

Peters, John C

From: Alex Malaspina
Sent: Sat 5/24/2014 3:18 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear John: What you told me yesterday about Tommy Thomson stealing your name really bothered me
This is so unfair and must be corrected

I have an idea; Convince Mrs. Obama that your program was first and she must change her name to yours. I believe that this is only a fair thing to do considering of what happened between you and Thomson . Also,yours is a much better name, more catching and much more attractive. In return, she must recognize your new program and make it a subsidiary to "America on the Move", kind of the supporting scientific program, which will provide her with the scientific facts to support the main program, "America On The Move". John; You and Jim Have a goldmine and you must take advantage of what you have both created. My son Mark, is President of " Computers For Youth", or "CFY". Please look it up in Google. He helps Children with their education, as you help them with their health. "CFY" has obtained millions of dollars from the Federal Government, You and Jim, with an alliance with the President's wife's program , you could do the same. The Colorado Governor,I am sure, would be most happy to help This could provide him with such prestige, and it would be so good for the Nation. Do not dismiss my idea as too unworkable. It may require major modifications ,but you will not have a chance again since Mrs. Obama is only now starting her program with a new Director. It would much easier to change the name now than later .What worries me is that Companies today will not provide you with the funding you need and somehow you must find a way to get funds from the Local and or the federal government.Your devoted friend. Alex

Withheld for Privilege

Soda war activists look to tobacco as model

 afp.com/en/node/2474396/

06 Jun 2014

Soft drinks should be targeted like tobacco with consumer warning labels that spell out the risk of obesity and other maladies, American advocates of a war on soda say.

The Center for Science in the Public Interest brought together health professionals other experts this week to plot a strategy to turn around public attitudes toward the sugary drinks.

"This is about transparency, telling the truth about these products and let the consumers decide by themselves," said Harold Goldstein, one of the dozens of doctors and other experts who attended the "Soda Summit" Wednesday and Thursday.

At a news conference, Goldstein called for passage of a bill requiring warning labels to be affixed to sugary drink containers.

The bill already passed the state senate in California at the end of May, and once Governor Jerry Brown signs it, the state will become the first to adopt the rule.

The language is similar to warning labels for cigarettes: "Drinking beverages with added sugar contributes to obesity, diabetes, and tooth decay."

"Give people the information at least," said Goldstein. "Once they have the information, then they will be ready for more."

Goldstein and others at the conference, however, stressed that combating consumption of sugary drinks will require multiple approaches.

- Winning the war -

Conference participants noted that New York City is asking a state appeals court to reinstate its ban on sales of sugary drinks of more than 16 ounces in restaurants and movie theaters.

To dramatize the amount of sugar that goes into soft drinks, tables at the conference were covered with soda bottles, along with their equivalent in powdered sugar. So an ordinary 20 ounce bottle would contain the equivalent of 16 teaspoons of sugar and 240 calories.

Besides contributing to weight gain and obesity, heavy consumption of drinks with added sugar like sodas, energy drinks, and sugary fruit juices is the direct cause of serious illnesses.

Kimber Stanhope, a biologist at the University of California, Davis, showed how sugars lead directly to fattening of the liver which leads to metabolic diseases, diabetes and cardiovascular diseases.

If the current levels of consumption do not change, 33 percent of boys and 38 percent of girls born in 2000 will develop diabetes or pre-diabetes, projections that rise to 50 percent in the case of African American and Hispanic populations, according to conference organizers.

Still, anti-soda activists are optimistic that they are winning the soda war.

"The signs of early victories in this war are that soda consumption, particularly consumption of sugar sweetened sodas, is down significantly" from a peak in 1998, said Jim Krieger, an organizer. "People are getting the message."

Annual US consumption has dropped from 55 gallons to 44 gallons, a 17 percent decline, and water consumption has increased 38 percent over that period.

ff/jm/dc

Peters, John C

From: Alex Malaspina
Sent: Tue 6/17/2014 3:41 AM (GMT-07:00)
To: Peters, John C
Cc: Hill, James
Bcc:
Subject: [No Subject]

Dear John: As we discussed please send me latest write-up of your new endeavor .

Is it OK to show Clyde? Can Clyde show it to H. Buffett, if this could be proper, as HB is a Director of the Company. Also is it OK to send to Mike Taylor and ask him to meet with Jim when Jim visit DC? Mike might be able to arrange for Jim to meet Mrs. O, as I had explained to Jim. Also, will it be worthwhile for Clyde alone or together with Ed to pay your Center a visit and have a thorough discussion of what the Company 's strategy should be on the obesity issue.. Please , either you or Jim call me again today as I am seeing Clyde tomorrow morning. Warm Regards. Alex

Peters, John C

From: Alex Malaspina
Sent: Tue 6/17/2014 10:00 AM (GMT-07:00)
To: Peters, John C
Cc: Hill, James
Bcc:
Subject: [No Subject]

Dear John: What do you think of the idea to take the Company plane for the visit. If we can swing it and include HB, are you sure you can make it really interesting to him. Maybe you need more time for such a visit. Clyde and Ed may want to come now and I may be join them This I know will make DK happy.
Warm Regards . Alex

Peters, John C

From: Alex Malaspina
Sent: Mon 2/23/2015 9:24 AM (GMT-07:00)
To: Hill, James
Cc: Peters, John C
Bcc:
Subject: [No Subject]

Dear Jim:

I have not heard anything from you for quite awhile. Are you Ok? Maybe you went on well deserved vacation.

Warmest personal Regards. Alex

Peters, John C

From: Alex Malaspina
Sent: Fri 3/13/2015 1:38 PM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear John: I am sorry I got you when you ere ready to attend a meeting, However for me to be able to help you I need to have often some kind of communication with you . I have not heard anything from neither you nor jim since Phoenix. Please call me at home anytime during the day or evening. Clyde especially relies on my advise. I am having dinner with him next week, and sometime during the end of the month I hope to have dinner with Ed. Ed is now in Europe and he has been very busy with the reorganization. [REDACTED]
Keep well. Your friend. Alex

Peters, John C

From: Alex Malaspina
Sent: Sun 3/15/2015 9:19 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear John: I appreciate very much your impressive and detailed progress report. You have come a long way since our visit to Denver. I am so much looking forward to seeing you in person and have a thorough discussion. I know that both Ed and Clyde are very positive on your project
Warmest personal regards. Alex

Peters, John C

From: Alex Malaspina
Sent: Wed 3/18/2015 4:00 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear John:
Good Morning!
Could you please email to me the most recent write - up of what is the "Global Energy Balance Network". I would like to forward it to several key persons together with your recent email. I am anxious to have more people familiar with the great work that you and Jim are doing.
Warmest personal regards.
Alex

Peters, John C

From: Peters, John C
Sent: Wed 3/18/2015 8:50 AM (GMT-07:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: RE:

Alex,

I will send this later today when I return to the office.

John

John C. Peters, Ph.D.

Chief Strategy Officer

University of Colorado Anschutz Health and Wellness Center

Professor, CU School of Medicine

Anschutz Medical Campus

12348 E. Montview Blvd, C263

Aurora, CO 80045

PH: 303-724-9160

FX: 303-724-9976

EM: john.c.peters@ucdenver.edu

Website: www.anschutzwellness.com

From: Alex Malaspina [mailto:malaspina@aol.com]
Sent: Wednesday, March 18, 2015 5:01 AM
To: Peters, John C
Subject:

Dear John:

Good Morning!

Could you please email to me the most recent write - up of what is the "Global Energy Balance Network". I would like to forward it to several key persons together with you recent email. I am anxious to have more people familiar with the great work that you and Jim are doing.

Warmest personal regards.

Alex

Peters, John C

From: Peters, John C
Sent: Wed 3/18/2015 4:02 PM (GMT-07:00)
To: malaspina@aol.com
Cc:
Bcc:
Subject: What is GEBN two pager
Attachments: What is the Global Energy Balance Network.docx

Alex,

Here is the document you asked for earlier today. Let me know if you need further information.

Thanks,

John

John C. Peters, Ph.D.

Chief Strategy Officer

University of Colorado Anschutz Health and Wellness Center

Professor, CU School of Medicine

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12348 E. Montview Blvd, C263

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EM: john.c.peters@ucdenver.edu

Website: www.anschutzwellness.com



What is the Global Energy Balance Network?

The Global Energy Balance Network (GEBN or Network) is a voluntary public-private, not-for-profit network of experts dedicated to identifying and implementing innovative solutions – based on the science of energy balance – to prevent and reduce diseases associated with inactivity, poor nutrition and obesity. It is a premier world-wide organization led by scientists in the development and application of an evidence-based approach to ending obesity.

Vision: A World in Healthy Energy Balance

Mission: To connect and engage multi-disciplinary scientists and other experts around the globe dedicated to applying and advancing the science of energy balance to achieve healthier living.

Why Energy Balance?

The concept of energy balance provides a new science-based framework for exploring innovative yet practical solutions to help people around the world enjoy healthy energy balance. Being in healthy energy balance means being at a stable body weight and a level of food intake and physical activity compatible with good health.

The energy balance framework recognizes that good health involves both diet and physical activity and can serve as a platform to help transform human civilization to achieve optimal health through sustainable solutions that also drive economic prosperity.

Much of the current dialogue around the globe on obesity focuses on regulating the environment without addressing the underlying motivations that drive human behaviors. Consequently, environmental control efforts alone are unlikely to work in the long-term and may produce

unintended consequences. What's needed is an evidence-based approach based on the concept of energy balance to address the complex issues that obesity presents.

Why a Network of Experts?

The Global Energy Balance Network provides a forum for scientists around the globe to come together and generate the knowledge and evidence-based pathways needed to end obesity. It also provides a unique forum for experts in energy balance to engage in and lead the public policy dialogues and discussions on the complex issues around obesity. Solving obesity must be grounded in sound science and evidence and only scientists can help make this happen by working together.

What Will GEBN Do?

GEBN will:

- Serve as a virtual hub for raising awareness among policy makers, research institutions, governments, media and the public, through training, education and global communication and advocacy of the importance of energy balance.
- Provide a platform for the development and testing of innovative, practical, and scalable solutions.
- Be the voice of science in public policy dialogues and discussions on increasing healthful lifestyles.

What Are GEBN's Immediate Priorities?

- Raising awareness of the science of energy balance,
- Growing the Network,
- Developing funding support, and
- Convening a "Think-Do Tank" Summit in 2016 to identify and evaluate evidence-based solutions that leverage the science of energy balance.

Peters, John C

From: Alex Malaspina
Sent: Thu 3/19/2015 4:36 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Fwd: What is GEBN two pager

FYI.Alex

-----Original Message-----

From: Ferg Clydesdale <fergc@foodsci.umass.edu>
To: Alex Malaspina <malaspina@aol.com>
Sent: Thu, Mar 19, 2015 7:33 am
Subject: Re: Fwd: What is GEBN two pager

Hi Alex

Laudable objectives but it sure promises a lot!

And it says "The concept of energy balance provides a new science-based framework for exploring innovative " why is the framework so new and if so new what is the framework-it doesn't tell us, which I think is the critical part---what is it and why will it work these wonders

Hope these observations help

Best regards

Ferg

On 3/19/2015 5:21 AM, Alex Malaspina wrote:

FYI. This email is the summary of GEBN. Best regards. Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Wed, Mar 18, 2015 7:02 pm
Subject: What is GEBN two pager

Alex,

Here is the document you asked for earlier today. Let me know if you need further information.

Thanks,
John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus

12348 E. Montview Blvd, C263
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Website: www.anschutzwellness.com

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Ferg Clydesdale
UMass Department of Food Science
fergc@foodsci.umass.edu

Peters, John C

From: Alex Malaspina
Sent: Thu 3/19/2015 2:44 PM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Fwd: What is GEBN two pager

FYI.Alex

-----Original Message-----

From: Herve Nordmann <herve.nordmann@asg.ajinomoto.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Thu, Mar 19, 2015 4:56 pm
Subject: Re: What is GEBN two pager

Dear Alex,
This is an excellent initiative, also many are trying similar things
like ECO, WHO etc... Of course with some particular agendas.
With very best
regards

Yours sincerely

Hervé

Sent from my iPhone

On Mar 19, 2015,
at 10:21, "Alex Malaspina" <malaspina@aol.com<<mailto:malaspina@aol.com>>>
wrote:

FYI. This email is the summary of GEBN. Best regards.
Alex

-----Original Message-----

From: Peters, John C
<JOHN.C.PETERS@UCDENVER.EDU<<mailto:JOHN.C.PETERS@UCDENVER.EDU>>>
To: malaspina
<malaspina@aol.com<<mailto:malaspina@aol.com>>>
Sent: Wed, Mar 18, 2015 7:02
pm
Subject: What is GEBN two pager

Alex,

Here is the document you asked
for earlier today. Let me know if you need further
information.

Thanks,
John

John C. Peters, Ph.D.
Chief Strategy
Officer
University of Colorado Anschutz Health and Wellness Center
Professor,
CU School of Medicine
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12348 E. Montview Blvd,
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EM:
<<mailto:john.c.peters@ucdenver.edu>>
john.c.peters@ucdenver.edu<<mailto:john.c.peters@ucdenver.edu>>
Website:
<<http://www.anschutzwellness.com>>
www.anschutzwellness.com<<http://www.anschutzwellness.com>>

<What is the Global
Energy Balance Network.docx>

Withheld for Privilege

Withheld for Privilege

Peters, John C

From: Alex Malaspina
Sent: Sat 4/04/2015 2:56 AM (GMT-07:00)
To: Hill, James; Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear Jim and John:

It was wonderful seeing you . You have come a long way with your project and I know that you will be very successful.

In view of all the help that Gary Beaucham is giving us, I was wondering , if you might consider inviting him to be part of your scientific council. Gary has such rich experience and knowhow on food intake as it relates to obesity.

You have my best wishes for a HAPPY EASTER!

Warmest personal regards. Alex

Peters, John C

From: Peters, John C
Sent: Sat 4/04/2015 9:51 AM (GMT-07:00)
To: Alex Malaspina
Cc: Hill, James
Bcc:
Subject: Re:

Alex,
Thanks for your note. It was wonderful seeing you in Atlanta. We are be happy to consider new advisors for GEBN as we continue to grow. Gary is a terrific scientist. I will reach out to him to tell him about what we are doing and if he is interested.
Have a wonderful Easter.
With warmest regards,
John

Sent from my iPhone

On Apr 4, 2015, at 2:56 AM, Alex Malaspina <malaspina@aol.com> wrote:

Dear Jim and John:
It was wonderful seeing you . You have come a long way with your project and I know that you will be very successful.
In view of all the help that Gary Beaucham is giving us, I was wondering , if you might consider inviting him to be part of your scientific council. Gary has such rich experience and knowhow on food intake as it relates to obesity.
You have my best wishes for a HAPPY EASTER!
Warmest personal regards. Alex

Peters, John C

From: Alex Malaspina
Sent: Thu 4/09/2015 7:53 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear John : It was great talking to you. Please send me in an email what info I should send out to the contacts I mentioned. I will also mentioned that you will contact them directly. Warmest regards>.Alex

Peters, John C

From: Peters, John C
Sent: Thu 4/09/2015 8:13 AM (GMT-07:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: RE:

Ok, will get to you today. On my way to a meeting on campus.

John C. Peters, Ph.D.

Chief Strategy Officer

University of Colorado Anschutz Health and Wellness Center

Professor, CU School of Medicine

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12348 E. Montview Blvd, C263

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PH: 303-724-9160

FX: 303-724-9976

EM: john.c.peters@ucdenver.edu

Website: www.anschutzwellness.com

From: Alex Malaspina [mailto:malaspina@aol.com]

Sent: Thursday, April 09, 2015 8:54 AM

To: Peters, John C

Subject:

Dear John : It was great talking to you. Please send me in an email what info I should send out to the contacts I mentioned. I will also mentioned that you will contact them directly. Warmest regards>.Alex

Peters, John C

From: Peters, John C
Sent: Mon 4/20/2015 2:00 PM (GMT-07:00)
To: malaspina@aol.com
Cc:
Bcc:
Subject: white paper on GEBN
Attachments: GEGN white paper v13 4-19-15.doc

Alex,

Attached is a brief white paper on GEBN that I would like you to read and give me comments. Please do not share at this time until we get it to a more final state. I really value your insight into what makes a compelling case...and, that is what GEBN needs. Keep in mind we want this document to be relevant to a global audience, despite the occasional reference to the USA. This document does not focus entirely on energy balance but paints a bigger picture for how we propose to find workable solutions to the obesity problem.

Thanks for taking time to read this. I look forward to your candid thoughts.

With best regards,

John

John C. Peters, Ph.D.

Chief Strategy Officer

University of Colorado Anschutz Health and Wellness Center

Professor, CU School of Medicine

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EM: john.c.peters@ucdenver.edu

Website: www.anschutzwellness.com

Global Energy Balance Network (GEBN)

STATEMENT OF PURPOSE

We are establishing a new collaboration to chart the course to a future that ensures improved health and wellbeing for all.

PROBLEM STATEMENT

The future of health and wellbeing is uncertain, both for developed and developing nations. We currently have an imbalance in how food, education, and health resources are distributed. This imbalance is causing more chronic disease, reduced quality of life and early death both for the privileged and the underprivileged. We must chart a path to a future that leverages development opportunities while at the same time ensuring improved health and wellbeing for all. Everyone has a stake in creating this future.

CURRENT STATE

Obesity is increasing and is a marker for unhealthy lifestyles

The dramatic increase in obesity and obesity related chronic diseases being seen in developed and developing countries is a direct consequence of prosperity. These diseases have contributed to enormous rises in health care costs for countries and to decreased length and quality of life for their citizens. While there is growing recognition of the need to address obesity, which is a major cause of subsequent chronic diseases, efforts to do this have been universally unsuccessful to date. It will be difficult to address increasing chronic diseases and high health care costs without addressing obesity but its complexity provides many challenges.

This is not just a biological problem

The rise of obesity and its associated chronic diseases cannot be primarily attributed to a defect in human biology, but it is important to understand human biology in order to address the issue. Human biology was designed to insure survival with multiple redundant systems for ensuring adequate food intake and rest (conservation of energy) when activity was not essential. Human biology was not designed to protect against the consequences of over-abundance. It is no coincidence that the increase in obesity and chronic diseases has appeared around the globe in association with economic development, rising standards of living and the accompanying shift in lifestyle patterns. With the environment in much of the world evolving to one where overeating and a sedentary lifestyle is commonplace, becoming obese is, in fact, the way in which human biology adapts to the new environment. Obesity itself becomes a marker for a lifestyle that involves overconsumption of food, inadequate physical activity, high stress and poor sleep. A strategy based on “fixing the biology” is not likely to be effective, since the biology does not appear to be broken. It seems that we must find non-

biological approaches to managing the behavior that our biology promotes which will require tapping into higher order motivations present in 21st century society.

Current interventions require intensive effort and are not sustainable

Currently we do not have any large scale “success models” for establishing and sustaining healthy lifestyles. Much effort has been spent on understanding the determinants of obesity, diabetes and related lifestyle driven diseases, and we have learned much about the complex web of factors that affect outcome. Large intervention trials have been conducted examining the impact of various approaches aimed at improving individual consumer understanding, behavioral skill building and more recently, on manipulating environmental factors and cues affecting lifestyle behavior. These experiments have had some limited success with intense involvement of intervention staff. However, none of these approaches has been effective at large scale and in the naturalistic setting of everyday life in communities around the world.

While the approach to understanding this complex problem has been scientifically sound and the interventions have been well conducted and analyzed, they have been reductionist in nature with a focus on one or a few variables at a time while maintaining all other conditions constant. Because the problem is so complex, and involves multiple different interacting systems, a new approach is required...a systems thinking approach. The fundamental premise of a systems approach is the recognition that changing the status quo requires intervening in all key areas of the system to achieve a new stable desired future state. Assessing the needs in only one or two areas will likely fail because it does not account for all of the other essential interactions that make the system function. For example, there may be alignment among many elements of the system but if the rewards structure within a given system is not in line with the new goals that are set for the system it will not be self-sustaining. A large employer, for instance, may promote health and wellbeing within its culture and provide opportunities and access to a healthy environment at work but if the desired effects of the health promotion initiative are not built into the rewards structure within that culture the effect will be minimal. If people are asked to engage in healthy behaviors but are paid and promoted to do another, they will default to the behaviors that are tied most closely to the rewards system.

Current policy considerations are at the extremes

Policy initiatives will be required to sustain healthy lifestyles in the population. However, few if any effective policies have been established. Currently policy approaches are being moved forward at the extremes – either to promote consumer choice and incentives for healthy choices or to promote close government regulation and taxing or limiting access to unhealthy choices. Further, there is a disproportionate emphasis among current policy initiatives on food to the exclusion of physical activity. Some food policy initiative advocates have even gone so far as to say that physical activity plays no role in the current problem and the only solution is to restructure the food environment having the net effect to limit food choice. This approach is neither consistent with the totality of science nor is it likely to be achievable given the important contributions of so many other elements of the current “system” to the problem of obesity.

This is everyone's issue

The crisis presented by obesity and unhealthy lifestyles, although recognized intellectually, has not been emotionally embraced as a crisis by much of the world. In many communities, lifestyle and health is seen as an issue for only a few sectors of society. Community efforts usually engage only those who are already actively engaged in pursuing a healthy diet or are targeted at under served sectors of society who shoulder a disproportionate share of the chronic disease burden. And, generally the rationale given for why people should care is focused on obesity's contribution to rising health care costs. For most people, this is still seen as someone else's problem or an issue that they can do nothing about. A sense of personal crisis has not yet taken hold. A seminal event, like the second hand smoke report represented in the United States, that ties obesity to a deeply held value shared by all people in a society (for Americans it was personal liberty) has not yet happened.

FUTURE STATE

The good news is that obesity and obesity-related chronic diseases are largely preventable and/or manageable with lifestyle changes. However, the lifestyle changes that would prevent and/or manage chronic diseases are nearly impossible to sustain in the environment today—because there is no culturally meaningful incentive and reward structure to drive this change... there is not yet a compelling “business model” for healthy living and the desired behaviors are not yet socially normative. Until we identify and address the structural or “system” elements that work simultaneously to drive the current behavior achieving and maintaining better health will likely not be possible. We must frame our effort to help create the future state in terms of catalyzing a shift in social values that are consistent with the foundational cultural values that a country is built on and focus on those systems that are most closely tied to delivering those values in current society.

How to proceed

To begin tackling this problem it is necessary to embrace a holistic approach built upon a foundational understanding of human biology, motivation, behavior, economics, cultural values and the essential elements of sustainable systems. In order to evolve the current system to one in which better health and wellbeing are integral to the “prosperity engine” of any country we need to better understand and link our change initiatives to the deeply held cultural values that, in part, define us as global citizens and members of our many diverse cultures. These are the roots of the motivational structure in every nation today and we must harness these powerful forces if we are to catalyze lasting change.

Connect with Cultural Values

As one example, personal liberty is a foundational American value and was a powerful force in driving the social movement to ban smoking in public places. Prior to 1986 there had been limited success in driving widespread adoption of smoke free environments. The issuance of the second hand smoke report in that year provided the scientific evidence that one person's cigarette smoke can harm another individual. Although the campaign did not acknowledge it directly, this was seen by the growing ranks

of non-smokers as a violation of personal liberty. In effect, depriving an individual of their personal choice in that situation is downright un-American.

The pursuit of happiness is another widely shared value which encompasses a wide variety of human desires—basic needs, security, freedom of movement, health, education, financial, social, religious, and information (Nobel Laureate, Daniel Kahneman's, nine factors for well-being). In any nation, the pursuit of happiness usually involves increasing the Gross Domestic Product (GDP, the sum total of goods and services produced by the economy) every year. Economic growth is the engine that provides the means for a nation and its citizens to achieve their own personal "good life". Whatever solutions are adopted to improve health and wellbeing for global citizens, it will likely be essential that they are tied to this prosperity engine...or they will not be sustainable.

In order to begin developing models for "what does this look like", the Global Energy Balance Network (GEBN) is engaging with a variety of external sectors to explore new models that transcend traditional public/private boundaries to both feed the prosperity engine and support enhanced health and well-being.

A multi-sector approach

GEBN will engage a broad array of scientific disciplines including nutrition, physical activity, public health, cultural anthropology, psychology, sociology, social psychology, evolutionary biology, economics, along with policy makers, government, and a broad array of different business sectors to help create the new "thinking space" for approaching the long term challenge of obesity and chronic diseases driven by lifestyle. Everyone has a stake in this because every one of these sectors employs people and the health of the global workforce is the driving force for productivity and prosperity..."good health is the fuel for the prosperity engine". We will leverage effective tools like the "dialog conference" model used previously to bring together non-traditional stakeholders to create testable hypothesis for how to bring about sustainable lifestyle change while supporting a powerful prosperity engine.

Crafting the Path to Success

In all of this work we will employ "systems thinking" to develop tools to understand critical elements of community, political and commercial systems and their connection to the prosperity engine. We will build and refine a new model for thinking about the problem of sustaining healthy lifestyles based on this systems approach. We will identify tangible, achievable things that can be done within existing systems to catalyze system evolution to support sustainable health behavior change. We will engage in activities that will bring people and organizations through the systems thinking process to understand how to use it to catalyze positive change in their own communities.

We will adopt a trans-disciplinary approach for this work. A major focus of this work will be to understand the underlying motivations for change – for individuals and for societies—and the ways to use that insight to catalyze positive change. This will be culturally sensitive and will seek to understand how to work within existing values structures that exist around the world.

A biennial forum (Davos like conference) will serve as a venue for synthesis and dialog to feed researchers, policy makers, businesses, governments, etc. with new ideas in order to expand the possibilities for real solutions. And, periodically we will hold more intense “dialog conferences” to provide the scientific basis and cross disciplinary structure for creating new “thinking space” aimed at providing sustainable solutions to obesity and lifestyle related chronic diseases.

Why do we think we can succeed in creating this new “thinking space”?

1. Because, we (the founders of GEBN) have done it before. In this area, we have a proven track record of changing the way the problem is framed to reveal new opportunities.
 - a. We first did this with a Summit on Healthy Lifestyles (1). This summit created a new model for examining the interaction of the individual, the biology and the environment within many different behavior settings. This model provides new ways of thinking about how to frame comprehensive interventions.
 - b. We followed this with a second summit that created a new model for understanding the role of economics in individual behavior choices. This summit (2) helped grow a new focus on economics within obesity research.
 - c. We developed the concept of the “energy gap” to determine the degree of behavior change required to achieve specific goals for preventing and treating obesity. This approach is now being used globally.
 - d. We were the first to widely promote the small change approach to modifying diet and physical activity. We were also the first to widely promote the use of pedometers as tools to modify physical activity. This approach has been embraced globally.
2. We engage real people where they are in their life, providing practical steps they can take today to improve their health and quality of life. We look at health through the lens of average people who struggle with multiple priorities and stressors in their life to identify ways to work with their life, not against it. We help people transform their life without turning it upside down. We convince everyone that this is their issue.
3. Fundamentally, we have embraced the trans-disciplinary approach all along. We now have created a seamless organization that spans from basic science discovery to community translation. We have researchers and interventionists working side by side to create and evaluate innovative ideas and to develop science based programs and initiatives to transform peoples’ lives.
4. We have the people to lead this effort. The leadership and membership of the GEBN has global reach. These individuals from diverse disciplines will provide direction for the program.
5. We create partnerships. Addressing obesity and unhealthy lifestyles will require the expertise of our researchers and interventionists to create, evaluate and translate programs and initiatives. However, our reach will be enhanced through strategic partnerships with other organizations in

both the public and private sectors who are committed to improving the health of the population. Through these partnerships, our reach can be national and international.

6. We create success models. There is a great need for success models to show what works. We are committed to creating these models, whether they be a school, a worksite or a community.

How will we measure success?

We will measure engagement success with the public sector through the participation/attendance/support (people, in kind and direct financial) of public sector partners in key GEBN events and activities. Over time we will develop a weighting metric that can qualify the value of such external partners to give a more precise sense of the overall importance or weight of GEBN activities in the eyes of the outside stakeholder community.

We will measure engagement success with the private sector through the number of formal partnerships we have formed that bring revenue into GEBN while providing value to the partner. We will further gauge the value of these partnerships by evaluating the number of people reached through the products of the partnership (e.g., new products, services, message campaigns, etc.) as well as the level of engagement achieved with the target audiences of those products/services/campaigns.

The sum of our work will identify the conditions of the healthy future state that fit with peoples' core values and work with both rational and emotional human tendencies – and we will help move people toward that future state.

References

- (1) Summit on promoting healthy eating and active living: Developing a framework for progress. Nutrition Reviews, vol 59, March, 2001
- (2) An economic analysis of eating and physical activity behaviors: Exploring effective strategies to combat obesity. Am. J. Preventive Med., vol. 27, October 2004

Peters, John C

From: Alex Malaspina
Sent: Thu 4/23/2015 3:20 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: gebn

Dear John:

You did tremendous work in writing your paper on GEBN's importance. I like it a lot. It would be helpful to have some examples like your successes such as " America on the move" which led MO to start her identical program . Also , putting some examples of what Governments can do may also be helpful such as having more sidewalks, reinstitute gym classes and other programs. Call me any time to discuss.
Warmest regards. Alex

Peters, John C

From: Alex Malaspina
Sent: Tue 5/12/2015 3:04 PM (GMT-07:00)
To: Peters, John C
Cc: Hill, James
Bcc:
Subject: gebn

Dear John: On Thursday I am having dinner with Clyde; It might be helpful if you would call me to update me and tell me what you want me to tell Clyde. Warmest regards. Alex

Withheld for Privilege

Withheld for Privilege

Peters, John C

From: Alex Malaspina
Sent: Tue 5/26/2015 1:46 PM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear John: I will be with Clyde and Ed for a few hours this Thursday and Friday.. Could you please call me to update me . Warmest regards. Alex

Peters, John C

From: Peters, John C
Sent: Tue 5/26/2015 4:16 PM (GMT-07:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: RE:

Hi Alex,

On the way across town to another meeting. I will give you a call tomorrow, early afternoon.

John

John C. Peters, Ph.D.
Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

-----Original Message-----

From: Alex Malaspina [mailto:malaspina@aol.com]
Sent: Tuesday, May 26, 2015 2:46 PM
To: Peters, John C
Subject:

Dear John: I will be with Clyde and Ed for a few hours this Thursday and Friday.. Could you please call me to update me . Warmest regards. Alex

Peters, John C

From: Alex Malaspina
Sent: Thu 5/28/2015 2:38 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: [No Subject]

Dear John: I leave at 1:00 PM for the airport. Can you please call me this morning? I need an update before I face Ed and Clyde. Clyde is still upset about the press inquiry and I need to calm him down with possibly some good news.. Warmest regards. Alex

Peters, John C

From: Peters, John C
Sent: Thu 5/28/2015 6:23 AM (GMT-07:00)
To: Alex Malaspina
Cc:
Bcc: Peters, John C
Subject: Re:

Will call as soon as I get to the office. I called yesterday afternoon but you were not at home.
John

Sent from my iPhone

> On May 28, 2015, at 3:39 AM, Alex Malaspina <malaspina@aol.com> wrote:

>

> Dear John: I leave at 1:00 PM for the airport. Can you please call me this morning? I need an update before I face Ed and Clyde. Clyde is still upset about the press inquiry and I need to calm him down with possibly some good news.. Warmest regards. Alex

Peters, John C

From: Peters, John C
Sent: Thu 5/28/2015 7:53 AM (GMT-07:00)
To: malaspina@aol.com
Cc:
Bcc:
Subject: see attached
Attachments: Note to Alex re. recent activities.docx

Alex,

Attached are some highlights as we discussed.

Have a good trip to DC. Give my best to Clyde.

Warmest regards,

John

John C. Peters, Ph.D.

Chief Strategy Officer

University of Colorado Anschutz Health and Wellness Center

Professor, CU School of Medicine

Anschutz Medical Campus

12348 E. Montview Blvd, C263

Aurora, CO 80045

PH: 303-724-9160


FX: 303-724-9976


EM: john.c.peters@ucdenver.edu

Website: www.anschutzwellness.com

1. Jim Hill gave a keynote address at the 2015 ASCM annual meeting in San Diego, California on May 23. The entire presentation laid out the case for GEBN, why it is needed and what GEBN will accomplish. The program announcement is shown below.

EIM Keynote
Held at Hilton Bayfront Hotel



The Global Energy Balance
Network: Developing Sustainable
Solutions for Healthier Living
Tuesday, May 26
5:30-6:15 p.m.
James O. Hill, Ph.D.
University of Colorado
Denver, Colorado
Sponsored by 

2. Two weeks ago, Jim did a telephone interview with Anahad O'Connor, the New York Times reporter who is writing a story about the influence of industry on science concerning food and nutrition and obesity. We don't know the exact title of the story or the precise story line but the reporter apparently is a friend of Michael Moss who has written extensively about how industry has addicted people to unhealthy food. Anahad was likely expecting Jim to frame the obesity issue as one of inadequate physical activity, much as Steve Blair often does. Instead, Jim presented a compelling argument for how both food and activity are critically important and you can't determine the impact of either alone without knowing what is happening to a variety of other inputs to the human energy balance system.

Anahad asked about the role of exercise vs. diet in weight management and Jim explained how restricting diet had a bigger impact on weight loss in the short term but that physical activity was essential for weight maintenance after weight loss...so, the headline that physical activity is less effective for weight loss than diet is right...but, that ignores the real issue which is keeping the weight off...which is dependent on activity level. Both diet and activity are critical for the whole process of weight management which includes weight gain prevention, weight loss and weight maintenance.

When asked about the impact of ingredients like sugar in the diet he said the effect would depend on the overall plane of energy balance and the level of physical activity...a very active person would likely experience no effect on body weight because carbohydrates are burned as the preferred fuel source for exercise...whereas a totally sedentary person may, because of the insulin response and the lack of activity, experience some net weight gain. He further suggested that if you are going to be sedentary you need to eat less of everything! Jim pointed out that the dietary guidelines ASSUME a sedentary lifestyle which certainly isn't very aspirational for our country...especially given all of the other benefits of maintaining physical fitness.

Anahad told Jim the story was not yet imminent, and he had more research to do...which we suspect may be because Jim didn't give him exactly what he was hoping for. We don't yet know the likely publication date.

Net, I think the interview was a net positive to go on record with the balanced view that GEBN really stands for. We'll see how this gets spun...

It was interesting that Jim pointed out that Anahad's book "Lose It: the personalized weight loss revolution" actually espoused the basic principles of energy balance and referenced many of the concepts we have published, like small changes and the energy gap. So, at some level the reporter actually believes energy balance is important.

Peters, John C

From: Alex Malaspina
Sent: Sat 6/20/2015 6:52 AM (GMT-07:00)
To: mek59100@gmail.com; susi.kettler@gmail.com; Peters, John C; Hill, James;
scohen@unmc.edu; beauchamp@monell.org
Cc:
Bcc:
Subject: Fwd:

FYI. A.

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: fergc <fergc@foodsci.umass.edu>
Sent: Sat, Jun 20, 2015 9:45 am

My dear Ferg: FYI, I just found out that the CSPI'S Food Safety Director is moving to FDA to have title of: Manager of international food safety policy. This is quite a move. I doubt that Mike would have made such a decision.

Warmest personal regards. Your friend .Alex

Withheld for Privilege

THE WALL STREET JOURNAL

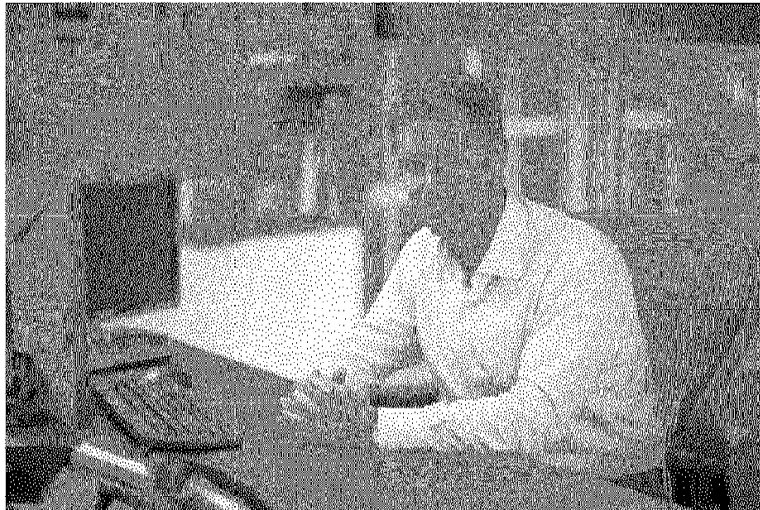
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<http://www.wsj.com/articles/rising-u-s-drug-prices-are-focus-of-research-grant-1437433550>

BUSINESS | HEALTH CARE | HEALTH

Rising U.S. Drug Prices Are Focus of Research Grant

Arnold foundation will provide \$5.2 million to Boston nonprofit



John Arnold and his wife, Laura, are providing a \$5.2 million grant to a Boston nonprofit, the Institute of Clinical and Economic Review, to expand the group's research evaluating whether new drugs are worth their U.S. price tags. *PHOTO: MICHAEL STRAVATO FOR THE WALL STREET JOURNAL*

By **PETER LOFTUS**

July 20, 2015 7:05 p.m. ET

A Houston philanthropist couple plans to announce Tuesday that they are providing a \$5.2 million grant to a Boston nonprofit, the Institute of Clinical and Economic Review, to expand the group's research evaluating whether new drugs are worth their price tags.

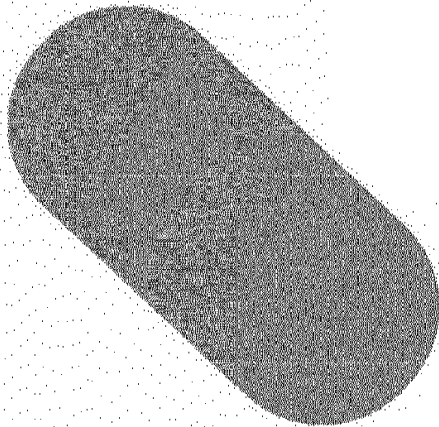
ICER research has already made a mark: Some U.S. drug-plan managers credited the nonprofit last year with helping them secure big discounts on expensive new hepatitis C drugs, after ICER concluded the therapies would only be cost-effective at half their price.

ICER plans to use new funding from the Laura and John Arnold Foundation to double its staff and produce more reports suggesting benchmark prices for up to 20 drugs over two years. The reports will provide ammunition to drug-benefit plans as they try to negotiate prices more closely tied to how well drugs work in patients.

One of ICER's first projects will be to assess a new category of potent cholesterol-lowering drugs developed by Sanofi SA and Regeneron Pharmaceuticals Inc., which could strain health-care budgets if they are taken by millions. A Regeneron spokeswoman said pricing for the drug, alirocumab, will reflect potential medical benefits to patients and overall value to health-care systems.

MORE ON DRUG COSTS

John
and
Laura



- High Prices for Drugs Attacked at Meeting (<http://www.wsj.com/articles/high-prices-for-drugs-attacked-at-meeting-1433119411>)
- New Push Ties Cost of Drugs to How Well They Work (<http://www.wsj.com/articles/new-push-ties-cost-of-drugs-to-how-well-they-work-1432684755>)

Arnold, a former Enron trader and lawyer, respectively, are the latest to join a growing movement challenging U.S. drug prices. As prices have soared—some cancer drugs cost about \$150,000 per patient for a one-year supply—insurers, doctors and hospitals have pushed back, arguing prices should be lower for drugs that offer modest benefits, or that don't work as well in certain patients.

Kelli Rhee, the Arnold foundation's vice president of venture development, said the foundation is backing ICER's research out of concern that the U.S. spends more on health care than other nations, but doesn't produce the best outcomes.

“We’re concerned about the human and economic impact that our underperforming system has on our country,” she said. Drug pricing has become “essentially divorced” from the relative benefits of new drugs compared with existing treatment options, she said.

Mr. Arnold, 41 years old, started an energy-commodities hedge fund, Centaurus Energy, after Enron’s collapse, and retired in 2012. Forbes estimates his net worth at about \$2.6 billion; a spokeswoman for the Arnold foundation declined to comment on the estimate, and said the Arnolds weren’t available for interviews. Ms. Arnold, 42, previously worked as a mergers-and-acquisition attorney and as an in-house lawyer for Cobalt International Energy in Houston.

The Arnolds have signed the “Giving Pledge,” a commitment by wealthy individuals including Bill and Melinda Gates to dedicate the majority of their wealth to philanthropy. They established their foundation in 2008, and have largely focused their grants on areas outside health care, such as projects to improve the criminal justice system and education.

Health care has been a more recent focus. Ms. Rhee said she learned of ICER’s research on the new wave of hepatitis C medications, and contacted the nonprofit earlier this year about a potential grant to help expand the research to other new drugs.

ICER says it receives the majority of its funding from nonprofit foundations, and some additional money from government contracts, drug makers and health insurers. ICER hasn’t used manufacturers’ funding for drug reviews, and the reviews will now be funded by the Arnold foundation.

ICER has used manufacturers’ funding for other projects such as developing online training tools for pharmacy students.

ICER is led by Steven Pearson, a physician who lectures in the population-medicine department at Harvard Medical School.

Dr. Pearson said insurers and pharmacy-benefit managers are increasingly interested in such research because many were caught off guard by costs of over \$80,000 per patient for the new hepatitis C drugs, before discounts, from Gilead Sciences Inc. and AbbVie Inc. “They’ve got their eyes focused on the horizon more,” he said.

Drug companies have argued their prices reflect the high cost of research and development, and the value they provide patients and the health-care system. Some

companies have said they are open to alternative pricing models that tie payments to a drug's performance.

Doctors are another important group challenging drug pricing. Memorial Sloan Kettering Cancer Center in New York recently launched a website that allows users to calculate how much cancer drugs should cost based on various factors such as how long they extend lives.

Real Endpoints, a Westport, Conn., research firm serving insurers, last year started a subscription service called "RxScorecard," a system for assessing the value of drugs. It recently added a review comparing the value of various cholesterol drugs, including older products like Merck & Co.'s Zetia, as well as a new drug co-developed by Sanofi and Regeneron, alirocumab, which could be approved for marketing by U.S. regulators this week.

Health insurer Blue Shield of California, which has about 3.5 million members, plans to use ICER research to help it decide which drugs to pay for, and to guide "what kind of target price we should shoot for in our negotiations with pharma manufacturers," said Marcus Thygeson, chief health officer. The head of a foundation affiliated with Blue Shield of California serves on the governance board of ICER.

Write to Peter Loftus at peter.loftus@wsj.com

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Peters, John C

From: Alex Malaspina
Sent: Thu 8/06/2015 9:24 AM (GMT-06:00)
To: Peters, John C
Cc:
Bcc:
Subject: Re: heads up

Dear John: If you have not already done so you should send this identical message to Ed Hays And Clyde Tuggle. Hope for the best.
Warmest regards. Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Thu, Aug 6, 2015 10:07 am
Subject: heads up

Hi Alex,

This note is to alert you to a New York Times article that will be appearing either this week or next discussing GEBN and its connection to Coca Cola. The author, a reporter named Anahad O'Connor, has been talking to the Canadian blogger, Yoni Freedhoff, a well-known critic of industry and of any one who associates with industry and has put together a story that we think will try to make the case that GEBN is nothing more than a defensive front for Coke. Both Jim Hill and Steve Blair have talked to the reporter and told him who we are and what we do...but, as you know in this day and age that will likely have little impact on what the story says. We won't really know what we may have to deal with until the story appears and we will share it once it is published.

Anyway, we just wanted to keep you in the loop so there are no surprises if this story gets picked up and widely disseminated. Perhaps it will be a busy news day and this non-story won't get much attention...we'll see.

Let me know if you have any questions.

With best regards,
John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

Peters, John C

From: Peters, John C
Sent: Thu 8/06/2015 9:28 AM (GMT-06:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: Re: heads up

They are aware.

Sent from my iPhone

On Aug 6, 2015, at 9:25 AM, Alex Malaspina <malaspina@aol.com> wrote:

Dear John: If you have not already done so you should send this identical message to Ed Hays And Clyde Tuggle. Hope for the best.
Warmest regards. Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Thu, Aug 6, 2015 10:07 am
Subject: heads up

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With best regards,
John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263

Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwelness.com

Peters, John C

From: Peters, John C
Sent: Thu 8/06/2015 9:32 AM (GMT-06:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: Fwd: heads up

The company has talked to the reporter as well.

Sent from my iPhone

Begin forwarded message:

From: "Peters, John C" <JOHN.C.PETERS@UCDENVER.EDU>
Date: August 6, 2015 at 9:28:05 AM MDT
To: Alex Malaspina <malaspina@aol.com>
Subject: Re: heads up

They are aware.

Sent from my iPhone

On Aug 6, 2015, at 9:25 AM, Alex Malaspina <malaspina@aol.com> wrote:

Dear John: If you have not already done so you should send this identical message to Ed Hays And Clyde Tuggle. Hope for the best.
Warmest regards. Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Thu, Aug 6, 2015 10:07 am
Subject: heads up

Hi Alex,

This note is to alert you to a New York Times article that will be appearing either this week or next discussing GEBN and its connection to Coca Cola. The author, a reporter named Anahad O'Connor, has been talking to the Canadian blogger, Yoni Freedhoff, a well-known critic of industry and of any one who associates with industry and has put together a story that we think will try to make the case that GEBN is nothing more than a defensive front for Coke. Both Jim Hill and Steve Blair have talked to the reporter and told him who we are and what we do...but, as you know in this day and age that will likely have little impact on what the story says. We won't really know what we may have to deal with until the story appears and we will share it once it is published.

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Let me know if you have any questions.

With best regards,
John

John C. Peters, Ph.D.

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12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

Peters, John C

From: Alex Malaspina
Sent: Thu 8/06/2015 1:29 PM (GMT-06:00)
To: ehays@coca-cola.com; mechols@coca-cola.com; ctuggle@coca-cola.com; sharris@ilsi.org; fergc@foodsci.umass.edu; scohen@unmc.edu; Peters, John C; Hill, James; jamesrbehne@yahoo.com
Cc:
Bcc:
Subject: Fwd: FDA Roundtable on Pseudo Science

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: miketaylor_us <miketaylor_us@yahoo.com>
Sent: Thu, Aug 6, 2015 3:25 pm
Subject: Fwd: FDA Roundtable on Pseudo Science

Dear Mike: How are you? I hope with the summer you have slowed down a little;

Our friend Mat Echols ,whom you met at our breakfast is asking ,as per his email,if you would have an interest in becoming involved in this most important debate.

i assume that , if your time would allow you , you will try to consider this task as this would be so important in FDA bringing good science to the table and as a result help people make the proper choices in such critical health issues, . If you are interested , and could do it,please contact Mat directly to obtain all the details.

Many,many thanks.

Warmest personal regards. Your Friend.Alex

-----Original Message-----

From: Ed Hays <ehays@coca-cola.com>
To: Matt Echols <mechols@coca-cola.com>
Cc: Alex Malaspina (malaspina@aol.com) <malaspina@aol.com>; Clyde Tuggle <ctuggle@coca-cola.com>
Sent: Thu, Aug 6, 2015 2:30 pm
Subject: Re: FDA Roundtable on Pseudo Science

This could be very positive. Ed

Sent from my iPhone

On Aug 6, 2015, at 2:06 PM, Matt Echols <mechols@coca-cola.com> wrote:

Alex, see below. Do you think Mr. Taylor would have any interest in the concept below? It would be so helpful if FDA could lead something like this.

Matt

From: kiwitt@coca-cola.com
Sent: Wednesday, July 29, 2015 3:48 PM
To: Matt Echols
Subject: FDA Roundtable Opportunity

Matt per our discussion yesterday, below is an outline of what the FDA panel could look like and a rationale for why it is needed. Let me know if it needs to be adjusted. Thanks
Kirsten

Working Title: Food Technology, Nutrition Communications and the Consequences of Pseudo-Science on Consumer Confidence

BACKGROUND:

Recent events -- the vaccine scare in California, investigations by AMA and others into Dr. Oz, criticism of the Food Babe's misuse of science and pledges by food service establishments and companies to remove ingredients in response to "consumer pressure" -- have created a window of opportunity to drive an important message about the pervasiveness of pseudo-science and the unintended consequences it creates among consumers who now fear perfectly safe and beneficial products. While this conversation has begun, it has not yet reached the tipping point needed to create a true movement favoring evidenced based science and trust in the institutions responsible for our health and safety.

STRATEGY: To help propel this conversation further we recommend FDA chair roundtable discussions on the topic of junk science and the erosion of consumer confidence with the goal being to introduce the issue, provoke conversation and a desire for solutions among thought leaders, as well as subsequent media coverage and social conversation.

POSSIBLE EXECUTION:

FDA chairs a roundtable discussion on "*Junk Science Reporting and its Unintended Consequences on Consumer Confidence, Consumer Choice and Public Policy*". FDA convenes experts from a variety of disciplines from nutrition policy, food science/academia, healthcare and journalism. During the discussion the experts will examine case studies where junk science is driving media attention, corporate action and consumer decision-making. They will look at how this information is communicated, its effectiveness in raising concern among consumers and how it could be addressed in the future to prevent alarmism and risks to consumer health and wellbeing.

This is likely to be the first of many roundtable discussions on this topic where FDA could play a role as a convening agency or participant. Coming out of these sessions could be a call for more consumer education, a push for more responsible reporting or an renewed focus on evidence based science. Ultimately these discussions will help establish the chorus of voices needed to restore balance to the conversation and improve consumer confidence.

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Peters, John C

From: Peters, John C
Sent: Sat 8/08/2015 6:01 PM (GMT-06:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: Re:

I will send as soon as we have it.

Sent from my iPhone

On Aug 8, 2015, at 4:16 PM, Alex Malaspina <malaspina@aol.com> wrote:

Dear John: I do hope you have fully recovered. When the NYTimes Article comes, please email me copy. I am very anxious to see it. I pray it is not too bad and unfair.

Next Friday I have a scheduled phone call with Clyde. Is there anything you want me to bring up
Warmest personal regards. Your friend .Alex

Peters, John C

From: Alex Malaspina
Sent: Mon 8/10/2015 2:34 AM (GMT-06:00)
To: Peters, John C; gcooper@coca-cola.com
Cc:
Bcc:
Subject: Fwd: Daily European News Flash - 10.08.15

-----Original Message-----

From: Susanne Kettler <skettler@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Mon, Aug 10, 2015 3:15 am
Subject: FW: Daily European News Flash - 10.08.15

From: Keith Kiely [<mailto:keith.kiely@commetric.com>]
Sent: Monday, August 10, 2015 8:54 AM
To: Joanna Richards
Subject: Daily European News Flash - 10.08.15

Key Highlights: In France, an analytical piece by business and brand strategist Martin Roll discusses successful global brand growth strategies, ranking Coca-Cola among the world's top recognised brands. The article further highlights how Innocent Drinks grew from a UK company to become Europe's number one smoothie maker, following Coca-Cola's takeover. German newspaper Bild reports on a survey commissioned by the Coca-Cola Happiness Institute, which found that more Germans are satisfied with their lives compared to the data from 2011. In the UK, The Times reports that at a meeting by the Health Food Manufacturers' Association, a group of ten experts has denounced the "unhealthy food", such as burgers, crisps, chocolates and sugar-sweetened drinks, being fed to hospital patients, and urged for action to help people to improve what they ate.

All other coverage shared as background.

Coca-Cola News

Importance of Brand Positioning (France)

Knowledge.insead.edu – ['Keeping Brands Strong When Going Global'](#), 09.08.15
By Martin Roll

An article by business and brand strategist Martin Roll in which he advocates that consistent global positioning is "the cornerstone of any successful global brand growth strategy." He also states that the majority of recognised global brands, including Coca-Cola, maintain a consistent brand image, driven by holistic positioning and strict adherence to a system of rules and guidelines. Innocent Drinks is given as an example of a successful brand established in the UK and then expanded internationally by "taking strategic decisions on point-of-sale channels and retail placement, without diluting brand positioning, thus strengthening its brand equity."

(KO mention: *Innocent*)

Authority: 1

Shares: Facebook 2, Twitter 77, LinkedIn 18

Readership: N/A

Coca-Cola and Suja Life (Norway, Sweden)

Hegnar.no – [‘Drikkevaregiganten Coca-Cola sikler på DiCaprios juice’](#), 09.08.15

By Eline Hvamstad

Reports on speculations that Coca-Cola may be considering buying a minority stake in US organic juice company Suja Life. It is noted that the company was founded in 2012 and boasts several famous Hollywood actors like Leonardo DiCaprio, Jared Leto and Sofia Vergara among its investors.

Also reported: [Apollo.fi-net.se](#)

(KO mention)

Authority: 1

Shares: 3

Readership: c. 13,200

Berkshire Hathaway (Spain, Germany, Denmark)

Economia.elpais.com – [‘Buffett ultima su mayor compra’](#), 09.08.15

By Sandro Pozzi

Reports on Berkshire Hathaway's 50th anniversary and "largest shareholder in Coca-Cola" Warren Buffett's plan to buy Precision Castparts, a company specialising in aircraft components and equipment manufacturing. Additional coverage reports that Berkshire Hathaway, owned by the "world's third richest man" Warren Buffett, experienced "a sharp earnings drop" in the second quarter of 2015. It is further noted that the businessman has already bought stakes in various giant companies, such as The Coca-Cola Company, which later proved to be "a wonderful 'cash cow'" for him.

Also reported in: [Boerse.ard.de](#), [Onvista.de](#), [Business.dk](#)

(KO mention)

Authority: 10

Shares: Facebook 12, Twitter 13, LinkedIn 11, Google+ 2

Readership: c. 756,500

Coca-Cola and the Global Energy Balance Network (France, UK, Germany)

Well.blogs.nytimes.com – [‘Coca-Cola Funds Scientists Who Shift Blame for Obesity Away From Bad Diets’](#), 09.08.15

By Anahad O'Connor

A blog post in the Wellness and Fitness section of the *New York Times* discussing the announcement of a new nonprofit organisation called the Global Energy Balance Network (GEBN), which promotes the argument that weight-conscious Americans are too fixated on how much they eat and drink while not paying enough attention to exercise. It is suggested that Coca-Cola is backing the organisation by providing financial and logistical support. Health experts claim GEBN's message is misleading and part of an effort by Coca-Cola to deflect criticism about the role sugar-sweetened drinks have played in the rise of obesity and type 2 diabetes.

Also reported: [Acq5.com](#), [Trading-house.net](#)

(KO mention)

Blog Authority: 10

Shares: Comments 338

Readership: c. 3,017,100

European Brand Highlights

Coca-Cola Happiness Institute (Germany)

Bild.de – [‘Was uns Kinder und Alte übers Glück lehren’](#), 09.08.15

By Inna Hemme

Reports on a recent survey commissioned by the Coca-Cola Happiness Institute, which found that 82 per cent of Germans are satisfied with their lives compared to 79 per cent in 2011. The publication features a graphic with a U-shaped “happiness curve” for different age groups, showing that the youngest and oldest groups are the “happiest” with the group between 30 and 45 years being described as “the most dissatisfied people”.

(KO mention)

Authority: 6

Shares: Facebook 10, Twitter 44, Comments 13

Readership: c. 1,194,000

Industry News

Nutritional Measures

Hospital Food (UK)

TheTimes.co.uk – [‘Hospital patients fed unhealthy food’](#), 10.08.15

By Kat Lay

Reports that at a meeting by the Health Food Manufacturers’ Association, a group of ten experts denounced the fact that hospital patients are being fed “unhealthy food”, such as burgers, crisps, chocolates and sugar-sweetened drinks, which is suggested may have contributed to their admission in the first place. The panel of researchers said that “much of the UK population has lost its way around what a healthy diet looks like”, and called for action to help people to improve what they ate.

(No KO mention)

Authority: 10

Shares: 0

Readership: c. 49,800

Sugar and Sweeteners

Sugar and Health (UK, France)

Independent.co.uk – [‘Simple tweaks to make your food more delicious and nutritious’](#), 09.08.15

By Gizzi Erskine

Reports on British chef and television personality Gizzi Erskine’s tips aimed at making food more “delicious and nutritious”. She argues that “[r]efined sugar is the biggest problem with food today”, also advising people to cut down on added sugars by making their dishes themselves instead of using shop-bought processed food. A French publication argues that increased consumption of sugar may be a symptom of various kinds of stress, fatigue, anxiety and digestive problems. It is proposed that in such cases sugar intake has to be avoided or reduced.

Also reported: [Soocurious.com](#)

(No KO mention)

Authority: 7

Shares: Shared 32

Readership: c. 696,000

Caffeine

Caffeine and Long-Distance Travel (UK)

Mirror.co.uk – [‘Air update: Top 10 tips for beating jetlag if you’re planning a long haul flight’](#), 09.08.15

By Nigel Thompson

Reports on various tips from bed manufacturer Silentnight’s resident sleep expert Dr Nerina Ramlakhan for beating the effects of long-distance travel. Several times the expert is quoted as advising people to avoid caffeine when travelling on a long distance.

(No KO mention)

Authority: 5

Shares: Shared 34

Readership: c. 604,500

GMO

[‘What’s Behind the GMO Label’ Infographic \(Russia, France\)](#)

Sputniknews.com – [‘Scotland’s Possible Ban of GM Crops Faces Farmers’ Backlash’](#), 09.08.15

Reports on the decision by Scottish authorities to ban the growth of genetically modified (GM) crops in the country. Additionally, the article provides an infographic, entitled ‘What’s Behind the GMO Label’, giving various scientific facts about GM products. The infographic notes that in Russia imported foods labelled “natural” may contain GM crops, while if labelled “100% natural” the food is absolutely GMO-free. Furthermore, producers have the right to label their products as “GMO-free” after a proper certification. A French publication forecasts that given the ongoing debates over GMO labelling, there could soon be greater domestic demand for non-GMO grains on the US market.

Also reported: [4-traders.com](#)

(No KO mention)

Authority: 0

Shares: Comments 1, Facebook 6, Twitter 12

Readership: c. 149,500

Methodology

Authority – Authority score is provided by Sysomos. Each data source is assigned a score between 0 (lowest) – 10 (highest). Authority is measured using a number of factors including in-link count and reach for traditional media and in-link count, comments, reach and bookmarks for blogs. Where a specific source is retrieved using another platform ‘N/A’ will be assigned.

Shares - This data is taken from the publication itself, and includes the number of shares across platforms. Shares include recommendations on Facebook and Twitter and comments on the article in question. When this information is not provided, ‘N/A’ is shown. The type of shares will be broken down by platform when the total sum is greater than 10.

Readership – Readership gives an indication of the size of audience reached and is based on a unique visitors estimate by Siteworthtraffic.com, which uses data by web analysis platform Alexa.

Jessica Cain

Senior Consultant

+44 20 7260 2700

+44 7912 553312

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Keith Kiely Project Manager

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Peters, John C

From: Alex Malaspina
Sent: Thu 8/20/2015 7:47 AM (GMT-06:00)
To: Hill, James; Peters, John C
Cc:
Bcc:
Subject: Fwd: WSJ editorial
Attachments: Kent editorial.pdf

Dear Jim and John: You will be interested in this.
Warmest personal regards. Alex

-----Original Message-----

From: Mark Malaspina <markmalaspina@yahoo.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Thu, Aug 20, 2015 9:23 am
Subject: WSJ editorial

Hi Dad,

Here's the editorial.

Love,
Mark

Coca-Cola: We'll Do Better

The company, taking to heart criticism of how it deals with scientific research and childhood obesity, vows to improve transparency.

By MUHTAR KENT

Aug. 19, 2015 6:46 p.m. ET

At Coca-Cola, the way we have engaged the public health and scientific communities to tackle the global obesity epidemic that is plaguing our children, our families and our communities is not working.

Our company has been accused of shifting the debate to suggest that physical activity is the only solution to the obesity crisis. There also have been reports accusing us of deceiving the public about our support of scientific research.

We have read and reflected on the recent news stories and opinions, online conversations and questions from our own family and friends. The characterization of our company does not reflect our intent or our values.

I am disappointed that some actions we have taken to fund scientific research and health and well-being programs have served only to create more confusion and mistrust. I know our company can do a better job engaging both the public-health and scientific communities—and we will.

By supporting research and nonprofit organizations, we seek to foster more science-based knowledge to better inform the debate about how best to deal with the obesity epidemic. We have never attempted to hide that. However, in the future we will act with even more transparency as we refocus our investments and our efforts on well-being.

Committed to acting with integrity when serving our customers and our communities, Coca-Cola has always believed that a healthy diet and regular exercise are essential for a healthy lifestyle. As the largest beverage company in the world, we believe that we are uniquely positioned to have a positive impact.

Our business will continue to evolve and respond to the needs of society—from product innovation to responsible marketing to our sponsorships and partnerships. And we will expand on the good things we are already doing so people may enjoy Coca-Cola products that have the calories and ingredients that fit their lifestyle. We will also continue our work to provide more choices, in smaller pack sizes, in more communities—waters, lower-calorie and lower-sugar drinks, diet soda and zero-calorie drinks.

In addition, I have directed Sandy Douglas, president of Coca-Cola North America, to:

- Publish on our website a list of our efforts to reduce calories and market responsibly, along with a list of health and well-being partnerships and research activities we have funded in the past five years, which we will continue to update every six months.

- Charter and recruit an oversight committee of independent experts to advise and provide governance on company investments in academic research.

- Engage leading experts to explore future opportunities for our academic research investment and health and well-being initiatives.

Sandy will lead this work in the United States and the best practices will be implemented internationally.

As we continue to learn, it is my hope that our critics will receive us with an open mind. At times we will agree and at times we will passionately disagree. The one thing we all have in common—we care.

We want to get focused on real change, and we have a great opportunity ahead of us. We are determined to get this right.

Mr. Kent is the chairman and CEO of Coca-Cola Co.

Peters, John C

From: Hill, James
Sent: Thu 8/20/2015 7:51 AM (GMT-06:00)
To: Alex Malaspina; Peters, John C
Cc:
Bcc:
Subject: RE: WSJ editorial

Alex,

We knew all about this and are happy Mr. Kent did this.

Jim

James O. Hill, Ph.D.
Anschutz Professor

University of Colorado School of Medicine
Executive Director

University of Colorado Anschutz Health and Wellness Center

303-724-9280 (office)

303-250-6012 (mobile)

From: Alex Malaspina [mailto:malaspina@aol.com]
Sent: Thursday, August 20, 2015 7:48 AM
To: Hill, James <James.Hill@ucdenver.edu>; Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
Subject: Fwd: WSJ editorial

Dear Jim and John: You will be interested in this.

Warmest personal regards. Alex

-----Original Message-----

From: Mark Malaspina <[REDACTED]>
To: Alex Malaspina <malaspina@aol.com>
Sent: Thu, Aug 20, 2015 9:23 am
Subject: WSJ editorial

Hi Dad,

Here's the editorial.

Love,
Mark

Peters, John C

From: Alex Malaspina
Sent: Thu 9/10/2015 7:08 AM (GMT-06:00)
To: mbuyckx@comcast.net; mlanzanova@coca-cola.com; mlopezmusi@indunor.com; egeromel@coca-cola.com; jjbtgb@comcast.net; jajara@coca-cola.com; alyosha.t@gmail.com; aranda.vivi@gmail.com; fibayer@bellsouth.net; foodchain@hotmail.com; boonyee@ilsisea.org.sg; geoffsmith@ilsisea.org.sg; n4789e@me.com; taktogami@gmail.com; Peters, John C; jshchen@ilsichina.org; Hill, James; jamesrbehnke@yahoo.com; beauchamp@monell.org; hzhang@coca-cola.com; zhangh@email.chop.edu; scohen@unmc.edu
Cc:
Bcc:
Subject: Fwd: Press of Atlantic City article
Attachments: Spiros A. Malaspina Community Center - Press of Atlantic City article.docx

You may be interested in this article. Alex

-----Original Message-----

From: paul malaspina <[REDACTED]>
To: malaspina <malaspina@aol.com>
Sent: Wed, Sep 9, 2015 5:39 pm
Subject: Press of Atlantic City article

Honoring a faithful servant

Greek Orthodox Church dedicates new community center

Press of Atlantic City - September 6, 2015

EGG HARBOR TOWNSHIP — Kimberly Malaspina's eyes welled as she stood amid more than 200 family members and friends gathered at Holy Trinity Greek Orthodox Church on Sunday.

It was hard, she said, to find the right words about a ceremony that meant so much.

"Very emotional," Kimberly Malaspina finally said.

Members of the congregation came together to dedicate the church's Spiros A. Malaspina Community Center. Malaspina was the driving force behind the center, which opened in 2007, church leaders said.

The center was to be dedicated in Malaspina's honor last September, but it didn't happen: The 59-year-old Malaspina died Sept. 1, 2014, after battling multiple sclerosis for several years.

Church officials rescheduled the event — which included a Mass, religious dedication and a luncheon — for Sunday.

"It means so much to us," said Malaspina's father, Alex. "He gave a lot of himself. He suffered and still went to meetings. He dedicated his whole self to this."

The community center is a sprawling, 40,000-square-foot facility that includes a full gymnasium, commercial kitchen, meeting space and the Trinity Learning Center Pre-School and Kindergarten. The opening ended about a decade of planning, with Malaspina serving on the parish council for many of those years.

Father George Liacopulos said it was probably easier for the parish council to name the community center for Malaspina than it was to get Malaspina to go along with the idea. Malaspina wanted no part of the idea, he said.

Liacopulos said he finally took the advice of his parishioners.

"Don't take no for an answer," he said. "Do not ask him, tell him."

Malaspina finally relented, but only after getting church officials to agree to include his middle initial in the name to honor his father, Liacopulos said.

Current parish council President Brian Sacco said the community center is more than a meeting place for Holy Trinity members.

The church is following through on Malaspina's desire for it to be used by the community for all sorts of events, he said. The center also is one of the township's polling centers, he said.



Father George Liacopulos welcomes the family and friends of Spiros A. Malaspina to the dedication of the Spiros A. Malaspina Community Center at the Holy Trinity Greek Orthodox Church in Egg Harbor Township on Sunday.



Spiros Malaspina, the driving force behind the center, which opened in 2007, died last September after battling multiple sclerosis.



The 40,000-square-foot center includes a full gymnasium, commercial kitchen, meeting space and the Trinity Learning Center Pre-School and Kindergarten.



Father George Liacopulos offers a blessing to Yianni Michaelidis, 11, of Somers Point, before entering the newly dedicated Spiros A. Malaspina Community Center at the Holy Trinity Greek Orthodox Church.



Spiros A. Malaspina's father, Alex, of Atlanta, Georgia, and his wife, Kimberley, of Mullica Township, stand together during the Sunday service

Source - http://www.pressofatlanticcity.com/news/breaking/holy-trinity-greek-orthodox-church-dedicates-its-community-center/article_a09df092-54d5-11e5-abef-5375bdf2e55d.html

Peters, John C

From: Alex Malaspina
Sent: Mon 9/21/2015 6:14 AM (GMT-06:00)
To: ctuggle@coca-cola.com; sharris@ilsi.org; ehays@coca-cola.com; Peters, John C; Hill, James
Cc:
Bcc:
Subject: Fwd: Huffington Post article
Attachments: Huffington Post Article.pdf

FYI.Alex

-----Original Message-----

From: Mark Malaspina [REDACTED]
To: Alex Malaspina <malaspina@aol.com>
Sent: Mon, Sep 21, 2015 8:02 am
Subject: Huffington Post article

Hi Dad,

Here's the article.

Love,
Mark

Is the Surgeon General "Stepping Up" for Americans, or for Coca-Cola?

Posted: 09/14/2015 8:41 am EDT Updated: 09/14/2015 8:59 am EDT

http://www.huffingtonpost.com/laurie-david/step-it-up-coca-cola_b_8131834.html

Has our nation's top doctor, Surgeon General Vivek H. Murthy, turned into a spin doctor? His latest public health initiative, the Step It Up campaign to promote walking, is so misleading that it's got me wondering whose health he's protecting: the American people's or the food and beverage industry's?

The Step It Up campaign is alarmingly similar to Coca Cola's Coming Together campaign, which enlisted scientists with impressive-sounding credentials to promote the idea that the root cause of our obesity epidemic is not over-consumption of sugary beverages and processed foods, but rather a lack of exercise.

This is just flat-out false. As Katie Couric and I documented in our movie Fed Up, scientists who aren't subsidized by the food industry will tell you that although exercise is critical for our physical and mental well-being, the most effective way to achieve and maintain a healthy weight is to reduce your consumption of empty calories.

Naturally, the soda companies are on the defensive. Their job is to make money, and they need to encourage kids to keep on slugging down sodas even though we now know it's the biggest source of empty calories and sugar in our children's diets.

People are starting to get the message, so the soda industry -- with help from the Surgeon General, now -- is suggesting that you don't need to cut back on soda, you just need to get out and walk more. What they don't tell you is that in order to burn off the 250 calories in a 20-ounce soda, you'd have to walk five miles.

Back when the tobacco industry was still allowed to advertise, one of the most famous slogans was "I'd walk a mile for a Camel." Where are the billboards proclaiming "I'd Walk Five Miles for a Coca-Cola?" Banksy, are you listening?

Why is our Surgeon General launching a campaign that just reinforces Coca Cola's profit-driven propaganda? The Surgeon General of the United States was once a uniquely trusted individual whose job it was to educate Americans about how to lead safer, healthier lives using the best available science. They warned us about the dangers of tobacco and the Aids epidemic.

Of course, we're all in favor of everyone getting out and walking more; who isn't? And every community should have decent sidewalks and places where kids are safe to play or ride their bikes. But all this emphasis on exercise is just the latest effort to confuse the public about how to make healthy choices.

That's why Katie and I have launched a Kickstarter campaign to make Fed Up available to every teacher in America. Every teacher who signs up on the Fed Up website gets a free copy of the film in English and Spanish, a Fed Up Food Education kit that allows for unlimited school screenings, a 60-minute version of the film and a comprehensive study guide.

Someday, I hope we'll have a Surgeon General who has the courage and integrity to step up to the plate and promote real solutions based on legitimate science. Until then, we've got to counter Coca Cola's Coming Together Campaign and the Step It Up campaign with our own call to action.

Peters, John C

From: Michael Ernest Knowles
Sent: Mon 9/21/2015 7:46 AM (GMT-06:00)
To: Alex Malaspina
Cc: ctuggle@coca-cola.com; sharris@ilsi.org; ehays@coca-cola.com; Peters, John C; Hill, James
Bcc:
Subject: Re: Huffington Post article

Alex ,

Thanks for this ; we must have done an analysis of SSB's , physical activity and obesity in various age-groups regions because it's so obvious ? Why don't we get other respected nutritionists , not on KO grants , to publicise this - it will support the Surgeon General's comments , ILSI's physical activity programmes , IARC's published handbook on physical activity and reducing cancer risk , Seidell's research on physical activity and reduction of Type 2 diabetes risk and so on - this seems the time to publicise the objective science ? All of course advocate a balanced diet ' as we do .

Warm regards

Mike

On 21 Sep 2015, at 15:14, Alex Malaspina <malaspina@aol.com> wrote:

FYI.Alex

-----Original Message-----across

From: Mark Malaspina <markmalaspina@yahoo.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Mon, Sep 21, 2015 8:02 am
Subject: Huffington Post article

Hi Dad,

Here's the article.

Love,
Mark
<Huffington Post Article.pdf>

Withheld for Privilege

Peters, John C

From: Alex Malaspina
Sent: Wed 9/30/2015 5:56 AM (GMT-06:00)
To: ctuggle@coca-cola.com; ehays@coca-cola.com; sharris@ilsi.org; Hill, James; Peters, John C
Cc:
Bcc:
Subject: Fwd: Coca-Cola, Transparency and Science Outreach - American Council on Science and Health

Dear Friends: In case you have not seen this article, i am sending it to you because I thought it is provides us with some good arguments. Warmest regards. Alex

-----Original Message-----

From: Susanne Kettler <skettler@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>; MIKE <mek59100@gmail.com>
Sent: Wed, Sep 30, 2015 7:19 am
Subject: FW: Coca-Cola, Transparency and Science Outreach - American Council on Science and Health

Dear both,
Hoe you can access link below. A good read written by sensible minds.
Kind regards,
Susanne

-----Original Message-----

From: Susanne Kettler
Sent: Wednesday, September 30, 2015 8:09 AM
To: Susanne Kettler
Subject: Coca-Cola, Transparency and Science Outreach - American Council on Science and Health

<http://acsh.org/2015/09/coca-cola-transparency-and-science-outreach/>

Sent
from my iPhone

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Peters, John C

From: Alex Malaspina
Sent: Fri 10/02/2015 6:49 PM (GMT-06:00)
To: gcooper@coca-cola.com
Cc: fergc@foodsci.umass.edu
Bcc:
Subject: Fwd: NYT article

Dear Glenn: Have you seen this ? regards. Alex

-----Original Message-----

From: Mark Malaspina <markmalaspina@yahoo.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Fri, Oct 2, 2015 7:22 pm
Subject: NYT article

http://www.nytimes.com/2015/10/04/upshot/soda-industry-struggles-as-consumer-tastes-change.html?_r=0

Peters, John C

From: Alex Malaspina
Sent: Wed 10/07/2015 7:12 AM (GMT-06:00)
To: Peters, John C; gcooper@coca-cola.com; sharris@ilsa.org; hzhang@coca-cola.com; flbayer@bellsouth.net
Cc:
Bcc:
Subject: Fwd: Daily European News Flash - 07.10.15

See article on Pepsi and aspartame-free diet Pepsi. A.

-----Original Message-----

From: Susanne Kettler <skettler@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Wed, Oct 7, 2015 8:56 am
Subject: FW: Daily European News Flash - 07.10.15

From: Coca-Cola Team [<mailto:coca-cola@commetric.com>]
Sent: Wednesday, October 07, 2015 8:43 AM
To: Coca-Cola Team
Subject: Daily European News Flash - 07.10.15

Key Highlights: Coverage continues across markets on the 2015 edition of the Interbrand ranking, where Coca-Cola was placed third among the world's 100 most popular brands. UK media report that CEOs from the biggest food and beverages brands, including Coca-Cola, have organised a collaborative public health three-pronged programme for improving national health, educating and encouraging people to use the nutritional information on labels and supporting healthier lifestyles amongst workforces. British and German publications report that Coca-Cola Bottling Co. Consolidated has contributed to aid efforts to help the people affected by the recent severe floods in South Carolina. Coverage continued on brewer and Coca-Cola bottler SABMiller's earlier than expected reported improved quarterly sales performance. Analysts are said to be speculating that the announcement aims to secure a higher bid from Anheuser-Busch InBev which is seeking to take it over.

All other coverage shared as background.

Coca-Cola News

Coca-Cola Joins a Public Health Collaboration (UK)

Marketingmagazine.co.uk – '[Coca-Cola, Unilever, Tesco and Asda plot collaborative public health initiative](#)', 06.10.15

By Sara Spary

Reports that 30 CEOs from the biggest food and beverages brands have pledged to help people live more healthily through a three-pronged programme. It consists of a "sustained programme" of reformulation for improving national health, educating and encouraging people to use the nutritional

information on labels and encouraging healthier lifestyles amongst workforces. The collaborators include Coca-Cola, Unilever, Nestle, Mondelez and others. Asda CEO and IGD President Andy Clarke revealed the plan while speaking at the IGD Big Debate in London. He pointed out that the industry has cut a lot of calories from the products it sells, but "it's not enough." Furthermore, IGD revealed research, according to which 75 per cent of shoppers believe healthy living is a matter of personal responsibility, but do want support from brands and retailers.

Also reported: Brandrepublic.com, Mediaweek.co.uk

(KO mention)

Authority: 2

Shares: Twitter 40, Facebook 2, G+ 1, LinkedIn 34

Readership: c.10,200

Coca-Cola Bottling Co. Consolidated and Flood Relief (UK, Germany)

Uk.finance.yahoo.com – 'Local Coca-Cola Bottler Delivers More Than 130,000 Bottles of Dasani to Help Those Affected by Flood', 06.10.15

Reports that after a severe flood in South Carolina, Coca-Cola Bottling Co. Consolidated (CCBCC) has contributed to aid efforts by directing its resources in the state towards helping people affected by the floods. The article details the efforts of CCBCC, which included reaching out to the American Red Cross in order to coordinate the delivery of more than 43,000 bottles of Dasani water. In total it is noted that CCBCC delivered 107,520 bottles of Dasani to aid emergency efforts in Columbia, South Carolina.

Also reported: Wallstreet-online.de, Financial.de

(KO mention: *Dasani*)

Authority: 10

Shares: 0

Readership: N/A

ABI-SABMiller Merger (UK)

Uk.reuters.com – 'UPDATE 3-SABMiller rejects 'informal' offer from AB InBev as too low - Bloomberg', 06.10.15

By Martinne Geller

Reports that brewer and Coca-Cola bottler SABMiller reported improved underlying quarterly sales on Tuesday in a statement made earlier than expected. Analysts are said to be speculating that the announcement aims to secure a higher bid from Anheuser-Busch InBev which is seeking to take it over. Both companies have so far declined to comment, but *Reuters* sources claim there are ongoing discussions and possibly talks of an extension of the formal bid deadline. SABMiller's defence options however, are said to be limited. Alliances with Coca-Cola, Carlsberg or Diageo are said to be possible but unlikely.

Also reported: Uk.finance.yahoo.com, Lse.co.uk, Uk.finance.yahoo.com (2), Uk.reuters.com (2), Uk.news.yahoo.com, Lse.co.uk (2), lii.co.uk, Uk.reuters.com (3), Thetimes.co.uk,

(KO mention)

Authority: 10

Shares: N/A

Readership: N/A

Coca-Cola Presses Sepp Blatter to Resign (Germany, Italy, UK)

T-online.de – [‘adidas bleibt der FIFA als Sponsor treu’](#), 06.10.15

Continued coverage of the ongoing corruption scandal at FIFA. German media focus on Adidas' statements that it has faith in the reforms at FIFA and will continue to sponsor the global football governing body. This is said to be in contrast to the position of top sponsors Coca-Cola, McDonald's, Visa and Anheuser-Busch, who called for the immediate resignation of FIFA President Sepp Blatter. Mr Blatter's lawyer denied the demands, stressing that Mr Blatter intends to stay at FIFA's helm until the next elections in February 2016.

Also reported: [Freiepresse.de](#), [Ariva.de](#), [lsole24ore.com](#), [Moreaboutadvertising.com](#), *East Anglian Daily Times* (print)

(KO mention)

Authority: N/A

Shares: N/A

Readership: c. 1,124,000

European Court of Justice Decision on Safe Harbour Framework (UK)

Wired.co.uk – [‘What does the end of Safe Harbour mean for you?’](#), 06.10.15

By Cara McGoogan

Reports that the European Court of Justice has ruled that the “Safe Harbour” data sharing agreement between the US and the EU is invalid. It is noted that about 4,000 businesses, including Coca-Cola and tech companies such as Apple, Google, Yahoo, Facebook and Twitter, were signed up to the agreement. According to the article, the ruling means a renegotiation of data sharing will be necessary, and for those companies operating across the Atlantic, either the US will need to draft more robust data protection laws, or the EU will have to relent. New contractual agreements with users, US server encryption and EU-based servers are listed as possible solutions for “Safe Harbour” licensed companies. It is noted that customers should not be affected in the short term; however, the costs of dealing with the issue might eventually be reflected in the future. Privacy International's Chair Anna Fielder is quoted as calling the judgement “historical”.

(KO mention)

Authority: N/A

Shares: Shared 93, Comments 1

Readership: c. 30,680

Pepsi Launches ‘Back to the Future Part II’ Bottles (Ireland, Spain, UK, France, Belgium)

Irishexaminer.com – [‘Back to the Future 2’s Pepsi Perfect is real and you can buy it!’](#), 06.10.15

Continued coverage on an announcement by PepsiCo that it will launch a limited edition of futuristic Pepsi bottles which look like those shown in the ‘Back To The Future Part II’ movie. The special series will be limited to just 6,500 bottles and will be launched on October 21st, the date when the film's lead character Marty McFly appeared in the future. The Coca-Cola Company is briefly mentioned in a French outlet as a rival to PepsiCo.

Also reported: [Marketingdirecto.com](#), [Breakingnews.ie](#), [Wallstreetscope.com](#), [Gqmagazine.fr](#), [Hln.be](#), [Bfmbusiness.bfmtv.com](#), [Thedrum.com](#), [Theedgesusu.co.uk](#)

(KO mention)

Authority: 1

Shares: 2

Readership: c. 29,100

Visit to The Coca-Cola Company's Headquarters (Belgium)

Nieuwsblad.be – [‘Bourgeois en Rutte bezoeken hoofdzetel Coca-Cola’](#), 06.10.15

Reports that Minister-President of Flanders Geert Albert Bourgeois and Dutch Prime Minister Mark Rutte have visited the headquarters of The Coca-Cola Company in the city of Atlanta, Georgia. The publication notes that The Company is not only “the largest soft drinks manufacturer in the world,” but it possesses an “unprecedented” logistic network reaching “all corners of the world”.

(KO mention)

Authority: 3

Shares: 1

Readership: c. 70,000

Shonky Awards and Coca-Cola (UK)

Theguardian.com – [‘Samsung, Arnott's and Ikea among brands shamed in 2015 Shonky awards’](#), 07.10.15

By Bridie Jabour

Reports on Australia's Shonky Awards 2015 which are organised by consumer group Choice and which aim to highlight what the group claims are bad consumer practices. The Coca-Cola Company is the recipient of a Shonky Award for what is referred to as an “unrestricted gift” to the Global Energy Balance Network, with consumer group Choice quoted as stating that: “We think funding an organisation that suggests we should keep drinking sugary drinks and just exercise more is a load of fizz.” A spokeswoman for Coca-Cola Amatil is quoted as rejecting the claim.

Also reported: [Execreview.com](#), [Daily mail.co.uk](#)

(KO mention)

Authority: 10

Shares: Shared 503, Comments 56

Readership: c. 2,600,000

Luxembourg Leaks (Germany)

Welt.de – [‘EU-Staaten schaffen Regeln gegen Steuerflucht’](#), 06.10.15

By Andre Tauber

Reports that EU finance ministers have agreed on “a tougher fight” against tax evasion practices. It is noted that Germany's Federal Minister of Finance Wolfgang Schäuble has discussed the matter with the Luxembourg authorities. They decided that in future, EU member states are to exchange among themselves information about tax deals with business companies. They also agreed that companies should pay taxes in the state where they are generated. The publication highlights that the issue has “explosive power”, since it will determine the question of how the EU authorities intend to ensure that large international companies, such as Apple, Amazon, Coca-Cola and many others, really pay taxes where they are economically active.

(KO mention)

Authority: 5

Shares: Facebook 8, Twitter 3

Readership: c. 317,000

Washing Hair with Coca-Cola (UK, Spain, France)

Independent.co.uk – '[Should you wash your hair with Coca-Cola?](#)', 06.10.15

By Philip Kingsley

Quotes three trichologists as commenting on the effect of washing your hair with Coca-Cola. Although they agree that the drink can potentially help to give hair more volume and “the illusion of more body,” they also note that the procedure will be unpleasant for the scalp and hair in the long term.

Also reported: [Web.notinet.org](#), [Mellyfood.fr](#), [Goodhousekeeping.co.uk](#)

(KO mention)

Authority: 10

Shares: Shared 37

Readership: c. 730,000

European Brand Highlights

Interbrand 2015 Ranking (France, Italy, Spain, Germany, Romania, Hungary, Greece, Belgium, UK, Norway)

Journaldugeek.com – '[Apple et Google sont toujours les marques les plus valorisées au monde](#)',

06.10.15

By Elodie

Coverage continues across markets on the 2015 edition of the Interbrand ranking of the world's 100 most popular brands. Coca-Cola was placed third, following Apple and Google. Some publications note that Coca-Cola has lost four percentage points of its brand value since last year.

Also reported: [Swzone.it](#), [Muycanal.com](#), [Wallstreetitalia.com](#), [Lesnumeriques.com](#), [Ilbloggatore.com](#), [Zone-numerique.com](#), [Mark-up.it](#), [Marketingnews.es](#), [Nwzonline.de](#), [Elarsenal.net](#), [Capital.ro](#), [Sg.hu](#), [Bitport.hu](#), [Emea.gr](#), [Mediakey.tv](#), [Chimerarevo.com](#), [Viuz.com](#), [Fibonacci.it](#), [Graffica.info](#), [Retaildetail.be](#), [Pubblicitaitalia.it](#), [Mobilenewscwp.co.uk](#), [Autocity.com](#), [Beveragedaily.com](#), [Eimag.it](#), [Elpublicista.es](#), [Foodanddrinkeurope.com](#), [Fibonacci.it](#), [Abc.es](#), [Marcasrenombradas.com](#), [Planung-analyse.de](#), [Punto-informatico.it](#), [Cateconomica.com](#), [Abcnhyeter.no](#), [Automarket.ro](#), [Gazzetta.gr](#), *Western Morning News*

(print), *Western Daily Press* (print)

(KO mention)

Authority: 8

Shares: Comments 2, Pinterest 1, LinkedIn 11, Google+ 3, Twitter 87, Facebook 11

Readership: c. 41,900

Industry News

Nutritional Measures

Brighton Sugar Smart City Initiative (UK)

[Metro.co.uk](#) – ‘There’s now a 10p ‘fizzy drink tax’ in Brighton to tackle obesity’, 06.10.15

By Nicholas Reilly

UK sources continue to report on the Brighton & Hove campaign encouraging people to cut their sugar consumption. Backed by celebrity chef and campaigner Jamie Oliver, the initiative introduces a voluntary 10p tax on sugar-sweetened drinks to fund food education and children’s health. Further coverage notes the initiative encourages the use of the hashtag #SugarSmartCity. Nevertheless, *Theargus.co.uk* reports that nutritional therapist Emma Wells has pointed out that the campaign is “a farce” if its aims are not even “in the pipeline to be discussed.”

Also reported: [Dentistry.co.uk](#), [Localgov.co.uk](#), [Theargus.co.uk](#), [Naturalproductsonline.co.uk](#), [Newsrt.co.uk](#), [Newsrt.co.uk \(2\)](#), [Smile-onnews.com](#), *Western Morning News* (print)

(No KO mention)

Authority: 4

Shares: Shared 28

Readership: c. 226,000

Sugar and Sweeteners

Aspartame-Free Pepsi Performing Well In Q3 (UK, France)

[Uk.reuters.com](#) – ‘UPDATE 2-PepsiCo profit beats as costs fall, N America sales rise’, 06.10.15

By Sruthi Ramakrishnan and Anjali Athavaley

Reports on PepsiCo’s better-than-expected profit for Q3’15, which has risen as costs fell and demand for its snacks and non-carbonated beverages rose in North America. The article notes that PepsiCo has answered consumer demand for products with lower calorie content, which are perceived as healthier, by introducing beverages with “less sugar and more natural ingredients”. PepsiCo Chief Financial Officer Hugh Johnston is quoted as saying that innovative products, such as the aspartame-free Diet Pepsi, are performing “really well”, although it was too early to give any sales figures. *Mail.com* notes that both PepsiCo and Coca-Cola are facing a decline in US soda consumption and a shift away from traditional diet sodas, and adds that Coca-Cola is yet to announce its results.

Also reported: [Yorkshirepost.co.uk](#), [Mail.com](#), [Ft.com](#), [Nytimes.com](#), [Wsj.com](#)

(KO mention)

Authority: 10

Shares: N/A

Readership: N/A

Soft Drinks and Health

Portion Sizes and Over-Eating (UK)

[Dailymail.co.uk](#) – ‘Supersized packs ‘trick people into over-eating’: Larger versions of food such as crisps or lasagne found to give inflated view of a normal portion size’, 07.10.15

By Sean Poulter

Reports that according to a study from the University of Surrey, super-sized packaging may be encouraging people to over-eat as larger packs of foods and drinks are said to inflate the perception of a normal portion size. The study, which has been published in the journal *Appetite*, and also claims that

men are more susceptible to this, involved more than 13,000 participants from Britain, France, Germany, Poland, Spain and Sweden.

Also reported: *Daily Mail* (print), *Scottish Daily Mail* (print)

(No KO mention)

Authority: 10

Shares: Shared 18, Comments 22

Readership: c. 3,295,000

Red Bull Marketing Claims (Spain)

Economia.elpais.com – '[Patinazos legales de grandes empresas innovadoras](#)', 06.10.15

By Ana Torres Menarguez

Reports on various legal issues with large, innovative corporations. One of the stories is about lawsuits by disappointed customers against Red Bull. In 2013, Benjamin Careathers sued the company for misleading advertising, claiming the energy drink did not improve his intellectual or athletic performance, despite marketing claims that it provided more energy than other caffeinated beverages and the "Red Bull gives you wings" slogan. After that case Red Bull also had to compensate other dissatisfied customers.

(No KO mention)

Authority: 10

Shares: Google+ 7, Comments 7, LinkedIn 197, Twitter 323, Facebook 530

Readership: c. 778,600

Sugar Content of Soft Drinks (Denmark)

Cphpost.dk – '[Too much sugar in Danish soft drinks](#)', 06.10.15

By Lucie Rychla

Danish sources report on the Action on Sugar international survey, according to which sugar levels in soft drinks brands vary in different countries. The article notes that the beverages sold in Denmark may contain up to 50 per cent more sugar than the same products in Austria or Argentina, and that 88 per cent of the drinks exceeded the World Health Organization's recommendation for daily sugar consumption. A can of Fanta reportedly contains 35g of sugar in Denmark, compared to 23g in the UK. Consumer council Forbrugerrådet Tænk's Camilla Udsen called for unified levels within the EU. The article further notes that sugar consumption has been linked to obesity by Action on Sugar.

Also reported: [Nyhederne.tv2.dk](#), [Mx.dk](#)

(KO mention: *Coca-Cola*, *Fanta*, *Sprite*, *Schweppes*)

Authority: 2

Shares: N/A

Readership: c.3,900

Obesity

Millennials and Weight Gain (UK, Spain)

Telegraph.co.uk – '[Losing weight was easier in the 1980s than it is now](#)', 06.10.15

By Sophie Jamieson

Continued coverage on the study by York University in Toronto, 'Obesity Research & Clinical Practice', which found that people in the 1980s could lose weight easier whilst consuming the same amount of calories and exercising the same as their counterparts today. In exact conditions, people's BMI today was 2.3 points higher than in 1988. The findings have led the researchers to conclude that weight management is more complex and there are more factors than just diet and exercise to consider.

Also reported: [Elconfidencial.com](#), *Daily Mail* (print), *Scottish Daily Mail* (print)

(No KO mention)

Authority: 10

Shares: Comments 357, Twitter 125, Facebook 1000, Pinterest 2, LinkedIn 3

Readership: c. 1,557,000

Methodology

Authority – Authority score is provided by Sysomos. Each data source is assigned a score between 0 (lowest) – 10 (highest). Authority is measured using a number of factors including in-link count and reach for traditional media and in-link count, comments, reach and bookmarks for blogs. Where a specific source is retrieved using another platform 'N/A' will be assigned.

Shares - This data is taken from the publication itself, and includes the number of shares across platforms. Shares include recommendations on Facebook and Twitter and comments on the article in question. When this information is not provided, 'N/A' is shown. The type of shares will be broken down by platform when the total sum is greater than 10.

Readership – Readership gives an indication of the size of audience reached and is based on a unique visitors estimate by Siteworthtraffic.com, which uses data by web analysis platform Alexa.

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Withheld for Privilege

Peters, John C

From: Alex Malaspina
Sent: Fri 10/16/2015 5:20 AM (GMT-06:00)
To: scohen@unmc.edu; sharris@ilsi.org; Peters, John C; fergc@foodsci.umass.edu; foodchain@hotmail.com
Cc:
Bcc:
Subject: Fwd: Non-Caloric Sweeteners - Impact on the Microbiome : Suez et al , Nature , 9 October 2014

FYI. Please Keep confidential. Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: ctuggle <ctuggle@coca-cola.com>
Sent: Fri, Oct 16, 2015 6:23 am
Subject: Fwd: Non-Caloric Sweeteners - Impact on the Microbiome : Suez et al , Nature , 9 October 2014

Dear Clyde: Every one I asked including some top experts in the field believe that the Israeli study is full of holes , is not reproducible. and no respectable scientist considers it valid. In summery ,it has nothing to do with human consumption of non-caloric sweeteners. How it got so much publicity is an indication of the extensive animosity that exists against our industry, which ,as I have been advocating to Don ,we must seriously attempt to change.. The IFIC document is excellent.

You may show all my emails to my friend Jimmy Williams with my best wishes.

Warmest regards. Alex

-----Original Message-----

From: Paivi Julkunen <pjulkunen@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Thu, Oct 15, 2015 4:03 pm
Subject: RE: Non-Caloric Sweeteners - Impact on the Microbiome : Suez et al , Nature , 9 October 2014

IFIC has a great story on the study that I remember we also shared internally here.

<http://www.foodinsight.org/blogs/mice-and-media-credulous-response-iffy-sweetener-study#sthash.IxZ8lKNX.dpbs>

Paivi

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: Wednesday, October 14, 2015 11:29 AM
To: Paivi Julkunen
Subject: Fwd: Non-Caloric Sweeteners - Impact on the Microbiome : Suez et al , Nature , 9 October 2014

FYI. Alex

-----Original Message-----

From: Michael Ernest Knowles <mek59100@gmail.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Wed, Oct 14, 2015 10:39 am
Subject: Non-Caloric Sweeteners - Impact on the Microbiome : Suez et al , Nature , 9 October 2014

Dear Alex ,

I had another look at the above paper , which caused the usual media headlines a year ago but immediately afterwards was roundly judged to be flawed by many eminent researchers in the field . I looked - up many of their comments , all of which I share , and I guess they can be summed - up by the Head of the U. Cambridge's Metabolic Research Laboratory , who said " it would be unfortunate if this data were to influence public policy . " Other's have said that the paper's title itself is misleading and should not have been accepted by the Journal because of this **and as a result is likely to lead to poor health decisions** . A brief summary of the criticisms which leads to these comments is below :

> the study is interesting but mice are not a good model for humans , who have a different gut microbiome , in this type of study and the human element was too small to draw any conclusions ;

> a more serious criticism is that the study combined the results from aspartame , sucralose and saccharin data when it's most unlikely that such different molecules would have the same effect on the gut microflora ;

> going back to the title of the paper , only three sweeteners were tested and only one of these , saccharin , showed a result which is why it was used for further studies - **so it's an unrealistic leap from the results to assert that " artificial sweeteners contributed to**

enhancing the exact epidemic that they themselves were intended to fight ."

> further studies are required on the saccharin ' effect ' which is curious to see if this is ' real ' or an artefact of the study design ;

> saccharin is the oldest and now least used sweetener further damning the irresponsible headline causing the media frenzy at the time ;

> similar studies with sweeteners have not shown such effects and a 2013 epidemiological study in Europe with > 10000 subjects showed an association with sugary drinks and Type 2 Diabetes but after energy balance and BMI were controlled for , there was no association with diet drinks . Further another epidemiological study of > 40000 men in 2011 found the same result - **this is more reliable evidence than the Nature study with 7 men !**

So in conclusion , this study might be the start of investigations into the effect of artificial sweeteners on gut microflora , but it is preliminary and just one study on the topic - many of which have come to wildly different conclusions ! Unfortunately because of the misleading title and conclusions in the paper's Abstract , the media had a field day , which may be why some in the medical profession , who would probably not have read the original paper , not are experts in this type of study , were misled into believing the headlines .

Hope this helps , let me know if you want anything clarified .

Warm regards

Mike

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Peters, John C

From: Alex Malaspina
Sent: Mon 11/02/2015 5:15 PM (GMT-07:00)
To: taktogami@gmail.com
Cc: boonyee@ilsisea.org.sg; geoffsmith@ilsisea.org.sg; sharris@ilsi.org; Peters, John C; Hill, James; jamesrbehne@yahoo.com; dbanati@ilsieurope.be; adrewnow@fredhutch.org; mmclean@ilsi.org; fergc@foodsci.umass.edu; scohen@unmc.edu; beauchamp@monell.org; zhangh@email.chop.edu; scola10@aol.com; schmidt@ific.org; jshchen@ilsichina.org; n4789e@me.com; dkowal@bellsouth.net
Bcc:
Subject: Fwd: News Digest - October 30, 2015
Attachments: HBR Article CW24 EN.pdf

Most Interesting! Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: ctuggle <ctuggle@coca-cola.com>; ehays <ehays@coca-cola.com>
Cc: gcooper <gcooper@coca-cola.com>; hlanan <hlanan@coca-cola.com>; wwaichungo <wwaichungo@coca-cola.com>
Sent: Mon, Nov 2, 2015 7:00 pm
Subject: Fwd: News Digest - October 30, 2015

A most interesting article. I believe JQ and MK may want to see it. Warm Regards. Alex

-----Original Message-----

From: Dr. Huaying Zhang <hzhang@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Mon, Nov 2, 2015 6:30 pm
Subject: RE: News Digest - October 30, 2015

I saved it in a PDF file and send it to you again.

Let me know if you still have difficulty reading it.

Huaying

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: 2015年11月2日 22:34
To: Dr. Huaying Zhang
Subject: Re: News Digest - October 30, 2015

I Can Not get The translation. Alex

-----Original Message-----

From: Dr. Huaying Zhang <hzhang@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>
Cc: Clyde Tuggle <ctuggle@coca-cola.com>; Ed Hays <ehays@coca-cola.com>; Hope Laman <hlaman@coca-cola.com>

Sent: Mon, Nov 2, 2015 9:00 am
Subject: RE: News Digest - October 30, 2015

Alex,

Thanks. I am very happy that our team's hard work is being recognized.

This is one of the many interesting projects that we run in China. Our company is in the forefront of sustainability in China. Harvard Business Review China did some in-depth interview and published an article about our work earlier. I included an English translation of the article here as I thought you might enjoy reading it, so.

All the best,

Huaying

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: 2015年11月2日 19:27
To: Dr. Huaying Zhang
Cc: Clyde Tuggle; Ed Hays; Hope Laman
Subject: Fwd: News Digest - October 30, 2015

Dear Huaying:
Congratulations on the pioneering work your team is doing in China to provide safe water to the population. This work by TCCC is most impressive and all your friends, I am sure, will be very interested and most impressed. I will try and inform some of them in Coke and ILSI of this development.
Warmest personal regards. Alex

-----Original Message-----
From: Glenn Cooper <gcooper@coca-cola.com>
To: Undisclosed recipients;
Sent: Mon, Nov 2, 2015 4:45 am
Subject: News Digest - October 30, 2015



November 2, 2015

Portfolio

[Why Coke is expanding beyond League of Legends eSports](#)

Fortune.com, October 30, 2015, By John Gaudiosi

[Facebook launches slideshow for video content in emerging markets \(Coke Studio Africa\)](#)

ClickZ.com, October 30, 2015, By Sophie Loras

[India: Coca-Cola spins the wheel; Creating compelling stories defines the company's current advertising and marketing strategy; a master at the art of plugging brands, albeit subtly](#)

BusinessStandard.com (India), November 01, 2015, By Viveat Susan Pinto

[Coca-Cola Enterprises backs Rugby World Cup tie-up -- "It's who we are"](#)

Just-Drinks.com, October 30, 2015, By Andy Morton

[Honest Tea CEO: 'I had no beverage experience, but I was thirsty'](#)

FoodDive.com, October 29, 2015, By David Oliver

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Planet

[China: Coca-Cola honored for innovation in disaster relief](#)

Shanghai Daily, November 01, 2015

[China: Shenmei beefs up Coca-Cola's sustainability initiative; Coca-Cola's secret formula makes its delicious taste. What's the formula that makes the company grow prosperous?](#)

Shanghai Daily, November 02, 2015

[New Zealand: Sugar, spice and all things nice](#)

New Zealand Herald online -- nzherald.co.nz, November 01, 2015, By Patricia Greig

[The Hard Power of Soft Drinks; How the soda company's feel-good message silences its critics](#)

TheNewRepublic.com, November 02, 2015, By Corby Kummer

[Legacy tarnished by fraud conviction: Tyrone Brooks, who pleaded guilty, faces sentencing hearing this week](#)

Atlanta Journal-Constitution, November 02, 2015, By Rhonda Cook

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Partners

[FIFA's Blatter says attacks from sponsors politically motivated](#)

Reuters, October 30, 2015, By Kate Holton

[Sepp Blatter accuses US of being 'bad losers' over World Cup](#)

Financial Times online -- ft.com, October 29, 2015

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Profit

[Coca-Cola Andina's YTD soars despite currency pressure](#)

Just-Drinks.com, October 30, 2015, By Andy Morton

[Backus Gives AB InBev Monopoly of Peruvian Beer Market \(Coca-Cola brands, bottler exclusivity\)](#)

Peruvian Times, October 15, 2015

[Pfizer deal provokes further anger over tax inversions \(Cites Coca-Cola Enterprises\)](#)

Financial Times online -- ft.com, October 30, 2015

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Productivity

[Coke, Turner "bridging" what's next with technology start-ups](#)

Atlanta Journal-Constitution online -- ajc.com, October 30, 2015, By Leon Stafford

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Industry

[Nigeria: The Cola war](#)

The Nation (Nigeria), October 30, 2015, By Adedeji Ademigbuji

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Full Text

Why Coke is expanding beyond League of Legends eSports

Fortune.com, October 30, 2015, By John Gaudiosi

Coca-Cola has expanded its eSports focus through a new weekly show that delves beyond League of Legends.

Coca-Cola has spent the past two years connecting with fans of the most popular eSports title in the world, Riot Games' League of Legends. The soft drink maker will be in full force at the Oct. 31 League of Legends 2015 world championship at Mercedes-Benz Arena in Berlin, and it's expanding its reach into other eSports titles.

In October, Coke launched ESports Weekly, which is produced in collaboration with lifestyle site IGN and is livestreamed online Friday evenings at 7 p.m. Eastern on Twitch and IGN before being archived on YouTube.

"It's a 22-minute news program where fans can learn all about what's going on in eSports and their favorite games," says Matt Wolf, head of global gaming at Coca-Cola. "We're able to speak to all of the different games through this show, which features in-depth explorations of games like Blizzard's StarCraft 2 and Valve's Dota 2 and Counter-Strike: Global Offensive. It allows us to democratize our place in the eSports space."

Wolf says the show will evolve through the end of this year, as fan feedback through live chat and social media is steering the direction of the content, and ultimately molding what the show will be in 2016 and beyond. "The audience reaction has been strong so far and this show further cements our place in eSports," Wolf says.

The show will cover events like BlizzCon 2015, which features eSports tournaments across Blizzard Entertainment's lineup of games. It also intersects with Coke's sponsorship of the League of Legends Championship Series (LCS). Reporters from ESports Weekly will film interviews during the world

championship at the Coke ESports Lounge, which is the largest suite inside Mercedes-Benz Arena.

Coke continues to expand its partnership with Cinemark movie theaters by offering big-screen viewing parties in 11 cities across the U.S. For the world championship, they added a fan voting tool to select the last three locations; Kansas City, Chicago, and Florida won out. Because of the time difference in the U.S. (the match starts at 2:30 a.m. Pacific), Europe received the bulk of the promotion this year, with Cinemark viewing parties in 80 locations spread across multiple countries.

"The high-quality feed and community aspect are the key draws for fans to celebrate what is their Super Bowl," Wolf says. "They get an exclusive League of Legends cup, Coke thunder sticks and other swag to mark the occasion."

Patrick Walker, vice president of insights and analytics at EEDAR, says Riot Games' worlds is the biggest eSports event of the year. And the world championship is the culmination of that World Cup-style elimination tournament.

"It's important that a major mainstream brand like Coke is sponsoring the event," Walker says. "Riot is the market leader in eSports, so other companies use Riot as a proof of concept. If the Coke sponsorship is successful, many other major brands will be more willing to commit major money to tournament sponsorship. This sponsorship is a potential tipping point in the relationship between advertisers and eSports."

According to Ed Zhao, business analyst at EEDAR, eSports viewers have been fairly receptive toward brands that have advertised. Only about 3% of users stated that seeing a brand in eSports would decrease their interest in the brand, while another 3% stated that it would depend on the brand itself.

"A lot of eSports viewers realize that it's a movement still in its nascent stages," Zhao says. "These viewers are happy to see the support unless it's overly outlandish."

A recent study found that Coke was the No. 1 non-endemic eSports brand with League of Legends gamers. Aside from Red Bull, which hosts its own eSports competitions and livestreams them to the world, the Atlanta-based drink maker stands on its own as an early player in what has become a global phenomenon with over 226 million fans, according to research firm Newzoo.

By expanding to additional eSports, Wolf hopes to find similar results by sharing the passion of eSports fans and offering them value.



<http://fortune.com/2015/10/30/coke-expands-esports-reach/>

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Facebook launches slideshow for video content in emerging markets (Coke Studio Africa)

ClickZ.com, October 30, 2015, By Sophie Loras

Facebook's new slideshow image tool will be welcomed by brands hoping to serve up more video content to consumers in emerging markets.

Facebook's new slideshow video content tool is a win for consumers in emerging markets, advertisers and for the platform itself as it seeks to engage its next one billion users, industry experts say.

From today, brands can create a 10 to 15 second video advertisement from still images. Audio is not yet available, but an ad can be accompanied by text. It gives consumers accessing the Internet from 2G, 3G and other feature phones in regions where connectivity is low, and data rates high, better access to quality video content.

"Here in APAC, we see a need for it," says Hong Kong-based Jonathan Nguyen, regional director for [Social@Ogilvy](#). "We already have Facebook Lite for emerging markets and now they have a way of pushing video ads out there."

Over the past two years, Facebook has invested heavily into the needs of consumers in emerging markets. It sends staff on field trips to countries like India, and has instigated 2G Tuesdays giving employees the chance to opt into a simulated low-connectivity version of the platform to help test new products.

Statistics presented at a Facebook roundtable show 85 percent of the world's population is in emerging and high growth markets, and 90 percent are under 30. These markets are all the more lucrative to advertisers, as figures show that 60 percent of GDP growth over the next five years will come from these regions. Mobile is playing an essential role, with millions of these consumers coming online as mobile-first and mobile-only Internet users.

India and Indonesia are two of Facebook's biggest mobile audiences, with eMarketer finding that by 2018, 168 million people in India will access Facebook via their phones at least once per month, (followed by the U.S. at 144 million) and Indonesia at 95 million.

Jakarta-based Safitri Sri, chief marketing officer, Telkomtelstra, says the global roll out of slideshow is a good move, especially for a market like Indonesia.

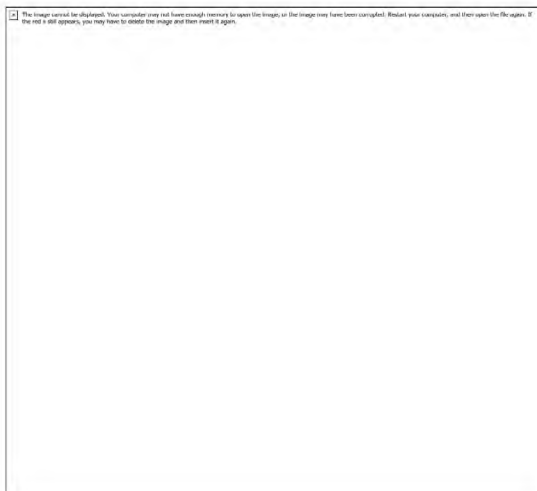
Some businesses in Indonesia already target consumers with varying degrees of content depending on the user's connectivity. For example, at Telkomtelstra, customers with strong connectivity might be served video content, while others may just get an image. Facebook's latest move will allow for a more consistent delivery of video content.

"Brands want to access these people, this is a very good offer, not just for brands but for users too," she says.

Sri says the move will also allow millions of Indonesia's small business operators to create video campaigns on small budgets to grow their businesses.

Coca-Cola was one of the first brands to test slideshow when it promoted the newest season of **Coke Studio Africa** across Kenya and Nigeria. The slides were compiled using high-resolution screenshots from a video, and then uploaded in sequence with text. The campaign reached 2 million people – twice the goal – and raised awareness by 10 points.

"We recognize that our consumers may have constraints when accessing video content, hence the slideshow option by Facebook is spot on in enabling us to still deliver impactful and quality content," said **Ahmed Rady, marketing director, Coca-Cola Central, East and West Africa.**



However despite slideshow's early success, Nguyen warns brands not to rush into the new tool just for the sake of it.

"You might have access to this new tool, but it doesn't mean you upload 10 grand worth of images, and upload an ad," he says. "Instead, go back to what the brand story is and adapt it to the medium, rather than rushing to the medium and trying to work out after the fact what you are going to talk about."

<http://www.clickz.com/clickz/news/2432791/facebook-launches-slideshow-for-video-content-in-emerging-markets>

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India: Coca-Cola spins the wheel; Creating compelling stories defines the company's current advertising and marketing strategy; a master at the art of plugging brands, albeit subtly

BusinessStandard.com (India), November 01, 2015, By Viveat Susan Pinto

Twenty years ago, Coca-Cola, the world's largest beverage maker, redefined how in-film placements happened in India, a key market for the company and one where movies are akin to religion in their appeal. A successful Bollywood foray led it into more experimental forms of storytelling; Coke Studio in 2011 and more recently a 'happiness campaign' for schools. And with this the brand enters a new phase, weaving new stories for new consumers.

The MTV-Coke partnership has spawned similar tie-ups as brands have looked for ways to get inside their customers' lives. One such being rival Pepsi's tie-up with MTV for an Indie music channel called Pepsi MTV Indies last year. Recently, Nestle's coffee brand Nescafe tied up with MTV to launch a co-branded initiative called MTV Presents Nescafe Labs - a platform for experimental and creative talent and it is a digital-only property. And of course, there are the in-film placements that have become an indispensable part of movie promotions and corporate marketing strategies.

Coke integrated itself into the storyline of the Subhash-Ghai-directed Hindi movie Taal (1999), sparking off a trend of brand associations with films. This was a break from the otherwise common practice of blatantly promoting brands within movies. Even after two decades, the Coke-in-Taal in-film placement, say experts, continues to be recalled as a pioneering effort.

The Coke strategy has been to be a part of powerful stories, meaningfully; its brand being a ubiquitous presence, but never an eyesore. This was the thinking behind its high-decibel cola campaigns on television, as well as its popular platform for non-film music, Coke Studio which it brought into India a few years ago, with MTV as its partner. The franchise has gone beyond the confines of a studio, quite literally, into live shows and concerts.

Turning the wheel

Coke is changing its brand language yet again. This time the emphasis is on what Coca-Cola's India and South West Asia President Venkatesh Kini says is "creating compelling stories". This is taking various forms. Like Coke's tie-up with NDTV for the 'Support My School' initiative that focuses on creating 'happy schools' by improving sanitation and other basic facilities. The motive of this exercise, explains Kini, is tied to Coke's overall 'Open Happiness' campaign, which is the platform on which the brand is predicated.

The Atlanta-based major has done a number of things in recent years to promote 'Open Happiness'. It has applied this to vending machines, a common mode through which consumers abroad buy Coke. Coca-Cola has distributed cakes, flowers and prizes through 'Happiness Machines' and its campaign titled 'Where will Happiness Strike Next' is expected to be scaled up to many more markets in the coming years, the company says.

Its 'Sharing a Coke' campaign was launched in Australia a few years ago and is now in over 80 countries worldwide. Under this initiative Coke bottles are personalised with some common names being printed

on the labels of its PET bottles. For example, if you live in the UK or USA, there are bottles with names such as Peter, James, John, Margaret, Elizabeth, Kate etc printed on Coke bottles. Consumers can easily pick these up as gifts.

The 'Share a Coke' campaign has been very popular on social media and has helped Coca-Cola lift flagging sales in markets such as the US. Encouraged by the response, the company is investing even more in the campaign and is allowing consumers to order personalised bottles on a dedicated website.

Doing good is good marketing

In India Coca-Cola is using the CSR route to promote its brands, also fulfilling its social duties in the process. Thums-Up, its largest cola brand in the country, has tied up with brand ambassador Salman Khan's Being Human Foundation to "unleash the thunder within people", the company says.

Incidentally, Coca-Cola is not the only brand speaking this new consumer language. In recent years, most big advertisers from Unilever to Dettol are getting a social sub-text into their communication. For instance, Unilever is pushing the importance of hand-washing using Lifebuoy as a vehicle to achieve it. The company has also committed to building toilets in rural India using toilet cleaner Domex under an initiative called the Domex Toilet Academy.

Unilever's global CEO Paul Polman recently said its "brands with purpose" were growing at twice the speed of regular brands in its portfolio, contributing to half of the firm's overall business growth. Rival RB, the British consumer goods major, is leveraging the Swachh Bharat campaign to not only help inculcate good hygiene habits among Indians, but also improve its consumer base both in rural and urban India.

Besides launching a five-year hygiene programme last year, it has helped build a detailed hygiene curriculum for kids, identified 200 villages in Uttar Pradesh and Bihar where it wants to end open-defecation and has also helped raise awareness and money for the cause, RB's regional director for South Asia, Nitish Kapoor said.

To some extent the move to speak up on social and humanitarian causes is the result of new provisions in the Companies Act which now mandates firms to invest two per cent of their profits in CSR. But as companies see it paying off, this fusion of brand and social communication will only increase, experts said. Coke should get ready for some serious competition.

http://www.business-standard.com/article/management/coca-cola-spins-the-wheel-115110100711_1.html

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Coca-Cola Enterprises backs Rugby World Cup tie-up -- "It's who we are"

Just-Drinks.com, October 30, 2015, By Andy Morton

The head of Coca-Cola Enterprises (CCE) has admitted there is no precise way to measure returns on events such as the Rugby World Cup but said big-name sponsorship is "who we are".

CCE is a sponsor of the Rugby World Cup, which ends tomorrow. Financial terms of the sponsorship remain undisclosed but all sponsors are believed to have been hurt by the early exit of tournament hosts England.

However, speaking to analysts after CCE's Q3 results yesterday, CEO John Brock backed investment in global events, saying: "We're all about big event marketing."

He added: "We think it's really important from both a brand equity standpoint, as well as from a consumer and customer interaction standpoint."

Brock said that even when no events are scheduled for the year "we'll invent one".

"We'll come up with one and work hand-in-hand with [The Coca-Cola Co]. We've had some great ones even in off years from the Olympics and Rugby World Cup."

Asked how the company measures its return-on investment, Brock said: "I think it's fair to say on big-event marketing, there is no scientific way to really measure the impact. Although I think you could say we know very much both qualitatively and to some degree quantitatively that this is what we're all about, it's who we are."

CCE will sponsor next year's European football championships in France, where the company has already started activations. Hubert Patricot, executive VP & president, European Group, said: "We are very positive about the Euros coming on because net-net I think football beats rugby."

Heineken is also a sponsor of the Rugby World Cup, and last month Heineken's global activation director, Hans Erik Tuijt, spoke to just-drinks about the tournament.

"We're enjoying the unpredictability of rugby," Tuijt said.

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Honest Tea CEO: 'I had no beverage experience, but I was thirsty'

FoodDive.com, October 29, 2015, By David Oliver

Dive Brief:

- Seth Goldman, the co-founder and CEO of Honest Tea, spoke on a sustainability panel Thursday and discussed the early days of his company. "I had no beverage experience, but I was thirsty," he said.
- Coca-Cola purchased Honest Tea in 2011 after already owning a 40% stake in the company.
- The panel took place at The Atlantic's Food Summit in Washington, DC which included a variety of panels on topics like food nutrition in schools, sustainability, and dietary science and the media.

Dive Insight:

Goldman told Food Dive that lower-calorie drinks and supply chain transparency are two of the biggest beverage industry trends. He said that consumers are, however, shifting away from what's billed as diet. The word "diet" is often associated with sacrifice, and consumers are also concerned about diet drink ingredients, he said.

Tea is the second-most popular beverage in the world; water is No. 1, according to Goldman. Honest Tea has grown rapidly, as has the overall RTD tea market. Last year, it reached \$5.3 billion in U.S. sales — a 3.7% U.S. growth rate — and \$50 billion in sales across the world.

"We did do a package evolution update, and I think that's certainly helped [with growth]," he said. Increased consumer awareness also helps, evident by the company's foray into restaurants — particularly Wendy's, which started selling the company's brewed tea in April and Honest Kids in September.

As for the company working with Coca-Cola, he said "it's been a build." The foodservice placement speaks to the largescale benefit of its Coca-Cola backing.

He said the key for beverage startups today is to create a product that is different enough and one that's aligned with what consumers want.

Internationally, Honest Tea launched this month in Germany and has also been in the United Arab Emirates and Korea.

<http://www.fooddive.com/news/honest-tea-ceo-i-had-no-beverage-experience-but-i-was->

[thirsty/408261/](#)

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China: Coca-Cola honored for innovation in disaster relief

Shanghai Daily, November 01, 2015

Coca-Cola China was recently awarded for its outstanding contribution to helping Shanghai's move toward a technology and innovation hub. Its "Clean Water 24" program was named the "Innovation and Development: Multinational Companies in Shanghai" Best Innovation Practice in Community Contribution category.

Coca-Cola "Clean Water 24" is an emergency drinking water supply mechanism launched in collaboration with local government bodies and civil society that provides safe drinking water to communities that find themselves in urgent need following a disaster.

"China suffers from frequent natural disasters due to the complicated geographic and climate conditions at play in its vast territory. During times of disaster, drinking water is always one of the most-needed supplies. However, the traditional disaster-relief model has often failed to meet immediate need for fresh drinking water in remote areas.

Coca-Cola China first began to establish partnerships with multiple parties, including scholars, government and civil society organizations, to learn about disaster-relief models in China following the 2008 Wenchuan earthquake in Sichuan. In 2013, the company launched the innovative 'Clean Water 24' emergency drinking-water supply mechanism, " said Huaying Zhang, vice president of sustainability from Coca-Cola Greater China and Korea.

"Clean Water 24" leverages "Golden Triangle" model, which focuses on collaborative efforts between government, businesses and civil society as they come together to tackle all kinds of social, economic, financial and governmental issues.

This innovative model not only promotes the economic value of the Coca-Cola value chain and operational network, but also enhances its social value. Aalong with the expertise of government and NGOo partners, "Clean Water 24" enables the prompt allocation of bottles of drinking water from locations nearest to the people in need.

In the aftermath of the Sichuan Ya'an earthquake of Aapril 2013, Coca-Cola delivered the first batch of drinking water to disaster-stricken areas within four hours of the earthquake. When an earthquake struck Lludian in Yunnan Province in Aaugust 2014, Coca-Cola quickly allocates its resources in neighboring provinces in order to supply drinking water to the impacted region. Aa total of 72,000 bottles of water were ready in a single hour.

Since its first activation in 2013, the "Clean Water 24" emergency drinking water supply mechanism has been employed on 44 occasions and delivered more than 7.2 million bottles of drinking water to nearly 730,000 people in disaster-affected areas.

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China: Shenmei beefs up Coca-Cola's sustainability initiative; Coca-Cola's secret formula makes its delicious taste. What's the formula that makes the company grow prosperous?

Shanghai Daily, November 02, 2015

Environmental concerns are one of the biggest issues in China today. The country's waters are one of the most important areas that authorities calls for the protection.

The Chinese government is stepping up efforts to reform the country's economic structure to tackle the problems caused by pollution and worn-out technologies. In April, the central government issued The Action Plan for Prevention and Treatment of Water Pollution, a guideline that aims to draft a blueprint for cleaner waters.

Apart from designing the plan for water protection, regulators are boosting environmental standards for water users around the country. Some face increased pressure over their efficiency and facilities. But Shanghai Shenmei Beverage & Food Co sees it a new, better era for itself.

As Coca-Cola's biggest bottling company in Asia currently, Shenmei inherited the unified standards from Coca-Cola worldwide and never compromises under any environmental requirements.

"When the plant was established in the late 1980s, it was already one of the best in Asia. We have been leading the standards in environmental protection and we keep our promise not through words but by action," said Guo Mu, general manager of Shenmei.

As a large beverage bottler, Shenmei has inevitably to deal with wasted water every single day. Yet managing the waste does not mean the introduction of good facilities only, but also involves education and commitment to its employees.

Guo acknowledges the importance of working with the local government in water protection and said Shenmei is always willing to share its resources and expertise with other companies within the Jinqiao industrial community where it is located.

Guo said Shenmei has strong water recycling facilities that not only manage to meet its own needs but provide recycling water for other neighboring factories via pipes and channels invested by the Jinqiao government.

Shenmei invested a total of nearly 5 million yuan (US\$793,000) in its latest water recycling system which manages to provide around 2,000 tons of recycled water every day. The water is then used in various aspects such as cleaning cars and toilets, as well as irrigating plants.

Shenmei itself uses one fifth of the recycled water and provides the rest for other companies at a much lower price.

"For some companies, it is costly to install a large system of water recycling equipment, therefore our supply of recycled water is rather beneficial economically and environmentally," said Guo.

Shenmei knows the importance of maintaining the good name of Coca-Cola, a brand that earns reputation around the world for more than a hundred years.

Guo said knowing about the young people is the key for the company to compete in the market. In 2013, the bottles of Coca-Cola in China started to carry buzz words and eye-catching lines, bringing new vitality to its brand awareness among the Chinese youngsters.

The company stretches well beyond its products when it comes to practicing social responsibilities.

In a most recent charity program 5by20 (five by twenty), the company, through free training, equips social women and local small shop owners with more professional and managerial skills so that they can better run their business. So far this year, the program has reached more than 2,000 people.

Regularly, Shenmei welcomes people to tour its "World of Coca-Cola" which was launched in last June, and so far received nearly 80,000 visitors, an act that aims to raise the transparency of its products and spread the history and present of its brand.

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New Zealand: Sugar, spice and all things nice

New Zealand Herald online -- nzherald.co.nz, November 01, 2015, By Patricia Greig

- Excerpt from column -

Coca-Cola seems to be putting in some overtime when it comes to their brand message, sending out product samples, hosting media lunches and trying to promote a generally more positive image amid the growing global anti-sugar movement.

The company attended the Fizz (fighting sugar in soft drinks) conference last month where general manager for Coca-Cola South Pacific Paul Fitzgerald spoke about the actions the company was taking - including selling smaller drink sizes, providing more information on their packaging and selling low or no sugar options such as coke zero.

Coca-Cola has also been putting out a range of press releases around the national health strategy plan, saying it welcomed the inclusion of the food and beverage industry in the government's plan to reduce childhood obesity. Although it is the right move to make, Coca-Cola is fighting a tough battle.

http://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=11538524

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The Hard Power of Soft Drinks; How the soda company's feel-good message silences its critics

TheNewRepublic.com, November 02, 2015, By Corby Kummer

Drink what?" the woman with a big Coca-Cola logo on her red name badge asked Marion Nestle and me after giving us our warm-up talk in a large room with a floor-to-ceiling case of memorabilia—all the better to make you want to buy more memorabilia in the enormous gift shop where the visit debouches—that initiates you into the World of Coca-Cola. "The soda on your badge," Nestle said.

The blank look returned to a ready smile. She was one of several poised, enthusiastic young women of color—Coke prides itself on its diversity—who told us the closest they come to consuming the products they so brightly hawk is the occasional bottle of Dasani.

A part of any Atlanta initiate's must-see list, the World of Coca-Cola is housed in a large, sunlit building on a superblock in the heart of downtown Atlanta whose style, like most of downtown, is windswept plaza-gulch, urban-renewal-hangover. I'd put off a visit until I lured Nestle, who spent three years working on a book about soda power both hard and soft, *Soda Politics: Taking on Big Soda* (and Winning), to plunge in with me.

We assumed, of course, that we would maintain our ironic distance. Wouldn't you? Nestle devotes several chapters to soda hard power: lobbying, campaign contributions, front groups with innocuous names, crippling lawsuits. She recounts the startlingly successful co-opting of minority community groups. When New York City tried to institute a limit on portion sizes (not a "soda ban," as Big Soda inaccurately and very effectively branded it), the industry told lower-income customers they were being patronized and bullied by the white elite, and mainstream African-American and Hispanic organizations came out against it.

When San Francisco tried to pass a soda tax by ballot initiative, a \$45,000 donation to the Harvey Milk LGBT Democratic Club helped buy its opposition. The New York Times recently recounted in merciless detail how much "objective" academic research funded by Coke somehow finds sugar-sweetened beverages to be weakly linked to the rise in obesity and diabetes, if linked at all. I'd read all that. You've probably read all that. Nestle wrote a 500-page book about it. But once immersed in the World of Coca-Cola, we were mesmerized, thrown back to a state of childlike wonder. After almost three hours, we didn't want to leave.

The tour begins with resistible theme-park kitsch. A hokey video security scanner is the start of a spy-thriller chase for the secret formula, with visitors hampered by new electronic-watchdog checks at every step until they at last come to the blindingly lit Raiders of the Lost Ark-style vault that supposedly contains the only copy of the formula. "All over the internet," Nestle sniffed, citing Mark Pendergrast's

definitive history, *For God, Country, & Coca-Cola*.

Resistance is futile, though, once you reach the movie theaters showing long loops of Coke commercials from across the decades and around the world. It's something like *A Clockwork Orange*, except this viewing was voluntary. Remember how "I'd like to buy the world a Coke" went through your head for days as the annoyingly young and attractive models sing it in "Hilltop," the 1971 ad that ended *Mad Men*? How you went online after the finale to watch the whole commercial and read about its creation?

Well, that wasn't the only one. Year after year, decade after decade, Coke was exquisitely attuned to the times, with attractive but not-too-soigné black young people on city stoops singing and frolicking on not-too-bombed-out city streets, like a black prequel to *In the Heights*. The many "Open Happiness" commercials become insidiously, irresistibly potent. There's a reason Warren Buffett explains his \$16 billion stake in Coke as a bet on the most successful branding in history.

Nestle, a matchlessly frank and clear writer, did not put in the years on her book because she thinks nothing can be done to fight Big Soda. She didn't need to chronicle its dark side: Dozens of writers have done that, most authoritatively Pendergrast. Instead, she wrote *Soda Politics* as an advocacy manual—for any kind of advocacy, really. Chapters end with steps you can take to, say, eliminate sodas in schools or take soda off the Supplemental Nutrition Assistance Program (SNAP) eligibility list.

The afterword's author, Neal Baer, put his training as a pediatrician and producer and writer of *ER* and *Under the Dome* into a web site to accompany the book, actionlab.org. That site was funded, in turn, by the Robert Wood Johnson Foundation, whose head, Risa Lavizzo-Mourey, announced in February a commitment to end all sugar-sweetened beverage consumption in children under the age of five. All these people, and the author of the foreword, Mark Bittman, whose five-year columnist stint for *The New York Times* included constant targeting of sugar-sweetened beverages, believe that change is here.

Another believer, Tom Farley, New York City's former health commissioner, tells the story of the soda ban—whoops! portion cap—in his new book, *Saving Gotham: A Billionaire Mayor, Activist Doctors, and the Fight for Eight Million Lives*, an inside look at life on the front lines of progressive public health.

When Farley, supported by Mayor Michael Bloomberg, proposed the cap, he was blindsided by the instant "soda ban" tag, a *New Yorker* cover showing a brave young couple caught sharing a Big Gulp-sized soda in flagrante, and an industry front group's clever campaign dressing the mayor as a finger-waving nanny. (Bloomberg's clever reply: I would never wear that dress.) Farley is now working on anti-soda campaigns in Appalachia, taking inspiration from evidence that sales and consumption have gone down a year after Mexico passed a national soda tax with Bloomberg-funded lobbying.

Fighting hard power with taxes and regulation is one thing; soft power is another. You know that if your eyes are open, in the next few minutes you'll be exposed to a Big Soda ad or message, however subliminally. But it isn't just the incessant and overt marketing we think we can inure ourselves to and maybe can't. Indirect marketing has likely reached your life, too. And I mean you.

Like Big Tobacco, Big Soda has made pioneering and, Nestle would argue, unprecedented use of philanthropy—both foresighted and reactive—to buy goodwill and, most insidiously, silence. Whenever activists reach a community, or researchers look into the effects of sugar-sweetened beverages on health, Big Soda will be there, too—or get there fast.

Where does that leave the concerned reader? With Nestle's specific, succinct steps throughout *Soda Politics*. With Baer's attractively designed links and action steps on actionlab.org. And, if you're like me, with a different and perhaps unrealistic form of optimism: that Big Soda can use its unparalleled reach and marketing skill as a force for good.

Coca-Cola knows obesity is threatening its future. It's the very first risk factor in its mandatory SEC filings: "Obesity concerns may reduce demand for some of our products." Coca-Cola and PepsiCo will never do anything to further erode their already eroding sales in the core products that still account for their highest profits.

But they know they must change. PepsiCo makes snack food and can—and I hope will—keep to its path of producing better-for-you snacks, rocky as that path has been with impatient investors. Coca-Cola is more boxed in. But it is constantly marketing new kinds of fortified and healthy-positioned beverages. It can devote more marketing muscle to those. It can push moderation, not just the dodge-and-feint of

promoting exercise.

Turning Big Soda's unparalleled marketing skills against itself has certainly been tried. But it's harder to demonize soda than tobacco—which plain kills people, even in moderation. New York City, as Farley details, has tried, devising a campaign showing gross globules of fat sickeningly streaming out of soda bottles in its, "Are you pouring on the pounds?" campaign, and, anti-tobacco-ad style, showing amputees in posters for its portion-cap campaign. The Center for Science in the Public Interest parodied the "Hilltop" ad and, less clumsily, the frolicking polar bears.

But really, forget it. Fighting the feel-good message Nestle and I came out of the Coke commercials unwillingly infused with is an overwhelming task. Even my spouse, a longtime public health official, entered his World of Coca-Cola tour with eyes firmly rolling and left saying, "Gee, I think I want a T-shirt!" In the huge gift shop, I had to restrain Nestle from buying a \$65 set of sheets patterned, Pop Art-style, with bold black drawings of Coke bottles.

She did see what was happening: "They make us pay \$16 for admission," she said, "subject us to endless Coke ads, and then spend more money so we'll be walking Coke ads." The real thing that stopped her from buying the sheets was that they were polyester.

My own order of battle is to use Big Soda's unparalleled marketing skill and budgets to help with public health campaigns, not subvert them. Why would a profit-seeking company do that? Public shaming, an inexorably declining market for drinks more and more people consider unhealthy, and the possibility that Mexico-style taxes could happen here despite their best efforts, for a start.

Now, when the Times and everyone else is gleefully catching out Coke on its funding practices and reporting on the decadelong decline in soda sales—and when the leadership of Coca-Cola is, word in food-people circles has it, open to new ideas of all kinds, presumably ones that will help shore up its declining market share—is a good time to ask Big Soda to help. With the branding skill that penetrated Nestle's and my unconscious—and for all I know changed mine permanently—you have to pray they will.

<http://www.newrepublic.com/article/123204/hard-power-soft-drinks>

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Legacy tarnished by fraud conviction: Tyrone Brooks, who pleaded guilty, faces sentencing hearing this week

Atlanta Journal-Constitution, November 02, 2015, By Rhonda Cook

- Front Page Story -

After decades of fighting for civil rights and voting rights, former state Rep. Tyrone Brooks has lost his right to vote. Now a convicted felon, Brooks will learn this week if he will also lose his freedom.

A federal judge will begin a sentencing hearing today for Brooks, a decades-long fixture in the Legislature and a voice for the disadvantaged and African-Americans since he worked with the Rev. Martin Luther King Jr. in the 1960s.

According to court filings, the sentencing process could take a week.

Seven months ago, the Atlanta Democrat resigned his seat in the Legislature and the next day pleaded guilty to tax fraud on his 2011 return and no contest to five counts of mail or wire fraud. He solicited large corporations and a labor union for contributions to either the Georgia Association of Black Elected Officials or his sham charity, Universal Humanities, and then transferred those monies to his personal account.

Prosecutors say he used the contributions -- about \$1 million over 15 years -- to pay credit card, power, cable and insurance premium bills for himself, his wife and his ex-wife. The contributions were from the likes of the **Coca-Cola Co.**, Georgia Power, Georgia Pacific and Northside Hospital. None of it went to literacy programs, voter education and registration efforts or initiatives addressing violence in the black

community as was promised when he asked for donations.

"In the end, it is a sad and disappointing conclusion of a career that was intended to be a model of public service," prosecutors wrote in a memorandum in advance of his sentencing hearing.

Prosecutors are asking U.S. District Judge Amy Totenberg to sentence Brooks, 70, to two years in prison. The sentencing guidelines recommend a sentence of 46 months to 57 months in prison.

Brooks' lawyers, including former Gov. Roy Barnes, are pleading for probation, claiming he was a sloppy, inexperienced bookkeeper and overzealous advocate for his programs and never motivated by greed.

"It's unfortunate that the very rights he fought for now are being taken away from him," said Bernard Lafayette, another key member in the civil rights movement who worked with Brooks from the beginning.

Brooks was a fixture in the General Assembly for almost 3 1/2 decades and his profession was always listed in Legislative documents as "civil rights worker," leaving him for the most part to survive on his legislative salary of just over \$17,000 a year and his \$4,800 annual stipend as GABEO's president.

Brooks was a key player in the move to remove the controversial stars and bars from the state flag and in fashioning congressional and legislative districts that would give black voters more say in elections. Starting when he was a teenager, Brooks has filed lawsuits and led protests, most recently in his attempt to find those responsible for the 1946 lynching of two black couples in Walton County.

"His legacy is secure," said Joe Beasley, another veteran of the civil rights movement. "I think very few people have done as much positive for the state of Georgia, really the nation, like Tyrone. He was not just representing his (legislative) district, he was representing marginalized people all over the state of Georgia."

Brooks was indicted May 16, 2013, on 30 federal charges of mail, wire and tax fraud. Prosecutors said over at least 15 years he pocketed almost \$1 million in contributions to GABEO and Universal Humanities. They say he created a second bank account for GABEO, unknown to the other elected officials who were members, and put donations directly there. He claimed a board of directors for Universal Humanities yet, according to court documents, none of the people listed as board members even knew the charity existed.

Prosecutors acknowledged Brooks' work with King and his efforts "promoting diversity within Georgia's judicial branch, to helping change the Georgia state flag, to ably representing his district in the Georgia General Assembly for over 30 years."

But in contrast to those decades of good deeds, his "crimes ultimately were selfish," prosecutors wrote.

Coca-Cola, Northside Hospital, Georgia Pacific and the International Brotherhood of Teamsters wrote lengthy letters to the judge telling of how Brooks had duped them, using his reputation and impressing on them a desperate need for money. The hundreds of thousands of dollars the businesses gave Brooks meant other charities did not get funds they also were requesting, they wrote.

Coke wrote in its letter to Totenberg it had given Universal Humanities \$400,000 in grants for literacy programs for disadvantaged communities and another \$96,000 to sponsor GABEO conferences. "The good-will associated with Representative Brooks was an important part of **(Coke's) decision** to provide funding to both Universal Humanities and GABEO," **Allen Yee, Coke's senior counsel, wrote. He said the company's "trust was violated and confidence was abused."**

Northside's president and chief executive officer, Robert Quattrocchi, wrote the hospital had given \$225,000 for literacy, health care, food and clothing programs. The first \$15,000 was donated in October 2005 after Quattrocchi toured a building in downtown Atlanta that Brooks said was Universal Humanities' headquarters.

Georgia Pacific wrote it gave Brooks \$170,000 from 1996 through 2012 to buy books, train teachers and fund other needs of the literacy programs that he said Universal Humanities backed.

The Teamsters gave Brooks \$36,000 over nine years for GABEO literacy, voter education and end

violence programs.

Despite pleading guilty, Brooks insisted he was targeted for "being a civil rights worker."

He also said the charges were an attempt to stop his decades-long push to solve the 1946 lynchings on the Moore's Ford Bridge. No one has been charged with the hangings of two black couples soon after one of them was released from jail having been charged with stabbing and wounding a white man. Brooks has said the charges were brought to draw attention away from the FBI's failure to close the case.

He later said in a news interview the charges against him were "a continuation of destroying Martin Luther King's movement."

His lawyers wrote in a court filing detailing Brooks' history that his only motivation was his work and he will continue regardless of his circumstances. "Tyrone Brooks has no intention of slowing down in his pursuit of justice and equality on behalf of all citizens, not now, not ever."

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FIFA's Blatter says attacks from sponsors politically motivated

Reuters, October 30, 2015, By Kate Holton

Embattled football boss Sepp Blatter has rejected complaints made by the sport's biggest sponsors over a bribery and corruption scandal, saying they were politically motivated and made at the behest of the United States.

Blatter has been suspended from FIFA as part of the fall-out from a U.S. Department of Justice investigation into bribery, money-laundering and wire fraud at the sport's governing body.

The 79-year-old had initially been set to remain in his post until next year, despite a string of arrests of top FIFA officials, until a group of major sponsors issued coordinated calls for him to go. Blatter was suspended a few days later.

"It is the American companies," Blatter told the Financial Times in an interview in a reference to sponsors including Coca-Cola Co, McDonald's, Visa, and Budweiser owner Anheuser-Busch InBev.

"The other companies haven't said anything. So you are intelligent enough to make the connection with American companies and the American investigation. I do not need to underline that."

FIFA, which Blatter ran for 17 years, is engulfed in the biggest scandal of its history, with 14 football officials and sports marketing executives indicted by the United States.

Blatter and UEFA President Michel Platini are both serving 90-day suspensions imposed by FIFA's Ethics Committee, which is looking into a 2 million Swiss franc (1.32 million pound) payment Blatter made to Platini in 2011 - a case that is also part of a separate Swiss criminal investigation.

The interview with the FT is the second Blatter has given this week after he also spoke to Russian news agency TASS. In that interview Blatter revealed that he had planned for Russia and the United States to host the 2018 and 2022 World Cups.

"The solution that has been agreed, not in writing, but it has been agreed [was], let's go to the two superpowers in the vote for the World Cup: let's go to Russia and let's go to the United States," he told the FT.

Blatter said that decision had not been taken officially by FIFA's full executive committee but was rather an agreement taken "behind the scenes". "It was diplomatically arranged," he added.

The plan fell apart, according to Blatter, when Platini changed his mind and backed Qatar for the 2022 World Cup under pressure from the then-French president, Nicolas Sarkozy.

Blatter said the problems at FIFA had all started with the vote to award the tournament to Qatar - a small desert country with no real football tradition and where daytime temperatures can top 40 degrees Celsius (104F).

"If you see my face when I opened it (the envelope containing the winning bid), I was not the happiest man to say it is Qatar," he said. "Definitely not."

Blatter repeated his contention that the U.S. multi-million-dollar investigation was a direct result of the United States missing out on the right to host the 2022 World Cup.

"It took a political dimension," Blatter said of the race to host the World Cup. "I am looking now to see what were the political reasons. The easiest thing would be to say (they are) bad losers."

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Sepp Blatter accuses US of being 'bad losers' over World Cup

Financial Times online -- ft.com, October 29, 2015

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Coca-Cola Andina's YTD soars despite currency pressure

Just-Drinks.com, October 30, 2015, By Andy Morton

- * Nine-month net profits jump 59% to CLP57 billion (US\$82 million)
- * Net sales up 7% to CLP1.35 trillion
- * Operating profits up 26% to CLP145.1 billion
- * Volumes dip 1% to 167 million cases

Coca-Cola Andina has beaten currency headwinds to post a leap in nine-month profits.

The Chile-based bottler, which also operates in the water, juice and beer sectors, said the strong devaluation of the Brazilian real against the Chilean peso failed to derail growth, and the company secured market share. Andina saw volumes drop slightly in both the year-to-date and third-quarter but said it continued to improve efficiencies and productivity.

Andina is one of three Coca-Cola bottlers in Latin and South America that have reportedly opened initial talks about a possible merger. In a move that echoes the creation of Coca-Cola European Partners, Andina, Coca-Cola FEMSA and Arca Continental are examining a merger or an asset purchase, Chilean newspaper Pulso said in August.

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Backus Gives AB InBev Monopoly of Peruvian Beer Market (Coca-Cola brands, bottler exclusivity)

Peruvian Times, October 15, 2015

The acquisition by Belgium's Anheuser-Busch InBev of its major competitor, the London-based South African brewers SAB Miller, is being called the third largest merger-acquisition in history, with an offer of

\$109 billion for SAB Miller. (The other two historic M&As are the Vodafone AirTouch-Mannesmann deal of \$172 billion in 1999 and Verizon Communications-Verizon Wireless deal of \$130 billion in 2013.)

If the deal goes through —the final decision is next week and the merger is expected to face antitrust issues worldwide— it includes Peru's largest brewers, Backus, owned by SAB Miller and producers of Cristal, Pilsen and Cusqueña, as well as Trujillo and Arequipaña, plus the very new brands of Backus Ice, Fiesta Real, Abraxas and Grolsch.

With the merger, AB InBev will have a complete monopoly of the Peruvian beer market. Its subsidiary in Peru, Cervecería AmBev Peru, holds between 4% and 6% of the Peruvian beer market, and by acquiring SAB Miller it will take on another 90% market share held by Backus.

AmBev has four brands in Peru —Brahma produced at its plant in Huachipa, and its imported brands Corona, Budweiser and Löwenbräu.

While analysts do not expect the national antitrust agency, Indecopi, to intervene there may well be complications in the merger in Peru because of the non-alcoholic drinks both beverage giants handle.

Backus, owned by SAB Miller, sold several non-alcoholic brands to Coca Cola (including San Mateo, Agua Tónica and Guaraná Backus) but continues to produce them under license. AB InBev's subsidiary, meanwhile, distributes all Pepsico beverages in Peru.

In September when AB InBev had not yet gone public about its bid for SAB Miller, Semana Economica was told by Carlos Laboy, managing director, global beverage sector head at HSBC in New York, that "One of the things Coca-Cola asks of its bottlers is exclusivity," and Coca-Cola is expected to ask AB InBev to divest itself of its own brands (Pepsico) in Latin America or provide compensation.

According to the Lima Chamber of Commerce, beer consumption enjoys a 95% share of all alcoholic drinks in Peru, 67 liters per capita per year. Craft beers are becoming increasingly popular, but their share is still nominal.

Backus was founded in 1876 in Lima by Jacob Backus and Howard Johnston as the South American Ice Factory, later adding the brewery, and becoming incorporated in London in 1889 as the Backus & Johnston Brewery Company Ltd. In 1954, the brewery was acquired by Peruvian investors led by Ricardo Bentín and in 1993 the company bought 63% of the Compañía Nacional de Cerveza, producers of the Pilsen brand and their biggest competitors for over a century.

In 2000, the producers of Cusqueña and Arequipaña beers sold to Backus to avoid being bought out by Brazil's AmBev and to prevent foreign competitors entering the Peruvian market. Two years later, however, Backus was acquired by the Colombian Bavaria brewery, which in 2005 was acquired by SAB Miller.

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Pfizer deal provokes further anger over tax inversions (Cites Coca-Cola Enterprises)

Financial Times online -- ft.com, October 30, 2015

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Coke, Turner "bridging" what's next with technology start-ups

Atlanta Journal-Constitution online -- ajc.com, October 30, 2015, By Leon Stafford

Turner Broadcasting is joining Coca-Cola in efforts to build relationships with tech start-ups that can help the Atlanta giants keep pace in an increasingly changing digital world.

In what Coke has dubbed its "bridge" program, the companies are looking to the tech world to envision new ways to answer old challenges — such as designing a Coke store display virtually to reduce unnecessary physical labor — to designing products that make it easier to attract more eyeballs to Turner properties like the Cartoon Network and CNN.

"Every company needs to continuously reinvent themselves in order to keep growing," said Alan Boehme, Coke's chief technology officer. "Normally we look internal to do this, but as digital becomes more important to us, we have to reach out."

That's especially critical as its become more difficult to sort through the overwhelming amount of information disseminated every day, said Jeremy Legg, chief technology officer at Turner. How consumers get information changes rapidly and companies that thrive need to be ahead of the curve, not play catch up.

Coke and Turner are not alone in making technology a chief focus in future development. Many companies, such as Home Depot, have begun describing themselves more as technology businesses and several have opened offices near Georgia Tech to tap students creativity.

In the "bridge" program, start-ups focus on consumer engagement, consumer retail, supply chain, marketing innovation and health and wellness. Almost 30 entrepreneurs have participated since the program's launch two years ago. Turner will be part of "bridge III."

The program is not advertised, but referrals are made through word-of-mouth, Boehme said. The 150 to 200 who apply are whittled down to about 75. Only about 10 to 12 make the final cut.

The results are not limited to the short term, Legg said. The purpose is to solve issues that need to be addressed today, but to also look five years ahead in the future to plan for tomorrow's challenges.

<http://www.ajc.com/news/business/coke-turner-bridging-whats-next-with-technology-st/npCWK/>

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Nigeria: The Cola war

The Nation (Nigeria), October 30, 2015, By Adedeji Ademigbuji

The beverage market is getting tougher, with the coming of a new entrant, Big Cola has joined the soft drinks market, threatening to give Coca-Cola and Pepsi Cola a run for their money.

Backed with heavy cash – N5 billion from AJE Group, a multinational beverage company with headquarters in Lima, Peru – Big Cola is set to battle Coke and Pepsi for the Cola market.

Its entry into the market a few weeks ago, is, however, eliciting a lot of interest from brand analysts.

In a report by Ventures Africa, expectations are high that the production of the soft drink in variants is expected to further deepen competition in a market segment currently dominated by Coca-Cola, Pepsi and La Casera, among other carbonated drinks in the country.

While Big Cola comes with enormous global brand weight, the view that it will dwarf existing brands has been premised on various indicators. One of is that Big Cola has presence in over 20 countries in Latin America, Asia and Africa. Another is that with 25 years of experience, AJE is the 10th largest soft drink company in sales volume and the fourth largest producer of carbonated soft drinks in the world. As a result, "a company whose vision is to be one of the top 20 multinational enterprises by year 2020," analyst said, "could become a major and worthy opponent of a top multinational company like Coca-Cola."

With 55 billion of all kinds of beverages consumed each day (other than water), 1.7 billion are Coca-Cola trademarked/licensed drinks. Also, Pepsi, Mirinda, Fanta are global brands with high network and strong consumer base, analysts at Ventures Africa believe BIG COLA, could give Coca-Cola a good run for its money, especially in Nigeria.

"AJE is one of the largest multinational beverage companies. AJE was also a first mover into PET bottles, which are ubiquitous today. Not only were these bottles cheaper, they were lighter and less fragile, making them much less expensive to buy, use, and distribute. AJE group therefore produces its own plastic bottles, which provides a low-cost alternative to glass returnable bottles and has helped brands like Big Cola compete with bigger names like Pepsi and Coca-Cola," analyst in Venture Africa wrote.

In spite of that, AJE Group is not ready to match the big brands in terms of advertising and marketing spend but what is crucial is slow-but-steady market penetration. The Country Manager, Mr. Theo Williams, told The Nation that it would not do much on advertising. Williams said the company will use more of direct and personal selling and pricing strategy. This move is seen by analysts as a plausible marketing strategy.

"Coke spends a lot on advertising in Nigeria while AJE typically avoids. Based on experience in other countries, their competitors offer promotional prices and increase spending on advertising. However, this only works for the short term because consumers who cannot afford this revert to AJE's brand once the promotional prices are withdrawn. This could mean that Coca-Cola in Nigeria will be losing customers to BIG COLA in the future," an analyst said.

One of the strategic advantages AJE group brings to fight first entrants in the market is pricing. A BIG COLA 65cl is sold for N90 against Coca-Cola's 50 cl for N100 which will be affordable for most Nigerians.

Also, in an era where consumers are running away from sugar, caffeine and aspartame in other carbonated drinks because of rising health-related challenges, BIG COLA comes to the market with caffeine-free to appeal to both adults and children.

But with the entry of BIG COLA, an official partner of English FA and Barcelona Football Club official drink, can the leading players in the market lose grip to the new entrant? Only time will tell.

<http://thenationonlineg.net/the-cola-war/>

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Coca-Cola: Sustainability is both responsibility and value

In recent years, sustainability became a popular slogan for businesses. Corporates either view it as a fancy alternative term for charity and social responsibility (CSR) or only formulate the strategy from the perspective of sustainable profitability and long-term development. “Therefore, this inevitably makes many businesses either took sustainability as a cost, or think of sustainability outside the context of being a corporate citizen,” remarked Professor Qian Xiaojun of the Leadership and Organizational Management Department of the Tsinghua School of Economics and Management. In the market, although there are businesses claiming that they have already integrated “sustainability” into business operation, it is still hard to find any corporate who truly understand sustainability and take it as a core business strategy while creating a shared value for society along the way.

Many businesses have made proactive pursue to advance their sustainability efforts. In 2011, Coca-Cola created its sustainability function naming its first global Chief Sustainability Officer (CSO). Coca-Cola China also created its sustainability department near the end of 2011. “Our global sustainable strategy and concepts provided helpful guidance for China. It essential that develop and implement a strategy for China that fits the conditions of local market and society,” Dr. Zhang Huaying, Sustainability VP of Coca-Cola Greater China and Korea, told Harvard Business Review China.

In recent years, Coca-Cola China made a great deal of effort to build a systematic approach to sustainability, an approach that starts from a deep understanding of society’s needs and can create shared values for both business and society using its business strength. Such a system needs to be able to connect both internal and external organizations with a simple and efficient mechanism so as to maximize the value of its business expertise to help satisfy the needs of society. Becoming a part of community service network, in some cases, such a system can even lead to business development and innovation.

Revisiting “Corporate Citizenship”

From being program-oriented to strategy-oriented, like many other businesses, both Coca-Cola China and the Coca-Cola Company have been looking for ways to really integrate sustainability into its business strategy.

In 2008, after the devastating earthquake hit Wenchuan on May 12th, the Chinese government disaster relief system opened to civil society. At that time, both businesses and NGOs were very eager to participate in disaster relief efforts, but on the other hand, they had no idea how to best do so. As a result, businesses were left with few options other than making donations.

In fact, experience from previous worldwide disaster reliefs reminded us that uncoordinated responses often led to “add-on disasters”.

“After the earthquakes in Haiti and Japan, we saw tons of relief supplies from all over the world piling up at the airports. It took a great deal of manpower and resources to disinfect and sort these supplies, not to mention that a considerable proportion of these supplies were not usable at all. This caused not only great waste but also a severe burden on relief and reconstruction efforts,” Yang Fang, Assistant Country Director of UNDP told HBR China. “Therefore, when the United Nations calls for the businesses and civil society to help disaster relief, we put more emphasis on disaster preparedness instead of post-disaster relief efforts. The recent earthquakes in Nepal were just another such example. The United Nations system welcomes the active participation from various sectors of society to establish a global disaster preparedness system. For businesses, it means that they need to find a way to integrate their own strength, i.e. their products, services and supply chain with the disaster mitigation and relief mechanisms effectively, so as to become an organic part of the disaster management ecosystem.”

“We, at Coca-Cola, feel inspired when we saw on television that the little boy who was rescued from the earthquake debris says ‘I want a Coke’,” remembers Dr. Zhang Huaying. “Our business is about water. It is our business expertise that we have developed over a hundred years providing safe water from a nearby factory to all

people. The day after the 5.12 earthquake happened, Coca-Cola immediately donated and shipped a large quantity of drinking water and several hundreds large umbrellas to the affected areas to meet the pressing needs. It came across our mind that it was possible for us to establish a mechanism to ensure prompt access to drinking water for all disasters, big or small.”

Since then, Coca-Cola China keeps revisiting the interdependent relationship between business and society and the meaning of being a corporate citizen.

Innovative Disaster Relief Mechanism

Since 2008, Coca-Cola China started engaging scholars, NGOs, and government agencies related to the field of disaster relief to understand the conditions of disaster preparedness in China. In fact, China suffers from frequent natural disasters, and not all disasters are known to the public and are able to obtain help from the society. Meanwhile, the traditional disaster relief system is also challenged by frequent occurrences of disasters, especially for the procurement, storage, and deployment of emergency relief supplies. Society needs to find more innovative and effective ways to mobilize resources and participate in disaster relief operations. Coca-Cola has a strong supply chain system in China that is capable of distributing its products all over the country. Would it be possible to transform Coca-Cola’s product supply system into an organic emergency drinking water supply chain during crises? Its bottling plants throughout China and its nation-wide logistics and warehousing system are business core competence that Coca-Cola China has established over the decades. If such competence can be linked with disaster management system, Coca-Cola’s logistics and warehousing system can become an emergency drinking water supply system when disasters happen. This can maximize the value of Coca-Cola system in helping those most in need.

It is a fine idea, but its implementation is not so easy. The biggest challenge is how to gain the rapid access to needed information, and how to distribute the drinking water to those who need it most in the affected areas. Coca-Cola’s expertise is the production and distribution of water products, but it is not in understanding how to operate in the disaster affected areas nor in managing disaster relief work directly.

Businesses need the help of partners with such expertise to serve such societal needs.

In 2012, Coca-Cola China met One Foundation. At that time, One Foundation had already established a sizeable emergency relief network by bringing together over a hundred non-government rescue organizations. They are not only professional rescue team but also organizations that share their expertise in disaster relief. This made One Foundation an ideal partner for Coca-Cola China.

“Our vision requires professional partners who can help us evaluate the magnitude of disaster, analyze local population distribution patterns, and develop distribution strategies,” Dr. Zhang Huaying said. “They ensure the water that we allocated and shipped to the affected areas would be distributed to the people in need in a most efficient and effective way.”

In 2012, Coca-Cola China formed a formal cooperation with One Foundation. In 2013, a severe earthquake hit Ya'an. This was the first time that this relief system was put into test. On that day, Coca-Cola China was able to ship drinking water from nearby areas to the affected areas in four hours with military relief vehicles through the coordination of One Foundation.

Only four hours. However, to Coca-Cola, there was still room to improve. This operation allowed Coca-Cola to gain many valuable experiences, such as how to engage its distributors to ensure product availability at the earliest time, and how to coordinate and connect with the official disaster relief system. In August 2014, a 6.5 magnitude earthquake hit Ludian in Yunnan province. This time, it only took Coca-Cola China one hour to ship 72,000 bottles of Ice Dew drinking water to the epicenter. And this batch of 72,000 bottles of water was merely a start followed with much more supplies. As the emergency access improved, the quantity of shipped water doubled daily throughout the entire rescue process.

The rescue operation in Ludian proved the feasibility of such a disaster emergency relief mechanism. Since April 2013, Coca-Cola China has already responded to nearly 50 disasters of various kinds with this mechanism until today.

More importantly, this process reaffirmed to Coca-Cola China that fulfilling society's needs by leveraging its business expertise is the most effective way toward sustainability as it maximize the value business can create for its society at large.

Four Sustainability Principles

Today, the emergency drinking water supply mechanism is just one case among many Coca-Cola China's sustainability programs. In general, Coca-Cola China follows four principles to design and implement its sustainability programs:

Always based on the needs of society

From the Clean Water 24 emergency drinking water supply mechanism, to Clean Water Project for rural schools, or the Happy Farmhouses program that builds mini-wetlands to treat rural waste water, the first thing to consider for Coca-Cola China before designing a program is whether there is a real societal need, and whether its solution could use long-term support of the company instead of a one-time donation. In order to better play the role of a corporate citizen, a business needs to build a real connection between business and society with its sustainability strategy focusing on meeting social needs. The traditional Tai Chi diagram is a good illustration of the relationship between business and society: business and society are the *yin* and *yang* to each other and a business's development should coincide with the development of society.

Opportunities and challenges come together when businesses try to formulate their sustainability strategy based on society's needs. First, businesses need to be able to identify and assess the needs accurately; secondly, they need to be able to find a best solution based on their own expertise. Zhang Qiang, Associate Dean of the School of Social Development and Public Policy, Beijing Normal University, remarked that, no matter financial support or technical support, the best choice would always be leverage the strength of the business to serve social needs.

Based on business operations and expressing corporate values

The most refreshing element of this emergency response system was in the

maximization of one's business expertise for social goods. This is a natural result of what Coca-Cola is shaped by its past and its corporate values.

Coca-Cola's value proposition centers around happiness, which is a pure, natural, and heartfelt sensation of joy, instead of just having fun. "Actually, our values are consistent with the social values of any civilization in the world. And it can also be best manifested by the lifeblood of our business – water," Dr. Zhang Huaying explained.

In her opinion, Coca-Cola's interpretation of happiness is similar to how Chinese culture uses water to symbolize kindness and inclusiveness. And the continuous flow of water, fast or slow, also echoes the winning culture of Coca-Cola, always discontent and always pursue for greatness. Furthermore, most of Coca-Cola's sustainability programs focused on water-related issues through which Coca-Cola's values are shared with many.

Partners with values in common

The relationship between businesses and NGOs were tense and antagonistic over a decade ago, when multinational companies were challenged and targeted by environmental groups globally for various environmental issues. As Coca-Cola started to engage with a number of environmental organizations through dialogue and collaboration on a series of community development and environmental protection programs, its relationship with NGOs turned from opposition to collaboration. In 2007, Coca-Cola and the World Wildlife Fund established partnership, which was seen as a landmark change. Since then, Coca-Cola has further expanded its partnership with government, civil society and industry, calling it the "Golden Triangle" partnership, addressing social challenges together.

Such a "Golden Triangle" partnership has to be built on common values. Li Jin, Secretary-General of One Foundation, thought that an important reason behind their cooperation with Coca-Cola was their shared values. "The culture of One Foundation also emphasized happiness. Charity does not need to be a display of misery. Charity is

fundamentally a happy thing to do.”

Zhang Qiang believed that this “Golden Triangle” partnership was the future direction for sustainability as it was only through collaboration between these three parties that real social innovation could happen. Within a system that targets societal needs, business would provide support in terms of technology, capital, and business models, civil society would provide direct services and participation opportunities for volunteers, and government would play the role of procurement, supervision, and creating the proper policy environment. Only with such cross-border strategic collaboration can real sustainability be achieved.

Simple and Easy-to-Access Mechanism

After its participation in the disaster relief operations for the Wenchuan earthquake, Coca-Cola began to ponder how to further improve the efficiency of responding to emergencies. In order to be able to respond to a disaster within 24 hours, Coca-Cola China applied through its global financial system for a “pre-approved” set amount donation funding earmarked for the implementation of disaster relief programs. Once the fund is used up, the account will be replenished with new approval.

To obtain the necessary logistics and warehousing support for the disaster emergency response mechanism, the support from the General Managers of the 30 plus Coca-Cola bottling plants all over China was needed. In 2013, Coca-Cola China signed a memorandum with all bottling groups and bottling plants to ensure the availability of their logistics and warehousing resources when disaster emergencies happen.

The memorandum was actually an emergency response plan that specified how bottling plants were to participate in disaster relief efforts once disaster happens. For example, after a disaster happens, how to prepare supply based on damage information through pre-established channels, how to initiate the connection between Coca-Cola China headquarters and the bottling plant close to the affected area, how to ensure open communication between participating organizations and personnel, and

how to coordinate onsite operations, etc. Such a simple collaboration mechanism greatly reduces the cost of strategy implementation and makes it easier for various departments and organizations to participate.

Sustainable Value in Return

Businesses assume responsibilities for corporate citizenship both because they feel they have obligations to pay back to the community and because they expect returns from doing so. For years, many businesses only used improved brand image as an important criterion to evaluate the return on their sustainability programs. However, more long-term and sustainable values can be generated from their sustainability programs. Not all of these returns can be measured in monetary terms or in accurate numbers, but businesses can surely develop new competitive strength from their sustainability programs.

Breakthrough innovation

Sustainability programs that are an integral part of business operations and corporate strategy can create innovation opportunities, including technology innovation, marketing innovation, system innovation, etc. The “Clean Water Project” jointly launched by Coca-Cola China and One Foundation is such an example. Coca-Cola China provides water purification equipment for local schools in areas that lack access to safe drinking water. This kind of program is not new and there are several similar programs in China. But programs like this throughout the world all face a critical challenge - how to ensure its sustainable operation with proper equipment maintenance.

In the early stages of Clean Water Project, the program scheduled regular onsite visits by engineers to inspect and maintain equipment, and the labor cost was a significant burden for the program. Therefore, the Coca-Cola and One Foundation team worked together and conceived the idea of adding a smart device into all water purification equipment, which could be accessed by a mobile APP. Now, teachers in these rural schools can send the working condition information of the equipment, including water

volume purified, maintenance records, and filter change records, etc., to a database located in Beijing by simply “waving” their mobile phone near the equipment. This innovation significantly brings down the cost for the program and extends the service life of the equipment. Such innovation not only provides a solution for similar programs globally but also provides a good technical solution for businesses to better manage similar equipment.

Profit generation

When talking about CSR or sustainability, many businesses still treat it as a cost item. In fact, sustainability programs can also generate profit once they are connected with business operations. A water reuse program is such an example. In May 2013, Coca-Cola’s bottling plant in Shanghai supplies reclaimed water, treated waste water that meets urban reclaimed water quality standards, to factories nearby. The water can be used in cooling unit of air conditioning system, landscape irrigation and vehicle and facility cleaning, etc.. It is a win-win solution in water stewardship by allowing the demand side to save cost by getting water at below market price and the supply side to receive revenue and save wastewater discharge fees.

Business expansion

Many businesses still have not realized that sustainability means blue ocean market opportunities. “Sustainability system can definitely help companies develop a way to grow through creating shared values,” Qian Xiaojun said. In her view, the long-term existence of certain social needs means few companies have paid attention to such needs which could very well means hidden growth opportunity.

The “Happy Farmhouse” mini-wetland program is one of such examples. Since 2007, Coca-Cola has been working in cooperation with WWF to protect water resources in the Yangtze River Basin. Using mini-wetlands to treat rural wastewater from “Happy Farmhouses” rural ecotourism facilities in the upper Yangtze areas is a solution developed by this partnership to protect the bio-diversity in the Yangtze River basin and ensure downstream clean water supply. These mini-wetlands are easy to promote

and can serve long-term needs because they need little space to build, have low technology requirements, and are cheap to build and maintain. The lush vegetation blends well with local surroundings and provides a habitat for animals. They are also low-carbon because that they do not need energy to power water flow as they use gravity by building on suitable terrains. So far the program has already developed over a dozen pilot sites in Sichuan and Chongqing. These wetlands not only protect the source water for the Yangtze River but also help these business owners attract more visitors as well as improve people's perception of the Coca-Cola brand.

Yang Fang also held the same view. She believes not only big companies such as Coca-Cola could participate in global disaster management efforts, companies in various fields and of all sizes could also find their connection with disaster preparedness and sustainability based on their specific products and industries.

Employee motivation and brand recognition

Initiating its disaster emergency mechanism for the first time in 2013, Coca-Cola was not sure how enthusiastic its bottling partners would be in participating the program. Inspiringly, not only all plants took on their responsibility seriously, drivers on leave came back on their own to help ship the water. With this program, people found another important meaning for their company and products.

The improvement of brand recognition is the most obvious return businesses get from sustainability programs, whether it is for their product brand or corporate brand. Yang Fang said, "For a nation, there is no doubt that disaster prevention and mitigation benefit everyone. For organizations and individuals, positive energy will be generated as they connect with each other, watch out for each other after disaster happens, and work to improve disaster preparedness before disaster happens."

Future Challenges

Coca-Cola China efforts in sustainability innovation have demonstrated businesses

are capable of creating sustainable values for society while generate positive returns for itself, especially when business can integrate sustainability throughout its business by aiming at fulfilling societal needs and embracing the common values for both itself and society.

However, there are still challenges ahead. And Coca-Cola must assuming an even larger mission of influencing its industry peers and partners to further expand the scope of their sustainability efforts, turning their focus from integrating sustainability with internal business operations into building a business alliance for sustainability.

“Once an alliance is built, we can go beyond safe drinking water to even build a public safety net for food, health and security. Such an alliance would reduce participation costs and increase value output,” Zhang Qiang remarked. “Coca-Cola should take on such a challenging and rewarding responsibility.”

Peters, John C

From: Alex Malaspina
Sent: Tue 11/10/2015 3:17 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Re: update

My Dear John:
Good Morning!

I feel so ,so bad about what has happened. It is so unfair because I know what good intentions you and Jim have had to help people to exercise . Please call me at home when it is convenient to you , to give me the explanation why the money was returned. This made no sense to me.

Also ,I want to relate to you about the mess ILSI Mexico is in because they sponsored in September a sweeteners conference when the subject of soft drinks taxation was discussed.. ILSI is now suspending ILSI Mexico , until they correct their ways. A real mess.

Ed asked me to find out what happened.. I have suggested to Suzie that to have ILSI Mexico save face, ILSI Mexico should join ILSI NA.

Ever since NAFTA, I had a dream that a move to combine Canada, Mexico and the US into One Single Branch , Like ILSI Europe, ILSI SE Asia, ILSI Central America, would be a good idea.
What do you think?

Suzie and Ed like the idea and Suzie promised to pursue it. Let us see,

All of what has been happening is very,very sad for me, and I hope we have now reached Bottom and eventually we will recover as Coke and ILSI are concerned. Also I sincerely hope you will turn all your issues around and soon you will shine again.,.

Give my warmest regards to Jim. He is also, like you ,a wonderful , and a very dedicated person.

Warmest personal regards . Your friend .Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Mon, Nov 9, 2015 11:38 am
Subject: update

Hi Alex,

I suppose you have seen the announcement that U. Colorado has returned the Coca Cola gift that was given to help set up GEBN. Food politics at its worst.

I wanted to let you know that that has not deterred us from pursuing our original aims for GEBN, we will just have to secure other funding. I also wanted you to know that [REDACTED]

[REDACTED] The field is desperately in need of new thinking and ideas for solving obesity and this project is the first step in creating an ongoing mechanism for pushing the thinking into new areas, including a significant emphasis on social science and evolutionary psychology. We will do this work under a different name from GEBN to keep it out of the political spotlight.

I will keep you informed about progress on this important work. It is truly a shame what happened with GEBN...but, we will not be silenced!

With warmest regards,

John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

Peters, John C

From: Alex Malaspina
Sent: Tue 11/10/2015 5:28 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Fwd:

-----Original Message-----

From: Michael Knowles <mek59100@gmail.com>
To: Susanne Kettler <skettler@coca-cola.com>
Cc: Alex Malaspina <malaspina@aol.com>
Sent: Tue, Nov 10, 2015 7:26 am
Subject: Re: RE:

Alex

I agree with Susanne ; what about simply ' HBLP (Healthy Balanced Lifestyle Platform).

Kind regards

Mike
Sent from my iPhone

On 10 Nov 2015, at 14:09, Susanne Kettler <skettler@coca-cola.com> wrote:

Dear Alex,

I clearly see your point which makes a lot of sense. But also there is a negative image with the name GEBN that I think it would be good to change and to start new. Otherwise the "old" story might accompany the initiative for ever and put a shadow on the important work.
Just trying to be creative: ENIENO Platform (Energy In Energy Out) or "Healthy Lifestyle for healthy citizens" Network. Sure there are many much better names.

Warm regards,
Susanne

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: Tuesday, November 10, 2015 12:44 PM
To: MIKE; Susanne Kettler
Subject:

Dear Mike and Susanne: I need you advise. Gebn has decided to change their name because of the NY times Article and all the resulting publicity.. My gut feeling is that they should keep the name and not to give in to the activists. What do you think?
Todays News Digest has more articles on this issue that are worth reading.
Warm regards. Alex

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Peters, John C

From: Alex Malaspina
Sent: Tue 11/10/2015 5:28 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Fwd:

-----Original Message-----

From: Susanne Kettler <skettler@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>; MIKE <mek59100@gmail.com>
Sent: Tue, Nov 10, 2015 7:09 am
Subject: RE:

Dear Alex,

I clearly see your point which makes a lot of sense. But also there is a negative image with the name GEBN that I think it would be good to change and to start new. Otherwise the "old" story might accompany the initiative for ever and put a shadow on the important work.
Just trying to be creative: ENIENO Platform (Energy In Energy Out) or "Healthy Lifestyle for healthy citizens" Network. Sure there are many much better names.

Warm regards,
Susanne

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: Tuesday, November 10, 2015 12:44 PM
To: MIKE; Susanne Kettler
Subject:

Dear Mike and Susanne: I need you advise. Gebn has decided to change their name because of the NY times Article and all the resulting publicity.. My gut feeling is that they should keep the name and not to give in to the activists. What do you think?

Today's News Digest has more articles on this issue that are worth reading.
Warm regards. Alex

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Peters, John C

From: Alex Malaspina
Sent: Mon 11/16/2015 6:11 AM (GMT-07:00)
To: ctuggle@coca-cola.com; ehays@coca-cola.com
Cc:
Bcc:
Subject: Fwd: Invitation to the 30th Anniversary Symposium of ILSI Europe

Dear Clyde and Ed: FYI.Alex

-----Original Message-----

From: Diána Bánáti <dbanati@ilsieurope.be>
To: Alex Malaspina <malaspina@aol.com> <malaspina@aol.com>
Cc: Dr Susanne Kettler <skettler@coca-cola.com>; Diána Bánáti <dbanati@ilsieurope.be>
Sent: Mon, Nov 16, 2015 7:19 am
Subject: Invitation to the 30th Anniversary Symposium of ILSI Europe

Dear Alex,

I hope that you are doing well.

As you know ILSI Europe will
celebrate its 30th Anniversary next year (9-10th of March, 2016, Brussels),
so
our Annual Symposium will be dedicated to the anniversary.

Yourself as the
master of ILSI Global and specifically of ILSI Europe were key to the success
of
ILSI Europe since its foundation. ILSI Europe grow into (one of the) biggest
and
most active ILSI branches throughout the years and attracted hundreds and
thousands of scientists to work together, based on its tripartite approach,
according to the highest possible scientific standards.

It would be an
absolute honour to have you with us at the event. I always admired you as the
founder of ILSI Europe and meeting you, the legend, gave me an opportunity to
invite you to meet us next March in Brussels and celebrate with us.

I
understand if the overseas travel would be tiring for you, but if there is
any
chance to have you with us in person, we would do our best to show you that
all
your efforts were worthwhile.

I am looking forward to your response,

best
regards, Diána

Prof. dr. Diána Bárati
Executive and Scientific
Director
International Life Sciences Institute, Europe (ILSI Europe)
Brussels,
Belgium

Withheld for Privilege

Withheld for Privilege

Withheld for Privilege

Peters, John C

From: Alex Malaspina
Sent: Thu 12/03/2015 10:14 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Fwd: Atlanta Civic Impact Awards

FYI.Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: ctuggle <ctuggle@coca-cola.com>; ehays <ehays@coca-cola.com>; hlaman <hlaman@coca-cola.com>
Sent: Thu, Dec 3, 2015 11:27 am
Subject: Fwd: Atlanta Civic Impact Awards

FYI. Mark is President of PowerMyLearning .Alex

-----Original Message-----

From: Mark Malaspina <markmalaspina@yahoo.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Thu, Dec 3, 2015 11:13 am
Subject: Atlanta Civic Impact Awards

Hi Dad,

I thought you'd be interested to see that PowerMyLearning and the Community Foundation for Greater Atlanta are both finalists for the first annual Civic Impact Awards in Atlanta.

<http://www.civicimpactawards.org/>

Love,
Mark

Peters, John C

From: Alex Malaspina
Sent: Mon 12/07/2015 7:10 AM (GMT-07:00)
To: sharris@ilsa.org; Peters, John C; foodchain@hotmail.com; mek59100@gmail.com; skettler@coca-cola.com
Cc:
Bcc:
Subject: Fwd: Harvey Anderson article
Attachments: 1351_001.pdf

FYI.Alex

-----Original Message-----

From: Kay T. Nichols <knichols@coca-cola.com>
To: malaspina <malaspina@aol.com>
Sent: Mon, Dec 7, 2015 8:55 am
Subject: Harvey Anderson article

Here is the article.
Regards, Kay



Kay Nichols
Associate Scientist
Technical Governance

100 YEARS OF THE *Coca-Cola* BOTTLE

The Coca-Cola Company knichols@coca-cola.com
P.O. Box 1734 T 404.676.4201
Atlanta, GA 30301 F 404.598.4201

From: Kay T. Nichols
Sent: Monday, December 07, 2015 8:51 AM
To: Kay T. Nichols
Subject: Attached Image

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=====

Though cod and hake represented the largest number of non-compliant samples (30 and 27 respectively), they were the most commonly-tested species. Grouper (31%), common sole (24%) and yellowfin sole (15%) actually had the highest non-compliance rates.

Looking at the country-specific results, there are some areas for concern – not least Malta, Estonia and Latvia where non-compliance rates were 27%, 17% and 14% respectively. In Germany, too, more than one in 10 fish (11%) had been mislabelled.

At the other end of the table are Lithuania, Luxembourg, Portugal and, most notably, Ireland.

In 2010, researchers found that one in four cod and haddock products taken from supermarkets and restaurants in the capital, Dublin, were actually entirely different species. But every one of the 76 samples taken between June and November this year was correctly labelled.

The findings support research published last week. DNA testing of 1,563 supermarket products in six EU countries showed mislabelling rates of under 5% – which is “almost expected by chance due to human error”, according to project lead Professor Stefano Mariani from the Ecosystems and Environment Research Centre at the University of Salford.

Nutrition and Health

Canadian researchers have received hundreds of thousands from soft-drink makers and the sugar industry
Postmedia Breaking News ; 6 December 2015

When the titans of the U.S. sweetener industry - sugar producers on one side and makers of high-fructose corn syrup on the other - faced off in court last month, a Canadian university professor stood ready to wade into the epic battle.

Dr. John Sievenpiper was retained by the Corn Refiners Association as an expert witness to further its case that the much-maligned but ubiquitous syrup is no less healthy than sugar.

For the University of Toronto nutrition-science professor and physician, a consultant to the corn refiners' law firm, it was just the latest collaboration with the producers of sweeteners - and of foods that amply use sucrose and fructose.

Sievenpiper, world-renowned in the field, is among a small group of Canadian academic scientists who have received hundreds of thousands in funding from soft-drink makers, packaged-food trade associations and the sugar industry, turning out studies and opinion articles that often coincide with those businesses' interests.

The links highlight a burgeoning debate about the relationship between academia and industry amid an epidemic of obesity-related disease.

The issue came to the fore again last week as an anti-obesity centre at the University of Colorado announced it was shutting down in the wake of news that it had received more than \$1 million from Coca-Cola Co.

The support in Canada includes over \$265,000 that Coca Cola provided to University of Toronto researchers in the last few years, \$50,000 of it for a child-nutrition centre.

University faculty members have also reported funding for studies, or fees for speaking engagements, consulting and travel from PepsiCo, Dr. Pepper-Seven Up, General Mills and Archer Daniels Midland, one of the world's biggest producers of high-fructose corn syrup.

Some of their research and public pronouncements would not displease those companies.

Last year at a "Sweet Symposium" sponsored by Coke in Australia and a program put on by the Corn Refiners Association in San Diego, Sievenpiper argued that sweeteners are not the culprit in obesity and related ailments - eating too much is the problem.

It's a point the University of Toronto professor has made in 22 studies, editorials and letters to the editor published in peer-reviewed journals just in the last three years.

Harvey Anderson, another highly respected University of Toronto nutrition scientist who receives funding from Coke and sweetener companies, co-wrote a 2011 paper with four employees of Archer Daniels Midland.

Diet-related disease is the leading cause of death, period

Its conclusion? Contrary to some other research, fructose and other sugars are not linked to body mass or metabolic syndrome, a cluster of symptoms that raises the risk of heart disease, stroke and diabetes.

The scientists say such financial ties are needed to bolster scarce public research funds and involve the private sector in improving public health.

Other experts say it only leads to bias, aiding businesses at the heart of the obesity problem.

"According to the World Health Organization ... diet-related disease is the leading cause of death, period," says Bill Jeffery of the Centre for Science in the Public Interest, a food-regulation advocacy group. "When studies are conducted with funding from organizations that have a vested interest in the outcome, they sow doubt, they sow doubt with public-policy makers."

A Spanish study in 2013 concluded that just 17 per cent of company-supported review studies found a link between "sugar-sweetened beverages" and body weight. More than 80 per cent of those free of such financing suggested drinking pop led to weight gain.

Pointing to the research it funds, industry can often discourage government action, Jeffery charged.

Indeed, the Canada Food Guide and government-mandated nutrition labels still fail to address the sugar that manufacturers add to their foods.

Researchers who get industry money are good people who likely consider themselves impervious to influence, but the practice will one day be considered taboo - much as independent scientists no longer take tobacco funds, predicts Yoni Freedhoff, an Ottawa obesity doctor.

"I think we will eventually see researchers say, even if the money is tight, 'We just can't take this because it's got too many strings,' " he says. "History won't look kindly on some of the funding of the food industry in both research and public-health organizations."

Such scientists, however, deny corporate financing ever shapes their work. They say they typically obtain peer-reviewed grants from government agencies or health charities before approaching corporations to top up the funds - a practice actually encouraged by the Harper government - and do not let industry dictate the nature of their work.

Money available from the likes of the Canadian Institutes for Health Research rarely covers the full cost of expensive clinical trials, said Sievenpiper. "It's a function of economics," he said.

And if there is an apparent slant, it is only because industry seeks out researchers whose work already happens to support their agenda, not because of influence after the fact.

"These companies are full of really smart people and they have risk managers and they're only going to fund research that they think will work for them," said Sievenpiper. "They pick winners."

Meanwhile, the skeptics have their own biases, whether it's upholding the theses they promote in mass-market books - like those published by Freedhoff - or because of intellectual prejudices that are hard to disavow, he said.

Echoing his U of T colleague, Anderson noted that much of his research has nothing to do with soft drinks or sugar, but investigates the benefits of foods like beans and tree nuts. In a health-care system focused on treatments, he said he's been a lonely voice for disease prevention through better nutrition.

History won't look kindly on some of the funding of the food industry in both research and public-health organizations

But Anderson defends accepting industry money, calling it part of an effort to engage companies and make them part of the solution to diet-related disease.

"If we want to change public health, we have to work with the agri-food industry. It's the delivery system," said Anderson. "To say 'We're not going to talk to you, and we know better,' is frankly nuts."

Still, he said the industry money he gets is dwarfed by what he receives from government sources, which totals about \$1 million a year. Companies like Coke, Pepsico, General Mills and Nestle have funded his Centre for Childhood Nutrition, Health and Development to the tune of about \$500,000, but he's received \$8-\$10 million from private philanthropists, said Anderson.

Disclosure statements in medical-journal papers indicate he has also received partial funding for studies from food-industry groups like the International Life Sciences Institute, and various companies.

A nonprofit founded to combat obesity says the \$1.5 million it received from Coke has no influence on its work. But emails obtained by The Associated Press show the world's largest beverage maker was instrumental in shaping the Global Energy Balance Network.

Those papers include one co-written with a General Mills scientist that concluded ready-to-eat cereal helps maintain body weight; a positive review of low-calorie sweeteners - partly paid for by the life sciences institute's low-calorie sweetener committee; and a study that found pre-meal raisin snacks lead to less food intake, funded by the California Raisin Marketing Board.

According to a court document filed by high-fructose corn syrup makers in that California civil suit, the U.S. Sugar Association gave Anderson a grant of \$7,500 in 2007. It was partly to look at whether the syrup affected food intake differently than sugar, which it had largely replaced in sweetened drinks.

The Toronto scientists have become at least indirectly involved in the policy-making process, too.

The U.S. government has proposed including the amount of added sugar on nutrition labels for packaged foods, an idea vigorously opposed by the food industry. As part of its lobbying, the Grocery Manufacturers Association suggested five scientists whom American government officials should consult on the controversial issue, including Anderson and Sievenpiper.

I grant we may have poor eating habits, but that is no excuse for what the beverage industry is foisting on us

Both Toronto men said last week they had no idea their names had been proffered by the group, but there is reason to understand why it might have happened.

Sievenpiper co-authored a journal editorial last year - subtitled "the blind leading the blind" - that questioned the added-sugar labeling proposal. Anderson cast doubt on the idea when he appeared before a U.S. government advisory committee in 1999.

According to Coca-Cola's new transparency disclosures, Sievenpiper has received unrestricted research grants of \$112,000 and \$80,000 in the last few years. He said he also got support from the soda company and other food firms, including Mars, Tate & Lyle and Pepsi, for the International Symposium on Diabetes and Nutrition he co-chaired in Toronto last year.

Americans' ingestion of sweetened drinks quadrupled between 1950 and 2000 to almost 50 U.S. gallons per person yearly, and those liquid calories are often "invisible" - the body does not cut other foods sufficiently to compensate, says George Bray, professor emeritus at Louisiana State University's Pennington Biomedical Research Center.

Much of Sievenpiper's sugar research has concluded that sweeteners alone do not pose a health risk; the problem is over-consumption of starchy food generally.

It is a refrain also heard from the soda-pop industry.

But the Canadian says he is concerned that by singling out one nutrient, consumers will simply replace it with different types of calories, much as happened with an earlier campaign to reduce fat in foods.

Some other experts view the issue much differently. Americans' ingestion of sweetened drinks quadrupled between 1950 and 2000 to almost 50 U.S. gallons per person yearly, and those liquid calories are often "invisible" - the body does not cut other foods sufficiently to compensate, says George Bray, professor emeritus at Louisiana State University's Pennington Biomedical Research Center.

"I grant we may have poor eating habits, but that is no excuse for what the beverage industry is foisting on us," he said in an email interview. "I'm not an ostrich with my head buried in the sand."

UK: Mandatory sugar cuts of up to 50% loom in new year
The Grocer; 5 December 2015

The food & drink industry faces a mandatory programme to cut sugar by up to 50% under DH plans that have won backing from most major supermarkets.

The BRC announced this week that retailers including Sainsbury's, Tesco and Waitrose would support new sugar targets in an attempt to repeat the successful approach to salt reduction launched under the FSA in 2007.

The reformulation drive is set to form a key plank of David Cameron's childhood obesity strategy, expected to be unveiled in February.

Sources suggested the strategy would also include moves such as more powers for local councils to ban junk food outlets near schools, a ban on all HFSS ads to children under 16 and moves to limit promotion of 'unhealthy' food. A tax on sugar-added drinks, recommended this week by the Commons health committee is still seen as an outside possibility.

In the Health Select Committee's report this week, its nine recommendations fell short of mandatory reformulation but said voluntary targets "should be adopted with the clear proviso that if the industry does not respond comprehensively and swiftly then regulatory action will quickly follow".

But the BRC joined health campaigners in insisting reformulation targets must be mandatory and imposed across all sectors of the industry including restaurants, fast food outlets, and coffee shops, where nearly a fifth of meals were consumed in the past year, according to the latest PHE figures.

Peters, John C

From: Alex Malaspina
Sent: Mon 12/07/2015 3:11 PM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Fwd:

Dear John:Reminder. I have lost track of you. Are you OK? Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: john.c.peters <john.c.peters@ucdenver.edu>
Sent: Mon, Dec 7, 2015 4:06 am

Dear John: How are you? I have not heard from you for some time now
I hope you are OK. Give me a call at your convenience.
Warmest wishes Your friend Alex

Peters, John C

From: Alex Malaspina
Sent: Mon 12/07/2015 3:57 PM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Re:

Dear John:
I am so happy you are OK.
Good luck on the grant. You deserve it.
Please keep in touch.
You and still want to receive the Coke news digest?
Warmest wishes.
Your friend Alex

-----Original Message-----
From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: Alex Malaspina <malaspina@aol.com>
Sent: Mon, Dec 7, 2015 5:26 pm
Subject: RE: Fwd:

Hi Alex,

Sorry for the radio silence. We have been working night and day on a huge grant (\$20mil.) that is due today. If funded it would provide support for the next 5 years for most of the things we want to do. This has occupied our time for the past month.

I am okay...thanks for asking.

Not much news on the GEBN front. We shut down the website and have gone silent for the time being.

[REDACTED] If we are successful in the first year it will attract lots more funding as there are no other organizations in this space doing anything similar...and, there is a huge need. The recent CDC report showing that obesity has still gone up despite declining soft drink use and declining sugar consumption means we still don't have the answer for how to turn things around...we need new ideas. That is what the think tank is all about.

I hope you are well. I will let you know if we get our grant funded and will keep you informed about progress in raising money for the think tank. I have a new post doc starting in January that will work on the think tank. She has degrees in psychology and anthropology and has just finished writing an invited book on the use of life histories to understand prospective human behavior. She brings just the kind of new thinking to the problem that is needed...

All the best,

John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: Monday, December 07, 2015 3:11 PM
To: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
Subject: Fwd:

Dear John:Reminder. I have lost track of you. Are you OK? Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: john.c.peters <john.c.peters@ucdenver.edu>
Sent: Mon, Dec 7, 2015 4:06 am

Dear John: How are you? I have not heard from you for some time now
I hope you are OK. Give me a call at your convenience.
Warmest wishes Your friend Alex

Peters, John C

From: Peters, John C
Sent: Mon 12/07/2015 4:00 PM (GMT-07:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: Re:

Yes, please. It is a great summary service.

Sent from my iPhone

On Dec 7, 2015, at 3:57 PM, Alex Malaspina <malaspina@aol.com> wrote:

Dear John:
I am so happy you are OK.
Good luck on the grant. You deserve it.
Please keep in touch.
You and still want to receive the Coke news digest?
Warmest wishes.
Your friend Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: Alex Malaspina <malaspina@aol.com>
Sent: Mon, Dec 7, 2015 5:26 pm
Subject: RE: Fwd:

Hi Alex,

Sorry for the radio silence. We have been working night and day on a huge grant (\$20mil.) that is due today. If funded it would provide support for the next 5 years for most of the things we want to do. This has occupied our time for the past month.

I am okay...thanks for asking.

Not much news on the GEBN front. We shut down the website and have gone silent for the time being.

[REDACTED] If we are successful in the first year it will attract lots more funding as there are no other organizations in this space doing anything similar...and, there is a huge need. The recent CDC report showing that obesity has still gone up despite declining soft drink use and declining sugar consumption means we still don't have the answer for how to turn things around...we need new ideas. That is what the think tank is all about.

I hope you are well. I will let you know if we get our grant funded and will keep you informed about progress in raising money for the think tank. I have a new post doc starting in January that will work on

the think tank. She has degrees in psychology and anthropology and has just finished writing an invited book on the use of life histories to understand prospective human behavior. She brings just the kind of new thinking to the problem that is needed...

All the best,

John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: Monday, December 07, 2015 3:11 PM
To: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
Subject: Fwd:

Dear John:Reminder. I have lost track of you. Are you OK? Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: john.c.peters <john.c.peters@ucdenver.edu>
Sent: Mon, Dec 7, 2015 4:06 am

Dear John: How are you? I have not heard from you for some time now
I hope you are OK. Give me a call at your convenience.
Warmest wishes Your friend Alex

Peters, John C

From: Alex Malaspina
Sent: Tue 12/15/2015 4:21 AM (GMT-07:00)
To: mek59100@gmail.com; skettler@coca-cola.com
Cc:
Bcc:
Subject: Fwd: INFORM: 2016 ILSI Annual Meeting - 2nd Annual Malaspina International Scholars Travel Awards Dinner

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: miketaylor_us <miketaylor_us@yahoo.com>
Sent: Tue, Dec 15, 2015 6:15 am
Subject: Fwd: INFORM: 2016 ILSI Annual Meeting - 2nd Annual Malaspina International Scholars Travel Awards Dinner

Dear Mike

Good Morning! I hope you have a great day!

I am so happy you are coming to the ILSI meeting to give the Key Note Address. For you and I. it will like old times again, when we were both running these Meetings, They bring back so many wonderful memories. We had so many challenges but for me they were the most exciting days of my life.

I am so much looking forward to seeing you again.

I know you have a very busy schedule. However, I would very much like for you to attend on Monday evening the dinner honoring a dozen young scientists that have been invited as "The Malaspina Scholars Travel Awardees. \{ See below who they are\}.I know how you feel about educating young people Our joint effort to found The ILSI Research Foundation back in the early 1980's , is a testament of your desires to help with the education of young scientists. This new effort is parallel ,but to a much smaller scale ,to what you and I tried to do back then with Mr. Goizueta's support.

I would be so honored if you can arrange to come to this dinner on Monday night. For these young scientists it will be such a treat to meet you in person . You may want to even make a few remarks to them to encourage them to pursue issues on food safety when they go back to their respective countries. At this dinner there will be a number of your old friends. A person I am very anxious for you to meet is Dr, Wamwari Waichungo, who has my old Job as Head of Global SRA at Coke., Wamwari comes originally from Kenya and has a special interest in helping African Nations with their nutrition and food safety issues, an area ,which , I know is close to your heart ,with your having done so much work on nutrition and food safety issues in Ethiopia.

I do hope you can come to the dinner.

With my very warmest personal regards. Your Friend Alex

-----Original Message-----

From: Wamwari Waichungo <wwaichungo@coca-cola.com>
To: 'Malaspina@aol.com' <Malaspina@aol.com>
Sent: Mon, Oct 5, 2015 8:13 pm
Subject: INFORM: 2016 ILSI Annual Meeting - 2nd Annual Malaspina International Scholars Travel Awards Dinner

Dr. Malaspina,

I hope this message finds you well.

As you know, the 2016 ILSI Annual meeting will be held January 22 – 27 at The Vinoy Renaissance St. Petersburg Resort, St. Petersburg, Florida. On Monday January 25th, we will host the 2nd Annual Malaspina International Scholars Travel Awards Dinner.

I hope that you will be able to join us to honor the award winners.

Regards,

Wamwari Waichungo, PhD

Vice President

T: (404)676-8017 M: (404)709-0274



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Peters, John C

From: Peters, John C
Sent: Thu 12/31/2015 8:20 AM (GMT-07:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: Re: News Digest - December 30, 2015

Hi Alex,

Sorry I wasn't able to call you last night. Are you available today?

John

Sent from my iPhone

On Dec 30, 2015, at 4:55 AM, Alex Malaspina <malaspina@aol.com> wrote:

Dear John:
Please call me tonight ,if you can,at about 7 pm our time
I hope you are well
You have all my warmest wishes for a very Happy NEW YEAR.
Best regards, Alex

-----Original Message-----

From: Glenn Cooper <gcooper@coca-cola.com>
To: Undisclosed recipients;;
Sent: Wed, Dec 30, 2015 3:55 am
Subject: News Digest - December 30, 2015



December 30, 2015

Productivity

ChicagoLand: Teamsters reach tentative pact with Coca-Cola, end strike

ChicagoTribune.com, December 30, 2015, By Alexia Elejalde-Ruiz

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Big Water vs. the National Parks: The Fight Against Bottled Water Goes Federal

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PepsiCo: Healthy Push Could Drive The Next Decade Of Growth

[SeekingAlpha.com](#), December 25, 2015, Integrator, contributor

Is PepsiCo, Inc. Greenwashing Its Image? -- The company sends out a series of socially-conscious product announcements in December. Is the PR push sincere, or cynical?

Motley Fool - [fool.com](#), December 28, 2015, Asit Sharma, contributor

Carb addict PepsiCo needs protein in its diet

[TheDeal.com](#), December 23, 2015, By Richard Collings

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Full Text

ChicagoLand: Teamsters reach tentative pact with Coca-Cola, end strike

[ChicagoTribune.com](#), December 30, 2015, By Alexia Elejalde-Ruiz

Coca-Cola workers who have been on strike for nearly a month are heading back to work after their

union reached a tentative three-year contract with the company.

Teamsters Local 727, which says it represents 319 production workers at Coca-Cola plants in Niles and Alsip, announced late Tuesday that the bargaining committee recommended ratification of what it called a "fair" contract offer by Coke. The tentative pact includes transferring members to a new health and welfare plan previously available to Coke management. Members must vote on the proposal that is supported by the bargaining committee but no date for the vote has been set.

The union, which previously accused Coke of offering wage increases that would be mostly offset by hikes in health care costs, said the improvements "will translate to significant out-of-pocket cost savings for workers." The contract proposal includes annual wage increases and employer-matched 401(k) contributions.

"These hardworking men and women walked the picket line for 27 days fighting for respect and a fair contract from their employer, and they've achieved both," John Coli, secretary-treasurer of Local 727, said in a news release. "Our members should be extremely proud of themselves for taking a stand to change the culture at Coca-Cola. This tentative agreement is a strong step forward for hundreds of workers whose collective demand for respect has been heard loud and clear by their employer."

The proposal includes a 3 percent wage increase the first year and a 2.5 percent increase the second and third years, said union spokesman Will Petty. The management health care plan reduces employees' premiums by nearly \$7 a week for employee-only coverage and more than \$40 a week for coverage including unlimited children.

Workers walked off the job December 3 after their contract expired to protest unfair labor practices. The union a week earlier had filed charges with the National Labor Relations Board alleging Atlanta-based Coca-Cola was bargaining in bad faith and that managers were spotted intimidating workers with baseball bats.

Local 727 planned to withdraw the charges "as a result of good-faith bargaining on Tuesday that made this tentative agreement possible," Petty said.

Coca-Cola spokeswoman Kathleen Strand said in a statement: "We are pleased Coca-Cola Refreshments and Teamsters Local 727 have tentatively agreed to the terms for a new three-year contract. The tentative agreement must still be ratified by the associates represented by Teamsters Local 727 who work at our Alsip and Niles production facilities. In the interim, we are pleased to welcome our associates back to work, which for many will be as soon as Wednesday, December 30th. "

Strand said production at the facilities continued throughout the strike.

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Mexican Arca shareholders approve Peruvian Lindley's squeeze-out

SeeNews America, December 30, 2015

Shareholders of Mexican Coca-Cola bottler Arca Continental SAB de CV approved on Tuesday the acquisition of all shares of Peruvian peer Corporacion Lindley SA not yet owned by Arca, for up to USD 75 million (EUR 68.6m).

The offer targets the remaining voting shares and all non-voting shares at a price of USD 0.89 apiece.

Arca's shareholders also approved a capital increase of up to USD 535 million, with about 64.5 million of the shares to be sold to the Lindley family, for USD 400 million, as per the merger agreement between Arca and Lindley.

In September, Arca, which is the second biggest Coca-Cola bottler in Latin America, announced an agreement to merge with Lindley by taking over 53% of the voting shares from the Lindley family for USD 910 million.

Lindley's minority shareholders, who represent some 11% of Lindley's stock, had rejected the offer, requesting a higher price for their non-voting shares.

(USD 1.0 = EUR 0.915)

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Will Keurig's Decision to Go Private Aid the Stock?

[Zacks.com](#), December 29, 2015

On December 28, 2015, we issued an updated research report on Keurig Green Mountain, Inc. The recent buyout of this coffee machine maker has stirred the beverage sector.

Keurig agreed to sell itself on December 8 to an investor group led by a Luxembourg based private company, JAB Holding Company ('JAB'), for \$13.9 billion, pushing its share price up 72%. The deal, expected to close in the first quarter of 2016, seems to be quite attractive for Keurig, as it will offer significant cash value for its shareholders, who have seen the stock fall nearly 61% since the beginning of the year.

After the closure of the deal, Keurig Green Mountain will be privately owned and will continue to operate independently. The agreement has been unanimously approved by Keurig's board. The Coca-Cola Co., which owns a minority stake of 17% in Keurig Green Mountain, also approved the transaction.

Keurig Green Mountain is best known for its single-cup at home coffee maker machines. The company has entered several strategic agreements with other coffee and beverage companies like Unilever plc, Eight O Clock, Starbucks Corporation and Dunkin Donuts to offer the signature drinks of these companies in Keurig Green Mountain's K-Cups and Vue packs.

In the second half of 2015, Keurig introduced the K200 brewing series to the Keurig 2.0 family. Then in September, Keurig launched a single-cup cold carbonated beverage maker Keurig KOLD - the first beverage system that allows consumers to freshly make a wide range of cold sparkling and still beverages at home. It also makes popular beverage brands from The Coca-Cola Company and Dr Pepper Snapple Group.

The company has also taken up a multi-year productivity program to reduce structural costs and streamline organization structures to drive efficiency. The program is expected to generate approximately \$300 million in savings over the next three years with approximately \$100 million of savings in fiscal 2016.

However, Keurig has been posting weak results and witnessing sluggish growth for quite some time. Keurig has suffered from waning sales because of increased competition and slower-than-expected adoption of its newer 2.0 brewing machines, primarily due to consumers' confusion over which brands could be used with the devices.

Reportedly, the rollout of the cold brewer Keurig KOLD has also been slower than expected. A stronger dollar has been hampering international sales. In such a scenario, the plan to go private seems a good decision.

Keurig Green Mountain carries a Zacks Rank #3 (Hold).

<http://www.zacks.com/stock/news/202308/will-keurigs-gmcr-decision-to-go-private-aid-the-stock>

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Soda, Snack Sales Muted in Western Europe

Dow Jones, December 29, 2015, By Mike Esterl

Dow Jones Market Talk Blog

Beverage and snack sales declined 0.5% in Western Europe last month, slightly worse than the 0.3% decrease the prior 12 weeks, according to Morgan Stanley, citing Nielsen store-scanner data.

Sales of salty snacks fell 1.1%, the first negative month since June, while soda eased 0.3% and sports/energy drinks were flat.

Pepsi and Coca-Cola sales dropped 0.8% and 1.9%, respectively, while Monster logged 7.5% growth.

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Nigeria: Coca-Cola back with campaign

The Nation (Nigeria), December 27, 2015, By Jill Okeke

Remember the Share a Coke campaign? Coca-Cola is back with an even more exciting version of the Share a Coke campaign that wowed Nigerians earlier in the year by putting personalised names on Coca-Cola packs. Acclaimed as the most ingenious marketing campaign by any company in recent memory, it won the ADVAN award for campaign of the year 2015.

Along with more names, the new campaign version tagged 'Share a Feeling' also includes fun smileys that convey diverse emotions and messages on Coca-Cola and Coke Zero packs. The smileys also include popular Nigerian phrases that connect with everyone across boundaries, giving consumers an avenue to share their feelings with friends, family and even strangers.

To launch the campaign, the company is partnering with popular rapper/comedian Falz in recognising and 'sharing a feeling' with everyday Nigerians and influencers by delivering to them personalised Coke bottles with names and smileys.

Some of the influencers who have received their personalised Coke bottles include DJ Jimmy Jatt, TY Bello, Tekno, Cobhams, Chi-Gurl, Dammy Krane, Audu Maikori, Liz Awoliyi, Kelechi Amadi-Obi.....Some of the personalities have also identified their top fans on social media and will be sharing a feeling with them as well.

Speaking on the Share a Feeling campaign, Marketing Director, Coca-Cola Nigeria, Patricia Jemibewon, said, "The Yuletide period is perhaps the most exciting time of year for families, friends and neighbours. In the first Share a Coke campaign, we used the power of the first name in a playful way. With the Share a Feeling campaign, however, we want to make the season extra special and memorable, by adding smileys. The Share a Feeling campaign brings a variety of smileys that express happiness and emotional messages in a way that would bring smiles to the faces of our consumers."

Jemibewon revealed that everyone would have an opportunity to customise Coke and Coke Zero bottles or cans, with over a thousand names and a hundred smileys to choose from.

<http://thenationonlineng.net/coca-cola-back-with-campaign/>

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Honest Tea Ditching Trump Quote From Its Caps

[Newser.com](#), December 29, 2015

Organic beverage maker Honest Tea says a Donald Trump quote is being removed from its bottle caps, but not because it has any problems with the leading Republican presidential candidate.

For years, the company has put quotes on the bottom of its bottle caps that it says are meant to be

inspirational and thought-provoking. On Sunday, an Honest Tea customer tweeted an image of a cap that referenced the presidential contender: "If you're going to think anyway, you might as well think big. Donald Trump."

Paul Shapiro, who tweeted the image, says the quote jumped out at him. "I usually don't think of organic green tea consumers as [a] target demographic for Donald Trump," he says. Later, Honest Tea's Twitter account responded to Shapiro, "We're in the process of having his quotes removed from our caps," with a smiley face at the end.

Honest Tea co-founder Seth Goldman says the company had already been in the process of phasing out the Trump quote. He says that when Honest Tea was acquired by Coca-Cola in 2011, the company advised Honest Tea that there was less risk of offending people with quotes from people who have been dead for a while. "There's nothing objectionable to the thought," Goldman says of the Trump quote.

<http://www.newser.com/story/218187/organic-tea-company-ditching-trump-quote.html>

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Big Water vs. the National Parks: The Fight Against Bottled Water Goes Federal

[Truth-Out.org](#), December 28, 2015, By Adam Hudson

In mid-December, Congress passed a provision within a \$1.8 trillion budget bill requiring the National Park Service to file a report justifying a ban on selling bottled water at a number of parks around the country. Meanwhile, the bottled water industry promoted a rider in the appropriations bill prohibiting use of federal funds to support banning bottled water in national parks.

So far, over 20 parks have gone bottled-water-free, including the Grand Canyon, Canyonlands, Zion and Bryce Canyon, and Fort Sumter National Monument. This is another development in the ongoing fight between the National Park Service and Big Water over banning bottled water.

Earlier this December, more than 30 members of Congress signed a letter to National Park Service director Jonathan Jarvis opposing Big Water's effort to sabotage the bottled water ban. "As Members of Congress concerned with the preservation of our National Parks," the letter read, "we support the National Park Service in increasing the availability of public water and adopting bottled water free policies on National Park premises."

Several big-name corporations bottle water: Nestlé owns Arrowhead, Pepsi bottles Aquafina, and Coca-Cola bottles Dasani.

The International Bottled Water Association (IBWA), a trade association of bottled water companies, then released a statement commending Congress for requiring the National Park Service "to provide the facts about how it justifies banning the sale of bottled water in America's national parks." The group also claimed, "In addition to being the healthiest package beverage consumers can choose, bottled water has the smallest environmental footprint of any package beverage."

This past July, a study published in the American Journal of Public Health, entitled "The Unintended Consequences of Changes in Beverage Options and the Removal of Bottled Water on a University Campus," looked at the impact of a bottled water ban at the University of Vermont. The study concludes that "[t]he bottled water ban did not reduce the number of bottles entering the waste stream from the university campus, the ultimate goal of the ban.

With the removal of bottled water, consumers increased their consumption of less healthy bottled beverages." Big Water - and even the right-wing college newspaper The College Fix - pounced on the study to confirm its position against bottled water bans. The IBWA said the study "has confirmed the International Bottled Water Association's (IBWA) position that efforts to ban or restrict the sale of bottled can lead to increased consumption of less healthy beverages and plastic waste."

However, Corporate Accountability International, a nonprofit organization focused on challenging corporate abuse, argued that the "design of the study was too limited to draw real conclusions about any

consequences - unintended or not - of the bottled-water-free policy at UVM." On top of that, they point out that the study's authors make causal claims that are not backed up by the study. There are correlations, such as the increase in students consuming sugary beverages after the bottled water ban. But the study's data does not provide enough information to prove that the ban led to students buying more sugary beverages.

In addition, UVM had a 30 percent healthy beverage ratio policy - all campus locations selling bottled beverages needed to provide at least 30 percent "healthy" beverages - which was enacted in August 2012: five months prior to the bottled water ban implemented in January 2013. Corporate Accountability International pointed out that the study's authors "provide no explanation or interpretation of the fact that there was an increase in sugary beverage consumption after that policy was enacted - before the bottled-water-free policy was put into place."

There is another reason to question the authors' and Big Water's argument that banning bottled water leads to increased consumption of sugary, unhealthy bottled beverages: Such an argument presumes that those are the only two choices that exist. If a school bans bottled water but does not install more water fountains to compensate, and continues to sell sugary beverages, then it seems probable that people will drink more Pepsi, Coke and similar beverages.

It is less about the ban but more about the choices presented. In a national park, it is rare to see vending machines selling Pepsi, Dr. Pepper or Mountain Dew along a trail. It would not make any sense, especially since such drinks lead to more, rather than less, dehydration. So, in that situation, banning bottled water would likely not lead to an increase in consumption of sugary beverages.

Lauren DeRusha, senior national campaign organizer with Corporate Accountability International, told Truthout that parks that go bottled-water-free "are increasing access to tap water. So any place where there used to be access to bottled water, now there's access to tap water." Parks also undergo a long feasibility process before they ban bottled water.

"If you think about [it], you're going hiking, in the Grand Canyon. Are you going to take a liter of Coca-Cola with you in your pack to stay hydrated on the trail?" DeRusha asked. "No. You need to have access to water." As a result, more people visiting parks that ban bottled water are bringing their own bottles and filling them at the designated water stations. That trend has played out in other places where bottled water has been banned, as well. "What we're actually doing, when institutions go bottled-water-free - it's always, always coupled with increasing access to tap water," DeRusha said. Thus, the framing of bottled water versus sugary beverages is a false choice.

Several parks have gone bottled-water-free largely because of the waste that bottled water produces. For example, Grand Canyon National Park banned the sale of bottled water in 2012, and then installed designated water refilling stations. The park claimed - before the ban was instated - that "disposable plastic water bottles comprise an estimated 20% of Grand Canyon's waste stream and 30% of the park's recyclables."

Plastic water bottles have serious environmental impacts. Shawn Norton, National Park Service branch chief of sustainable operations and climate change, explained, "Americans discard approximately 50 billion plastic water bottles each year. Producing that number of water bottles consumes approximately 20 billion barrels of oil and generates more than 25 million tons of greenhouse gases." Plastic bags and bottles are the most common form of pollution in oceans and on beaches. On average, each square mile of ocean is littered with over 46,000 pieces of plastic.

Of the nearly 100 million tons of plastic produced every year, 10 million tons end up in the ocean - the majority (80 percent) coming from land. Most plastic bottles are not recycled. Over 80 percent of plastic water bottles end up in landfills every year. Plastic water bottles are not biodegradable. Instead, they photodegrade, meaning they break up into tiny fragments over time, sometimes taking a year or more. This kind of decomposition requires exposure to sunlight, which is very rare for plastic bottles in landfills.

DeRusha explained that Big Water has been waging a long campaign to make the public distrust tap water in order to sell bottled water. She said Big Water has spent "millions of dollars in misleading marketing to make us distrust our public water infrastructure. And they've also undermined the political will to invest in our infrastructure."

Because many in the public are told - and believe - that tap water is bad, people are more willing to buy

bottled water under the impression that it's cleaner and safer, thereby giving more money and power to the bottled water industry. This also gives a private industry greater control over a public resource. As a result, DeRusha said, "We are not as focused as we need to be, as a country, on reinvesting in our public water infrastructure so that we can always rely on having clean, safe tap water."

Bottled water companies use misleading labels to convince people that their water is pure, clean and healthy. For example, they'll use an image of a pristine spring or mountain on their bottle labels. But much of the water provided by Big Water isn't drawn directly from the pristine ends of the earth.

Bottled water generally comes from two sources. The first is spring water, where water flows naturally to the earth's surface from an underground aquifer. About 55 percent of bottled water comes from spring water. The rest comes from a municipal water supply, i.e. tap water. That means 45 percent of bottled water is basically treated tap water. Aquafina and Dasani are from tap water.

DeRusha said that this is "particularly ironic, given how much the bottled water industry tries to undermine people's faith in tap water. But then they're bottling tap water and selling it back to us at thousands of times the price." On top of that, four bottled water companies - Arrowhead, Crystal Geyser, Aquafina and Dasani - get their water from California, which is experiencing its worst drought in history.

The process of producing bottled water is wasteful and detrimental to the environment. Water bottles are made of polyethylene terephthalate (PET) plastic. PET is produced from fossil fuels, usually oil and natural gas, according to the Pacific Institute, a global think tank focused on water issues. The production process also uses excess amounts of water. In 2006, the Pacific Institute estimated that it takes three liters of water to produce one liter of bottled water. That's because "[i]n addition to the water sold in plastic bottles ... twice as much water is used in the production process," according to a Pacific Institute fact sheet.

In 2006, Americans bought 31.2 billion liters of water in bottles, requiring nearly 900,000 tons of PET plastic. As the Pacific Institute states, "it takes around 3.4 megajoules of energy to make a typical one-liter plastic bottle, cap, and packaging. Making enough plastic to bottle 31.2 billion liters of water required more than 106 billion megajoules of energy. Because a barrel of oil contains around 6,000 megajoules, the Pacific Institute estimates that the equivalent of more than 17 million barrels of oil were needed to produce these plastic bottles." On top of that, manufacturing one ton of PET produces nearly three tons of carbon dioxide.

In addition to the resources that go into producing bottled water, the transportation of it also consumes ample energy. The Pacific Institute explains, "More energy is needed to fill the bottles with water at the factory, move it by truck, train, ship, or air freight to the user, cool it in grocery stores or home refrigerators, and recover, recycle, or throw away the empty bottles."

Despite the widespread perception that tap water is dirty or contaminated, the reality is that US tap water is some of the safest and cleanest to drink on the planet. Mother Nature Network points out that US tap water is "generally safe from the microbes and chemicals that have plagued humans' water supplies for millennia. While much of the planet relies on paltry, polluted drinking water, Americans can fill a glass without fear of cryptosporidium, chromium or chlordane."

This is thanks to the Safe Drinking Water Act of 1974 that gives the Environmental Protection Agency (EPA) power to limit certain contaminants in tap water. DeRusha said that if the tap water is not safe in an area, the EPA will usually alert the community. If there is no notification from the EPA, the water is mostly safe to drink.

However, that does not mean that US tap water systems are completely free from risk. In 2009, the EPA warned that while tap water is generally safe to drink, "threats to drinking water are increasing," such as short-term disease outbreaks and large droughts. These demonstrate, according to the EPA, "that we can no longer take our drinking water for granted." A 2003 Natural Resources Defense Council (NRDC) study of 19 US cities found that pollution and old, deteriorating plumbing in tap water systems deliver drinking water that is potentially unhealthy for some residents.

According to the NRDC, "Many cities around the country rely on pre-World War I-era water delivery systems and treatment technology. Aging pipes can break, leach contaminants into the water they carry and breed bacteria - all potential prescriptions for illness. And old-fashioned water treatment - built to filter out particles in the water and kill some parasites and bacteria - generally fails to remove 21st-

century contaminants like pesticides, industrial chemicals and arsenic."

Contaminants include lead, which "can cause brain damage in infants and children"; pathogens (germs), which make people sick, particularly people with weak immune systems, "the frail elderly and the very young"; arsenic, "which may cause cancer, serious skin problems, birth defects and reproductive problems"; by-products of chlorine treatment that "may cause cancer and reproductive problems"; and radon or other toxic chemicals.

These contaminants can get into tap water in numerous ways: runoff from overflowing sewage systems after a heavy storm; "runoff from contaminant-laden sites like roads, pesticide and fertilizer-rich farms and lawns, and mining sites"; waste from animal feedlots; and industrial pollution that seeps into groundwater or surface water.

But DeRusha says that these risks to tap water systems underscore the need for investing in public water infrastructure and strengthening safety oversight, rather than funneling resources into bottled water. "The answer, in those cases, is not to turn to the bottled water industry for fear that something could happen in the future but to really get to the root of that issue and say, 'What mechanisms can we put in place to hold these polluting industries accountable?' so that we can still rely on having our safe tap water," she said.

Despite any risks present in tap water, bottled water is not safer or healthier. In fact, tap water is subject to tougher safety standards than bottled water. Bottled water is regulated as a "packaged food" by the US Food and Drug Administration (FDA), while tap water is regulated by the EPA, which has more stringent regulations than the FDA. So when it comes to health and safety, people are probably better off drinking tap water.

National parks are not the only places banning bottled water. Schools and other institutions are going bottled-water-free. Considering bottled water's impact on the environment and its lack of health benefits, more institutions may move in this direction - unless the industry's misinformation campaigns win over the public.

<http://www.truth-out.org/news/item/34198-big-water-vs-the-national-parks-the-fight-against-bottled-water-goes-federal>

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PepsiCo: Healthy Push Could Drive The Next Decade Of Growth

[SeekingAlpha.com](#), December 25, 2015, Integrator, contributor

Disclosure: I am/we are long PEP. I wrote this article myself, and it expresses my own opinions. I am not receiving compensation for it (other than from Seeking Alpha). I have no business relationship with any company whose stock is mentioned in this article.

Summary

- * Pepsi has a top set of distribution assets which have contributed handsomely to investor returns.
- * Declining carbonated beverage sales have spurred a trend towards healthy innovation in the company.
- * The right product mix with Pepsi's world class distribution could cement the next decade of strong growth for the company.
- * I continue to accumulate stock quarterly.

I am developing a passive income stream from dividends to generate financial independence. I'm proceeding down the path of steadily accumulating a set of high quality, dividend-paying stocks. PepsiCo is one of the 30 dividend stars that I'm currently steadily accumulating through my Dividend Accumulation Motif.

Pepsi has performed respectably over the course of 2015. The stock is up almost 8% over this time, concerns around US carbonated beverage sales notwithstanding Pepsi has been fairly responsive to responding to concerns that its carbonated beverages are contributing to an obesity epidemic among today's youth. I think some of the moves the company is currently making could help position Pepsi well for the next decade of growth.

PepsiCo is one of the dominant consumer beverage and snack food companies in the world. The company specifically manufactures and markets a range of juices, beverages and snack food products to consumers and retailers around the globe. The brand recognition of the company's flagship brands is global and universal in nature. The company has over 20 brands that generate sales in excess of \$1B, including Pepsi, Aquafina, Tropicana, Frito Lay, Gatorade and Quaker Oats.

PepsiCo has a market capitalization of \$145B with revenues of \$66B and a gross margin in excess of 53%. PepsiCo currently trades at a forward P/E of 20 and offers a dividend yield of close to 2.8%.

Pepsi has held its own despite concerns with "sugary drinks" in North America

Pepsi and Coca-Cola have been weighed down by poor sales growth of carbonated beverages in North America. The trend has been negative in this segment for quite some time. Pepsi's unit volume sale of carbonated beverages dropped 3% in Q2 2015, after falling 2% in Q1 2015. In fact, carbonated drinks unit shipments have fallen for 10 consecutive years in North America.

Health-conscious consumers are moving away from consumption of carbonated beverages in North America. The cumulative impact of increases in obesity and healthier eating have led consumers to reduce their intake of soft drinks and look for less sugary options.

It's clear that more proactive measures are being taken against sugary drinks. Certain states in North America are seeing grass roots moves for tough sugar labeling on beverages.

It remains to be seen whether this will accelerate the already negative trends that are occurring as far as North American carbonated drink consumption, or whether consumers remain indifferent towards more stringent labeling.

In spite of all of the noise and declining unit sales of carbonated drinks in North America, Pepsi has posted a string of good results in 2015. The company beat earnings expectations by \$0.08 for Q2, with Pepsi generating close to 5.1% organic growth in revenues globally, with developing and emerging market revenues up almost 10%.

In Q3, Pepsi reported organic growth that was up 7.5% year over year. While USD appreciation is holding back the impact of good international growth, this trend will not last indefinitely.

Pepsi is driving a healthy innovation drumbeat

Pepsi is also proactively trying to address the sugar problem in carbonated beverages. The company recently announced a removal of aspartame in Diet Pepsi lines. Pepsi is also taking significant steps to diversify the business, and add in healthy lines.

In recent years, Pepsi has been active with investments and acquisitions to grow its juice business, investing in several Russian juice makers. The company has also been active with product introductions in the dairy category, partnering with Muller to bring yogurt to the US market.

While Pepsi recently announced the unwinding of the Muller yogurt partnership as a result of poor US yogurt sales, the company continues to persist around a trend of healthy innovation. Organic Gatorade is a new formulation that the company is planning to bring to market at some point in the future, as well as non-GMO based Tropicana.

It's good to see Pepsi being responsive to underlying consumer trends. It allows the company to make tweaks in its product lines before meaningful sales impacts occur from not keeping abreast of consumer moves.

Long-term thesis on Pepsi

At a fundamental level Pepsi is a global distribution business that can move any beverage or snack food to any place in the planet, more efficiently than almost any one else. While individual product lines may wax and wane, this is a business attribute that makes the company worth owning for many years to come.

The company's distribution assets and relationships with large retailers allow it to get prime shelf space to place any product anywhere. The critical thing for Pepsi is to be attuned to consumer trends. Consumers appear to be voting with their wallets away from carbonated drinks in the US, and the efforts by Pepsi to correctly position its product mix could pave the way for sustained future long-term growth. It has the right distribution assets in place, the key is to ensure it is moving product aligned with consumer tastes.

Valuation

PepsiCo currently trades at a P/E ratio of 29.9 and a forward P/E ratio of just over 20. PepsiCo is trading well above average multiples over the last 5 years, including price-to-earnings and price-to-sales. What's lost in the multiples is that PepsiCo's revenue and earnings have suffered significantly from foreign currency impacts that are likely to reverse themselves medium term. This has had a material effect in understating the true profit performance of the company. Morningstar rates PepsiCo's stock at 3 stars at present.

I've been steadily adding to my Pepsi holdings quarterly. If the business can tune its product mix consistent with long term market demand, then Pepsi's world-class distribution assets should help support the next decade of growth.

http://seekingalpha.com/article/3776496-pepsico-healthy-push-could-drive-the-next-decade-of-growth?auth_param=7ps1p:1b7pivi:545c752b2e8acf806d70b5fe6f303b82&uprof=27

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Is PepsiCo, Inc. Greenwashing Its Image? -- The company sends out a series of socially-conscious product announcements in December. Is the PR push sincere, or cynical?

Motley Fool - fool.com December 28, 2015, Asit Sharma, contributor

In the month of December, PepsiCo has pushed through a number of announcements that would seem to indicate the company is pursuing a healthier, more socially conscious consumer. At mid-month, the snack and beverage conglomerate revealed that it would roll out several thousand "Hello Goodness" vending machines in the coming year.

According to Bloomberg news, the digitally enabled machines will stock healthier items from both PepsiCo's snack and beverage divisions, including items such as Naked Juice and Sabra hummus cups.

At the "Beverage Digest Future Smarts Conference" held on December 14th in New York City, the company also announced that it would sell an organic version of Gatorade in 2016. It also confirmed the launch of a line of non-GMO labeled Tropicana Juices next year.

As Business Insider reported, PepsiCo Americas Beverages CEO Al Carey said of potential consumers: "I think they're very interested in non-GMO and organic, and to the degree you can make it meaningful to the consumer -- do it."

Is PepsiCo the next natural and organic, non-GMO champion? Hardly, it seems.

Pepsi, along with fellow beverage Goliath Coca-Cola, turns out to be one of the very highest spenders in persuading the government to forego the labeling of GMO ingredients.

Introducing products that seek to tap into consumer demand for non-GMO ingredients, while actively attempting to thwart labeling policy with the brute force of millions of dollars, invites the criticism that

Pepsi is greenwashing its image. That is, the company may be cynically donning a guise of social consciousness while profiting from positions its target customers find abhorrent.

If you carry this reasoning further, the economic impact of a few thousand machines selling healthy snack and beverage items to Pepsi is infinitesimal in comparison to the billions the company reaps from sodas and snacks like Doritos, which are often popularly labeled as junk food.

I, for one, quickly reached a jaded conclusion on seeing this series of news items this month. And I question the marketing acumen of Pepsi's newfound, outward embrace of non-GMO ingredients as it fights behind the scenes to squash labeling clarity.

But to flip the coin on this argument for a moment, it's entirely possible Pepsi isn't introducing these products solely to burnish its image. After all, we know Pepsi has earned some green credentials this year by abandoning aspartame in Diet Pepsi, even though this appears to have dented sales of a drink that's vital to the company's revenue growth.

And if you think about it for a moment, at PepsiCo's size, even if it wanted to evolve into a healthier purveyor of foods and beverages, it couldn't do so in a swift pivot. Its current business model is built around yesterday's products, laden with sugar, chemicals, and preservatives. Changing this model will require years of incremental adjustments.

That's why like Coke, PepsiCo has an avid interest in buying smaller natural and organic water, juice, tea, and coffee brands. The company wants to adjust to where the beverage market is headed during the coming decades. Whether Pepsi's executives truly believe this is the right thing to do isn't actually relevant.

Over the long term, it seems clear that if Pepsi doesn't anticipate consumer desires, it will lose its ability to grow beyond the rate of inflation, which is a baseline measure of success for any consumer goods company.

On further reflection, it seems apparent to me that PepsiCo must engage in tactical experiments that may be completely antithetical to its current business proposition. The launch of "Hello Goodness" vending machines could turn out to be an initial test run in the longer-term distribution of healthier products for a division like Frito-Lay.

And yet the product launches aimed at customers yearning for non-GMO ingredients still seems misguided, as long as Pepsi's might is thrown into the anti-labeling lobby. It's quite likely that awareness around Pepsi's self-contradictory stance will grow in 2016. For better or for worse, company management has opened up what promises to be a spirited dialogue with customers in 2016.

<http://www.fool.com/investing/general/2015/12/28/is-pepsico-inc-greenwashing-its-image.aspx>

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Carb addict PepsiCo needs protein in its diet

[TheDeal.com](#), December 23, 2015, By Richard Collings

PepsiCo Inc., a leading dealer of carbohydrates to addicts the world over and parent to brands such as Mountain Dew and Cheetos, needs to inject some protein into its portfolio.

The company thus far has been resistant to pleas from activist investor Nelson Peltz, who heads up hedge fund Trian Fund Management LP, to consider a buy of Deerfield, Illinois-based cookie, candy and cracker maker Mondelez International Inc.

So perhaps PepsiCo is in the mood for something a bit more satisfying.

Famous for peddling sugary beverages and starchy snacks, CEO Indra Nooyi needs to dust off her dealmaking skills and make plays for the likes of jerky maker Link Snacks Inc. and Greek yogurt

purveyor Chobani LLC.

Both the companies are not only broadly on-trend but are sizeable enough businesses to have an impact on PepsiCo's financials.

Link Snacks and Chobani have each crossed the \$1 billion sales mark.

Chobani LLC, based in Norwich, New York, is already on the block, and PepsiCo, which has been trying to crack the yogurt space, would be an ideal buyer.

In addition, the Purchase, New York-based conglomerate recently ended its joint venture with Germany-based Unternehmensgruppe Theo Müller GmbH & Co. KG to make and distribute Müller-branded yogurt for the U.S. market.

The Deal has consistently reported over the past two years that PepsiCo was among the top candidates to end up buying Chobani.

Whether or not PepsiCo loses out on acquiring the maker of Greek yogurt, it should also try to entice Minong, Wisc.-based Link Snacks to do a deal.

In 2009, PepsiCo ended its deal to distribute jerky for Oberto Sausage Co. That same year, it quickly took on distribution of Link Snacks' Matador brand of jerky.

According to an industry source, acquiring the leading maker of jerky, one of the fastest growing areas in snacking, would serve as a tasty side dish to go with the rest of its portfolio.

In recent years, jerky has been increasingly seen as a healthier snacking alternative because it is high in protein, particularly by those with an active lifestyle.

Granted, Jack Links is considered to be more highly processed. But it is still high in protein, which consumers increasingly crave, and Pepsi could tinker with the jerky's ingredients to make the product contain fewer preservatives, further broadening its appeal.

Link Snacks was founded in the mid-1980s by Jack Link and is run by him and his son Troy, who serves as the CEO. The company has been involved in some dealmaking of its own, expanding its presence in Europe by buying Unilever's meat snacks unit in 2014.

Outside of Jack Links, PepsiCo could also potentially target a number of jerky and yogurt companies. ConAgra Foods Inc., which has been breaking up the company, might be convinced to part with its leading jerky brand Slim Jim.

Icelandic Milk and Skyr Corp., the maker of the Siggis brand of Icelandic style yogurt, even more strained of its water than Greek yogurt and therefore higher in protein, is another fast-growing business PepsiCo could buy.

Considering the New Year is around the corner, accompanied by resolutions to lose weight, investing in foods people gravitate toward as they attempt to slim down could be a well-timed move.

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<News Digest-12-30-2015.doc>

Peters, John C

From: Alex Malaspina
Sent: Fri 1/15/2016 3:15 AM (GMT-07:00)
To: foodchain@hotmail.com; mcarakostas@gmail.com; mlopezmusi@indunor.com;
ebrown124@nyc.rr.com; edison.geromel@yahoo.com; flbayer@bellsouth.net;
mbuyckx@comcast.net; sarahallen@coca-cola.com; pjulkunen@coca-cola.com;
janlewis13@windstream.net; kay.nichols@gmail.com; jjbtgb@comcast.net;
janlewis13@windstream.net; jamesrbehnke@yahoo.com; Hill, James; Peters, John C
Cc: taktogami@gmail.com; boonyee@ilsisea.org.sg; geoffsmith@ilsisea.org.sg;
jshchen@ilsichina.org; skettler@coca-cola.com; mek59100@gmail.com;
.efthymiou@att.net; cheryl.312@comcast.net
Bcc:
Subject: Remarks introducing Mr. Mike Taylor to the ILSI Meeting
Attachments: ILSI January 2016 Remarks, revised.docx

**PREPARED REMARKS BY ALEX MALASPINA
FOR THE ILSI ANNUAL MEETING**

IT GIVES ME GREAT PLEASURE TO INTRODUCE MIKE TAYLOR TO YOU.

**MANY OF YOU MAY NOT KNOW THAT MIKE PLAYED A VERY
SIGNIFICANT ROLE IN THE GROWTH AND DEVELOPMENT OF ILSI.**

**WHEN A HANDFUL OF US STARTED ILSI IN 1978, A WONDERFUL
PERSON, ROGER MIDDLEKAUFF, AN ATTORNEY, BECAME ILSI'S
GENERAL COUNSEL. HOWEVER , A FEW YEARS LATER, IN 1989, HE
SUDDENLY PASSED AWAY FROM A HEART ATTACK WHILE EXERCISING
WITH HIS BICYCLE.**

**ALMOST IMMEDIATELY, MIKE TAYLOR, AN ATTORNEY WITH KING
AND SPALDING, BECAME ILSI'S GENERAL COUNSEL. MIKE HAD FDA
EXPERIENCE AS HE HAD WORKED FOR THE COMMISSIONER, DR. JERE
GOYA.**

**MY FIRST ENCOUNTER WITH MIKE TAYLOR HAPPENED ABOUT 1980,
AT THE FDA HEADQUARTERS ON C STREET, WHEN I TOOK A GROUP
OF SCIENTISTS TO VISIT COMMISSIONER GOYA AND DR. SANDY
MILLER, THE DIRECTOR OF THE BUREAU OF FOODS, TO PRESENT TO
FDA A COMPREHENSIVE RESEARCH AGENDA INTENDED TO
INVESTIGATE VARIOUS ASPECTS OF CAFFEINE'S SAFETY.**

**DR. PETER DEWS, A WELL KNOWN BEHAVIORAL SCIENTIST FROM
HARVARD , WAS HEADING UP THE ILSI SCIENTIFIC PROJECTS .**

**ILSI'S APPROOACH TO SOLVING SAFETY PROBLEMS ,MADE A VERY
FAVORABLE IMPRESSION ON THE FDA EXECUTIVES.**

**THIS ILSI APPROACH OF SOLVING INGREDIENT SAFETY ISSUES
THROUGH RELIABLE INDEPENDENT RESEARCH BECAME THE
SIGNATURE OF FUTURE ILSI,S RESEARCH ACTIONS.**

YOU MAY BE INTERESTED TO KNOW THAT THE ILSI RESEARCH PROJECTS ON CAFFEINE ALLOWED FDA SEVERAL YEARS LATER TO DECLARE THAT CAFFEINE IS SAFE AT THE THEN PRESENT USE LEVELS

AS I ALREADY MENTIONED, MIKE TAYLOR WAS PRESENT AT THE INITIAL FDA MEETING BETWEEN ILSI AND FDA. SEVERAL YEARS LATER , MIKE TOLD ME THAT HE WAS MOST IMPRESSED WITH ILSI'S APPROACH IN SOLVING SAFETY ISSUES THROUGH INDEPENDENT RESEARCH. THIS MEETING, I HAVE NO DOUBT INFLUENCED MIKE TO JOIN ILSI LATER ON.

IT IS DIFFICULT IN MY BRIEF REMARKS TO POINT OUT THE MANY WAYS THAT MIKE'S TALENTS ,DEDICATION AND HARD WORK HELPED TO ESTABLISH THE BASIS OF WHAT ILSI IS TODAY.

ONE OF MIKE'S INITIAL ASSIGNMENTS WAS TO STRENGTHEN THE ADMINISTRATION AND HELP WITH THE FUNDING OF THE FOUR INSTITUTES OF THE ILSI RESEARCH FOUNDATION, NAMELY; THE RISK SCIENCE INSTITUTE, THE ALLERGY INSTITUTE , THE PATHOLOGY AND TOXICOLOGY INSTITUTE AND THE HUMAN NUTRITION INSTITUTE.

MIKE AND I OFTEN VISITED WITH MR. JACK HEINZ, CHAIRMAN OF THE BOARD OF THE HEINZ COMPANY AND THE HEINZ FOUNDATION, TO CONVINCE HIM TO MAKE SUBSTANTIAL CONTRIBUTIONS TO THE ILSI RESEARCH FOUNDATION. MR. HEINZ , THROUGH HIS FOUNDATION PROVIDED THE ILSI RESEARCH FOUNDATION'S ENDOWMENT WITH OVER 4 MILLION DOLLARS.

THE HUMAN NUTRITION INSTITUTE WAS MR. HEINZ FAVORITE INITIUTE, FOR HE HAD A GREAT PERSONAL INTEREST IN NUTRITION. HE MADE A FURTHER COMMITMENT TO PROVIDE ON A REGULAR BASIS EXTRA FUNDING IN ORDER TO EXPAND THIS INSTITUTE'S RESEARCH AGENDA.

THIS INSTITUTE WAS FORTUNATE TO HIRE IN 1989, DR. SUZIE HARRIS , AS ITS EXECUTIVE DIRECTOR, WHO HAS SERVED ILSI SO WELL IN MANY SUBSEQUENT ASSIGNMENTS . IN RECENT YEARS SUZIE HARRIS HAS DONE AN OUTSTANDIN JOB AS ILSI'S EXECUTIVE DIRECTOR.

WITH TIME, THE FOUR INSTITUTES WERE MERGED INTO THE ILSI RESEARCH FOUNDATION, WHICH HAS SPEARHEADED SEVERAL NEW AREAS OF EXCITING RESEARCH .

MIKE ALSO PROVIDED SUBSTANTIAL INPUT TO ASSIST MANY CRITICAL VENTURES IN ILSI, INCLUDING TWO KEY TECHNICAL COMMITTEES: ONE ON MICROBIOLOGY AND THE OTHER ON GENETICALLY MODIFIED FOODS. ALSO, HE HELPED LEAD THE MOST IMPORTANT ILSI COMMITTEE , ENTITLED FOOD SAFETY AND NUTRITION. THIS COMMITTEE INCLUDED ALL THE ILSI MEMBERS. MIKE ALSO PROVIDED THE LEGAL RATIONAL FOR FORMING MANY OVERSEAS BRANCHES AND THEN ASSISTED IN THE GROWTH OF THESE BRANCHES

WHEN HE LEFT ILSI, MIKE , CONTINUED TO ACHIEVE SUCCESS AND MAKE FURTHER CONTRIBUTIONS TO FOOD SAFETY. HE JOINED FDA AND LATER USDA WHERE HE PROVIDED UNIQUE LEADERSHIP IN ESTABLISHING AND IMPLEMENTING NEW FOOD SAFETY STANDARDS FOR MEAT AND POULTRY PRODUCTS.INCLUDING ADDRESSING THE HAZARDS WITH E. COLI IN BEEF PRODUCTS.

LATER ON MIKE BECAME A RESEARCH PROFESSOR IN A REKNOWNED UNIVERSITY TO WORK ON POLICY AND INSTITUTIONAL ISSUES AFFECTING THE SUCCESS OF PUBLIC HEALTH AGENCIES IN COMBATTING FOOD BORNE DISEASES .

IN ADDITION, MIKE WAS A PARTICIPANT IN SEVERAL NATIONAL ACADEMY OF SCIENCES EXPERT COMMITTES ON FOOD SAFETY .

MIKE RETURNED TO THE FDA IN 2009 AS SENIOR ADVISOR TO THE COMMISSIONER . IN JANUARY OF 2010 , HE WAS NAMED DEPUTY COMMISSIONER FOR FOODS .MOST RECENTLY HE WAS NAMED ASSOCIATE COMMISSIONER FOR FOODS AND VETERINARY MEDICINE. THE NEW FOOD SAFETY MEASURES AND STANDARDS ISSUED BY FDA UNDER MIKE'S LEADERSHIP ARE MAKING A SIGNIFICANT IMPACT IN PREVENTING FOOD BORNE DISEASES .

I STRONGLY BELIEVE THAT MIKE IS ONE OF A HANDFUL OF PEOPLE WHO HAVE IMPROVED FOOD SAFETY STANDARDS THROUGHOUT THE WORLD.

I HOPE THAT MIKE'S PRESENCE HERE AND HIS PRESENTATION WILL INSPIRE ALL THE ILSI MEMBERS, TO RENEW THEIR COMMITMENT TO ILSI SO THAT THIS WORLD BECOME SAFER AND HEALTHIER.

ALSO, I HOPE THAT THE YOUNG SCIENTISTS WHO ARE VISITING ILSI WILL BECOME INSPIRED AND DEVOTE SIGNIFICANT TIME TO IMPROVING THE FOOD SAFETY STANDARDS OF THEIR RESPECTIVE COUNTRIES.

MANY, MANY THANKS, MIKE, FOR ATTENDING THIS ILSI GATHERING AND FOR GIVING US SUCH INSPIRATION.

Peters, John C

From: Alex Malaspina
Sent: Tue 2/23/2016 3:58 PM (GMT-07:00)
To: mek59100@gmail.com; susi.kettler@gmail.com; fergc@foodsci.umass.edu;
beauchamp@monell.org
Cc:
Bcc:
Subject: Fwd: FYI: Tuft Nutrition magazine article
Attachments: Tufts soda grenade.pdf

Have you seen this article? A.

-----Original Message-----

From: Wamwari Waichungo <wwaichungo@coca-cola.com>
To: 'Malaspina@aol.com' <Malaspina@aol.com>
Sent: Tue, Feb 23, 2016 1:44 pm
Subject: FYI: Tuft Nutrition magazine article

Sipping Toward Disaster

Soda and other sugary drinks are even worse for us than we thought. Can we kick the habit?

- See more at: <http://sites.tufts.edu/nutrition/winter-2016/sipping-toward-disaster/#sthash.gDJy4FaH.dpuf>

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Tufts

Nutrition

Magazine of the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
and the Jean Mayer USDA Human Nutrition Research Center on Aging
Winter 2016 Vol. 17 No. 1



Why sugary drinks are more dangerous than we thought

Peters, John C

From: Alex Malaspina
Sent: Mon 3/28/2016 11:33 PM (GMT-06:00)
To: Peters, John C
Cc:
Bcc:
Subject: Re: Contact

Dear John: I do not have it, but I will get it.
Best regards. Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Mon, Mar 28, 2016 7:52 pm
Subject: Contact

Hi Alex,

Do you by any chance have contact information for Dan Dennison? If not, do you know who might have this?

I can explain more about this later.

Thanks
John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

Peters, John C

From: Peters, John C
Sent: Tue 3/29/2016 7:08 AM (GMT-06:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: Re: Contact

Thanks, Alex.

Sent from my iPhone

On Mar 28, 2016, at 11:33 PM, Alex Malaspina <malaspina@aol.com> wrote:

Dear John: I do not have it, but I will get it.
Best regards. Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Mon, Mar 28, 2016 7:52 pm
Subject: Contact

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12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

Peters, John C

From: Alex Malaspina
Sent: Tue 3/29/2016 9:49 AM (GMT-06:00)
To: Peters, John C
Cc: knichols@coca-cola.com
Bcc:
Subject: Fwd: Contact

Dear John: His secretary, Holy ,is suggesting that you call Dan in his cell phone to get the info you need.
Warmest regards. Alex

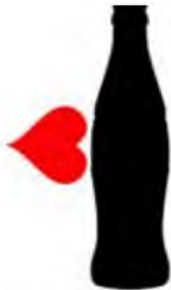
-----Original Message-----

From: Kay T. Nichols <knichols@coca-cola.com>
To: Alex Malaspina <malaspina@aol.com>
Sent: Tue, Mar 29, 2016 11:06 am
Subject: RE: Contact

Hi Alex,

Holly says John should call Dan's cell phone: [REDACTED]

Regards,
Kay



Kay Nichols
Associate Scientist

100 YEARS OF THE *Coca-Cola* BOTTLE

The Coca-Cola Company	knichols@coca-cola.com
P.O. Box 1734	T 404.676.4201
Atlanta, GA 30301	F 404.598.4201

From: Alex Malaspina [<mailto:malaspina@aol.com>]
Sent: Tuesday, March 29, 2016 1:34 AM
To: Kay T. Nichols <knichols@coca-cola.com>
Subject: Fwd: Contact

Dear Kay:
Can you please help?
Many thanks Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: JOHN.C.PETERS <JOHN.C.PETERS@UCDENVER.EDU>
Sent: Tue, Mar 29, 2016 1:33 am
Subject: Re: Contact

Dear John: I do not have it, but I will get it.
Best regards. Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Mon, Mar 28, 2016 7:52 pm
Subject: Contact

Hi Alex,

Do you by any chance have contact information for Dan Dennison? If not, do you know who might have this?

I can explain more about this later.

Thanks
John

John C. Peters, Ph.D.

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FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

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Withheld for Privilege

Withheld for Privilege

Withheld for Privilege

Withheld for Privilege

Peters, John C

From: Alex Malaspina
Sent: Mon 4/18/2016 4:39 AM (GMT-06:00)
To: sharris@ilsi.org; mmclean@ilsi.org; spettit@hesiglobal.org; geoffsmith@ilsisea.org.sg;
taktogami@gmail.com; adrewnow@fredhutch.org; scohen@unmc.edu; beauchamp@monell.org;
hjelleadvisors@gmail.com; Peters, John C; dbanati@ilsieurope.be; mek59100@gmail.com;
skettler@coca-cola.com
Cc: fergc@foodsci.umass.edu
Bcc:
Subject: Fwd:

A most interesting article on this new promising frontier in science..
Best Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: malaspina <malaspina@aol.com>
Sent: Sun, Apr 17, 2016 8:35 pm

<http://www.nytimes.com/2016/04/17/opinion/sunday/tweaking-genes-to-save-species.html?ref=opinion>

Peters, John C

From: Alex Malaspina
Sent: Sat 4/30/2016 3:07 AM (GMT-06:00)
To: [REDACTED]; amandmello@yahoo.com;
n4789e@me.com; sharris@ilsi.org
Cc: Peters, John C
Bcc:
Subject: Fwd:

Great Article.
Best
Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: malaspina <malaspina@aol.com>
Sent: Sat, Apr 30, 2016 5:03 am



Withheld for Privilege

Withheld for Privilege

Peters, John C

From: Alex Malaspina
Sent: Mon 11/14/2016 1:54 AM (GMT-07:00)
To: andrewwear@btinternet.com; mariabergmann@btinternet.com; maria.nomikos@dnomikos.gr; alexwear@btinternet.com; mmaria.maraki92@gmail.com; kontaratou@gmail.com; panose989@gmail.com; atrichopoulou@hhf-greece.gr; mek59100@gmail.com; kay.nichols@gmail.com; susi.kettler@gmail.com; boonyee@ilsisea.org.sg; hzhang@coca-cola.com; geoffsmith@ilsisea.org.sg; sharris@ilsi.org; rwilkinson@coca-cola.com; jjbtgb@comcast.net; foodchain@hotmail.com; dbanati@ilsieurope.be; davidmiller@cunet.carleton.ca
Cc: ekramvis@comcast.net; frgeorgeliacopulos@gmail.com; danezi.ar@hotmail.com; danezi.ar@hotmail.com; kostogiannis@verizon.net; tom.papademetriou@stockton.edu; djconstantelos@aol.com; Peters, John C; john.black@viu.ca; john.lawrence@newyork.msf.org; laurel.combs@newyork.msf.org; edison.geromel@yahoo.com
Bcc:
Subject: Fwd: NYTimes: An Ancient Tsunami That Ended a Civilization Gets Another Look

Most Interesting article about my island,Santorini
Best Alex

-----Original Message-----

From: Aman D'Mello <amandmello@yahoo.com>

To: Mark Malaspina

Sent: Sun, Nov 13, 2016 11:08 pm

Subject: NYTimes: An Ancient Tsunami That Ended a Civilization Gets Another Look

<http://www.nytimes.com/2016/11/10/science/santorini-akrotiri-tsunami.html?smprod=nytcore-iphone&smid=nytcore-iphone-share>

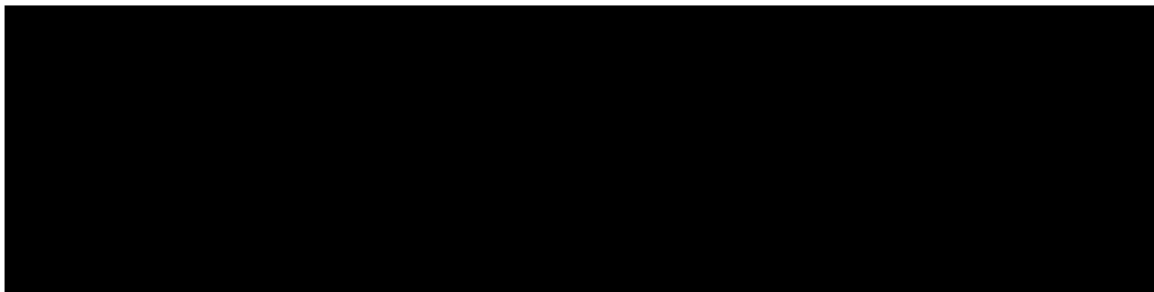
New research finds ash and lava from the Santorini volcano in the Aegean Sea spawned the tsunami that struck the island of Crete, the center of Minoan culture.

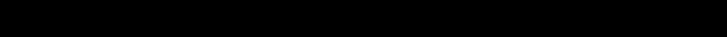
Aman D'Mello

Peters, John C

From: Peters, John C
Sent: Tue 12/20/2016 11:36 AM (GMT-07:00)
To: malaspina@aol.com
Cc:
Bcc:
Subject: Hello!

Hi Alex,



 I am working part time from home now and plan on spending some time back in the office starting the first of the year. I will not be at the ILSI meeting this year as I rotated off the boards last year. So, I will miss seeing you there if you plan on attending.

How are you? What are your current priorities? You seem to have a lot of things going on.

My priority for the next year or so is to do more writing to present some new ideas about what it will actually take to increase the focus on primary prevention in health care. It is fundamentally about the intersection of biological science with social science and the need to build stronger bonds there...the social science is where any real solution lies...yet we often dismiss it because it is not considered a "hard science". Anyway, there is a need for new ideas...stay tuned.

I am still highly disappointed at what happened last year to the Global Energy Balance Network. I have lost faith in the veracity of New York Times reporting as a result. I still believe there is a

great need for what we were trying to do and we will pursue the concept through other mechanisms.

Please give Doris my best. Wishing you and your family a happy, healthy holiday season.

With warmest regards,

John

John C. Peters, Ph.D.

Chief Strategy Officer

University of Colorado Anschutz Health and Wellness Center

Professor, CU School of Medicine

Anschutz Medical Campus

12348 E. Montview Blvd, C263

Aurora, CO 80045

PH: 303-724-9160

FX: 303-724-9976

EM: john.c.peters@ucdenver.edu

Website: www.anschutzwellness.com

Peters, John C

From: Alex Malaspina
Sent: Tue 12/20/2016 11:54 AM (GMT-07:00)
To: Peters, John C
Cc:
Bcc:
Subject: Re: Hello!

Dear John: WOW1
What an Odyssey you had been going thru. [REDACTED]

I have been thinking and worrying about you a lot.
I am so glad you are on the way to recovery. Your idea to put down in writing your thoughts as to what needs to be done could be a revelation to the scientists. Please keep me informed and let me know if there is anything I can do to help out.
With my very warmest wishes for a wonderful Christmas and a very Happy New Year
Your Friend Alex

-----Original Message-----
From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: malaspina <malaspina@aol.com>
Sent: Tue, Dec 20, 2016 1:37 pm
Subject: Hello!

Hi Alex,

[REDACTED]

[REDACTED] I am working part time from home now and plan on spending some time back in the office starting the first of the year. I will not be at the ILSI meeting this year as I rotated off the boards last year. So, I will miss seeing you there if you plan on attending.

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With warmest regards,

John

John C. Peters, Ph.D.

Chief Strategy Officer
University of Colorado Anschutz Health and Wellness Center
Professor, CU School of Medicine
Anschutz Medical Campus
12348 E. Montview Blvd, C263
Aurora, CO 80045
PH: 303-724-9160
FX: 303-724-9976
EM: john.c.peters@ucdenver.edu
Website: www.anschutzwellness.com

Peters, John C

From: Alex Malaspina
Sent: Thu 2/23/2017 6:49 AM (GMT-07:00)
To: ctuggle@coca-cola.com; ehays@coca-cola.com; wwaichungo@coca-cola.com
Cc:
Bcc:
Subject: Fwd: ILSI News | February 2017 | Links to Annual Meeting videos and more!

Please see article on the ILSI work in China with Madame Chen in feeding children with soybean based infant foods

A very successful program

Warm regards. Alex

-----Original Message-----

From: Michael Shirreffs <mshirreffs@ilsi.org>
To: malaspina <malaspina@aol.com>
Sent: Wed, Feb 22, 2017 9:02 pm
Subject: ILSI News | February 2017 | Links to Annual Meeting videos and more!



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Hello everyone,

The February 2017 issue of ILSI News features links to a variety of stories and program updates. You can view the whole newsletter with this link:

[ILSI News | February 2017](#)

Or you can click directly to individual items that interest you (which contain links back to the home newsletter page):

- [Welcome to New Trustee Lucy Hwang](#)
- [Links to Presentation Videos from Annual Meeting](#)
- [Infant and Child Health in China: The Success of Ying Yang Bao](#)
- [Update on Regional Meeting in Latin America](#) (with links to presentations in Spanish)
- [ILSI Taiwan Workshop and Press Conference on Healthy Aging](#)
- [Early Announcement of ILSI at ICN2017](#)

And of course:

- [Recent publications](#)
- [Featured events](#)

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Best wishes,
Michael Shirreffs
ILSI Director of Communications

ILSI, 1156 15th Street, NW, Washington, DC 20005

[SafeUnsubscribe™](#) malaspina@aol.com

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Sent by mshirreffs@ilsi.org in collaboration with

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[Try it free today](#)

Peters, John C

From: Alex Malaspina
Sent: Mon 3/06/2017 7:09 AM (GMT-07:00)
To: gb.wuerten@post.tele.dk; [REDACTED]
[REDACTED] sharris@ilsi.org; Peters, John C; foodchain@hotmail.com;
david.miller@carleton.ca; miketaylor_us@yahoo.com; hzhang@coca-cola.com;
zhangh@email.chop.edu
Cc: mek59100@gmail.com; susi.kettler@gmail.com; atrichopoulou@hhf-greece.gr
Bcc:
Subject: Fwd: new cancer drugs

Very Interesting article
Best Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: malaspina <malaspina@aol.com>
Sent: Mon, Mar 6, 2017 9:00 am
Subject: new cancer drugs

<https://www.wsj.com/articles/race-tightens-for-next-wave-of-cancer-drugs-1488796210>

Peters, John C

From: Alex Malaspina
Sent: Thu 3/23/2017 5:45 AM (GMT-06:00)
To: kay.nichols@gmail.com; susi.kettler@gmail.com; mek59100@gmail.com; taktogami@gmail.com; ebrown124@nyc.rr.com; tamarajoukov@gmail.com; john.black@viu.ca; ekramvis@comcast.net; laurel.combs@newyork.msf.org; john.lawrence@newyork.msf.org; Peters, John C; jjbtgb@comcast.net; foodchain@hotmail.com; hzhang@coca-cola.com; miketaylor_us@yahoo.com; davidmiller@cunet.carleton.ca; mcarakostas@gmail.com; pjulkunen@coca-cola.com; flbayer@bellsouth.net; mbuyckx@comcast.net; edison.geromel@yahoo.com; aranda.vivi@gmail.com
Cc:
Bcc:
Subject: Fwd: Request For Message On 20 Anniversary For ILSI-India
Attachments: image001.jpg

FYI
Best Alex

-----Original Message-----

From: Panandiker <panandiker@ilsi-india.org>
To: malaspina <malaspina@aol.com>
Sent: Thu, Mar 23, 2017 7:24 am
Subject: Request For Message On 20 Anniversary For ILSI-India

Dear Dr. Malaspina

I am happy to bring to your kind attention that ILSI-India has completed 20 years in 2017.

It has merged as a Key Scientific Institution in the Country in the areas of Food Safety, Nutrition, Agriculture Sustainability and Risk Assessment.

Your contribution in the development of ILSI-India has been invaluable and helped in acquiring the present status in South Asian region.

We will be bringing out a **Monograph** highlighting ILSI-India work since 1997. We would like to include a **Message** from you in the Monograph.

I will be grateful to you for kindly forward a brief message (150 words) along with one passport size photograph by April 15, 2017.

Thanking you and with warm regards

D H Pai Panandiker
Chairman
International Life Sciences Institute-India
(ILSI-India)

ILSI South Asia Regional Office
C-39 (Ground Floor), Lajpat Nagar III
New Delhi 110024
Tel. Nos.91-11-29848752, 29843478, 29843477
Fax: 91 11 41654722
Website: www.ilsa-india.org



Peters, John C

From: Peters, John C
Sent: Thu 3/23/2017 8:36 AM (GMT-06:00)
To: Alex Malaspina
Cc:
Bcc:
Subject: RE: Request For Message On 20 Anniversary For ILSI-India

Hi Alex,

I hope you are well. I saw the announcement you sent about ILSI India and wanted to congratulate you on this wonderful milestone...hard to believe it has been 20 years! It is really inspiring to see that what you started nearly 40 years ago has blossomed into an effective and self-sustaining global organization. It has been a privilege to know you and learn from you over the years.

[REDACTED] There is certainly much to do in this tumultuous time. I hope to see you sometime in 2017.

With warmest regards,

John

John C. Peters, Ph.D.

Chief Strategy Officer

University of Colorado Anschutz Health and Wellness Center

Professor, CU School of Medicine

Anschutz Medical Campus

12348 E. Montview Blvd, C263

Aurora, CO 80045

PH: 303-724-9160

FX: 303-724-9976

EM: john.c.peters@ucdenver.edu

Website: www.anschutzwellness.com

From: Alex Malaspina [mailto:malaspina@aol.com]

Sent: Thursday, March 23, 2017 5:45 AM

To: kay.nichols@gmail.com; susi.kettler@gmail.com; mek59100@gmail.com; taktogami@gmail.com; ebrown124@nyc.rr.com; tamarajoukov@gmail.com; john.black@viu.ca; ekramvis@comcast.net; laurel.combs@newyork.msf.org; john.lawrence@newyork.msf.org; Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>; jjbtgb@comcast.net; foodchain@hotmail.com; hzhang@coca-cola.com; miketaylor_us@yahoo.com; davidmiller@cunet.carleton.ca; mcarakostas@gmail.com; pjulkunen@coca-cola.com; flbayer@bellsouth.net; mbuyckx@comcast.net; edison.geromel@yahoo.com; aranda.vivi@gmail.com

Subject: Fwd: Request For Message On 20 Anniversary For ILSI-India

FYI

Best Alex

-----Original Message-----

From: Panandiker <panandiker@ilsi-india.org>

To: malaspina <malaspina@aol.com>

Sent: Thu, Mar 23, 2017 7:24 am

Subject: Request For Message On 20 Anniversary For ILSI-India

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Thanking you and with warm regards

D H Pai Panandiker

Chairman

International Life Sciences Institute-India

(ILSI-India)

ILSI South Asia Regional Office

C-39 (Ground Floor), Lajpat Nagar III

New Delhi 110024

Tel. Nos.91-11-29848752, 29843478, 29843477

Fax: 91 11 41654722

Website: www.ilsi-india.org



Peters, John C

From: Alex Malaspina
Sent: Thu 3/23/2017 8:44 AM (GMT-06:00)
To: Peters, John C
Cc:
Bcc:
Subject: Re: Request For Message On 20 Anniversary For ILSI-India

My Dear John:
So,so nice to hear from you and learn you are doing well health wise.
Congratulations on receiving The McCormick ,nutrition Prize .Well deserved .
Today there have been many changes at CCC. Call me tomorrow and I will give you details.
Are you still working on obesity. Is the concept of energy balance dead ,
after all these attacks.
Please keep me informed.
Is Jim completely retired"
All my very best wishes
Alex

-----Original Message-----

From: Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>
To: Alex Malaspina <malaspina@aol.com>
Sent: Thu, Mar 23, 2017 10:36 am
Subject: RE: Request For Message On 20 Anniversary For ILSI-India

Hi Alex,

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John

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PH: 303-724-9160
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From: Alex Malaspina [<mailto:malaspina@aol.com>]

Sent: Thursday, March 23, 2017 5:45 AM

To: kay.nichols@gmail.com; susi.kettler@gmail.com; mek59100@gmail.com; taktogami@gmail.com; ebrown124@nyc.rr.com; tamarajoukov@gmail.com; john.black@viu.ca; ekramvis@comcast.net; laurel.combs@newyork.msf.org; john.lawrence@newyork.msf.org; Peters, John C <JOHN.C.PETERS@UCDENVER.EDU>; jjbtgb@comcast.net; foodchain@hotmail.com; h Zhang@cooca-cola.com; miketaylor_us@yahoo.com; davidmiller@cunet.carleton.ca; mcarakostas@gmail.com; pjulkunen@cooca-cola.com; flbayer@bellsouth.net; mbuyckx@comcast.net; edison.geromel@yahoo.com; aranda.vivi@gmail.com

Subject: Fwd: Request For Message On 20 Anniversary For ILSI-India

FYI

Best Alex

-----Original Message-----

From: Panandiker <panandiker@ilsi-india.org>

To: malaspina <malaspina@aol.com>

Sent: Thu, Mar 23, 2017 7:24 am

Subject: Request For Message On 20 Anniversary For ILSI-India

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Fax: 91 11 41654722

Website: www.ilsi-india.org



Peters, John C

From: Alex Malaspina
Sent: Fri 3/24/2017 9:33 AM (GMT-06:00)
To: john.lawrence@newyork.msf.org; Peters, John C; john.black@viu.ca;
laurel.combs@newyork.msf.org
Cc: aldrichdmk@aol.com; aphilipp@cfgreateratlanta.org; ekramvis@comcast.net;
wwallace@cfgreateratlanta.org
Bcc:
Subject: Fwd: Request For Message On 20 Anniversary For ILSI-India

FYI
Best Alex

-----Original Message-----

From: Alex Malaspina <malaspina@aol.com>
To: panandiker <panandiker@ilsi-india.org>
Cc: sharris <sharris@ilsi.org>
Sent: Fri, Mar 24, 2017 9:09 am
Subject: Re: Request For Message On 20 Anniversary For ILSI-India

Dear Dr. Panandiker:

I was so pleased to receive your email announcing the 20th Anniversary of ILSI India and I want to take this opportunity to sincerely congratulate your Branch and send my very warmest wishes for continued success.

I started visiting your lovely country in 1963 for my Company and I was always so impressed with its beauty and the warmth and hospitality of its people.

When the occasion arose 20 years ago that the conditions were ripe to form a Branch, I jumped at the chance to visit India again and select a small group of industry and government scientists to tell them all about ILSI and convince them to become the nucleus of a Branch formation. This idea was well accepted and since that time ILSI India has grown to be a most important member of the ILSI family.

Many workshops and symposia on numerous areas such as food and water safety, healthy lifestyles, food fortification, the safety of genetically modified foods, food law harmonization and many others have followed on a national and sometimes international basis.

In connection with a symposium on food safety in Goa, [REDACTED]

and after the meeting, we visited several beautiful places and had a most memorable experience. We were so impressed with the scenery of the Indian sites and how friendly everyone was with us.

I have been so grateful for the devotion and hard work of Ms. Rehka Sinha, your Executive director, who has been the architect of your Branch from the very beginning and also for your wise leadership as the Chairman in developing ILSI India.

I am also very impressed that you have become a Regional Branch and have included in your operations 5 more countries.

I attended your meeting in Jaipur on nutrition and food safety and I continue to be very interested in food fortification. Your project to fortify rice with iron and lysine could be very valuable in improving the nutritional status of the Indian population

I closing I want to congratulate you again for your 20th Anniversary and give all my warmest wishes to all my friends in your wonderful Branch

*Sincerely,
Alex Malaspina*

PS. My picture will be sent in my next email

-----Original Message-----

From: Panandiker <panandiker@ilsi-india.org>

To: malaspina <malaspina@aol.com>

Sent: Thu, Mar 23, 2017 7:24 am

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Tel. Nos.91-11-29848752, 29843478, 29843477

Fax: 91 11 41654722

Website: www.ilsi-india.org



Peters, John C

From: Alex Malaspina
Sent: Tue 3/28/2017 9:18 AM (GMT-06:00)
To: mek59100@gmail.com; susi.kettler@gmail.com; foodchain@hotmail.com;
mcarakostas@gmail.com; flbayer@bellsouth.net; pjulkunen@coca-cola.com; sharris@ilsa.org;
scohen@unmc.edu; ulrich-mohr@t-online.de; beauchamp@monell.org; Peters, John C
Cc:
Bcc:
Subject: Fwd: if not seen

Interesting
Best Alex

-----Original Message-----

From: David Miller <DavidMiller@Cunet.Carleton.Ca>
To: Alex Malaspina (malaspina@aol.com) <malaspina@aol.com>
Sent: Tue, Mar 28, 2017 10:46 am
Subject: FW: if not seen

See item about Ramazzini.

From: Cody Wilson [<mailto:CodyWilson@coca-cola.com>]
Sent: Tuesday, March 28, 2017 10:43 AM
To: David Miller <DavidMiller@Cunet.Carleton.Ca>
Subject: RE: if not seen

Very interesting.

From: David Miller [<mailto:DavidMiller@Cunet.Carleton.Ca>]
Sent: Tuesday, March 28, 2017 10:38 AM
To: Cody Wilson <CodyWilson@coca-cola.com>
Subject: if not seen

https://science.house.gov/sites/republicans.science.house.gov/files/documents/03_24_2017%20SST%20to%20Price%20HHS%20Re%20NIEHS.pdf

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