Lolita, Cosmic, Scum, Virile Female, etc.:

The Tobacco Industry's Colorfully-Named Projects in the 1970s, 1980s and '90s

Robert N. Proctor

Our focus here is on a linguistic oddity—or rather monstrosity: the coining of project names for tobacco-industry initiatives in the 1970s, '80s and '90s. Philip Morris was the master of this art, producing literally hundreds of names for research projects, using colorful monikers drawn from art, science, religion, classical mythology, and popular culture. But all leading tobacco manufacturers from this era used such codings to a greater or lesser extent (Lorillard, however, tended to use alpha-numeric codings for its projects). The document trail is not perfect, and new names will surely emerge as the archives are expanded, but the record is already clear enough to allow us to identify nearly 2000 named projects, descriptions of which are attached here as a (very long) Appendix. This can be regarded as a reference tool or "meta-archive," which should prove useful for further analyses.

My point in exploring the names given to such projects is primarily to better understand the strength, scope and dedication of the industry's research and marketing efforts. Here we have a certain onomastic genius gone wild, a marketing mania that led to coinages of remarkable color and variety. How are we to understand this profusion?

Many of these project names, which culminate in number and diversity in the 1980s, represent an effort on the part of company scientists to jazz up the mundane work of product development. They also can be seen as an index of

market muscle in an industry with unprecedented resources at its disposal. There was a great deal of marketing talent in the industry at this time, with much effort put into product innovation—or at least the semblance of innovation. In 1989 alone, for example, the makers of Marlboro introduced 68 new kinds of cigarettes, each with its own distinctive project name.[1] A Brown and Williamson list of projects from 1978 boasts 82 entries;[2] another list by the same company from 1983 classifies 31 distinct projects according to four separate ranks of priority (i.e., urgency).[3]

Another interesting fact about these project names is that they were for internal use only. Pharmaceutical companies or automobile manufacturers coin enticing names for their products (think of the Ford Lincoln Mercury Cougar, which is just one car), but tobacco projects were by and large private, often playful, with most of the humorous names being insider jokes never intended to be revealed to the public.

Project mania also sprang from a new style of business management, insofar as "quality groups," "quality circles," "drive teams" "total quality measures," and "circles of excellence"[4] within the various firms were being given a certain degree of autonomy to brainstorm and organize product development—including the right to name a given initiative. The organization of work in terms of projects was a form of "problem solving," whereby responsibility for a particular product or process would be assigned to a team with a leader responsible for keeping to a schedule and making progress. The goal, as Philip Morris Europe's research chief in 1978 put it, was to "reduce all 'problems' to projects."[5]

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[1] Philip Morris USA, "Strategic Plan," circa 1991, Bates 2021391579; compare the "Quarterly Report" for Philip Morris Europe for March of 1992, which lists about a hundred named projects (Bates 2028633450-3612). A good computer printout of project names, responsible parties and "Funded By" can be found at legacy.library.ucsf.edu/tid/ukn17b00.

[2] R. Wilson (Brown & Williamson), "Leaf Department Project Code List for 1979," Dec. 15, 1978, Bates 620169188-9193.

[3] A. J. Mellman (Brown & Williamson), "New Product Portfolio Analysis," Sept. 1, 1983, Bates 659048105.

[4] Philip Morris held numerous "Pack Rappers Quality Circle Meetings" in 1987; see "Central File Extract," Aug. 7, 1996, Bates 2057529580-9633. Lorillard implemented "Lorillard Circles" at its Greensboro facility in 1982; see "Bowes Announces New Program For The Greensboro Branch," *Lorillard Informer*, Nov.-Dec. 1981, Bates 89792650-2669.

[5] M. Häusermann (PME) to J. Gibson, Nov. 20, 1978, Bates 1003481637-1644, p. 6.

The industry's project mania can also, though, be interpreted as a kind of carefree quiet before the storm, in that the large-scale litigation of the 1990s was not yet on the horizon. Some of these names may appear a bit silly or even offensive today, and it is not likely the industry ever thought these would be made public. Deposition of industry documents in public archives and on internet searchable sites, however, has made it possible to survey these across a broad swath. Many such project names are available from the quarterly reports of the major tobacco manufacturers, but the introduction of Optical Character Recognition in 2007 has also made more systematic searches of project titles possible. UCSF's Legacy document site has been full-text searchable by word string since 2007, making many new kinds of searches possible. Specific project titles can now be searched, obtaining documents sets that also reference other projects.

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The number of projects of the sort reviewed here was large, probably upwards of several thousand.[6] So many that you can often discover such names simply by guessing. Searching quasi-randomly, I entered a number of hot button words onto the *tobaccodocuments.org* website, using quote marks and the "Project *" format to see if that particular project existed. Quite by chance, I was able to hit upon Project *Descartes*, Project *Waterloo* and Project *Delight*. Once I found there were Projects *Jupiter*, *Mars*, *Neptune*, and *Uranus*, it was not hard to predict the existence of Projects *Mercury*, *Sun*, *Moon*, *Saturn*, *Pluto* and *Venus* (Philip Morris also had Projects *Pegasus*, *Pliade*, *Hydra* and *Deimos*). Once I'd noticed Projects *Panther*, *Jaguar*, *Cheetah* and *Puma* it was not hard to predict Projects *Lion* and *Tiger*. There are many such series. In 1989 alone, Philip Morris Europe's R&D center in Neuchatel had project clusters named for artists (Projects *Rembrandt*, *Rubens*, *Picasso*, *Pissarro*, *Degas*, *Gaugin*, *Vermeer*, *Tintoretto*, *Toyo*, *Giotto*, *Turner*, *Whistler*, *Warhol*, *Courbet*), birds (*Falcon*, *Hen*, *Boobook*, *Ibis*, *Goose*, *Wren*, *Tit*, *Eagle*, *Pheasant*, *Ostrich*), oriental markets (*SASO*, *Haba*, *Ankara*),

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[6] A discussion of many project names can be found in G. Doris Cullen et al., "A Guide to Deciphering the Internal Codes Used by the Tobacco Industry," Aug. 2005, Report No.03-05, Harvard School of Public Health, Tobacco Research Program. Many industry research summaries describe dozens of named projects; see, for example, B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654; also the 26-page, "Chronology of Projects" to or from Ernest Clements, squirreled away in the files of Brown & Williamson and listed as a Confidential Attorney Work Project, May 27, 1988, Bates 1005.01.

European rivers (*Moselle*, *Meuse*, *Somme*, *Vienne*, *Creuse*, etc.) and garden and/or wood-working tools (Projects *Rake*, *Nipper*, *Hatchet*, *Chisel*, and *Spade*). There are dozens of clusters of this sort, many of which designate specific corporate agendas—typically a new market region, cigarette design, packaging technology, manufacturing method, political-influence campaign, or target population.

The most important companies involved in generating projects with well-defined names were Philip Morris (including PM Europe), Reynolds, BAT, and Brown and Williamson. Philip Morris's research facility in Neuchatel, Switzerland, is a major source of such projects; the company acquired the Fabriques de Tabac Reunies in 1963, and many of its product developments were given project names. References to such projects appear in numerous sources—notably the "Quarterly Reports" from the research departments of the sponsoring companies. The Spring 1984 report for Philip Morris Europe, for example, describes projects *Alvar*, *Baseball*, *Bosse*, *BPP*, *Colorado*, *Corrida*, *Dakota*, *Edith*, *Fabienne*, *Flavor Development*, *Florida*, *Gamma*, *Golf*, *Heat*, *Honda*, *Kalle*, *Magic*, *Maryland*, *Material Testing QA*, *Muriel*, *Olga*, *Petra*, *Ping-Pong*, *Polo*, *Prost*, *QA Analytical Services*, *Sausalito*, *SOPRON*, *Subjective Cigarette Evaluation*, *Torro*, *Venus*, *Verge 006*, and *Vinaigrette*.[7] Similar clusters are described in research reports from BAT, Reynolds, and the other leading companies.

In the interest of completeness, and to get a better sense of how the industry operates, I have assembled at the end of this paper a list of project titles identified thus far. I have listed only those with well-defined names with "Project" as the first word in their title. I have not listed projects with no well-defined name, nor those in which the word *Project* appears at the end of the title, as in Reynolds' 1978 "Nitrosamine Project," or Jones-Day's notorious "Corporate Activity Project," or Philip Morris' "Wal-Mart Planogram Project" (this latter being an effort to optimize the distribution of Marlboros in the world's largest supermarket). I have also omitted projects for which the name was narrative or overly long—as in "Project Smoking Characteristics of Winston vs. Marlboro Smokers"—since these are generally not as well-defined and could include nearly every activity of the industry characterized as a "project." Nor—with some exceptions—have I listed those many projects whose titles were alpha-numeric (Lorillard's Projects *B 480* or *C 194*, for example),[8] nor those with simple project numbers. Most named

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[7] Philip Morris, "Research and Development Philip Morris Europe, Quarterly Report," (DATE), Bates 2028464664-4774.

[8] See, for example, the description of circa 70 projects of this sort conducted by the Lorillard

projects also had numerical project codings, but a far greater number were known only by Project numbers—Project *4265-008.03*, for example, which was Brown & Williamson's 1985 effort to discover how much ammonia Philip Morris was using and for what purpose, through a kind of reverse engineering based on effluents and stock purchases.[9] I have included a small sampling of projects with numerical names (at the end of the listing). A complete listing of projects of that sort would require many tens of thousands of entries, since efforts even without formal names were often given numerical codings.[10] I have also excluded projects in languages other than English—those named as "Projekt" or "Projet," for example—though investigations along these lines could prove revealing. Projects with names difficult to reveal by searching have not been included; it would be hard to find out if there ever was a Project *Number*, for example, because a search of such a string turns up countless instances where the reference is to a project with a specific number.

I should also note that this is very much a work in progress, and I hope that readers will add to this list by sending me further examples of projects with descriptions of the goals and/or accomplishments, along with references to where documentation can be obtained. Ideally this would become a kind of Wiki, since it is likely that more will keep turning up. There are surely several thousand projects of this sort, and the list presented here encompasses only about 2000.

Co. from 1992, at Bates 87396198-6228.

[9] Susan Braun, Information Data Search Inc., Corporate Intelligence Group, "Ammonia Uses by Phillip Morris: A Report to Brown & Williamson Tobacco Co., Project 4265-008.03," May 17, 1985, Bates 681827963-8063.

[10] A 1990s listing of BAT's current projects contains over five hundred named entries, but only 48 named in the format explored here (i.e., "Project X"). If BAT's listing is representative, this means that the total number of tobacco industry projects ongoing in the 1990s could easily have been in excess of 20,000. Considering that we only know about projects mentioned in litigation, and only from those companies that "dumped" large quantities of documents in response to subpoenas, it could well be that the true number of named projects (including those given narrative names or names such as "Operation," etc.) is upwards of a hundred thousand. The projects named in BAT's 1990s listing are divided into categories such as "Fundamental/Innovation," "Product Technology," "Centrally Controlled Brands," "Regionally Controlled Brands," "Supply Chain Support," and numerous subcategories within each of these; see "Buckets," n.d. (1990s), Bates 321020890-0910. Some elaborate project listings include none with code names; see, for example, Philip Morris' "Survey of Nicotine-Related Projects," Aug. 29, 1994, Bates 2048396011-6073.

I will first describe the general nature of such projects, and then turn to some of the ways by which they have been named.

Name Brands and Marketing Niches

Many tobacco industry projects are simply the names of brands. Project *Sabre*, for example, was a skinny cigarette (Capri extension) tested by Brown and Williamson, as were Projects *Cherokee* and *Clover*. Project *Prince* was a Brown and Williamson effort to see whether STI's brand by that name could be popularized in the U.S., and Project *Agades* was a Philip Morris Europe effort from 1991 to develop a Virginia-type Bond Street King Size (KS) non-ventilated cigarette for West-Africa.[11] Many such projects were of global reach: Project *Lexington* was a 1993 effort to market Marlboros in India (with Giraudan); Project *Mandarin* was a BAT Indonesia plan to introduce Hilton-brand cigarettes into Southeast Asia; Project *Forest* was Philip Morris' "male oriented fresh cigarette" for Australia. Project names most often refer to the R&D missions attached to the development of a particular cigarette, and typically involve blend choice, physical testing, chemical or manufacturing modifications, changes in packaging design or market appeal, a brand extension of some sort (eg., Light or menthol), and field or panel tests on smokers. Many of these market niches are very precisely defined. Brown and Williamson's Project *Visa*, for example, targeted women "about 26 or 27" who care a lot about fashion.[12] Project *Virile Female* was an effort by RJR's Chicago offices to target blue-collar women with its Dakota Brand;[13] and (another precise???).

Marketing to women has been a long-standing interest of the industry, and many projects were specifically designed with this in mind. R.J. Reynolds' Project *TF* ("Tomorrow's Female"), for example, was an effort to design and market a cigarette to poor, young, less-educated women, whom the company expected to make up much of its future market.[14] Project *AA* was the same company's effort

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[11] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[12] R. D. Sharp (Brown and Williamson), "Project Visa: Creative Review," Feb. 12, 1986, Bates 677044723-4731.

[13] Tobacco Merchants Association, "TMA Tobacco Weekly," Feb. 22, 1990, Bates TIMN0298476-8487.

[14] "Project Target Smoker Profile, Objectives: The 1985 Segment," June 18, 1987, Bates 505936682-6708.

from 1983-84 to target "female, stylish segment smokers."[15] Many of these projects had female names: so Projects *Helga*, *Angela* and *Anna* were Philip Morris Europe projects to make low nicotine, full flavor cigarettes in Camel's "taste direction"[16]; Projects *JULIE* and *LIZA* were likewise directed at "the female segment" of Philip Morris' German market, whereas Project *Naomi* was (what???). Project *Jane* was BATCO's 1992 effort to prove corporate share with slims as "a credible and mild female category of cigarettes." There are dozens of projects following this general pattern of coinage: *Vicky*, *Rhea*, *Rosa*, *Gilda*, *Amelia*, *Olga*, and many others. Many of these were lights, slims, or otherwise designed to appeal to women. ((Check to see if Heidi, etc. were Lights or marketed mainly to women (in Germany)).

Marketing to women, though, was just one of many niche strategies. There are industry documents revealing marketing plans directed at Jews, the homeless, African Americans, blue-collar workers, military men and women, physicians, hospital workers, and dozens of other so-called "segments." Project *BIG BOY* was a Brown and Williamson test-market (in Pittsburgh) of a "larger circumference cigarette for smokers who want 'Man-Size' Flavor" with "macho/assertive image enhancement"; the target was specifically "blue collar, adult male smokers likely to work in construction or similar jobs."[17] Plans were also made to market to "affluent extroverts,"[18] "lazy greens," streetwise urban male "night owls,"[19] "middle tar downshifters,"[20] "the rich who need the extra nicotine," "competitive smokers," and "the breath conscious." Gallaher in the 1990s divided its market into "slobs" (27 percent), "aspiring sophisticates," "conservatives" (28%) and "worriers"

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[15] R. J. Reynolds Tobacco Co., "Strategy Development Worksheet," April 1, 1984, Bates 502114589-4598.

[16] R. Hirsbrunner, "PME Product Development," Dec. 1979, pp. 32-36, Bates 2028619710-9715.

[17] Brown & Williamson, "Project Big Boy," Nov. 14, 1988, Bates 621708903-8929.

[18] J. W. Carson and B. W. McCarthy, "Report of the Final Days of the SCIMITAR Campaign for B.A.T. (U.K & Export) Limited Held on 18th & 19th July, 1990," July 1990, Bates 400211403-1465, pp. 4-8.

[19] Brown and Williamson, "Project Dakota," n.d., Bates 681873914-3917.

[20] R. P. Ferris (Brown & Williamson), "R & D/Marketing Methods: New Marketing Research/Survey Techniques," in *Proceedings of the Smoking Behavior – Marketing Conference, July 9th-12th, 1984, Session II*, p. 34, Bates 650377433-7651 at 7579.

(25%). RJR and a number of other companies targeted the so-called "virile segment"[21]—meaning younger males—though "virile females" were also targeted, as already noted in the context of Reynolds' project by this name.

Many projects of this sort were efforts to target regional or geographic markets. Project *Sweet* was a 1988 effort by Philip Morris to develop "a distinctively sweet cigarette for the Japanese Market";[22] Project *Karma* was a Rothmans effort to sell a brand known as "Calm" in southeast Asia. Project *Ratafia* was a 1992 effort to develop a Helikon full flavor cigarette for Hungary; *Chiraz* was an effort to develop a "full flavor" cigarette for Iran.[23]

Online tobacco archives contain many hundreds of such target projects. Project *Munari* was "a Merit Ultra Slim for Italy"; Project *Steffi* was to make "a white recess filter cigarette for Germany." *Clio, Hilde* and *Ute* were tar reduction plans for Germany; *Mireille* was a plan to develop a King-Size F6 for Germany. *Marene* was "a Marlboro Medium for Germany," *Maria* "a cigarillo type cigarette for Germany." Project *Buzzard* was a plan to develop a Chesterfield Mild for Holland; *Quail* was an L&M Light for Belgium; *Matra* was an L&M Light for France; *Skoda* an L&M Extra Light for France; *Galliano* "an Apollo Soyouz cigarette made in Dresden for Russia"; Project *Bee* was a low-cost Light cigarette for Germany; Project *Dolly* was an effort "to bring Tar of Marlboro Lights PE to 9 mg New ISO? for France." All of the projects listed in this paragraph (and several dozen others) are from one Philip Morris Europe (Neuchatel) "Quarterly Report" from 1992.[24]

Project names of this sort sometimes reference the locality where a particular cigarette was being test-marketed, which is why we find Projects *Dallas* (and 4 others???). California towns are represented in at least X??? project names (Projects list). Project *Korn I* DDR introduced into Eastern Europe in the late 1970s. Projects *Warsaw*, *Yemen*, and (3 others) are all simply (what).

Project *USA* was one of the largest of this type: designed to (what—two sentences).

Most projects were simply product extensions of one sort or another—a

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[21] D. W. Shouse to J. A. Herberger, "Project LF" (Secret), Feb. 3, 1987, Bates 507371356.

[22] "Marlboro Standardization and International Support," March 1988, Bates 2022162281-2283. Check also: Bates 202216227.

[23] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[24] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612.

Light extension of Marlboro, for example, or a lower-tar version of Camel, or a modified brand for a new geographic market. Project *Gamma* was a Philip Morris effort (1979-84) to develop 100mm Super Lights for France and Italy; Project *Arizona* was a 1991 effort by the same company to (expand its?) markets in Panama, as was *Omega* for the Philippines. Project *41* was a 1991 PM test-launch for the Japanese market.[25] Project *Wheat* was a 1976 BAT/B&W effort to study U.S. male smokers' "reaction to cigarettes of different nicotine delivery influenced by inner need."[26] Most of the two-dozen named projects listed by BAT in its 1989 "Status Review" involved brand extensions of one sort or another.[27] A 1988 Brown and Williamson document lists 70 different project "code-names," all of which designate new company products.[28] The company had introduced a simplified system of alphabetic code names in 1979, when the advertising agency responsible for the development of Kool Naturals recommended that all projects within the KOOL New Products Group be given code names, using "letters of the alphabet or any other `meaningless' (albeit systematized) descriptors" to diminish the value of a breach of security. It is not clear whether the company followed this suggestion, which involved listing projects in alphabetic order as they arose, "using the military

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[25] M. A. Serrano to K. S. Houghton, "R&D Bulletin - Week of December 9-12, 1991," Dec. 12, 1991, 2056172237-2242 at 2239-2240, pp. 3-4.

[26] D. J. Wood (BAT), "Project Wheat - Part 2 U.K. Male Smoker: Their Reactions to Cigarettes of Different Nicotine Delivery as Influenced by Inner Need," Jan. 30, 1976, Bates 2044280347-0348.

[27] *Rackpen* was effort to improve BAT Kenya's flue-cured tobacco quality; *Big Car* was the company's effort to reduce the level of carbon in filters produced by Venezuela's Cigarrera Bigott. *Calendar* was a 1989 project to fine-tune filter design to assure 5 mg delivery using new holder (this followed the Barclay controversy, in which Barclay had been advertised as a 5 mg product by using a highly ventilated filter to fool the machines). Project *Tangerine* involved the development of a low-tar mentholated product, Project *Suspense* was to make a B&H ultra mild at 4 mg. *Longstop* was a test of hypothesis that 25mm filters would increase consumer acceptability of Middle East products; *Iridium* involved development of a 100 mm 12 mg U.S. blended product. *Argosy* was the development of KS and 100mm version of a Virginia brand, together with a "Light" (9 mg) "contingency" extension for Korea. Project *Grapefruit* was a 1990 designer brand from the House of Pierre Balmain, using *MISSILE* blends. Project *Perspex* was a modified blend for B&H introduced into France, *TEA* was project to introduce a new blend for Gold Flake in the Middle East. See: B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[28] "Code Names for B&W New Products," 1988, Bates 1015.01.

designations for letters of the alphabet" (Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, etc., through Whiskey, XRay, Yankee and Zulu).[29]

A Philip Morris Europe R&D report for first quarter of 1992 lists several dozen named projects, mostly organized by the geographic area being targeted. Project *Hampton* was to develop a Muratti Extra Lights for Switzerland (using "concentric filter technology"); Project *Astoria* involved a "blend standardization" for Mercedes cigarettes in Switzerland, and so forth. Project *Redwood* was a joint B&W-BAT project involving a Duolite filter containing a "chemical resin that selectively removes tobacco smoke components like acrolein and formaldehyde;"[30] Projects *Ontario*, *Riverside*, *Barstow*, *Arto* and *Jonas* were efforts to develop L&M Lights (+ Menthol) for Finland; Project *Kalevi*, *Selim* and *Douglas* were all Marlboros of one sort or another for the same country. *Oxnard* was to be a reduced tar Bond Mild for Sweden. *Amaretto*, *Ratafia*, *Pineau* (a Helikon Lights for Hungary), *Bevaix* was a project to "bring tar of Visa Lights for the Gulf up to target of 7.0 mg tar"), *Medine* was a Virginia type, KS ventilated cigarette for the Gulf. Projects targeting Iran included *Chiraz*, *Kerman* and *Ispahan*; projects targeting Egypt included *Louxor*, *Assouan* and *Sphinx*. *Tolstoy* was a 1988 Philip Morris effort to produce "an upscale Russian-style cigarette" for the company's Asian/Pacific markets.

Efforts were also launched to determine how tweaking a particular blend or additive could help attract smokers in a particular area, or how one company might capture another's market. Brown and Williamson's Project *#1979-29*, for example, was a 1979 campaign of "black exhilaration" designed to acquire more of the African menthol market.[31] The same company's Project *Taurus* was designed to explore whether a reduced sidestream smoke cigarette might help the company target "smoke worriers."[32] (2 other examples of target projects). It might well be hard to name a group *not* targeted at one point or another—recall the famous Philip Morris saying (check???) that "if they got lips we want 'em." The cigarette

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[29] A. Pasheluk (Ted Bates) to E. Kully, "Kool Naturals – Project Security," Jan. 3, 1979, Bates 779003417-3419.

[30] B. L. McCafferty, "Redwood," Nov. 14, 1983, Bates 676155173.

[31] S. A. Kightlinger, "Final Report Kool 'Black Exhilaration' Copy Test Mr Project #1979-29," July 18, 1979, Bates 670604298-4299.

[32] Brown and Williamson, "Project Taurus: A Summary of Research," n.d., Bates 674056027-6059.

manufacturers have been masters of sociology and motivation research,[33] targeting not just groups but attitudes and images, and specific socioeconomic groups. So while Reynolds' Project *AA* still was directed at capturing "stylish segment smokers," the more common target by the 1970s was to look to white and blue collar workers, along with military personnel and young people ("starters," "learners," etc.). Reynolds' Project *DB* took aim at what it called "the virile segment," which in this case meant primarily military men,[34] though as already noted the company was also by this time targeting the "virile female," which included not just military and blue-collar girls but women who frequented NASCAR and could be expected to have other macho leanings.

Targeting Young People

Though images of children and even babies appear in many tobacco ads prior to the 1960s, and while tobacco ads often appeared in the form of comic strips, marketing to children does not begin in a big way until the 1960s and '70s. The shift is partly a consequence of worries about declining per capita sales from the peak year of 1964, when adult consumption in the U.S. peaked at 4,400 cigarettes; there is also an effort by the industry to capitalize on the increasing identification of drug use with counter-cultural "youth movements" of the 1960s. Average age of onset of smoking drops rather dramatically throughout this decade, during which time manufacturers also come to realize that smokers choose their preferred brands during the teens and thereafter remain quite loyal to those brands. Which is why cigarette manufacturers like to capture smokers while they are young, preferably in their mid or early teens. The companies have long known that few people start smoking in their twenties, but also that few people smoke to look younger.

Many tobacco industry projects from the 1960s and '70s were designed to target teenagers, especially what they liked to call (for legal and PR purposes) "young adults." Project *LF*, for example, was a Reynolds effort to create a wide-

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[33] Ann Landman and Stanton Glantz, article forthcoming in (where???); compare also Sacramento Bee story on wine wheel.???

[34] "R. J. Reynolds Tobacco Company Strategy Development Worksheet," Aug. 1, 1983, Bates 502114136-4145. Reynolds in the 1980s had a large number of two-letter project names for new brands being tested by the company: eg., Projects *AA, AF, ATF, BT, CC, CM, CR, FX, GC, GHI, GT, HI, LF, LLM, ME, MP, MX, NC, NG, SOP, PF, PR, RP, SM, SP, TSB, XG, YB, YW*, etc.; see "New Brands: Concept and Concept-Product Workbook" (Reynolds), 1987, Bates 505611536-1572.

circumference non-menthol cigarette ("Camel Wides") for "younger adult male smokers," defined as "primarily 13 to 24-year-old male Marlboro smokers." A 1987 memo (stamped "RJR SECRET") explained this as part of the company's plan to draw market share away from Marlboro, Philip Morris's youth-market brand and the world's most popular cigarette.[35] Project *Trend* was B&W's 1989 effort to develop an ultra slims for urban "street-wise" "self-defined and self-measured young adult males" aged 21-35. Project *Starship* was an effort to develop a 12 mg Chesterfield for Japan "in conjunction with a Young American Image."[36] Imperial Tobacco in Canada explored market targets under 18 years of age in its Projects *16*, *Viking*, and *Plus/Minus*. RJR-MacDonald in the same country targeted "young starter smokers," especially young males aspiring to be "masculine, rugged, self-determined and independent."[37]

There are many different ways to target young people apart from advertising. Children can be enticed by pricing strategies and promotional venues, but also by manipulating the content or flavor or physical properties of smoke, by promotional gimmicks, by sales opportunities near schools,[38] by youth-directed imagery (notably cartoons like Joe Camel), and even by campaigns masquerading as efforts to curb youth tobacco abuse. Packaging redesign has been another strategy: small packs have long been known as "kiddie packs," for example, since children are more likely to buy smokes in small numbers (or singles = "loosies") than in full 20-packs. Packs with only two cigarettes have been called (by people outside the industry) "toddler packs."

Much of the language used by the industry in such efforts is revealing. A (company???) document from (year) compares the cigarette market to a glacier, with one end "melting away" (i.e., dying) and the other end ever in need of new recruits from the young. Other industry documents talk about the need to acquire

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[35] J. H. Miller to Emily C. Etzell and Ann E. Biswell, "Project LF Potential Year 1 Marketing Strategy," Oct. 15, 1987, Bates 94679728**.** Reynolds officials have claimed that this mention of targeting "primarily 13 to 24-year-old male Marlboro smokers" was a misprint, and that project was intended to target "primarily 18 to 24-year-old male Marlboro smokers"; see Deposition of Lynn Joanne Beasley, May 21, 1998, *Maryland v. Philip Morris Inc.*, Bates 518014280-4547.

[36] "Japan Product Development" (Philip Morris), March 1988, Bates 2022162291.

[37] RJR-174, reproduced in *Le Procureur General du Canada c. RJR-MacDonald Inc.*, July 26, 1991, Bates 800562042-2044.

[38] J. P. McMann, RJR Florida to Sales Representatives, "Young Adult Market," Bates

"replacement smokers." Young people were conceived as an opportunity: a chart from Philip Morris's Project *Sunrise* in 19??? for example, listed the company " Philip Morris effort from 1980s to define "opportunities" and "threats"—with opportunities including "Republican congress" and "minors,"[39] apparently meaning the perception that the industry was trying not to market to kids.

Many of the industry's named projects have been designed with youth targeting in mind. *Project Z*, for example, was a 1985 Canadian Benson and Hedges effort to make a 24 x 25mm pocket pack aimed at a "Young target" (Avanti);[40] Project *Lolita* was a Philip Morris Europe plan to make a 10mg Lark cigarette for Germany with a more "fruity cake" flavor, using Naarden as a coumarin substitute.[41] Project *Lolita* was similar to Project *Sweet*??? in that both were aimed at the "young" or "beginning" smoker (aka "learners," "starters," or "rookie smokers") who might want a more candy-like cigarette. Several campaigns of this sort were directed to "learners" or "starters": (examples). Efforts of this sort were often global: Brown and Williamson's 1983 Project *Lifestyle*, for example, was a survey prepared as part of an effort to introduce "a new brand of cigarette in the Philippines, particularly targeting the youth market." "Target consumers" interviewed for the survey were males from the Manila area "aged 15-29 years," with special attention given to the dress, smoking, music, and recreational habits of youngsters aged 15 to 19.[42] Teenagers were also targeted in Philip Morris's 1985 Project *Falcon*, a campaign to increase the popularity of Marlboro music festivals in West Germany. The "main target group" for this promotion was "males and females aged 16-29 years," and a survey commissioned for this effort concluded that while about 30 percent of the target audience had heard of the Marlboro Country & Western Festival, rock music of the sort featured in

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[39] Ellen Merlo (?), "Mission" (Philip Morris), May 1995, Bates 2044341638-1676; and for background, see P.A. McDaniel, E. A. Smith and R. E. Malone, "Philip Morris's Project Sunrise: Weakening Tobacco Control by Working With It," *Tobacco Control*, 15 (2006): 215-23.

[40] Benson and Hedges (Canada), "Projects for 1985 and 1986," Bates 2026305139.

[41] Project *Lolita* begins in the early 1970s, modify a certain brand that's out flavoring with loac5, interested in a substitute for coumarin banned in Germany. Big phase 1978-81. Reference???.

[42] Consumer Pulse to Brown and Williamson International Tobacco, "Project Lifestyle," Aug. 18, 1983, Bates ??? Among those who smoked in the youngest group surveyed (aged 15-19), average consumption was 11 sticks/day; see "Final Report: A Youth Market Lifestyle Survey (Project Lifestyle)," Jan. 3, 1984, Bates 465261571-1674.

"Marlboro Rock-Night" would be more successful in attracting German teens.

Youth of course is relative, and few of the industry's campaigns have ever targeted anyone over the age of 40. Most smokers begin smoking in their middle teens, which is why the industry has sought out younger recruits (aka "rookies." Smokers 35 and up are routinely characterized as "older": so Brown and Williamson's 1989 Project *Emerald* (for ultra slims) targeted "older adult females 35+"; and Project *Janus* was a 1988-89 effort by the same company to market low-tar cigarettes to "White and Pink Collar Male and Female Smokers 30+."[43] Project *Janus* was also, though, the name of an ambitious, top-secret, mouse-skin painting program launched by BAT in 1965 to study the "biological activity" of specific smoke extracts. Project *Janus* ran at the BATCO's Battelle laboratories in Frankfurt, Germany, for 14 years; files of this program were later destroyed by the company to avoid embarrassment or litigation.[44]

The centrality of youth targeting can also be seen in the fact that the industry pays relatively little attention to smokers in their 40s, 50s or 60s, even though these make up a huge section of their market. Most marketing campaigns define "older smokers" as people over the age of 30: "older smokers" as people over the age of 35, and (another example). ??? search older smokers and get two more examples.

Youth marketing has often overlapped with other marketing strategies. R.J. Reynolds' Project *Scum*, for example, was a plan to market Camel cigarettes to "consumer subcultures" (hence the acronym "subculture urban marketing") in the San Francisco area, including gays in the Castro district along with "rebellious, Generation X"-ers, people of "international influence" and "street people." The plan was to introduce Camel cigarettes into less traditional retail outlets, including "head shops."[45]

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[43] "Ultra Slims Project; Project Janus; Project Trend; Project Emerald; Project Big Boy; Project Menthol Bridge; Project Pegasus Project Brief; Project Pegasus,"1900 (fix), Bates 621709534-9589. http://tobaccodocuments.org/bw/1117290.html

[44] Janus involved experimental AIRFERM treatments, meaning effort to ferment bright tobacco leaves in such a way as to give them properties of air-cured tobaccos, with smoking properties similar to those of cigars.

[45] N/A Corporate Author (R.J. Reynolds Tobacco Company)??? "Project Scum," Dec. 12, 1995, Bates 518021121-1129; compare also Joel P. Engardio, "Smoking Gun," SF Weekly.com, May 2, 2001, at: http://www.sfweekly.com/2001-05-02/news/smoking-gun/

Studying and Manipulating Health Effects

Other projects were connected with efforts to study or test for health effects of tobacco use. Project *Conqueror* was a BAT series of in vitro tests from the mid 1960s to see how clam cilia react when exposed to whole smoke or smoke condensate, the point being to measure ciliastasis (deadening of the little hairs that line and clean the lungs). Project *Parameter* (2001) was an effort by Philip Morris to use the Ames test (of mutagenicity, hence carcinogenicity) to explore the cytotoxicity of its products.[46] Gio Gori had argued that an acceptable cigarette would have a (what ratio), and several industry projects played on his name: Project *G* was a Reynolds effort to make a cigarette that would meet "G" (for "Gori") guidelines,[47] for example, and BAT's Project *Vigor* was an effort to make a "Virginia Cigarette to meet Gori targets." Project

Philip Morris' Project *6900* was a 1965-67 effort to explore the extent to which monkeys, cats, mice, and other experimental animals could be forced to develop cancer by breathing tobacco smoke or having tobacco tars smeared on their skins. The experiments were not well designed, and many of the subject animals died either from carbon monoxide poisoning, trauma, or other ailments prior to yielding useable results. Pathological studies of a two-year mouse skin painting program did reveal that "filtered cigarette smoke was no less tumorigenic than nonfiltered smoke" and that "smoke from an all-burley cigarette was less tumorigenic than smoke from the blended cigarettes." Wynder's suggestions for lowering the tumorigenicity of tobacco using reconstituted tobacco from burley whole leaf, sodium nitrate additives, and a filter "resulted in the highest incidence of tumors found for any of the smoke samples."[48] Other Project 6900 reports indicated "some emphysema in the smoking group." (Oct. 1966).

Health has the focus of hundreds of named projects. Project *Delta* (renamed *Omega*) was a Reynolds effort to develop a cigarette heated not by fire but by an electrochemical reaction of an iron-magnesium alloy with saline. The goal of this project, as of dozens of others, was to explore whether carcinogens could be

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[46] Federal PFOF, pp. 896-97—this is apparently the first time PM used this test.

[47] D. P. Johnson (Reynolds), "Project `G'," June 1, 1979, Bates 510854489. Reference is to Gori's article "Low Risk Cigarettes: A Prescription"

[48] R. D. Carpenter, "Project 6900: Physiological Studies," May 9, 1967, Bates 100342064-073. And for background on tobacco industry efforts to convert Wynder, see (chapman article in Tobacco Control).

eliminated from tobacco smoke.[49] Project *Tomorrow* was Philip Morris's effort to create a fire-safe cigarette using Marlboro Lights 100s as a prototype; another??. Project *Hamlet* was the same company's effort begun in 1980 to explore a reduced ignition propensity cigarette.[50] *Hamlet* is one instance where we know why a particular name was chosen: Project director Max Häusermann, Philip Morris Europe's head of R&D, proposed the name as a play on the Shakespearian query: "to burn or not to burn." Brown & Williamson's Project *Macbeth* (to reduce spotting on cigarette packs and papers) was apparently a tilt to the famous line "out damn spot."???

Others projects have been more of a pure science nature. Project *Mad Hatter*, for example, was an effort to explore the fate of nicotine in the body; *Hippo I* and *II* were ambitious—and highly confidential--research projects conducted by BAT in the period 1959-63 to investigate the pharmacological mechanisms by which nicotine was both addictive and a tranquilizer. *Hippo* research led Brown & Williamson's Chief Counsel to its notorious 1963 (private) confession that cigarette manufacturers were "in the business of selling nicotine, an addictive drug."[51]

More common, though, have been efforts to explore or manipulate various toxic constituents in cigarette smoke. Project *NOD* ("Naturally-Occurring Denitrification") in 1980 was a Philip Morris effort to reduce the nitrates in tobacco leaf by microbial treatments. ???position Osdene said that to remove last bits of nitrate from reconstituted tobacco leaf would cost $50 to $100 million. Philip Morris' European project *NINO* was also to remove nitrates. Project *Grain* was a BAT effort (check) of 1989-1993 to reduce the alcohol content in cigarette smoke, and Project *Laundryman* was a Philip Morris effort from 1981-82 to explore how to make cigarettes of commercial quality with substantially reduced carbon monoxide. ETS (environmental tobacco smoke) has been a focus of dozens if not hundreds of projects; secondhand smoke becomes a major worry of the companies in the 1980s, following epidemiology demonstrating major health harms, and by the 1990s more than a dozen named projects on the topic have been completed at Philip Morris Europe's R&D center (the Fabriques de Tabac Réunies,

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[49] Farone deposition. Cliff Lilly worked on this.

[50] Deposition of Barbro Goodman. ???

[51] A. Yeaman (Brown & Williamson), "Implications of Battelle Hippo I & II and the Griffith Filter," July 17, 1963, Bates 1802.05.

SA = "FTR") in Neuchatel, Switzerland. This includes Projects *Rosa*, *Laundryman*, *Poldi*, *Lama*, *Tasso*, *Tear*, *Mars*, *Balance*, *Neptune*, *Phobos*, *Hydra*, *Orion*, *Uranus*, *Deimos*, *Janus*, *Triton*, *Rhea*, *Calypso*, *Rigel* and *Atlas*.[52]

Some health-related projects were halted when they became either embarrassing from a public relations point of view, or dangerous by virtue of exposing the industry to litigation. Killed projects. *Eclipse*, External filter, reduce CO, killed. would have had to admit utility in patent application or advertisements. Project *Parrott*, *Duck*, *Satanas*, *Mayda*, *ALtman*, *Cormes*, Amalfi ? Afro? Accord, Ariel: new cig design, heated not burned, project to develop an alternative nicotine delivery device to compete with a similar device being developed by the American Tobacco Co. and Reynolds. Battelle Galm led to Magna. *Taures*: 1992 project to "in " Basile, Pegasus, Zircon, Rainbow, Titan, Premier, Poldi, Tasso, 2500.

Some health-related projects were responses to external research. Brown and Williamson's Project *Sinos*, for example, was an effort to examine "critically" the research of Lynn Kozlowski, who in a series of important articles in the 1980s showed that showed that smokers were getting far more tar and nicotine than they realized, as a result of unconsciously blocking the ventilation holes on their cigarettes with their fingers or lips.[53] The tobacco company set up a large study (in Britain) of vent hole blocking in response (using smokers as young as 16, interestingly), and found (through examing videotapes) that while most puffs didn't seem to show blocking, there was nonetheless "some evidence to support the view that the terminal puff is likely to be partially blocked." Brown and Williamson researchers also asked people if they'd ever noticed the little holes in the tip, and about 62 percent of those queried said yes. When asked "What do you think the function of these small holes might be?" people provided a variety of answers, including "to stop getting too much nicotine" but also "to let impurities out," "reduce smoke," "increase filtration," "less dangerous," etc. About half of those interviewed said they would be likely to block these hole during normal smoking, and among those who answered "yes," most (87 percent) thought this would be inadvertent.[54]

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[52] "PME R&D (FTR) Projects: ETS and Sidestream Smoke Related Research Projects" (Attorney Work Document), Dec. 1994, Bates 2050917370-7378.

[53] See, for example, L. T. Kozlowski et al., "The Misuse of 'Less Hazardous' Cigarettes and its Detection: Hole-blocking of Ventilated Filters," *American Journal of Public Health*, 70 (1980): 1202–1203.

[54] Robert P. Ferris (Brown and Williamson), "Project Sinos: Use of Systematic Observational

((USJ Alix Freedman and Michael. J. McCarthy (sp), "New SMokoe from RJR Under Fire" Pact, Sigma, Beta))

Still other projects involved efforts to lower tar levels as far as possible, while keeping nicotine levels high. Many of the industry's most notorious efforts to manipulate nicotine levels were part of this effort to produce low tar numbers while keeping nicotine high enough to maintain "satisfaction"--the industry's code-word for nicotine and/or its pharmacologic effects. BAT's Project *HiNic* from 1987 had this goal, as did (company???) Project *FELT*, Reynolds' Project *HI/LO*, and the projects associated with Brown and Williamson's cultivation of genetically modified high-nicotine tobacco in Brazil (Projects *Y-1*, *Hi-Lux*, etc.). By the 1970s the industry had realized that cigarettes delivering less than about a milligram of nicotine were not going to prove commercially successful, and a great deal of effort went into finding ways that "tar" could be reduced while keeping up a "satisfactory" levels of nicotine. The move to "free-basing" (by ammoniation, for example), was part of this, as were efforts to lower tar by incorporating non-smoking materials into tobacco blends (Projects ??? of company). Tars were also lowered by the development of alternate fillers (Project ???), flavored filters, expanded ("puffed") tobaccos, and various efforts to develop cigarettes that didn't burn but rather simply heated the tobacco. ((Many of Reynolds's X-series projects were of this nature.[55]))

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and Interview Data to Evaluate Incidence of Partial Blocking of Ventilated Low Delivery Cigarettes," July 15, 1983, Bates 501023740-3746. BAT employed Myra Thomas from University College, Cardiff, for this work, prompting the industry to remark that "it would be very tempting to consider publication of our results by the third party in a journal such as the Addictive Behaviours. The benefit of such a publication would be to help relieve some of the pressure on the industry which stems from the misconceived notion of significant abuse of the ventilation system." The report also cautioned, however, that such a paper might draw undue attention to the company's effort to market its highly ventilated Actron filter; see T. Hirji (Brown & Williamson), "Comments on 'When Low Tar Cigarettes Yield High Tar: Cigarette Ventilation Hole Blocking and its Detection'," July 11, 1983, Bates 501023738-3739. Kozlowski had noted an increase from 1 mg to 23 mg from covering such holes!

[55] RJR TERMINOLOGY AND PROJECTS (LATE 800000'S TO EARLY 900000'S) **Title** RJR TERMINOLOGY AND PROJECTS (LATE 800000'S TO EARLY 900000'S) **Date** 20000828 (August 28, 2000) **Type** REPT, REPORT, OTHER **Bates** 2082621410/1411. **Collection** Philip Morris.

Changing Cigarette Designs and Manufacturing Methods to Make Cigarettes Appear Safe

A related class of projects involved efforts to produce "safe" or "safer cigarettes," or cigarettes that would provide an illusion of safety. (3 examples???). Project *Temper* was a Brown & Williamson effort from 1983 to produce a cigarette with a low tar to nicotine ratio "in reaction to Benowitz."[56]

Smokeless or semi-smokeless products emerged as a research priority in the 1980s. Project *SPA* (later "Black Hole"), for example, was R.J. Reynolds' "high security" effort in the 1980s (based on patents from 1985 and '86) to make the "perfect cigarette," using a carbon heat source, flavor capsules, and tobacco. Smoke enters the smoker's mouth, releasing little or no sidestream smoke and no ash; the cigarette was also supposed to be fire safe.[57] Project *Alpha* was the code-name for the research arm of this effort (also known as "Black Hole") which culminated in the market testing of Reynolds' Premier cigarette in March of 1988. The goal was a cigarette that was "not mutagenic, produces no adverse biological activity," and delivered "full smoking satisfaction without burning tobacco." Security on this project was quite high, and Reynolds drew up careful lists of the 600 people involved, including outside attorneys, classifying the extent of each of these people's participation as "full," "limited" or "inactive."[58] In 1988 Reynolds was spending more than $30 million per year on *SPA*-related research.

Project *SPA* generated a series of elaborative projects, modifying the basic burnless design of the Premier cigarette. Project *AD* was an effort to make a more disposable variant of Premier (via a reusable holder), responding to market studies indicating consumer worries about the odd fact that the cigarette didn't "burn down" after lighting. Projects *RA* and *HT* were dedicated to developing heat sources for the Premier cigarette. Project *RA* explored new chemical sources for the heat, most of which involved hydroxide reactions triggered by water or some kind of secondary heat source. Project *HT*, by contrast, involved the generation of heat by electrical means, using a battery, capacitor, and microelectronic circuitry.

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[56] A. J. Mellman (Brown & Williamson), "New Product Portfolio Analysis," Sept. 1, 1983, Bates 659048105. Reference is to Neal Benowitz of UCSF, who had proposed a cigarette with a high nicotine-to-tar ratio on the grounds that people would inhale less tar thereby.

[57] R. J. Reynolds, "Project Overview," 1988, Bates 506912479-2506. Project directed by G. Long.

[58] "Project Alpha Exposure Listing," March 13, 1986, Bates 505026146-6158.

Project *FD* ("Future Dimensions") was a related effort to explore what kinds of "materials" might be delivered by such a cigarette--combinations of nicotine with caffeine or theobromine, for example, or various "aromatic Chinese herbs" and "friendship pheromones."[59] Research for which involved collaboration with the Monell Chemical Senses Center.[60] Reynolds was worried about Philip Morris beating it to the punch in this realm of "cleaner smoke," but the fact is that smokers never found any of these contraptions very attractive. They didn't like the elaborate instructions that came with the product, and since the companies weren't admitting harms from smoking anyway, why bother shifting to such a clumsy device?

Many of the industry's projects in this area of "harm reduction" involved less radical cigarette redesigns, typically with an eye to lowering carcinogenic tars or specific constituents therein. Many different methods were explored, including selective filtration, ventilation, additives of various sorts (a palladium catalyst, for example,) and the use of expanded tobaccos and non-tobacco substitutes. Brown and Williamson in the mid 1980s, for example, launched Projects *Smith* and *Kilt*, the purpose of which was to produce a high-ventilation cigarette that would have a certain "elasticity."[61] Other examples of safer cigs through redesign???

One of the largest efforts of this sort (to make a "safer" cigarette) was Liggett's Project *XA*--aka Projects *Tame* and *Epic*--a $15 million effort organized with the aid of Arthur D. Little from 1968 into the late 1970s to develop a "cancer-free" cigarette using a palladium catalyst.[62] Liggett had a working model by the mid 1970s but never introduced the cigarette. Project *XA* was terminated in 1977, when Liggett officials became concerned that any effort to market a cigarette of this nature would be an admission that its other brands (L&M and Chesterfield, for

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[59] William M. Hildebolt to James C. Schroer, Feb. 13, 1992, Bates 508400416-0417.

[60] S. R. Strawsburg to R. A. Kampe, "New Product Technologies - Resource Requirements," Oct. 21, 1987, Bates 506250360-0379; R. J. Reynolds Tobacco Co., "Strategy Development Worksheet," April 1, 1984, Bates 502114589-4598.

[61] M. G. Duke, "Project Smith/Kilt: Preliminary Evaluation of Filtrona Deep Slot Filters" (Brown and Williamson), Jan. 25, 1985, Bates 621062864-2865.

[62] Kluger, *Ashes to Ashes*, pp. 455-61; Brandt (pp.). Liggett killed this project after Brown & Williamson threatened Liggett's "very existence" if it ever marketed the cigarette. Brown & Williamson also threatened to freeze Liggett out of joint defense agreements and to exclude it from the Tobacco Institute; see FFoF.

example) had been "unsafe."[63] Project *XA* underwent several different name changes during its 10-odd years of development, including Project *BIORES*, Project *Tame*, Project *XA-5001*, Project *NSS*, and finally Project *XA*. Subsidiary projects focused on making a cigarette that would have a low tar-to-nicotine ratio: this included Projects *GT*, *XGT*, and *XB*, plus an effort known as the "Russell Project," named for England's Michael Russell, an early advocate of the low-tar high-nicotine cigarette.[64] Liggett's Project *TE-5001* was also linked to this effort: the idea here was to develop a low nicotine cigarette that was "free based" (with calcium hydroxide) to a sufficiently high pH that, even though the nicotine delivered as measured by FTC's machines was low, the proportion of "free base" nicotine delivered to the smoker was still quite high. Projects of this sort were kept under very tight wraps: in 1977, for example, 118 Liggett employees signed a secrecy agreement not to divulge information about the company's top-secret Project *Tame*.[65]

The threat of second hand smoke to nonsmokers was a major concern to the industry; indeed a Philip Morris official in 1987 noted that ETS had become "the most powerful anti-smoking weapon being employed against the industry."[66] Responding to this perceived threat, a great deal of effort in the 1980s and '90s turned either to reducing sidestream smoke, or to finding ways of creating the impression that cigarettes were not going to injure non-smokers. Project *Balance*, for example, was a 1986 Philip Morris Europe effort exploring the reduction of sidestream smoke by adding magnesium oxide citrate to cigarette paper. Project *Trim* was a 1988 effort to make a low sidestream cigarette, using papers impregnated with lime ($CaC0_3$) and new flavor systems. Project *Studio* was an effort to develop cigarettes of the "Trim" variety with low sidestream smoke, rolled in a special $CaCO_3$-treated cigarette paper made by Kimberly-Clark. *Project Low SS Kent*, as its name implies, was . . .

Many of these projects were largely cosmetic, the emphasis being more to create the *appearance* of safety than any kind of real safety. The "prime goal" of

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[63] James Eli Shiffer, "Tobacco Researchers Say They Were Searching for Safer Smoke," *News and Observer* (Raleigh, N.C.), July 15, 1996, Bates 2075279343-9349. Project *XA* was headed up by James Mold during (what period). Resigned? What happened to him.

[64] Discussed in Townsend testimony in Engle, 1999, pp. 25792-94.

[65] Liggett & Myers, **"**Secrecy Agreements - Project Tame," n.d., Bates lg0384484-448.

[66] R. N. Ferguson and M. Waugh to Strategic Planning Committee (Philip Morris), "Socio-Political Context of Cigarette Sales and Use in the U.S.," May 27, 1987, Bates 2050864094-4097.

BAT's Project *Trout*, for example, according to the seven-member Project Development Team that met in November of 1983 to debate that effort, was "the reduction of visible sidestream formation."[67] Early phase research was disappointing, however, since even though the company had managed to reduce 20 - 40 percent of gas, there was little reduction of visibility. Reduction of smoke visibility was the goal of a number of other projects: Project *Venus*, for example, was a 1984 Philip Morris effort to reduce the visibility of sidestream smoke using an Ecusta filler containing magnesium oxide. Project *Pliers* was a 1987 Philip Morris effort to reduce sidestream smoke using high filler density. Project *Studio* had this same goal of reducing sidestream visibility, using papers treated with calcium carbonate and magnesium hydroxide.

Other projects sought to make sidestream smoke more appealing, or less offensive, or more palatable (or tolerable) to non-smokers. This was a particular interest of the 1980s and '90s, following demonstrations by Hirayama and then by Tricholoupous of massive health harms from second hand smoke.[68] Philip Morris's Project *Nectar* was a reaction to RJR's Horizon, "the first cigarette that smells good," introduced onto the market in Atlanta in 1990. related to a project or brand Chelsea. Philip Morris responded with vanilla flavored products that could be introduced mainstream. to "socially-conscious adult smokers who are concerned about the aroma of their ambient smoke." "all the pleasure of smoking without leaving an unpleasant aroma." [69] Lots of other sidestream projects (e.g., Nero, check): *Project Clover*, for example, was (what). *Project CARE* was a BAT project to "resocialize smoking," the "ultimate objective" being "to win the support of non-smokers to retaining the availability of the indoor environment for smokers."[70] Philip Morris's Project Nectar was an effort to make a low tar vanillin scented cigarette to help smokers "feel better about
smoking in social situations." The same company's Project Lotus had the goal of ??. Project Stealth was an effort by the same company to ???.

A related class of projects was devoted to studying or improving the perception of smoke and smokers by nonsmokers. Lots of projects looked at smoker perception—of foul aromas from cigarettes, for example. *Project*

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[67] "Restricted: Millbank Product Development Committee," Nov. 4, 1983, Bates 102375623.

[68] Hirayama 1980, Trichopoulos.

[69] "Project Nectar Advertising Brief," Sept. 6, 1990. filed.

[70] "BMB Minutes Index, BBK Series, 1995," BATCO doc., Bates #501583480.

Odor/Aroma was a 1988 PM project to examine the "relative importance of different types of aromas/odors (i.e., sidestream, ashtray, room) to the smoker" (check); (other pure perception projects—cosmetic?) BAT in the mid 1980s established its Sensory Testing Section to explore how people respond to second hand smoke; in 1986 the company had a number of projects exploring perception of second hand smoke, including Projects *Hank* and *Plummet* (for Australia), *Lion*, *Lioness* and *Lioncub*, *Puma*, *Cheetah*, *Tiger* and *Sonar*, all relating smoking behavior to consumer segmentation.[71]

The point of these projects was . . .

Improving Business Practices and Manufacturing Methods

A great many projects were designed to improve business practices. Project *Quantum*, for example, was a BAT 1989? effort "to improve effectiveness and efficiencies in the field sales forces system," including the introduction of hand-held computers for the fieldforce.[72] (other examples). Other projects in this general Many projects have to do with packaging. PM's Project *Gold* in the 1990s was to develop a pre-applied adhesive to smoothen the process of packaging; aging study. (others). Project *Fresh* (what). Projects *Royce* and *Steed* were (whose) packing technologies from 1993; (others). Project *Pingo* was a 1994 PM effort to reduce variability in dryness.

Cost-cutting was another goal of novel business projects. *Project Tronto* (whose) effort from (year) to reduce cost of cigarette manufacture by increasing the tobacco cut width, allowing the company "to decrease substantially the quantity of tobacco to be used in a cigarette." That is one way "light" cigarettes were constructed: Light cigarettes contained substantially less tobacco than cigarettes from previous generations---as a result of using "puffed up" or "expanded" tobacco--which is pretty much the only reason they were called "light." The "expanded" tobaccos often used in such cigarettes typically delivered less tar than comparable "regular" brands, but on a per gram basis, expanded tobacco actually delivered more *tar*, and often by a substantial margin. None of which mattered very much in terms of health effects, since smokers tended to "compensate" (self-titrate), smoking lower-tar cigarettes harder to obtain a constant level of nicotine delivery.

Some of the most significant projects of this sort, however, were innovations in the realm of manufacturing processes. Project *DEER* was a 1988 effort by BAT

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72 BMB Minutes Index, BBK Series, 1995, Bates 501583481.

to force high levels of inorganic materials into tobacco sheet and rod; this was partly to make cigarettes that would not show obvious tobacco smoke. This effort was continued one year later in the company's Project *LEAST*, an effort to lower sidestream-smoke by impregnating the rod with inorganics such as carbon, aluminum oxide, aluminum hydroxide and chalk, but also vermiculite and perlite,[73] silicates known to cause lung disease when inhaled. Tobaccos of this sort were used in Brown and Williamson's Project *AIRBUS*—a response to Reynold's Premier cigarette (that "heats but does not burn tobacco). Project *Less* was also a part of this: this was a 1989 BAT project to design King size cigarettes with reduced sidestream smoke, while keeping full main-stream smoke using low permeability paper (containing magnesium dioxide), dry-ice expanded tobacco, and altered filter lengths. The key goal was a reduction in sidestream *visibility*: this became a big push in the 1980s, following demonstrations that secondhand smoke was killing thousands of people.[74] The industry effort to make smoke less visible was accompanied by a new way of portraying smoke in tobacco ads—or rather not portraying smoke, since the new fashion involved deleting images of smoke from tobacco ads. So whereas smoke was often enhanced or celebrated in earlier ads, many ads from the 1980s showed cigarettes emitting no smoke whatsoever. Many stopped showing smoking, and many stopped showing even cigarettes. So whereas the net effect of the Surgeon General's report from 1964 was to make the industry disappear, the effect of second-smoke publicity caused smoke and then cigarettes disappear from the imaginary of the tobacco admen.

Another influential effort of this sort was Project *DIET*, the acronym for "Dry Ice Expanded Tobacco." Demands for reduced tar and nicotine had led to efforts to reduce the amount of tobacco in a cigarette, and one way this could be achieved was to decrease the density of tobacco used in a cigarette. 1970s various processes invented by which tobacco could be expanded or "puffed." Chief among these was the so-called dry ice method, by which tobacco would be expanded in the course of rapid freezing (by exposure to dry ice), and then dried. Project *Dry Ice Expanded Tobacco (DIET)* produced one of the most consequential changes in cigarette design since the invention of filters and flue-curing. Entire factories were redesigned to produce and roll puffed tobacco. According engineering plans prepared in 1979 by the Ralph M. Parsons Company, Brown and Williamson's DIET plant in Macon, Georgia, was designed to produce 5000 pounds of puffed

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[73] Bates 562402604.

[74] Hirayama, EPA.

tobacco per hour, 24 hours a day.[75]

Some of these were rather obscure by virtue of concerning technical manufacturing equipment. The goal of Philip Morris's Project *Lorrain*, for example, was to evaluate "the replacement of a strip steaming conveyor in the Miniprimary with a Heat Treatment Tunnel (HT) before the dryer."[76] Project *Modigliani* had an equally colorful name, but the purpose was rather cryptically to evaluate "the Comas stem puffing process to determine the effects on final stem quality parameters"[77]

Propaganda, Litigation, and Political Projects

Some projects had a largely propaganda value, being concerned with contradicting growing evidence of health hazards. One of the earliest with a name of this sort was Project "A," an American Tobacco Co. effort from 1959 to assemble mathematical expertise to refute the epidemiologic studies that had recently confirmed the lung cancer hazard from smoking. American Tobacco had been sued for (what??) by whom, and the company hired Professors Hirsch and Shapiro from NYU's Institute of Mathematical Science to discredit the studies. Professors complied, and (search Hirsch and Shapiro, also Janet Brown and whiteside??). which trial?

Many of these efforts had suitably Orwellian names. Project *Truth*, for example, was a 1970 Tobacco Institute (TI) effort to counter anti-smoking ads via TV spots with pro-smoking messages.[78] Project *Dreyfus* was a 1990 effort by BAT Canada to document and dispel the "fibreglass rumor," according to which tiny shards of glass were being put in chewing tobacco to increase the surface area of the oral mucosa, augmenting the kick of chew. Dreyfus targeting esp. youth under the age of 25. Projects *A* and *B* were efforts about this same time by the TI to put spots on TV on smoking & health and for TV and print ads "to position tobacco

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[75] See S. Goldhaber, "Technical and Cost Proposal," April 20, 1979, Bates 656021396-1510.

[76] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[77] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[78] "Definitions for the Brown and Williamson Subjective Coding Taxonomy," Updated 2/24/88, p. 12-13, in Legacy website, also discussed in Glantz; compare also "Project Truth" "The Smoking/Health Controversy: A View from the Other Side," Brown and Williamson Tobacco Corporation, Feb. 8, 1971, Bates BW-W2-03083-3114. For video text from July 1, 1970 "poor old justice": Bates TIMN0261420, TI06600187 and TI41581760

beside liquor in terms of public tolerance"(ibid???). Some of these projects referenced science in some way in their names. Project *Whitecoat*, for example, was a Philip Morris campaign coordinated by the law firm of Covington and Burling to "keep the ETS [environmental tobacco smoke] controversy alive" by recruiting sympathetic scientists, including an editor of *The Lancet* and advisors to British parliament on tobacco policy. The project was also connected with the effort to establish an "Indoor Air International" (based in Geneva) to publish studies disputing lung cancer-ETS links.[79]

Other projects were efforts to exercise political influence. In 1979, for example, the Nebraska legislature passed the Nebraska Clean Indoor Air Act, following which the Tobacco Institute in concert with Reynolds launched the "Nebraska Project" to test public perceptions of the law.[80] Project *ICD-9* was a Philip Morris effort from 1994 to halt the adoption of a code for secondhand smoke; the Fed in 1993 had passed a ruling limiting, and Philip Morris wanted to make sure wouldn't apply to Medicare. Allocated $2.2 million for this project tin 1994. Project *Fair Play* was a 1997 effort to "define new strategies toward the anti-tobacco movement in light of the likelihood of Federal legislation" based on the June 20 Settlement that year. Project *Enter* was a joint Lorillard-Tobacco Institute plan to increase the number of tobacco activists involved in political work and intelligence gathering for the industry. "Enter" was an acronym for "Enlist New TAN Enrollees Rapidly," referencing this desire to augment persons active in the industry TAN activities (Tobacco Advisory Networks).

Litigation against the industry was also another source of projects, including a number coordinated by law firms working for the industry. Jones, Day Reavis and Pogue's 1985??? *Corporate Activity Project* was an effort to explore the most damning evidence that could be thrown against the industry in litigation, along with how the industry should respond; the document reads almost like a kind of roadmap of how to sue the industry, and no doubt has been used as such by plaintiffs attorneys suing the industry. Shook Hardy and Bacon's Project *Bravo* was a 1997 teleconference involving more than a dozen representatives from various tobacco corporate interests.[81] to??

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[79] 10 Clare Dyer, "Tobacco Firm Paid Scientists as Stooges," *The Guardian*, May 14, 1998.

[80] V. Lance Tarrance Associates, "Nebraska Project State II". April 1981 ((est.) Bates #TIRF 0543637-3733.

[81] M. James Daley to William A. Brandt, Jr., et al., Jan. 31, 1997, Bates 2082420224.

Other projects involved expert witness development for possible litigation. Many of the industry's so-called "Special Projects" were of this sort, but some were more specifically targeted to influencing or acquiring academics. Project *Cosmic*, for example, was a Philip Morris campaign of 1987-93 to create an "international network of scientists and historians" to produce industry-friendly narratives. Other litigation projects. Some of those contacted served as experts for the industry litigation , or as conduits to other experts.

One particularly cynical series of projects organized by Philip Morris Europe gave separate code names from the history of science and medicine to each of some two dozen-odd scholars whom Philip Morris was hoping to cultivate as expert witnesses. Project *Cajal*, for example, involved financial support of Professors J. M. Warter, G. Micheletti, and Beatrice Lannes at the University of Strasbourg, who were enlisted to show the beneficial effects of nicotine for smokers suffering from Alzheimer's.[82] Project *Claude Bernard* was a code name given to the industry's support of Prof. ??? Tassin's work on neuropharmacology. Project *Galileo* supported Prof. John Gorrod's work on nicotine metabolism at Kings College in London; Project *Paracelcius* supported Prof. Berthold Schneider's work on biometrics at the University of Hannover; Projects *Broca* and *Descartes* supported Prof. Robert Molimard at the Laboratory of Experimental Medicine at the Faculté de Médecine in Paris, and so forth. Projects *Bacon*, *Concarneau*, *Fermi*, *Franklin*, *Gauss*, *Harvey*, *Kepler*, *Leibnitz*, *Lavoisier*, *Newton*, *Pascal*, *Rous*, and *Versin* are all efforts of this same type; all were part of Philip Morris's plan to identify and support "potential witnesses or scientists able to help in finding witnesses."[83]

Others are campaigns in the psychology or sociology of science; this would include Projects Cosmic, etc.

Nova, Greendot: determine optimum use of conventional and unconventional tobacco to achieve

How were Projects Named?

Naming, and, in particular putting the name in capital lettering, facilitated reviewing of long documents, since project name would stand out. This was important given the massive paper generated by the industry, and fact that

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[82] "Cajal," Oct., 1990, Jan 1991, Bates: 2023856208.

[83] "Potential Witnesses or Scientists Able to Help in Finding Witnesses," 1991 (est.), Bates 2028395845-5851; and for a somewhat longer list see "Projects Description 1991," n.d., Bates 2023856132.

administrators would often have to review reports dozens or even hundreds of pages long. Naming provided a way to organize long series of charts, project also often had numerical code names, facilitating cataloging.[84] A number of companies provided their staff with instructions on how projects should be created, managed, and coded. At Reynolds, for example, a capitalization authorization request had to be filed for projects costing more than $7.5 million, and different procedures were in place for projects costing less than $50,000.[85] Companies also sometimes listed projects, project codes, and persons responsible, as part of an effort to provide upper management with an overview of corporate research.[86] Reynolds for a time introduce codes for its named projects: so Project *Bright* had the code-name GS, Project *Ritz's* was AA, Project *Sterling* was PF, Project *Magna* was MS, and so forth.[87]

I noted at the beginning of this paper that there were many other projects that didn't have the lexical arrangement I have focused on. The word "project" was sometimes simply listed at the end, as in April of 1968, when the American Tobacco Co. had a "Polonium-210 Project," took 20 cigars and irradiated them with different levels: with x y and z rads. These irradiated cigars were then given to volunteers to smoke to determine satisfaction. Reported that irradiated cigars delivered much higher satisfaction. check this.

Other projects were designated "Operations" rather than "Projects." Operation *Berkshire*, for example, was the code-name for a 1977 meeting of industry CEOs "to develop a defensive smoking and health strategy," and specifically to coordinate what kinds of concessions the separate companies would make regarding the health effects of tobacco.[88] Operation "*You Say You Love me But . . .*" was a (date) effort by AT in Charleston to distribute cigarettes using

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[84] For a listing of Philip Morris project code-numbers; see Philip Morris, "MTS Records Retention Suspended Projects List," April 24, 1995, Bates 2054916042.

[85] See, for example, "R J R Tobacco. Proejct Management System," Sept. 10, 1988, Bates 508870698-0702.

[86] *"[List of projects and responsible parties]". 1996 (est.). Bates 600078237-8245.* http://tobaccodocuments.org/mayo_clinic/600078237-8245.html

[87] Donna K. Woods (Reynolds), "Project: BETA-90: Objective: To Identify Social Acceptability Issues, Past and Current Projects," June 29, 1989, Bates 509476278-6288.

[88] USDOJ, (p. 866)

Kelley Girls (check). Operation *Rainmaker* was a 1990 effort by Philip Morris to move the media in directions favorable to the tobacco industry; the plan included a discussion of acquiring a major news agency such as Knight-Ridder or UPI, with the idea being not just to *control* but to *become* the media: "We must be the media."[89] Operation *College Coverage* (1962-63) was AT's effort to provide sampling opportunities (+ posters and displays) near college campuses. Operation *Redbench* 1985 Sun City to eliminate stigma, etc. Whitecoat was sometimes referred to as a "project," but far more often as an "operation."

Many projects have sciency sounding names: elements (*Iridium*, *Helium*, *Mercury*, *Oxygen*)—none of which connected with manufacturing? Names are more often colorful euphemisms. Many are bucolic, or peaceful: so we have Projects *Hope*, *Liberty*, and *Delight* (Hope and Peace were also successful brands in post-war Japan, both of which are still marketed today). Notable also are the names we do *not* find represented in project titles. So even though we find Projects *Aries*, *Taurus*, *Gemini*, *Leo*, *Virgo*, *Libra*, *Capricorn*, *Aquarius*, *Scorpio*, *Virgo*, *Pisces* and *Zodiac*, there never seems to have been a "Project *Cancer*," perhaps for obvious reasons. Nor, I might add, a Project "Emphysema," "Angina," nor even "Heart." And no project "Deceive" or "Delay" or "Denial." Nicotine appears in the name of several projects, as does ( ), but there is no project "poison" (check), nor a project addiction. (check + other derogatories).

The tobacco industry does of course have a long tradition of using code-word euphemisms. In the 1950s and '60s, for example, benzpyrene was sometimes referenced as BORSTAL, nicotine was "compound W," and cancer went under many different names, such as *Zephyr*, *hyperplasia*, *biological activity*, *Ames activity*, and so forth. Flavorings and additives were also given code names: UKELON, for example, was Brown and Williamson's code name for (diammonium phosphate?)—part of its Project *430*; and (3-4 others). It should not be assumed, however, that the proliferation of project names as discussed in this paper was a form of disguising to conceal purpose. Many projects were simply descriptive, others were playful. Sensitive projects, though, sometimes had code names attached to them: B&W's Project *Burma* had the code name "Wingate," for example, and its Project *Capricorn* had the code-name "Hallmark."[90] Many other projects had code names, which sometimes changed over time.[91]

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[89] Reference

[90] D. I. F. to R. A. Blott, May 9, , Bates 670637171.

[91] Gary T. Burger to Distribution, "Code Names" (Secret), Aug. 27, 1990, Bates 508238052.

I noted earlier that there are instances where the same name was used independently by different companies. Project *Aquarius* is a name given to at three separate projects by three different companies: an RJR study of public attitudes toward smoking, a BAT effort to develop medium-delivery cigarettes for the Dutch, and a Philip Morris plan to survey the humectants (esp. glycerine and various glycols) in cigarettes sold in Europe. *Hercules* was both a and a . Project *Storm* was both a BAT campaign to market Benson and Hedges Lights in West Africa[92] and a Brown and Williamson distribution plan acronymizing "Shipments To Retail Management."[93] Brown and Williamson and Philip Morris both had separate Projects *Golf*; and Reynolds and Philip Morris and Brown and Williamson both had a Project *Dakota*. Dakota seems to have been a popular moniker in the 1980s: there were at least three separate tobacco projects (counting Reynold's ? Dakota brand); Miller Beer—owned by Philip Morris—also unrolled its "Dakota" brand beer in 1986. There were also at least three Project Gs.[94] Check Project *Baseball*.?? Project *Rainbow* was B&W's plan to add sage and rosemary to cigarettes, but it was also Philip Morris' exploration of compromise legislation by which Congress would grant the industry liability limits in exchange for limits on industry promotions. Project *Lion* of Philip Morris was X, Project *Lion* of BAT was Y. *Falcon* both BAT and PM? There were at least four Project Gs: an American Tobacco menthol cigarette from the mid 1960s, a Reynolds cigarette designed to meet "Gori guidelines," a B&W effort to , and Lorillard's effort to what. This suggests that there was no effort to coordinate project names across different companies, no one ever constructed a master file of projects cutting across all companies. That is because most of these projects represent distinct and specific brands, manufacturing processes, or marketing campaigns which would not be shared by more than one company. There are projects to which more than one company contributed (eg., the Tobacco Institute's Project *Truth*), but these are more the exception than the rule.

It is interesting that we find relatively little reflection on this practice of using project names in the industry's internal archives. X tells us it was practice of

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[92] "Menthol & Lights West Africa Area Marketing Meeting" (n.d., circa 2000), Bates 830051241-1286.

[93] Brown and Williamson, "Draft Progress Report for Project Storm," June 23, 1998, Bates 212006070-6074.

[94] 507552018/2020

PM to give every project a name, but doesn't say why. Martin L. Reynolds of Brown and Williamson reported that at his company at least, names were given by "somebody in the new products marketing group."[95] Philip Morris named its "Project Moog for the project leader, Charlie Moogolian.[96] We do find some comments from attorneys in litigation, who are clearly amused (and surprised by the plethora of names. In one inter-industry trial, a Philip Morris attorney comments to a Brown and Williamson researcher, following queries about Projects Atlantic, Sable, Cherokee, and half a dozen others: "Your code name generator seems to be a busy person."[97]

Interrogatories sometime asked for named of projects connected to a particular avenue of inquiry (e.g. fire safe cigarettes).

Clear in many instances, though, is that project names are chosen to elucidate some cultural or linguistic connection to the task at hand. Project *Sphinx* was ; Project *Libra* connected with *Aquarius*; Project *Sherman* was a BAT 1997-98 plan to increase distribution of GPC cigarettes into the southeastern parts of the U.S. Many projects gave rise to subsidiary projects: so Project *Lion*, for example, gave rise to *Lioness* and *Lioncub* (and *Puma*); others involving chains of succession. Many longer-lived projects undergo numerous name changes; and in at least one stanace, Reynolds renamed whole series of projects to maintain security (true?). Many project names are simply the names for a particular product being developed; so there is discussion of what kinds of ink to use for "Project *LF Lights*" (metallic gray) vs. "Project LF Full Flavor" (red, purple and ochre).[98] "Project *LF*" here was simply standing in for a brand name that had not yet been finalized.

Other projects names are simply acronyms. I've mentioned DIET ("Dry Ice Expanded Tobacco") but there are many dozens of others. Brown and Williamson's Project *LTS* had the goal of exploring "Low 'Tar' Satisfaction,"[99]

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[95] "Deposition of Martin Lance Reynolds," April 25, 1991, for Brown & Williamson v. Philip Morris, Bates reynoldsm042591.

[96] DEPOSITION OF RICHARD P. HERETICK, witness for defendants in Philip Morris v. L. Scott Harshbarger, Nov. 4, 1997, Bates 2082479049/9214

[97] "Deposition of Martin Lance Reynolds," April 25, 1991, for Brown & Williamson v. Philip Morris, Bates reynoldsm042591.

[98] Rob M. Harrington (RJR), "Use of American Inks," Nov. 17, 1987, Bates 509942417.

[99] "Project LTS" (B&W), June 20, 1977, Bates 670181569-1597.

and Project *CATAC* was the name given by the same company to its "Campaign Against Tobacco Advertising Censorship." Project *NOD* was Philip Morris's effort to explore "naturally occurring denitrification," and Reynolds' Project *SSA* involved a plan to improve "sidestream aroma." Reynolds was particularly fond of acronyms: in 1983-84, for example, Project *DB* was the company's effort to produce "discount brands" for the military; Project *YW* targeted "young women"; Project *SOP* was a move to develop "sociability or prestige" image brands, and so forth. Project *RA* was supposed to improve "room aroma"; Project *WOW* targeted "working women"; Project *BHS* targeted Blacks and Hispanics; Project *BHM* did the same for Black and Hispanic males;[100] Project *LOI* was an effort to reduce "lingering odors"; and so forth.[101]

All of this constituted an orgy of stereotypes. Hispanics and Blacks were thought of as the principal market for "Coolness and Virility," etc.??? military markets equated with "value for money," women targeted with products stressing thinness, and so forth. Brand images were reinforced by assignment of particular personnel to particular market targets (or brands): so Beasley in 1988 at Reynolds, for example, was Director of Special Markets, with special responsibility for "the military market, the African-American market adult smokers and Hispanic adult smokers."[102] (another partition by segment).

Most of the projects I have named here are those emerging from within Philip Morris, BAT, B&W or Reynolds; there are relatively few from Liggett and Myers, Imperial of Canada, or Lorillard. This may be due to the fact that the records preserved online are uneven. Imperial Tobacco documents are numerous in Canadian Court archives, for example, but few of these have been downloaded onto the internet. Papers available from BAT are very incomplete: 45,000 papers identified for litigation in *Brambles v. BAT* have never been seen by the outside the world, for example, and we know next to nothing about what must be massive state tobacco archives in Japan and China. Some things can be gleaned about activities in those countries, but only through activities of collaborative work through BAT, Philip Morris or Reynolds. We know next to nothing about the inner workings of

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[100] "Project BHM: Research, Tactical Priorities," n.d., Bates 503517251-503517252.

[101] "Strategy Development Worksheet," April 1 – July 1, 1984, Bates 502114589-4598. Project ART was "alkaloid reduced tobacco";

[102] Deposition of Lynn Joanne Beasley, May 21, 1998, Maryland v. Philip Morris Inc., Bates 518014280-4547.

Reemtsma, the Austrian Tobacco Monopoly, the French companies, and the Italian monopoly. And the activities of most other companies. We may be peering through a keyhole, but tobacco's global mansion is very large, and our glance extends only into a couple of camouflaged rooms.

"Project U.S.A." (huge). Project Atlantic (consumer testing in France and Germany). (E. Germany: Project *Korn I* DDR introduce into eastern Europe. Breaking out of hierarchical structure, have semiautonomous groups. 1980s: Project *Library*, Project *Savory*, Coral, "eight liters of toasted flavor were produced for project Coral." Grow (1981)—filters flavors blends. Project *Youth*: to maintain flavor. globalization, marketing niche, tailoring to specific markets, market development, high finance. How much spent on marketing.

We know of other cases, however, where projects were categorized by other means. A BAT-UK report from 1989 summarized operations for that year, for example, categorizing projects according to three perceived consumer needs:

1. Smoking Pleasure and Satisfaction
2. Value for Money
3. Personal and Social Reassurance (p. 1)

Projects within the first category included *FELT*, *AMPLIFIER*, *BOX*, *POKER*, *FLITE*, and *AMTECH*. Project *AMTECH*, for example, explored "the beneficial effects of ammonia technology to cigarette smoke taste and flavour," a topic also explored at B&W's "Ammonia Technology Seminar" held in Louisville that year. Project *POKER* was an effort to gauge consumer interest in cigarettes with modified main- and sidestream aromas, finding that young female smokers preferred "certain fruity, spicy and minty characters."[103] Project *BOX* looked at the impact of low and high butterfat cocoa and invert v. non-invert sugar casings (additives sprayed onto tobacco prior to rolling); Project *Lance* was an attempt to achieve "tailored deliveries" by constructing cigarettes from a series of segments containing different types of tobacco; *Tulip* was an effort to hybrid cigas made from *Greendot* materials and conventional tobaccos, allowing "two streams of tobacco . . . different composition are layered on the suction band prior to enrobement" (p. 10). Project *Arrow* was an extension of the "ultra-slim concept" to very low weight cigarettes, the idea being that niche marketing could be combined with savings from lesser tobacco use. Project *EPCOT* was an effort to make a reduced-density "open-cell foamed, structured rod" that would smoke in all respects like a conventional cigarette but use less tobacco (by using Deer-style

[103] BATUK, "BATUKE R&D Center Applied Research and Development Status Review Notes, Period Ending Dec. 1989," Bates 562402593-2654.

recipes).

Projects in the second category ("Value for Money") included Project *Less*, to make a lowered sidestream product "whilst maintaining mainstream smoke quality," and Project *Least*, an effort to develop "the lowest sidestream product all the current known routes for sidestream reduction" (p. 8). These both involved experiments with adding materials such as carbon, aluminum oxide and hydroxide, and chalk to tobacco sheet, along with low-density inorganic silicates such as vermiculite and perlite. Project *Vagabond* embraced the hope that acetylating viscose fibre by "vapour phase acetylation using acetic anhydride" could reduce costs; Projects *Sleeve*, *Tiptoe* and *Hercules* were efforts to save money on the making of filters by using thicker plugwaps or bi-component polypropylene tow (the actual filtering material). Project *Gilt* also aimed at lowering costs by reducing the density of tobacco packed into a cigarette. Methods by which this was done included the use of various blowing and nucleating agents, but also "more effective foaming" and experimental binders such as cellulose pectins, sugars, agar, guar gums, alginates and modified starches and various physical agents. The goal in each instance was to achieve "high filling power"—which is one reason cigarettes from the 1990s and 2000s are so much lighter (by weight) than those from the 1950s and '60s.

Projects in the category of "Personal and Social Reassurance included Project *Thermos*, an effort to reduce carbon monoxide in smoke (which could then be advertised), and (others).

Project *Tiger* was a switching studying exploring how different kinds of smoking mechanics (draw effort, etc.) impacted tar and nicotine deliveries and smoking behavior. *Puma* was a product placement and behavioral monitoring study of 15 Silk Cut consumers using cigarettes in which "the impact cue has been successively attenuated using an acid ameliorant."[104] *Rolo* was an exploration of how different kinds of placement methods impacted consumer purchases. *Wispa* was an exploration of advertising research methodology,[105]

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[104] p. 18.

[105] See "Status Review Notes," BATUKE R&D Centre, Southampton England,? Bates 40045914-9202, http://tobaccodocuments.org/health_canada/40045914.html distributed to the "No. 1s of Operating Companies."

Conclusions

Full text searchability of the online tobacco archives makes possible new kinds of analyses of tobacco documents. It is now possible to search, for example, for all documents directed by fax to Philip Morris Legal (212 907-5401), or all documents that are hand-written, or all consumer letters that use words such as "propaganda," "brainwash*," or "nigger." Full text online searchability means that we can probe the microrhetoric of the industry, calling up all uses of expressions such as "mere statistics" or "cold hard fact" or "we need more evidence" or "no one knows what causes" or "Glantz believes that" or "Office of Sponsored Research."

There are limits to such searches, of course. Documents that are hand-written or poorly typed generally don't show up in such searches, and of course the documents themselves are only a small selection left after many different filters of selection and destruction. That which was not written down is also, of course, invisible.

Here, full text searchability means that we can search for "project" of a certain sort, and land on documents that describe the outlines and objectives of such efforts.

What accounts for all this verbal efflorescence? It is important to realize that in most instances, these are not code words or euphemisms designed to hide anything. What we have instead are indications of the spirit of playful exuberance and confidence pervading the tobacco industry prior to the litigation storms that culminate in the 1990s. Cigarette sales did not begin to decline in the U.S. until 1982, and up until that time cigarette-makers were fairly confident in the future of their business. The industry also apparently did not imagine that it would ever have to air its dirty laundry in public. Much has changed since then, and it is hard now to imagine a major tobacco company launching a Project *Lolita*, *Youth*, *Peter Pan*, or *Scum*. Today we might well wonder what was going through the heads of Brown and Williamson's ad-men when they named their efforts to expand the sale of Kool cigarettes in New York the "Manhattan Project."[106] The industry has become more cautious and more circumspect, realizing that what it writes down might eventually show up on the internet. We find documents testifying to this fact: a (year) document, fo get ???

These project names also reflect an effort within the industry (especially by Philip Morris) to break out of its traditional hierarchical structure, moving towards

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[106] "RE: Manhattan Project," n.d., Bates 621962374-2375.

more semi-autonomous groups in research and development. Flush with money, the companies' research efforts were divided into teams to delegate local responsibility for specific projects. The 1980s was a period of experimentation in corporate organization, with "quality circles," "plant management teams," and "employee development modules" and the like,[107] often with cliché slogans or logos that would eventually get mocked in the cartoons of Dilbert. Helmut Wakeham in a 1976 memo explaining Project *Timer*, for example, talked about how important it was "to get the maximum productivity from professional people," which required them to have to have "a minimum of administrative burden." It was important to avoid making employees feel like they were merely "slots" in a large system.[108] Many of the industry's projects reflect this administrative delegation, which often resulted in project teams taking control of the development of a particular process, marketing strategy, or cigarette design. Some of the larger projects even had their own newsletters: BAT's Project *Battalion*, for example, had its own *BattalionBulletin*, issued by the Legal Dept. at Windsor House in London, the goal which was to keep senior management at BAT informed about the company's efforts to recapture its position (from Philip Morris) as the world's leading tobacco manufacturer within ten years.[109] BAT's Interactive Newsletter, launched in 1999, was the official publication of the company's Project Communicate, an effort create a state-of-the-art marketing designed to ???[110]

This efflorescence of projects also indicates an increased series of efforts to monkey with the product. Cigarettes have never been just tobacco, any more than the *New York Times* is a pine tree. Flavorings, humectants, hygroscopic agents, oxidizers, and moisteners have long been added to manipulate taste, aroma, burn rate, moisture retention, and myriad pharmacologic effects. Recently: flavorings on the tip. Effects continue after each new "health scare"—so in the 1950s, with the demonstration of major cancer hazards, we find quite a lot of efforts to reduce the benzpyrene and other polycyclic aromatic hydrocarbons. In the 1960s there are

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[107] For a sampling, see the Philip Morris newsletter *In Focus*, Aug. 1994, Bates 2070384346-4361.

[108] "General Management Meeting Minutes," New York Office, September 22, 1975, Bates 100219871. filed projects.

[109] N. Withington (BATCO), "Project Battalion – Battalion Bulletin," Issue No 2, Aug. 25, 1995, Bates 284001368-1376.

[110] The first issue (Aug. 1999) of Project Communicate's *Interactive Newsletter* can be found at: Bates 321301703-1704.

efforts to reduce nitrosamines and nitrogen oxides; the 1970s sees efforts to remove mutagens of various sorts, and in the 1980s we find efforts to reduce sidestream smoke, or at least the appearance of sidestream smoke.

Some of these projects were part of an effort to unify global characteristics of brands. This was partly in response to what could be called the McDonald's problem: you didn't necessarily want Marlboros bought in Singapore to taste different from Marlboros bought in Chicago. Other projects, though, were crafted with precisely the opposite intent. A great deal of effort in the 1980s and '90s goes into a kind of "precision marketing," in which tobacco products are tailored to the particular and/or presumptive tastes of specific "target segments" in different parts of the world. Many of the industry's projects from the 1970s and 1980s were effort to field test novel (or seemingly novel) products in different parts of the world. Project *Blanco II* was an effort to (what). Project *Tea* was the 1989 introduction by BAT of a new blend for Gold Flake in the Middle East. (6 other regional marketing campaigns). Project *Torro* was a 1984 effort by Philip Morris to develop a Fortuna-style cigarette for the European market.

Yet another reason for this linguistic largesse is the industry's increasing attention to marketing psychology. Philip Morris was a key player here, but the other companies were involved to a greater or lesser extent. Another is the absence of any sense that these materials would be put online for broad inspection. The whole idea of "online" was not yet even imaginable for the biggest period such projects have come online; internet not widely used until the mid 1990s, and litigation depositions of documents does not become important until the conclusion of the Minnesota trial.

1980s: Project *Library*, Project *Weightwatcher* ("to determine relationship between tobacco weight and rod deliveries.") Project *Savory*, *Coral*, "eight liters of toasted flavor were produced for project Coral." *Grow* (1981)—filters flavors blends. Project Youth: to maintain flavor. (what);

Can also be seen as part of the industry's effort to reinvent itself. Morale in the industry was low in the 1980s and early 1990s, prompting speculation that the industry might abandon the tobacco business altogether.[111] Philip Morris bought Kraft in (date) and (others), as part of an early effort to diversify; with criticism of tobacco high, the idea was that tobacco part of the business could be spun off and the Philip Morris name retained with some dignity. The name was abandoned altogether in (date) when the company changed its name to "Altria"—prompting jokes that the name for cancer should also be changed to "Altria."

[111] Thinking the unthinkable.

2000 Tobacco Industry Projects—a Listing (173 pp.)

Project "A": American Tobacco Co. plan from 1959 to enlist Professors Hirsch and Shapiro of NYU's Institute of Mathematical Science to evaluate "statistical material purporting to show association between smoking and lung cancer." Hirsch and Shapiro concluded that "such analysis is not feasible because the studies did not employ the methods of mathematical science but represent merely a collection of random data, or counting noses as it were." Statistical studies of the lung cancer- smoking relation were "utterly meaningless from the mathematical point of view" and that it was "impossible to proceed with a mathematical analysis of the proposition that cigarette smoking is a cause of lung cancer." AT management concluded that this result was "not surprising" given the "utter paucity of any direct evidence linking smoking with lung canner."[112]

Project A: Tobacco Institute plan from 1967 to air three television spots on smoking & health. Continued goal of the Institute to test its ability "to alter public opinion and knowledge of the asserted health hazards of cigarette smoking by using paid print media space." CEOs in the fall of 1967 had approved the plan, which was supposed to involve "before-and-after opinion surveys on elements of the smoking and health controversy" to measure the impact of TI propaganda on this issue."[113] Spots were apparently refused by the networks in 1970, so plan shifted to Project *B*.

Project A-040: Brown and Williamson effort from 1972 to [114]

Project AA: Secret RJR effort from 1982-84 to find out how to improve "the RJR share of market among young adult women." Appeal would

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[112] Janet C. Brown to Mr. Whiteside (American Tobacco), "RE: American Tobacco – Lung Cancer Litigation General – Project 'A'," April 20, 1959, Bates 968237236-7238.

[113] AHD to WK Jr. (Kloepfer?) (Tobacco Institute), "Re: Authorization of TI Staff" (circa 1968 or thereafter), Bates TIMN0004649.

[114] H. C. Woertz, "Development Center Project A-040," Sept. 22, 1972, Bates 660082477.

be to "stylish segment" smokers without raising "negative `snob' perceptions."[115] Involved collaboration with fashion designer Yves Saint Laurent "to gain further consumer understanding of the 18-24 year old female market"[116] $82 million had been spent on this by 1985.
The goal was

Project Abbott: BAT effort to make a JPS Lights for European Duty Free market, made in Brussels, launched in 1993.

Project Abstract: Philip Morris 1971-73 "center-core cigarette program" evaluated using Project *2104* tobacco substitutes, such as sugar beet pulp and various synthetics.[117] Philip Morris ordered special Molins making machines for this purpose, which Wakeham characterized (in a letter to Molins' president) "highly confidential" and to be kept under "maximum security."[118]

Project Abstract: Community Alliance Project with National Association of State Boards of Education (1988) to promote Philip Morris' "Helping Youth Decide" program.

Project Ace: Philip Morris effort from 1993 to make a carton or container splitter, recloser gluer and flap folding device.

Project Achilles: BAT effort from 1986 to use a gold metallised board in packaging; linked to Project *Tendon*.

Project Actor: Brown and Williamson effort from 1994 to develop "a 9 mg product that is superior to Marlboro Lights KS among Marlboro Lights KS smokers." Used coaxial design (separate core and periphery blends) to "reach up" to higher tar users. Didn't score so well on the DuPont Hedonic Attribute Test.

Project AD: Reynolds effort from 1984-87 to develop a cigarette with no biological activity, no sidestream smoke, no carbon monoxide, and "improved disposability." For smokers in the "Concerned"

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[115] "Project AA" (Reynolds), Dec. 1982, Bates 514107021-7023.

[116] Bates 502776261/6262.

[117] Philip Morris, "Work Completed, Underway or Planned on Project Abstract," Oct. 19, 1971, Bates 1000841304-1305.

[118] Helmut Wakeham to Ralph Beck (Molins), April 20, 1973 Bates 000245189.

and "Moderation" segments of the population. An outgrowth of Project *SPA*, Reynolds' effort to make a smokeless cigarette (Premier brand).[119] Cigarette would have reusable holder.

Project Adamite: Philip Morris Europe (Neuchatel) effort from 1987 to standardize the base flavors used in German LAG cigarettes.

Project Adige: Philip Morris Europe (Neuchatel) effort from 1988-89 to develop a low tar cigarette using a filter made from tobacco stems and expanded blend sprayed with an after-expansion flavoring solution.

Project Admoist: Philip Morris Europe (Neuchatel) effort from 1988 to provide assistance to Neuchatel's Engineering and Onnens Operations for the evaluation of a Dickinson ADMOIST conditioning system for the reordering of expanded tobacco (in preparation for rolling)[120]

Project Adolescent Morbidity: AT Co 1988 study up to age 17.

Project Adrian II: PME effort from 1983 to make a low weight 90 mm cig for the female smoker for Sweden .

Project Adularia: Philip Morris Europe (Neuchatel) effort from 1987 to standardize the flavor bases used for its MLF cigarettes (aka Project *5030*).

Project ADV Model 56: American Tobacco effort from 1992 to develop a low-tar (5 mg) special blend from Carlton incorporating increased levels of expanded tobacco to regulate burn rate and puff count.

Project Advance: Reynolds effort from 1975 to develop a special blend in collaboration with MacDonald Tobacco Inc. of Montreal.

Project Advance: Brown and Williamson effort from 1979 with Souza Cruz exploring pretesting of "low budget films." Jagger of Souza Cruz worked on this, as did James P. Wilhelm (Project Manager) of Brown & Williamson.

Project Advance: Philip Morris effort from 1984 to investigate "non-burning pleasure articles," cigarette-like objects that would deliver an aerosol of "nicotine, flavors and other satisfying components" with "very low biological activity" and little or no sidestream

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[119] S. R. Strawsburg to R. A. Kampe, "New Product Technologies - Resource Requirements," Oct. 21, 1987, Bates 506250360-0379; R. J. Reynolds Tobacco Co., "Strategy Development Worksheet," April 1, 1984, Bates 502114589-4598.

[120] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," Oct.-Dec. 1988, Bates 2028635274-5452, at 5279.

smoke. Heat sources explored included electrical batteries, chemical power (photoflash or thermite), SWEPT devices, etc.[121] Later expanded (as Project *Vanguard*) to include cold Unpowered Vapor Devices, heated devices, and mechanical devices for atomization but also SWEPT devices such as whistles, capillaries, and packed beds. The idea behind the "electric cigarette" was that a battery would heat a nichrome wire, warming and vaporizing the nicotine. From this also grew Project *Leap*. Philip Morris also worked with General Electric "to provide additional expertise in developing the electric cigarette concept."

Project Advance: American Tobacco effort from 1992 to consumer test model 100-mm cigarettes against Marlboro Lights, Merit, Winston Lights, and Vantage cigarettes.

Project Adverb: Brown & Williamson effort from 1987-89 to identify "those aspects of Marlboro KS Tobacco that contribute to its superior smoke sensory qualities." Adverb "teachings" included "ammonia chemistry through NH_3," "urea, DAP and ammonium carbonate"; ureas/DAP in paper recon"; "NH_3/DAP in Band-Cast Recon, and ammonium carbonate expanded tobacco."[122] Project *Adverb* found that "controlled ammonia processing" was "the soul of Marlboro."[123]

Project AERO: RJR effort from 1988 to develop 6 and 7mg tar concentrations for regular and king size cigarettes for Canada. Tested against Player's Extra Light.

Project Aero: BAT Southampton effort from 1990-91 to conduct certain field tests in the U.K. with regard to price sensitivities. Involved the use of new statistical methods and computer programs.

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[121] ??? Bates 2020045324-5325.

[122] Brown and Williamson, "Implementation of Adverb Teachings," circa 1989, Bates B01295031-5046. Check date ???

[123] J. H. Lauterbach and R. R. Johnson (Brown & Williamson R&D), "The Project Adverb Study of Marlboro KS," Oct. 10, 1989, Bates 570244005-4027.

Project AF:	BAT project that began (in 1964) as "Project AIRFERM," an effort to develop bright tobacco leaves with the smoking properties of cigar tobaccos.[124] See Project AIRFERM.
Project AF:	Reynolds effort from mid-1980s to allow smokers "to choose the level of rich taste delivery with each cigarette smoked" by means of an adjustable filter. Grew from "Dial-a-Filter" concept of 1981, an idea also explored by Philip Morris (both companies submitted patents). Allowed an adjustment range of plus or minus 4mg tar.[125] Aka Project *Adjustable Rich Taste Delivery*. Linked to Project *VB*.
Project AFC:	American Tobacco Co. effort from 1981-83 to develop an "additive-free cigarette" (hence the acronym) using a tobacco blend without casing, flavor or humectants. Later models used circa 56 % ventilation and incorporated flavors into the filter. An 1983 analysis showed 2.09 percent nicotine.
Project AFC:	Reynolds effort from 1983 to develop a "technology-driven brand utilizing adjustable filter technology."[126]
Project AFT:	Brown & Williamson effort from the early 1980s to develop a "new international full flavor brand" competitive with Marlboro and Winston. Cigarette was to be "short and memorable," and to "convey manliness and virility."[127] Also an effort (by the same company at the same time) to make a no additives cigarette ("Additive-Free"?). Led to Projects *AFC-C* and *AFC-T*.
Project AFT:	Reynolds effort from 1991, no further information.
Project Agades:	Philip Morris Europe effort from 1991 to develop a Virginia type, Bond Street KS non-ventilated cigarette for West-Africa.[128]
Project Agate:	Philip Morris Europe effort from 1988 to reformulate the base flavor of the FELTON line.

[124] "The AIRFERM (AF) Project," 100657321-100657324

[125] "Smoking Issues – Project CC Status" (Reynolds), 1985, Bates 503711931-1940.

[126] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7962.

[127] "Basic Conceptual Framework. Project Aft," n.d., Bates 660916102-6113.

[128] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

Project Air Quality in Aircraft: Philip Morris Europe (Neuchatel) collaboration with the Netherlands Organization for Applied Scientific Research (TNO Division of Technology for Society) from 1990 to explore the impact of smoking in closed aircraft.

Project Airbus: Brown & Williamson response to RJR's Premier, including an effort to make low sidestream smoke cigarettes using Project *LEAST* inorganics inserted by *DEER* technologies. Terminated in 1989, succeeded by Project *Nova*.

Project Airferm: BAT Southampton/Brown & Williamson effort from 1964-69 to explore how inoculation with different kinds of microbial agents (esp. yeast) will impact tobacco fermentation and tobacco constituents. Linked to Project *Janus*. Aka Project *67*, Project *AF*(?), Project *3000*.[129] Goal was to produce a bright tobacco product with smoking properties more like those of an air-cured fermented leaf—basically a low-sugar cigar tobacco that could be used in cigarettes, probably to achieve a free-basing effect. AIRFERM tobacco was used in BAT's JANUS project ("reduced-risk") cigarettes. Project Airferm was later renamed "Project AF"

Project AL: American Tobacco Marketing Dept. product development effort from 1983-85, coordinated by SSC&B. Infinite Image worked on this special project.

Project AL: Philip Morris plan from 1993 to explore the value of an all-aluminum packaging for premium brands. Involved effort to patent an annealing process to facilitate the folding of aluminum plate used for making packing machinery.

Project Alain: Philip Morris Europe effort from 1988 to develop a mentholated version of the prototype "Bond LTD" cigarette for Sweden. Linked to Project *Michel*.

Project Alboreto: Philip Morris Europe effort from 1984 to develop a line extension of Diana King Size and Diana SM for the Italian market.

Project Alert: Reynolds computerized information management system using an HP/3000 Project Management System (for resource allocation).

Project Alexander: BAT effort from 1993 to design and manufacture "eco-friendly"

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[129] D. G. Felton (BAT), "The Examination of Samples from Project Airferm, Report No. RD 309-R," Nov. 26, 1964, Bates 570537771-7969.

products and packaging for concept testing in Switzerland.[130]

Project Alfa: Brown & Williamson effort from 1986 to produce a Lucky Strike king size box for Chile.

Project Aloha: Philip Morris effort from 1984 to make an oval canister for cigarettes offered through a Virginia Slims promotion.

Project Alpha: BAT effort from 1972 "to enhance the Player's housemark in Virginia markets" and "To provide a contender against Dunhill International." Goal was to have product ready for sale at the Grand Prix in South Africa in Feb. 1973.[131]

Project Alpha: aka "Black Hole": RJR effort from 1986-90 based on patents from 1985 and '86 to make the "perfect cigarette" using a carbon heat source, flavor capsule, and tobacco. The cigarette, marketed in 1988 under the name "Premier," was to leave no ash to have little or no sidestream smoke; it was also supposed to be fire safe. In 1990 Project *Alpha* was given a new code name, and henceforth was known as Project *XD*. The goal by this time was to develop cigarettes that "simplify MS and SS smoke chemistry, minimize biological activity and minimize ETS and simultaneously maximize consumer acceptance."[132] Early versions developed as Projects *Spa*, *Q* and *Y*.

Project Alpha: BAT effort from 1997 to improve the "poor image of the industry" in Brazil, by countering anti-tobacco efforts. Proposed by ABIFUMO. Included Project Alpha-South for the Rio Grande do Sul area, which originally involved distributing five thousand copies of the booklet, "Cigarette Consumption and Cancer: A Scientific Perspective," to physicians (but this part later cancelled).[133]

Project Alpine: Philip Morris effort from 1988 to develop "a recessed filter

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[130] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[131] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

[132] Jerry W. Lawson to Project XD Personnel, Sept. 27, 1990, Bates 508402453-2454.

[133] "The Tobacco Industry in Brazil – A Summary of the Outlook," Jan 31, 1997, bates 504330908-0914.

menthol product"[134] with a higher menthol delivery than Salem. Advertising based on Australian "Fresh is Alpine" campaign. Launched in Singapore in Sept. 1988 as "Alpine" cigarette.

Project Alternate Filler: Reynolds effort from 1988 to find cigarette rod fillers that produce little or no smoke on combustion and offered the potential of "reduced MS biological activity."[135]

Project Altoona: Philip Morris effort from 1990 to monitor Marlboro Gold ex-FTR vs. Camel Mild in Swiss markets.[136]

Project Alunite: Philip Morris effort from 1990 to test Cochise (ground cocoa shells) from the NEAL company in Bremen to find a possible second source for this additive/tobacco substitute.[137]

Project Alvar: Philip Morris Europe effort to develop a Marlboro Long Size for Sweden. Cigarette was to have a total weight under 850 mg.

Proejct Alwi: Philip Morris Europe (Neuchatel) effort from 1986-87 to investigate whether the filters and/or fillers of Camel and Winstons from different countries were flavored and, if so, how.

Project Amaretto: Philip Morris Europe effort from 1991 to develop a Multifilter 100's for Hungary.[138]

Project Amazon: Philip Morris effort from 1988-89 to develop technologies to produce a concentric-rod type of cigarette (for Brazil).

Project Amber: BAT project to make a modified Virginia cigarette for France. Flavors were to include a "distinct milk chocolate/nut character." Files on the project destroyed by 1993.

Project Ambrosia: Philip Morris effort from late 1980s-early '90s to develop an aromatic cigarette by adding cinnamic aldehyde, ethyl vanillin, ambrox (for a "woody, musk" aroma), p-methoxy benzaldehyde

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[134] J. L. Spruill, "Marlboro Standardization and International Support," Feb. 1988, Bates 2022162281-2283.

[135] "Unique Product/Tobacco Forms Program," July 19, 1988, Bates 506561135-1136.

[136] Research Dept. (Philip Morris), "Product Developments," 1991, Bates 2505609504-9514.

[137] A. D. Schwarb, "Research and Development, Neuchatel – Quarterly Report Ingredients, Casings & Flavors," July 19, 1990, Bates 2501186248-6251.

[138] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

(for sweet "tea notes"), and a compound with a honeysuckle scent known as Aromatek 245.[139] Carcinogenicity tested at INBIFO in 1992 (I and II); smoke also tested on various fabric types. ("Textile odor studies"). Used low sidestream papers.

Project Amelia: Brown and Williamson effort from 1984 to develop a cigarette to compete with Virginia Slims Lights. Involved a special blend using reconstituted tobacco leaf. Linked to Project *Beta*. Often referred to as a blend type.

Project Amethyst: Philip Morris Europe (Neuchatel) test from 1992 of cut filler treated with concentrated Marlboro flavors. Blind product tests run in France, Germany, Switzerland, Sweden and Finland. Linked to Project *Bull*.

Project Amour: Philip Morris Europe (Neuchatel) plan from 1988 to develop a hollow ("hole-in-tow," "hole-in-filter") cellulose acetate filter cigarette giving full impact in the initial puffs.[140]

Project Amplifier: BAT effort from 1989 to explore sensory properties of different Virginia and Burley blends[141]

Project AMTECH: BAT effort to use info gained from the Ammonia Technology Seminar held in Louisville in 1989 to produce a DEER/Amtech alternative to RLB for Bigott cigarettes.[142] Key to BAT's efforts to produce a free-based high-impact form of crack nicotine. Stephenson worked on

Project AN: Reynolds effort from 1994 to produce an "all natural" cigarette.

Project Analcime: 1989 effort coordinated with PM Germany's Berlin and Munich offices to develop an odorless propylene glycol treatment in concert with Buna AG of Germany.

Project Anchor: BAT effort from 1985 involving design of "annular cigarettes"

Project Andrex: BAT effort from 1993 to evaluate runnability of paper filters produced by Decouflé in an on-line laser perforation system.

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[139] Philip Morris, "Project Ambrosia," June 6, 1989, Bates 2076371872-1880.

[140] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.). Bates 2001216133-6263.

[141] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[142] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

Project Andromeda: BAT effort from 1975 to develop a menthol cigarette for the Far East under the State Express label.

Project Angela: Philip Morris Europe effort from the late 1970s to make a low-nicotine cigarette in Camel's "taste direction."

Project Anglo: Philip Morris U.S.A. effort from 1987 to develop a Virginia cigarette to compete in the Taiwan market.

Project Anglo: BAT effort; file destroyed by 1993; no further information.

Project Ankara: Philip Morris Europe (Neuchatel) effort from 1989 to develop a 100 % Oriental cigarette for the Turkish market.

Project Anne: Philip Morris Europe (Neuchatel) effort from 1987 to develop an Ultra Low 2 mg tar cigarette for the German market, using the PPPP filter concept (see Project *PPPP*)

Project Annual Consumer Survey: Confidential BAT document from 1982 reflecting on a 1981 *BMJ* article titled "Smoking and Drinking by Middle-aged British Men" which showed regional variations in cardiovascular mortality and drinking habits. Project document ponders whether the lower cardiovascular mortality in light drinkers "is a real effect or an artifact due to their lower cigarette consumption."[143]

Project Ansioro: Brown & Williamson strategic response to Philip Morris's Marlboro in the early 1980s, involving an attempt to create a casing combining ammonia with a banana extract.[144]

Project Ant: Philip Morris Europe (Neuchatel) effort from 1992 having as its

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[143] http://tobaccodocuments.org/mayo_clinic/23_143.html.

[144] K. Wells, Technology Handbook. RJ Reynolds, Aug. 22, 1995, Bates 505500002-0060. Tobacco chemists from time to time pondered the inclusion of banana flavorings in cigarettes, an idea which may have come from Indonesia: "A taste of banana mixed with cheese and sugar sauce together with chocolate, all toasted together. That's the flavor that came to me—Bam!—sweet, nutty, caramelic, fruity, everything!" (Djoko Herryanto, a chemist whose mission was to find mixtures of spices to enhance the taste of Indonesia's sweet-smelling clove cigarettes; see: Mydans S. Kudus, "Journal: A Good Cigarette is a Fantasy of Flavor," *New York Times*," Sept. 3, 2001 (http://tc.bmj.com/cgi/content/full/11/2/159). In 1991, B&W printed "Root Technology: A Handbook for Leaf Blenders and Product Developers" noting that "Souza Cruz also uses high treated stem levels and no recon in their blends. They have developed a tobacco casing (ANSIRO) made by heating ammonium hydroxide with a 70% Ethanol extract of Bananas" (http://www.globalink.org/tobacco/docs/misc-docs/01bwhandbook.shtml). The use of banana extract is also mentioned at the Ammonia Technology Conference in 1989; see http://tobaccodocuments.org/product_design/1097876.html.

goal: "Cigarette RTD reduction on PMS PE"[145]

Project Anthony: Brown & Williamson effort from 1982-83 to produce a high price slim cigarette, liked to the upscale pack designs of Project *III*.

Project Antic: Brown & Williamson effort from 1985 to develop methods "for the health analysis of making machines." The company was worried about its cigarette making machines breaking down, and the ANTIC system was installed to help analyze "the root cause of machine stoppage," including variables such as paper tension, tobacco moisture, and other running conditions.[146]

Project AP: Reynolds effort from 1986 to develop "packaging materials which release preferred aromas when opened."[147]

Project Apache: Brown & Williamson effort from 1996 to compare L&M's Chesterfield and Bond Street with Marlboro in selected markets.[148]

Project Apatite: Philip Morris Europe (Neuchatel) effort from 1990 to see whether methyl ethyl ketone could be used instead of methanol and Bitrex as a denaturant in leaf processing. Unsuccessful.

Project Ape: Project possibly done by BAT in 1993 related to the EPA and aircraft. (?)

*Project Apex***:** Philip Morris effort from 1984-86 to make an 83mm cigarette for Pakistan using local flue-cured tobacco and a new Virginia blend also used for Project *Saturn*. Cigarette had 35% dilution vs. 47% for Sterling Special Mild, its main target competition.

Project Apex: Mentioned in 1988 document from Tobacco Strategy Review Team requesting progress report on "outcomes of toxicology tests." Appears to be a BAT document for the Mayo Clinic.

Project Aphrodite: Philip Morris Europe (Neuchatel) effort from 1987 to develop a Marlboro Lights 100 mm to be manufactured and sold in Greece. Prototypes produced for PM in Papastratos.

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[145] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 88.

[146] C. P. Radley, "Trip Report" (to Southampton), Jan. 15, 1985, Bates 512101666-1669.

[147] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

[148] "Project Apache: Comparison of L&M, Chesterfield and Bond Street with Marlboro in Selected Markets," Nov. 4, 1996, Bates 170400182-0221.

Project Apollo: Brown & Williamson Ultra Low Tar cigarette planned to address the problem that men were "trailing women in the move to ultra low tar cigarettes" because "they perceive most of the current products as too feminine." The plan was for the company's Richland-brand cigarette to deliver "more taste, satisfaction, and masculine image reinforcement" with its newly modified "Actron" high-ventilation filter. Motto: "Taste the good times!"[149]

Project April: RJR's 2000 test of "yield and wastage rates" on "tobacco performance," "cut filler/cigarettes performance," and "component parts performance."

Project Apt: Philip Morris effort from 1994 to measure "mainstream deliveries of gaseous ammonia by TDL and total ammonia by ion chromatography." Linked to Project *ART*, and was probably just a broken typefont for this latter project.

Project Aqua: BAT's 1993 project to "maximize water delivery at any given tar level, and determine the effect on smoke qualities." Another report notes that "Position of ventilation holes is continuing to be studied as a cigarette design variable for improving the sensory properties of lower delivery products."[150]

Project Aquarius: RJR study from 1977-78 on public attitudes toward smoking, a spinoff from the company's Project *Libra*.

Project Aquarius: BATCO development of medium delivery versions (11-12 mg) of international brands for the Dutch market (1993).[151]

Project Aquarius: Philip Morris Europe (Neuchatel) survey (1987-88) of the mostly commonly used humectants--glycerine, propylene glycol, and sorbitol--in the most popular cigarette brands of the European Economic Community and EEMA regions.

Project AquaTahi: BAT effort from 1993 linked to Project *Bermuda*, no more info.

Project Aquatic: BAT effort from 1997 to develop a WWB IWWB "B,"

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[149] "Apollo Marketing Plan: Year 1," 1982, Bates 300115878-5947.

[150] G. A. R. (BATCO), "Status Review Notes 1993: Product Technology – Product Review," July 13, 1993, Bates 400448809-8825.

[151] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

	Charcoal, KSL-C blend at 10 mg tar Kent for Asia. Linked to Project *Star Trek*.
Project Araguaia:	Philip Morris Europe (Neuchatel) effort from 1988 to produce a cigarette with a "new tobacco taste."
Project ARC:	American Tobacco Co. effort from 1969 involving additive evaluation for upgrading RC tobacco.[152]
Project Areuse:	Philip Morris Europe (Neuchatel) effort from 1987-88 to substitute smoke aerosol by inert humectants. Involved analyzing humectant levels in 25 samples of tobacco.
Project Arch:	BAT effort from 2001 to maximize water/tar ratio in cigarettes.
Project Argosy:	BAT 1989 development of KS and 100mm Virginia brands with Light extension for Korean market.[153] File destroyed by 1993.
Project Ariel:	BAT effort outsourced to Battelle 1961-65 to make a non-burning cigarette high in nicotine with essentially no tar. Charles Ellis' brainchild, R. G. Hook headed. First samples "gave a tremendous kick, even though the nicotine delivery was quite small."[154] Involved ammoniation? Perhaps not. Check for "jolt" talk. Cigarette apparently never marketed. From biblical Hebrew name meaning "lion of God".

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[152] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[153] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[154] R. R. Johnson, "Current Chemistry Research at Southampton," July 14, 1967, Bates 500012128-2142, p. 2 From DOJ (maybe a quote?): Project Ariel: BATCo response to British Ministry of Health statement of February 12, 1954, concluding that smoking causes lung cancer. Sir Charles Ellis, Scientific Advisor to the Board of BATCo (as of 1955), called for a "'zero 'tar' cigarette" which would deliver a nicotine aerosol without any combustion products (TIMN0105567-5568; 700743976-3996 at 3990). Project *Ariel* continued into the 1960s, with some work performed at Battelle Memorial Institute. D.G. Felton of BATCo's Research and Development Dept in 1966 noted that cigarette manufacturers could now create smoke of any desired tar/nicotine ratio. DOJ concluded: "Although internal BATCo reports concluded that the product was marketable, executives at the highest levels of control within BATCo, including BATCo board member (and future Chair) D. R. Clarke, discouraged development and sale of the Project *Ariel* cigarette, apparently out of concern that *Ariel* represented an implicit admission as to the harmfulness of conventional cigarettes. The project foundered and was de-funded shortly thereafter.

Project Aries: BAT's 1981-84 project using "a novel filter that 'achieved tar reduction by ventilation alone and thus provided unfiltered smoke at low tar deliveries'." The cigarette was supposed to deliver more nicotine in "later puffs."[155]

Project Arizona: Philip Morris Europe (FTR) effort from 1971 to make new filters for its Arizona brand.

Project Arizona: 1991 effort by Philip Morris to (expand its?) markets in Panama.

Project Armstrong: BAT effort from 1967-68 involving development of an air cured filter cigarette for the French market. Names considered for the brand included Beaufort, Vendome, Boulevard, Boule d'Or and Mary Long. All laboratory work for the project carried out by B.A.T. Germany.[156]

Project Armstrong: BAT 1998 plan involving 3-D world film. No further info.

Project Arno: Philip Morris Europe (Neuchatel) effort from 1988 to develop a cigarette with an extra long filter using "tube-in-tow" technology (for dilution).

Project Arrow: 1989 BAT effort to make an "ultra slim" 14mm circumference cigarette with 8 puff delivery and 5-14mg tar

Project Arrow: Philip Morris effort from 1990 to make a 25's brand for Australia using a concentric filter with a 2 mg tar delivery. Targeted to smokers who were interested in "trading down in delivery." "A 2 mg. that satisfies like a 4 mg."[157]

Project Arrowhead: B&W's 1996 marketing plan to reposition LUCKY STRIKE as a "popular, contemporary, masculine trademark with a tradition of offering the highest quality, full flavored products for 21-25 year old smokers, primarily male."[158]

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[155] http://ltdlimages.library.ucsf.edu/imagesk/k/i/x/kix96e00/Skix96e00.pdf; L. K. Templeton, "Evaluation f Dual A Using High ΔP Grooved CA T-Section/280," May 19, 1993, Bates 526024491-4493.

[156] J. P. Sikkel to I.W. Hughes (enclosing photo copies of the smoking analysis results of Armstrong blends)," Nov. 13, 1967, Bates 100368101-8110.

[157] Philip Morris, "Minutes from Tuesday: 'New Products'," June 19, 1990, Bates 2043937186-7193, p. 4.

[158] http://ltdlimages.library.ucsf.edu/imagesk/k/e/r/ker03f00/Sker03f00.pdf

Project ART: Ambitious Philip Morris campaign spanning the 1980s-90s to produce a "denicotinized" cigarette. By 1987 the company had 37 full-time personnel from 15 separate divisions engaged in this effort,[159] which involved use of supercritical fluid extraction and production of brands such as Merit, Next, and Merit De-Nic. Led to test marketing of Next brand. *ART* was an acronym for "Alkaloid Reduced Tobacco," and the overall denicotinization project consumed roughly $300 million, including the establishment of a new production facility at 100 Bermuda in Richmond. Resulted in a 95-98 percent reduction in nicotine in the rod.

Project ART-B: American Tobacco effort from 1987 run in Hanmer Division.

Project Artefact: BAT'S 1994 effort to incorporate ROOT Technology into DEER for inclusion in US blended cigarettes.[160]

Project Arto: Philip Morris Europe effort from 1991-92 to develop an L&M Lights (+ Menthol) for Finland.[161]

Project Asam: 1992 Philip Morris Europe (Neuchatel) effort to evaluate ways of processing to recover good filler from winnower extracts.[162] H. Hofmann responsible.

Project Ash Tray Odor: See Project *Ambrosia*.

Project Aspen: Imperial Tobacco (Montreal) effort from 1985 to explore the effect of novel stem and lamina processes.

Project Assouan: Philip Morris Europe (Neuchatel) effort from 1992 to change the size of ML Lights made in Egypt from LS to KS.[163]

Project Asterix: Philip Morris Europe (Neuchatel) effort from 1987 to investigate "the blend adaptation of eliminating African flue-cured tobacco grades from the ultifilter cigarette."[164]

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[159] Bates 2021538099. 2 Documents **Project ART** (Denicotinized cigarette)

[160] http://legacy.library.ucsf.edu/tid/etm51f00.

[161] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[162] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 28.

[163] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[164] J. Smith and B. Hofer (PME R&D), "New Product Development," July 22, 1987, Bates

Project Astoria: Philip Morris Europe effort from 1991-92 to standardize blend and reduce tar (from 15 to 11 mg) for Mercedes King Size for Switzerland.[165]

Project ATC: American Tobacco Co. project related to design of cigarette with an estimation of cost (undated document).

Project ATC: BAT effort from ???

Project ATF: ("All Tobacco Filter"). Reynolds effort from late 1980s to target "young adult, virile brand make smokers" with an "all-tobacco filter." Cancelled as a Camel-line extension, but preserved for other brand family products.[166]

Project Atlantic: Brown & Williamson effort from (date) to do certain consumer testing in France and Germany.

Project Atlas: Philip Morris Europe (Neuchatel) effort from 1990 to find out how much ozone was in sidestream smoke.[167]

Project Atlas: Brown & Williamson effort from 1991 to implement a ($1.4 million) computerized "Total Leaf Administrative System" to reduce costs.[168]

Project ATR: Reynolds effort from 1983 to develop a brand with little or no "aftertaste" or bad breath effect. Assessment as of 1983: "may be technologically infeasible/extremely long-term."[169]

Project Audrey: Philip Morris Europe (Neuchatel) effort from 1988 to reduce the smoke nicotine of Marlboro Lights King Size to .4 mg/cigarette.

Project Aureus: Brown and Williamson effort from 1997 to assess the under-

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2028640241-0254.

[165] A. M. Kopp (Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.-Dec.1991, Bates 2028633693-3698.

[166] K. K. Sanders to R. S. Turlington, "Socst Estimates for ATF FF," March 1, 1989, Bates 506876802.

[167] Sabine Pestlin, "Determination of Ozone in Cigarette Sidestream Smoke (Project Atlas)," Oct. 1990, Bates ???

[168] Brown & Williamson, "Agenda: July R&D Project Review," July 22, 1991, Bates 526104240-4380.

[169] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7968.

performance of GPC Lights non-menthol cigarettes.

Project Avalon: Philip Morris effort from 1988 to develop a cigarette with the "Avalon" brand name for Asia. A "Pan Asian image campaign."

Project Avenue: Philip Morris Europe effort from 1978 to re-engineer a cigarette by this name to increase the puff count.

Project Axe: Philip Morris Europe (Neuchatel) effort from 1987 to develop "a cigarette at 12 mg tar delivering a rich sweet taste."[170]

Project Aztec: RJR's testing of the label "Aztec Gold," which they found to be "appealing to consumers in terms of purchase intent," communicating also "the desired product and user imagery (i.e., no negative association) in terms of satisfaction, taste, tar level, usership, smoothness, strength, modernity."

Project Aztec: BAT effort from 1993

Project Azurite: Philip Morris Europe (Neuchatel) effort from 1992 to make certain flavors more stable;

Project Azzaro: Philip Morris Europe (Neuchatel) effort from 1993 to develop an L&M for Portugal using GOOFY blend and a total blend casing.

Project B: BAT series of studies designed to develop a short-term hyperplasia test (to reveal cancer-causing potential of cigarette smoke extracts).

Project B: Philip Morris sponsorship of one-minute TV ads aired in 1970 to denounce anti-smoking commercials as appealing "to emotion rather than reason." The company claimed that smoking and health research did not present "a clear or consistent picture."[171]

Project B-412: "Nicotine and Impact Improvement": Lorillard effort from 1983-84 to develop an experimental cigarette with "increased nicotine to tar ratios and impact and/or taste amplitude" using additives such as diethylaminoethyl-cellulose. The goal was a cigarette with "increased physiological impact" obtained by "increasing the nicotine to tar levels and/or increasing the smoke pH."[172]

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[170] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," April-June 1987, Bates 2028640255-0261.

[171] Alexander Holtzman to Joseph F. Cullman 3rd, March 6,1970. Bates: 1005108071-8073.

[172] M. A. Sudholt (Lorillard), "Report on the Nicotine and Impact Improvement Project B-412," Jan. 30, 1985, Bates 81070717-0722.

Project B-Cool: BATCO/B&W effort from 1996 to develop a cigarette which delivers "unique refreshing taste and aftertaste" yet distinguishable from a menthol. Tested in Switzerland.[173]

Project B&D: Philip Morris effort from 1992 to produce a reusable hard-pack cigarette case into which soft packs could be inserted.

Project Bacchus: Philip Morris Europe (Neuchatel) effort from 1987 to examine how the ethanol released during the manufacturing of cigarettes influences the air breathed by workers supervising their manufacture. Concern was about the impairment of working conditions in the factory. Conclusion was that replacement of the standard AC by the Bacchus AC would reduce the ethanol concentration in the air of the flavoring room.[174]

Project Bacon: Philip Morris support for the research of Prof. Weetman on "legal committees' decision-making." Part of the company's effort to develop expert witnesses for use in litigation.

Project Bahama: Philip Morris effort linked to Project *Hercules*, mentioned in CenFile, no further info.

Project Baize: BAT 1991 project to develop "a blend variant containing 15% Y1 tip and cutter grades" along with "4 other (non-Yi) blends… 7mg US Blended product with the sensory characteristics of a full flavour product." http://ltdlimages.library.ucsf.edu/imagesv/v/r/x/vrx41f00/Svrx41f00.pdf

Project Balance: 1986 Philip Morris Europe (Neuchatel) effort to reduce sidestream smoke by adding magnesium oxide/citrate added to cigarette paper (with Project *SLOW*).

Project Baloo: Philip Morris Europe (Neuchatel) effort from 1993 "to standardize the format on Mercedes specially mild Italy."

Project Baltec: "Next Generation Smoking Article" sought by BAT from the mid 1990s. Goal was to find ways to deliver higher sensory satisfaction from a given tar and nicotine yield by modifying

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[173] J. Winebrenner (Brown & Williamson), "Meeting Report: USIB Product Development Committee – Meeting Minutes," Aug. 19, 1996, Bates 581391456-1459.

[174] Philip Morris Europe, Research and Development, "Quarterly Report, April- June 1987," Bates 2001215983-6132, p. 55.

	what is burnt or the burning process. Connected with Project *Ultimate*, involved collaboration with B&W, Macon, BTC and BAT Hamburg. Goal was "an alternative smoking article that offers similar sidestream and mainstream performance to that of ECLIPSE."[175]
Project Barbados:	Reynolds collaboration with C. A. Cigarerera Bigott of Venezuela from 1976 "to take market share from ASTOR red."[176]
Project Barbara:	Philip Morris Europe effort from 1980 to produce a cigarette with "a good tobacco taste, well married, lively and virile."[177] Goal was an 85 mm cigarette to compete with Camel, with the 24-pack version referred to as *Project Anna*.
Project Barclay:	BAT collaboration with the Frankling Institute from early 1980s to use cotinine uptake as a measure of nicotine uptake. Implemented to help resolve the "Barclay controversy" (BAT accused to producing a cigarette with deceptively low deliveries from a high-ventilation design that was easily "gamed" by smokers).
Project Barstow:	Philip Morris Europe effort from 1992 to reduce the tar of Brunette Extras from 6.0 to 5.0 mg.[178]
Project Basalt:	BAT effort to develop a low CO cigarette (failed).
Project Basalt:	Philip Morris Europe (Neuchatel) exploration (from 1992) of something having to do with invert sugar and Glycarmel tests.
Project Baseball:	1984 Philip Morris effort to develop "a Virginia-type cigarette for the UK market in the low price segment to match JPS in dimensions and subjective response." Also a 1984 discussion to sell American Tobacco to BAT. check.
Project Basic:	Philip Morris effort from 1989-90 to produce a new discount brand of cigarette to establish "a low price anchor."

[175] Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

[176] T. E. Whitehair, Fr., "Proposed Research Program: Project Barbados," May 11, 1976, Bates 504805491-5495.

[177] Philip Morris Europe, "Monthly Progress Reports," April 1980, Bates 2501124535-4585.

[178] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

Manufactured in Louisville.

Project Basil: BAT effort from 1993 to evaluate Dunhill House offers in the Asia/Pacific region to determine design, blend, and brand integrity across markets and sensory consistency within markets.[179]

Project BASIL 2: *BATco: Project Basil 2, Jan 17 1995, 50060470.* Comparisons of Rothman's KS with Benson and Hedges Special Filter in UK Duty Free-markets of Bulgaria, Malaysia, New Zealand, Nigeria, Saudi Arabia, Singapore and South Africa. Physical blend chemistry and smoke delivery compared along with sensory testing by the Southampton panel.

Project Basile: Philip Morris effort from 1987 to explore the impact of different bacterial species on cured tobacco taste.

Project Basis: Brown & Williamson effort from 1992-93 responding to the problem that "In the past, one of the keys to KOOL's success was it's appeal to starters. Currently, this position has been lost to Newport, resulting in continued market share decline for KOOL and share growth for Newport."[180] Building on "learnings from Project Best," the goal was to develop improved flavors for Kool: "sweet with clean, fresh . . . and minty with chocolate and nutty notes" containing a coumarin substitute from Quest. Technologies considered included Y1, all flue stem, cased MET, LHD and fewer DPI, use of R2B and ventilating.

Project Baskin: Brown & Williamson effort from 1982-83 to produce a low-sidestream cigarette with a new tobacco taste (like 555).

Project BAT: BAT (Southampton) effort from 1996-97 to develop methods for applying and fixing menthol capsules near butt end. Achieved by using a reverse of skip gap gluing where capsules are sprayed onto a glue patch applied behind die print on underside of paper.

Project BAT-BAND: BAT effort from 1995 (linked to Project *Fresh Smoke Effect*) to develop a controlled release of menthol at a "discreet zone on

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[179] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[180] D. V. Cantrell (Brown & Williamson), "Project Basis," n.d., Bates 604103127-3128.

the tobacco rod, to deliver last puff mouth freshness."[181]

Project Bateau: BAT effort from the late 1960s to see whether the presence of water in a filter could help to reduce cancer effects. Involved CO freezing and solvent removal; negative results in hyperplasia test.

Project BATFLAKE: BAT effort from 1972 and lasting for 62 months, this involved an attempt to add various non-combustible materials (such as chalk) to cigarettes to lessen tar and nicotine deliveries. Part of a broader effort to find "new smoking materials" (NSMs) to blend into traditional cigarettes.[182] BATFLAKE, originally known as NCF, was the actual material added to the cigarette; other NSMs included Cytrel, a type of cellulose, and various types of siliceous materials (such as perlite or vermiculite).

Project Bath: Philip Morris Europe (Neuchatel) effort from 1987-89 to standardize methods for measuring tar and nicotine levels in cigarettes. Goal was to find a way to introduce "national and international testing standards that address the problem posed by those cigarettes which, when tested under present conditions, produce unfairly low smoke numbers."[183] Project sprang from the Barclay experience, and involved Australia.

Project Batik: BAT effort from late 1980s to develop a cigarette for Indonesia; "batik" was a code word for "crushed cloves."[184]

Project Baton: BAT effort from late 1970s + early 1980s to produce a low-delivery all sheet cigarette. Submitted for "biological testing" in 1981 or 1982.

Project Battalion: BAT corporate reorganization of 1995-97, the goal of which was to regain BAT's position (from Philip Morris) as the world's

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[181] Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

[182] Deposition of Graham A. Read, March 16, 2000, *Blue Cross and Blue Shield of New Jersey v. Philip Morris*, Bates READG031600; "Mark 1 BATFLAKE," May 1, 1975, Bates 500007485-7497.

[183] M. Häusermann to S. C. Darrah, Feb. 18, 1987, Bates 2028370984-0990.

[184] "Imperial Tobacco Ltd. Progress Report, Jan..-June 1988, Research & Development Division – Montreal," 1988, Bates 570224041-4091.

leading tobacco manufacturer within ten years.[185] Involved a fusion of BATCo, Souza Cruz, BAT Germany and Brown & Williamson into one new entity: British American Tobacco.

Project BB: Secret, high-priority (AA to AAA) Reynolds effort from 1976-77 to design a low tar cigarette with "maximum level" nicotine, augmented flavor ("greater than twice the 'tar' level"), and a non-RJR tobacco blend with smoking characteristics and "physiological satisfaction of a Marlboro King and Kool King."[186] pH was a key design element, as was a "new, revolutionary breakthrough" in filter design (an estron filter with an air chamber tube) that allowed "full flavor taste at only 30% of the tar level."[187]

Project BB: Brown & Williamson effort from 1994 to incorporating Ambrands Cigar ???

Project BBB: Philip Morris Europe effort from 1978 to produce a long-size cigarette based on BSD-LTN with a DPM inferior to 15 mg/cig.

Project BBB-Sweden: Philip Morris Europe effort from 1978. to ???

Project BD: American Tobacco effort from 1983 to make king size filter cigarettes incorporating Lucky Strike low tar filters blend. To be made at Durham branch.

Project Beacon: Brown and Williamson program from 1996-98 to develop "a comprehensive information system designed to enhance trade marketing productivity."

Project Bear: Philip Morris Europe (Neuchatel) effort from 1989 to investigate whether the pesticide maleic hydrazide was degraded during the making of expanded tobacco. Found in significant levels, showing that it was not degraded.

Project Beat: misprint for "Beta" or Beta 90.

Project Beaumont: PM USA effort from 1981 to develop a 4 mg cigarette for the UK. Originally under the name Project Gamma. F?C blend

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[185] N. Withington (BAT), "Project Battalion – Battalion Bulletin – Issue No. 2," Aug. 25, 1995, Bates 284001368-1376.

[186] Al H. Johnston et al., "Project 'BB': Preferred Product Specifications," Sept. 20, 1976, Bates 501464045.

[187] S. P. Clark to A.H. Johnston et al., "Project BB," Feb. 2, 1977, Bates 500256631-6632.

and dual filter.

Project Beautify: Brown and Williamson effort from 1979 to develop new cigarette tube for use with fine-cut producers, to provide lower tar yields relative to Player's.

Project Bee: Philip Morris Europe (Neuchatel) effort from 1992 to develop a low-cost Light cigarette for Germany.

Project Belfast: Philip Morris effort from 1981 to launch a Chesterfield 85 and 100 in Argentina.

Project Bella: Philip Morris effort from 1988 to develop a lights box line extension of Virginia Slims menthol for Hong Kong.

Project Belmont: Philip Morris Europe effort from 1975 to produce a menthol brand by this name for Finland.

Project Below: Imperial Tobacco effort from 1967 to evaluate certain experimental recipes using reconstituted leaf (RL 230).

Project Beltoise: Philip Morris Europe effort from 1979 to develop a cigarette (with m-cro-later tipping and 100% charcoal filter) for France.

Project Ben II: Philip Morris Europe effort from 1974 to introduce a new cigarette into Germany. (code 29.4.3).

Project Bender: Project reviewed by Reynolds and criticized for resting on the "unfounded premise that current cigarettes have adverse health consequences on the cardiovascular system"[188]

Project Benetton: BAT Arabia plan to make "Miro designed, Benetton manufactured watch – on carton gift box offer in specific trade channels as seasonal gift."[189]

Project Bengt: Philip Morris Europe effort from 1978 to develop a long-size 14 mg cigarette with a taste close to that of PRINCE with an acceptable compressibility and a total weight under 850 mg/cig.[190]

Project Bentley: Philip Morris Europe (Neuchatel) effort from 1988 to blind

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[188] F. G. Colby (Reynolds), "We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations," 1975, Bates 500924982-5003**.**

[189] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176.

[190] Philip Morris Europe, "Product Development," June 1978, Bates 2028618774-8780.

product test Chesterfield KS Pan-Europe vs. Marlboro KS Pan-Europe and Camel KS currently sold in France. French counterpart to Project *EMU* in the Netherlands.

Project Berkeley: Philip Morris Europe (Neuchatel) effort from 1987 to perform a trial of BRT filter on Flint No. 3 (FLT) for Switzerland.

Project Bermuda: BAT effort from 1993, directed by G. G. Robertson. ???

Project B: BAT series of studies designed to develop a short-term hyperplasia test (to reveal cancer-causing potential of cigarette smoke extracts).

Project Bermuda: Philip Morris USA effort from 1993 to 1997 to construct a facility capable of providing 97% nicotine free filler for 12 billion units of cigarette production.

Project Bernard: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Blond Ultra Mild for the Swedish market.

Project Bernina: Philip Morris Europe effort from 1992 to develop a ML 100's cigarette for Austria[191]

Project Bernoulli: Philip Morris support for the research of Prof. Schwartz on pharmacokinetic computer modeling; part of the company's 1991 effort to develop expert witnesses for use in litigation. ???

Project Berta: Philip Morris Europe (Neuchatel) effort from 1993 to develop a dark, air-cured type cigarette.

Project BEST: 1992 Brown and Williamson comparison (by Market Facts) of "Candidate 2a" against Marlboro NM LTS 85MM (for likeability, taste, strength, Smoothness, Irritation). Project BEST had 18 new code names in 1992.

Project Beta: Philip Morris plan from 1988 to mid-1990s to develop (with the assistance of Arthur D. Little) an "electric cigarette" that would be ignited by placing inside a rechargeable battery that would heat the tobacco to 300 degrees F. Heater would turn off automatically when the puffing stops. Cigarettes would produce 8 puffs and heaters could be used for several cigarettes before recharging. Research was also conducted at INBIFO.[192]

Project Beta: Confidential Brown & Williamson effort from late 1980s to

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[191] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[192] "Affidavit [Regarding Development of 'Electric Cigarette']," Jan. 1, 1993, Bates 2022965468-5470.

produce a cigarette to compete with Virginia Slims Lights 100s. *Beta* was a special blend containing stem. Linked to Project *Amelia*. ???

Project Beta-90: R.J. Reynolds effort from 1989 to alleviate "cosmetic problems associated with smoking." Appears to be the precursor of an Accord-like smoking system, where tobacco or a tobacco-like substance is electrically heated and a reusable mouthpiece is employed for inhalation. Name changed in 1990 to Project *XE*. Earlier versions included *Beta 20* and *Beta 40*, both of which were supposed to

Project Betamax: Imperial Tobacco Canada effort from 1984 to introduce a "slim" line extension of its Matinee brand.[193]

Project Bevaix: Philip Morris Europe (Neuchatel) effort from 1992 to bring the tar of Visa Lights for the Gulf up to a target of 7.0 mg tar.[194]

Project Beyond: Liggett and Myers effort from the mid 1970s to develop a low gas phase, low tar cigarette. Succeeded Project *Charlo*.

Project BHS: Reynolds effort from 1983 to produce an "imagery-based brand targeted to either black or Hispanic smokers" (hence the acronym).[195]

Project Bibat: *BAT effort from 1990s to ???*

Project Bibra: BAT effort from 1977 to explore the impact of coumarin (a flavorant) on cigarette smoke quality.

Project Bicycle: Philip Morris Europe plan from 1987 to standardize the Marlboro 100s made for the U.K. to current Marlboro Pan-European blend.[196]

Project Big Ben: Effort from mid 1950s to analyze the chemistry of cigarette smoke? Appears to have involved reputable scientists.

Project Big Blue: Brown & Williamson/BAT effort from 1996 to conduct a "Product Space Mapping in Hong Kong and China to establish direction for future product development of a 12 mg parent

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[193] "R&D/Marketing Conference," n.d. circa 1984, Bates 100501581-1783.

[194] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 96.

[195] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7960.

[196] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.). Bates 2001216133-6263.

product for these markets."[197] By 1998 encompassed a plan to test a revitalized Kent against Marlboro Lights and China's Double Happiness cigarette.

Project BIG BOY: Brown & Williamson effort from (date) to develop "larger circumference cigarette for smokers who want `Man-Size' flavor" with "macho/assertive image enhancement," targeting "blue collar, adult male smokers likely to work in construction or similar jobs."[198] Tested in Pittsburgh, included a Project *A*, which targeted also pink collar smokers age 30 and older, and a Project *B* = an ultra slims for male smokers.

Project Big Brand: RJR's celebration of the 75th anniversary of Camel cigarettes in 1988, involved effort to expand market of Camels esp. in younger adult smokers.

Project Big Car: BAT effort of 1989 to reduce carbon in filters of Venezuelan cigs without increasing irritation[199]

Project Big Chill: Philip Morris public relations campaign from 1988 to recharacterize ETS as an "annoyance" rather than a "health hazard." Coordinated with *Operation Downunder* by the Tobacco Institute in 1988. "ETS can be annoying to some on occasions" and "accommodation of smokers to nonsmokers is important," but "smoking restriction legislation and private industry bans" are inappropriate and unjustified. Big Chill was the Corporate Affairs part of the plan, indoor air research the "scientific side."

Project Bigboy: BAT effort from 1996 to make a cigarette for China.

Project Bigfoot: BATCO plan from 1988to make slims more like a normal cigarette (with a normal circumference filter) and possibly to 'spark-off' new concepts.[200]

Project Big Idea: Reynolds effort from 1988 to develop new marketing concepts to

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[197] John Winebrenner (Brown & Williamson), "USIB Product Development Committee - Meeting Minutes," July 4, 1996, Bates 700357001-7008.

[198] "Project Big Boy," Bates 621708330-8347.

[199] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[200] Bates 401086821.

celebrate the 75th "birthday" of Camel cigarettes.[201]

Project Billy: Strip blend developed by Philip Morris in 1986 for a "Light" cigarette for export to Japan.[202] Meant to duplicate USA version of lights for sale to Japan and other foreign countries, but with different specs.

Project Billy Another Philip Morris project (PM1536) involving the company's invention of an "adjustable air valve and charcoal collector assembly" designed to reduce damage to "combined filter rods when being pneumatically conveyed by reducing air velocity and filter velocity before reaching the receiver."[203]

Project Bingo-2: Philip Morris Europe (Neuchatel) effort from 1988 to adjust the delivery on Raffles 100's for the U.K.

Project Bingolo: Philip Morris Europe effort from 1987 to develop a low tar line extension of Raffles 100's.

Project Bioassays [and Metabolic Studies of Tobacco Smoke Condensates and Polycyclic Hydrocarbons]: By the Center (Council?) for Tobacco Research, 1965-66, Intravenously injected components of denicotinized tobacco and carcinogenic elements into mice. Double check this one.

Project Biotech: In the Center for Tobacco Research Collection, but the project was run out of AIBS (American Institute of Biological Sciences), 1976-77, provided educational materials for the training of technicians in biology-related fields. Doesn't appear to have anything to do directly with tobacco.

Project Birgit: Philip Morris Europe effort from 1976 to produce a 14 cigarettes-per-pack Marlboro for Germany, with the "health consideration" taken into account "by limiting the daily consumption."[204]

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[201] KNT Plushmark for Reynolds, "Camel Project Big Idea Concept Development," June 21, 1988, Bates 506888749-8801.

[202] "Project Billy," April 1996, Bates 2054137491-7596.

[203] Law Dept., Patent Section, Philip Morris Management Corp, "Disclosures Docket," Feb. 2, 1991, Bates 2020109147-9251.

[204] "Excerpts from Marlboro Marketing and New Product Development Plans, Germany, 1976," Bates 2501062584-2620.

Project Biryani: BAT effort from 1998-99 to develop a London-brand cigarette for Bangladesh. Linked to Project *Cork*, directed by Colin Greig.

Project Bivaix: Philip Morris Europe effort from 1992 to bring tar of Visa Lights for the Gulf up to target of 7 mg tar and standardize filters.[205]

Project Black:

Project Black 1A: Philip Morris effort from 1982 to produce Lark Milds K. S. brand cigarette in Chile using oversprayed Chesterfield cut filler and U.S. export filter rods.

Project Blackpool: Brown &Williamson effort from 1986 to

Project Blaise: Philip Morris Europe (Neuchatel) effort from 1988 to ???

Project Blanco: Brown & Williamson effort from 1988 to revise Kent packaging.

Project Blend Component Studies: RJR FFNM effort from 1984-1985 to assess the impact of five major blend components of WINSTON 100 on consumer perceptions/acceptance among target smokers and to optimize the most important blend and sub-blend level.

Project Blend Simplex: RJR FFNM effort from 1984 involving the use of current WINSTON KS Components and employing sequential simplex optimization to find the component mix to achieve the highest T/N ratio.

Project BLS: Reynolds effort from 1991 "to implement the PL blend into MAGNA 85, MAGNA Lt. 85, MAGNA 83 Box and MAGNA Lt. Box in order to produce the STERLING and MAGNA products at a significantly lower cost."

Project Blend Simplex: ???

Project BLS: ??? ???

Project Blue: Philip Morris- 1972- "little cigars"—but also a PM effort from 1986-87 to make a low nicotine "Menthol product which delivers a unique acceptable taste" as part of Project ART.

Project Blue Sky: RJ Reynolds effort from 1988 to integrate a cigarette design/maintenance program, a costing program, and a program which utilizes historical consumer data to increase the efficiency and accuracy of conventional cigarette product maintenance and development. Convert the "Rainbow" costing program to the VAX systems and integrate it with the "Blue Sky" system.[206]

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[205] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[206] RJ Reynolds, "Table of Contents. Mid-year Status Report Key R&D Programs," 1988, Bates

Project Blues: Philip Morris effort from 1986, New advertising and packaging materials- blue hologram. ???

Project Bob: Rothmans 1998 consumer prod test in Lagos and Kanoo, Nigeria

Project Bob II: Rothmans 1998 consumer product test in Ethiopia

Project Bockspray: BAT/BW effort from 1979 to produce a lower tar version of du Maurier Superkings in Middle East markets,[207] linked to *Cutlass.*

Project Bogatehr, Rembrand, PM shut down: Noble, polonium.

Project Bold: 1991 PM USA plan to produce Merit Ultimaa cigarettes

Project Bond: BAT effort from 1993 to determine design, blend, and delivery of Mild Seven cigarettes across various Asian markets.[208]

Project Bond Street Lights: Philip Morris Europe effort from 1978 to improve the taste quality of BSB Italy.

Project Boobook: Philip Morris Europe (Neuchatel) R&D effort from 1989 to replace VA003 blend by VA006 blend in the VAR04 (Visa Rouge Filtre) made in Jubilee. [209]

Project Booster: Philip Morris Europe ??

Project Booster: BAT effort from 1994 to develop a 15% imported flue-cured, 5% imported Burley, 12% domestic air cured, and 58% domestic flue-cured modified Virginia blend cigarette.

Project Booth: Brown and Williamson effort from 1983 to explore how and why smokers "down-shift" to flavoured and unflavoured cigarettes. Part of an effort to explore smoker psychology and the influence of ventilation on sensory attributes of smoking. One finding was that "product wrapping" can affect "product accetablity and strength assessment."[210]

507062386-2434.

[207] Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

[208] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[209] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[210] R. P. Ferris (Brown & Williamson), "R & D/Marketing Methods: New Marketing Research/Survey Techniques," in *Proceedings of the Smoking Behavior – Marketing Conference,*

Project Bosse: Philip Morris Europe 1984 Stanton Extension with an 8.4 puff count.

Project Boston: Philip Morris Europe (Neuchatel) effort from 1987 to blind-test two prototype cigarettes for Swiss market.

Project Boston Hilton: Brown & Williamson collaboration with the Battelle Institute of Columbus, Ohio, in 1969 to develop an automatic smoking machine to deliver continuous stream cigarette smoke.[211]

Project Botticelli: Philip Morris Europe from 1987 to ???

Project Bourbon: Brown and Williamson project from 1993 involving the testing of various ammoniation agents. (SAMBOT = ammonium bicarbonate, GRELANTER, etc.)

Project Boutsen: Philip Morris Europe (Neuchatel) effort from 1993 to develop "a slim cigarette with ultra low deliveries" (1mg tar, .1mg nicotine). Cigarette was developed purely to study "the feasibility of getting such ultra low deliveries in this format." No further development was planned.

Project Box: 1989-90 BAT effort to explore the sensory import of diverse casings, comparing eg. invert v. non-invert sugar, block v. spray-dried licorice, and low v. high butterfat cocoas.[212]

Project BPP: Philip Morris Europe effort from 1984 to make a Virginia-type cigarette for the Persian Gulf area. Two sub-projects, one for the Virginia blend and another for the American blend, both below premium price.

Project Brahms: BAT effort from 1978 to produce a low carbon-monoxide delivery cigarette for Switzerland, Finland and Benelux markets.

Project Bramble: BAT effort from 1994 to look at the blend characteristics of Marlboros in international BATCO markets—found that they were generally seen as similar to Lucky Strikes.

Project Brand ID: No hits for Brand ID, over 1200 for "Project Brand"- nothing with ID for the first 100 hits.

July 9th-12th, 1984, Session II, p. 34, Bates 650377433-7651 at 7511.

[211] Battelle Institute, "Final Report on Project 'Boston Hilton' to Brown & Williamson Tobacco Corporation," April 15, 1969, Bates 680144991-5012.

[212] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

Project Bravo: Shook, Hardy & Bacon teleconference from Feb. 5, 1997, to designate Steering Committee Representatives for National Counsel firms for upcoming tobacco litigation.[213]

Project Breakthrough: R.J. Reynolds effort from 1994 to launch a "massive, unprecedented public relations blitz" tying anti-tobacco activism to 1920s-style Prohibition. The idea was to link modern public health activism to the former era's "puritanical wave to infringe, to restrict and possibly to eliminate personal freedoms."[214] Aka Project *Breaththru*.

Project Brenta: Philip Morris Europe (Neuchatel) effort from 1988 to produce an extra long filter cigarette delivering 1-3mg tar.

Project Bridge: Philip Morris International effort from early 1990s involving Brazil.

Project Bridle: Imperial Tobacco effort from 1967 to test certain experimental cigarettes.

Project Brief: Brown & Williamson review of its VFM business from 1998.

Project Bright: Reynolds effort from the early 1980s ???

Project Brighton: Philip Morris Europe effort involving "sourcing change and new pack development for FTR"

Project Brighton: BAT plan to sell one of its investments for 145,000 British pounds in 1985. Offer of 75,000 rejected in 1984.

Project Brighton Pinch Menthol: *??? 1968*

Project Bristol: Collaborative effort by BAT and Nobleza-Piccardo from 1980 to position Kent as "the U.S. international Smoker Reassurance brand" in Argentina. Target markets for the brand included males and females aged 15-19.[215]

Project Bristol: Philip Morris effort from 1986 to ???

Project British Doctor's Study: ???

Project British Perinatal Mortality Survey: ???

Project British Regional Heart Study: ???

Project Broca: Philip Morris funding of Prof. R. Molimard at the Faculté de

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[213] "Agenda: Project Bravo Teleconference, Wednesday, February 5, 1997," Dec. 1996, Bates 2082440583-0584.

[214] R.J. Reynolds, "Project Breakthrough," 1994, Bates 513206927-6930.

[215] G. Irman, "Notes on Project `Bristol'," April 1980, Bates 661122258-2277.

médicine in 1986 to conduct industry-friendly research in the area of experimental medicine and behavior.

Project Brochure: Brown and Williamson effort from mid-1970s involving mathematical formulas to figure out Nicotine Transfer Efficiency (NTE): Smoke Nicotine/Nicotine Smoked (%) ???, and Blend Inherent Nicotine Transfer (BINT): (Nicotine/PWMNF %)/Blend Nicotine %. Looks at all different types of tobacco leaf.

Project Brock: BATCO effort from early 1990s to make B&HSF for West Africa based on "golden mellowness" concept. Superseded by Project *Midas*.

Project Brolam: Brown and Williamson paired comparison test from 1978 comparing two full-flavor cigarettes, conducted in Panama City. Tested the responses of Marlboro smokers and Viceroy smokers.[216] Grew out of Project *TIMER*.

Project Bromley: Brown and Williamson effort from 1981 to look at the words used in Britain and the U.S. to describe low tar and nicotine cigarettes, with goal of obtaining "an optimum capture of low delivery evaluative terms." "The recent Bromley UK results, compared with pre-existing findings, indicated that there may be a high degree of universality in low delivery evaluative vocabulary with the possible exception of taste/aroma descriptors. This led to the recommendation that a pilot inquiry be conducted into the requirements, or necessity, for a U.S. qualitative stage." Basically, about using US cigarette terminology in the UK and assessing familiarity. Project completed in 1989.

Project Brown: Philip Morris 1971 Using experimental brown tobacco stalk paper (different shades of brown).

Project Brown: BAT effort from ???

Project Brownie: BAT effort from 1993 to determine whether Philip Morris had been using any form of ROOT Technology in its flue-cured products. Part of Project *World Wide Best*, an effort to produce a "Marlboro beater"[217] Linked to Projects *Scout* (Australia) and

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[216] Elaborate report at: Bates 660916007N-6008A.

[217] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

Cub (Canada).

Project Brunette: Brown & Williamson effort from 1982 to ???

Project Brushton: Philip Morris Europe effort from 1991 to change the tar target of Marlboro 100's Switzerland from 17 to 15 mg/cig.[218]

Project BT: Reynolds product test from 1980s

Project BTC: Reynolds product development effort from early 1980s.

Project Bubble: Philip Morris Europe effort from early 1970s through 1979 to make a new MLY Marlboro Lights for Germany, Greece and Sweden. CO levels found to be "on the high side."

Project Bubble 100's: Philip Morris effort from mid 1980s to make a 100mm Marlboro Gold 100s extension for Switzerland.

Project Buick: Philip Morris Europe (Neuchatel) effort from 1987 "To prepare a blind product test comparing MLF-PE and a product manufactured with the 'Vinaigrette' blend."[219]

Project Bull: Philip Morris Europe (Neuchatel) effort from 1990 to create a Marlboro blend and corresponding flavor system for Eastern Europe.[220] Linked to Project *Amethyst*.

Project Bullseye: Brown and Williamson effort from 1989 to test-market Dupont cigarettes.

Project Bullseye: B.A.T. China, Ltd., effort from 1994 to develop marketing slogans for the Chinese market.

Project Burley Flavor: Philip Morris effort from 1984 to explore ways to enhance the "burley character" of existing or new brands. Found that ammonia treatment of Philippine tobaccos showed promise. Linked to Project *Savory*. Reynolds also had an earlier project titled "Burley Flavor" (1970).

Project Buzzard: Philip Morris Europe (Neuchatel) effort from 1992 to develop a Chesterfield Mild for Holland.

Project BVD: Philip Morris project listed in its 1996 CenFile, no further info.

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[218] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[219] Philip Morris Europe, Research and Development, "Quarterly Report, April- June 1987," Bates 2001215983-6132, p. 55.

[220] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

Project BY: = Project "By Names Screening Test," an RJR effort from 1980 to see which among various candidate names for cigarettes would be most popular. *Aztec Gold*, *Denver*, and *Royce* scored high, while *Hatteras*, *Diablo* and *Corsair* scored low.[221]

Project Byzantium: Philip Morris effort from 1986-87 to test a menthol cigarette with a sweetened tip and scented tear tape. Goal was "to attract new smokers who would otherwise go to Salem."

Project C: Brown & Williamson effort from the 1980s to develop an ultra low tar cigarette with a "clean aftertaste."

Project C: Philip Morris effort from 1991 to develop a new cigarette to draw business away from Tareyton smokers (without drawing away from Parliament's business).

Project Cabanel: Philip Morris Europe (Neuchatel) effort from 1987 "to reduce alcohol levels in cut filler delivered to secondary" and to "reduce overall environmental alcohol levels in the aftercut applications area at FTR."[222]

Project Cabarrus: Alkaloid-reduced tobacco ???

Project Cadalora: Philip Morris Europe (Neuchatel) effort from 1991 to standardize blends and reduce tar for the King Size Mercedes brand for Italy.

Project Caesar: American Tobacco test market from 1993 of Malibu cigarettes (buy one get one free).

Project Caiman: Philip Morris Europe (Neuchatel) effort from 1988 to determine whether water-stained tobaccos expand as well as standard tobaccos.

Project Cajal: Philip Morris effort from 1990-91 to support Prof. J. M. Warter, G. Micheletti, and Beatrice Lannes at the Service de Neurologie at the University of Strasbourg. Goal was to show the beneficial effects of nicotine for people suffering from Alzheimer's.[223]

Project CAL: Equipment optimization for getting Reynold's Premier Cigarette

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[221] E. C. Etzel (RJ Reynolds), "Marketing Research Report: Project By Names Screening Test," March 6, 1980, Bates 501233336-3365.

[222] Philip Morris Europe, Research and Development, "Quarterly Report, April- June 1987," Bates 2001215983-6132.

[223] "Cajal," Oct., 1990, Jan 1991, Bates: 2023856208.

into production (1988)

Project Calabrese: See Projects *Parsnip* and *Ultava.*

Project Calculus: Brown &Williamson effort from 1996 to differentiate a Lucky Strike product from its main competition. Run by USIBG marketing staff.

Project Calendar: BAT plan from 1985-89 to fine tune filters to assure an ultra-low (5 mg) tar delivery. Project launched in wake of the Barclay controversy.[224] Cigarettes used Actron filter; Saudi Arabia was one market target. File destroyed in 1993.

Project California: Philip Morris and Tobacco Institute campaign from 1989 to create a coalition to oppose California's Proposition 99[225]

Project California MPH: Philip Morris Europe effort to develop a prototype 100 mm cigarette

Project California MAA: Philip Morris Europe effort to develop an 80 mm cig with 10 mg Swiss tar (by higher dilution).

Project Calloway: BAT (UK&E) product development (PGL) for STM from 1992, tested in Jeddah, Riyadh, and Dubai.

Project Calypso: 1990 Phillip Morris plan to study the influence of specific and conventional cigarette wrappers on sidestream smoke yields.

Project Cameo Special: Imperial Tobacco (Montreal) product (Cameo Special cigarettes) launched in Sept. 1987; contained menthol and spearmint.

Project Cane: BAT effort from 1998 to ???

Project Canterbury: BAT effort from 1998 to improve die prints. ???

Project Capricorn: BAT effort (collaboration with Souza Cruz of Brazil) from the early 1990s to develop two low sidestream smoke cigarettes that would leave "a low smell amplituide on the hands, clothes, hair and in the ashtray." Cigarettes also had "tropical flavors" added to impart "sweet/fruity notes" to the smoke.[226]

Project Capricorn: Reynolds effort from what to what

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[224] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[225] State Activities Division, Tobacco Institute, "Project California: Proposal," Feb. 21, 1989: "Need coalition to fight future propaganda" $600 million per year.

[226] BAT (Southampton), "Reports Bulletin," May 3, 1994, Bates 400452653-2730.

Project Capricornio: Brown & Williamson plan from circa 1990 to develop a more socially accepted product by reducing SS smoke annoyance, improving/reducing ashtray smell and the smell of the "day after" while maintaining smoke acceptability.

Project Carbo: Philip Morris Europe (Neuchatel) effort from 1990 to replace "MPEG 550 and MPEG 750 and PEG 600 in the white and black semi filters by triacetin as plasticizer" using "charcoal RC 333, a black tow with denier 5.0/35'000 Y section, and plug wrap Mauduit PPW 120 on high-porous combi filters."[227]

Project Carbon: Philip Morris effort from 2001 to determine effect of various kinds of carbon used on tow in a filter on specific "target analytes in undiluted mainstream smoke of test cigarettes"

Project Carbon Filters: Brown & Williamson effort from 1995 to update and maintain awareness of carbon filter development with a view to use in/improve BATCo carbon filter cigarettes.

Project Cardinal: Liggett and Arthur D. Little effort from 1951 to study the variation in weights and moisture of cartons of Chesterfields, Fatimas, and other cigarettes at Durham. Involved collaboration with F. R. Darkis, M. E. Hobbs, P. M. Gross, and others. See Bates LG0385292-5304.

Project Cardiff Birth Survey – 1965-1973, 1975-1977. Survey of live births in Cardiff, Wales, study of Sudden Infant Death Syndrome for smoking mothers.

Project Care: BATCO effort of 1999 (5?) on "resocialising smoking"

Project Carib: Aka Project *Caribb* = "Conference on Motivation in Cigarette Smoking" at La Belle Creole Hotel on St. Martin island in the French Antilles, organized by William L. Dunn of Philip Morris and the Council for Tobacco Research (inter alia) for Jan. 12-16, 1972. Participants included leading authorities on smoking psychology from both industry and academia (Richard Hickey, Hans Eysenck, Hans Selye, Carl Seltzer, Paul Lazardsfeld, etc.); psychoanalyst Erich Fromm was originally scheduled to present a final dinner address but didn't attend.[228] Coincident with Philip

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[227] PME (Neuchatel), "Quarterly Report," Oct.-Dec. 1991, p. 132, Bates 2028633753-3755.

[228] "Tentative Conference Program, Project Caribb, January 12-16, 1972," Bates HK0955108-5114; "Conference on Motivation in Cigarette Smoking," before Jan. 15, 1972, Bates 1003292058-2062.

Morris' *Project 1600* on smoker psychology.

Project Carmen: Brown and Williamson plan to develop a short, slim, low-tar (less than 10 mg) filter cigarette for Thailand. File destroyed 1993.

Project Carolina: Philip Morris plan from 1984 to introduce a 9mg Brunette cigarette into Switzerland.

Project Carravaggio: Philip Morris Europe ???

Project CARS: = "Conformance Analysis and Rating System," a BAT quality rating system from 1993 to compare cigarette circumference, tobacco weight, moisture, filter pressure drop, filter ventilation, firmness, NFDPM delivery and nicotine delivery.

Project Case: Philip Morris effort from 1993 to develop thin film platinum heaters for use as part of Project *Beta* (non-burning cigarette).

Project Casing: ???

Project Casing/Humectant Studies: RJR FFNM effort from 1984-1985 to assess the impact of casing/humectants components on consumer perceptions/acceptance of WINSTON KS among target smokers and to optimize the level of most important components.

Project C.A.T.: Philip Morris effort from 1988 to develop a "coffee aroma product" combining "benefit for smoker with pleasant sidestream for non-smoker." Cigarette was to have the brand name "Cabana" and would have a coffee bean on it.

Project Catac: pre-1982. Brown & Williamson. Campaign Against Tobacco Advertising Censorship.

Project Catch: Philip Morris Europe (Neuchatel) plan from 1987 to develop a King Size extension of Raffles for the UK.[229] Linked to Project *Bingo-2*.

Project Caterina: BAT consumer test in UK looking 9mg smokers of Silk Cut

Project Cavity Filters : Reynolds effort from 1986 to use menthol mini-pellets from Naarden to improve smoking aroma.[230]

Project CB: Reynolds effort from 1976 to develop a 99mm cigarette with 5 mg tar and .5 mg nicotine providing "two times the taste level of

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[229] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[230] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

'tar'." Used conventional estron (cellulose acedate) filter vs. the more innovative system of Project *BB*. Linked to Project *RL*.

Project CC: Reynolds effort from the mid 1980s to produce "the first socially acceptable cigarette," an 85mm menthol with "significantly less visible side-stream smoke."[231] Goal was to alleviate "cosmetic smoking negatives"[232] with a target of "50% visible smoke reduction."

Project CC-7003: Liggett and Myers effort from 1970-73 to determine the composition and "biological activity" of tobacco pyrolysates.[233]

Project CCC: Reynolds effort from 1983 to develop a "technology-driven brand reducing smoke from lit end"[234]

Project CCP: Reynolds effort from 1976 to produce a cartridge tobacco and disposable pipe to compete among cigarette smokers. Project No. 2823.

Project CDF: Brown & Williamson code for an effort (from 1983) to develop a Carlton Slims filter cigarette with 6mg tar and a puff count of 7.5.

Project Cedar: 1988 Phillip Morris plan to develop a brand with a young, modern, and contemporary image to capture smokers from the growing young and trendy smoker segment.

Project Century: ???

Project Century Tipping Color: ???

Project Cervin: Philip Morris Europe (Neuchatel) effort from 1988 to change the size of Marlboros in Austria (longer filters, larger circumference).

Project CET: *???*

Project CG: Brown & Williamson effort from 1981 to improve the taste of Carltons.

Project CG: *Reynolds?*

Project Chaff: Brown & Williamson effort from 1993 to develop a charcoal cigarette for Japan to compete against Philip Morris Lights and

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[231] "Agenda, Project XG" (Reynolds), 1985, Bates 505277176-7199.

[232] "Smoking Issues – Project CC Status" (Reynolds), 1985, Bates 503711931-1940 "Project CC Review," Bates 504656168-6188.

[233] H. Bryant (Liggett & Myers), "Composition and Biological Activity of Tobacco Pyrolysates," Jan. 22, 1973, Bates lg0253838-3848.

[234] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7965.

Mild Seven Lights. Renamed in 1993 Project *Kent Milds.*

Project Chagall: Philip Morris Europe (Neuchatel) effort from 1993 "to assist F.T.R. with the optimization of the new Etna feedstock preparation line in Onnens (ETPRIO)".[235]

Project Chaka: BAT (UK&E) effort from 1992 involving JPS KS charcoal filter cigarette made in Switzerland for Taiwan (STOY vs. IRIDIUM blend).

Project Chamois: Philip Morris effort from 1978 to produced a Brunette Extra at 7 mg tar and .6 mg nicotine for Switzerland. Nicotine delivery from early production runs was judged to be "20 % too low."[236]

Project Champagne: Philip Morris effort from 1981 to develop "a 6 mg 100 mm regular and menthol product at a 24.0 mm circumference subjectively acceptable to B&H Lights Regular and Menthol smokers, and preferred to Winston Ultra, Vantage Ultra Lights, and Salem Ultra."[237]

Project Champagne: BAT effort from 1983 to develop an extra length cigarette.

Project Chanel: Philip Morris Europe (Neuchatel) effort from 1991 to transfer production of Chesterfield Regular from PM Santa Cruz to Laurens.

Project Chanel: Priority "A" Brown & Williamson effort from the early 1980s to produce a "top tasting Ultra" with a recessed filter.

Project Chariot: A brand name from American Tobacco Co. ???

Project Charley: Brown and Williamson 1989 ???

Project Charlie: Philip Morris discussions from 1966 regarding relations with Germany and the Austrian tobacco monopoly.

Project Charlo: Liggett and Myers effort from mid 1970s to develop a low gas phase, low tar cigarette. Aka Project *Beyond*. Cancelled 1977.

Project Charlot: BAT effort from 1996 to strengthen Pall Mall sales in the Levant through a change to a new international packaging

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[235] Philip Morris Europe (Neuchatel), "Quarterly Report," July - Sept. 1993, Bates 2028632453-2616.

[236] R. Hirsbrunner (Philip Morris Europe), "Cigarette Development," Sept. 27 – Oct. 31, 1978, Bates 2028622060-2069, p. 37.

[237] M,LF;MEYER,LF "Project Champagne (B&H Ultra Lights 100)," Dec. 31, 1981, Bates 1003032726

design.

Project Chase: Philip Morris Europe effort from 1978 involving development of a "Line extension of DIK with a DPM of 10 mg and an SN of 0.5 mg" for Italy, Africa and Middle East.[238]

Project Chavis: "Edge Discrimination through Optical Warping" = Philip Morris effort from 1993 to patent a device for image warping that does not require multiple views in the camera to look for defects on the edge of a cylindrical object. For use in automating detection of flaws in cigarettes (= Project *1736*).

Project Checkerboard: 1969 Brown & Williamson development of an 84 mm full taste filter menthol with low tar delivery, involved application of a special burn additive to the cigarette paper.

Project Cheers: Brown & Williamson "Priority C" effort from 1982-83 to produce a cigarette with "situational" values.

Project Cheetah: A cigarette brand name tested by RJ Reynolds in 1985.

Project Cheetah: BAT Sensory and Behavioral Testing regimen from 1986 involving "validation of Deliver model."

Project Chelwood: Smoking behavior conference held at Chelwood House in Sussex by Philip Morris in 1977.

Project Cherica: Philip Morris Europe effort from 1979 to produce a cigarette for Yugoslavia. ???

Project Cherokee: Brown and Williamson development (in the late 1980s) of an ultra-slim cigarette for "the contemporary young adult trend setter" (urban, single some college).[239]

Project Chess: Philip Morris Europe (Neuchatel) 1988 product tests of Raffles King Size produced in Silvertown vs. Benson and Hedges and John Player Specials in U.K. (1988).

Project Chevrolet: Philip Morris Europe (Neuchatel) blind product test (from 1987) comparing MLF-PE, Winston LS and Camel LS for the French market.

Project Chil: Phillip Morris effort from 1996 to market a Marlboro Regular 100's in Guatemala. Check.

Project Chile Stem: BAT Southampton effort from 1985 to do what ???

Project China Project: 1980. RJ Reynolds. Set-up of labs in China. Check.

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[238] Philip Morris Europe, "Monthly Progress Report," June 1978, Bates 1000141745-1829.

[239] Brown & Williamson, "Project Cherokee," 1987, Bates 621710547-0548.

Project China: Philip Morris effort from ???

Project Chiraz: Philip Morris Europe (Neuchatel) effort from 1992 to develop a Full Flavor cigarette for Iran.[240]

Project Chisel: Philip Morris Europe (Neuchatel) effort from 1988-92 to investigate "the influence of tobacco rod compacity on mainstream and sidestream deliveries including puff by puff profiles."[241] Linked to Projects *Vice* and *Spanner*.

Project Chopin: BAT effort from 1977 to reduce the carbon monoxide in cigarette smoke, esp. by altering the cigarette paper.

Project Christer: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Marlboro Lights King Size and Marlboro Red Long Size for Sweden, using the Christer blend.

Project Christina: Philip Morris Europe effort from 1976 to produce a full-flavor 100 mm Marlboro for Germany. Linked to Project *Rosi*.

Project Chrysler: Brown & Williamson effort from 1982 to elaborate on Project *Aries*.

Project Church: 1976. Brown & Williamson. Cigarette of a different Carbon monoxide delivery.

Project Churchill College: BAT effort from the late 1970s to develop special flavors. Linked to Project *Virtue*.

Project Cigmar: 1993. Brown & Williamson. BAT Group Marketing Information System

Project CIASED: Misspelling for "Project Closed"

Project "Cigarette Development": ???

Project Cigarette Paper Quality – ?. Brown & Williamson. Improve paper quality to not have small pieces of ash falling off while smoking.

Project Cigarette Papers : RJR FFNM efforts from 1983-1985 to determine the consumer perception changes related to a change in cigarette paper porosity or burn additive.

Project CIR: Philip Morris Europe (Neuchatel) ???

Project Circe: Philip Morris U.S.A. effort from 1986 to make an 8mg tar line extension of Alpine in a menthol cigarette.

Project Circle K: Brown & Williamson effort from 1997 to ???

Project Cirrus: Brown & Williamson effort from the mid 1980s to develop a

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[240] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[241] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 89.

Barclay ultra thin Lights cigarette. Goal was to develop an "innovative product heritage" with the ultra thin configuration designed to "reinforce low tar attribute."[242] Test marketing discontinued.

Project Classic: ????

Project Classio: Misspelling for "Project Classic."

Project Claude Bernard: Philip Morris support for the research of Prof. Tassin on neuropharmacology; part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Clean-Up: Philip Morris International effort from early 1990s to ???

Project Cliff: Aka "Alternative Leaf Processing": BAT effort from the early 1990s to realize a new commercial process for converting whole leaf into cigarette form. Involved re-dried leaf conversion. Machinery later moved to the Bangladesh Tobacco Co.

Project Clio: Philip Morris Europe (Neuchatel) effort from 1992 to develop a reduced tar Karo plain for Germany.[243]

Project Clonart: ???

Project Clover: Brown and Williamson effort from 1987 to develop an ultra slim cigarette for "socially concerned smokers"; goal was to "enhance target smokers' self-image as considerate of other people who are important to them." Expected target was 70% female and white or pink collar.

Project Clover: Philip Morris Europe (Neuchatel) effort from 1987 to develop a "new flavor system" (with low sidestream smoke) for roll-your-own blends to be produced in PM Forest.

Project CM: 1983 RJR subproject of that company's Project *FX* (Flavor Exploratory) to deliver non-menthol with a clean aftertaste.

Project CMB: Reynolds development of a defense strategy to respond in the event of a price undercut by a sub-generic.

Project Coax: 1989 BAT "coaxial cigarette" developed in Germany that was supposed to be "like a cigarette within a cigarette" with a reduced "sidestream" (so a "safer" cigarette).

Project Coaxial Cigarette: BAT effort from 1988 to make cigarette with coaxial

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[242] G. Lyttle-Green to M. A. Bateman et al., "Project Cirrus Task Force," July 15, 1987, Bates 170321230-1234.

[243] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 82.

rod and filter, aspects of acid casing and their effects on smoke pH (ammoniation?)

Project Cobblestone: Brown & Williamson effort from 1982-83 to produce a "tar free" cigarette.

Project Cockpit Blue: Philip Morris Europe test trial of a cigarette (in 1979-80) with 14 mg tar, .9 mg nicotine, and 14-15 mg carbon monoxide. Prototype accepted by German marketing, though 1979 trials "gave too low a smoke yield." Apparently CO values of 20. ???

Project Cocktail: Philip Morris Europe effort from 1979 to develop a pan-European cigarette with 10-11 mg tar and .9 mg nicotine. Project dropped in 1980.

Project Cod: ??? Project Cod (DuMaurier) No other listed information

Project Codevac: BAT effort from 1973 to develop "constant-density-variable-composition cigarettes"—hence the acronym.

Project Cody: Philip Morris Europe effort from 1991 to standardize P-E (pan-Europe?) and CH (Switzerland?) Chesterfield full flavor[244]

Project COFCO ("Computerized Fermentor Controller"): Philip Morris effort from 1982 to automate its fermentation processes, using the local computer of the Biotechnology Group.

Project COLDAC: ("Computerized Laboratory Data Acquisition"): Philip Morris effort from 1982 to allow laboratory personnel "manually" to enter chemical analytic data such as ETNA content, static burning time, tobacco moisture content, quantity of additive in the filter, four classes of pesticides, RTD of the filter, TIP ventilation values, and so forth.[245]

Project Cole: BAT effort from 1980s to make a duty-free B&H SM 100's.

Project College: Joint exploratory undertaking (1977) between B-AT and Brown & Williamson, under the direction of the Collaborative Studies Team," to produce a Viceroy 84 to compete with Marlboro. Versions I and II.[246]

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[244] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[245] Fabriques de Tabac réunies S.A (Philip Morris), « « Research and Development Monthly Report, » March 1983, Bates 1003477449-7492

[246] B. L. Broecker (Brown and Williamson), "Product Development Committee: Meeting Report #112," Sept. 21, 1977, Bates 670241154-1157.

Project Colonel: 1980-81 Brown and Williamson effort to . . .

Project Colorado: 1978-84 Philip Morris Europe effort to make a 100mm extension targeting (improving) Muratti Ambassador Extra. Early tests found that first puffs had "an insufficient impact."[247] Linked to Project *Harvard*.

Project Columbia: Philip Morris effort from 1985 to develop a Chesterfield soft pack and box for India. Assisted by International Services/TTG. Bombay test market schedule for Jan. 21, 1985.

Project Columbus: Philip Morris effort from 1989 to produce a high margin cigarillo product, tasting very much like a normal cigarette. Possible names included "Monterey," "Meridian," and "New York."

Project Comet: BAT effort from 1986 to have its Imasco affiliate in Mexico acquire Comet Financial, "a substantial diversified Canadian company" a financial institution for loans, stock registration and deposit accounts.

Project Comet: Imperial Tobacco of Canada (Montreal) effort from 1992-93 to "support the introduction of PCL-X at manufacturing plant level." Responsible person: C. Rinfret. No further information.

Project Comet: BAT effort from 1996 to produce SE Lights and SE International, having "Mini Jumbo International 100's now revert back to cube shape."

Project Commonwealth: Philip Morris Europe effort from 1981-82 to produce a cigarette with a target market like Benson & Hedges and taste quality of a 555 with Hilton as a prototype. For Australia, Commonwealth was an 8 mg 85 mm cigarette. Also produced for Canada. Linked to Projects *Beaumont* and *Gamma*.

Project Communicate: BAT effort from 1999 to create a unified, state-of-the-art electronic mechanisms ("intranet") for communicating brand-relevant marketing information within the company. Brainchild of Peter Geubels, then Benson & Hedges Senior Brand Manager, developed in concert with the company's intranet developer, Uovo), the creative digital media agencies Bates & Gray Interactive, the company's central IT team, various local IT members, and the company's marketing department. Interactive project later franchised to CORA, Legal and

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[247] Philip Morris Europe, "Monthly Progress Reports," April 1980, Bates 2501124535-4585.

Operations. Pilot program tested in South Africa, Bangladesh, Malaysia, New Zealand, Dubai, and Australia.

Project Conair: Project CONAIR (1982), Listed on Google, but tobacco documents say there are no matching documents. Likely concerns tobacco processing and the humidification and drying procedures entailing a loss of nicotine.

Project Concarneau: Philip Morris effort from 1991 utilizing Prof. Dr. Roger Weil, a molecular biologist and virologist at the University of Geneva. ???

Project Concyl: (1962), Monitoring conditions within an airflow dryer altered by injection of live steam to simulate a comparison of parallel and contra flow dryers of tobacco filling power. Who???

Project Concorde: Philip Morris effort from 1988 to produce a luxury cigarette with the brand name "Meridian." (Aka Concord).

Project Concorde: BAT effort from 1994 to develop a 1mg tar cigarette

Project Condor : Philip Morris effort from 1996 to provide retailers with financial incentives to promote PM's "It's the Law" campaign through e.g. in-store signs.

Project Coniston: BATCo program from the 1980s-'90s to manage financial holdings in minority companies in South Africa, Senegal, Ceylon, Hong Kong and associated debts and tax losses. Headed by D. C. Potter.

Project Conqueror: BAT effort from 1966 to explore the effects of cigarette smoke (whole or condensed) on the ciliary activity of clam-gill tissues and rabbit trachea. Results produced in collaboration with the Battelle Institute of Frankfurt. Ciliastasis in such systems comes to be widely used as a rapid bioassay to determine the "biological activity" of cigarette smoke.[248]

Project Continent: Brown & Williamson effort from 1982 to produce a cigarette using imported tobacco. ???

Project Copernic: Philip Morris support for research on indoor air quality testing conducted by Prof. J. Lenges in the Analytical Testing Dept. of CERIA in Brussels. Lenges had served as an expert witness for Philip Morris in the 1983-84 Barclay case.

Project Coprok: (1995) Aimed at monitoring BAT and competitor brands ???

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[248] C. I. Ayres (BAT R&D Southampton), "Project Conqueror: An Examination of the Initial Results," Feb. 18, 1966, Bates 650009616-9642.

Project Coral: (1982) Cytotoxicity and mutagenicity study of cigarettes Coral A and Coral B in human lung cells

Project CORE: ("Cost Reduction"): Brown & Williamson effort from the 1990s to develop a cigarette with a central core and an annulus made of different tobaccos as a cost-saving technique; round 3 was in 1997; D. Scholten was Project Leader.

Project Cork: BAT effort from 1998 to develop a London-brand cigarette for Bangladesh; project directed by Colin Greig.

Project Cornu: Philip Morris Europe (Neuchatel) effort from 1988 to standardize the blend used in Italy's Mercedes cigarette (and to replace with a Murattti blend). Ventilated version also developed.

Project Corporate Activity: Litigation Defense Strategy Document by Jones Day Reavis and Pogue prepared in 1985 for Reynolds.

Project Corrida: Philip Morris Europe effort from 1984 to develop a Chesterfield King Size and Long Size cigarette for Spain.

Project Cortland: Philip Morris Europe (Neuchatel) effort from 1990 to develop a Muratti Lights using concentric filter technology. Linked to Project *Riverton*.

Project Cosmic: Philip Morris effort from Year to create an "international network"

Project Cosmos: Philip Morris Europe effort from pre-1982 to produce a Marlboro for USSR, manufactured in Kishinev. Later known as Project *Tandem*. ???

Project Cost Centre: BAT code for a broad range of health research conducted in the mid 1960s, including studies of selective filtration, smoke constituents, smoke aerosols, biological degradation of maleic hydrazide (the pesticide), and hundreds of other topics.[249] Project names had numbers added, so Project *Cost Center 4300* was "Packaging and Product Development," Project *Cost Center 5000* was "PCL and Waste Tobacco Utilization," etc.

Project COT: American Tobacco Co. effort from 1980-81 to produce a 120 mm Carlton with low porosity citrate paper, 5y/30,000 filter tow, 2-row perforated tipping at 9mm pressure drop (though this varied), and a tar target of 5 and later 7 mg.

Project Cotton: BAT effort from 1993 to identify the potential of using DEER

[249] D. G. Felton, "Programme of Work at R. & D.E. Southampton" Jan. 13, 1966, Bates 105368311-8376.

technology (in SE 555 blend) to improve smoke quality.

Project Coumarin: ???

Project Country: Philip Morris Europe effort from the mid 1980s to develop a 14 mg low monoxide Marlboro for Switzerland; the same name was used for a Philip Morris U.S.A. effort from 1985-87 to make Marlboros sold in the Philippines more similar to the U.S. cigarette.

Project Courbet: Philip Morris Europe (Neuchatel) effort from 1988-91 to assist in the upgrading of the primary segment of the Coralma "MTOA" (Manufacture des Tabacs de l'Ouest Afrique) in Senegal.[250] A. Frattolillo responsible.

Project Cow: Philip Morris Europe (Neuchatel) effort from the early 1990s to use new flavors "to improve the taste of the PMU cigarette."[251]

Project Cowper: BAT effort from 1977 to create and test certain experimental blends for Africa.

Project Crawford: Imperial Tobacco (R&D Montreal) effort from 1983-84 to develop two cigarette products for use in Canadian mini-malls

Project CR: Reynolds study from 1983 to test the appeal of using various grains as possible tobacco substitutes in cigarettes (to lower tars). "Grain technology" was explored to find proper candidates.[252]

Project CRB : Reynolds effort from 1983 to develop a cigarette yielding "Corporate cost savings via blending of tobacco and substitutes (e.g. grain)."[253]

Project Cream: Philip Morris effort from 1988 to produce a cigarette for EEMA markets; product testing in Sweden caused the brand name to be changed from "Cream" to "Mellow."[254]

Projest Crest: Philip Morris effort from 1984 to develop a cigarette for Pakistan.

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[250] Philip Morris Europe, "January – March 1991, Strictly Confidential" (Quarterly Report), 1991, Bates 2028634034-4175.

[251] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 78.

[252] M. M. Sheridan to S. A. MacKinnon, "Brand Perspective – Project CR Concept Test," June 17, 1983, Bates 502783460-3461.

[253] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7966.

[254] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

Project Creuse: Philip Morris Europe (Neuchatel) effort from 1988 to produce an ultra slim cigarette with a distinctive taste. ???

Project Cricket: Philip Morris Europe effort from 1976 to produce a cigarette for the U.K.

Project Cricket-99: Philip Morris Europe (Neuchatel) effort from 1988 to optimize the blend on RAH for the UK market.

Project Cricon: BAT effort from late 1970s-early '80s to compare reception of cigarettes lowering deliveries by tip ventilation, hi fi and increased paper permeability (against State Express 555 cigs).

Project Croquet: Philip Morris Europe (Neuchatel) effort from 1987 to develop a King Size line extension of Raffles for the UK in a 12.5 mg tar version.

Project Cross: BAT effort from ???

Project Cross-over: BAT effort from 1975 to explore "the implication of the initiation-promotion hypothesis on the risks of smokers changing to cigs containing substitutes." Involved mouse-skin painting experiments by the Tobacco Research Council supported by BAT.

Project Crown: Philip Morris Europe effort from 1975 to develop a low delivery cigarette with deliveries similar to R6.

Project Cruise: 1988 study by Analytic Insight, Inc., with the aid of Fieldwork, Chicago, Inc., for Brown and Williamson to determine what people like or find most attractive about smoking.[255] Also a 1989 Project of BATCo Canada to explore "the potential and development of a U.S. blended proposition for sale in Canada."

Project CS: Reynolds effort from 1993 to make a "safer cigarette."

Project CS: American Tobacco effort from 1983 to make a cigarette from a low tar Lucky Strike blend. Tested on 75 female smokers of ultra low tar 100 mm products.

Project CTPECC: Brown & Williamson effort from 1983 to develop "psycho-physiological measure which will allow new product concepts to be formulated."

Project CU: Reynolds effort from 1993 to organize "Joe's Place" and "Camel Cash" promotions.

Project Cub: BAT effort from 1978 to analyze Philip Morris' use of flue

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[255] Analytic Insight, Inc. (for Brown and Williamson), "Discussion Guide: Project Cruise—AI#: 88-205," n.d., Bates 620209299-9303.

curing blends in its Canadian markets. = RD1604.

Project Cuenca: BAT effort from 1984 to target "opportunity markets" formerly closed by virtue of state monopolies.[256] One part involved a Brown & Williamson International collaboration with Tabacanaria of Spain (Canary Islands).

Project Culture: Philip Morris Europe (Neuchatel) effort from 1988-92 to measure pesticide residues in cigarettes sold in Europe. Methoprene ranged from 3 to 11 ppm, maleic hydrazide (MH-30) was found in excess of 80 ppm.[257]

Project Curie: Philip Morris support for research by Prof. Michel Symann at the Experimental Oncology Unit at Catholic University of Louvain in 1989-91.

Project Curry: BAT effort from 1982 to reduce tar deliveries of all UK and Export full flavor brands over a five year period from 18 to 12 mg/cigarette.

Project Cut Width: Philip Morris INBIFO effort from late 1990s to explore "the influence of different cigarette filler cut widths on the chemical composition of mainstream smoke" using the Ames bioassay.

Project Cutlass: BAT effort from 1979-1982 to develop a low-tar Virginia product;[258] earlier known as Project *Tram* (or *Iram*).

Project CY: American Tobacco effort from 1968 to panel regular Carltons against the company's latest model of Carltons with cherry flavor. The cherry flavored cigarettes were judged as leaving "a medicinal and somewhat unpleasant aftertaste."[259]

Project Cynthia: Philip Morris Europe (Neuchatel) effort from 1993 to develop a cigarette with a paper filter, oxygen-bleached paper, and no humectants on the blend. Prototypes were to be made in Dresden.

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[256] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[257] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[258] Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

[259] C. C. Kern to R. K. Heimann, June 14, 1968, "Weekly Progress Report," Bates MNAT00116166-6168.

Project Dahlia: BAT R&D (Southampton) effort from 1977 involving cigarette redesign (continuation of Project *Siskin*).

Project Dakota: Philip Morris plan from the mid 1980s to make an 85mm "fashionable Maryland brand" in the Brunes segment for the Swiss market (= Project no. 0519). Soft pack.

Project Dakota: Philip Morris plan from 1988 to have smokers participate in some kind of cowboy promotional activity.

Project Dakota: Brown and Williamson effort from the 1980s to produce a low-tar non-menthol cigarette "for contemporary, urban, young adult (21-35) male smokers who wish to be seen primarily as night hawks who are streetwise and capable of handling all situations in which they find themselves"[260] Dakota was supposed to be a cigarette "representing contemporary, urban masculinity."[261] Project *Dakota M* from 1993 moved tar down from 16-18mg to 12-14 mg.

Project Dakota M: Brown and Williamson effort from 1987 to create a cigarette that would have "perceived mouth freshening properties."[262]

Project Dale: Imperial Tobacco effort from 1967 to conduct panel evaluations of developed recipe and rate of burn. ???

Project Dali: Philip Morris Europe (Neuchatel) effort from 1988 to establish the correlation between cigarette firmness and OV, CV, and OV, in cigarettes made from 100% recon.

Project Dallas: Brown & Williamson effort from 1986-87 to make a full-flavored non-menthol cigarette for Argentina that would be less irritating than Marlboro and Philip Morris. Used Kent blend with Moorgate materials and AMELIA E flavor. [263]

Project Dalmation: effort from 1977-78 to ???

Project Danny: Philip Morris U.S.A. effort from 1984-88 to develop a cigarette

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[260] Brown and Williamson, "Project Dakota," n.d., Bates 674097463-7467.

[261] Brown and Williamson, "Project Dakota," n.d., Bates 681873914-3917.

[262] S. Zolper (Brown and Williamson), "Project Dakota M," March 23, 1987, Bates 621708696-8701.

[263] P. L. Aulbach to P.J. Martinez, "Project Dallas – Status/901," Dec. 16, 1986, Bates 62162348-3249.

for production in Malaysia "with inclusion of up to 50 % local tobacco subjectively comparable to U.S. Marlboro."[264]

Project Danube: Philip Morris Europe (Neuchatel) effort from 1988 to make a cigarette to which flavors have been added in the filter.

Project Danville: Philip Morris Europe (Neuchatel) effort from 1988 to develop an 8 mg tar (STAR) cigarette for Switzerland (using same Bond family blend used in Sweden).

Project Darts: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Virginia-type Ultra Slim cigarette for the U.K.

Project Data: Idea for a "variable filter" cigarette ("adjustable tar cigarette product") developed by Philip Morris for a Swiss test in the mid 1980s. Cigarette had a "bypass tube" in its filter and could be adjusted to deliver anywhere from t to 6 mg tar.[265] See if Reggie Newsome involved.

Project Data Charcoal: Philip Morris effort from 1986 to ???

Project Data Product Test: Philip Morris effort from 1984 to determine consumer reactions to an adjustable filter ("Dial-a-Filter").

Project Dauwalder: Philip Morris support in 1993 for social research by Prof. Dauwalder of Germany "to back up any argumentation line in Favour of Smoking" by exploring "the hidden mechanisms playing between cultural environment, suppression, and tolerance."[266]

Project Davis: Philip Morris Europe (Neuchatel) effort from 1992 to develop cast leaf products for Europe which meet European requirements for taste and feedstock utilization.[267]

Project Dawn: Brown and Williamson effort with the University of Louisville (from 1961) "to determine the uniformity of cigarettes make on a Molins Mark VI making machine." Involved tagging certain

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[264] J. L. Spruill, "Marlboro Standardization and International Support," Feb. 1988, Bates 2022162281-2283.

[265] M. C. Ziegenhagen, "Minutes of the NPC Meeting August 26th, 1983," Aug. 30, 1983, Bates 2023274177-4181.

[266] Ulrich Reif to M. Ulrich Crettaz to Tony Andrade (Philip Morris S&T Dept.), Jan. 21, 1993, Bates 2501011536.

[267] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 44.

components of the leaf with radioisotopes and then measuring the resulting radioactivity in the finished cigarette.[268]

Project Day: BAT effort from 1998-89 to make cigarettes with a greater level of "safety." Linked to Projects *Pearl* and *Viking*; perhaps a continuation of Imperial Tobacco's Project *Day* from 1989-91.

Project DB: ("Discount Brands"): Reynolds effort from 1983 to develop cheap cigarettes.

Project Deborah: Philip Morris Europe (Neuchatel) effort from 1993 to reduce the diameter of LMK from 7.85 to 7.75 mm--judged unacceptable "tastewise."[269]

Project Decame: BAT (UK&E) effort from late 1980s to determine the effects of diethyl citrate (DEC) as a filter plasticizer component on smoke deliveries and sensory characteristics esp. for Middle East products.

Project DEEP: 1987 BW/BAT effort to develop a truly cheap filter based on polypropylene, CA waste, etc.

Project DEER: Major effort by BAT beginning in late 1980s (or earlier?) to force inorganic materials into tobacco sheet and rod (involved use of offal from international BAT affiliates). In Canada, plan was for "DEER material" to be in cigarettes by end of 1989.[270] Continued into 1990s with Projects *DEER II* and *III*.

Project Deer Enhancement: BAT effort from ???

Project Degas: Philip Morris Europe (Neuchatel) project from 1988-89 to evaluate the influence of strip package OV on U.S. Burley strip size and cut filler.

Project Deimos: Philip Morris Europe effort from 1988-92 to develop methods for determining sidestream smoke yields (TPM, nicotine and carbon monoxide) from a single cigarette. G. N. Bindler responsible.

Project Delight: BAT effort from 1993 to adapt 555 Lights blends to have "similar design relationship to the parent as Marlboro FF has to

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[268] C. J. Moll, "Interim Report on Project Dawn," Feb. 22, 1961, Bates 650205295-5299.

[269] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 81.

[270] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654, p. 36.

its Lights version," esp. for FE markets.[271]

Project Delta: Brown and Williamson effort from 1981-82 to produce a milder Barclay esp. for female hi-fi smokers.[272] Goal was to produce a low carcinogen cigarette. Renamed Omega Versions 1-7

Project Delta/Sigma: Philip Morris effort from 1992 to produce a chemical heat source for cigarettes using metal nitride, metal oxide and carbon.

Project Denise: Philip Morris effort from 1984 to develop "a Philip Morris Special full-flavour cigarette for the German market."

Project Denver: PM project to ??? a regional project?

Project Derby: 1980 Philip Morris project to develop a "lights" product line to compete with BAT's Casino K.S. and Belmont E.S.

Project Dervish: BAT effort from 1986-87 to ???

Project Descartes: Philip Morris support for the research of Prof. Caboche on neurophysiology at the Unite de research de Physiology . . . (France?) ??? where, student???; part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Desiré: ???

Project Designer: ???

Project Detective: Short (60 mm) cigarette developed by Philip Morris in 1988 for Belgium; consumer tests found produce "too short" and project was dropped.[273]

Project DFC: Reynolds effort from 1986 to come up with ways of measuring "smoking behavior as a means of detecting differences among products." Involved comparison of blood nicotine levels with subjective evaluations by smokers, etc.[274]

Project Diamond: BAT effort from 1975 to replace JPS as BAT's Players flag brand.

Project Diamond: Brown and Williamson effort to develop "new means of

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[271] G. A. R. (BATCO), "Status Review Notes 1993: Product Technology – Product Review," July 13, 1993, Bates 400448809-8825.

[272] Brown and Williamson, "Project Taurus," July 26, 1982, Bates 675110637-0701.

[273] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[274] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

communication right at legal limit" to reinforce Pall Mall in Norway in 1983 and 1984.[275]

Project DIET: Dry Ice Expanded Tobacco circa 1987 to puff tobacco by BW

Project Diet: Philip Morris Asia effort from 1988 to help China's National Tobacco Company acquire certain kinds of cigarette-making technologies.

Project Diet: BAT effort from 1990s to ???

Project Dime: BAT effort from late 1980s to develop product designs for low-cost blends being created in Woking.

Project Dino: BAT effort from 1972 to develop "a new top quality housemark for future exploitation"; cigarette was to be a Lambert & Butler De Luxe Filter of Australian design adapted for 95mm.[276]

Project Discovery: ???

Project Dolly: Philip Morris Europe (Neuchatel) effort from 1992 to bring the tar level of Marlboro Lights PE to 9 mg (by new ISO method).

Project Donald: BAT effort from mid 1990s to develop a cigarette for Singapore. Sales by 1996 "exceeding expectations," though some complaints heard about plugwrap separating from filter.

Project Donkey: Philip Morris Europe effort from 1978 to produce a Caballero-type cigarette for Holland with lower tar and nicotine and a maximum DPM of 16 mg.

Project Dora: Philip Morris International effort from 1988 to develop an 11.5 mg King Size cigarette with and without charcoal filters for Hong Kong with the brand name "Manhattan."

Project Doris: Philip Morris Europe (Neuchatel) effort from 1993 to transfer blending operations from Munich to Dresden for F6 100's.

Project Douglas: Philip Morris Europe plan to develop a Marlboro 100's red for Finland.[277]

Project Dow Jones: Brown & Williamson effort from 1997 designed to "build equity" for GPC brand cigarettes, esp. in the realm of VFM product offerings.

Project Down Under: Philip Morris campaign from 1986-88 to counter growing

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[275] Bates 464021796.

[276] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

[277] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.). Bates 2001216133-6263.

public concern about the hazards of secondhand smoke. Included the launching of *Philip Morris Magazine* (ed. Guy Smith), one goal of which was to establish a database of sympathetic smokers (the magazine reached 7 million readers, 80-90 percent of whom were smokers). John Rupp of Covington and Burling recognized that the new appreciation of the ETS hazard put the industry "in deep shit."[278] Goal was to improve smokers' self image and to "isolate zealots"; goal was also to posture anti-tobacco elements "as fringe groups, out of the mainstream of American opinion." Project included some bizarre ideas, like "sue ACS for saying tobacco workers are murderers," etc. Targets included smokers, non-smokers, anti-smokers, public officials and policy makers, the scientific community, and the company's friends and allies.[279] Aka *Operation Downunder*.

Project DPC: ("Doral Price Clarification"): Reynolds effort from 1994 in Pittsburgh

Project Dragon: Philip Morris effort from 1988 to develop a "blended" king-size cigarette for China's state-owned tobacco monopoly. Cigarette was to be a non-PM trademark owned and manufactured by the Chinese National Tobacco Company. Goal was not to "make any money" but rather "getting to know them";[280] the cigarette was to be made at Guangzhou Cigarette Factory 2. Earlier known as Project *Rabbit*.

Project Dress Down: Brown and Williamson effort from 1997 to create for the company's Carlton brand a new "packaging for the entire family" consistent with conventional Ultra Lights packaging.

Project Drome: Philip Morris Europe (Neuchatel) plan from 199-92 "to blacken tow material using carbon black in triacetin"[281]

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[278] Philip Morris, "Project Down Under: Conference Notes," June 24, 1987, Bates 2021502102-2134. Philip Morris here concedes that "Research peaks in 1984, perhaps because scientific community feels issue is resolved."

[279] Robert L. Mozingo et al. to Samuel D. Chilcote, Feb. 1, 1988, Bates TI DN 000271-2719.

[280] "NP Review Mtg: Second Revised Forecast Finance," June 16, 1988, Bates 2074894812-4818.

[281] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 71.

Project Drop: *???*

Project Drought : Philip Morris U.S.A./Australia effort from 1986 to improve "cigarette making at elevated temperatures," through reduced packing densities. Patent for process filed in Australia. Similar to Project *Jose* in that both promised to decrease cigarette weight and therefore increase excise savings.

Project Dry Addition of Additives: ???

Project Dual: Brown & Williamson effort from 1982 to produce a cigarette with an extruded plastic mouthpiece plus tobacco filter. ???

Project Duck: Philip Morris Europe (Neuchatel) effort from 1987 to make a Muratti blend for North Pole cigarettes in Belgium and Italy.

Project Duerer: Philip Morris Europe (Neuchatel) effort from 1987 to increase the capacity of the ETNA installation in Philip Morris Germany's Munich factory. News capacity was 1250 kg per hour at an elevated expansion temperature of 365 degrees Celsius.

Project Duke: BAT effort from 1998 to ???

Project Dumbo: Philip Morris Europe (Neuchatel) effort from 1993 to modify the blend and flavor on PMB and PML cigarettes.

Project Dummy: BAT effort from 1993 to "re-create Du Maurier Superkings with the smoking quality traditionally exhibited by this brand many years ago but with smoke yields compatible with current Group policy."[282]

Project Dunlin: 1983 effort to investigate effect of holders on sensory assessment of cigarettes prior to examining the effects of variations in ventilation style on sensory assessment and smoking behaviors.

Project Durance: Philip Morris Europe effort from 1988 to make a 1-3mg cigarette ("shorties") using Project *Volga* or *Amour* techniques.

Project Durham L: American Tobacco effort from 1964 to develop a marketing plan for Lucky Strike filters as "strong, masculine, and above all, modern."[283]

Project "Dylan": Code name used by TechLaw Automation Partners to refer to a 1995 project to scan 400,000 documents for use by the law firm

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[282] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[283] BBBO (for AT), "Project Durham L," Aug. 19, 1964, Bates 966043478-3508.

of Hunton & Williams in litigation on behalf of Philip Morris. Key was to obtain a searchable index in light of upcoming depositions. Dylan was the code name to be used, and to maintain security there was to be "no mention of the client name."[284]

Project Eagle: BAT effort from 1986 to develop and validate methods for measuring sidestream smoke in closed rooms.[285] Compare trial testimony of J. B. Cohen, PhD: "There is no such thing as project eagle."

Project Eagle: Reynolds document referencing this notes that "The Export smoker has to be viewed by the Player's and duMaurier smoker as more like himself. More young, urban, contemporary and sociable – while retaining masculinity, independence and adventure." (Cited in J. B. Cohen!; doc is "Project Eagle Focus Group, Final Report, Jan. 1987).

Project Eagle: Philip Morris Europe (Neuchatel) effort from 1989 "to replace RU005 blend by HU004 blend in the RUM02 (Runner Menthol) made in Jubilee."[286]

Project Echelon: BAT effort from 1993 to make a Gold Flake cigarette.

Project Eclipse: linear smoking machines—check out

Project ECNAP: ???

Project ECO : 1988 complement brand portfolio via the launch of project ECO (Cigarillo) which offers high trade and RJR margins, assuming maintenance of tax benefit, and revitalization of other opportunistic brands.

Project Ecuador Philip Morris leaf crop buying and processing in Ecuador (1982-86). "(Marlboro Lights 80) - Carlos Munoz has requested assistance with developing Marlboro Lights. He has spent one week in Ecuador working with their recently launched Marlboro Lights. Samples will be produced in Chile

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[284] TechLaw Automation Partners, "Project 'Dylan' Proposal: Hunton and Williams" (for Philip Morris), May 17, 1995, Bates 2076177347-7373.

[285]

[286] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

with fabrication materials obtained in Ecuador. Richmond personnel will visit Chile in early February to assist with the completion of the above projects."

Project Ecusta "Velvet" Paper: ???

Project Edith: Philip Morris effort from 1984 to compare L&M v. HB and West cigarettes on the German market.

Project EEL: 1984 work for Middle East concept test: "we took 3 blends in a 20mm circumference format and aimed at achieving 8 - 9 puffs with a delivery around several mg/cig. After some internal screening the cigarette selected was coded AI0."

Project Egloff: Philip Morris Europe (Neuchatel) plan from 1987 to develop a Merit Ultra Lights 100s for the Italian market.

Project EGO: Philip Morris U.S.A. effort from 1986 to produce a partly blended cigarette.

Project Egri: Philip Morris Europe effort from 1979 to produce an L&M cigarette for Hungary.

Project El Greco: Philip Morris Europe (Neuchatel) effort from 1992 to assist the Monopolio Tabacchi Italiani "for the qualification of the tobacco blend used in the production of the DIANA RED cigarette."[287]

Project Electrostatic Separator Systems: ???

Project Elite: Philip Morris effort from 1976 to produce a 2 mg cigarette with a diluted high-efficiency cellulose acetate filter and 50 % ET blend.

Project Emerald: 1989 B&W effort to develop an Ultra Slims for "older adult females 35+"

Project Emerge: (1989) Implementation of ammonia technology in tobacco processing Company????

Project Emir: BAT effort from involving GR & DC team member J. A. Luke (Head of Advanced Products). Henning and Moeller also involved. No further information ???

Project Emma: Philip Morris Europe (Neuchatel) effort from 1993 to develop a full flavor cigarette "using untreated blend, oxygen bleached cig. paper and paper filter."

Project EMN: Imperial Tobacco/BAT effort from 1985 to develop a "less hazardous" cigarette by "eliminating, modifying, or neutralizing" (hence the acronym) certain components in cigarette smoke.[288]

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[287] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 46.

[288] Bates 109875253.

Originated in Southampton, then moved to Imperial Tobacco in Canada, then finally B&W in the U.S. Succeeded by Project *Day*. Files destroyed.

Project EMU: Philip Morris Europe (Neuchatel) effort from 1988 to test the Chesterfield King Size Pan-Europe vs. Marlboro KS Pan-Europe and Camel KS currently sold in Holland.

Project End Stability: ???

Project ENRIK (SW): [289] ???

Project Enter: Lorillard + Tobacco Institute effort from 1979 to "Enlist New TAN Enrollees Rapidly" (hence the acronym). Goal was "to recruit 3,000 new TAN enrollees from the retailer, wholesale and vendor segments." TAN was the Tobacco Advisory Network, a group of goal of which was to coordinate political activity across the U.S. to halt or soften anti-tobacco legislation.[290]

Project Environmentally acceptable filters: ???

Project Environmental Tobacco Smoke (6502?): ???

Project Enzymatic Modification of Tobacco ???

Project EP: Reynolds marketing effort from 1994, dropped that year.

Project Epcot: 1989-90 BAT effort to make a reduced density "open-cell foamed, structured rod" smokable like conventional cig but w less tobacco (using Deer technology). Involved manipulating binder/starch levels to incorporate air-cured stems into tobacco manufacturing.[291]

Project Erie: Referenced in an Imperial Tobacco project from Dec. 1982 commenting on how many smokers have been willing to sacrifice taste, flavor and pleasure "for the psychological relief offered by these milder and perceived-less-harmful cigarettes."[292] Versions

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[289] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[290] Michael J. Kerrigan to Arthur J. Stevens (Lorillard), Nov. 23, 1979, Bates 03665274-5280.

[291] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[292] Cited in Joel B. Cohen, "Effects of Cigarette Advertising on Consumer Behavior," 1987, Bates 2500082202-2253.

I, II and III, by 1985 involved evaluation of Amarelinho grades.

Project Erik: Philip Morris Europe effort from 1978 create a cigarette with a total weight lower than 850 mg, a DPM similar or lower than that of BLEND (approx. 12 mg), and a taste with more impact than that of the Swedish BLEND cigarette.

Project Erika: Philip Morris Europe effort from 1974 to introduce a new brand into Germany. (Code 29.4.64).

Project Erinmore: (1960 earliest) A type of gold flake tobacco. ???

Project Erni: Philip Morris Europe (Neuchatel) effort from 1986-87 to confirm a Project *FC-Brazil* study of tobaccos prepared at a Korean stemmery. Key was to determine physical properties of hand-stripped vs. machine-threshed stripped tobacco.

Project Ernst: Philip Morris Europe effort from early 1990s to ?? H. Hofmann responsible.

Project Escaut: Philip Morris Europe effort from 1988 to produce a low sidestream 1-3mg cigarette using *Volga* or *Amour* technology.

Project Eternity: BAT project from 1993 introducing ventilation and low permeability citrate paper, plus MIDAS flavors dissolved in glycerol and spray on stem to improve smoking quality. Gave full recognition to SE 555 as company's flagship Virginia style brand internationally, developed also for China market

Project Eternity Plus: BAT effort from 1994 to ???

Project Etna: BAT effort from 1984 to enter markets of former monopolies with medium level (25%) DIET products.[293]

Project Etna: Philip Morris Europe effort from 1979-80 to explore the influence of packing material (cardboard, plastics), on the o.v. content of the tobacco over time. Also involved looking at the influence of different levels of expanded tobacco on smoking qualities.

Project Etna-Tabac/CH: ???

Project Eton: Philip Morris Europe effort from 1980 using expanded tobaccos made in Onnens.

Project ET-Pan Europe: Philip Morris Europe (Neuchatel) effort from 1987-92 to coordinate expanded tobacco (ET) processes for the company's

[293] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

four European ET plants.[294]

Project ETS : ("Environmental Tobacco Smoke"): Philip Morris Europe (Neuchatel) collaboration with Battelle to measure smoke residues in indoor air (1988-92). Included study of efficiency of Vaportek air cleaners, use of tracers to monitor carbon monoxide, nicotine, ammonia, nitrogen monoxides, etc.

Project Eugenol: Company effort from 1983 to explore the use of eugenol as a depressant in interaction with nicotine as a stimulant. Involved investigation of pharmacology and toxicology of eugenol.

Project Euphrate: Philip Morris Europe (Neuchatel) effort from 1988 to develop a low cost cigarette using total blend expansion technology.

Project Euro-MLF: Philip Morris effort from 1985 to investigate the microbial quality of (Munich) Marlboro tobaccos (bacteria and fungi).[295]

Project Euronet: Philip Morris R&D Neuchatel project launched in 1991 to evaluate DIET and NET product interchangeability with European tobacco blends.[296]

Project Europ: Philip Morris Europe (Neuchatel) effort from 1988 to control the germination of bacterial spores during tobacco processing.

Project Everest: Philip Morris Europe effort from 1978 to produce a cigarette with 7 mg tar and .6 mg nicotine. *Linked to Select and Flint.*

Project Everest (I & II): BAT Arabia effort from 1994 to promote duty free Barclays with Rolex watch drawing.

Project EW: R.J. Reynolds effort from 1992-95 to make a "safer" cigarette using a new CS (Carbon Scrubbing) filter delivering "50% less controversial compounds." Designed to trap "many of the compounds in the cigarette smoke that the Surgeon General has claim to be carcinogens in cigarette smoke." "Don't Know if better for you, no one does. But if no trade-off in taste, can't hurt to try."[297] Nation-wide marketing involved 50,000 display units

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[294] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263. check this date!

[295] M. I. Hofer (Philip Morris), "Microbiology," April 15, 1985, Bates 2028639706-9718.

[296] P. Wetzel, "Euronet," July – Sept., 1991, Bates 2028633802-3805.

[297] Reynolds, "Project EW," Jan. 6, 1995, Bates 514291260-1266.

for Winston Select brand.

Project Exchange: ???

Project Exit: Philip Morris Europe effort from 1981-82 to develop a "Barclay-like" 1 mg tar cigarette with a Cambridge flavor and casing.

Project Experimental Flavor Studies: RJR FFNM effort from 1984-1985 to investigate the impact of current and experimental flavor ingredients in order to determine the optimum flavor system.

Project Expo92: ???

Project Expo94: ???

Project Extra: Philip Morris effort from 1988 to test a 6 mg paper/cellulose acetate filter cigarette vs. Half Pint. Other A/C systems tested. Aka Project *602*.

Project F21: Arthur D. Little code-name for Philip Morris' effort from 1988 through mid 1990s to design an electric cigarette, which at PM went under the name Project *Beta*.

Project Fabi: Philip Morris Europe plan from 1987 to improve the taste and quality of its Diana brand family cigarettes sold in Italy.

Project Fabienne: a 1984 Philip Morris plan to develop Marlboro Lights Menthol for the German Market

Project Fact: Brown and Williamson effort from 1988 to produce a low gas cigarette with the company's "purite" filter.

Project Fair Play: Philip Morris 1997 project to develop an understanding of the public's views toward anti-tobacco activities and the activities and intentions of anti-tobacco advocates, with special attention to activities or policy positions which "go too far"

Project Falcon: Philip Morris survey from 1985 "of males and females aged 16-29 years" (1,000 West German respondents) to ascertain the musical preferences of young people. Part of a plan to strengthen marketing via Marlboro Country and Western Festival concerts. Conclusion: "Country & Western music has only a low potential among the youth – thus only little attracting our main target group."[298]

[298] "Research Summary Report: Project `Falcon'," Aug. 8, 1985, Bates 2500145298.

Project Falcon: Philip Morris Europe (Neuchatel) effort from 1989 "to replace PM013 blend by PM024 blend in the PMR02 (Philip Morris Regular) made in Jubilee."[299]

Project Falcon: Brown and Williamson effort from 1997 to evaluate "ways by which store-level information can be more effectively used by the field in targeting promotion merchandising, and distribution."[300]

Project False: Philip Morris effort from 1965 (???) to create "a low TPM cigt that can compete with the low delivery (10 mg) potential of the "True" cig't." Candidate had been investigated with filtration only, and conclusion was that delivery in the 10 mg TPM range required "air dilution."[301]

Project Fame: BAT effort from 1993 to see whether ROOT technologies were of value for flue-cured tobaccos. Found no advantage for CPCL-9 ir EMERGE in flue-cured cigarettes. Part of a broader effort to emulate Philip Morris' success with ROOT technologies.

Project Famous: Philip Morris U.S.A. effort from 1988 to develop a Chesterfield cigarette to compete with globally with Camels. Prototypes 23P and 2P tested in Germany and Belgium on Nov. 21, 1988.

Project Fangio: Philip Morris effort from 1980 to produce a 10 mg tar prototype with same format at Project Queen (both for Italy).

Project Far West: Philip Morris effort from mid 1980s to make a "super-light" 5 mg. Marlboro extension for Switzerland.

Project Faraday: Philip Morris Europe support for the research at Germany's Fresenius Institute in Taunusstein, Germany, on indoor aid quality; the specific task was to develop portable samplers. Part of the company's 1991 effort to develop expert witnesses for use in litigation and/or regulation.

Project Farm: Imperial Tobacco effort from 1971-72 to produce a new cigarillo with lower tar and nicotine by manipulating paper porosity.

Project Farthing: BAT/B&W effort from 1979 to produce a low tar (single digit) version of 555 Filter Kings (State Express) for Far East and

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[299] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[300] Karl Hutchison, "Project Falcon Analysis," Aug. 28, 1997, Bates 210050008-0018.

[301] Bates 2078099728-9734.

Middle East, & eventually U.K. market.[302]

Project FAT: Reynolds effort from the mid-1980s to make a cigarette with a "fresh aftertaste" (hence the acronym). Incorporated cinnamon and menthol.[303]

Project Favor: BAT/B&W effort from 1979 to produce a low tar version of 555 Filter Kings.[304]

Project FC: ("Fat Cigarette"): Ambitious Reynolds effort from the late 1980s to make a large-circumference non-menthol 79 mm Camel cigarette ("Camel Wides," aka "Fats" or "Bigs") targeted at young adult male smokers.[305] Slogan: "Walk on the Wide Side." Other names considered included: "Turks, "Bolts," "Champs," "Huskies" and "Stouts."

Project FC-Brazil: Philip Morris Europe (Neuchatel) effort from 1986 to explore the chemical and physical properties of hand-stripped v. machine-threshed Brazilian flue-cured (hence the acronym).[306]

Project FC-5001: Liggett effort from 1974 to make an L&M menthol cigarette.

Project FC-7000: Liggett effort from 1977 to evaluate filters for their capacity to selectively remove nitrogen oxides.[307]

Project FD: ("Future Dimensions"): Reynolds effort from 1986-92 to develop materials suitable for use in the company's smokeless cigarette (Project *SPA* = Premier). Substances explored included combinations of nicotine and caffeine, nicotine and theobromine, "friendship pheromones" of various sorts, etc. Some designs,

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[302] Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

[303] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

[304] P. C. Bevan, C. C. Greig, and R. G. Hook, "Discussions on `No tar/Low Tar' Products," Oct. 21, 1999, Bates 2082743029-3030.

[305] "Project FC/Camel Wides," 1989, Bates 507223099-3124.

[306] D. Borgognon, "PME R&D Process Development: FC – Brazil," Nov. 1986, Bates 2056279766-9813.

[307] T. Williams, "Progress During January-February, 1977 on Project: FC-7000," April 6, 1977, Bates lg0057274-7361.

characterized as "The Ultimate," included no nicotine.[308]

Project Feast: United Tobacco effort from 1994 to explore the consequences of a launch of a new low-price cigarette for South Africa.

Project Feather: BAT effort from the late 1990s to develop a B&H for the Middle East.

Project FELT: 1984-89 BAT behavioral study to produce a 9mg tar cigarette with sensory properties of a higher tar cigarette (e.g., 14mg B&H).[309] The goal was a low-tar cigarette with "more satisfying initial puffs";[310] design elements included alkaline filters, more use of expanded tobacco, and incorporation of "high nicotine" grades of tobacco. Linked to Project HiNic.[311]

Project Fencing: Philip Morris Europe (Neuchatel) effort from 1990 to develop a "Marlboro Light King size and a Light 100's with casing and flavors conform to the Frogatt list."[312]

Project Fermi: Philip Morris support for research at Germany's Fresenius Institute on indoor air quality (ultra low RSP concentrations); part of the company's 1991 effort to develop expert witnesses for use in litigation and/or regulatory proceedings.

Project Ferret: BAT (Southampton) effort from 1992-93 to explore the efficiency of certain blending process technologies.

Project Fever: BATCO effort from 1995 to look at effect of moisture and barrel temperature for Virginia DEER. Part of effort to enhance sensory properties of DEER.[313]

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[308] "RJRTDC Product Technology Development Continuum," 1987, Bates 506008255.

[309] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[310] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[311] Imperial Tobacco Ltd., "Product Development Specialists Meeting, Book III – Innovation," Jan.-Feb., 1989, Bates 599001420-1676.

[312] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[313] BATCO, "Environmental Issues Related to Product and Process: Work Area 94.09," Jan.-June 1994, Bates 503053743-3874, p. 24.

Project FFNM Descriptive Consumer Model: RJR FFNM effort from 1984 using available NFO data to determine the cigarette design (blend, construction, additives) required to produce the optimum cigarette based on ideal attribute ratings.

Project Fitfor: BAT effort from 1998 to improve solid board cases. ???

Project Fitia: ("Filter Tip Attachment"): Philip Morris Europe (Neuchatel) effort from 1988-92 to minimize "tip gluing defects." Goal was to "improve the gluing of the tipping paper to the filter plug and tobacco rod, on high speed makers." This same report talks about the use of recycled galvanized drums for transporting humectants.[314]

Project Flag: RJR 1987 "contingency plan for insulating tobacco brand and logo presence in the event of a regulatory prohibition on advertising." citation

Project Flanker: Philip Morris effort from 1988 to produce a cigarette for Brazil with the brand name "Vista from Galaxy."

Project Flavor: Philip Morris effort from 1993 to reposition Merit from 8 mg to 6 mg tar, in "same sensory space."[315]

Project Fleurette: Philip Morris effort from 1984 to develop two products for the Swiss market: an American blend and a Maryland blend. The American blend had a "combustion-improving salt" added to facilitate lighting.[316] Both were to extremely low tar (1 mg).

Project Flicker: BAT effort from 1993 to make a Heritage cigarette for the Nigerian market.

Project Flint: Philip Morris Europe (Neuchatel) effort from late 1970s to develop new cigarette, found to have "a strange off taste."

Project Flismet: BAT project from 1984 to design and manufacture stem-tobacco filters, mainly for operating companies that might have difficulties obtaining cellulose acetate tow.[317]

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[314] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 140.

[315] Philip Morris, "Marketplace Driven Product Development," Dec. 1993, Bates 2021322578-2643.

[316] P. H. Nagel and A. H. Abdelgawad (Philip Morris), "Cigarette Development," Jan 13, 1984, Bates 2028638517-8521.

[317] BAT, "GR&DC Research Programme: Progress Review: Work Area 416.00, Period Ending June 1984," Bates 512001477-1509.

Project Flite:	1987-89 effort by BAT to incorporate certain flavorings and casings (esp. menthol) into recon using DEER methods.[318]
Project Flora:	BAT (UK&E) product development from 1992 involving 555 Lights for Taiwan (increased Oriental, decreased stem).
Project Florida:	Philip Morris Europe (Neuchatel) effort from 1982-85 to make an oriental-taste cigarette for the Swiss market "close to Camel but rather on the Oriental side." Linked to Projects *Dakota* and *Carolina*. Had versions I-IV.
Project Flute:	Imperial Tobacco (Montreal) effort from 1985 to develop "tubes that, when used with their corresponding fine cut brand, will give deliveries that are in-line with the parent K.S. cigarette."
Project FML:	Philip Morris effort from 1988 to help China address its shortage of filter tow material.
Project Football:	Philip Morris Europe effort from 1984 to improve the taste of Marlboro for the U.K. market.
Project Forest:	Philip Morris effort to produce a "male oriented fresh cigarette" for Australia. Product was to contain not menthol but a "low level of eucalyptus" to produce a "clean fresh aftertaste."[319]
Project Formosa:	BAT effort from 1998 to fulfill printed film requirements for Special Issue cigarettes. ???
Project Foucault:	Philip Morris collaboration with researchers at Germany's Fresenius Institute (Dr. Ockelmann, for example) to measure "the exposure of car drivers to air pollution caused by the surrounding traffic." Part of the company's 1991 effort to develop expert witnesses for use in litigation and or regulation. The goal was to measure respirable dust, benzene, CO, asbestos, lead and cadmium, etc., to show that these were higher from pollution than from smoking inside a car. Project arose in response to the introduction of non-smoking rental cars in Germany.[320]

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[318] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[319] Philip Morris, "Updates of Previously Presented Products," Jan. 1989, Bates 2040790725-0732.

[320] "Bel1e Air Classe, das Nicht-Raucher Auto"; see Walter Fink to H. Gaisch, "ETS," Dec. 1, 1989, Bates 2028444630.

Project Fox: Philip Morris Europe (Neuchatel) effort from 1987-88 to introduce LTR sheets in Marlboro and Muratti blends.

Project Franklin: Philip Morris Europe (Neuchatel) effort from 1991 to develop portable instruments for measuring indoor air quality. Linked to Project *Faraday*.

Project Freezer: BAT effort from 1993 to explore impact of storage in a freezer on chemical analytics.

Project Fresh: Philip Morris effort from 1986-87 to see how packaging designs could be improved to prolong shelf life of cigarettes. Linked to Project ART.

Project Fresh Smoke Effect: BAT effort from 1996 "to identify sensory stimulants and develop technologies to deliver smooth and fresh taste during, on finishing and after smoking." Goals included positioning of a menthol release to a "discreet zone on the tobacco rod, to deliver last puff mouth freshness" (Project *BAT-BAND*). Also involved incorporation of spearmint and other essential oils.[321] Project no. 961.03.001

Project Freshness: Philip Morris from ???

Project Fries: Philip Morris Europe (Neuchatel) expansion trial in the Expanded Tobacco installation in Onnens for Tabacalera SA (Spain's tobacco monopoly). 5000 kg of tobacco expanded in 1987.

Project Froeb: ???

Projectg FSMG:

Project FT: American Tobacco Co. effort from 1966 to produce a cigarette using recon sheet containing carbon.

Project Fuller: Philip Morris Europe (Neuchatel) effort from 1993 to improve product quality in the company's four ET ("Expanded Tobacco") plants.

Project Fuma: ???

Project FUSE: ???

Project Future: ???

Project FX: = "Flavor Exploratory": Reynolds product test from mid 1980s

Project G: American Tobacco Co. effort from 1964-66 to produce an experimental cigarette with menthol added to the plasticizer in

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[321] Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

	the filter (for Pinnacle and Brighton cigarettes). Part of a broader effort to add flavors to the plasticizer.[322] Connected with the company's Project *GW*.
Project G:	Brown and Williamson effort from 1978 through 1984 to produce a low gas (CO) cigarette in the "single digit" tar range, responding partly to the 1979 Surgeon General's report.[323] Collaborated with Lisher & Co., Inc. in effort, which involved focus groups in Phoenix, Denver, Philadelphia, and New York. "For security reasons" name changed in 1984 to Project *Volume*.[324]
Project G:	Lorillard packaging + marketing guidelines from 1984-85 for its "True" brand cigarette, designed to have a "`family' look" that would appeal to both men and women.[325]
Project G:	Reynolds effort from late 1970s-early 1980s to make a cigarette that would meet "G" (for "Gori") guidelines.[326] Gio Gori had claimed that a cigarette with X tar would be relatively safe.
Project G-4 Stems:	RJR FFNM effort from 1983-1984 to determine the impact on consumer perceptions both 7+ and attributes of cut rolled burley stems.

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[322] J. H. Hager to John E. Dillard, "Project 'G' – Cigarette 'N'," March 19, 1964, Bates 950072579.

[323] "Brown & Williamson Project G Status Report," 1979, Bates 774138327-8346. "Taste delivery has diminished with tar delivery." "Current awareness of the alleged health consequences of the gas phase elements of smoking is virtually non-existent" (p. 5). "For those becoming concerned over CO/gas, their concern is generally on top of and in addition to `tar', meaning there is only limited potential for selective reduction (e.g., relatively high `tar' with low CO/gas)." Why do people smoke ultralights? "Smokers in this area are not concerned with taste or satisfaction, but are highly concerned about alleged health issues." (p. 7) Also good is "timeline" chart from: Lisher & Company, Inc., "Brown & Williamson Project G – Low Delivery Work-In-Progress Review," Jan. 17, 1979, Bates 74138472-8490.

[324] D. I. Falk (Brown and Williamson) to 46 recipients, including T. E. Sandefur, "Project G," March 20, 1984, Bates 503001741.

[325] "Packaging Guidelines Project `G'" (Lorillard), Nov. 19, 1984, Bates 87007306-7307.

[326] D. P. Johnson (Reynolds), "Project `G'," June 1, 1979, Bates 510854489. Reference is to Gori's article "Low Risk Cigarettes: A Prescription"

Project G-7 Ammoniated Extract: Reynolds effort from 1990 to replace G-7 2 in Reynolds cigarettes.

Project G-7 in WINSTON KS: RJR FFNM effort from 1984-1985 to determine if altering the G7A or G7A level in WKS will significantly impact consumer acceptance in either 7+ or attributes.

Project G-13: ??? (23)

Project Gaetan: Philip Morris Europe effort from 1992 to develop a Marlboro Ultra at 4 DPM for Finland.[327]

Project Gala: ???

Project Galactic: BAT effort from early 1990s to make a B&H Mild, US-B style cigarette (Yves Saint Laurent). File destroyed.

Project Galaxy: Philip Morris Europe (Neuchatel) effort from 1991-92 to explore how to minimize product loss during processing and storage. J. Berney responsible.

Project Galenos: Philip Morris support for research at Germany's Fresenius Institute on the nicotine content of foods such as tea and spices; part of the company's 1991 effort to develop expert witnesses for use in litigation and/or regulation.

Project Galliano: Philip Morris Europe (Neuchatel) development of an Apollo Soyouz cigarette made in Dresden for Russia.[328]

Project Gamma: Philip Morris Europe effort from the late 1970s to develop a 100mm PM Super Light for France and Italy using expanded tobacco. Cigarette envisioned, first under brand name Keegan and then *Beaumont*, was to be a 4 mg Virginia cigarette with a dual filter, having same flavoring as the 9 mg Hilton cigarette. Spin off from Project *Watson*.

Project Gamma Ultra: Philip Morris Europe effort from 1981 to produce a 1.5 mg Super Light; spin off from Project *Watson*.

Project Ganges: BAT effort from 1993 to develop "a mild brand for Bangladesh to be placed in the premium segment"[329]

Project Garnet: Imperial Tobacco effort from 1967 to conduct certain trials ???

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[327] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[328] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 87.

[329] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

Project Garrick: BAT (UK&E) effort from 1994 to direct market Barclay in Middle East "based on data base generated in Project Speedbird."[330]

Project Gash: BAT Nederland effort from 1992-94 to market a new "roll-your-own" (RYO). David Macdonald and Iain Hacking in Amsterdam at B&W worried this would erode sales of Lucky Strike cigarettes in Holland (where half the market was RYO).[331]

Project Gatt: ???

Project Gatwick: BAT effort from 1972 to develop a ventilated cigarette for the Canadian market "with a visibly different filter which will be perceived by smokers of Rothmans and Export as being mild."[332] Jointly developed with ITPL, Montreal and Millbank, goal was a "health reassurance" cigarette using the HEX filter with good Virginia taste.[333]

Project Gauguin: Philip Morris Europe (Neuchatel) effort from 1987 to try to copy Corby's processing parameters with one of PM's expanded tobacco blends to test the impact of their methods. Derived from Project *Vermeer*.

Project Gauss: Philip Morris support for the research of Prof. Neurath (where???) on indoor air (flow measurements in chamber); part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project GB-1: Philip Morris U.S.A. effort from 1987 to develop for Costa Rica a local brand to compete with Delta King Size.

Project GC: Reynolds effort from mid 1980s to compete with Red Man. $5.5 million spent on this in 1985 operating plan.[334]

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[330] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct 2, 1994, Bates 500253133-3176.

[331] I. D. Macdonald to I. G. Hacking, "Holland - Project Gash," Dec. 1, 1992, Bates 500012423-2424.

[332] "Project Gatwick," Aug. 17, 1972, Bates: 100025468-5471.

[333] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

[334] "Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan," 1985, Bates 504252754-2754.

Project Gemini: BAT effort from late 1970s to develop a 5 mg cigarette with 10 mg taste.

Project General Household Survey: ???

Project Genesis: Philip Morris effort from mid 1990s to improve distribution of its products by direct store delivery, lobbying to ease tax stamp requirements, etc.[335] Some files shipped to Carlstadt in 1995.

Project Genotoxicity Benchmarking: ???

Project Geranium: BAT effort from 1993 to produce new blend types for the Middle East with 10-15 % burley and 7 % oriental tobaccos.

Project Gesibat: BAT effort from 1990s to ???

Project GHI: R.J. Reynolds effort from 1984-85 to make a "high impact, low tar" cigarette (under 10 mg). Ammoniation? Acronym for "good taste high impact." Low budget in 1985.

Project Gilbert: Philip Morris effort from 1991 to monitor the Marlboro market for Finland.

Project Gilda: Philip Morris Europe effort from 1978-79 to develop 4 and 6 mg Brazil-like cigarettes to compete against Lord Extra and HB in Germany. Linked to Projects *Gamma*, *Galaxy*, and *Tambay*.

Project Gill: BAT effort from 1998 to (SE 555 Ventilation) ???

Project Gilt: 1989-90 BAT effort to reduce density of tobacco via foaming; applied to DEER and was background for EPCOT[336]

Project Ginger: BAT (UK&E) effort from late 1980s to develop a "low cost ultra-low (5mg) tar product for the Middle East market"[337] (Players Lights).

Project Giorgione: Philip Morris Europe (Neuchatel) effort from 1992-93 to investigate new ways to increase the filling capacity of tobacco stems.[338]

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[335] Brown and Williamson, "Regardless of the Position, B&W must have a better Understanding of the Implications," n.d., Bates 210100495-0512.

[336] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[337] BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

[338] Philip Morris Europe (Neuchatel), "Quarterly Report," July - Sept. 1993, Bates 2028632453-2616.

Project Giotto: Philip Morris Europe (Neuchatel) effort from 1988-92 to compare tobacco quality between PME affiliates "from the process point of preconditioning to the cigarette finished product."[339] Aka "Tobacco Process Quality." A Frattolillo responsible.

Project Giraffe : Philip Morris Europe (Neuchatel) effort from 1992 to produce "a modern air-cured cigarette using AB processing technology"[340]

Project Girls: Philip Morris Europe effort from 1971 to make "the first 120 mm white, slim, female cigarette"??

Project GLA: Reynolds effort from the 1980s to produce a "Genetically Low Alkaloid Tobacco Product" (hence the acronym).

Project Glendive: Philip Morris Europe (Neuchatel) effort from 1988 to develop an 8 mg tar Muratti with a single acetate filter (using prototype from Project *Danville*.)

Project Globe: BAT Southampton effort from 1987 to explore chemosensory properties of different kinds of cigarettes in different parts of the world.

Project Globe: Imperial Tobacco Co. (Montreal) effort from 1989 to survey competitive product strategies (headed by Crellin).

Project Globe II: ???

Project G.L.T. Northern Sector Project: ???

Project GN: Philip Morris Europe effort from 1982 to ???

Project Goal: Imperial Tobacco effort from 1967 to improve design and evaluation of specific products (Aka C 922-4/6).

Project Gold: Philip Morris effort from 1960s to produce a carbon filter for selective filtration of gas phase constituents such as hydrogen cyanide.[341]

Project Gold: Philip Morris project in the 1990s to develop a pre-applied adhesive to smoothen the process of packaging. "Heat-sealable carton," "machine modification to accommodate use of dry adhesives in place of wet glue."

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[339] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 67.

[340] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 89.

[341] "Review of Philip Morris Scientific Documents," Jan. 1, 1985, Bates: 2023033876-2023033881. important document.

Project Gold Charm: BAT Southampton effort from 1965 to develop a king size filter tip cigarette delivering 10 mg tar and 2 mg nicotine with a dual acetate-paper filter treated with polyethylene imine to selectively filter out more tar than nicotine. Goal was a cigarette emulating the blend of State Express filter king size cigarettes.[342] Linked to Project *Hart*, begun to correct certain shortcomings of *Gold Charm*.

Project Goldcrest: Imperial Tobacco effort from 1971 to lower tar and nicotine yields of Goldcrest cigarettes by means of more efficient filters and faster burning high-porosity paper. Goal was to reach levels comparable to those of B & H 100's.[343]

Project Golf: Philip Morris effort to develop Virginia-type low-tar cigarette for UK using Raffles blend

Project Golf: Brown and Williamson order to provide tobacco to DIET plant, $228 million spent on this by 1983.

Project Goose: Philip Morris Europe (Neuchatel) effort from 1989 to prepare "RU004 blend by HU003 blend in the RUF03 (Runner Filter) made in Jubilee."[344] Part of project series named after birds.

Project Goulash: BAT effort produce a cigarette for Sept. 1996 launch in Finland.

Project Gourmet: Imperial Tobacco's 1972+ effort to develop a tasty cigarette with a flavor that would appeal to a small but significant group of Canadian smokers. Nothing came of this project!

Project Governess: ???

Project GP: R. J. Reynolds effort from 1981-85? to develop what eventually became the Premier-brand "safer cigarette," which company president Gerald H. Long called "one of the most important projects any of us will be involved in during our professional lives."[345] Goal was a product that would "look and basically

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[342] Cora C. Ayers (BAT), "Project Gold Charm. Laboratory Report No. L.177-R," Dec. 14, 1965, Bates 570342396-2416.

[343] Imperial Tobacco Products Ltd., Product & Process Development, Montreal, "Annual Report, January – December 1971," July 29, 1972, Bates 650364872-5003.

[344] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[345] Gerald H. Long (Reynolds), "Project G.P./T.G.A.," Jan. 30,1984, Bates 505830149-0150.

taste like a cigarette" and "have potential to be declared clinically safe" and have "profit margins equal to cigarettes" but would incur no cigarette taxes. Linked to Project *T.G.A.* Intense security/secrecy surrounding this project, which included exploration of nicotine gums, non-tobacco products, and a "low energy flavor transfer system" constituting "a high pH tobacco cigarette with a concentrated tobacco-type flavor that is not burned." Bates 510936066-6068 Evolved from Project GC.

Project Grain: BAT UK Effort to reduce alcohol in cigarette smoke (1989-93).

Project Grain: Philip Morris effort from 1990 to (what)?

Project Grand Canyon: Philip Morris EEMA effort from 1978-mid 1980s to standardize the Flint family blend for the Swiss market. Linked to Project *Everest* and *Texas*.

Project Grange: BAT effort from mid to late 1980s to investigate the relationship between "grade style, smoking quality, processing quality and filling power after DIET process."[346]

Project Grapefruit: BAT effort from 1989-90 to develop a "designer brand" from the House of Pierre Balmain using all-lamina MISSILE blends[347]

Project Grasp: BAT Germany effort from 1993-94 to develop a coaxial cigarette based on "Hamster" technology, where one type of tobacco is made to surround another, allowing new kinds of filtration and burning properties. Cigarettes with low density cores sheathed by high density peripheries, for example, yielded lower machine-measured tar deliveries than traditional cigarettes. Novel effects could also be had by placing different blends on the inside and outside, or by combining slow v. fast-burning tobaccos. Tests showed production speed capacity of up to 4,200 cigarettes per minute per machine.[348] Versions I & II. Lots of equations, mostly bogus.

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[346] D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

[347] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[348] Werner Zapf, BAT Cigarettenfabriken GmbH, "Project Graps Know How Report. Report No. 131 E," Jan. 1994, Bates 607001650-1753.

Project Green: Philip Morris effort from the 1970s to make a "fat" menthol cigarette, having the width of Galoise, being short and "ethnic." Poor showing in panel tests, which found it too harsh.

Project Green: Brown and Williamson effort from 1997 to make an "additive-free" cigarette. (SE 555 Menthol Lights)

Project Greendot: Massive, well-documented BAT exploration of smoking behavior, including why to smoke or stop and how to make cigarettes more palatable to nonsmokers. Special paper was used to reduce emissions of sidestream smoke by 50 percent;[349] the project also involved an effort to lower tar while keeping nicotine high.

Project Green Mist: Brown and Williamson effort from 1976-77 to design a new kind of 99mm cigarette under 14 mg tar

Project Green Zone: Reynolds campaign to gain 100% competitive menthol smoker awareness of its new Salem slide box by Feb. 27, 1998. Method was to saturate strategic areas of 3-4 square blocks or a strip of 10-20 retail stores selling cigarettes by painting them green through RJR sales, Green Team, and media integration. Purpose was to test the effectiveness of the market idea of "green."

Project Group Biological Program: ???

Project Grow: Philip Morris plan from 1981 to develop a filter effect similar to Barclay's (extreme ventilation?); the new product was rejected due to high tar values.

Project GS: Reynolds effort from 1981-82 to test Bright cigarettes in three test markets.[350]

Project GT: Reynolds effort from the mid 1980s to make a cigarette with full flavor low tar taste; close to a "conventional product" on the company's Product Technology Development Continuum.[351]

Project GTP: BAT effort from 1994 to investigate and develop methods and instrumentation which ensures that advice and support given to

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350 Nicholas Research International, "A Qualitative Study on Project G.S.," Oct. 20**,** 1982, Bates 501822470-2532.

351 "RJRTDC Product Technology Development Continuum," 1987, Bates 506008255.

Operative Companies follow best international environmental practice. Involved an effort to develop and apply an Environmental Monitoring Service to satisfy statutory responsibilities and/or BAT's policy on the environment.

Project Guitar: BAT effort from May 1984 in Spain to supply tobacco to Tabacalera for a low-cost brand; tests and process modifications carried out on Lucky Strike, part of BAT effort to target "opportunity markets" in lands of former monopolies.[352]

Project GULASH: ??? (try goulash)

Project Gull: Philip Morris Europe (Neuchatel) effort from 1988 to conduct blind product tests of Marlboro Reds in Belgium.

Project GW: American Tobacco effort from 1964-66 to do what? Connected to the company's Project *G*. ???

Project Gypsy: Experimental program by BAT in late '70s early '80s to alter the tar/nicotine ratio of cigarettes to address "the low tar maintaining concept" using certain flavor enhancers. Hoped for testing by external researchers like Michael Russell in the UK, a chief advocate of low tar-to-nicotine ratios, also by people like Rob Stepney, who published on BATCo products. Cigarettes of this sort were not well liked. Linked to Project *Romany*.

Project Haba: Philip Morris Europe (Neuchatel) effort from 1989 to develop a Lights LS cigarette ("Congress Lights) for the GCC and specifically the Saudi market.

Project Hackney: BATCO R&D effort from 1964-1965 to study acrolein and hydrogen cyanide levels in smoke from thirty-five brands of cigarettes from Switzerland, Holland, Belgium, Denmark, and Finland. Deliveries ranged from 30 to 300 micrograms per cigarette.

Project Half and Half: Philip Morris effort from late 1980s ???

Project Half Pint: Philip Morris ??? (aka Halfpint)

Project Hamburg Project: Something in Hamburg; a few secret documents in German ???

Project Hamlet: Philip Morris project from 1980 to develop a fire-safe cigarette.

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[352] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

	Involved testing, at request of legal dept., of addition of Graham's Salt (a sodium meta-phosphate) to cigarette paper to see if this would diminish "ignition propensity."[353]
Project Hammer:	Philip Morris Europe (Neuchatel) effort from 1987 building on the high filler density concept of Project *Pliers*; involved producing a recess filter to lengthen the cigarette.
Project Hampton:	Philip Morris Europe effort from 1991 to develop a Muratti Extra Lights for Switzerland using "concentric filter technology"[354]
Project Hamster:	Collaborative effort by BAT, B7W, ITL, Souza Cruz, and BATCF from 1994 to enhance sensory experiences of smoking, esp. at low deliveries; also to evaluate potential secondary benefits including reduced ignition propensity and reduction of sidestream smoke.
Project Hansa:	BAT effort from 1993 to see whether High Temperature Dryer could be used instead of DIET in 555 GT blend. Found reduced draw resistance. Goal was to determine whether 555 GT could be improved in smoking quality by removing DIET from the blend and processing cut lamina with a high temperature drier
Project Hansa 2:	BAT effort from 1993 to manufacture cigarette samples from tobacco processed in BAT Germany for R&D assessment.
Project Harpo:	BATCO effort from 1999 (Canada?) looking at what cigarette companies should do where marketing has been curtailed by restrictions. Company attempted to reach out to affiliates in restricted markets like Finland or Iceland for guidance, looked at legal status of trademarks to ensure they were less vulnerable to restrictions; explore creative media/packaging alternatives and diversify trademarks, marketing techniques for nostalgia.
Project Harrods:	BAT effort from 1993 to explore use of brand name
Project Hart:	BAT project initiated in 1966 (?) "so that BATco would be in a position, if required, to produce cigarettes delivering lower

[353] R. K. Greene to Barbro L. Goodman (Philip Morris), "Project Hamlet; Graham's Salt," Aug. 21, 1985, Bates 2025614860-4866.

[354] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

amounts of tar with normal amounts of nicotine." Also involved analysis of Chinese and Korean tobaccos.

Project Harvard: 1978-81 development by Philip Morris Europe of a Muratti Ambassador 2000 6 mg tar with a 25 mm triple filter for launch in 1981.[355] Used 5 % ETNA. Swiss tar: 6 mg, nicotine .56 mg, puff count 8.8.

Project Harvey: Philip Morris effort from the early 1990s to develop Prof. John Wahren, a physician in the Dept. of Clinical Physiology, Karolinska Hospital, Stockholm, as an expert witness. His expertise was in arterial infusion and nicotine metabolism.

Project Hatchet: Philip Morris effort from 1989-90 to study the influence of cigarette diameter on mainstream and sidestream smoke yields and puff per puff profiles.

Project Hawk: BATCo effort from 1986-87 to develop qualitative methods for evaluating fresh v. aged sidestream smoke (602.04.310).

Project Headlamp: Millbank (BAT/B&W) effort from late 1970s to produce a cigarette using the Duolite filter. Same as Project *Brolam* but with a different filter.[356]

Project Heat: Philip Morris Europe (Neuchatel) effort from 1983-85 to improve the organoleptic properties of low-grade Burley through in-situ flavors formation.[357]

Project Heidi, Philip Morris Europe (Neuchatel) transfer of production of Juwel 72 from Munich to Dresden.

Project Helga: Philip Morris Europe effort from 1979 to develop an MEK cigarette with 15% dilution; PER 90 and 100 with 20% and 16% dilution; and an MLZ blend with a 20mm filter and 20 % dilution. Linked to Project *Angela*.

Project Helium: Brown and Williamson/BAT plan from the mid-1990s to determine which markets were most appropriate for evaluating Ultra Lights candidates. Products involved "weight reduction savings" (hence the name?)

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[355] Philip Morris Europe, "Monthly Progress Reports," April 1980, Bates 2501124535-4585.

[356] Marketing & Retail Analysis, Ltd, "A Re-Analysis of Project Brolam," Sept., 1980, Bates 620380502-0530.

[357] J. J. Piade (Philip Morris), "Project Title: Heat," July 4, 1984, Bates 2028464689-4695.

Project Helmut: Philip Morris Europe effort from 1975 to develop a low-delivery cigarette for the German market containing 20 percent NSM (non-combustible "New Smoking Material").

Project Hen: Philip Morris Europe (Neuchatel) R&D effort from 1989 "to replace AR004 blend by HU003 blend in the ARK03 (Armada Drake Filter) made in Jubilee." Part of a series of projects named after birds.[358]

Project Henrike: Philip Morris Europe effort from 1987 to develop a King Size non-menthol cigarette for the German market with a "creamy" taste direction. Used the same blend as the *Rebecca* project.

Project Hera: Philip Morris Europe plan from 1987-88 to introduce filter ventilation into the Marlboro KS sold in Greece and produced by the company's licensee at Papastratos.

Projet Hercules: Philip Morris effort from 1983-85 to produce a "super menthol" cigarette using dark air-cured and Oriental tobacco with a new foil overwrap from Reynolds Metals in Richmond. Menthol applied directly onto the foil, as was done with MFM for Sweden and North Pole cigarettes. Not very successful. Project 2100 used in its design.

Project Hercules: BAT Southampton effort from the mid 1980s to make filters more cheaply .

Project Hermes: Philip Morris Europe plan from 1987 to introduce filter ventilation into the Marlboro 100s cigarette produced by Papastratos (for PM) for Greece. Also a PME (Neuchatel) plan from 1992 to monitor spoilage organisms on tobacco and ingredients for the European market.

Project Hero: BAT effort from 1998 to make a 555 CPT for China.

Project HI: Reynolds product test from 1980s

Project Hi-Lux: Brown and Williamson effort from 1984-86 to test different methods of growing the company's secret high-nicotine variety of flue-cured tobacco known as "Y-1." Project involved plantings, in collaboration with the Tabacalera Hondurena, S.A., near the Honduran towns of Copan Ruins, Cucuyagua, and Estrada. The 1986 season yielded 835 kg of green leaf from 2.5 acres, 542 kg in strips. 10,099 pounds of burley were delivered

[358] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

to B&W via the Export Leaf Tobacco Co., which managed the operation. Project in summer of 1986 renamed Project *Y-1*, but also known as Project *Hi Nicotine*.[359] See Project *Y-1*.

Project Hi Roller: Reynolds effort from 1987 to minimize the presence of pesticide residues in the company's new "Hi Roller" cigarettes for Japan.[360]

Project Hibernian: BAT effort from 1972 to offer buyers of B & H Special Filters an opportunity to purchase Extra Length and twin-10's packing without switching brands.

Project High Nic: BAT effort from 1985 "to maximize nicotine utilization." Same as Project *Hinic*? Key personnel include Abigail Bottomley, H. Harfield, and W. Derek E. Irwin. Linked to Project *Amplitude*.[361]

Project High Tower: BAT effort from 1990s to ??

Project Highland: BAT effort from 1993 to develop a new design cigarette die to strengthen image of PGL as an International Category 1 brand.[362]

Project HIIT: "Hispanic Task Force Development." Reynolds effort from 1988 to increase its Hispanic marketing presence.

Project Hilda: Philip Morris effort from 1992 to develop a cigarette for Taiwan.

Project Hilde: Philip Morris Europe (Neuchatel) effort from 1992 to develop a reduced-tar F6 for Germany.[363]

Project Hilga: Philip Morris Europe effort from 1979 to produce a cigarette for Germany. 25 pack. Linked to Projects *Anna* and *Angela*.

Project Hill: ???

Project HI/LO: Reynolds effort from 1975 to develop a low tar/high nicotine cigarette capable of activation by TD.

Project Hilton: Philip Morris effort from 1976 to develop for Germany a "truly full flavor cigarette for smokers who would like to smoke

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[359] Pablo E. Paz (Tabacalera Hondurena) to Phil R. Fisher (Brown & Williamson), July 10, 1086, Bates 620152307; Pablo E. Paz, "Project Hi-Lux: Final Report, Crop Year 84/85," May 23, 1985, Bates 620152191-2195.

[360] Wayne D. Allen to Distribution, "Japan – Project Hi Roller/Meeting Minutes," Aug. 13, 1987, Bates 506828816-8817.

[361]

[362] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[363] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 82.

healthier but who would never compromise on the taste." Positioned as "very healthy on grounds of its low tar- and nicotine figures."[364]

Project Hilton: Philip Morris effort from 1988 to launch a Hilton Slims blond 100's in brown paper wrapper for the Latin American market. tested in Spain in 1988.

Project Hilton Sweden: Philip Morris Europe effort from 1978 to develop a cigarette with a total weight lower than 850 mg, a DPM similar or lower than that of BLEND (approx 12 mg) and a taste as close as possible to that of BSD while staying in the MERIT taste family.

Project Hilton UK: Philip Morris Europe effort from 1978 to early 1980s to develop a 9 mg cigarette called Gold Line for the UK.

Project Himalaya: Philip Morris Europe effort from 1974 to explore a new cigarette design for Switzerland, using Biber GS 100gm2 paper.

Project HINIC: BAT effort from 1987 to create a high nicotine cigarette that would be low in tar. Done in light of fact that "behavioural studies have indicated that 0.8-1.0mg of nicotine per cigarette is a minimum requirement for most smokers; Project HINIC aims to provide this delivery of nicotine but in combination with minimum feasible tar (~ 5 mg)"[365] A FELT extension.

Project Hippo I & II 1961+ BAT exploration of the psychopharmacology of nicotine, including its tranquilizing and addictive effects. This was a project so see why smokers are "so fond of their habit," comparing nicotine to the then-new tranquillizers to make sure these drugs wouldn't supersede nicotine. Nicotine was found to be more 'beneficial' ("Its cardiovascular effects not being contemplated here"). Nicotine was found to enhance pituitary adrenal response to stress and to regulate body weight.[366]

Project HMSM (Human Mimic Smoking Machine):

Project Hockey: Philip Morris Europe (Neuchatel) effort from 1989 involving

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[364] Bates 2501062584-2620.

[365] BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

[366] "Final Report on Project HIPPO I," Jan. 1972; "Final Report on Project HIPPO II," March 1963 get full.

samples of filter plasticizers and glues ???

Project Hodler : Philip Morris Europe effort from 1987 to carry out expansion trials in the ET installation in Onnens for Burrus, a Swiss cigarette manufacturer, using Philip Morris or Burrus tobaccos.[367]

Project Hoggar: Philip Morris Europe (Neuchatel) effort "to give assistance to the Algerian Monopoly (SNTA) to improve their Hoggar cigarette by applying flavour and casing."[368]

Project Hollywood: 1999 BAT project governing the sale of Kretek cigarettes in Indonesia. Not to be confused with Tabacanaria's "ill-fated" Hollywood Project from 1984, a brand introduced into mainland Spain using low-cost tobaccos from BAT Germany. cross with Morito. ???

Project Honda: Philip Morris effort from 1984 to improve the taste of Philip Morris Ultra Lights.

Project Honey: Brown & Williamson effort from 1993 to determine the "critical factor responsible for positive smoke quality." Involved comparisons of adding natural Yucatan honey vs. synthetics.

Project Honeyrose: "Very sensitive" project with Dec. 14, 1979, under the authority of R. A. Sanford and F. Haslam, "not defined" in Clements chronology, but probably connected with the development of the nicotine-free Honeyrose cigarette.

Project Hong Kong: BAT effort from 1993 to develop a modified Virginia product matching the company's SE 555 brand. A "USB-like" product.

Project Hope: 1994 move to strengthen Kent in the low-tar/light market

Project Hopper: Philip Morris Europe (Neuchatel) effort from 1992 to establish a program to upgrade operations at ZPT in Krakow, Poland.[369]

Project Horizon: Brown & Williamson effort from 1982 to extend Project *Aries*.

Project Hornuss: Philip Morris Europe (Neuchatel) effort from 1991 to develop a Marlboro lights King Size for the UK with casings and flavors conforming to the "FROGATT" list.

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[367] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[368] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," July-Sept. 1988, Bates 2021607417-7568, p. 89.

[369] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 56.

Project Hotel: Brown and Williamson effort from 1986.
Project Hotrod: Hotrod: BAT project from? ???
Project HR: Reynolds effort from 1980 to ???
Project HT: Reynolds effort from ???
Project Humidor: Philip Morris effort (w/Klockner) from 1987 to ???
Project Humidor: Brown and Williamson effort from 1988 to develop moisture-release device to keep cigs moist. ???
Project Hummingbird: 1987 BAT develop and launch of Capri-type cig for Brazil
Project Hungarian Autopsy Study: ???
Project Hunt: Philip Morris Europe (Neuchatel) effort from early 1990s to evaluate tobaccos cut with "controlled strand-length cutting kits (LEGG)." Goal was to see how this influenced filling volume.[370]
Project Hurni: Philip Morris Europe effort from 1988 to bring down smoke deliveries of full flavor cigarettes for the Italian market.
Project Huron: Imperial Tobacco effort from the early 1980s to make a cigarette blending American and Canadian tobaccos that would appeal to "young males 15-25." Extensive research was done on how to market to this group.[371]
Project Hydra: Philip Morris Europe (Neuchatel) effort from 1988-92 to maintain an analytic database for sidestream smoke, from indoor air monitoring experiments. S. Pestlin responsible.
Project Hyperplasia: ???

Project Ibis: Philip Morris Europe (Neuchatel) R&D project from 1989 "to replace ME005 blend by HU003 blend in the MEC02 (Mercedes Filter) made in Jubilee."[372]
Project ICD-9: PM 1994 program $2.2 million via Multinational Business Services to halt adoption of Fed 1993 code for SS smoke, make not apply to Medicare.
Project Icon: BAT project from 2000, asked Reynolds if interested in

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[370] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, pp. 74-77.

[371] Richard W. Pollay, "Targeting Youth and Concerned Smokers: Evidence from Canadian Tobacco Industry Documents," *Tobacco Control*, 9 (2000): 136-47.

[372] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, p. 79, Bates 2021607748-7894.

participating.

Project IFC-Brazil: ???

Project IGOR: BAT effort from 1977-79 to develop a U.S.B. cigarette with 10 and 20 per day Gori rankings. Goal was a "Gori cigarette" with 7-8 mg tar, 0.55 mg nicotine, 4 mg carbon monoxide, 48 micrograms of NOx, 72 micrograms HCN, and 23 micrograms of acrolein.[373] Project name represents a play on the name of Gio GORI, advocate of "virtually safe cigs."

Project Image: ???

Project Impala: Brown & Williamson effort from 1988 to revitalize Belair cigarettes by appealing "to Salem switchers-out, age 26-45, and other menthol smokers switching to the value-for-money segment."[374]

Project Imperial Deer: ???

Project Imperial Tobacco: ???

Project In Vitro Bioassays: ???

Project In Vitro Bioassays Non-Genotox: ???

Project In Vitro Assess Aerosols & Vap: ???

Project Incidence: ???

Project "Indian": BATCo plan of summer 1994 to market in Hungary.

Project Indy: Brown & Williamson effort from 1997 to ???

Project Infinity: ???

Project Inge: Philip Morris Europe effort from 1982 to develop a cigarette for Germany ???

Project Ingredient Behavior During Burning: ???

Project Ingrid: ???

Project Integrity BAT effort from 1994 to ???

Project Interlab X Check: BAT effort from 1985 to produce standard cigarettes "for use around group to check on performance of laboratory techniques in operating companies."[375]

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[373] "Chronology of Projects" (Confidential Attorney-Client Work Project, Brown and Williamson, to or from Ernest Clements), May 27, 1988, Bates 1005.01.

[374] Brown & Williamson, "Product Development Charter Project Impala," March 28, 1988, Bates 465854195-4202.

[375] D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

Project Intriguf: Brown & Williamson effort from 1993 to develop a Kent cigarette for Argentina. Linked to Project *Dallas*.

Project I.R.A.: Philip Morris effort from 1988 to sell an "incense aroma product" for G.C.C. (Gulf Cooperation Council) evoking "the hospitality and respect for guests in the Arab culture."[376] Brand name was to be "Bahla."

Project Iridium: BAT 1989 development of a 100mm 12 mg U.S. blended product with and without B&W's ammonia technology (a decision was made to use the ammoniated blend).[377]

Project Irritation and harshness control:

Project Irritation Reduction Project:

Project Ispahan: Philip Morris Europe effort from 1992 to develop a Lights cigarette for Iran.[378]

Project Italy: Philip Morris Europe effort from 1981 to produce "a charcoal taste cigarette without a charcoal filter and to use this flavor substitute on Muratti Ambassador"[379]

Project Itchen: ???

Project Ivory: Brown and Williamson effort from 1982 to make an additive-free cigarette.

Project Ivory: Philip Morris Europe (Neuchatel) effort from 1990 to explore why Marlboros made in the Ivory Coast (Bouake) and Senegal (Dakar) tasted different from those shipped from Richmond.

Project Jackpot: Liggett & Myers + Carreras Rothmans effort from 1976-77 to explore the use of charcoal to adsorb volatiles released during the fermentation of wine in South Africa. Hope was that similar processes could be used to trap flavors released in the fermentation of tobacco—which could then be used on

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[376] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[377] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[378] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[379] D. C. Lauranzon and J. L. Myracle to R. P. Heretick, March 31, 1981, Bates 2024270748-0750.

cigarettes.[380]

Project JAG: Philip Morris effort from mid 1990s involving Chris Hardin, Mark Walchak and Thomas Garguilo.

Project Jaguar: BAT effort from 1998 to (SC) ???

Project Jane: BATCO's '92 "credible and mild female category of cigarettes"

Project Janeiro: BAT effort from 1996 to investigate role of casings in ultra low tar cigarettes.

Project Janne: 1984 PME development of "roll your own" Marlboro blend for Norway

Project Janus: Massive BAT/B&W effort from the 1960s-70s to produce a "reduced risk" cigarette. Involved dozens of series of mouse-painting and inhalation experiments conducted by Battelle Labs in Frankfurt over a period of about 13 years. Green and Felton were key figures at Southampton; W. Niedreich was the supervisor at Battelle. Condensates obtained from rotary smoking machines built by Mason of Clevedon, using smoke collection trap developed by the Deutsche Forschungsstelle. Status review from 1967 showed a correlation between quick tests and mouse painting. Janus files were destroyed in 1967.

Project Janus: a (company??) effort of (date??) to develop and evaluate a "Low Tar Ultra Slims Proposition that is Dual Audience in Appeal" ??

Project Janus B-9-16 series: ???

Project Japan: Philip Morris effort from 1990 to produce a new cigarette for Asia, capitalizing on the success of Japan Tobacco in the region. Emphasis on "traditional culture," technological superiority," and "fashion": "The spirit of Japan in a PM cigarette." Tobacco used was to be an American blend "to keep JT from turning Asia into Japanese blend smokers."[381]

Project Jarier: Philip Morris Europe plan from 1987 to develop a Multifilter Ultra low tar 100mm cigarette for the Italian market.[382]

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[380] R. L. Kersey to A. G. Kallianos, "A Review of My Visit to South Africa on Project Jackpot" (for Liggett & Myers), Dec. 8, 1976, Bates LG 432352-2360.

[381] Philip Morris, "Minutes from Tuesday: 'New Products'," June 19, 1990, Bates 2043937186-7193.

[382] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

Project Jason: BAT effort form 1993 to produce a hard box version of JPS for Japan market (manufactured in Finland).

Project Jasper: Philip Morris Europe (Neuchatel) effort from 1988 to conduct open and blind tests on MAK (tipping aspect change) in Switzerland.

Project Jazz: Imperial Tobacco (Montreal) effort from 1985 to develop "new full and balanced menthol cigarettes" for Canada.

Project Jazz: Philip Morris International effort from 1988 to launch a 17-18 mg tar American blended L&M-brand cigarette with "a strong aromatic side stream to appeal to Indonesian smokers who are used to smoking Kretek cigarettes."[383]

Project JBM: American Tobacco Co. effort from 1968 to produce a brand by that name.

Project Jeddah: Philip Morris effort from 1984 to modify brands exported to Saudi Arabia to comply with that country's ISO maximum delivery limits of 15 mg tar and 1 mg nicotine per cigarette.

Project Jeep: Philip Morris Europe (Neuchatel) effort from 1988 to conduct a blind product test of Marlboro Reds vs. Camels in France.

Project Jennifer: Philip Morris Europe (Neuchatel) effort from 1987 to improve the "taste and impact" of the LMF sold in Germany.

Project Jet: 1978 BAT "low tar U.S.-blended development under brand name Pacific and targeted principally at Muratti Ambassadors"[384]

Project Jigsaw: BAT/Imperial Tobacco Group effort from 1971-72 to explore the phenomenon of compensation: "whether the consumer is likely to change his smoking habits - in terms of consumption, smoking behaviour or attitude - to compensate for changes in tar and nicotine delivery as measured by controlled laboratory analysis."[385]

Project Jigsaw II: ???

Project Jigsaw III: ???

Project Jogging: Philip Morris Europe plan from 1987 to standardize the Marlboro

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[383] P. Wang, "R107," May 11, 1988, Bates 2074889333-9339.

[384] R. A. Crellin, "Evaluation of Project Jet," April 10, 1978, BAT, 110077180-7184.

[385] D. G. Felton to Wally Hughes, "Compensation by Smokers for Changes in Cigarete Smoke Composition," Jan. 18, 1972, Bates 650209790/9791

King Size sold in the UK to the current Marlboro Pan-European blend.[386] Confirmation trials in BOZ and Munich.

Project Joint Experiment 36: ???

Project Joint Experiment 37: ???

Project Joint Experiment 38: ???

Project Jonas: Philip Morris Europe effort from 1992 to develop an L&M Lights for Finland.[387]

Project Jose: Philip Morris U.S.A. effort from 1986 using Hamilton tobacco to make a cigarette using foam binding technique. Named for Jose Nepomuceno, who sent the cigarettes to Australia for testing.

Project Julie: Philip Morris Europe (Neuchatel) plan from 1987 to develop a King Size cigarette for the female segment of the German market.

Project Jump: Philip Morris International effort from early 1990s involving Mexico.

Project Jupiter: Reynolds effort from 1988-95 to develop a cigarette from which the "majority of controversial compounds" had been "eliminated or greatly reduced," following the market failure of the company's Premier brand. Cigarette was to have no ash, no staining, and "virtually no sidestream smoke"; exhaled smoked was also supposed to dissipate quickly.[388] Goal was to address the "poor image" of smokers as "trouble-makers" and "air polluters." Brand names (apart from Jupiter itself) considered as of 1988 included "Jade," "Relay," "Diva," "Neon," and more than fifty others. "Imagery driven names" included Ranchester, Sundown, Dakota, Windsor, Outback and Frontier.[389] "Benefit driven names" included Logix, Prospect, Legend, Peak, Mark Select, Caliber, Pace, Gapital and Acclaim. Test subjects in Cambridge in 1994 when asked to evaluate this "first cigarette

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[386] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[387] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[388] "Project Jupiter," March 23, 1989, Bates 506890017-0018.

[389] Interbrand, "Intermediate Brand Name Presentation – Phase II, Project Jupiter," Dec.7, 1988, Bates 507642308-2376. And for more on how such names are chosen: Interbrand, "Final Brand Name Presentation: Project Jupiter," Jan. 23, 1989, Bates **s** 507642438-2526.

that heats the tobacco practically without burning it" found the Jupiters lacking in "positive promise of enjoyment."[390]

Project Jupiter: Philip Morris U.S.A. collaboration with RJR from 1991 to produce a Marlboro for Malaysia.[391]

Project Justine: Philip Morris effort from 1988 to develop a full flavor King size Virginia blend cigarette for Taiwan: "Long Life Lights."

Project K: American Tobacco Co. effort from 1968 to develop an "ersatz" cigarette made from "K" material. Seems to have involved a mixture of tobacco and mullein[392] (*Verbascum thapsus*, aka "big tobacco" amongst the Navajo), a leafy herb also used as a remedy for various throat and lung ailments.

Project K-2: *BAT effort from 1990s to ???*

Project Kale: *??? Argentina? BAT?*

Project Kalevi: Philip Morris Europe effort from 1991-92 to develop a Marlboro Medium for Finland.[393]

Project Kalle: Philip Morris effort from 1984 to make "high status" full-flavor cigarette for Finland.

Project Kangaroo: Philip Morris effort from 1991 to ???

Project Karthoum: Brown & Williamson International collaboration with Tabacalera Hondurena from 1991-92 to make a Kool 80mm Box cigarette in Honduras. Permeability of the cigarette paper was not to exceed 50 Coresta. Launch planned for mid-1992, but B&W noticed unpon smoking samples that they had "an off taste or dirty note that was interfering with the menthol sensation."

Project Kashmir: BAT effort from 1996 "to audit the performance of current PALL

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[390] RJR, "Project 'Jupiter': The Results," Aug., 1994, Bates 510336083-6105; Max W. A. Kramer Response Marketing, "Project Jupiter Discovery Group Screenplay," Dec.17, 1994, Bates 510320918-0927.

[391] G. Karandjou and B. Scott (Philip Morris) to Distribution, "Project Jupiter," March 28, 1991, Bates 2059014597-4604.

[392] C. C. Kern to R. K. Heimann, June 14, 1968, "Weekly Progress Report," Bates MNAT00116166-6168.

[393] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

MALL blend in key Europe markets and to identify optimal blend and source for the region."

Project Katia: Philip Morris Europe (Neuchatel) effort from 1988 to reduce the nicotine levels in the LMF03 for German market.

Project KBS: American Tobacco Co. effort from 1969 involving Base sheet modification and machine production of sheet material for use in New Product's Project K[394]

Project Keegan: British project, soccer player!

Project Keene: Philip Morris Europe effort from 1992 to review expanded tobacco specifications (primary and DIET) for ET Marlboro.

Project Kelley: Increase tar in Marlboro Lights in Germany

Project Kentucky III: Philip Morris Europe effort from 1978 to produce a dark-air cured French type cigarette using 50 % Swiss tobacco. Bastos

Project Kepler: Philip Morris Europe collaboration with the TNO Study Centre for Environmental Research in Delft (Netherlands) from 1991 to produce a state-of-the-art book on indoor air quality management for use in "conferences, seminars, training sessions, and consultancy." Book was to include chapters on office buildings and enclosed public spaces, indoor air contaminants, heating and ventilation, etc. Part of the industry's efforts to minimize the contribution of smoking to indoor air quality. The authors (F. B. de Walle, R. W. Keulen, M. P. J. F. Louer and A. E Klein) were all from the TNO. The book was to be the first on "comprehensive building management and indoor air quality control."[395]

Project Kerman: Philip Morris Europe effort from 1992 to develop a Lights cigarette with 32mm-tipping for Iran.[396]

Project Kestrel: BAT effort from 1984 to sell the company's Kestrel investments.

Project KEW: BAT effort from mid 1960s to ???

Project Keyboard: BAT effort from 1994 to ????

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[394] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[395] H.E.R., "Current Status of Extramural ETS Research Projects," March 26, 1992, Bates 2028396618-6621.

[396] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

Project Kick: Philip Morris effort from 1974 in Germany to create a low-tar high-nicotine product. Made smoker panels "feel ill."[397]

Project Kilt: BAT effort from 1985 to produce a high ventilation filter;[398] goal was a "high taste to tar ratio."[399]

Project King: ???

Project King Kong: Philip Morris effort from 1984-85 to develop a new cigarette for Hong Kong. Prototype produced in Neuchatel, evaluated in Richmond. Seems to have involved an effort to measure the staleness of competitor brands (Winston and Viceroy).[400]

Project Kinky Pack: BAT effort from 1973 to develop a Japanese "hinged"-lid box, with arrangements from Rothmans.

Project Kintolly: ???

Project Kipesch: ???

Project Kiss: Philip Morris Europe (Neuchatel) effort from 1984-90 to examine the "microbial profiles" (spore counts) of cigarettes in different environments. Applied to Turkey.

Project Kitten: Philip Morris Europe (Neuchatel) effort from 1993 to evaluate "a wrapless paper core version used in the 'Bold' filter ex AFC."

Project Klaus: Philip Morris effort from 1975 to market a triple "WM Fine Filter" to "very health oriented smokers" in Germany. A German press release announced the filter as using "the same absorbents to clean the breathing air in the space vessels, the navy in the submarines with atomic engines. It is even used in the household as to destroy odors in refrigerators." The project name apparently refers to its developer, Klaus Birgikt. Smokers to be targeted were those with the "strongest addiction to smoking," i.e., those that were "clearly less able to give up

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[397] Max Haüsermann (Philip Morris Europe), "Carbon Monoxide Uptake by Smokers," Jan. 3, 1974, Bates 1002645271.

[398] M. G. Duke, "Project Smith/Kilt: Preliminary Evaluation of Filtrona Deep Slot Filters" (Brown and Williamson?), Jan. 25, 1985, Bates 621062864-2865.

[399] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[400] L. W. Cooper to J. Gibson, "Asia Regional Report – May 1984," June 5, 1984, Bates 2074893181-3182.

smoking than the average smoker."[401] The intent was to associate this cigarette with "health friendlyness." Linked to Projects *Marlene II, Kick,* and *Sylvia III* and to a process known as R6.

Project Klee: Philip Morris Europe (Neuchatel) effort from 1990 to improve process, connected to Project *Vinci*.

Project KN: Reynolds a 1987 "solo menthol brand with contemporary imagery targeted to 18-24 black and white smokers."[402]

Project Knowledge Review Low Tar: ???

Project Kopech: BAT effort from 1996 to develop a low-cost Virginia style cigarette for use in the "low price, `international' segment."[403]

Project Kopech/Rat: BAT effort from 1998 to ???

Project Korn I: Philip Morris Europe effort from 1980 to develop a cigarette for East Germany.

Project Kraft: Brown & Williamson effort from 1982 to produce a "processed" cigarette ???

Project Krypton: Joint Malaysian Tobacco Co., Brown & Williamson effort from 1981 to produce a Lucky Strike Filter to compete with Marlboro and Winston, test launched in Penang.[404]

Project Krypton: Imperial Tobacco Co. (Montreal) effort from 1989 to develop a 4mg cigarette (headed by Bizon).

Project L: Philip Morris International effort from early 1990s to ???

Project LA: Reynolds new product development effort from 1983 featuring a "unique pack configuration."

Project LA-9 : *??? RJR project*[405]

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[401] Paul Isenring, press release, Dec. 30, 1975, Bates 2075972885-2888; the "health-oriented" reference is Bates 2501204384-4385; and "addiction" is Bates 2501204384-4385.

[402] E. K. Hughes, "Project KN Exploratory Focus Groups," New Business Research and Development Report, R. J. Reynolds, Oct. 15, 1987, Bates 514350422-0460.

[403] Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

[404] Eugene Wong to Encik Shamsuddin Anwar, Jan 20, 1981, Bates 621604128-4134.

[405] R. J. Reynolds Tobacco Co., "Strategy Development Worksheet," April 1, 1984, Bates 502114589-4598.

Project La Palma: BMIT collaboration with Spain's Tabacanaria (Canary Islands) from 1988 to produce a Pall Mall filter cigarette. Project leader Juan Morito.

Project Lab: Philip Morris effort from ???

Project Ladbroke: BAT effort from 1985-86 to develop the State Express name in blended form.

Project Laennec: Philip Morris support for the research of Prof. Dusser (where???) on pneumonology and airway enzymes. Part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Lama: Philip Morris Europe (Neuchatel) effort from 1983 through 1989 to modify sidestream and mainstream smoke compositions by salt casing of blends and testing of the effects on machine-made cigarettes.[406]

Project LaMark: Priority "B" Brown & Williamson effort from the early 1980s to make a "higher tar Actron" cigarette. The Actron filter was B&W's extreme ventilation filter that provoked outrage from the other companies for its deceptive claims about low tar deliveries.

Project Lambeth: BAT effort from 1985-86 to test market a low-tar king size Benson & Hedges eg. in New Zealand.

Project Lamek: BAT effort from 1984 to target markets of former state monopolies.[407]

Project Lamekus: BAT effort from 1985 to conduct pilot runs for Market Research in Turkey.[408]

Project Lamina: Philip Morris effort from 1989 to make a Longbeach 5-row hlp for Australia with the slogan: "you're miles ahead" to emphasize "value positioning."

Project Lance: 1989 BAT effort (with Project *Tulip*) to include different kinds of tobacco along the rod to enhance the product.

Project Laredo: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Philip Morris Ultra for Switzerland (1mg/.1mg).

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[406] "PME R&D (FTR) Projects: ETS and Sidestream Smoke Related Research Projects" (Attorney Work Document), Dec. 1994, Bates 2050917370-7378.

[407] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[408] D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

Project Laslo: Philip Morris effort from 1993 to develop a low smoke/low odor Merit King-size cigarette and Merit Ultra Lights with 50 % sidestream visibility reduction for those "uncomfortable smokers" who are "self-conscious about the fact that they smoke."[409]

Project Latin America Free Trade Project:

Project Laundryman: Philip Morris effort from 1981-82 to investigate how to make cigarettes of commercial quality with substantially reduced carbon monoxide in both mainstream and sidestream smoke.

Project Lavender: BAT (UK&E) effort from 1992 to make a JPS Soft Cup for the Thai market. Manufactured in Switzerland using Iridium blend.

Project Lavoisier: Philip Morris support for the research of Prof. Burstein (where???) on human metabolites/lactates; part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project LB: Reynolds effort from 1983 to produce a premium brand with positioning reinforced by variations in market mix element(s)"[410]

Project LCC: American Tobacco effort from 1987 . . .

Project LCS: Reynolds effort from mid 1980s to make a Winston-line extension with improve aroma ("Like a Cigarette Should")

Project Leaf Trading project: ???

Project Leap: Philip Morris effort from late 1980s deriving from Project *Advance*; idea was to produce a non-burning cigarette using piezoelectric, pressure/Frits, laser atomization, electrospray. Case: part of ideal smoke program, increasing cust satisf.

Project Leapfrog: BAT 1998 Australia

Project Lear: Philip Morris project from the early 1980s to ???

Project Least: BAT from 1989 to make a cigarette with the lowest possible sidestream smoke by increasing the inorganic content of tobacco in the rod, using DEER technology. Additives tested included carbon, aluminium oxide, aluminum hydroxide, chalk, vermiculite and perlite.[411] An outgrowth of Project *Less*.

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[409] Philip Morris, "Marketplace Driven Product Development," Dec. 1993, Bates 2021322578-2643.

[410] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7961.

[411] Bates 562402604.

Project Leatherhead: BAT effort from 1972 ???

Project Lehto: Philip Morris Europe (Neuchatel) effort from 1993 to develop a Merit ultra slim for Italy.

Project Leibnitz: Philip Morris support for the research of Prof. Neurath (where???) on analytical work for Project *Gauss*; part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Lenhart: Philip Morris Europe (Neuchatel) effort from 1989 to develop a King Size Philip Morris Lights for the Swedish market.[412]

Project Leo: Philip Morris effort from 1984 to develop a cigarette for Pakistan. Involved production at a processing plant in Malaysia.

Project Leopard: BAT R&D effort from 1986 to develop "a portable smoking behaviour monitoring system."

Project Leopard: Philip Morris Europe (Neuchatel) effort from 1988 to substitute oriental tobacco by flavors in American Blend cigarettes.

Project Leroy: ???

Project Less: BAT effort from 1989 to design King Sized cigarettes which would produce "step-wise reductions in sidestream smoke whilst maintaining mainstream quality."[413] Late 1980s renamed Project *Least*. Part of effort to produce "significant reduction in sidestream visibility" to produce a "more socially acceptable cigarette."[414]

Project Levo: PM USA 1991 effort to make menthol B&H full flavor 100mm

Project Lewiston: Philip Morris Europe (Neuchatel) effort from 1991 to standardize the blend for Milla Switzerland.[415]

Project Lexington: 1993 effort to market Marlboros in India (with Giraudan);

Project LF/JO: Philip Morris effort from 1958 to explore "the physical and

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[412] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[413] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[414] BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

[415] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

chemical properties of the cigarettes coded "JF" and "LO."

Project LF: Reynolds' 1987 effort to target "13 to 24-year-old male Marlboro smokers" with "a wider circumference non-menthol cigarette" (Camel Wides). Used elements of XB technology, with plan to have 15 cigarettes per pack, with a packing machine redesign cost of $600,000.

Project Liberty: Philip Morris Europe plan from 1988 to develop a 14 mg tar King-Size American blend cigarette for Switzerland.[416] Part of Project *Famous*, the goal of which was to develop "a Pan-World Chesterfield."[417]

Project Libra: 1979 BAT effort to identify consonant and dissonant smokers' health awareness, spinoff: *Aquarius*.

Project Library: Philip Morris effort from 1981 to test certain expansion (puffing) methods, esp. effect of ripeness and stalk position on cylinder volume. Linked to Project *Tomorrow*.

Project Lieutenant: BAT effort from late 1970s to ???

Project Lifestyle: Market research survey from 1983 prepared by Consumer Pulse for Brown and Williamson connected with the tobacco giant's plan to introduce "a new brand of cigarette in the Philippines, particularly targeting the youth market."[418] Males aged 15-19, 20-24, and 25-29 from the greater Manila area were targeted.

Project Lifestyle Project: ???

Project Lift: Brown and Williamson effort from 1987 to reformulate cigarette paper designs,[419] incorporating ET and heavy low chalk load paper.

Project Light 210: *???*

Project Light/Ultra: Philip Morris effort from 1988 to develop cigarette models at

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[416] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[417] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," April – June 1988, Bates 2028635684-5693, p. 80.

[418] Consumer Pulse to Brown and Williamson International Tobacco, "Project Lifestyle," Aug. 18, 1983, Bates

[419] B. Harding, "Product Redesign with Reformulationed Papers," May 6, 1987, Bates 570525524-5528. check title.

4, 6, and 8 mg with a new blend and flavor system.[420]

Project Light/Ultra low cigarette design optimization: ???

Project Lighthouse: Philip Morris effort from 1993 to produce a "Premium Priced Cork-Tipped 83 mm Product"

Project Lightning: BAT effort from 1998 to ???

Project Lights: ???

Project Limit: Brown and Williamson effort from 1979 to 1981 "to market a low tar, low gas cigarette to pharmacists and physicians. In order to prevent smokers from compensating, the cigarette was not lower in nicotine."[421] Aka Project *Care*, *Minim*, *Facet*, *Select*, and *Balance*.

Project Linne: Philip Morris support for the research of Prof. (first name?? Wahren (where???) on nicotine metabolites elimination; part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Lion: Philip Morris Europe (Neuchatel) effort from 1987 to eliminate African flue-cured tobaccos from the Muratti cigarette.

Project Lion: BAT effort from 1985-86 in the realm of "Sensory and Behavioural Testing." Involved exploration of "Sidestream Smoke aroma quality and irritancy"[422] and use of an Actron Deepgroove Mk 1 filter.

Project Lioncub: Part of BAT's Sensory and Behavioral Testing program from 1987, involved examination of the company's Actron Plus filter.

Project Lioness: BAT sensory and behavioral testing program from 1986 to examine impact of Deepgroove smoke-flow modified cigarettes. Involved applying "the interposed holder/vental cuff monitoring system to the evaluation of DEEPGROOVE modified cigarettes.

Project Liza: Philip Morris Europe (Neuchatel) effort from 1987 to develop an Ultra Slim cigarette for the German market.

Project LLM : Reynolds effort from 1987 to better understand how and why

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[420] J. L. Spruill, "Marlboro Standardization and International Support," Feb. 1988, Bates 2022162281-2283.

[421] "Master Summary for B&W Subjective Document Review," 1989, Bates 1000.01. Compare also the report by Dugans Farley Communications Associates, "A Medical Program."

[422] BAT, "Group Research and Development Centre, "Group Research and DC Research Programme," report to Sept. 1985, Bates 570312197.

"menthol smokers choose a menthol product versus a non-menthol product." Goal was a new menthol cigarette attractive to 18-24 year old "young adult smokers" (YAS/FUBYAS). Built on Projects *NC* and *LF*.

Project LMASA: BAT/Imperial Tobacco (Montreal) effort from 1987-89 to produce a cigarette with "low mainstream activity as measured by the 'Ames' biological test."[423]

Project LN: 1983-89 Reynolds "low nicotine" project. Involved ammoniation?? Denny Potter responsible.

Project LNA: Reynolds effort from 1989 to produce a cigarette with the "lowest nicotine available" (hence the acronym).

Project LNAM: Reynolds effort from 1989 to produce a cigarette with the "Lowest nicotine available for marketing" (hence the acronym).

Project LNST: ("Low Nicotine Smoking Tobacco"): Brown & Williamson effort from 1981.

Project Lochinvar: BATCo R&D Southampton effort from 1965-66 to explore the extent to which glycerol, propylene glycol, and diethylene glycol are transferred to cigarette smoke during smoking.[424] Found that transfer to mainstream smoke was comparable to nicotine at about 10-14%. Aka Project *3000*, undertaken at request of the company's Additives Guidance Panel in Millbank. Goal was also to explore the delivery of acrolein.

Project Loco: Effort by BAT in 1983-84 to try and reduce the carbon monoxide in cigarettes (relative to tar) while retaining acceptable taste and smoking mechanics.[425]

Project Lodestar: Brown & Williamson International effort from 1983 to create "higher consumer awareness of smoker concern . . . initiating a movement to lower delivery products." BWIT would then ensure that its brands were "positioned to take advantage of the

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[423] BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

[424] S. R. Evelyn, "Project Lochinvar. Part I: Transfer of Glycols," June 14, 1966, Bates 570384692-4713.

[425] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

	movement of the market to smoker concern." The target was that 60 % of BWIT's business that went to developing nations; the strategy was to heighten "smoker concern" about the health effects of smoking, and hence value of mild/low tar products, in a "developing market where smoker concern is nominal or emerging." Kuwait was the selected market. The plan involved the manipulation of Kuwait's Anti-Smoking Society, Ministry of Commerce, Ministry of Health, and media; the goal was also to hire an "independent expert" to endorse the benefits of mild/low delivery cigarettes.[426]
Project Lodos:	Long-term BAT effort from 1984 involving the design of cigarettes with "low retention in the body."[427] "Low dose"
Project LOI:	Reynolds effort from 1983 to produce a "technology-driven brand reducing or eliminating offensive cigarette odor and/or lingering smoke odor."[428]
Project Lokstedt:	BAT effort from the mid 1970s to explore the possible effect of nicotine on tumorigenicity. "Nicotine to be added to tobacco and to smoke condensate. Earliest start date May 1977." Referring perhaps to plans to use Y1 high nicotine tobacco in cigarettes?
Project Lokstodt:	BAT effort from early 1970s to develop rapid bioassays to assess carcinogenicity. Versions I and II.
Project Lolita:	Philip Morris Germany effort from 1979-81 to make an L&M cigarette with a "fruity cake" flavor, basically a diluted Lark for the German market.[429] Used a coumarin substitute (Naarden), tested against deertongue, tonka, dyhydro coumarin and coumarin itself. 13 mg tar, .9 mg nicotine.
Project Lolita:	Brown & Williamson International project from 1982 to make a Viceroy "Special Milds" 8.5 mg cigarette using the company's Viceroy Lights blend but with new package design.[430]

[426] "Project Lodestar," 1983, Bates 516008221-8297.

[427] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[428] "Project Planning Priorities Objectives" (Reynolds), April 15, 1983, Bates 500908854-8881.

[429] ???

[430] Bates 620747697

Project Long: Philip Morris effort from 1984 to develop a cigarette for Iran. ???

Project Long: BAT effort from 1998 to ???

Project Long II: Philip Morris effort from

Project Long III: Philip Morris Europe (Neuchatel) effort from 1985 to develop a Winston/Bahmann type cigarette for Iran with a target of 15 mg tar for diluted cigarettes and 18 mg tar for undiluted.[431]

Project Longstop: BAT development and test of 25mm low delivery filters for Middle East markets (from early through late 1980s).[432]

Project Look: Brown and Williamson effort from 1997 to make a new Kool pack design for ASU 30 segment. Linked to Projects *Indy* and *OOH*.

Project Loose Ends Study: Imperial Tobacco (Canada) effort from 1986 to explore how and why loose ends are formed during cigarette manufacturing.

Project Lorho: Brown and Williamson effort from 1987 to use reformulated cigarette papers and burn retardants with a maximum incorporation of expanded tobacco to reduce costs.

Project Lorrain: Philip Morris Europe (Neuchatel) effort from 1990 to evaluate "the replacement of a strip steaming conveyor in the Miniprimary with a Heat Treatment Tunnel (HT) before the dryer."[433]

Project Los Angeles: Philip Morris Europe (Neuchatel) effort from 1976 to develop a Brunette DR cigarette with reduced carbon monoxide and nitrogen oxides. Refused by panel test smokers.

Project Lotus: Philip Morris effort from the early 1980s to produce a cigarette with reduced visible sidestream smoke with special paper. Linked to Project *Ambrosia*.

Project Lotus: Brown and Williamson effort from 1997-98 to reposition Viceroy in the VFM 20's segment at a generic price. Test marketed in Arkansas.[434]

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[431] J. M.Villard, "Cigarette Development July – September 1985," Oct. 25, 1985, Bates 2028639631-9636.

[432] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[433] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[434] Kapuler Marketing, Inc. (for Brown & Williamson), "Project Lotus: Topline Presentation,"

Project Louba: BAT effort from 1996 to characterize different brands and sponsorship activity along spectra ("image map") of age-attraction and gender (masculinity-femininity).

Project "Louis": Imperial Tobacco effort from 1971 to develop a pipe tobacco "having the same smoking characteristics as `Hollandia Regular' (currently being imported from Holland)." Product testing conducted by the Canadian Facts Co.[435]

Project Lounges: ???

Project Louxor: Philip Morris Europe effort from 1992 to change the size of ML Full Flavor from LS to KS for Egypt.[436]

Project Low: Philip Morris U.S.A. effort from 1986 to develop a low weight cigarette acceptable to mainstream smokers using dry ice expanded tobacco (DIET -- up to 40 percent), Project Jose foam binding technique, and Virginia flavor enhancer.

Project Low 1 + 2 (UTICO): BAT effort from 1993 to reduce smoke yields of an ultra low tar version of B&H for South Africa.[437]

Project Low II: BAT effort from early 1990s to make a flue-cured Virginia Wills Gold Flake cigarette, manufactured in Singapore for BATUK&E for sale in Middle East.

Project Low Odour Generating Products:

Project Low SS Kent: ???

Project Lowest Nicotine Available: Reynolds effort from

Project Lownic: Brown and Williamson effort from 1978 (Mt Washington),

Project LSA: Brown & Williamson effort from 1981 to develop a cigarette with less unpleasant aftertaste.

Project LSL: American Tobacco effort from 1983 to develop a 100mm cigarette. ("Lucky Strike Low").

Project LTC: Reynolds effort from 1976 to produce Now-brand cigarettes at both 2 mg and 1 mg tar levels. Also *LTCX* version.

Aug. 1988, Bates 465809401-9417.

[435] Imperial Tobacco Products Ltd., Product & Process Development, Montreal, "Annual Report, January – December 1971," July 29, 1972, Bates 650364872-5003.

[436] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[437] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

Project LTM: ("Low Tar Menthol"): Brown & Williamson effort from 1981 to use peppermint instead of menthol in a low tar 100 mm cigarette.

Project LTN: Philip Morris U.S.A. effort from 1987 to develop a local low delivery product for Venezuela.

Project LTR: ???

Project Lucy: Philip Morris Europe effort from 1979 to produce a cigarette for Germany. ???

Project Luton (SI): Philip Morris Europe plan to adapt the MRB construction. Priln£ed figures[438] SN = 0.8 mg, Tar = 12mgl: Status: Following new Saudi Arabia regulations, all cigs sold in this country cannot have figures higher than 12 mg/tar, VTT[439]

Project Luxury: Philip Morris effort from 1988 to develop a luxury brand for European markets; brand names considered included: S.T. Dupont, Hermes, Christian Dior, Tiffany, and Battistoni. Battistoni cigarettes would come in a "bright red pack with black accents inspired by their shopping bags."[440]

Project "M": 1978-80 Philip Morris Europe effort to develop a new cigarette for Germany. Test-marketed Munich. 12 mg tar, .7 mg nicotine

Project M1 – M7: Series of projects undertaken by German tobacco manufacturers opposed by Reynolds company (see Projects *1-7*).[441]

Project M-15: "Charcoal – Silica Gel Tobacco Smoke Filters," Reynolds effort from ??? to ???

Project M-86: Philip Morris U.S.A. effort from 1987 to develop for Panama a local brand to compete with Brown and Williamson's Kool.

Project Macbeth: Brown and Williamson effort launched in 1993 to eliminate "spotting" (from moisture) on cigarettes, esp. Capri Exports. Tests showed that double wrapping eliminated most of the problem (caused by high moisture, over-casing, poor distribution

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[438] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[439] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[440] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[441] F. G. Colby (Reynolds), "We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations," 1975, Bates 500924982-5003.

of butterfat, machine "rubs," and contamination by grease or oil), though Hauni machine wrapping speeds were slowed by this means to only 3,000 cigarettes per minute.[442]

Project Mad Hatter: BAT effort from the early 1960s (led by Sir Charles Ellis) to explore the fate of nicotine in the body. Precursor to Project *ARIEL* (the Ellis patent), linked also to Project *Hippo*. Aka Project *Madhatter*.

Project Madison: Philip Morris Europe effort from late 1980s-early 1990s to make certain "competitor arrangements with RJR." Linked to Projects *Deimos* and *Chisel*. ???

Project MAG: BAT effort from the 1990s: ???

Project Magali: Philip Morris Europe (Neuchatel) effort from 1992 to increase the tar on LMD01.

Project Magic: 1984 PM effort to develop a cigarette with an adjustable filter that could be used to vary tar deliveries (by altering ventilation), using its "Dial-A-Tar" design. First tested in Switzerland.

Project Magna: Reynolds . Had Project Code MS.

Project Maine: Philip Morris Europe effort from 1971 to make a new cigarette (brand code LOF) for Switzerland.

Project Mainland: 1998 BAT plan to market in Germany.

Project Maite: Philip Morris Europe (Neuchatel) effort from 1988 to fine tune the Tiffany cigarettes being sold in Germany.

Project Mala: Philip Morris Europe (Neuchatel) effort from 1990 to develop a flavored cigarette for the German market.

Project Malin: Philip Morris Europe plan from 1987 to develop a Marlboro Lights menthol for Norway.[443]

Project Malta: Philip Morris U.S.A. effort from 1981-85 to develop an L&M 100's menthol cigarette for the Philippines.

Project Malthus: Philip Morris Europe (Neuchatel) effort from 1989 to use new automated equipment to detect microbial activity in various tobacco products (by measuring electrical resistance).

Project Mamola: Philip Morris Europe plan to develop a "Fortuna" LS cigarette for

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[442] D. M. Frank to T. F. Riehl (Brown & Williamson R&D), "Export Status Report/900," Oct. 7, 1993, Bates 508105139-5140.

[443] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

Italian market[444]

Project Manderin: 1981 BAT Indonesia plan to introduce Hilton cigs to SE Asia.

Project Manhattan: Philip Morris Europe effort from 1978-79 to develop a Muratti 2000 100mm cigarette by this name. 8mg tar, .61mg nicotine, 33% dilution. Launched March 5 1979 with "Negative results."

Project Manhattan: Brown and Williamson campaign from 1996 to

Project Maple: PM's effort to acquire a tobacco company in Brazil

Project Maraschino: Philip Morris Europe effort to establish new recipes for cigarettes to be tested in?

Project Marcel: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Bond Extra for Sweden following the results of projects *Michel* and *Blaise*.

Project Marcus: BAT effort from 1985 to develop a new 767 John Player Special cigarette for the European full flavor value-for-money duty-free market, targeting also Hong Kong and South Africa. search.

Project Marene: Philip Morris Europe (Neuchatel) effort from 1992 to develop a Marlboro Medium for Germany.

Project Margaret: Brown & Williamson effort from 1982 to produce an extruded cigarette.

Project Margate: BAT effort from 1972 to develop a low TPM/nicotine brand for local manufacture in medium price ranges. Tested in Far East in conjunction with Projects *Gatwick* and *Twain*.[445]

Project Maria: Philip Morris Europe (Neuchatel) effort from 1990-93 to develop a cigarillo-type cigarette for Germany.

Project Mariner: Philip Morris effort from 1993 to further develop its menthol markets in Asia, where menthols were occasionally smoked by "young adult starters" as a "mouth freshener."[446]

Project Mark: BAT laboratory reports for brands destined for Channel Islands.

Project Markum: ???

Project Marlboro Ex Seita: Philip Morris Europe effort from 1974 to make a new cigarette for France.

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[444] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[445] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

[446] "Korea Product Development Plans," Sept. 1993, Bates 2057095264-5322 at 5291.

Project Marlboro Lights: Philip Morris Europe effort from 1978 involving the production by FTR of a Finnish type MLL.

Project Marlboro QDA Panel: RJR FFNM effort from 1983-1984 to establish a QDA panel comprised solely of 18-34 year old Marlboro KS smokers for evaluation of R&D product modification to WINSTON KS and CAMEL KS cigarettes.[447]

Project Marlene II: Philip Morris Europe effort from the mid 1970s to market a "mild" cigarette to "very health oriented smokers" in Germany. Linked to Projects *Klaus* and *Sylvia III*. Cigarettes were to be marketed to "addicted" smokers who were "clearly less able to give up smoking than the average smoker." Marlene II cigarettes were also advertised as "untreated," with Philip Morris recognizing that "untreated" was "strongly associated with 'healthy'."[448]

Project Marque: ???

Project Mars: Brown & Williamson International collaboration with Guatemala's Tabacalera Nacional from 1980-81 to make a Kent 80 mm cigarette in a crush-proof box for Guatemala.

Project Mars: Philip Morris Australia effort from 1984 to ???

Project Mars: Philip Morris Europe (Neuchatel) effort from 1986 to make a cigarette with 40% reduced sidestream smoke by adding magnesium oxide and citrate to the paper.

Project Mars: Reynolds effort from 2003 to make an edible tobacco tablet that would deliver "tobacco satisfaction for smokers in situations when they cannot or choose not to smoke." Product would be "small, mint-like, odorless," and low in tobacco-specific nitrosamines (TSNAs); a "discreet way to satisfy a craving for a cigarette without signaling to others that you're a smoker." "Human epidemiological study of use and pancreatic cancer" was recommended as one of a series of "post marketing studies."[449]

Project Marx: Brown & Williamson effort from 1982 to produce "creative changes"; no further info.

Project Mary: BAT investment planned to be sold for 255,000 British pounds in

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[447] Reynolds, "Full Flavor Non-Menthol Matrix Program," Bates 505509056/9072.

[448] Bates 2501204384-4385.

[449] R J. Reynolds, "Project Mars. Hard Tobacco," 2003, Bates 532800973-1084.

1985.

Project Mary: Philip Morris Europe (Neuchatel) effort from 1978-87 to develop a Maryland-type air-cured cigarette for Germany. Later included an effort to identify the cause of a taste improvement in Maryland cut filler during storage. and to determine whether spraying with *Bacillus subtilis* would improve flavor.[450]

Project Maryland: Philip Morris Europe effort from 1978-84 to standardize a filler for Brunette family for the Swiss market. Versions I and II. Linked to Project *Carolina*. A diluted cigarette.

Project Mas: Philip Morris U.S.A. effort from 1987 to develop for Spain a slim (23 mm circumference) cigarette delivering 10 mg tar.

Project Maserati: Philip Morris Europe effort from 1978 to produce a low-cost "25" cigarette for Germany. Renamed Project *Helga* in 1978.

Project MASO: BAT's "Method of Assessing Smoking Quality" 1999 (5???)

Project Match: Brown & Williamson effort from 1997 to develop "enhanced media targeting."

Project Matinee: Imperial Tobacco effort from 1967 to perform leaf and smoke analyses on 2-stage grad substitutions.

Project Matra : Philip Morris Europe (Neuchatel) development of an L&M Light for France.

Project Maurice: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Marlboro Lights menthol KS tax class II for Norway and Sweden (had to be above 850 mg total weight).

Project Maverick: BAT Canada 1990 project to ???

Project Mavis: BAT effort from 1996 to approve re-payment of BATCo's preference stocks.

Project Maxime: Philip Morris Europe (Neuchatel) effort from 1989 to develop a long size cigarette "with a creamy taste" for Swedish market.[451]

Project Mayfly: 1981. Social acceptability ???

Project Mazda: Philip Morris Europe plan to improve taste and impact of the Philip Morris Ultra[452] for Italy.

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[450] L. A. Beguelin and M. I. Hofer, "Mary," March, 1987, Bates 2001215816-5818.

[451] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[452] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

Project MB: Reynolds effort from 1982 to develop a cigarette "at parity or better with Marlboro CPB among NMFF male box smokers aged 18-34"[453]

Project MB-5001: *Liggett and Myers*

Project McCormick: Brown & Williamson effort from 1982 to produce a cigarette with a new/different flavor. ???

Project MCT-N-68 & N-69: American Tobacco Co. effort from 1969 involving lab and pilot preparation of a cigarette filter sheet containing mentholated carbon[454]

Project MD: Reynolds new product development effort from early 1980s, million spent on advertising in 1982.

Project MDP 64: BAT effort from 1986 to ???

Project MDP 76: *("Venezuelan Business Project")*: BAT effort from 1986

Project MDP 77: BAT 1986 Venezuela ???

Project MDP 78: *Venezuela Project*: BAT 1986

Project MDP 85: BAT 1993 Guatemala

Project ME: ("Most Expensive") RJ Reynolds product test from 1980s ???

Project Meadowsweet: BAT effort from 1972 to produce a State Express Filter De Luxe to counter Dunhill International in markets where 555 Filter Kings were strongly established.[455]

Project Mean: Brown and Williamson plan from 1997 to position GPC Mediums as intermediate between Full Flavor and Lights.

Project Medallion: Imperial Tobacco (Montreal) effort from 1985 to develop a new cigarette using DIET technology and WTS.

Project Medine: Philip Morris Europe effort from early 1990s to develop a Virginia type, Bond Street KS ventilated cigarette for the Gulf region (same blend as Project *Agades*).[456]

Project Melissa: BAT/BW effort from 1979 to develop a "specialist smoking and

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[453] R.J. Reynolds, "Project MB," 1982, Bates 504404150.

[454] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[455] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

[456] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

health House" within rubrics of Projects *Vigor* and *Pointer*.[457]

Project Mellow: Philip Morris effort from late 1980s to create a distinctively flavored cigarette to compete with Blend in Sweden; name could be "Mellow" or "Cream" or "Vitality."

Project Mellow: Brown and Williamson effort from 1990s to differentiate "milds" as intermediate between "regulars" and "lights."

Project Memo: ???

Project Memphis: BAT effort from 1998 to market a new cigarette, ex Beyreuth, in East Germany ???

Project Menthol – Philip Morris effort from 1982 adding 8-15% dilution to Marlboro brands in Chile to bring them more in line analytically and subjectively with the U.S. produced Marlboro.

Project Menthol Bridge: Brown and Williamson campaign from 1988 to foster "menthol segment growth" especially among "younger adult starters" by using "products with very low menthol loadings.[458]

Project Merit/Galaxy: Philip Morris effort from 1988 to create an 85 mm Merit for Japan.[459]

Project Meso: BAT Southampton effort from 1999 to develop a "coaxial" cigarette for Europe. Arno Weiss involved.

Project MET: ???

Project Meuse: Philip Morris Europe (Neuchatel) effort from 1988 to produce a low-sidestream "vitality" cigarette. ???

Project MFSBC: Philip Morris Europe (Neuchatel) product.

Project MG: Reynolds new product on which $3 million spent by 1985.[460]

Project Miami: Philip Morris Europe effort from 1980 to test a flavored cigarette on Swiss market; developed parallel with Project *Barbara*.

Project Mica: BAT effort from ???

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[457] Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

[458] Brown and Williamson, "Project Menthol Bridge," Nov. 14, 1988, Bates 621708321-8329.

[459] J. L. Spruill, "Marlboro Standardization and International Support," Feb. 1988, Bates 2022162281-2283.

[460] "Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan," 1985, Bates 504252754-2754.

Project Mica Paper: 1985 effort by RJR to use mica paper to change the heat transfer from "fuel source to by-puff deliveries." Mica paper was not commercially available, so aluminum foil and other materials explored.

Project Michel: Philip Morris Europe (Neuchatel) effort from 1987 to ???

Project Midas: BAT code name for a series of consumer product trials in Nigeria 1992-1993. Talk of "Midas flavour." Had problems with salivation.[461] Versions I and II existed.

Project Midnight: Rothmans 1997 test in Bombay, 900 male smokers

Project Midway: Imperial Tobacco (London) effort from 1971 to ???

Project Midway: Brown and Williamson series of measurements from 1990 of impact, irritation, amplitude, and acceptability of certain kinds of cigarette smoke against well-defined controls.

Project Mild: RJR-Macdonald Inc. (Canada) effort from 1980 to develop Export "A" cigarettes with "the highest degree of smoking satisfaction" as "the optimum next down for former and potential switchers." Market targets included "young starter smokers" who were "less health-concerned," especially young males aspiring to be "masculine, rugged, self-determined and independent."[462] Product was to be situated between an Export "A" Medium at 15 mg tar, and a "Lights version of this cigarette at 10 mg.

Project Milds: Philip Morris Europe effort from 1980-81 to develop a highly aromatic low irritation "low impact/high taste" "Merit Companion" cigarette.

Project Milk: PM effort (INBIFO) from late 1990s, with goal of ??? Personnel included Birgit Gerstenberg (smoke chemistry), Detlef Veltel (cytotoxicity), and Patrick Vanscheeuwijck (inhalation). linked to Project Juice.

Project Milla: Philip Morris Europe effort from 1979 to produce a cigarette of increased filter length. Linked to Projects *Champion* and *Arlette*.

Project Millet: Philip Morris Europe (Neuchatel) effort from 1987 "to increase

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[461] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[462] RJR-174, reproduced in *Le Procureur Général du Canada c. RJR-MacDonald Inc.*, July 26, 1991, Bates 800562042-3422.

the capacity of the miniprimary and improve the quality of the cut filler."[463]

Project Millwall: BAT effort from 1972 to produce a new design for 555 Filter Kings to "widen its appeal to younger consumers"; marketing tests conducted in Ghana, Bahrain, South Africa, Hong Kong, Malaysia, Singapore, the Gulf region, and elsewhere.[464]

Project Milly: BAT effort from circa 1997 to create a pack design and consumer research for State Express 555.

Project Minerva: Imperial Tobacco effort from 1967 to conduct consumer tests on certain experimental cigarettes. Linked to Project *Meld*. ??? search

Project Mini: BAT effort from ???

Project Miniature: BATCO effort from mid 1980s, linked to Project *Missile*.

Project Miniprimary: Philip Morris Europe (Neuchatel) effort from 1988-92 to increase the capacity of the Miniprimary and to improve quality of the cut while maintaining subjective smoke qualities. D. Borgognon responsible.

Project Mint: Brown & Williamson effort from 1987

Project Mint: Philip Morris Europe (Neuchatel) effort from 1984-87 to improve on the company's menthol cigarettes for Europe.

Project Minty Menthol: Philip Morris effort from 1993 to [465]

Project Mireille: Philip Morris Europe (Neuchatel) effort from 1992 to develop a King Size F6 for Germany. Linked to Project Hilde.

Project Missile: BAT effort from late 1980s to develop "an ultra-slim product for the Middle East market."[466] Westminster brand.

Project Mississippi: Philip Morris Europe (Neuchatel) effort from 1988 to produce a (missisipi) ???

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[463] Philip Morris Europe (Neuchatel), "Quarterly Report," Oct.-Dec. 1987, Bates 2021606791-7000.

[464] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

[465] Philip Morris, "Marketplace Driven Product Development," Dec. 1993, Bates 2021322578-2643.

[466] BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

Projekt MIX: Philip Morris INBIFO project from 1998 to 1999 to determine "the influence of 3 ingredient mixtures added separately to the filler of the test cigarettes on the in vitro mutagenicity of the mainstream smoke condensate (MSC)" Included analyses of cadmium, lead, arsenic, and forty-odd other compounds. Linked to *Project Cut Width*. 2501950719/0734 Part of an effort to produce a low-mutagenicity cigarette.

Project ML: American Tobacco effort from 1972 to

Project ML-N: American Tobacco effort from, 1971 to determine moisture and carbon levels in tobacco papers (?) supplied by Ecusta.

Project MM: Reynolds effort from mid-1990s involving all natural (no KABAT pesticide added) tobacco.

Project MNF: Reynolds effort from 1991 to ???

Project Mo: RJR effort from 1985 to challenge Lorillard's Newport as "the most relevant menthol brand for younger adult smokers."[467]

Project Moderation: Liggett & Myers effort from 1967 to *???*

Project Modigliani: Philip Morris Europe (Neuchatel) effort from 1990 to evaluate "the Comas stem puffing process to determine the effects on final stem quality parameters"[468] A. Frattolillo responsible.

Project Mollie: Imperial Tobacco Ltd. effort from 1973 to develop "a new Colt type Cigarillo" from "a mild leaf recipe, flavoured filler, flavoured and vented tip." Twenty different flavorings were explored for incorporation into the plastic cigar mouthpiece.[469]

Project Molly: RJR Nabisco reorganization plan from 1995.

Project Monarch: PM 2000. ???

Project Monet: Philip Morris Europe (Neuchatel) effort from 1987 to increase the capacity of its Expanded Tobacco (ET) plant in PMH-BOZ.

Project Money/Power/Sex: Philip Morris projects from 1988 to develop cigarettes for Europe, having as their brand names "Vuitton," "Force" and "Straps." Vuitton was to be a luxury product; Force and Straps

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[467] "V. Status Review of Current Projects" (Reynolds), Dec. 21, 1984, Bates 504649258-9279.

[468] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[469] Imperial Tobacco Products Ltd., Product and Process Development Montreal, "Semi-Annual Report, July – Dec. 1973," March 13, 1974, Bates 650373246-3354.

"were only image driven and were dropped."[470]

Project Mongoose: BAT (UK&E) product development from 1992 involving the use of an alternative side-seam adhesive for 555 FKS[471]

Project Monique: Philip Morris Europe effort from 1976-80 to assemble a reconstituted tobacco line.[472] complete ref. ???

Project Montana: Brown and Williamson effort from 1986 to target "downscale male smokers 21-25," providing them with "ego enhancement and peer group security" along with "a means to communicate the inner strength/importance/maturity/capacity which he and his peers believe they possess or want to project."[473]

Project Moog: Philip Morris effort from 1988 to develop the expertise to produce cigarettes subjectively equivalent to those of competitors' brands (Salem, Newport and Kool, for example).[474]

Project Moon: Philip Morris Europe (Neuchatel) effort from 1987-93 to compare the pesticide residues (esp. maleic hydrazide but also DDT, etc.) in various cigarettes used in Europe.[475] Ten samples residues found to exceed the maximum recommended value of 80 ppm for MH-30. Linked to Projects *Saturn* and *Culture*.

Project Moose: BATCO effort from 1995 to screen 7 potential flavors for Virginia DEER; also involved identifying coumarin residues.[476]

Project Moose: Philip Morris Germany effort from (date) to develop methods for detecting pesticides residues for PM Germany

Project Mope: BAT effort from 1993 to improve smoking mechanics of key

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[470] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[471] "Minutes of the P.M.D. Optimisation Group Meeting Held on Tuesday, 9th June, 1992," June 11, 1992, Bates 303540490-303540671.

[472] P. Karle to H. Friedrich, "Project Monique," May 19, 1980, Bates

[473] Brown and Williamson, "Project Montana," Feb. 4, 1986, Bates 300204990A-4993.

[474] 2022162279.

[475] Philip Morris Europe, "January – March 1991, Strictly Confidential" (Quarterly Report), 1991, Bates 2028634034-4175.

[476] BATCO, "Environmental Issues Related to Product and Process: Work Area 94.09," Jan.-June 1994, Bates 503053743-3874, p. 24.

products for Middle Eastern markets.[477]

Project Mortar: Philip Morris International effort from early 1990s for Australia ???

Project Moselle: Philip Morris Europe (Neuchatel) effort from 1988 to produce a 1-3 mg menthol cigarette using Project *Volga* or *Amour* technology.

Project Moses: Philip Morris Europe (Neuchatel) effort from 1984 to develop a menthol line extension of its newly launched Stanton brand.

Project Mount: Philip Morris effort from 1987 to develop a cigarette for Japan that could compete with Mild 7 Lights, using the slogan "a good flavor product with only half of the tar level of Mild 7."[478]

Project Mountbaten: BAT (UK&E) offer from 1994 of loyalty-based accelerator product with "Made in USA" image for KSA/KUWAIT/UAE.[479]

Project Mozart: BAT plan to develop a cigarette to be made by Corby; completed June 1989.[480]

Project MP: Reynolds effort to produce an alternative to Marlboro targeting "younger adult smokers" with "off-beat image" à la Moosehead Beer. $18 million spent on pre-market and market research by 1985.[481]

Project MP: Brown and Williamson effort from 1997 to improve Pall Mall's filter.

Project MRT: Reynolds effort from 1986 to product Vantage 85s with pack and carton inserts.

Project MS: Tax stamping machinery. Cite as: I Mms; Unk. "Project Planning Priorities Objectives," Apr 15, 1983, Bates

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[477] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[478] P. Wang to J. O. Gibson, Feb. 11, 1987, Bates 2044441911-1913.

[479] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176.

[480] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[481] "Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan," 1985, Bates 504252754-2754.

500908854-8881.

Project MTG: American Tobacco effort from 1990. for Lucky Strike Lights to have appearance of Cambridge Lights.

Project Mudda – White Board: BAT effort from ???

Project Mug: Philip Morris effort from the 1990s involving the company's sponsorship of Australia One (American Cup racing).

Project Munari: Philip Morris Europe (Neuchatel) effort from 1991-92 to develop a Merit Ultra Slim for Italy.[482]

Project Muriel: Philip Morris plan from 1984 to standardize Marlboro 100s sold internationally to be more like those in the U.S., by lowering ventilation and increasing filter RTD.

Project MX: Reynolds product test from 1980s

Project Mystere: Philip Morris Europe effort from 1978 to develop a new cigarette (Aka Project *White Filter*). Project dropped. ???

Project NA: Reynolds effort from 1983 to develop a "product-driven brand offering fewer cigarette additives."[483]

Project N.A.B. – T.N.T.: Philip Morris effort from 1988 to produce an ultra LTR enhancement for Eastern Europe, Middle East and African markets. "Satisfaction without tar."

Project Nader: BAT research effort from 1978 to reduce oxides of nitrogen in cigarette smoke. Work done in Switzerland, Germany and U.K.

Project Nagy: Philip Morris support for the research of Prof. Vincze at (where???) on DNA adducts; part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Nail: ???

Project NAOMI: BAT effort from 1998 ???

Project Nariners: Brown and Williamson study from the early 1980s of how social pressure, along with pricing and conceptions of smoking and health, influence quitting and switching patterns in the U.K. Part of an effort to develop "a predictive model of switching behaviour."[484]

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[482] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 81.

[483] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7959.

[484] R. P. Ferris (Brown & Williamson), "R & D/Marketing Methods: New Marketing Research/Survey Techniques," in *Proceedings of the Smoking Behavior – Marketing Conference,*

Project Nasa: Philip Morris Europe (Neuchatel) test from 1987 of the taste and impact of different Virginia blends in a 100mm cigarette construction. Blind tested against *Berkeley* cigarettes for the UK

Project Nasa: BAT (UK&E) effort to launch Lucky Strike as a "strategic brand" targeting HORECA in Middle East.[485]

Project Nash: Philip Morris Europe effort from 1993 to implement "Good Manufacturing Practices" (GMP) and "Tobacco Processing Specifications" (TPS) from PME primary operations.

Project Nashville: Philip Morris Europe plan to develop "a BRD using less than 50 % Maryland tobacco." 14 mg tar, 0.9 mg nicotine.[486]

Project National Cancer Institute: ???

Project NATO: Close to Greendot, prototypes for particular type of cigarette.

Project NATO II: ???

Project NATO III: ???

Project NATO IV: ???

Project Natural: Philip Morris effort from 1987-88 to develop "an 85 mm full-flavored prototype" that would be a "No-additive blend" product.[487] Idea was a cigarette "keyed to consumers' concern for the environment." Over-packaging was to be avoided; the goal was to demonstrate "corporate responsibility" via a "nature friendly" concepts attached to product, pack and image. Cigarette would be made from beige unbleached paper with more natural looking tipping, foil would be replaced with polywrap bundle; there would be no inner frame, and the pack would be made from recycled board "in earth tones." Proposed brand names: Maya, Mondo.[488]

July 9th-12th, 1984, Session II, pp. 32-34, Bates 650377433-7651 at 7509-11.

[485] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176

[486] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[487] J. L. Spruill, "Marlboro Standardization and International Support," Feb. 1988, Bates 2022162281-2283.

[488] Philip Morris, "Minutes from Tuesday: 'New Products'," June 19, 1990, Bates 2043937186-7193, p. 7

Project Natural Concept Products *???*

Project Navigation : ???

Project Navigator: BAT effort from 1997-99 (following Project *Battalion*) to consolidate and relocate its headquarters from Woking (SW of London, where Martians landed in Wells' *War of the Worlds*) to Globe House.

Project NC : Reynolds product test from 1981.

Project Nectar: Philip Morris's reaction to RJR's Horizon, "the first cigarette that smells good." Marketed first in Atlanta in 1990. Related to a project or brand *Chelsae*. Philip Morris responded with a vanilla-flavored product that could be introduced mainstream for "socially-conscious adult smokers who are concerned about the aroma of their ambient smoke" and want "all the pleasure of smoking without leaving an unpleasant aroma."[489]

Project Neptune: Philip Morris Europe (Neuchatel) effort from 1987-91 to measure gas-phase hydrocarbons in sidestream smoke of prototype and/or commercial cigarettes.[490] Linked to Projects *Wrench, Escaut* and *Art*.

Project Nero: BAT effort from 1993 to make a low sidestream version of an ultra light (2 mg) for the Swiss market that would have mainstream sensory characteristics acceptable to parent product smokers.[491]

Project Nevis: BAT effort from early 1980s involving development of new Virginia blends for creating new "international" tastes.

Project New Generation: Philip Morris effort from 1988 to develop a "Philip Morris Filter Kings" cigarette for Europe with an oval pack. Consumer tests found that cigarettes fell out of opened soft pack.[492]

Project Newcastle: Philip Morris Europe effort from 1978 to develop a cigarette for Nigeria. Used triple filter of the FLINT type. *???*

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[489] "Project Nectar Advertising Brief," Sept. 6, 1990. filed.

[490] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[491] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[492] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

Project Newcig: BAT Southampton effort from the mid 1960s to *???*

Project Newton: Philip Morris support for research at Holland's TNO (in Delft) on air flow dynamics (included mock up of an aircraft model). Part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Next: denicotinized cigarette with no nitrosamines. (make sure)

Project Next Generation Products (NGP):

Project NG : Reynolds product test from 1980s

Project Nick-Nick: BAT effort from 1985 to measure the waste of certain blends, and to investigate "the effect of nicotine on sidestream irriation using reconstituted sheet containing known nicotine levels."[493]

Project Nicotine: way of getting around nicotine?

Project Nicotine RSM Project: ???

Project Nicotine Transfer: BAT effort from 1990s to maximize nicotine transfer from a given blend. Goal involved "maximizing impact and minimizing irritation at a given level of blend of nicotine." Project was to have encompassed lessons learned from B&W's Project *Ship*.[494]

Project Nightingale: Reynolds effort from 1975 to test Camel filters against Marlboro blend in the U.K.[495]

Project Nightingale: BAT effort from 1991 to produce alternative side-seam adhesives for SE 555 Premium Select.

Project Nile: BAT effort from the early 1980s to test whether DELTA techniques could be used to evaluate how smokers imagine their smoking experience. search ???

Project Nile: Philip Morris Europe (Neuchatel) effort from 1988-90 to evaluate the idea of making "an American blend filler by total blend expansion in an expansion tower."[496] Total blend expansion technology involved using a mix of expanded Burley, Virginia and Oriental tobaccos. Spinoff from Project *Pliers*

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[493] D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

[494] http://tobaccodocuments.org/mayo_clinic/17_018.html?pattern=%22Project+Nicotine+Transfer%22#images

[495] David Wills to Neal C. Pitzer, Nov. 5, 1975, Bates 500818265-8268.

[496] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

Project Nino: Philip Morris Europe effort from 1978-80 to develop a method of removing nitrates from tobacco. Also involved measuring chloride, sulfate, phosphate, alcohols, acetone, acetoin, and total carbon in 19 Burley extracts.

Project Nipper: Philip Morris Europe (Neuchatel) effort from 1989 to study the influence of filter length and denier per filament on filtration efficiency.

Project NIRA Philip Morris Europe (Neuchatel) effort from 1988 to evaluate "Near Infrared Reflectance Analyses" as a means of measuring quantity and quality of flavors used in cigarettes

Project NIT: ???

Project NITA: Philip Morris Europe (Neuchatel) effort from 1991 to develop an F6 Lights for Germany.

Project Nitex: Philip Morris Europe (Neuchatel) effort from 1987 to ship gas-heated rotary dryer and Salvis oven to Bremen for OV determination.

Project NL: Reynolds effort from 1974 to 1976 to make a "nicoless" cigarette (=Project Nicoless)[497]

Project NN: Reynolds effort from the mid- to late-1980s to make a "no nicotine" Premier line extension cigarette. Hence the acronym ("no nicotine"). Apparently begun in the early 1970s.

Project Nobel: Philip Morris support for the research of Prof. Odd G. Nilsen at the University of Trondheim, Norway, exploring nicotine concentrations in hair as a marker for ETS exposure. Part of the company's 1991 effort to develop expert witnesses for use in litigation and/or regulation.

Project NOD: ("Naturally Occurring Denitrification"): Philip Morris investigation from the early 1980s supervised inter alia by J. Baniasz, "using microorganisms natural to tobacco." Probably to eliminate nitrosamines? ??? and fix in text!

Project Nodiet: BAT Southampton effort from 1985 to produce cigarettes for collaborative work with BAT Hamburg "to obtain filtration

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[497] S. Wooten, Jr. (Reynolds) to C. W. Fitzgerald, "Project NL," Nov. 21, 1974, Bates 500254017; C. R. J. Fitzgerald (Reynolds) to R. H. Cundiff, "Product Development Request - 'NL'," Dec. 6, 1974, Bates 500742037; S. Alter, "Trademark searches: All-natural and nicotine free," Nov. 11, 1987, Bates 2045407566.

coefficients as last stage of input to new computer model."[498]

Project Nolde: Philip Morris Europe (Neuchatel) effort from 1989-90 to standardize Burley sprays.

Project Nora: Philip Morris Europe effort from 1976 to produce a Marlboro that would be "the first truly male filter cigarette on the German market."[499]

Project Nora: Philip Morris effort from 1984 to provide "the choice of a soft pack to smokers of imported brands" for Morocco.

Project Norfolk: PM Europe project from 1991 to standardize the blend for Champion cigarettes in Switzerland.[500]

Project Northwind: 1981 Philip Morris effort to develop "the best free-standing menthol cigarette." Failed after test marketing in Cleveland, Houston and St. Louis. Later ridiculed!

Project Nostalgia: BAT product design test from 1978 to improve B&H blends for cigarettes for Malaysia, South Africa, Brazil and Canada.

Project Nova: Philip Morris U.S.A. effort from 1987 to develop a slim (22 mm circumference) 70 mm cigarette for Argentina. Originally to be called "Swing" but later changed to "Avanti." Test marketed in Venezuela in 1988.[501]

Project Nova: BAT Southampton effort from 1989 to develop novel ways to flavor cigarettes—by loading flavors and extract onto alpha-alumina granules in the tobacco rods, for example. Continued some of the work of Project *Airbus*.

Project Novel Cigarette Design: Reynolds effort from 1986 to produce high-nicotine (1.2 mg) cigarettes with colored filters that would have a 50/50 male/female appeal.[502]

Project Noxa: BAT Southampton effort from 1989 to use nicotine-free cigarettes to use in Project *Nova*. One goal was to explore impact

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[498] D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

[499] Bates 2501062584-2620.

[500] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[501] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[502] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

of pH on cigarette smoke.

Project Nozon: Philip Morris Europe effort from 1988 to produce an ultra thin cigarette with delivering 1-3mg tar.

Project NSS: Reynolds Advanced Technology Product effort from 1980s to (what), changed name in 1990 to Project XA.

Project Nuance: Imperial Tobacco (Montreal) effort from 1972 to

Proejct Nugget: BAT effort from 1987 to develop and launch a Kent Gold cigarette for Malaysia.

Project Oak: Plan to market Kents in Indonesia

Project Oaks: Brown and Williamson effort from 1996 to produce a "free standing Lights proposition for women."

Project Oasis: Reynolds effort from the early 1990s to market to "SALEM vulnerable smoker" aged 35 and older.

Project Oasis: American Tobacco Co. effort from (when) to (what)

Project Oasis: BAT effort from 1994 to ????

Project Obstem: BAT effort to identify "the disadvantages (if any) of high levels of stem in lamina, also any compensation advantages which may arise from larger particle size."[503]

Project Odor/Aroma: 1988 PM study of sidestream, ashtray odors for smokers

Project Oldie: BATCo effort from 1994 to develop a simple chemical index for use in leaf laboratories to measure maturity of cured tobacco. Tested on Zimbabwe leaves.[504]

Project Olga: Philip Morris effort from 1982 to develop a "ventilated Marlboro King Size, produced by PMG-Berlin, for the German market except West Berlin"

Project Olga: Philip Morris / (BAT???) effort from the late 1970s-early 1980s to develop a Pall Mall for Germany that would appeal to "young primarily male smokers." Market studies revealed that for smokers aged 14 – 19, Camel Filter was used by 19 % and Marlboro by 25 %; the goal was to capture part of this market, defined as "younger than 29." Cigarette was to be "robust, honest, straight" and "American in a positive sense"; marketing

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[503] D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

[504] BATCO, "Environmental Issues Related to Product and Process: Work Area 94.09," Jan.-June 1994, Bates 503053743-3874, p. 35.

would take a "Youth Culture" approach.[505] Olga did for Germany what Project *Tennis* did for the U.K.

Project Olive II: Philip Morris effort from 1984 to introduce a locally manufactured American blend full flavor PM brand into Tunisia. Also to develop "mainstream Japanese products at 6 mgs. and 8 mgs. tar to compete with Caster family" of cigarettes. 2022171164/1251

Project Olivia: Brown & Williamson effort from 1982 to produce a more "cosmetic" cigarette using new packaging and color. ???

Project Olle: Philip Morris Europe effort from 1978 to make a mentholated version of the Bond cigarette.

Project Olympics: BAT 1990s Asia.

Project Omega: Imperial Tobacco Co. (Montreal) effort from 1991.

Project Omega: Reynolds effort ??? A continuation of Project Delta.

Project One-o-One: Philip Morris Europe effort from 1976 to develop a cigarette with tar and nicotine levels lower than those of Reemtsma No. 1.

Project Ontario: Philip Morris Europe effort from 1992 to develop a range of ML Medium from 12 to 9 mg tar for various countries ex FTR.[506]

Project Optima: ???

Project Optimised Ultra Low Tar Cigarette Design:

Project Optimize: massive 1962 PM project to study deliveries of menthol and TPM as function of different levels of carbon in the filter plug.[507]

Project Oracle: ???

Project Orange: Code-name given by Philip Morris Europe to its closing of one of its factories in Belgium.

Project Orbe: Philip Morris Europe (Neuchatel) effort from 1987 to ??? Linked to Projects *Pliers* and *Detective*.

Project Order : Philip Morris Europe (Neuchatel) effort from 1987-92 "to ensure that PM produced materials and products comply with the

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[505] Brown & Williamson, "Project Olga," circa 1978, Bates 464520177-0188.

[506] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[507] William L. Dunn, "Technical Report No. 213: The Carbon Filter Story," Oct. 15, 1962, Bates 2024084526-4607.

requirements of the German Food Law"[508]

Project Oregano: BAT effort from 1993 to produce duty-free B&H 100's.

Project Orient: Philip Morris effort from 1983 to ???

Project Oriental: Philip Morris effort from 1988 to develop an oriental blend combined with expanded tobacco to compete with high priced local brands and low priced international brands in Turkey.[509]

Project Original: 1998 Rothmans test in Russia.

Project Orion: BAT effort from 1975 to ???

Project Orion: Philip Morris Europe (Neuchatel) from 1988 to investigate the influence of filler density and cigarette paper on sidestream smoke yield and composition. A project by the same name (and company) encompassed a 1990 INBIFO project to measure the cytotoxicity and mutagenicity of sidestream and whole smoke using hamsters and salmonella (the Ames test).

Project Orville: Imperial Tobacco (R&D Montreal) code name for its 1991 Project *T-3208*, involving humectant determinations. No further info.

Project Orwell: BAT effort from ??? , linked to Project *Hamlet*.

Project Osiris: ???

Project Osram: BAT effort from 1998 to B&H Lights ???

Project Ostrich: Philip Morris Europe (Neuchatel) effort from 1989 "to replace AV002 blend by HU003 blend in the DYF04 (Darcy Rouge Filter) made in Jubilee."[510]

Project Other Noxae: ???

Project Otter: Imperial Tobacco (Montreal) effort from 1985 to explore "taste enhancement" in low tar products," including cigarettes made from a Player's Special Blend Light recipe in a Matinee Extra Mild and Medallion format.

Project Ouzo: Philip Morris Europe effort from 1991 to develop a low-cost non-ventilated cigarette without casing or flavor for the USSR,

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[508] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 34.

[509] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[510] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894, p. 81.

"sourced from Brazil."[511]

Project Oxnard: Philip Morris Europe effort from 1992 to reduce the tar of Bond Mild from 11 to 9 mg for Sweden.[512]

Project Oxus: BAT effort from 1993 to produce cut tobacco blends from Germany

Project Oxygen: Brown and Williamson effort from 1996 to conduct consumer tests of three Lucky Strike Lights blends (Amelia, WWB "B" and German Blend) in Europe .[513]

Project P1: Project to be undertaken by researchers from the German tobacco industry "based on the faulty premise" (according to an RJR review from 1975) "that there are compounds in smoke that are disease producing in humans." The goal was the development of a "safe" cigarette, an idea opposed by Reynolds given that it was "based on an unfounded assumption, to wit, current cigarettes are unsafe." Reynolds position had "always been, and still is, that cigarettes have not been scientifically established as disease producing in human smokers."[514]

Project P2: Research project undertaken by German tobacco industry constituting a chemical analysis of smoke with emphasis upon identifying PAH fractions. Opposed by the Reynolds company for the same reason it opposed Project *P1* (see above).

Project P3: Research effort undertaken in Germany and criticized by Reynolds on grounds it was similar to another conducted by Battelle Northwest in Richland, Oregon. Reynolds raised similar objections to Projects *P4*, *P5*, *P6*, and *P7*, and Projects *M1*

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[511] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[512] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[513] J. Winebrenner (Brown & Williamson), "Meeting Report: USIB Product Development Committee – Meeting Minutes," Aug. 19, 1996, Bates 581391456-1459.

[514] F. G. Colby (Reynolds), "We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations," 1975, Bates 500924982-5003**.**

through *M7*.[515]

Project PA: Reynolds effort from mid 1980s to make a "pleasant aroma" cigarette (hence the acronym).

Project Pack: Philip Morris Europe (Neuchatel) effort from 1987-92 to examine the extent to which residual solvents in gravure-printed packaging materials may adversely impact cigarette taste.

Project Pack code #9570: ??? a low sidestream model cigarette

Project Pack Rat: BAT effort from the 1990s to standardize its king size hinged lid products.

Project Pact: Philip Morris effort from 1991 to develop technology "that will permit smokers and non-smokers to inhabit smoking areas without irritation to either."[516]

Project PAF: *???*

Project Page: Philip Morris effort from 1988 to develop full-flavor and Light versions of an American blend cigarette for export to Taiwan.

Project Palm: Philip Morris effort from 1982 to make a Marlboro cigarette in (and for?) Algeria. ???

Project Pampa: ???

Project Pandora: Brown and Williamson effort from late 1980s to develop a cigarette appealing to women "who embody a fully rounded, contemporary femininity" by adding "Duolite" and other flavor enhancers.[517]

Project Panther: BAT effort from 1996-98 to develop carbon filter cigarettes for the company's Taiwan and Korean markets. Karen Brotzge was project manager.

Project Papin: Philip Morris Europe (Neuchatel) effort from 1988-90 to investigate the influence of cigarette papers on smoke deliveries.

Project Papyrus: BAT effort from 1993 to test blends for use in Middle East markets.

Project Para: ???

Project Paracelsus: Philip Morris funding of Prof. Berthold Schneider at the University of Hannover to conduct industry-friendly research in

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[515] F. G. Colby (Reynolds), "We have reviewed," 1975, Bates 500924982-5003.

[516] "Philip Morris USA R&D Strategic Plan, 1991-1995," 1991, Bates 2021391582-2070, p. 71.

[517] Brown and Williamson, "Project Pandora," circa 1987, Bates 627000354-0357.

the areas of biometry, statistics, and "competing risk factors" (1991). Aka Project *Paracelsius, Paracelcius*.

Project Paradox: Philip Morris effort from 1987-89 to produce a half filter, half rod product with a concentric filter—a "High Taste System" to be launched in Norway under the brand-name "Mega." Made using the company's new gravity feed dispenser carton. Later introduced with the brand-name "Balance" as a Muratti line extension.

Project Paradoxe: Spun off from Project *Pliers*, Paradoxe was a Philip Morris Europe (Neuchatel) effort to create a "fifty-fifty cigarette" by attaching a 38 mm filter (42 mm tipping) to a 42 mm visible tobacco rod. So the filter was half the cigarette.

Project Parameter: PM's effort from 2001 to use the Ames test as a measure of cytotoxicity

Project Paris Prospective Study:

Project Park: Imperial Tobacco Co. (Montreal) effort from 1989 to evaluate the potential of a high velocity drying (HVD) treated blend for the U.K.

Project Parkinson: ???

Project Parma: Imperial Tobacco effort from 1967 to conduct certain chemical analyses ???

Project Parrot: Philip Morris Europe (Neuchatel) effort from 1987 to prepare a blind product test to compare MLF-PE, Camel LS and Galoises Blondes. For the Belgian market.

Project Parsley: Philip Morris effort from 1983 to make a king-size 84 mm ???

Project Parsnip: ???

Project Partridge: Philip Morris Europe (Neuchatel) effort from 1991 to increase the filter length on Runner Filter, Runner Menthol and Armada Drake for Holland and Belgium.

Project Pascal: Philip Morris support for the research of Profs. Lee and Gardiner of (where???) on "avian contacts." Part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project "Paul" Effort supposedly by Burke company to distribute "cigarettes free to young people." [518]

Project Paul: Philip Morris effort from 1991 to conduct a blind test of

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[518] Päivi Hansson (Burke, Sweden) to Aurèle Bachmann, Philip Morris (Lausanne), Feb. 27, 1991, Bates 2501040003.

	Marlboro Red Long vs. Marlboro Pan-European Red Long in Sweden.[519]
Project Pavlov:	Philip Morris support for the research of Prof. Perry of (where???) on indoor and outdoor air pollution. Part of the company's 1991-92 effort to develop expert witnesses for use in ETS litigation and/or regulation.
Project PB:	Reynolds effort from 1981-82 to produce a "prestige" cigarette for upscale users; concept developed for the company by Brooke Rice McClure Research, Inc.[520]
Product PDB:	BAT effort from 1991 to ???
Project PDL:	American Tobacco effort from 1990 to with reduced sidestream smoke.
Project Peanuts:	???
Project Pearl:	mid 1980s Imperial Tobacco effort to forestall decline of smoking. Part of Project *Viking*.
Project Pedro:	BAT (UK&E) effort from 1992 to develop an L&B "tactical brand" (KS/100) for Levant, produced in Chile, shipped to Cyprus.
Project Pegasus:	Brown and Williamson effort from (date??) to develop and test market a product addressing smoking restrictions—eg., small, low SS smoke papers that would include features such as "good taste" and "satisfaction" but also "reduced social concern"[521]
Project Penny:	Philip Morris Europe (Neuchatel) effort from 1988 to develop an American Blend cigarette with 50 % Swiss tobacco.
Project Penzance:	BAT effort from 1972 to ??? Discontinued in 1973.
Project Perch:	Philip Morris Europe (Neuchatel) effort from 1978-79 to produce an Armada Lights with 5 mg tar and .5 mg nicotine for Belgium.
Project Persepolis:	Philip Morris Europe effort from 1979 to create a cigarette for Iran. Project terminated that year. 18-20 mg tar, 1.3 mg nicotine. ???
Project Perspex:	1989 BAT plan to introduce a modified blend for B&H into

[519] Research Dept. (Philip Morris), "Product Developments," 1991, Bates 2505609504-9514.

[520] Brooke Rice McClure Research, Inc., "Project PB-Prestige Concept/Positioning/Product Evaluation and Optimization," Jan. 1982, Bates 508888462-8601.

[521] "Project Pegasus," 621709580.

France

Project Pertti: Philip Morris Europe effort from 1991 to develop an L&M Ultra for Finland.[522]

Project Pesticides: Philip Morris Europe (Neuchatel) effort from 1988 to develop an analytical service for the analysis of pesticides in tobacco. J. Haib responsible.

Project Peter Pan: Philip Morris effort from 1979-80 to develop L&M, Lark, and Chesterfield cigarettes for the European market using micro-laser tipping papers from Malaucene and new flavors from Richmond. 12 % dilution.

Project Petra: Philip Morris Europe (Neuchatel) effort from 1984 to improve the taste of its L&M 100s brand sold in Germany.

Project PF: Reynolds effort from 1984 to "Prestige brand family???[523]

Project Pheasant: Brown and Williamson effort from 1985 to develop a 97 mm cigarette (Project N. 278).

Project Pheasant: Philip Morris Europe (Neuchatel) effort from 1989 "to replace HU002 blend by HU003 blend in the HUK02 (Hunter King Size) made in Jubilee."[524]

Project Philip: Philip Morris Europe effort from 1978 to develop a (diluted) Bond Street International cigarette for Germany. Linked to Project *Country*.

Project Phobos: Philip Morris project begun in October of 1986 to evaluate the various methods used for formaldehyde analysis in mainstream and sidestream smoke.[525]

Project Phoebus: Philip Morris Europe (Neuchatel) effort from late 1980s-early 1990s to find a substance that could block "the microbiological

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[522] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[523] R. J. Reynolds Tobacco Co., "Strategy Development Worksheet," April 1, 1984, Bates 502114589-4598.

[524] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[525] W. Fink, "Information to be Obtained at Time of Project Definition Phobos," March 6, 1987, Bates 2023015863.

activity of tobacco microflora"[526] P. Kälin, A. Mengoni and J. M. Renaud responsible.

Project Phoenix: Reynolds effort from 1974 to develop an 85 mm cigarette delivering 1.51 mg nicotine and 21 mg tar.

Project Phoenix: BAT effort from 1984 to produce a non-combustible nicotine aerosol generator. [527]

Project Phoenix: Reynolds effort from 1983 to re-invigorate its Winston brand, using a new graphic symbol: the bald eagle. Goal was to represent masculinity, accomplishment, patriotism, pride and strength.[528]

Project Phoenix: Reynolds effort from 1984-85 to build "viable brand share by establishing strong net switching gains on SALEM Box among target 18-24 year olds."[529] Color pack was to be "bright, florescent, hi-tech and high contrast." Graphics were to be "experiential rather than total fantasy." William Esty Co. handled the marketing and promotion.

Project Phoenix: Brown & Williamson effort from 1986-90 to develop a new cigarette; involved Brazilian tobacco and BAT Suisse.

Project Phoenix: American Tobacco effort from 1991 to rejuvenate sales of its Malibu brand by repositioning it as a free standing menthol sub-generic brand.[530]

Project Phoenix: Imperial Tobacco effort to ???

Project Phoenix: Reynolds effort from 2005 of an unclear nature.

Project Phoenix: Philip Morris Europe (Neuchatel) effort from 1988 to conduct a blind product test of the current Swiss Marlboro King Size v. the

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[526] Philip Morris Europe (Neuchatel), "Quarterly Report," Jan.-March 1992, Bates 2028633450-3612.

[527] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[528] "Winston 1983: Project Phoenix," 1984, Bates 502256644-6655.

[529] "Project Phoenix: Strategic Goals," 1985, Bates 505240395-0397. And for the marketing plan for blacks v. whites, see "Project Phoenix Pool Rotation Plan, August-December 1985," 1985, Bates 504109812-9822.

[530] American Tobacco, "Malibu: Project Phoenix," May 16, 1991, Bates 970378747-8769.

Swiss Camel King Size.

Project Picasso: Philip Morris Europe (Neuchatel) effort from the late 1980s to create an in-house capacity to make TMCI, a reconstituted tobacco. Involved collaboration with Tabacalera SA, Spain's tobacco monopoly. Dust samples analyzed for oxalate and potassium sorbate.

Project Piff: BAT Southampton effort from 1985 to modify sidestream smoke aroma.

Project Pillow: ???

Project Pilot: ???

Project Pineau: Philip Morris Europe effort from 1992 to develop a Helikon Lights for Hungary[531]

Project Ping-Pong: a 1984 effort by Philip Morris to develop a low tar extension of Raffles for UK markets

Project Pingo: a 1994 PM effort to reduce variability in dryness

Project Pinhole: BAT move from 1985 to explore how "Cigarettes [are] required as fundamental to studies of nicotine transfer in products."

Project Picsou: Philip Morris Europe (Neuchatel) effort from 1993 to develop "a Pan European Marlboro Medium using the German ML blend."

Project Pissarro: Philip Morris Europe (Neuchatel) effort from 1988-89 to carry out expansion runs in Philip Morris' "expanded tobacco" facilities in Berlin and Munich for Italy's tobacco monopoly (MTI).

Project Pivo: Philip Morris Europe effort from 1978 to make a cigarette for Czechoslovakia using an experimental filter.

Project Plane: Philip Morris Europe effort from 1988 to ??? menthol

Project Platinum: BAT effort from Benson and Hedges ???

Project Pleiade: Philip Morris Europe effort from 1989 to identify the cause and conditions for off-taste formation in cut tobacco dryer, to investigate chemically and microbiologically the mechanism of off-taste formation, and to develop specifications for dryer settings or recommend the utilization of a preservative system in order to prevent the problem

Project Pliers: Philip Morris Europe (Neuchatel) effort from 1987 to reduce sidestream smoke using "high filler density." This same high

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[531] A. M. Kopp, "Cigarette Development EEMA," Jan.-March 1992, Bates 2028633547-3554.

filler density concept ("shorties") led to a Project *Hammer* (a recess filter to lengthen the cigarette), a Project *Paradoxe* and a Project *Nile*. Linked also to Projects *Orbe* and *Detective*.

Project PLS: Effort from 1990 to reduce sidestream smoke in Carlton. Mullen was CEO at this time.

Project Plummet: BATCo collaboration with Australian industry researchers from 1986 exploring how product quality relates to smoking style.

Project Plus/Minus: Imperial Tobacco of Canada effort (with help from Kwechanskv Marketing Research) to [532] ???

Project Pluto: Philip Morris Europe (Neuchatel) effort from 1987 to develop a Marlboro King Size (MLK) having the same taste characteristics as the Long Size (MLF).

Project PM: American Tobacco effort from 1983 to ???

Project PO: Philip Morris Europe (Neuchatel) effort from 1988-89 to develop a low tar cigarette using an electric perforation zone (EPZ) on the paper. A single line of perforations placed 12.5mm from the mouth reduced tar from 29mg to less than 10mg.[533] The redesign was forced due to implementation of new EEC tar ceilings.[534]

Project Poet: ???

Project Pointer: BAT effort from 1979-82 to make a 1 mg tar Virginia and U.S.B. cigarette for U.K. market using Project *Timer* and *Brolam* blends. Linked to Project *Onslow*.

Project Poker: BAT effort from 1989 to gauge consumer interest in "products with modified mainstream and/or sidestream aromas"; study found a preference "by young female smokers for certain fruity, spicy and minty characters."[535]

Project Polar Star: BAT effort from the 1990s to ???

Project Polarbear Kool: PM? effort to identify "next polar animal" to be used in

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[532] "Project Plus/Minus: Young people and Smoking," bdtariors and Attitudes, 1982, suniman' .

[533] A Gawad and D. Braem, "Product Innovation," R&D, Neuchatel – Quarterly Report, April-June 1989, Bates 2028635066-5068.

[534] Philip Morris, "Minutes from Tuesday: 'New Products'," June 19, 1990, Bates 2043937186-7193, p.5.

[535] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

menthol advertising, exploring the possibility of "penguins."

Project Polaris: Philip Morris Europe effort from 1992 to isolate novel strains of *Bacillus thuringiensis* associated with stored tobacco.

Project Poldi: Philip Morris Europe effort from 1983-86 to evaluate "cigarette sidestream smoke components (yields, aging phenomena, decay rates) by use of an 18-m3 experimental chamber." Study was performed on German cigarettes and examined carbon monoxide, nitrogen oxides, hydrogen cyanide, ammonia, nicotine, particulate matter, volatile and non-volatile nitrosamines, formaldehyde and phenols.[536]

Project Pole Vault: Philip Morris effort from 1982 to ? ???

Project Polypropylene Film Project:

Project Polo: 1984 Philip Morris effort to make Virginia-type cigarette for the U.K., using a Raffles (or Bingo) blend

Project Pompet: ???

Project Pompey: BAT effort from ???

Project Pons: Philip Morris Europe (Neuchatel) from 1993 to develop a Multifilter 100's for Italy with ultra low deliveries.

Project Pony: ???

Project Pooling Project: ???

Project Portal: Imperial Tobacco effort from 1967 to conduct consumer panel testing on cigarettes made from regular and LCW paper.

Project Portland: BAT effort from pre 1993 to produce a cigarette with a Du Maurier Actron filter.

Project Poster: ???

Project Postman: ???

Project Potomac: Philip Morris Europe (Neuchatel) effort from 1991 to develop reconstituted tobacco filters.

Project PPPP: Philip Morris Europe (Neuchatel) effort from 1987 to develop a filter cigarette giving "full impact in the initial puffs." Acronym is for "Puff-per-Puff-Profile."[537]

Project PQ: Reynolds effort from 1981 to explore opportunities for a

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[536] "PME R&D (FTR) Projects: ETS and Sidestream Smoke Related Research Projects" (Attorney Work Document), Dec. 1994, Bates 2050917370-7378.

[537] Philip Morris Europe (Neuchatel), "Quarterly Report," April – June 1987, Bates 2028640270-0275.

"Quality/Prestige" brand.

Project PQAS: *BAT effort from 1990s to ??? ???*

Project PR : Reynolds product test from 1980s

Project Prefab: Brown and Williamson effort from 1980-82 to develop new ways to measure preferences for different kinds of cigarettes.[538]

Project Preform [03(a)]:

Project Prelude: 1987 BAT cigarette to compete with Marlboro in Finland

Project Pre-Test: ???

Project Premium: Philip Morris effort from 1984 to develop "a high quality cigarette with increased puffs."

Project Preserve: Philip Morris effort from 1985 to develop a preservative system that would optimize shelf-life for company cigarettes and casings. Sorbic acid with propyl paraben was tested for Marlboro Make-Your-Own.[539]

Project Primary: Philip Morris effort from early 1990s to?// for Argentina. A. Frattolillo responsible.

Project Primary processing for optimal product quality: ?? (same??)

Project Prince: RJR effort from 1985 to ?

Project Prince: Brown and Williamson collaboration with STI from 1988 to position STI's "Prince" brand as "the cigarette that delivers excellent traditional tobacco taste and satisfaction and best expresses the attitudes of young adult blue collar male smokers."[540]

Project Probate: BAT/BW effort from 1979 to reappraise Wills' brands Capstan and Embassy in light of declining sales.[541]

Project Prodop: ???

Projet Prodspec: ("Product Specifications"): BAT effort from 1990s to ???

Project Product Database Additives:

Project Prodspec: BAT effort from 1993-98 "to produce and maintain a database of

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[538] M. Oldman (Brown & Williamson), "The Measurement of Preference (Project Prefab): I. Method and First Analysis," Nov. 11, 1980, Bates 650331409-1443.

[539] M. I. Hofer (Philip Morris), "Microbiology," April 15, 1985, Bates 2028639706-9718.

[540] Brown and Williamson, "Creative Objective," 1988, Bates 621709608-9658.

[541] Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

International Brand product specifications used by BATCo Operating Companies." Linked to Projects *Quaint* and *CARS*.[542]

Project Project Shape: *???*

Project Prophet: BATCO effort from 1976-77 to test cigarettes with fibrillated polypropylene filters.[543]

Project Prost: 1984 PM effort to reduce smoke delivery of MPH 100mm for Italy

Project Protagoras: Philip Morris Europe effort from 1980 to determine the influence of tobacco proteins on smoke composition, smoke condensate, and subjectives.[544] Goal was to remove the protein "to eliminate some of the precursors of nitrogen-containing smoke constituents."[545] Used same tobacco as Spotless and Protagoras.

Project Protas: BAT effort from ???

Project Proxi: BAT effort from 1998 to encourage "Special Issue" smokers to give "regular feedback on all aspects of the brand, including packaging." Involved an elaborate promotion.

Project Proxima: ???

Project PRT-71: ???

Project Prune: ???

Project PT: Reynolds effort from 1985 to ???

Project Punch: BAT effort from 1975 to create a Wills flag brand.

Project Puma: 1989-90 BAT study of 150 Silk Cut smokers smoking cigarettes in which "the impact cue has been successively attenuated using an acid ameliorant." Linked with Project Felt.[546]

Project Pumice: BAT effort from 1981-82 involving product development using

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[542] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[543] A. W. G. Smeed (to G. R. Solomon?), "Project Prophet," July 20, 1977, Bates 682610105-0107.

[544] Philip Morris Europe, "Monthly Progress Reports," April 1980, Bates 2501124535-4585.

[545] A. Haenggi (Philip Morris Europe), "Protagoras," July 1980, Bates 2501124366-4368.

[546] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

DIET technology.

Project Puppy: Philip Morris Europe (Neuchatel) effort from 1993 to replace the AFC – USA "Bold" filter by a filter from Filtrona UK.

Project Q: Reynolds effort from the 1980s to develop a smokeless cigarette, pursued earlier as Project Spa and later Project Y and Alpha. Culminated in the Premier cigarette.

Project QA Analytical Services: 1984 PM effort

Project QG: ???

Project QI: ???

Project QJ: ???

Project QQ: ???

Project Quail: Philip Morris Europe (Neuchatel) effort to develop an L&M Light for Belgium.

Project Quaint: BATCO effort from 1993 to monitor the quality of B&H, SE 555, etc., especially nicotine and sugars (reference cigarettes were frozen to trace compositions over time). Used Product Quality Rating System (PQRS). Compare Project *Freezer*.

Project Quantum: Hand-held computers for fieldforce

Project Quartz: ???

Project Quantum: BAT in Holland and Hungary 1998

Project Queen: Philip Morris Europe effort from 1980 to develop a 12 mg tar .6 mg nicotine filter cigarette at Intertaba (for Italy).

Project Quicksilver: ???

Project "R": Gallaher development of a cigarette from 1992.

Project RA: Reynolds effort from the late 1980s to design a cigarette with no pyrolysis, no biological activity, no carbon monoxide, no sidestream smoke, and no visible smoke. Part of a suite of projects serving the company's Project *SPA* (the Premier cigarette).[547] Linked to Project *HT*: the goal of *RA* was a chemical heat source for the cigarette; the goal of *HT* was an electrical source (a battery).

Project Rabat: Philip Morris Europe (Neuchatel) from 1988 to reduce the humectants on PM019 blend to eliminate spotting on the cigarette

[547] S. R. Strawsburg to R. A. Kampe, "New Product Technologies - Resource Requirements," Oct. 21, 1987, Bates 506250360-0379.

paper). Problem observed on cigarettes shipped from Switzerland to Saudi Arabia.

Project Rabbit: Philip Morris plan from 1987 to develop a King Size American blend cigarette for Asia containing 75 % Chinese flue-cured and burley tobaccos.[548] Renamed in 1988 Project *Dragon*.

Project Rabbit 100s: Philip Morris Europe plan to develop a 100 mm American blended 100mm cigarette for Asia containing 75 % Chinese flue-cured and Burley tobaccos.[549]

Project Raccoon: Philip Morris Europe (Neuchatel) effort from 1990 to produce a prototype cigarette for BPT in Switzerland. Linked to Project *Toledo*.

Project Racing: Philip Morris Europe effort from 1987 to develop a line extension of Raffles in a King Size version for the low tar segment.

Project Rackpen: BAT's 1989 effort to improve Kenya's flue-cured tobacco (the company regularly bought low-grade or damaged tobaccos to make cigarettes from this)[550]

Project Rain: BAT effort from 1993 to assess deterioration due to humidity and high temperature "during transit and storage to the Middle and Far East,"[551] esp. Hong Kong, Taiwan and Qatar.

Project Rainbow: Philip Morris effort from 1991 to explore with Congress of legislation by which Congress would grant industry liability limits in exchange for limits on industry promotions ???

Project Rainbow: B&W's plan to add sage and rosemary to cigarettes

Project Raindrop: B&W effort from 1993 to calculate the value of Lorillard's tobacco business, including forecasts of future demand.[552]

Project Rake: Philip Morris Europe (Neuchatel) effort from 1989 to develop "a

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[548] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[549] Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

[550] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

[551] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[552] S. P. Chalfen to Chairman, Sept. 28, 1993, Bates 202222570-2599. predicted consumption of 357 billion cigarettes by 2003.

Tax class 1 cigarette KS with a creamy taste (for Swedish market)."[553]

Project Raki: Philip Morris Europe (Neuchatel) effort from 1990 to develop a Congress LS brand cigarette for the Soviet Union.[554]

Project Ralph: BAT (UK&E) from 1994-95 to promote JPGL in Middle East as "strategic brand" via pack redemption-based prize drawing. Prize was to visit the home of Maritime Adventure, England.[555]

Project Ram: ???

Project Raphael: ???

Project Rapid: Philip Morris Europe effort from 1978 to market test a cigarette containing the tobacco substitutes "NSM" (=non-smoking material) and Cytrel (a substitute containing tiny hollow glass spheres). get better ref.

Project Ratafia: Philip Morris Europe (Neuchatel) effort from 1992 to develop a Helikon Full Flavor non-ventilated cigarette for Hungary[556]

Project Ration: BAT effort from mid 1990s to ???

Project Rationalisation: ???

Project RCB: Philip Morris Europe effort from 1980 to . Linked to Project *Nino*.

Project RCF: American Tobacco Co. effort from 1969 involving use of fillers in RC tobacco.[557]

Project RCL: American Tobacco Co. effort from 1980s-early 1990s to test a Pall Mall cigarette made from an experimental recon containing 3 % wood fiber with the burley stem extract removed. Prepared at Reidsville Branch.[558] ("Reconstituted Leaf")

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[553] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[554] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[555] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176.

[556] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[557] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[558] B. F. Price (American Tobacco), "Weekly Report, Research Section," June 11, 1987, Bates

Project RCP: American Tobacco Co. effort from 1969 involving Improving storage stability of RC and other tobaccos[559]

Project RCT: American Tobacco Co. effort from 1969 involving Tobacco formulation modification for RC tobacco[560]

Project Reap: BAT effort from 1993 to use ROOT technology and DEER sheet as alternative to RCB.

Project Recipe: Communications strategy organized by Powell Tate (a PR firm specializing in "reputation and crisis management") for Reynolds and Philip Morris to manage the threatened disclosure of cigarette ingredients (by Wyden) in the Congressional Record. Plan involved communications with science writers and publicity of an industry-sponsored "blue ribbon panel" designed to provide scientific support for "the benevolent nature of the ingredients and additives" in cigarettes.[561]

Project Red: Philip Morris effort from 1987 to develop a "high-technology, low-tar cigarette delivering high-flavor satisfaction" targeting "the 18-34 year-old portion of the full-flavor and flavor-low segments." Involved Ferrari trademark for use in the U.S.[562]

Project "Red Ball" *Brown & Williamson effort from 1981 to* ???

Project Red Baron: Philip Morris Europe effort from 1989 to ????

Project Red Carpet: Philip Morris preparations from late 1973 for a visit of PM personnel to the Soviet Union (in December of 1973). Project also involved making of a KS HL 20's for Russia, also production of a brochure on tobacco manufacturing for the Russians.

950757737-9260; R. D. Chumney to C. H. Mullen, "Progress Report," Oct. 18, 1991, Bates 950690110-0111.

[559] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[560] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[561] Powell Tate to Tom Griscom, "Project Recipe," 1994, Bates

[562] David E. R. Dangoor to William I. Campbell, "Project Red/Ferrari Trademark for the U.S.," March 24, 1987, Bates 2044301818.

Project Red Lantern: Brown & Williamson/AT effort from 1994 to make 11mg and 15mg cigarettes from Lucky Strike Lights blend and Pall Mall Red Filter blends. Also from a flavored Malibu Lights blend.

Project Red Star: Philip Morris Europe effort from 1984 to develop a low-price cigarette for use in Hong Kong that could be introduced in the event of a price war.

Project Rednox: ???

Project Reduced Irritation-Virgini: ???

Project Reduced Mainstream- Middle East: ???

Project Reduced Sidestream: BAT effort from 1981 to improve the social acceptability of cigarette smoking, possibly by means of using a fiberfax additive.

Project Redwood: BAT/B&W project from 1989 to enable manufacture of samples of some sort. (check get better) ???

Project Redwood: Philip Morris Europe effort from 1991-92 to develop a ML 100's for Switzerland with a 25mm filter for a new soft pack version.[563]

Project Reef: BAT effort from 1993 to develop a cigarette ???

Project Referee: BAT effort from pre 1993 to produce an SRT, LTR cig. ???

Project Regal: BAT (UK&E) effort from 1995 to replace Royal Warrant for 555; involved gift box promotion coinciding with price rise.

Project Reggiani: Philip Morris Europe plan to develop a Philip Morris Ultra Lights I00 mm line extension for Italy using the PPPP filter concept.[564]

Project Release: Philip Morris effort from 1987 to ???

Project ReMark: ??? (aka Project *Remark*).

Project Rembrandt: Philip Morris effort from 1989 to

Project Rene: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Marlboro Lights menthol King Size for Sweden and Norway. Fit into the tax class II, i.e., above 850 mg total weight.

Project REST: ???

Project RFM: Philip Morris effort from 1988 to develop "a subjectively acceptable menthol product with a recessed filter" for Singapore.

Project Rhapsody: BAT (UK&E) product development from 1992 involving 555

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[563] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 91.

[564] Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

international white pack CPT for Taiwan.

Project Rhea: Philip Morris Europe (Neuchatel) effort from 1988 "to compare the response of different instrumentation used in the determination of sidestream smoke particulate matter" for both fresh and aged smoke.[565]

Project Rhone: Philip Morris Europe (Neuchatel) effort from 1988 to evaluate cigarette make with specially selected tobacco leaves.

Project RI: Reynolds effort from 1991 to establish tipping specs for entry into MSS.

Project Rib: Brown and Williamson effort from 1997 to make "a full revenue menthol proposition for women."

Project Rich: Philip Morris project listed in Cenfile, no further info. ???

Project Richmond: American Tobacco Co. effort from 1959 to roll out a new brand by this name in 8 test markets in the U.S.

Project Rico: ??? CTR Project

Project Rigel: ???

Project Ring: Philip Morris effort from 1990 to develop a menthol cigarette for Korea. Linked to Project Art.

Project Rio: BAT effort from the early 1980s to produce an acceptable cigarette with minimal "biological activity" (i.e., cancer risk) as measured by the Ames test of bacteriologic mutagenicity.[566] T. I. Wilson of W.D. & H.O. Wills (Australia) Ltd. in 1983 stressed that development of a low biological activity cigarette was crucial "for the long term survival of the industry." *Rio* was part of the company's Project *01*, and the principal focus of the company's "Area 01" ("Biological").[567] One idea was to add Vitamin A to the tobacco to reduce its cancer-causing capacity; this idea was abandoned.

Project Rio: Philip Morris Europe (Neuchatel) effort from 1985 to consumer

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[565] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," July-Sept. 1988, Bates 2021607417-7568, p. 23.

[566] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[567] T. I. Wilson (W.D. & H.O. Wills Ltd), "Comment on Specific Work Areas," June 28, 1983, Bates 110085322-5325.

test Marlboro Gold vs. Merit in Switzerland.

Project Riverside: Philip Morris Europe effort from 1992 to reduce the tar of ML Lights-CH (Switzerland?) from 9 to 6 mg.[568]

Project Riverton: Philip Morris effort from 1990 to produce a Prototype 35 P Muratti Lights using concentric filter technology (linked to Project *Cortland*).

Project RL: Reynolds effort from 1976-77 to develop a 9 mg tar cigarette "with nicotine at the maximum level commensurate with overall smoking quality and costs."[569] Goal was an "all natural" cigarette to compete with Merit. Linked to Projects *BB* and *CB*.

Project RL: Philip Morris Europe (Neuchatel) effort to produce two German MLK cigarettes using old and new reconstituted leaf.

Project RMM: American Tobacco Co. effort from 1969 to explore whether treatment of raw tobacco by enzymes and accelerated aging could improve smoking quality.[570]

Project Robin Hood: Philip Morris quality "engineering objective" from 1984-85 involving "a "Special Design two for one." No further information.

Project Rock I: Brown & Williamson International collaboration with Tabacanaria of Spain from 1983 to make a 120mm non-ventilated cigarette (Brand "Q") in or for the Canary Islands.[571]

Project Rock Filters & Ventilation:

Project Rocket: ???

Project Rodeo: Philip Morris Europe (Neuchatel) effort from 1988 to produce a cigarette for the UK market using "total blend expansion technology."[572]

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[568] A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

[569] A. P. Ritchy to C. W. Fitzgerald, Jr., Aug. 11, 1976, Bates 501143223-3224.

[570] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[571] P. J. Martinez (BWIT) to Thomas Kierulf (Tabacanaria), "Rock-I – Burley Topdressing" March 1, 1983, Bates 620764638-4648.

[572] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," Oct.-Dec. 1988, Bates 2028635274-5452, at 5363.

Project Rolaid: Brown & Williamson effort from 1982 to produce a "low gas" cigarette using its Duolite filter. ??? humor

Project Rolex: Philip Morris effort from 1988 to produce a "Time" brand cigarette for the Australian market: the "first Australian entry to break tar numbers in advertising."[573]

Project Rolinda: ???

Project Rolanda: Philip Morris Europe (Neuchatel) effort from 1993 to reduce the weight of Marlboro rolls and Marlboro Lights rolls for Germany.

Project Rolloos: ???

Project Rolo: BAT 1989-90 placement test comparing one shot v single pack v. extended placement methods to determine optimal placement strategies[574]

Project Roman: Philip Morris effort from 1984 to make a local blend cigarette for Pakistan.

Project Romany: BAT effort from the late 1970s to produce high nicotine low tar cigarettes using Gori rankings. Intended to complement Project *Gypsy*. Goal was a circa 5:1 tar : nicotine cigarette.

Project Room Filters and Ventilation: BAT effort from 1996 to develop "air filtering systems that support the mutual social co-existence of smokers and non-smokers in public places."[575]

Project ROOT: ???

Project Roots: Philip Morris Europe (Neuchatel) effort from 1990-93 for which samples of hot melt adhesive and inner foil varnish were analyzed.

Project Rosa: Philip Morris effort from 1981-86 to investigate the influence of nitrosation inhibitors on the nitrosamine content of sidestream and mainstream smoke.

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[573] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[574] BAT (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654, p. 7.

[575] Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

Project Rosi: Philip Morris Europe effort from 1976 to produce a full-flavor 100 mm Marlboro brand for Germany. Linked to Project *Christina*.

Project Rous: Philip Morris Europe (Neuchatel) support for the 1990-91 research of Prof. Kari Syrjänen at Kuopio University in Finland on the human papilloma virus as a cause of cancer. Part of the company's effort to develop expert witnesses for use in litigation.

Project Royce: Packaging technologies 1993, Coded LC11-1003

Project RP: Reynolds development from 1980s of a cigarette with reduced sidestream smoke and biological activity. One step up from Project *GT* along the company's Product Technology Development Continuum.[576]

Project RSI : Reynolds effort from 1983 to make a "technology-driven brand reducing or eliminating eye sting and watery eyes."[577]

Project RSO: Brown and Williamson effort from 1990s connected with effort to create a Marlboro-like product; acronym for "Response Surface Optimization" to determine "Where Optimum Product Lies for Marlboro Smokers."[578]

Project RST: Reynolds effort from 1983 to produce a "technology-driven brand which reduces cigarette stains on teeth." Concept demonstrated "high consumer appeal" but was judged by the company as "probably technologically infeasible."[579]

Project RU: Reynolds effort from 1993 to develop a "milder, smoother, lighter tasting CAMEL FFLT box blend with a white tip filter" cigarette for males aged 21-34 and "females who primarily smoke Marlboro."[580]

Project Rubens: Philip Morris Europe (Neuchatel) effort from 1987-90 to collect

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[576] "RJRTDC Product Technology Development Continuum," 1987, Bates 506008255.

[577] Reynolds, "Project DB," 1983, Bates 504746128-6148.

[578] Brown and Williamson, "Superior Product Development," May 9, 1990, Bates 621056391-6394.

[579] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7967.

[580] Ms. C. M. Smith to E. M. Blacker and D. S. Burrows, "Secret: Marketing Research Report: Camel Ru A&a Final Results," Nov. 3, 1992, Bates 509048178-8245.

information on the physical and chemical properties of hand-stripped versus machine-threshed Malawi tobacco and to consider "the influence of package OV and compression (density) on tobacco strip size and cut-filler size."[581]

Project Rubicon: Combination of BATCo headquarters and BATUKE to form one management organization structured on a regional basis. All Territorial Directors became Regional Directors, supported by Regional Business Units, responsible for all aspects of BATCo's business. Unification of BATCO and an integration of management and working practices across BAT sites in Stanies, Woking and Southampton. [582]

Project Ruby: BAT Canada campaign of 1988-89 to make new pack for DuMaurier cigs.

Project Rugby: BAT effort from early 1980s (launched in 1981 by MPDC) to produce low-cost cigarettes using high levels of expanded tobacco (80 %).[583] Max DIET inclusion ETNA + FISNET,

Project Runnymede: BAT effort from 1969-74 to develop "a new cigarette taste" based on B&H Special Filter, Gladstone Filter Tip, and/or Boule d'Or. Research in U.K. and Cyprus finds these brands popular in discotheques and universities.[584] Linked to *Jigsaw*. Gauloises smokers found to be more educated, student-identified.

Project Ruth: Philip Morris Europe (Neuchatel) effort from 1987 to develop a cigarette "with prestige image" for the German market.

Project Ruth: BAT (UK&E) product launch (L&B) for Thailand in 1992.

Project RWLG: American Tobacco Co. effort from 1969 involving experimental work and production of wrapper for AyC Little Cigars[585]

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[581] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[582] "Project Rubicon: Questions and Answers," July 24, 1992, Bates 502562216-2248.

[583] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

[584] G.A.H., "Project Runnymede," May 9, 1972, Bates 110068780-8781.

[585] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

Project Rye: BAT effort from 1984 to sell certain of its investments.

Project S: American Tobacco Co. effort from 1969 to utilize tobacco stalks.[586]

Project S1: Reynolds effort from 1979-82 to develop a "solo 100mm low tar" "me too" brand to rectify Segment F weakness in the company's suite of products, as revealed in its 1977 segmentation study. Goal was a cigarette targeted "primarily to women but without alienating men." Target would be a woman who "sees the Women's Movement as contributing to her freedom" but "is not a feminist"; she is "beyond the Women's movement."[587]

Project SA: RJR effort from 1985-88 to support Project *CC* goal of making "the first socially acceptable cigarette by adding technological improvements which alleviate cosmetic smoking negatives" (eg. visible sidestream smoke and eye sting).[588] Project *SA #2* had the goal of "improved sidestream smoke odor," Project *SA #3* had the goal of "reduced sidestream smoke irritation," Project *SA #4* had the goal of "reduced total smoke," etc.

Project Saar: Philip Morris Europe (Neuchatel) effort from 1988 to produce low tar and nicotine (1-3mg) plain cigarette ???

Project Saber: Brown & Williamson effort from 1982-87 to produce a Richland formula Eli Cutter cigarette for LD-NM (non-menthol) smokers. A "higher delivery 17-millimeter" ultra slim "skinny" cigarette aka Project *Sabre.* Drew McMurtrie supervised. Project discontinued.[589]

Project Sable: Brown & Williamson effort from the late 1980s to develop an ultraslim (17mm circumference) cigarette.[590] Cigarette had a

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[586] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[587] "Project S1 Summary," *New Business Research and Development Report*, March 2, 1981, Bates 500690004-0007.

[588] "Smoking Issues – Project CC Status" (Reynolds), 1985, Bates 503711931-1940.

[589] Drew McMurtrie, Deposition in B&W v. PM, May 29, 1991, Bates 170321001-1238.

[590] Brown and Williamson, "Creative Objective," 1988, Bates 621709608-9658.

brown paper wrapper and Brown tipping and "proprietary paper additives."

Project Safe-Litho: Philip Morris Europe (Neuchatel) effort from 1988 to determine "which substances in litho-printed materials adversely influence cigarette taste and to improve the quality of these materials."[591]

Project Safeguard: Philip Morris effort from 1984 to develop a cigarette for Pakistan.

Project Sail: BAT effort from late 1980s to compare Corby XT vs. competitors in the ET market-G13.

Project Salamander II: Philip Morris Europe effort from 1980 to develop "zero-ISH cigarettes of commercial quality." Linked to Project *Spotless*; headed by Y. Genoud.[592]

Project Salmon: Philip Morris Europe (Neuchatel) effort from 1987 to adapt the filter of MAK-CH on MAK-Export. Goal was to maintain the ventilation level of the two cigarettes.

Project SAM: Reynolds effort from 1978-79 to develop a cigarette with the name "Vantage Ultra Lights" for the company's "Consumer Segment D" to compete with NOW, True, Carlton, and Kent III brands. Key "Go/No Go" decision dates were: Oct. 27 for concept testing topline, Dec. 15 for product testing topine, Dec. 18 for test marketing, and June 18, 1979, for national marketing.[593]

Project Samara: Philip Morris Europe (Neuchatel) joint effort with Soviet tobacco scientists put on hold in 1992. ???

Project SAN:

Project San Juan Hill: Brown & Williamson effort from 1997 to develop a database from credit card statements. ???

Project SANO: nicotine-free.

Project Santer: BAT effort from 1998 to ???

Project Sapphire: Brown & Williamson effort from 1980s? to ?

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[591] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," Oct.-Dec. 1988, Bates 2028635274-5452, at 5336.

[592] Philip Morris Europe, "Monthly Progress Reports," April 1980, Bates 2501124535-4585.

[593] J. T. Winebrenner to C. W. Fitzgerald, Fr., et al., "Project SAM Test Market Plan," April 19, 1979, Bates 501185159-5162

Project Sarah: BAT effort from ??? to produce low-cost brands for Far East
Project Sasib: ???
Project S.A.S.O.: Philip Morris Europe (Neuchatel) effort from 1988 to establish a chemical testing laboratory in Riyadh to determine smoke constituents and properties as stipulated by the ISO.
Project Satanas: Philip Morris Europe (Neuchatel) effort from 1987 "to use the standard Muratti family blend on Armada 100's Menthol produced in BOZ and sold in France and Belgium."[594]
Project Saturn: Philip Morris effort from 1986 to develop an 83mm Marlboro with 17% dilution using 7% DIET for Australia. Market target competition was Winfield and Benson & Hedges.[595]
Project Saturn: Imperial Tobacco Co. (Montreal) effort from 1989 to develop a flavored cigarette for Canada. Headed by Smith.
Project Saturn: Philip Morris Europe (Neuchatel) effort from 1993 to analyze Australian tobaccos for pesticide residues.[596] A service for PM-Australia.
Project Saturne: Philip Morris Europe (Neuchatel) effort from 1990 by Microbiology group.
Project Saudi Arabia: ???
Project Sauna: Philip Morris Europe effort from 1987-89 to produce a "Barclay challenger for the Middle East." Pan-regional version involved the development of a fluted "three-channel ventilated filter."
Project Sausalito: Philip Morris Europe (Neuchatel) effort from 1984 to make a reduced tar (9 mg) Muratti for the Swiss market.
Project Savory (repeat?)
Project Savoury: Philip Morris Europe effort from 1980-84 to test certain flavors for their ability to enhance Burley tobaccos. "Reaction flavours" tested first on Italian Burleys, then later on Spanish and Philippine tobaccos.[597] Aka "Savory"

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[594] Philip Morris Europe, Research and Development, "Quarterly Report, April- June 1987," Bates 2001215983-6132.

[595] Operations Division, Research & Development, Philip Morris, "Presentation to L. Looper," Feb. 1986, Bates 2504076885-6918.

[596] Philip Morris Europe (Neuchatel), "Quarterly Report," July - Sept. 1993, Bates 2028632453-2616.

[597] J. P. Fatton and G. Lauper, "Savoury – Applications," July 1984, Bates 2028464679-4681.

Project Saw:	Philip Morris Europe (Neuchatel) effort from 1988 to develop a 14 mg tar cigarette "to beat Camel." Used "floral spicy, woody and caramel notes"[598]
Project SC:	Reynolds effort launched in 1986 to combine RAN (reduced Ames numbers), Gori, and CC technologies to produce a cigarette with "reduced biological activity."[599] Goal was a "socially acceptable" cigarette in the midrange of the strength scale between Prince Albert "roll-your-own" and the unlit (non-combustible) cigarette.[600]
Project Schwantz:	BATCO (UK and Export) plan from 1994 to launch a Lucky Strike promotion in Middle East with a draw for a G.P. style Suzuki bike.[601]
Project SCOR:	PM 2001 Selective Constituent Reduction = less toxic cig[602]
Project Score:	BAT effort from 1990s to ???
Project Scorpio:	BATCO effort from 1993 to test use of Spanish and Swiss blends in a magnum (27 mm circumference) cigarette for Spain.[603]
Project Scott:	Philip Morris Europe (Neuchatel) effort from 1992 to develop alternate sheet products for PME from sources outside the US.[604]
Project Scout:	BAT effort from 1977 to examine flue-curing blends and use of ROOT Technology in Philip Morris products in Australia.[605]

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[598] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," April-June 1987, Bates 2028640255-0261.

[599] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

[600] "Project FD," 1988, Bates 506395157-5164.

[601] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176

[602] Gordon Fairclough, "Vector Vows to Beat Competitors in Race to Produce `Safer' Cigarette," *Wall Street Journal,* Feb. 13, 2001. filed

[603] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[604] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 59.

[605] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period

Project Screamer Analyzer: 1994 PM effort to identify "highly sensitive and/or `loud' consumers" who protest when targeted by industry promotions.

Project Scum: (= "Subculture Urban Marketing"): Reynolds effort from the mid 1990s to market to "consumer subcultures" in the San Francisco area, including gays in the Castro district along with "rebellious, Generation X"-ers, people of "international influence" and "street people." The plan was to introduce Camel cigarettes into less traditional retail outlets, including "head shops."[606]

Project SDS: ???

Project SE: American Tobacco Co. effort from 1969 involving upgrading tobacco extract used in RC tobaccos[607]

Project Sean: Philip Morris Europe (Neuchatel) effort from 1987 to develop a Merit Ultra Menthol for Norway, with 4 mg tar, .4 mg nicotine, and 4 mg carbon monoxide.

Project Seattle: BAT effort from 1993 to develop a new cigarette ???

Project Segregation Analysis Project: ???

Project Selim: Philip Morris Europe effort from 1991 to develop a Marlboro Lights at 6 and 7 mg DPM for Finland.[608]

Project Seniors: American Tobacco Co. effort from 1991 to develop a cigarette having enhanced "taste characteristics that will appeal to older as well as younger smokers."[609]

Project Senoko: BAT effort from 1990s to ???

Project SETS: BATCo effort from 1976 to test a foamed tobacco substitute

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January to June 1993," 1993, Bates 570267311-7462.

[606] R.J. Reynolds Tobacco Co., "Project Scum," Dec. 12, 1995, Bates 518021121-1129; compare also Joel P. Engardio, "Smoking Gun," *SF Weekly.com*, May 2, 2001, at: http://www.sfweekly.com/2001-05-02/news/smoking-gun/

[607] J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

[608] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[609]

(BATFLAKE MARK III) with smokers.[610]

Project Sevenoaks: BAT effort from 1975 to develop a Mild Players brand in middle price categories ???

Project Sex I, II and III: Research conducted in Philip Morris USA's Behavioral Research Laboratory in 1968-1973, designed to explore how smoking behavior exchanged with declining nicot8n yields. Found that even though cigarettes in 1972 were delivering significantly less tar and nicotine than in 1968, smokers were nonetheless "smoking more cigarettes as well as more rod from each cigarette."[611]

Project SG: Reynolds effort from 1987 to develop a cigarette that could be introduced defensively, in response to being undercut by "sub-generic" brands—eg., threats to the company's Doral brand. Brand name candidates were Denver, Mustang, Brandon, Absolute and Monarch.[612] Linked to Projects *Magna* and *Sterling*; defensive response similar to Project *CMB.*

Project Shadow: BAT effort from 1986 linked to Project *Tiberius*.

Project Shame: BAT (UK&E) effort from late 1980s to develop a low-delivery ventilated cigarette for Middle Eastern markets

Project Shane: (doublecheck) ???

Project Shanty: BAT effort from 1998 to reduce the costs of JPGL ???

Project Shape: ???

Project Share the Wealth: Brown and Williamson effort from mid 1990s to encourage trial and potential switching from GPC to other brands.

Project Sherman: BAT 1997-98 plan to increase distribution of GPC-brand cigarettes into the southeastern U.S.

Project SHIP: BAT effort from 1984 to work with B&W and BAT Germany to design "blend, process and additive practices" bring about "significant and predictable changes in the strength and taste

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[610] D. S. Roth, "Evaluation of Foamed Batflake," June 21, 1976, Bates 620130491.

[611] W. L. Dunn to T. S. Osdene, "Accomplishments of the Behavioral Research Laboratory for the Calendar Year 1973," Jan. 21, 1973, Bates 1003293349-3352, p. 2.

[612] Reynolds, "New Brands – Project SG," Dec. 1987, Bates 506462086-2101.

qualities of US blend products."[613] Acronym for "Smoke Harshness Improvement Project"

Project Short: Philip Morris Europe effort from 1982 to Linked to Project *Voiture*. ???

Project Short Stop: Brown & Williamson effort from 1982 to create new positioning ???

Project Shorts Addition: RJR FFNM effort from 1983 to evaluate the impact of shorts addition on acceptance and attribute perceptions of WINSTON KS.

Project Shower: ???

Project Sickert: Philip Morris Europe (Neuchatel) effort from 1992 to upgrade the PM Germany VEZIFA factory in Dresden.[614]

Project Sidestream: ???

Project Sidestream Reduction: ???

Project Sierra: Philip Morris effort from 1988 to produce "a menthol Marlboro flanker brand designed to benefit from the quality and success of Marlboro and to eliminate the perceived paradox of a menthol version of the ultimate tobacco taste brand."[615] "High Country" was the hoped-for brand name.

Project Sigma: VPI compare similations, in tales of smoker expe.

Project Silk: BAT effort from 1993 to study smoking quality of standard SE 555 FK in 9 countries using consumer tests and gas chromatography. Blends with highest chloride levels (from Malaysia and Mauritius) were found to have "greatest sensory effects."[616]

Project Silk-SE555: ???

Project Silk Cut: ???

Project Silk Purse: BAT Southampton effort "to improve the smoking qualities of Canadian tobaccos and attempt to maximise pyrazines deliveries

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[613] "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196**.**

[614] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 28.

[615] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[616] G. A. R. (BATCO), "Status Review Notes 1993: Product Technology – Product Review," July 13, 1993, Bates 400448809-8825.

to the smoker by tobacco pH reduction prior to heat treatment."[617]

Project Silver: RJR International effort from 1988 to develop a prototype cigarette for Brazil.

Project Silvertown: Philip Morris Europe effort from 1974 to explore a new kind of Marlboro for the UK market. (Coded 29.4.36).

Project Silverweed: BAT/BW effort from 1979-82 to produce a 555 International Menthol to compete with St. Moritz and Dunhill.[618]

Project Simba: Philip Morris effort from 1993 to make a B&H short cigarette.

Project Sinos: Brown and Williamson effort from 1983 to examine Kozlowski's assertion that "32% to 69% of low tar smokers have blocked the holes with fingers, lips or tape."[619] Studying smokers as young as 16, Project *Sinos* researchers found "significant differences between the way people smoke (hold the cigarette) and the way people *think* they smoke."[620]

Project Sirius: Philip Morris Europe (Neuchatel) effort from 1993 to evaluate the potential application of immunological and biosensor technologies for rapid monitoring of environmental chemical and biological residues in stored tobacco and ingredients."[621]

Project Siskin: BAT (Southampton) R&D effort from 1977 involving cigarette redesign (fore-runner to Project *Dahlia*).

Project Sitar: BAT effort from 1992 to audit and control manufacturing quality in Reunion.

Project Six Cities Study: ???

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[617] D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

[618] Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

[619] R. P. Ferris (Brown and Williamson), "Project Sinos: Use of Systematic Observational and Interview Data to Evaluate Incidence of Partial Blocking of Ventilated Low Delivery Cigarettes," July 15, 1983, Bates 501023740-3746 at 7507.

[620] R. P. Ferris (Brown & Williamson), "R & D/Marketing Methods: New Marketing Research/Survey Techniques," in *Proceedings of the Smoking Behavior – Marketing Conference, July 9th-12th, 1984, Session II*, p. 30, Bates 650377433-7651 at 7507 and 7516.

[621] Philip Morris Europe (Neuchatel), "Quarterly Report," July - Sept. 1993, Bates 2028632453-2616, p. 8.

Project Skelton: BAT effort from ??? to ???

Project Skim: Imperial Tobacco effort from 1967 to analyze various kinds of du Maurier cigarettes for tar and nicotine in the smoke and moisture and reducing sugars in the tobacco itself.

Project Skoda : Philip Morris Europe (Neuchatel) development of an L&M Extra Light for France

Project Sky: BAT effort from ???? to analyze brands in the Bahamian market (most of which are Canadian) to help BAT enter market.

Project Slab/Twins: Philip Morris effort from 1988 to develop a double-pack assemblage of two 20-packs joined by a "snap fresh seal." Planned for the Australian market under the "Twins" brand name.[622]

Project SLAM PM USA effort from 199 to ??? Scheduled for completion 1998.

Project Sleeve: 1989 BAT Southampton effort to make filters more cheaply, using thick plugwraps.

Project Sling: Brown & Williamson effort from 1988 to ???

Project Slims Menthol: Philip Morris effort from the early 1990s to make a skinny cigarette for women in the Philippines.

Project Slow: Philip Morris Europe (Neuchatel) effort from 1985-86 to develop a low sidestream smoke cigarette.[623] Part of Project *Balance.*

Project Sludge Drying: Philip Morris effort from to reduce "current mass of landfilled sludge by 80%".[624]

Project SM: Reynolds product test on which $2.5 million spent in 1985 operating plan.[625]

Project Smith: BAT effort from 1983-85 to increase ventilation using Filtrona deep slot filters;[626] goal was a high "taste to tar ratio."[627] First

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[622] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[623] PME Quarterly Progress Report, Oct-Dec 1985, p. 27.

[624] W. F. Furr, "Process Design Scope Checklist: Project Title: Sludge Drying," June 30, 1994, Bates 2030470212-0227.

[625] "Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan," 1985, Bates 504252754-2754.

[626] M. G. Duke, "Project Smith/Kilt: Preliminary Evaluation of Filtrona Deep Slot Filters" (Brown and Williamson), Jan. 25, 1985, Bates 621062864-2865.

sample disappointing because it "did not produce the desired elastic response."[628]

Project Smoke Sweetness/Bitterness: BAT effort from 1996 to improve smoke quality "by reducing bitterness, or enhancing sweetness"[629]

Project Snickers: BAT effort from 1991 to increase the global (and esp. Dutch) image of Lucky Strike cigarettes as representing "American manliness."[630]

Project Snow White: Brown and Williamson effort from 1989 to alter the brightness of the Capri brand line. ??

Project Soft: BAT effort from 1998 to ? ???

Project Somme: Philip Morris Europe (Neuchatel) effort from 1988 to develop a low-sidestream cigarette using Project *Nozon* technology.

Project Sonar: BAT effort from 1986 to relate behavioral smoking style to consumer segmentation.

Project Sonia: Philip Morris Europe (Neuchatel) effort from 1993 to organize a blend transfer from Munich to Dresden on F6 100's.

Project SOP : Reynolds product test from 1980s of a "sociability or prestige imagery-based brand" (hence the acronym).

Project Sopron: Philip Morris Europe plan from 1984 to make a 100mm Marlboro for Hungary

Project SP : Reynolds product test on which little had been spent by 1985.

Project SPA: Working name for Reynolds's Premier (smokeless) cigarette test-marketed in 1988. Goal was to "uncouple" delivery of nicotine, taste and aroma in a cigarette that didn't burn tobacco, released no sidestream smoke, and left no staining. By 1988 Project *SPA* had 166 Reynolds employees dedicated to it and an annual

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627 "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196**.**

628 BAT, "GR&DC Research Programme: Progress Review: Work Area 416.00, Period Ending June 1984," Bates 512001477-1509.

629 Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

630 BAT Marketing Research, "Project 'Snickers': A Lucky Strike Evaluation," Feb. 25, 1991, Bates 400234283-4341.

budget in excess of $30 million.[631] Project *Alpha* was the R&D arm of *SPA*, and Project *CAL* was its equipment design arm. Reynolds had an elaborate agreement with JTI to market the cigarette in Japan.[632]

Project Space: Brown & Williamson effort from 1997 to ???

Project Spade: Philip Morris Europe (Neuchatel) effort from 1988 to "Predict the filter material to use (tipping and plug wrap) to obtain the ventilation level calculated by the cigarette model."[633]

Project Spanner: Philip Morris Europe (Neuchatel) effort from 1990 involving constituent analysis. Linked to Projects *Chisel* and *Vice*.

Project Spanner 8506: Philip Morris Europe (Neuchatel) exploration of influence of tobacco cut width on sidestream and mainstream smoke deliveries.

Project Spec: Imperial Tobacco effort from 1971-72 to introduce a new cigarette brand utilizing new packaging concepts. ???

Project Speedbird: BAT Arabia relaunch of "24 Hours in the City" promotion for Barclay from 1994.

Project Speedboat: Philip Morris U.S.A. effort from 1987 to develop an American blended KS cigarette at 9 mg tar for Hong Kong.

Project Speedway: Philip Morris Europe effort from 1977 to ??? cigarettes for consumer testing ??? in the United Kingdom.

Project Sphinx: Effort to sell cigs in Egypt.

Project Spinster: BAT effort to make a long shelf-life cigarette that ages well. check ???

Project Spitzweg: Philip Morris Europe (Neuchatel) investigation of Burley spray drying in Berlin from 1990.[634] H. Hofmann responsible.

Project Splash: BAT effort from pre-1996 to ???

Project Sponge: BAT effort from 1977 to examine the effect of humectants in Virginia blends.

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[631] S. R. Strawsburg to R. A. Kampe, "New Product Technologies - Resource Requirements," Oct. 21, 1987, Bates 506250360-0379.

[632] D. M. Guilfoile, "Japan Spa Project Management," Aug. 1, 1988, Bates 506733382-3397.

[633] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," July-Sept. 1988, Bates 2021607417-7568, pp. 91-94.

[634] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

Project Spotless: Philip Morris Europe effort from 1980 to study the smoke chemistry and smoke quality of cigarettes "which are entirely denitrated." Loss of potassium nitrate compensated for by adding tri-potassium citrate back into cut rag. Headed by F. Moser. Linked to Projects *Nino*, *Protagoras* and *Salamander II*.[635]

Project Spring: BW/BAT plan from 1996 to make a Salem Lights for Hong Kong that would stand up to Marlboro Lights Menthol.

Project Spur: 1988-89 research effort by BAT Canada to redesign Players packaging, esp. after "fibreglass charges" and 1988 Tobacco Act. in "key target group" of males under the age of 25.[636] (to Youth)

Project Squirrel: Philip Morris Europe (Neuchatel) effort from 1993 to develop "a new Chesterfield blend in the medium price segment."

Project SRT: ???

Project SS: Reynolds effort from 1992-95 involving "Smoothness Quantitative Variable Screening" (by New England Consulting Group).

Project SSA: Reynolds effort from 1986 to develop a cigarette with "improved sidestream smoke aroma" using flavor microcapsules incorporated into the Ecusta paper and a "wall material" substituting for urea-formaldehyde.[637]

Project SSP: BAT effort from 1997 (or before) to: ???

Project Staffan: Philip Morris Europe (Neuchatel) effort from 1983-84 to develop a 12-14 mg cigarette with a Prince Lights taste for Sweden (ended up as Stanton brand) in 20 and 14 pack

Project Stag: BAT effort from 1993 to improve the smoking quality of DEER and sheet tobacco. Linked to Project *Rhapsody*.

Project Stage: Imperial Tobacco (Montreal) effort from 1972 to develop an 84mm cigarette with a Filtrona SCS filter to compete with MacDonald's Horizon and Rothmans Masters.

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[635] Philip Morris Europe, "Monthly Progress Reports," April 1980, Bates 2501124535-4585, p. 43.

[636] "Project Spur," March 30, 1989, Bates 303542071. The industry was competing at this time to see which brand was most "youthful"; see Bates 303542083. Key image elements of Players in 1989, for example, were "strength, masculinity, modernity, youthfulness and appeal" ("Project Spur," p. 4), Bates 303542100.

[637] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

Project Staines: BAT collaboration with Wills of New Zealand from 1989-93 to develop a new Benson and Hedges Golden Mild to attract "key Young Adult Urban Smokers." Focus was on package redesign combined with "adding modernity"; a name change from B&H Export to B&H Lights was also explored. Brand pack images contrasted "Strong" cigarettes as masculine, modern, older, formal, international, prestigious, fun-loving, successful and popular, versus "Mild" cigarettes as feminine, traditional, younger, casual, local, ordinary, serious, unsuccessful and unpopular. Psychological techniques used to assess motivations included word and picture sorting, projection, guided fantasy, withdrawal, scenario setting, personification and personalisation (if B&H were a person, what kind of person would it be?), component building, and a number of others.[638]

Project Stalemate: Brown & Williamson effort from 1984 to find out how U.K. smokers regarded "the aroma, irritation and annoyance" of stale smoke." A further aspect involved the GR&DC's exploring how cigarette butts and sidestream smoke might be changed to improve their smell. Methods included panel studies, gas chromatography, and experimental manipulations of smoke chemistry and butt compositions.[639]

Project Stansted: BAT effort from 1972 to develop a U.S. brand for Europe with a "masculine orientation" and "image intensity equal to MARLBORO." Screened in Switzerland.[640]

Project Star: Philip Morris Europe effort from 1975 to develop a "nicotine free" cigarette delivering less than .2 mg nicotine in the smoke. Low deliveries achieved by using 31 percent reconstituted leaf, 12 percent EF, and 27 percent Turkish.

Project Star: Philip Morris effort from 1987 to test market (in Zurich) a "Star by Philip Morris" brand cigarette; later planned for Italy and

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[638] Commercial in Confidence, "Research Proposal to Wills New Zealand for Project Staines," Nov. 1993, Bates 500305197-5220.

[639] R. A. Crellin, J. D. Green and P. D. Case, "Project Stalemate: Summary to End of August 1984," 1984, Bates, 621063376-3381.

[640] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

France and for EEMA markets (Eastern Europe, Middle East and Africa).

Project Star: BAT effort from 1998 to build "peer pressure resistance skills" in youth to keep them from smoking. Included Projects *I-STAR* and *Bright STAR*.

Project Star Trek: BAT Indonesia effort from 1997 to produce a Lucky Strike to compete with Marlboro King Size HL for Indonesia. Cigarettes were evaluated according to: draw effort, mouthful of smoke, initial satisfaction, irritation, throat catch, taste amount, taste quality, aftertaste, mouth drying, mouth coating, residual harshness, and acceptability, all of which were ranked along scales of high to low (or unacceptable to acceptable).[641]

Project Starship: Philip Morris effort from 1988 to develop a 12 mg Chesterfield for Japan "in conjunction with a Young American Image"[642]

Project Statistical Support: Reynolds effort from 1986 to develop tools for use in Brand R&D, Fundamental R&D, Biobehavioral R&D, and Applied R&D.[643]

Project Stealth: Philip Morris effort from the late 1980s to reduce the visibility and/or odor of secondhand smoke. The goal was to target "considerate smokers" with a cigarette emitting "70% less smoke from the lit end) and low odor (Aromatech)." Brand names considered for this new cigarette included Astor, Essex, Exeter, Largo, Morage, North Star, Savannayu, Select, Vista, Winfield, Eclipse, Trace, Azure, Bright, and more than fifty others. Linked to Projects *Lotus*, *Nectar*, and *Ambrosia*.

Project Steed: Philip Morris effort from 1993 to improve packaging technology

Project Steffi: Philip Morris Europe (Neuchatel) effort from 1992 to develop a white recessed filter cigarette for Germany.

Project Stein: Brown & Williamson effort from 1982 to make an aromatic/Cavendish cigarette. ???

Project Stella: Philip Morris Europe (Neuchatel) effort from early 1990s to

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641 Johana Ngantung to Bambang Irawan, "Research Brief for Project Star Trek 2," Aug. 11, 1997, Bates 440022263-2266.

642 "Japan Product Development" (Philip Morris), March 1988, Bates 2022162291.

643 "Project AP" (Reynolds), 1986, Bates 505617012-7024.

evaluate recon processes and products from Bandtabak Malchin[644] R. Wagoner responsible.

Project Stem: BAT's inter-company pricing & end market responsibilities 1999 (5?)

Project Stereo: Imperial Tobacco of Canada effort from 1985 to explore how "today's meaning and relevance of masculinity" could help sell Player's cigarettes. Documents note that "Milder products translate into somewhat safer smoking alternatives, and safety (lower T&N levels) provides solid rational appeals."[645]

Project Stetson: Brown & Williamson effort from mid 1980s to develop a new cigarette using a blend containing stem. Stetson was the blend. ???

Project Stevenage: BATCO project of 1971 to make a machine for Double Shell Pack

Project Sting: Imperial Tobacco of Canada plan from 1985 to target young male "starters" by deploying "overtly masculine imagery." Goal was to capture the young male market into which Reynolds had recently made great inroads.

Project STK Stem: BAT effort from 1985 to ???

Project Stone: BAT effort from 1996 to research and implement a single international packaging standard (e.g., for Superlongs for Russia).

Project Stop: Philip Morris effort from 1985 "to determine the origin of the off-odor that can be produced during storage of cut-fillers."[646]

Project Storm: BAT effort from 1986 to monitor a new U.S./Europe Mild 100's

Project Storm: Brown and Williamson's 1996 $14.7 million project to implement three related initiatives: Wholesale to Retail Shipments application (later called Shipments To Retail Management application = STORM), an application that allowed retailers to review retail sale levels and market share, the Enterprise Wide Sales and Marketing Data Warehouse, a

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644 Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 28.

645 Imperial Tobacco Document #111b: "Project Stereo/Phoenix Final Report," Feb. 1985, p. 51.

646 M. I. Hofer (Philip Morris), "Microbiology," April 15, 1985, Bates 2028639706-9718.

repository for sales and marketing data, and BEACON, which links store call and promotional activity.

Project Strategy I: ???

Project Stretch: ???

Project Studio: Philip Morris effort from 1988 to develop Project *Trim* cigarettes with low (visible) sidestream smoke using special papers treated with calcium carbonate (from Kimberly-Clark).

Project Styx: BAT effort from 1986 to ; involved restructuring ???

Project Suave: Philip Morris effort from 1990 to develop a cigarette for Latin America with white tipping and "real and perceived" low tar numbers[647]

Project Suitcase: *???*

Project Sulphur: BAT effort from 1996 "to address product concerns expressed by management in Indonesia, Spain, and France." Charles Castano the responsible agent, Lucky Strike the relevant brand.

Project SULT: Reynolds effort from 1980s, changed name in 1990 to Project *XB*. ???

Project Sun: ???

Project Sunrise: Philip Morris effort from 1980s and 1990s to define "opportunities" and "threats." Opportunities included "Republican congress" and "minors"; threats included "antis," "political correctness," ETS, the FDA, litigation, "smokers," and the potential for a "change in Congress."[648] Included an effort to redefine indoor air pollution as a ventilation problem, using the hospitality industry, restaurants, etc. *European Project Sunrise* emerged from this.[649]

Project Super: B&W effort from late 1980s (in connection with Adverb) to emulate Marlboro in terms of taste, impact, ammonia technology, etc., creating a "Marlboro-like product with positive points of difference."[650]

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[647] Philip Morris, "Minutes from Tuesday: 'New Products'," June 19, 1990, Bates 2043937186-7193.

[648] Ellen Merlo (?), "Mission" (Philip Morris), May 1995, Bates 2044341638-1676.

[649] "European Project Sunrise," 1998, Bates 2064014125-4133.

[650] Brown and Williamson, "Superior Product Development," May 9, 1990, Bates 621056391-

Project Superiority: Brown and Williamson effort from early 1980s into 1990s to create a suite of cigarettes "judged by Marlboro smokers to be superior to their own Marlboro product." Goal was to have "parity" with the PM brand by 1985 and "superiority" by 1986.[651] Involved free-basing? Casings included St. John's bread.

Project Superstock: BAT effort from 1994 (supervised by P. Henning) to reduce costs of cigarette manufacture to compete with the leading generic brand on the German market (Boston cigarettes).

Project Support Services: BAT effort from ??

Project Survey: ???

Project Survival: Imperial Tobacco (Montreal) effort from 1985 to assist in overcoming problems associated with new or modified cigar developments. Project T-4760.

Project Suspense: BAT (UK&E) effort from late 1980s to develop "an ultra-low (5mg) tar product for European markets (e.g. France)"[652] Goal was a B&H ultra mild at 4 mg tar.

Project Sven: Philip Morris Europe effort from 1974 to explore a new kind of cigarette for Sweden.

Project Swan: Philip Morris Europe (Neuchatel) effort from 1987 to prepare a blind product test comparing MLF-PE and Camel King Size. For the Dutch cigarette market.

Project Sweet: A 1988 effort by Philip Morris to develop "a distinctively sweet cigarette for the Japanese Market," with flavoring used also in Merit KS SP.[653]

Project Swift: ???

Project Swing: Philip Morris effort from 1988 to develop a cigarette for the Canary Islands. Blends developed in Semiworks tested against controls.

6394.

[651] "Project Superiority: Smoke Quality Improvement" (Brown and Williamson), n.d., Bates 621006839-6853.

[652] BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

[653] J. L. Spruill, "Marlboro Standardization and International Support," Feb. 1988, Bates 2022162281-2283.

Project Swirl: Imperial Tobacco (Canada) R&D (Montreal) effort from 1986 to evaluate "the subjective characteristics of two novel filters designed to improve the smoke quality of low delivery cigarettes by changing the smoke pattern."[654]

Project Sylvie: Philip Morris Europe (Neuchatel) effort from 1992 to evaluate the Slims blend in a king-size cigarette.

Project Symphony: Reynolds effort from 1994 to "Strengthen RJRT's margins and share in the Savings segment." via two new brand introductions, CAROLINA GOLD and HOGSHEAD. Analyasis included "risk assessment," as in how likely is the brand to fail? [655]

Project "T": AT project from mid 1960s. Compare also Project T & T.

Project "T": Ted Bates Co. effort from 1969 explained as "possibly a precursor to Project Truth – Auerbach – this deals with interviews with female starters concerning their attitudes, behavior, feelings and views on smoking."

Project T-9485: ???

Project Table: ???

Project Table Top Smoke Removal Systems:

Project Talisman: ???

Project Tambay: Philip Morris effort from 1979 to develop a 4 mg tar French cigarette. New French regulations required that this contain more than 85 % tobacco. Had versions I, II and III.

Project Tame: Early code name for Liggett's 1973-77 effort with Arthur D. Little to produce a "safer cigarette" using palladium catalyst.[656] Same as *Project XA-5001*.

Project Tami: Imperial Tobacco (Montreal) effort from 1972 to produce experimental cigarettes using Ecusta ultra porous tipping and modified Du Maurier and Filter Player's recipes.[657]

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[654] Imperial Tobacco LTF, Research and Development Division, Oct. 1985, Bates 570351066-1122.

[655] 513222819

[656] James Mold, "Meeting at Arthur D. Little to Discuss Project 'Tame'," Jan. 16, 1976, Bates lg0131568-1585.

[657] Imperial Tobacco Products Ltd., "Product and Process Development Montreal Semi-Annual Report July – December 1972," March 12, 1973, Bates 650367296-7421, pp. 72-73.

Project Tammy: Philip Morris effort from 1980s to make a tobacco wrapper.

Project Tamy: Imperial Tobacco Ltd. effort from 1973 to explore ???

Project Tandem: Philip Morris effort from 1982 to manufacture a cigarette in Kishinev, USSR. Formerly known as Project *Cosmic*.

Project Tang: Philip Morris effort from 1988 to develop a Marlboro Filter cigarette from cut filler to BBS without expanded tobacco for Indonesia.

Project Tangerine: 1989 BAT development of a low-tar mentholated cigarette using 70/30 ratios of natural/synthetic menthol and spearmint oil[658]

Project Tangerine II: ???

Project Tango: Philip Morris Europe from 1984 to develop "a Muratti cigarette for the Greek market in the low price segment."

Project Tango: Philip Morris effort from 1988 "to take advantage of the reemergence of 1930's style" with three new cigarette designs advertised in black and white: a Bond mainstream brand in the mid-high price range; a revived "Johnny pack" in a shoulder box format; and a luxury "PM Supremes."[659]

Project Taranto: BAT (UK&E) plan from 1994 to re-launch JPGL in new package with Lights and Menthol versions.[660]

Project Target: Philip Morris effort from 1988 to ???

Project Tasso: Philip Morris Europe (Neuchatel) effort from 1993 to investigate "the dynamics of nitrogenous compounds of aging sidestream smoke" (esp. NNK)[661]

Project Taurus: Philip Morris Europe effort from 1992 to alter the perception of second hand smoke "by modifying its aerodynamic

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[658] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654, p. 7.

[659] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[660] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176.

[661] Philip Morris Europe (Neuchatel), "Quarterly Report," July – Sept. 1993, Bates 2028632453-2616.

characteristics through changes in filter design."[662]

Project Taurus: Brown and Williamson effort from 1982-85 to identify "the socially concerned smoker" and to estimate the potential market for a "reduced sidestream product."[663] Linked to Project *Titan*.

Project TC: ("Tar Control"): American Tobacco's long-standing effort, begun in 1973, to monitor and reduce tar in cigarettes. Still going in 1990s, when it involved on-machine laser perforation of Carlton's filter to reduce from 6 to 5 mg tar. Also involved "visual sidestream reduction"[664]

Project TC-SIR: American Tobacco's extension of Project *TC* involving testing of Project *ADV* model cigarettes in 150 smokers of Merit, Winston and Vantage Ultra Light King Size cigarettes.

Project Tea: BAT effort to introduce a new blend for Gold Flake in the Middle East

Project Tea Bag: Philip Morris effort from 1989 to product a "humidor pouch" inside the pack to enhance freshness. Tested in United Arab Emirates.

Project TEAM: BAT effort from 1993 to develop a "UK based low cost US blended full flavour product for use in opportunity markets where an international imported value-for-money segment is significant."[665]

Project Tear: Philip Morris (Neuchatel) effort from 1986-89 to measure the extent to which various humectants produce acrolein, formaldehyde, etc. in various kinds of cigarettes (MS and SS).[666]

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[662] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 28.

[663] Brown and Williamson, "Project Taurus: A Summary of Research," n.d., Bates 674056027-6059.

[664] B. F. Price (American Tobacco), "Weekly Report, Research Section," Jun 11, 1987, Bates 950757737-9260 (includes later documents). Check this file, since contains many other project names.

[665] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[666] C. J. Blake (Fabriques de Tabac réunies S.A.), "Proposal for Project Tear," July 1, 1986, Bates 2501225110-5111.

Project TE-5001: Liggett effort from early 1970s to develop a free-based cigarette (emulating Marlboro) using calcium hydroxide as a base. Robert K. Williams a key figure. Goal was to lower "the total nicotine present in smoke while increasing the physiological effect of the nicotine which is present, so that no physiological effect is lost on nicotine reduction."[667]

Project Telling: BAT (UK&E) gift box offer for Kents in Middle East from 1995.

Project Tembo: Leo Burnett Agency effort from 1994 to explore (for Philip Morris USA[668]) a "longer-lasting B&H product with 'extra puffs.'"[669] Shut down in 1994 as consumers had become sensitized to "ingredients."

Project Temper: Brown & Williamson effort from 1983 to produce a cigarette with a low tar to nicotine ratio "in reaction to Benowitz."[670]

Project Tempo: BAT effort from 1993 to identify "optimum packing moisture to achieve best smoking quality" and to fine-tune humectant levels "so as not to increase particle degradation and the risk of spotting."[671]

Project Tennis: Philip Morris Europe effort from 1978 to ??? for U.K. Linked to Project *Hilton*.

Project Tennis: Philip Morris Europe effort from 1984 "to increase tar delivery of the Marlboro 100's for the UK market as the values of the current production are on the low side."[672]

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[667] Robert K. Williams, "Development of a Cigarette with Increased Smoke pH," Dec. 16, 1982, Bates LG0262126.

[668] Suzanne LeVan to James Morgan, Aug. 2, 1994, Bates 2045652316.

[669] B. Andersen (Leo Burnett Agency), "B & H Project Tembo Creative Needs for Research," June 15, 1994, Bates 2047273106-3107.

[670] A. J. Mellman (Brown & Williamson), "New Product Portfolio Analysis," Sept. 1, 1983, Bates 659048105. Reference is to Neal Benowitz of UCSF, who had proposed a cigarette with a high nicotine-to-tar ratio on the grounds that people would inhale less tar thereby.

[671] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[672] Fabriques de Tabac réunies S.A (Philip Morris), "Research and Development, Quarterly Report, Jan. - March 1984," March 1984, Bates 2028464775-4875.

Project Test: BAT (UK&E) product development from 1992 involving 555 FKS

Project Texas: Philip Morris Europe effort from 1981 to make a 3 mg. Flint cigarette, prototype was Code C-36.

Project TF: "Tomorrow's Female" =1985-87 Reynolds effort to design and market a cigarette to poor, young, and less-educated women.[673]

Project Thailand: ???

Project Thames: Philip Morris Europe (Neuchatel) effort from 1988-90 exploring the use of flavors such as chocolate, coffee, anise, and various fruity and floral notes in cigarettes.[674] Linked to Project *Danube*.

Project Thermos: BAT (UK&E) effort from late 1980s to reduce carbon monoxide in smoke, part of the company's campaign of "personal and social reassurance."[675]

Project Third Party: BAT effort from ? to do what ???

Project Thistle: BAT effort from 1977 to challenge the market for Dunhill International cigarettes.

Project Thunder: Philip Morris effort from 1995 to promote the Marlboro brand by taking a group of "lucky Marlboro smokers" across the western U.S. on a specially designed train, stopping at a predetermined group of cities to allow participants to attend events like concerts and rodeos, or to participate in physical activities like mountain biking and rafting. Project organizers worried that the event could become "a focal point for the tactics of aggressive anti-smoking activists," so Burson Marsteller carried out a series of "simulations" to prepare for such possibilities.[676] Also involved extensive merchandizing.[677]

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[673] Emily C. Etzel to H. T. Parks, "Refinements to the Project TF Concept," Sept. 15, 1987, Bates 514341438-1440. Get better!

[674] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[675] BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

[676] Burson-Marstellar, "Project Thunder Preparedness Program," April 12, 1995, Bates 2044266113-6123.

[677] "Project Thunder Materials," April 24, 1995, Bates 2060199916.

Project Tiberius: BAT effort from 1985-86 to produce an extra-length cigarette "in prestige packaging": "A direct attack on Dunhill Int. and Rothmans Int." Brand name: Benson & Hedges International. Linked to Project *Shadow*.[678]

Project Tibre: Philip Morris Europe (Neuchatel) effort from 1988 to make a nex luxury blend cigarette ???

Project Tiger: BAT Southampton study from the mid- to late-1980s showing how tar-to-nicotine ratios were the "best single predictor of human behavioural adjustment" to a particular cigarette.[679]

Project Timer: $20 million Philip Morris project from mid 1970s to develop a low tar cigarette with improved flavors. Had a dozen different names, including "Organoleptically Improved Tobacco," "Applied Organoleptic Enhancers," "Scientifically Controlled Flavor," and so forth.[680] Culminated with the development of "Super Juice."[681]

Project Timer I & II: British American effort to match the smoking properties of Philip Morris' Merit brand. Led to Project *BROLAM*.

Project Tin Can: BAT program from mid 1980s to measure nicotine, reducing sugar, total sugar, and moisture in several brands.

Project Tintoretto: Philip Morris Europe (Neuchatel) effort from 1989 to assist PM-Brazil and PM-Argentina on stem processing.

Project Tiptoe: 1989 BAT Southampton effort to make filters more cheaply using a bi-component polypropylene tow.

Project Tirana: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Visa Light Long Size for SI.

Project Tissot: Philip Morris Europe (Neuchatel) evaluation of a heat treatment tunnel recently installed "prior to the dryer in the

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[678] J.F.G. Murphy (BAT), Guidelines for Company Plan 1986-90," May 22, 1985, Bates 301576306-6326.

[679] BAT (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," n.d., Bates 562402593-2654, p. 7.

[680] H. G. Daniel to R. B. Seligman (Philip Morris), "Terms Describing Project Timer," Sept. 2, 1975, Bates 2060528501.

[681] "Project Timer," Sept. 18, 1975, Bates 1003700726.

Miniprimary."[682]

Project Tit: Philip Morris Europe (Neuchatel) effort from 1989 to replace "RU004 blend by HU003 blend in the RUP02 (Runner Plain) made in Jubilee"[683]

Project Titan: Philip Morris Europe plan from 1991 to see whether CO and nitrosamine content of cigarettes could be reduced while maintaining fixed tar nicotine and RTD levels.[684] S. Pestlin responsible.

Project Titania: Philip Morris Europe (Neuchatel) effort from 1988 to study "the risks of physiological changes in the bacterial population during tobacco processing and storage, and to investigate their impact on the organoleptic and chemical properties of tobacco."[685]

Project Tiziana Philip Morris Europe (Neuchatel) transfer of the production of F6 100's from Munich to Dresden (in 1992).

Project To Mo: Philip Morris effort from 1988 to develop a cigarette for Uruguay.

Project Tolstoy: Philip Morris effort from 1988 to produce a "deeply recessed filter product, Russian style," with 15 mg tar, 20% ventilation, and 6+ puffs.[686] Part of a campaign to develop cigarettes for Asian markets. Cigts. were to be produced at 1000/minute.

Project Tom: Philip Morris Europe effort from 1991 to develop a Bond Extra Mild for Finland.[687]

Project Tom-Tom: Philip Morris effort from the late 1980s to increase the visibility at point-of-sale using Marlboro carton sleeves.

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[682] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 65.

[683] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[684] Philip Morris Europe, "Quarterly Report 920100 – 920300," March 1992, Bates 2028633450-3612, p. 29.

[685] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," Oct.-Dec. 1988, Bates 2028635274-5452, at 5279.

[686] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[687] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

Project Tomorrow: Philip Morris effort from the 1980s-90s to create fire-safe Marlboro Lights (= Project *LCO6-1003*). Design settled on had thickened bands ringing the cigarette rod that would extinguish the cigarette unless the smoker "pulled" through it by puffing. Similar designs had been patented in the U.S. in the 1920s.

Project Top Gun: Study of consumer reactions to "tar-free" and "smokeless" cigarette concepts conducted by Analytic Insight, Inc., for Brown and Williamson in 1988.[688] Based on one-on-one interviews and focus groups.

Project Torbay: ???

Project Torch: BAT Australia effort from 2000 to come clean on smoking and health issues. Involved effort to survey corporate employee attitudes toward making the concession, and classifying forms of support or resistance. 780015533-780015563

Project Torquay: BAT effort from 1972 using Central American leaf to develop cigarettes to compete with Philip Morris brands. Introduction planned first for Guatemala then for Nicaragua, Honduras, and Salvador. 10 cent versions had the brand name "Oros"

Project Torricelli: Philip Morris Europe (Neuchatel) effort from 1992 to explore light scattering and gravimetric methods for use in measuring RSP (respirable particle pollution?).

Project Torro: Philip Morris Europe (Neuchatel) effort from 1984 to develop a Fortuna King Size cigarette for EEC markets (recipe from Richmond).

Project Totem: ???

Project Tourist: ???

Project Tow Processing Method: RJR FFNM effort from 1984 to determine the consumer perception differences associated with AF (PM) verses E-60 (RJR) tow processing methods and to evaluate the C-100 transport system with both methods.

Project Toyo: Philip Morris Europe (Neuchatel) effort from 1988 to produce expanded tobacco in the ET installation in Onnens as a reference for the Marlboro ET qualification test of the new ET plant at Tabacalera SA in Cadiz, Spain.

Project "TR": 1992 Lorillard effort to study how to market low price cigs.

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[688] Analytic Insight, Inc., "Project Top Gun: Consumer Reactions to New Cigarette Concepts," May 20, 1988, Bates 465663404-3434.

Project Track: ???
Project Traf: ???
Project Tram: BAT effort from 1981 to develop a conventional 5 mg tar Virginia cigarette for the U.K. market.
Project Trash: ???
Project Trend: B&W 1989 effort to develop ultra slims for urban "street-wise" "self-defined and self-measured young adult males" aged 21-35.
Project Trident: BAT Canada effort of 1990 to develop a Players cig midway between Light and Extra Light, targeting males 18-25. (Youth).
Project Triethylene Glycol as a Humectant: RJR FFNM effort from 1984-1985 to improve the acceptance of WINSTON KS among target smokers through the use of TEG as a humectants.
Project Trigger: ???
Project Trim: 1988 Philip Morris effort to make a low sidestream cigarette using lime paper. Project *Trim* had versions I-IV.
Project Trinity: Philip Morris plan from 1979-80 to develop a series of low tar cigarettes to compete with American Tobacco's Carlton series. Resulted in Cambridge brand? (p. 913 DOJ PFOF).
Project Triple I: ???
Project Triton: ???
Project Triumph: Philip Morris Europe plan to develop King Size cigarette for the female segment of the French market.
Project Trogniak: Philip Morris Europe effort from 1991 to develop an L&M non-ventilated cigarette for Poland.[689]
Project Tronto: Philip Morris Europe (Neuchatel) effort from 1992 to reduce the cost of cigarette manufacture by increasing tobacco cut width, allowing the company "to decrease substantially the quantity of tobacco to be used in a cigarette while the firmness remains constant."[690]
Project Troop: BAT effort from 1981 to develop "a modified Virginia, international length product with a tar delivery of 15 mg/cigarette and taste characteristics more suited to South American consumer

[689] A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

[690] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 72.

requirements."[691]

Project Trout: BAT effort from the early-to mid-1980s to explore how cigarettes might be designed with less visible sidestream smoke. Goal was to address "social acceptability" and not "personal health."[692] Originally restricted to the U.K. domestic market, project later extended to Saudi Arabia and the Channel Islands, inter alia.[693]

Project Trout: Philip Morris Europe (Neuchatel) effort (from date) involving de-freezing, imagined as a line extension of Project *Whale.*

Project Troy: BAT effort from ??? to ???

Project Trudi: Philip Morris Europe (Neuchatel) blind product test (in Germany) of LMK07 against the same blend to which Toucan blend had been added.

Project Truth: Tobacco Institute's plan to air public service TV spots to counter anti-smoking ads, broadcast in fall of 1970. Linked to Projects *A* and *B*, aka Project *Truth – Auerbach*, since effort was also to refute Auerbach's demonstration of emphysema in smoking dogs.

Project TSB: Confidential ("highest security") R.J. Reynolds project from 1983-84 involving a confidential "taste breakthrough" and perhaps cost savings. Involved ammoniation?

Project TT: Reynolds effort from 1992-95 to develop advertising plans for promoting Camels. Goal was a whimsical, free-spirited "Lust for Living" campaign stressing the absurd (martians, cows, etc.).[694] Involved Tactical Option Impact Test and focus groups in Cincinnati, Denver, Atlanta. Resulted in "Can't Hide" campaign.

Project Tube-in-Tow: Philip Morris Europe (Neuchatel) effort from 1988 to study how tubes inserted into filters (for dilution) impact puff-per-puff

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691 A. K. Heard *(*BATCo), "Product Development & Technical Services Programme and Resource Allocation 1982," Nov. 1981, Bates 109972180-2209.

692 I. A. R., "Project Trout: Summary of Development," March 28, 1983, Bates 516003320-3341.

693 "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196**.**

694 R. C. Pasterczyk to E. C. Leary, "Camel Project TT Qualitative," July 28, 1994, Bates 513874053-4055.

deliveries. Linked to Project *Hole-in-Filter*.

Project Tulip: 1989 BAT effort to use hybrid tobacco and GREENDOT methods in a longitudinally structured rod.

Project Turbo: Philip Morris effort from 1988 to produce a low-delivery cigarette for Germany with an "enhanced first puff."

Project Turbo: BAT Canada effort (same as Apollo, Saturn, Matinee, Players and du Maurier, Export, Omega, Spur, Player's Mild, Visa and Day—late 1989was "Fibreglass") from 1989 to develop a du Maurier Extra Light cigarette "at the low tar end of the Mild/Pop/Modern segment" with "androgynous credentials."[695]

Project Turkish Level in WINSTON King Size : RJR FFNM effort from 1984-1985 evaluating the impact of increasing the Turkish level from 16% to 18% in WINSTON KS blend and modifying the Turkish sub-blend.

Project Turner: Philip Morris Europe (Neuchatel) effort from 1988 to assist PMH in achieving an increase in its Burley production capacity.

Project Turner: BAT (U&E) plan from 1994 to introduce one "region wide, image enhancing, in pack communicated, added value activity" for the Middle East[696]

Project Turnix: Philip Morris Europe (Neuchatel) effort from 1988 to conduct blind product tests of Marlboro Red in Holland.

Project Twain: BAT effort from 1972 to develop a low TPM (total particulate matter) low-nicotine brand for wide use in Virginia markets, including Malaysia, Singapore, Hong Kong, and New Zealand.[697]

Project Twiggy: BAT effort from 1987 to develop and launch a Capri cigarette for Germany get more.

Project Twist Imperial Tobacco effort from 1967 to conduct large-scale consumer trials along with analyses of menthol, leaf and smoke.

Project Typhoon: BAT effort from the 1990s ??? Argentina?

Project Ulysee: Philip Morris Europe (Neuchatel) blind product testing of the

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[695] BATCo, "Development Priorities," Feb. 24, 1989, p. 6, Bates 303541674-

[696] Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176.

[697] N. R. L. Brown, "New Virginia Brand Projects," July 13, 1972, Bates 301003471-3479.

German LM full flavor (15mg/1mg) vs. the German LM Mild (13mg/8mg). 180,000 cigarettes sent to Greece for testing.[698]

Project Ultimate: Elaborate BAT effort from mid 1990s to compete with Reynolds' ECLIPSE. Goal was a tobacco-free article with "low biological activity smoke, low sidestream, traditional cigarette taste and cigarette-style smoking mechanics." Involved Ames testing of condensates, exploration of alternate (non-carbon) fuels, and much else.[699] Contained perlite!

Project UNO: ???

Project Ultava: see Calabrese/Parsnip

Project Ultra: ??? 1994

Project Ultra Low - Blend ETC Influence: ???

Project Ultra Low - Low Blend Cost: ???

Project Ultra Low Tar (ULT) Cigarettes: ???

Project Ultra Low Tar Optimisation: ???

Project Ultra Low Tar Optimization: ???

Project Ultra-Slims: ???

Project Understudy: BAT effort from the mid 1970s to produce tobacco substitutes. ???

Project Update/Improve Cigdesign: ???

Project Uranus: ???

Project URSULA: Philip Morris Europe plan to develop a full flavour KS cig for German market in Prince of Denmark taste direction.

Project Ursus: Philip Morris . . ???

Project U.S.A.: ??? (huge)

Project UT: "Project Uptown": effort by ???

Project Ute: Philip Morris Europe (Neuchatel) effort from 1992 to develop a reduced-tar Juwel filter cigarette for Germany.[700] Liked to Project *Hilde*.

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[698] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," July-Sept. 1988, Bates 2021607417-7568, p. 81.

[699] Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

[700] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 82.

Project V: Brown & Williamson effort from 1971 involving Woodrose tests.

Project V69: Reynolds effort from 1976 to produce a Vantage product having reduced tar deliveries of 9 and 6 mg. Prototypes due to Marketing in July 1976 and final development scheduled for Jan. 1977.

Project Vaccine: ???

Project Vagabond: 1989 BAT Southampton hope to reduce costs by "acetylating viscose fibre" using acetic anhydride." Idea was to find a cheaper way to make cellulose acetate, the standard material for filters. Shelved.[701]

Project Vancouver: ???

Project Vanguard: Philip Morris effort from the 1980s to develop a "consumer acceptable nonburning smoking article." An outgrowth of Project *Advance.*

Project Vanna: Brown & Williamson effort from 1987 to develop a low-cost light cigarette with AMELIA flavor for the Saudi market. Filler weight was 645 mg, and filter was laser perforated for ventilation. Product was designed to emulate L&M Generics.

Project Van Swieten: Philip Morris support for research at Holland's TNO (in Delft) on "odour trappings by membrane filtration." Part of the company's 1991 effort to develop expert witnesses for use in ETS litigation and/or regulation.

Project Vantage: 1997 Rothmans test of package designs in Russia and Poland

Project Varg: PME effort to replace Marlboro 10's with a 14-pack for Norway.

Project Varig: ("Variable Geometry"): Brown and Williamson effort from 1984 to ??? Part of Project *Rio*.[702]

Project VAT : used TSB technology, as did Project GHI, goal of which was a "high impact (full flavor) taste at low tar levels" (5111)

Project Vatican: Philip Morris Europe effort from 1978 to develop a cigarette using Maudit 110-6 paper for Switzerland. 18mg tar, 1.2 mg nicotine.

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[701] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654, p. 7

[702] C. C. Greig, "PROJECT VARIG – Variable Geometry – A Part of Project Rio," May 2, 1984, Bates 682610371-0372.

Project Vaughn: BATCo effort from 1992 to launch Embassy cigarettes in Cambodia.

Project VB: Reynolds product development from early 1980s, linked to Project *AF*.

Project Vegas: BAT Arabia plan from 1994 to market Lucky Strike

Project Velasquez: Philip Morris Europe (Neuchatel) effort from 1988 to assist PM-Asia in evaluating Hauni-HT treatment of cut rag and stem for improved filling power, using feedstock from the Philippines.

Project Velvet: Ecusta paper of 25% chalk and 11% magnesium oxide

Project Venado: BAT effort from 1995 to launch a new cigarette for Guatemala targeting esp. smokers of Belmont cigarettes. Ads were designed to convey "quality, youthfulness and status."[703]

Project Venoge: Philip Morris Europe (Neuchatel) effort from 1988 to develop a 9 mg tar cigarette offering "mildness, cleanness and freshness" without a pronounced menthol cooling sensation.

Project Venus: Philip Morris Europe (Neuchatel) effort from 1984 to reduce the visibility of sidestream smoke using a PSP filter treated with MgO. Used high porosity electro-perforated paper from Mauduit. By 1989 included investigation of factors affecting transfer efficiencies of selected additives to mainstream smoke.

Project Venus: BAT effort from 1994 to ???

Project Verbatim: ???

Project Verge 006: ??? 1984 PM effort to make what?

Project Vermeer: Philip Morris Europe (Neuchatel) effort from 1987 to evaluate expanded tobacco samples from Corby, a BAT company in the U.K.

Project Veronica: Philip Morris Europe (Neuchatel) effort from 1993 to evaluate an oxygen-bleached cigarette paper for use in German Marlboros.

Project VF: Reynolds effort from 1989 to conduct a Concept/Product test of its "Dakota" low-tar lavender brand under development. Panelists were asked to think about what kind of female would smoke such a cigarette, whether they were someone "with a lot of personality," or sociable or adventurous, warm and caring, snobbish or phoney, etc.[704]

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[703] BAT, "Consumer Research Summary: Total Offer Test Project Venado, Guatemala, August 1995," Bates 500121810-1812.

[704] Dennis and Co. (for Reynolds), "Project VF Concept/Product Study," Sept. 1989, Bates

Project VHS: Imperial Tobacco Canada effort from 1984 to introduce a slims brand under the du Maurier trademark.[705]

Project Vicky: Philip Morris Europe effort from 1978-79 to develop a special recessed filter Parliament for Germany. 13 mg tar, .8 mg nicotine Urgency meant that older Hauni method of perforation used.

Project Victory: Philip Morris Europe (Neuchatel) effort from the mid 1980s to implement a quality control system for the local manufacture of Merit and Marlboro brands at the company's factory in Talbia, Egypt.

Project Vieho: Philip Morris effort from 1982 to make a Belmont cigarette to be manufactured by ATO in Finland.

Project Vienne: Philip Morris Europe (Neuchatel) effort from 1988 to produce a low delivery high taste cigarette.

Project Vigor: BAT effort from late 1970s to make a "Virginia Cigarette to meet Gori targets."

Project Viking: Elaborate 1986 Imperial Tobacco effort "to reassure smokers, to keep in the franchise for as long as possible"[706] Cost circa $250,000, initiated by Market Strategy Dept. Involved the study of some smokers under 18. Goal was to find new products "which could delay the quitting process." Bates 689466046 2022886233

Project Vinaigrette: 1984 Philip Morris effort to prove blend optimization concept

Project Vinci: Philip Morris Neuchatel effort from 1987 "to increase the capacity of the Miniprimary and improve the quality of the cut filler."

Project Violet: BAT effort from 1977 to examine products targeted at Dunhill International. Linked to Project Thistle.

Project Viper: BAT/BW effort from pre-1979 in South Africa that failed "in research," causing reinstatement of PGL mild developments.[707]

Project Viper: Reynolds "secret and confidential" effort from 1993 to create a

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507311121-1140.

[705] "R&D/Marketing Conference," n.d. circa 1984, Bates 100501581-1783.

[706] "Project Viking: A Behavioral Model of Smoking," Feb/March 1986; 689466032.

[707] Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

"lean, mean, fighting machine" using a "most feared sales organization." Plan was to be "competitively fierce" and "cost-effective proud.[708] ??? Fix

Project Virginia World-Wide Best: ??? aka *Project Virginia WWB.*

Project Virgo: Brown and Williamson effort from 1979 to study "the perceived benefits and disadvantages of smoking." From the company's Psychology Group.

Project Virile Female: Effort by Marketing and Promotions of Chicago for RJR to target blue-collar women with its Dakota Brand.

Project Virtue: BAT effort from late 1970s to develop certain flavors. Linked to Projects *Brolam*, *Headlamp*, *Timer*. Cigs. made by B&W.

Project Visa : Brown and Williamson code name for its "ultra slim cigarette" (circa 17 mm diameter) designed to compete with Virginia Slims. Made from an experimental reconstituted tobacco leaf, and targeted at women "about 26 or 27 who care a lot about fashion"[709] Andrew (Drew) McMurtrie was Group Development Director during a portion of its development in the mid 1980s. Organized through the Visa Task Force, consumer tested vis DuPont tests.

Project Visa: Imperial Tobacco Co. (R&D Montreal) effort from 1989-91 to develop a low-sidestream cigarette (project headed by McBride). Linked to Project *Day*.

Project Vision : BAT effort from 1982 to develop "a modified Virginia KS product for a Far East market with a tar delivery of 11 mg/cigarette."[710] Iridium version used in Europe, Japanese variant made in Finland.

Project Vision 2000: BATCo effort from 1996 to develop a low sidestream Barclay product.

Project Vitality: Philip Morris effort from 1988 to develop a "Viva" brand cigarette with the slightest hint of menthol for the European

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[708] R. J. Reynolds, "Project Viper," Feb. 25, 1993, Bates 510940905-0910.

[709] (p. 225, Bates 170321875). ???

[710] A. K. Heard *(*BATCo), "Product Development & Technical Services Programme and Resource Allocation 1982," Nov. 1981, Bates 109972180-2209.

market. Trademark infringement required renaming.[711]

Project Vodka: Philip Morris Europe effort from 1973 to ???

Projet Voiture: Philip Morris Europe effort from 1982 to produce a new cigarette for France. Linked to Project *Short*.

Project Volga: Philip Morris Europe (Neuchatel) plan from 1988-90 to develop triple "tube-in-tow filters in order to produce 1 mg, 4 mg, and 6 mg tar delivery cigarettes (84 mm length) with improved initial puffs."[712]

Project Volta: BAT effort from 1987 to ???

Project Volta: Philip Morris support for the research of Prof. Lee (at where???) on international smoking statistics. Part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project Volume: Brown and Williamson effort from mid 1980s to make a low gas (CO) cigarette. Begun in 1978 under the name Project *G*.

Project Volvo: Brown and Williamson effort from 1997 to explore Carlton opportunities in the 4-6 mg tar range.

Project VRP: Reynolds effort from the late 1980s to develop a low sidestream Vantage cigarette.

Project VRP/SRP: ???

Project "W": *Involved moved of some AT process to Ecusta in 1960s.*

Project WA-1000: BATCO/B&W "The Lipids of Tobacco and Tobacco Smoke"

Project Wader: BAT effort from late 1970s to produce cigarettes with specific NO and alkyl nitrosamine levels.

Project Wagner: BAT effort from 1978 to reduce the hydrogen cyanide levels in cigarette smoke.

Project Walrus: 1997 Rothmans focus group test of Walrus brand in Niger, "seen to provide a Hygiene benefit"[713]

*Project Walrus***:** BAT effort from 1998 to (SE International Lights) ??? same as above?

*Project Warhol***:** Philip Morris Europe (Neuchatel) effort from 1990 to develop products using expanded tobacco ???

Project Wasp: Philip Morris effort from 1988 to develop a low-coast American

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[711] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[712] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[713] "Topline Findings," n.d., Bates 322293924.

blend "Burton" brand cigarette for Europe "to be used in case of a price war."[714]

Project Watch: Philip Morris effort from 1984 to improve locally-sourced reconstituted tobacco from the Philippines.

Project Waterloo: 1958-1963 BAT plan to determine the chemical properties of 78 different tobacco types, as part of the company's efforts to develop low tar and low nicotine cigarettes.[715] Although sponsored by BAT, the research was carried out by Battelle Labs in Frankfurt. Felton of BAT was the contact man ("liaison") for the company. smoke collected by electrostatic precipitation. in cigarette smoke from all bright tobacco on .05 micrograms cit. Stems might rise tns leaves and

Project Weasel: Philip Morris Europe (Neuchatel) effort from 1988 "to try to develop a new tobacco blend for Marlboro giving the same taste characteristics as the current blend."[716]

Project Weightwatcher: to determine relation between weight and rod deliveries check this! Key to "lights?" ??

Project Wellard: BAT ???

Project Weser: Philip Morris Europe (Neuchatel) effort to evaluate a certain cocoa extract (from Bremen) as a flavorant.[717]

Project Western: Philip Morris effort from 1984 to product a "pseudo blended" cigarette for Pakistan, using 25 % imported leaf.

Project Weybridge: BAT effort from 1993 to compare the blends and physical characteristics of various Gallaher cigarettes to determine how that company was designing lower deliveries, esp. for Belgium and France.[718] Continued with Project *Weybridge II.*

Project WG: ???

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[714] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[715] Proposal Research Program for PW,

[716] Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," July-Sept. 1988, Bates 2021607417-7568, p.71.

[717] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 80.

[718] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

Project Whale: Philip Morris Europe effort from 1978-79 to make a cigarette "equal or better in taste and quality than BELGA and RICHMOND" with specs of a Visa Filter.[719]

Project Wheat: BAT/B&W project from 1975-76 to study American male smokers' "reaction to cigarettes of different nicotine delivery influenced by inner need." Smokers classified as "low," "medium," or "high inner need," and within these various sub-categories.[720]

Project Wheat: BAT project from ??? to explore shredded stem. ???

Project Whistler: Philip Morris Europe (Neuchatel) effort from 1992 to collect updated information on equipment and operations of European affiliates producing Marlboro blends (Berlin, Munich, etc.).[721] P. Pulfer responsible.

Project White: Philip Morris effort from 1996 to investigate "the influence of differently bleached cigarette paper on the MS yields of selected smoke constituents."[722]

Project White: BAT effort from ???

Project White Leaf: American Tobacco effort from 1967 to product a new kind of cigarette paper. Philip Morris quickly figured out that this new "White Leaf cigarette paper" was made from reconstituted tobacco stalks.[723]

Project White Filter: Philip Morris effort from 1978 to produce a cigarette for Germany. Aka Project *Mystere*, dropped that year. ???

Project Whitecoat: Whitecoat: "In every major international area (USA, Europe, Australia, Far East, South America, Central America & Spain) they [Philip Morris] are proposing, in key countries, to set up a team of scientists organized by one national coordinating

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[719] Philip Morris Europe, "PME Product Development," June 1978, Bates 2028618774-8780.

[720] PROJECT WHEAT - PART 1: Cluster Profiles of U.K. Male Smokers and Their General Smoking Habits," July 10, 1975, Bates 650015436-5530. Read! Juicy!

[721] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 69.

[722] "Project WH ITE: Chemical Analysis of Mainstream Smoke," April 1996, Bates 2064256547-6564.

[723] M. S. Smith to R. M. Ikeda (Philip Morris), June 16, 1967, Bates 100879867-9868.

scientist and American lawyers, to review scientific literature or carry out work on ETS to keep the controversy alive. They are spending vast sums of money to do so. . . . Because of the heavy financial burden, Philip Morris are inviting other companies to join them in these activities." 321140944-0949 at 0944; 2021001643-1645; 2500017054-7063; Deposition of John Rupp, United States v. Philip Morris, et al., June 28, 2002, 136:6-13; Deposition of Steven Parrish, United States v. Philip Morris, et al., June 25, 2002, 48:24-50:8, 51:25-52:7, 189:9-19.

Project Whitney: Brown & Williamson effort from the early 1980s to develop a full-taste cigarette to attract "mainstream full flavor young adult males from mainstream full taste brands by offering a heritage/myth of classic American masculine values."[724] A Priority "B" cigarette wrapped in brown paper.

Project Wichita-87: Philip Morris Europe (Neuchatel) effort from 1987 to conduct a blind product test of German Marlboro, Swiss Marlboro, Winston, and Camel, all in King Size length.

Project Wilcox: Philip Morris Europe (Neuchatel) effort from 1988 to develop a King Size L&M for Switzerland.

Project Win/Sauna: Philip Morris's 1988 "Anti-Barclay project dropped in connection with Norway but picked up for Switzerland and the G.C.C. Flush fluted filter in development."[725]

Project Winner: Philip Morris effort from 1988-90 to develop a cigarette for Venezuela.

Project Wisp: Philip Morris effort from 1987 to design a 4mg cigarette for women in Australia with the brand name "Elle." A "hip format for a female proposition . . . modern, contemporary, socially aware and self assured." Marketed also by direct mail.[726]

Project Wispa: BAT 1989-90 program by its Market Research Dept. to evaluate methodologies for advertising research[727]

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[724] Brown & Williamson, "Project Whitney," Jan. 19, 1984, Bates 690122865-2867.

[725] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[726] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[727] B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654,

Project Wladimir: Philip Morris Europe effort from 1975 to make a cigarette for Yugoslavia.

Project Wolf : Philip Morris Europe (Neuchatel) effort from 1992 to make a "Marlboro blend evolution until 1998"[728]

Project Woking: ???

Project Wolf: Philip Morris Europe (Neuchatel) effort from 1993 to plan for "Marlboro blend evolution until 1998"

Project Wolfpack: 1981 B&W effort to compare Lights in overseas markets.

Project Wolverhampton: BAT effort from circa 1970. novel cig papers? ???

Project Wombat: Philip Morris Europe (Neuchatel) effort from 1990 to develop an L&M blend and corresponding flavor system for Eastern Europe.[729]

Project Woodbine: Imperial Tobacco (Montreal) effort from 1992 involving ???

Project World Wide Best: BAT effort from early 1990s to develop a "Marlboro beater."[730]

Project World-Wide Best Virginia: BAT effort from 1996 to develop "a superior 'core' Virginia product" for use in global markets.[731]

Project World Wide Best 2: BAT effort from 1999 to optimize Virginia products Aka: Project *WWB2*.

Project WOW: Reynolds effort from 1983 to develop an "imagery-based brand targeted to and positioned against key female smoker sub-group."[732]

Project Wren: Philip Morris Europe (Neuchatel) effort from 1989 "to replace AV002 blend by HU003 blend in the VAV04 (Visa Verte Filter)

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p. 7

[728] Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 89.

[729] Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

[730] R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

[731] Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

[732] Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7959.

made in Jubilee."[733]

Project Wrench: Philip Morris Europe (FTR Neuchatel) effort from 1989 to lower sidestream smoke by changing filler properties.[734] Linked to Project *Papin*.

Project WSH: ???

Project WSS/WSC: Reynolds effort from 1983 to develop a chewing tobacco as sweet as Skoal. Used a Patterson-Kelley zig zag blender.

Project WWB: *BAT effort from to* ???

Project WWBV: ???

Project WY1 – WY5: Series of mouse-painting experiments reviewed by Reynolds in 1975 as suffering from the "unfounded premise" that "while current American cigarettes are unsafe, they are less hazardous than they used to be."[735]

Project X: Lorillard effort from 1964 to explore phenol yield v. age (months since manufacture) for various brands of cigarette; project also explored how different kinds of filters reduced specific toxins in tobacco smoke.[736]

Project X: Philip Morris effort from 1984 to develop a cigarette for Pakistan using a "total casing."

Project XA: Arthur D. Little/Liggett effort (1968-87) to develop a "cancer-free" cigarette by incorporating a palladium catalyst in the rod.

Project XA: Name given by R.J. Reynolds in 1990 to an effort it had formerly called "Project *NSS*". First in a series of Reynolds "X Projects" involving innovative technology.

Project XB: Reynolds effort from 1990-91 to create a "mild" cigarette with a high nicotine-to-tar ratio using an alternate filler (G7-12)

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[733] Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

[734] S. Pestlin (F.T.R. R&D) to M. Speck, "Training in Product Development," Nov. 30, 1989, Bates 2501230108/0115

[735] F. G. Colby (Reynolds), "We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations," 1975, Bates 500924982-5003**.**

[736] A. W. Spears to H. B. Parmele, Feb. 5, 1964, Bates 00779265-9 289.

containing non-combustible elements such as calcium carbonate. Goal was a 5 mg tar product with "the taste and satisfaction of a Lights (8 to 12mg)."[737] Used G7 (washed burley stems sheet) and Levulinic acid.

Project XC: Reynolds effort originally called "Biological Activity/Materials Development" (name changed in 1990). Goal was a "reduced gas phase" cigarette.

Project XD: Reynolds effort from 1990 having as its goal the making of cigarettes with simple smoke chemistry, minimal biological activity, low MS and SS smoke, and high consumer acceptance. A continuation of Project *Alpha* from the mid 1980s. Project was high security, and company chemists attending the Tobacco Chemists Research Conference were not supposed to smoke XD products or to discuss any of their work in this area.[738]

Project XDU: Reynolds technology developed in the late 1980s as part of an effort to make a non-burning cigarette (aerosol/aroma delivery system). Linked to Projects *SPA* and *FD*, later also involved Quantitative Positioning Research by the New England Consulting Group. Basically a later version of Premier, i.e. the Eclipse cigarette.

Project XE: Reynolds effort from 1990-93 to try to design a cigarette delivering very low tar (.2-.5mg) by using some kind of inert burnable substitute tobacco filler (STF) confined by low porosity paper. Idea was that most of the filler--circa 670 mg--would remain as ash, vs. 100 mg for a traditional cigarette. Involved applications of an ammonium alginate binder (5% of total filler weight), potassium salts, and inorganic "extenders" such as calcium carbonate dispersed throughout the recon sheet. Taste elements included licorice, St. John's Bread, cocoa, and a new flavor known as "Fig Supreme." Goal was to have biological activity "near background."[739] Originally called Project *Beta-90*.

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[737] Dennis Potter to Ann Jardine, "QD Utilization of XB Technology," Nov. 13, 1990, Bates 512400654.

[738] Jerry W. Lawson to Project XD Personnel, Sept. 27, 1990, Bates 508402453-2454.

[739] "Project XE-STF/TGA," Oct. 24, 1990, Bates 508362527-2538.

An "all tobacco" (AT) version of Project *XE* had a more modest target of 70 percent Ames reduction and 50 % ciliastasis by using low nitrogen and deproteinized tobaccos, a 1.05 % potassium carbonate casing (4.2 mg/rod), and no Burley.[740]

Project XF: Reynolds effort from circa 1990 to use REST technology with added ellagic acid to lower biological activity. Involved use of alternate filler sheets of QC, NSS, and XE (cast or extruded sheet material). REST technology involved reapplication of solubles, apparently an acronym for "reapplication of extracted solubles technology," which grew out of recon sheet techniques from the 1950s, but was later expanded for use in protein removal, flavor manipulation, and other extraction and recombination techniques.

Project XG: 1984 Reynolds effort using TSB technology "to replace Marlboro as the most relevant brand among younger adult smokers (18-24)."[741] Prime target population was "18-20 year old Marlboro smokers," three quarter of whom would have "no education beyond high school" but would respond to marketing insinuations of "freedom and independence via symbols that capture the feeling of power, excitement, movement and exhilaration."[742] Over $23 million spent on project by 1985.[743]

Project XGT: Reynolds effort from 1989 to ??? Brian Lawrence from the company's Flavor Division was involved.

Project XL: *BAT effort from ???*

Project XL: *Reynolds 1987*

Project Y-1: B&W development of high- nicotine strains of tobacco through the help of DNA Plant Technology in Oakland. 4.5 million pounds of the genetically altered plant with twice the nicotine

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[740] Reynolds, "Project XE Review," Dec. 6, 1990, Bates 2082743098-3101; and for smoke chemistry specs vs. Now and Premier brands see "Project XE-STF/TGA," 1993, Bates 508404641-4664.

[741] D.S.N., "TSB Technology Optimization Program," Oct 16, 1984, Bates 503725109-5113.

[742] "Agenda, Project XG" (Reynolds), 1985, Bates 505277176-7199.

[743] "Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan," 1985, Bates 504252754-2754.

content of normal tobacco—had been produced in Brazil by 1990, enough to produce 180 billion cigarettes a year. Tobacco workers called it "crazy tobacco" (*fumo louco*) for its narcotic effect.[744] Brown & Williamson had been interested in developing high nicotine cigarettes since the 1970s, and in 1984 began a collaboration with Tabacalera Hondurena, the Honduran tobacco monopoly to test new varieties in that country. Originally known as Project *Hi-Lux*, by 1988 the effort had moved to Brazil, where the new tobacco varieties were grown in Rio Negre and Santa Cruz .[745] Aka Project *Hi Nicotine: Flue Cured,* Project *Y-1* was also linked to the Banket-1 Project.

Project Yankee: Philip Morris U.S.A. effort from 1984-85 to develop a cigarette for Taiwan, using 60 % Taiwanese tobacco.

Project Yarmouth: BAT effort from circa 1990 ?? involving design of a low delivery state Express 555 F.T. Cigarette. ??

Project YAX: Reynolds product test from 1983-84 of an "Imagery-driven, dual gender, younger adult smoker brand."

Project YB: Reynolds product test from 1980s ??

Project Yemen: ???

Project Yersin: Philip Morris support for the research of Prof. (first name??) Hirt at ISREC (spell out??) on the human papilloma virus as a cause of cancer. Part of the company's 1991 effort to develop expert witnesses for use in litigation.

Project York: Philip Morris Europe effort from 1979-80 to develop a Multifilter King Size cigarette for Nigeria. Involved "flavour injections."

Project Youth: Brown and Williamson effort form 1988 to create "a means for maintaining fresh cigarette flavor in a hermetically sealed pack"[746]

Project Yvette: Philip Morris International effort from the early 1990s to ???

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[744] Todd Lewan, "Brazil's Secret: Crazy Tobacco," Associated Press, 20 December 1997.

[745] D. R. Duncan (Export Leaf Tobacco Co.) to Philip Fisher (Brown & Williamson), "Experimental Tobacco in Brazil," April 26, 1988, Bates 278050553-0556; and for further background, see that statement by David Kessler on "The Control and Manipulation of Nicotine in Cigarettes" before the Subcommittee on Health and the Environment, U.S. House of Representatives, June 21, 1994, Bates 682754891-5109 at 5064-5076.

[746] 2022162275.

Project YW :	Reynolds effort from 1986 to develop a full flavor low tar cigarette with good aftertaste and improve aroma for females ages 18-34 using eg., vanillin and chocolate as after-dressings.[747] Linked to an effort to identify clothing types preferred by young women.[748]
Project Z:	1985 Benson and Hedges (Canada) effort aimed at "Young target (Avanti)
Project Z:	Philip Morris effort from 1991 to ???
Project Zambezi:	Philip Morris Europe (Neuchatel) effort from 1988 to evaluate cellulose acetate web as a filtration material.
Project Zenith:	Philip Morris effort from 1983 to produce an oval-shaped (cross-sectional) cigarette. The company later worried it would be "another Northwind"; indeed it was a failure—looked "sat upon"—and was classed as "a loser."[749] Passing cloud.
Project Zenith:	BAT effort from 1998 to (B&H full flavor) ???
Project Zermat:	BAT effort from 1996 to make a new version of Barclay Actron product with a tar level adjusted to full flavor markets. Consistent with Belgian product specifications.[750]
Project Zeus:	Philip Morris effort from 1984 to produce a 15-puff 14 mg cigarette with "a storage chamber to hold an unlit cigarette not completely consumed until relit."[751]
Project Zeus:	Philip Morris Europe (Neuchatel) effort from 1988 to introduce ETNA in the Marlboro cut filler used in Greece.
Project Zibeline:	Philip Morris Europe (Neuchatel) effort from 1993 to optimize

[747] "Project AP" (Reynolds), 1986, Bates 505617012-7024.

[748] "Project YW: Strategic Direction Discussion: Clothing," Nov. 20, 1985, Bates 504105924-5931.

[749] Frank Ryan to Max Häusermann (Philip Morris), "The Emperor's New Clothes and Project Zenith," March 2, 1984, Bates 2022143735-3736; R. A. Fitzmaurice, "Project Zenith," May 11, 1983, Bates 2044207633.

[750] "Project ZERMAT Suggested Approach," No date, Bates 700570007-0010.

[751] P. N. Gauvin to L. F. Meyer, "Monthly Development Summary," April 26, 1984, Bates 2021379382-9383.

the cost on Pan European and German Marlboro blend.

Project Zipper: A Philip Morris slightly smaller circumference variant on the oval zigarette of Project *Zenith*. Didn't do well in testing at the company's Miller and 7Up subsidiaries.

Project Zircon: 1988 effort by Brown and Williamson to develop a Virginia Slims-like cigarette targeting "female smokers downtrading from full revenue slim and conventional products." Goal was to avoid "cannibalizing Capri."[752]

Project Zodiac: ???

Project Zolder: Philip Morris U.S.A. effort from 1987 to develop a Marlboro Lights for manufacture in Argentina as close as possible to the U.S. product.

Project ZX: Reynolds effort from 1984 to ???

Project 1 x 10: Philip Morris effort to produce a new format for tens packing to make it look more upscale. Marlboros were launched in this format in 1988 in Argentina.[753]

Project 1-002D ":Lung Retention Studies" Effort by [754]

Project 1/90: AHF Diet and lung cancer in mouse ??

Project 1/91: Drs. Tucker, Sherer and Klus ??

Project III: Brown & Williamson effort from the early 1980s to produce a 25-pack cigarette. Granted a Priority "A," along with Projects *Taurus* and *Chanel*.

Project III/BIKE: 1984 B and W young adult male full taste age 21-44.

Project 2/90: ETS - respiratory tract ??

Project 2/91: ETS - equipment

Project 3/91: Dr. Adlkofer - steroid levels from Monica studies

Project 3i: Philip Morris (INBFO) from late 1990s to?

Project 4/90: Dr. Adlkofer MAO-B study

Project 4/91: Drs. Knebusch and Ball

Project 5: ???

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[752] Brown and Williamson, "Creative Objective," 1988, Bates 621709608-9658.

[753] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[754] J. D. Hind, "Final Report: Project 1-002D: Human Smoking Characteristics, Lung Retention Studies," Jan. 4, 1957, Bates 1000330886-0911.

Project 5/90:	Genetic engineering for new tobacco
Project 5/91:	Drs. Adlkofer, Angerer and Rudiger
Project 6/89:	ETS - Dr. Adlkofer
Project 6/91:	Dr. Adlkofer - ETS wrap-up project
Project 7:	???
Project 7/86:	a) (Parkinson's disease literature study)
Project 7/91:	Sybrecht - to ID confounding factors for lung cancer in Germany
Project 8/91:	Troschke - psycho-social benefits of smoking)
Project -10:	??? Significant Reynolds effort from the early 1970s to ? A type of tobacco.
Project 16:	Imperial Tobacco's effort from 1977 to explore how to make a youth appeal cigarette. Goal was to understand "why do young people start smoking, and how do they feel about being smokers"? Research was conducted in hotels with closed circuit television facilities monitored by Imperial Tobacco but also by McKim Advertising, Spitzer Mills, and a number of other advertising agencies working for the Canadian Tobacco giant.[755] Led to Project *Plus/Minus*.
Project 21-0100:	Philip Morris effort (led by Brunot and Carpenter) from 1961 to use gas chromography to study the gas phase of cigarette smoke.[756]
Project 31-4002:	Philip Morris effort from 1958 to develop a new cigarette with "a flavorless low tar filler with a chalk base and carbon on tobacco fines"; this was to be used in combination with ordinary tobacco, or to carry flavors, or to control burn rate; could also be dyed to resemble tobacco.[757]
Project 31-4003:	Series of 1958 tests at Philip Morris to explore whether treatment by ammonia could be used to develop a low nicotine cigarette. Company scientists were puzzled when the

[755] Richard W. Pollay, "Targeting Youth and Concerned Smokers: Evidence from Canadian Tobacco Industry Documents," *Tobacco Control*, 9 (2000): 139.

[756] A. Bavley, C. E. Brunot, and R. D. Carpenter (Philip Morris), "Special Report Project 21-0100: Gas Chromatographic Studies of the Gas Phase of Cigarette Smoke," Sept. 25, 1961, Bates 1001895050-5063

[757] "Project 31-4002 Low Tar Filler," Dec. 22, 1958, Bates 1001920146-0148.

ammoniated tobaccos ended up delivering *more* nicotine.[758]

Project 33-1502: Philip Morris confidential effort from 1967 to develop a synthetic smoking material. "designed fillers," essentially a cast film composed of a gum containing suitable "minerals, mineral fillers, humectants, fats, waxes and , sugars"

Project 34-2101: Philip Morris effort from 1959 to develop a new filter material.[759]

Project 35: Philip Morris effort to reposition Merit as a 3 mg. cig. There was also a Project *35+*[760] and a Project *35's*: the latter being Philip Morris's value-priced "Fortune" cigarette marketed in Australia in the late 1980s.

Project 35-1304: Development of an All-Tobacco blended leaf from 1958.[761]

Project 41: 1991 Philip Morris USA effort to develop a 1 mg tar cigarette for Japan. Launch delayed to 1993.

Project 56: Philip Morris effort from 1981 to develop new blend.

Project 98: ???

Project 101: Philip Morris effort from mid 1970s to explore whether other alkaloids than nicotine (eg nornicotine) might give "a higher smoke impact than nicotine."[762] One of several ways explored to deliver higher impact, along with addition of "Super Juice" and free-basing.

Project 111: BAT effort from 1990s to: ???

Project 121: Brown and Williamson "Burley redrying study" from 1993.

Project 151: Brown and Williamson effort from (date) 1989 to test Marlboros of certain sort in Indianapolis and Portland, Oregon.

Project 202: Philip Morris effort from 1988 to develop a cigarette with paper/cellulose acetate filters.

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[758] C. E. Westbrook, Jr. (Philip Morris), "Project 31-4003: Development of a Low Nicotine Cigarette," Jan. 21, 1959, Bates 1001909110-9117.

[759] C. E. Westbrook, Jr. (Philip Morris), **"**Project 34-2101: Development of a New Filter Material," Jan. 20, 1959, Bates 1001903250-3253.

[760] Philip Morris, "Marketplace Driven Product Development," Dec. 1993, Bates 2021322578-2643.

[761] G. G. Westermann (Philip Morris), "Project 35-1304," July 21, 1958, Bates 1001922994-

[762] E. Stoop, "Project 101," July 21, 1976, Bates 000743521-3523.

Project 238: Brown and Williamson consumer product test of a new Raleigh Plain blend from 1970-72

Project 275: Brown and Williamson analysis (from 1992) of single strands of paper recon from Marlboro cigarettes made in Kentucky, North Carolina, and Virginia in 1991.[763]

Project 279: ???

Project 317-01-Smoke Analysis: ?

Project 327: Brown and Williamson "freezer study" from 1991 (study of effects of aging tobacco, part of Project *BEST*.)

Project 331: Brown and Williamson effort from 1992 involving comparison of Marlboro and Winston from Russia with those from U.S.

Project 400: ???

Project 402: ???

Project 430: Brown and Williamson's effort from 1971 to develop a free-based cigarette using ammonia technology.[764]

Project 501: ???

Project 555: ???

555 Development Project: ???

Project 605: ???

Project 801.01.130: ???

Project 0107: Philip Morris effort from early 1960s (?) to use ammonium sulfamate to reduce carcinogens in tobacco smoke.

Project 0302: "Nicotine Control": Philip Morris effort from 1962 to explore nicotine control and "Cigarette Acceptability" by means of adding various "flavorings," including nicotine malate and ""filler with added ammonia"

Project 0707: "Utilization of Tobacco Stems": Philip Morris effort from 1962 to see how stems could be exploited by diverse blends and chemical manipulations. including nicotine malate.

Project 919: ???

Project 1000: BAT Southampton project to explore ??

Project 1041: "Puffed Tobacco," Reynolds effort from 1971-72 to test certain

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[763] N P. Kulshreshtha et al., "DS Scan and Other Analytical Results on Single Strand Paper Recon from Marlboro KS: Project 275," May 28, 1992, Bates 599006735-6741.

[764] R. P. Newton, "The Effect on Smoke of Compounds Similar to UKELON," Jan. 6, 1972, Bates 650364101-4113.

properties of expanded tobacco. Cost: $200,000, work done by Industrial Bio-Test laboratories.

Project 1042: "Inhalation Studies." Reynolds effort from 1971 to evaluate special filter cigarettes. Work performed by Industrial Bio-test Laboratories; estimated cost: $300,000.[765]

Project 1045: RJR effort from 1971 to test glucose-fructose syrups for toxicity. These new syrups were produced by the new enzymatic process developed at RJR.

Project 1203: Reynolds effort from 1971 titled "Selective Filtration of Gas-Phase of Smoke."[766]

Project 1250: ???

Project 1300: "BL Improvement": Philip Morris effort from 1961-62 to compare cigarettes made from regular and DAP blended sheet; included "By-Product Utilization" with DAP Binder of Bright Stems + 50 % citrus pulp.

Project 1600: Philip Morris' Smoking Behavior Research Program begun in the early 1960s, headed by W. L. Dunn, Jr. Included research on smoker psychology, compensation, "lipping behavior," fatigue, motivation, etc. Key was to find ways to measure subjective differences in how cigarettes were experienced.

Project 1610: Philip Morris program on "Behavioral Pharmacology" from early 1980s.

Project 1620: ???

Project 1706: Philip Morris effort from the 1980s to explore the use of non-tobacco smoking materials for possible inclusion in cigarettes. Substances with high filling power were explored, such as Orville Redenbacher popcorn ("after popped").[767]

Project 1716/1717: ???

Project 1720: Philip Morris development of aromas for Project *Ambrosia.*

Project 1752: Philip Morris effort from 1990 to check the pyrolysis GC mainstream smoke of Aromatek for Project *Ambrosia*.

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[765] R.J.R. Nabisco, "Project 1042 – Inhalation Studies on Humans," Feb. 15, 1971, Bates 512385465.

[766] "Selective Filtration of Gas-Phase of Smoke," Sept. 27, 1971 Bates 501002332 check.

[767] B. E. Waymack et al to D. B. Losee, March 24, 1983, "Decomposition of Redenbacher Popcorn," Bates 2021340080-0082.

Project 1759: Philip Morris effort from 1990 to use Energy Dispersive X-ray fluorescence to examine packing for defects.

Project 1762: ???

Project 1806: ??? new tobacco

Project 1810: ??/ denic . . .

Project 1901: PM's project circa 1967 seems to involve creation of a selective filter of some sort using porous plastics

Project 1904: ???

Project 1904: Philip Morris study of tobacco physiology and biochemistry from mid 1980s. Aka "Electrophysiological Project"

Project 1979-29: Brown and Williamson's 1979 campaign of "black exhilaration" to capture more of the African menthol market.

Project 2000: Leo Burnett campaign for Philip Morris titled "How can we best compete in the marketplace of the future"—especially "without the availability of current standard advertising media."[768]

Project 2000: BAT Southampton "Analytical Research Studies" from 1966.

Project 2100: "Improved Filters": Philip Morris effort from 1961 to compare Alpine cigarettes vs. Alpines with high or low menthol (racemic) and high carbon inner plugs. Still going in 1980s.

Project 2106: *???:*

Project 2189: *???:*

Project 2301: "New Flavor Materials": Philip Morris comparison of smoke flavor from bright stem pulp, glycerine and nicotine sheet with solubles from corn syrup, resins from Guardite water, and other compounds (1961-62).

Project 2302: "Improved Smoke Flavor": Philip Morris evaluation of diverse smoke components (iso-butyraldehyde, acrylonitrile, etc.) for flavor and irritation (from 1962). Work conducted at "Subjective Evaluation Facility" headed by W. L. Dunn. Donald P. Ogden coordinated the College Student Panel Roster.[769]

Project 2304: Philip Morris effort from 1980s to check the efficiency of the production of aromas for its aromatic Ambrosia cigarette.

Project 2305: ??

Project 2306: Philip Morris testing of aromas for its Ambrosia project. (years

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[768] Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

[769] W. L. Dunn (Philip Morris), "Subjective Evaluation," Feb. 20, 1962, Bates 1001521017.

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Project 2307: Philip Morris testing of aromas for use in Ambrosia cigarette (in 1989).

Project 2500: Philip Morris effort from 1983 to develop various flavorings, odorants, and nicotine analogs.[770]

Project 2501: Same as Project *Tomorrow*; Philip Morris study of release agents for aldehydes from 1990.

Project 2520: Philip Morris effort from 1989 exploring menthol release chemistry and other additives (e.g., glucose menthol carbonate) for use in aromas for use in Project *Ambrosia*.

Project 2525: Philip Morris testing (in 1990) of aromas for Ambrosia, involved production of nicotine adsorption isotherms.

Project 2600: Philip Morris effort from 1974 to explore brain wave changes and mood swings in smokers, also smoking as a "pause-filling activity"; goal was also to test whether smoking helped smokers "maintain a dominant alpha brain wave pattern under anger-inducing conditions."[771] Part of the company's smoking psychology program surpervised by William Dunn.

Project 2704: Aerosol Research funded by Philip Morris 1990-96. Involved the building of devices to generate aerosols by oscillating surfaces; particle size a key object of interest.

Project 3100: BAT Southampton: "Factors Affecting Smoke Generation"

Project 3200: BAT Southampton effort to explore "Properties of the Smoke Aerosol"

Project 3300: BAT Southampton study of "Smoke Quality"

Project 3400: BAT Southampton effort to explore "Selective Filtration"

Projet 3500: BART Southampton study of

Project 3711: ???

Project 4016: ???

Project 4017: ???

Project 4018: ???

Project 4100: BAT Southampton exploration of "The Optimisation and Control of Tobacco Processing"

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[770] Philip Morris, "Earlier Search on the Subject from CFile," May 18, 1982, Bates 2056150538-0570, pp. 31-32.

[771] Philip Morris, "Human Smoking Behavior," June 26, 1983, Bates 2500126796-6862.

Project 4200:	BAT Southampton exploration of "The Optimization and Control of Cigarette Manufacture"
Project 4400:	BAT Southampton Cost Centre.
Project 5000:	Philip Morris package improvement program from 1962.
Project 5001:	Philip Morris effort from 1990 to
Project 6502:	Philip Morris project from 1981 to reduce sidestream smoke, esp. glycerine or acrolein levels from paper wrappers. Ongoing in late 1980s
Project 6503:	???
Project 6505:	Philip Morris testing of flavors in cigarette papers in 1989.
Project 6900:	Philip Morris effort from 1965-1967 to ???
Project 6902:	Philip Morris effort from ???
Project 6904:	Philip Morris bioassay using Chinese hamsters.
Project 6906:	Philip Morris effort ongoing in 1988.
Project 6908:	Philip Morris effort from 1982 to assay cold-trapped condensates using salmonella microtome (testing for carcinogenicity of PAHs).
Project 8206:	"Project Roper": Philip Morris effort from 1962 to explore the extent to which cigarettes packed in containers with polystyrene pellets picked up a "hydrocarbon odor"
Project 8401:	Philip Morris International from 1964
Project 8501:	"Brand Comparison Tests": Philip Morris panel test (1961) of PM v. Reynolds, "Special Philippine," and Swiss Kent cigarettes
Project 8503	*Philip Morris from 1964*
Project 8505:	"Overseas Department Venezuelan Cigarettes" Philip Morris smoke panel tests of Marlboro v. Venezuelan cigs (1961).
Project 8800:	Reynolds effort from 1979 to explore how low tar can go before becoming "not acceptable to the consumer."[772]

[772] Pitzer to Rodgman, "Review of Research Project 8800," Oct. 24, 1979, Bates 501529637. (check this).