

## Creating a More Efficient Organisation in Turkey

TJI Interview

The former Turkish tobacco monopoly, Tekel, is in the process of restructuring the tobacco sector. Leaf production is much too high and stocks are placing a heavy burden on the tobacco sector financially. The new director general of Tekel, Mr Mustafa Güçlü, spoke to Dr Haluk Tanriverdi, our correspondent in Turkey, and outlined his plans for creating a more efficient organisation.

### Restructuration en Turquie

L'entreprise tabacole turque Tekel réorganise actuellement le secteur du tabac. La production de tabac brut est trop élevée et les stocks représentent une charge financière énorme. Le nouveau PDG de Tekel, Mustafa Güçlü, a dévoilé lors d'un entretien avec le correspondant de TJI en Turquie, Dr Haluk Tanriverdi, les projets de Tekel qui devraient aboutir à une organisation plus rationnelle.

### Reestructuración en Turquía

La empresa tabacalera turca Tekel está reestructurando su sector del tabaco. La producción de tabaco en ramos demanda al país un exceso de existencias en los almacenes constituyendo una enorme carga financiera. En una entrevista con el corresponsal de TJI en Turquía, Dr Haluk Tanriverdi, el nuevo director general de Tekel, Mustafa Güçlü, explicó los proyectos de Tekel de lograr una organización más eficaz.

### Umstrukturierung in der Türkei

Das türkische Tabakunternehmen Tekel gestaltet derzeit den Tabakbereich um. Die Rohtabakproduktion ist viel zu hoch und die Lagerbestände bedeuten eine enorme finanzielle Belastung. Der neue Generaldirektor von Tekel, Mustafa Güçlü, erläuterte bei einem Gespräch mit dem TJI-Korrespondenten in der Türkei, Dr Haluk Tanriverdi, die Pläne der Tekel, die Organisation effizienter zu gestalten.

### Ristrutturazione in Turchia

L'impresa turca del tabacco Tekel sta presentemente ristrutturando la branca del tabacco. La produzione di tabacco grezzo è troppo elevata e le scorte in deposito rappresentano un'enorme onere finanziario. Il nuovo direttore generale della Tekel, Mustafa Güçlü, spiegò durante un colloquio con il corrispondente del TJI in Turchia, Dr Haluk Tanriverdi, i piani della impresa, intesi a contenere all'organizzazione maggiore efficienza.

### Herstructurering in Turkije

De Turkse tabakorganisatie Tekel doet momenteel een herstructurering van de sector tabak door. De produktie van ruwe tabak is veel te hoog en de opgeslagen voorraden betekenen een enorme financiële belasting. De nieuwe president-directeur van Tekel, Mustafa Güçlü, zocht in een gesprek met de TJI-correspondent in Turkije, Dr Haluk Tanriverdi, de plannen van de tekel voor de organisatie nog grotere efficiëntie te brengen.

**TJI:** Mr Güçlü, Tekel operates in the fields of tobacco, salt and alcohol and is one of the largest independent state enterprises in Turkey. What are your plans for the future?

**Güçlü:** The most important task during my first four months at Tekel was to determine priority of issues. Tobacco is top of the list, followed by alcohol and then salt. The industry surrounding the tobacco sector is fraught with problems and because tobacco is so important economically, we will be focusing attention on the resolution of these problems.

**TJI:** Could you say more about the problems you mention?

**Güçlü:** Yes. At the base of all the difficulties facing the tobacco industry in Turkey is the explosive increase in leaf production over the last four years. Production went from 158 million kg to 290 million kg in that time. Our leaf stocks will stand at 450 million kg by the end of 1991, which will burden us with 1.5 billion dollars.

The first step will be to reduce production of leaf so that we can eventually dissolve these stocks. Commencing with the 1991 crop, we shall be implementing a strict production plan. Our target is to produce not only the right quantity, but also the right quality.

**TJI:** What figures do you have in mind?

**Güçlü:** We are thinking of a leaf crop of about 200 million kg, of which 120 million kg should eventually be destined for export. We want to bring down the number of leaf growers from the present 570 thousand to somewhere between 400 and 450 thousand. We do

not want to set quotas, but we will use leaf prices to control production and influence quality, so that we finally produce according to demand.



Mustafa Güçlü of Tekel.

**TJI:** The country has not succeeded to date in establishing a parity between tobacco prices and the prices of other agricultural products. That is really a problem of macro-economic dimension.

**Güçlü:** Certainly. Tobacco leaf production planning cannot be separated from the general agricultural planning of the country. We co-operate with other public institutions, for instance, the State Planning Organisation, the Ministries of Trade, Agriculture, Finance and Customs.

The over production of leaf occurred because of the pricing policy. We therefore plan to develop a new price mechanism. The highest quality grades only will be bought for high prices. The areas where high quality leaf is traditionally grown will be favoured and leaf tobacco grown in less suitable areas will be stopped altogether.

**TJI:** How will this affect the oriental and semi-oriental varieties?

**Güçlü:** Our oriental tobaccos are our mainstay and extremely important for Turkish cigarettes and for export. Quality standards have never been a problem with these varieties so the new price mechanism will not have any negative effects for this tobacco.

**TJI:** You mentioned earlier that you intend to increase leaf exports.

**Güçlü:** Yes. We believe that countries of Eastern Europe, the USSR, and China offer new markets of the private sector and Tekel. We have already increased exports of Turkish cigarettes to the USSR, Poland, Romania and Afghanistan.

**TJI:** Are you looking to increase cigarette production capacity to supply cigarettes for export?

**Güçlü:** We plan to increase cigarette production capacity from 75 million kg annually to 90 million kg by 1992. At the moment we are concentrating on producing good quality cigarettes and our investments are focused in that direction. Joint ventures and co-operations are of especial interest in the manufacturing sector.

**TJI:** Demand for blended cigarettes is rising in Turkey. What are you doing to meet this trend?

**Güçlü:** We are taking this trend in consumer taste in our stride. We now import 25 per cent of all cigarettes sold in the country — a very high level for a tobacco-growing country.

We also launched our own blend cigarette, called Tekel 2000, to reduce demand for foreign products, and a doubling of production is envisaged for this brand. Since the beginning of 1991, we have also been working on a new cigarette that will be made entirely from Turkish leaf, but which will cater to demand for a lighter smoke.

**TJI:** Will tar and nicotine yields change in Turkish cigarettes?

**Güçlü:** We are looking at tar and nicotine levels and will take them into consideration.

**TJI:** Mr Güçlü, thank you for this interview.

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Most languages have a word or phrase to express the idea of the protection of the environment. The inclination of industry and/or consumer to participate actively, however, varies considerably from country to country.

The German Minister of the Environment, Dr. Klaus Töpfer, has pulled the emergency cord on the growing mountains of waste in the country with his packaging decree.

The idea is simple, but it is posing more problems than initially anticipated by the politicians.

The basic idea is that of "back to source". Waste packaging must be retrieved and recycled by those who cause the waste, i.e. the packaging producers and manufacturers of consumer goods. The German government has set quotas for the retrieval and recycling of various packaging materials. Consumer packaging suitable for recycling will carry a green point, paid for by the manufacturers of consumer goods. The charge per point pays for the collection and will go onto the retail price of the goods.

The eventual aim is to provide every German household with an additional rubbish bin for the collection of packaging carrying the green point. The waste is not taken to communal rubbish dumps, but channelled back to the producers for recycling.

A newly-founded company called Duales System Deutschland GmbH (DSD) has been founded by trade and industry to ensure that

the retrieval quotas are fulfilled. This is also the one condition of the company's continued existence.

DSD channels the waste it collects to the respective packaging material producing groups (paper, plastics, aluminium, etc) who then organise and pay for the recycling.

The complications of the system are clearly illustrated with the example of the cigarette industry, where high costs for the green points and for retrieval are totally unreasonable when taken in relation to total packaging waste. Negotiations are in progress.

The winds of opposition from Brussels and Strasbourg are also blowing Klaus Töpfer's way.

In the face of widely diverging attitudes of the EC member states, it is expected that an eventual EC directive on packaging waste, born of a negotiation marathon, will not be as draconian as the German packaging decree.

The fact that an EC directive will be implemented, sooner or later, and that Töpfer's decree takes effect in stages as of December 1991, made it obvious that detailed reportage was necessary in our journal.

TJI editor Barbara Horne took on the assignment and is now considered our specialist on questions of packaging waste legislation.

All those who continue to do business in Europe must be informed; they are confronted with this legislation and must act in accordance with it.

*H.G. Koenen*  
Hans-Gerd Koenen  
Editor-in-Chief

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Our Cover Photo is published courtesy of Seita, France.

# IN THE PIPELINE

## Lost Leaf

Approximately 1000 million kg of world-wide, annual tobacco cultivation never appear in production statistics. This "lost" leaf equals the total demand of the American continent, from Alaska to Tierra del Fuego. Some of this leaf is simply destroyed or discarded through manipulation and processing methods that are basically wasteful or careless. Most of the leaf, however, flows (or is diverted) into private consumption without ever seeing an official manufacturing plant. The tax losses, especially for developing countries, is enormous, but probably not recoverable.

5/91

## Progress in Poland

Polish cigarettes and the cigarette packaging have improved greatly in quality. Marlboro cigarettes are being produced in the Cracow factory for the first time and the Posen factory recently introduced a king-size, quality filter cigarette called Mars to the domestic mar-

ket. Cheaper brands are enjoying buoyant sales because millions of Poles have a very low standard of living. Pipe smoking is becoming very popular as Polish pipe manufacturers have introduced very good, reasonably priced products to the market.

5/91

## Kreteks Dominate

The Indonesian tobacco industry is dominated by kretek cigarettes. A total workforce of approximately 35000 is employed in 113 plants for the production of this product. Cigarette consumption as a whole continues to rise, and kreteks have gained an 85 per cent share of the market.

5/91

## Statistics

In TJI 5/91 we will be publishing comprehensive statistics on cigarette production world-wide, subject to the material being available on time.

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Editorial and Business Offices:  
Presshaus, Große Bleiche 44-50,  
P.O.B. 3120, D-6500 Mainz  
Phone: 49/61 31/144-0, Telex: 4 187753 (azmz),  
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Managing Director and Editor-in-Chief: Hans-Gerd Koenen; Deputy Editor-in-Chief: Folker Kling; Editors: Barbara Horne-Hilgers, Hans-Georg Pöhl, Herbert Steins; Editorial Secretary: Janine Möritzbauer; Staff: Andrea Huster, Ingrid Wehren

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Special Correspondents: Helmut Schildwächter, Udo Krefter

## Assistant Managing Director:

Manfred Thomas (Advertising and Subscriptions)

## Representatives:

France: Liselotte Helleboid-Lalande, 8ter rue du Dr. Ledermann, F-92310 Sèvres, Phone (1) 45 07 96 05, Telefax (1) 30 56 29 63

Great Britain: P. H. Ralph, 7 Sterling Court, Cheltenham, Glos. GL 51 8LY, Phone 02 42-51 55 90

India: Seshagiri Rao, Sithanagar, Post Office, Via Rajahmundry, AP India; Telex 081 471-277 AB JLTG IN

Italy: Diana Seuss-Calandrelli, Viale Melusi 141, 32160 Benevento, Phone (824) 247 66, Telefax (824) 31 21 60

United States: Wordcraft Inc., 512 Brookfield Road, Raleigh, N. C. 27615, Phone (919) 847 74 25, Telefax (919) 870 99 73

## Translators:

I. J. Conrad (English), Dr S. Oehrlein (Spanish), M. van der Ven-Rijsema (Dutch), Rino Giovanelli (Italian), TJI staff (German, French)

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# TJI

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Legislation**

**More Efficiency  
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**Muted Optimism  
in Argentina**

**Italian Tobacconists  
Keeping Pace**

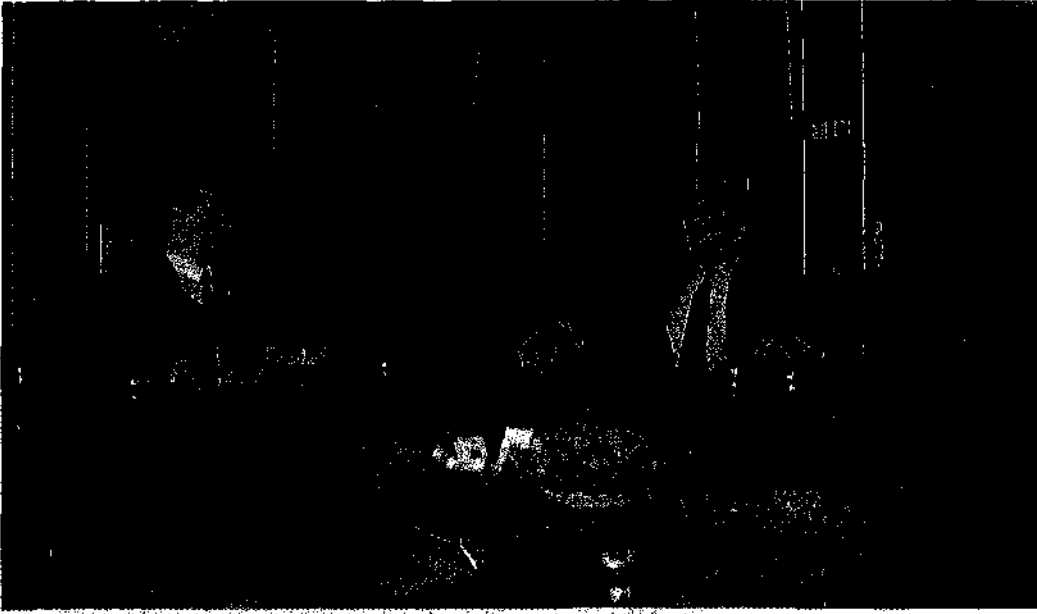
**An End to Diversification  
in Spain**

**French Smokers Prefer  
Blonds**

**Addresses: Manufacturers  
and Brands of Cigarettes**



# Tekel Genel Müdürü, TJI Dergisi'ne açıklamalarda bulundu



Genel Müdürümüz Mustafa Güçlü, Tobacco Journal International Dergisinin Türkiye Muhabiri ve dergimizin de yazarlarından Dr. Haluk Tanrıverdi'ye açıklamalarda bulundu

Tekel Genel Müdürü Mustafa Güçlü, dünyanın tütüncülük alanındaki önde gelen dergilerinden Tobacco Journal International Dergisi'ne açıklamalarda bulundu. Tekel Genel Müdürü Mustafa Güçlü, Tobacco Journal International Dergisi'nin Türkiye Muhabiri olan Tütün Eksperti, Dr. Haluk Tanrıverdi ile olan söyleşisinde, Türk tütüncülüğünün üretimi, ticareti, tüketimi, fiyatlama ve politikaları konularına değindi.

Güçlü yaptığı söyleşide, Tekel'in faaliyet alanına giren konularda tütünün öncelik arzeden bir yapısı olduğunu, bu nedenle tütünle ilgili so-

runların çözümüne öncelik verildiğini belirtti. Tütünde arz-talep dengelerinin gözetileceğini, ihracat ve endüstri talepleri doğrultusunda iyi vasıflı ve kaliteli tütün yetiştirilmesinin hedeflendiğini açıklayarak, tütünün kendi fiyatının ve tarımsal ürünlerin fiyatlamasında ekonomik dengelerin geçmiş yıllarda kurulamamasının üretim artışına sebep olduğunu ifade eden Güçlü, tütün üretiminde arz talep dengelerinin ihracat ve endüstri talepleri doğrultusunda yoğunlaştırılmasını hedeflediklerini belirtti.

Tütün üretimi planlamasında ne- viler arasında, bölge içi yörelerde ve

arazi ayırmalarında, kaliteli tütün yetiştirilmesi yönünde fiziki sınırlamalardan ziyade, fiyatlama stratejisini en önemli faktör olarak gördüklerini belirtti. Ayrıca üretilen 200 milyon kg'lık optimal üretim çerçevesinde tütünün belirli şartlarda desteklenmesi yolunda, Tekel'in hazine adına desteklemeye bundan böyle de devam edeceğini söyledi. Türk tütün çeşitlerinin ülke için üretim, tüketim ve ihracat açısından bir zenginlik kaynağı olduğunu ifade eden Güçlü, hedefledikleri üretim planlamasının çeşitliliği ve popülasyon artışlarının çözümüne de yardım

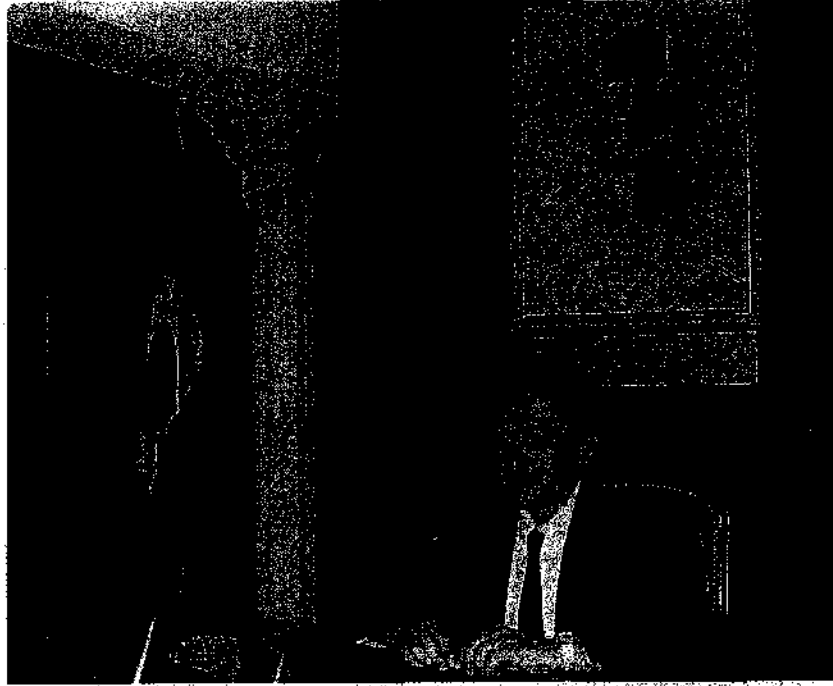
cı olacağını belirtti.

Güçlü, Türkiye'nin tütün ihracat potansiyelinin geliştirilmesi yolunda her zaman gayret içinde olacaklarını söyleyerek, ihracatta SSCB, Doğu Avrupa, Çin H.C. gibi ülkelerin Türk Tütüncülüğü için yeni pazarlar oluşturabileceğini söyledi. Türkiye sigara pazarında tüketici kesimin blend tip sigaralara kayma eğilimleri karşısında, Oriental-Türk ve blend sigara üretim kapasitelerinde artırımlara ve teknolojik yenileşmelere gittiklerini belirtti. Tekel Genel Müdürü Mustafa Güçlü, bu konuda Türk harmanlarından mamul olup, içicilerce beğenilen yerli sigaraların Light-hafif içimli yeni markalarının piyasaya yakında çıkarılabilmesi için deneme çalışmalarının sürdürüldüğünü söyledi. Güçlü, Oriental tip tütüne dayalı tüketim yapımızın mümkün olduğunca yeni taleplere cevap verir tarzda korunmasını da istediklerini belirtti. Bu konuda, belirlenen hedefler çerçevesinde olması kaydı ile yapılacak yeni yatırım taleplerini, olumlu karşıladıklarını söyledi.

Tütün vergileme ve fiyatlama konularında Türk tütüncülüğü için yapılacak her türlü kaynak aktarımı ve oluşumunu destekleyeceklerini belirten Güçlü, tütün endüstrisinde ise, harmanlara uygun tütün kullanımı ve yeni teknoloji uygulamaları sonucunda Türk sigaralarının bu açıdan ön elverişli düzeye getirilmesine çaba göstereceklerini söyledi. Tekel'in yönetim ve organizasyon yapısına da değinen Genel Müdür Güçlü, Tekel'in verimlilik ve hizmet esaslı açısından ana statüye bağlı kalınması kaydıyla, gerektiğinde ihtiyaçlara göre yeni örgütsel değişikliklerin yapılabilmesine işaret etti ve Tekel'deki tecrübe birikiminin ihtiyaçlara uygun şekilde harekete geçirilmesi ve değerlendirilmesi için gerekli çalışmalar yapılacağını belirtti.

Bilindiği gibi, Tobacco Journal International Dergisi, Almanya'da 2 ayda bir olarak İngilizce olarak yayınlanmakta ve beş Avrupa dilinde (Fransızca, Almanca, İtalyanca, İspanyolca ve Hollandaca) özet yayını bulunmaktadır. TJI Dergisinin uluslararası düzeydeki dağıtımına onbine yakın bulunmaktadır.

## Ahmet OFLAZ Ambalaj Fabrikası Müdürlüğüne Atandı.



**Ahmet OFLAZ**  
**TEKEL AMBALAJ FABRİKASI MÜDÜRÜ**

1947 Yılında Bünyan'da doğdu, ilk ve orta öğrenimini Bünyan'da, Lise öğrenimini Kayseri'de bitirdi. İstanbul Üniversitesi İktisat Fakültesini bitirdi. 1977 yılında Tekel İşveren İşçi İlişkileri Dairesi Başkanlığı - Etüd Değerlendirme ve İstatistik şubesinde göreve başladı. Bu şubede Şube Müdür Yardımcılığı ve Şube Müdürlüğü yaptıktan sonra 1.9.1987 tarihinde Tekel Ambalaj Fabrikası Müdür Yardımcılığına atandı. 4.3.1991 tarihinden itibaren de Fabrika Müdürü olarak görev yapmaktadır.

Ahmet OFLAZ, evli ve 2 çocuk babasıdır.