

Coke Makes a Move in the U.S. Tea Business. Nestea Could Be Formidable Under Nestlé. Arizona?

Coke is the beverage leader in the U.S. and has been out-performing in multiple categories, but it has not performed well in recent years in the RTD tea business, due mainly to Nestea. In recent years, some Coke bottlers have been asking Coke to "fix" the system's tea business. For the first nine months of last year (table), Coke was #4 in

the tea category, behind Arizona, PepsiCo and Dr Pepper Snapple (this data covers four channels: supermarkets, C-stores, drug chains and mass merchandisers excluding Wal-Mart). Nestea, which accounts for about 70% of Coke's take-home tea volume, has declined, while Gold Peak and Honest have been growing. BD's all-channel data also shows under-performance by Nestea. In 2000, Nestea's volume was 113.5 mil cases. By 2010, it was down to 78.1 mil cases. In contrast, Lipton in 2000 had volume of 136.6 mil cases. By 2010, it had grown to 246.8 mil cases. Arizona has shown even stronger growth over that time-frame, increasing from about 40 mil to 254 mil cases. Some in the Coke system have suggested the problem is that Nestea is not as strong a trademark for RTD tea as Lipton and urged Coke to develop "another tea solution." However, sources close to Nestlé have indicated their belief that Nestea is a strong tea brand and claim that the Coke system did not get behind it sufficiently.

Tea Category: 4-Channels, 9 Months 2011

Teas	Share	+/-	Vol. +/-
Arizona	39.6	+1.9	+9.2%
PepsiCo	35.0	-1.5	-0.7%
Lipton total	34.5	-1.4	-0.4%
Lipton Iced Tea	17.1	-2.1	-7.6%
Lipton Brisk	14.7	+1.0	+11.1%
Lipton Pure Leaf	2.7	-0.3	-6.3%
SoBe	0.5	-0.1	-15.3%
Snapple (DPS)	10.3	+0.1	+4.6%
Coca-Cola Co	7.1	-0.3	-0.2%
Nestea	4.9	-0.5	-5.0%
Gold Peak	1.6	+0.2	+22.4%
Honest Tea	0.5	+0.1	+40.4%
Fuze	0.1	-0.1	-57.6%
Peace Tea	2.0	+0.7	+65.7%
Private label	2.0	-0.6	-18.8%
All others	4.0	-0.3	n/a
CATEGORY	100.0	n/a	+3.8%

Changes. Now, the Coke-Nestlé relationship is being scaled back globally and will end in the U.S. (BD reported details of that in email news flashes on Jan. 6; if any subscriber would like a copy of those emails, please send request to: sicher@beverage-digest.com). In essence, the Coke-Nestlé

joint venture, Beverage Partners Worldwide, will continue to operate only in Europe and Canada, with Nestlé licensing the "Nestea" brand to Coke for Hong Kong and Taiwan. In the U.S., over the course of this year, the Coke bottling and fountain systems will transition from selling Nestea to a new line of cold-fill teas and juice drinks under Coke's "Fuze" brand, with the transition to be complete by early 2013. The new Fuze will be available in both bottle/can and fountain. The Nestea RTD tea brand will, when the transition is complete, be handled in the U.S. by Nestlé Waters North America.

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Enclosures...

- **Green Sheet:** Beverage Stock Price Charts 2000-2011
- **Order Form:** CD-ROM of December 2011 Conference.
- **Order Form:** CD-ROM of BD Back Issues.
- **Order Form:** Coke and Pepsi System Books.

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Fuze. Reactions. Coke bought Fuze in early 2007 (BD 2/2/07). It was a small, but growing non-carb brand, and the deal was valued at about \$250 mil. However, a few months later, Coke bought Glaceau in the mega \$4 bil deal. Several Coke system executives suggest that, as a result of the Glaceau acquisition and the focus by Coke on that brand and Powerade, Fuze "got a little lost." In BD's all-channel data for 2010, Fuze did about 32 mil cases and was down -1%. Several Coke bottlers indicated they are "fine" -- in the words of one bottler -- with using Fuze as a replacement tea for Nestea. Noted one bottler, Coke "should have done this earlier." Cold-fill Fuze may be able to help the Coke system compete with the growing Brisk teas, say some executives. Plus, the cold-fill Brisk juice drinks have grown strongly and are now about the same size as the Arizona juice drinks in take-home (BD 11/11/11). The use of "Fuze" may give Coke flexibility to develop a line of cold-fill teas and juice drinks under one brand as Pepsi has done with Brisk. So, going forward -- barring any changes -- Coke's moves to fix its tea business now include: starting the Gold Peak brand in 2007; acquiring Honest Tea last year; and replacing Nestea with Fuze.

Nestea. Nestlé Waters is a distribution "powerhouse" in some channels, noted one beverage company executive. For example, a source estimates it has about a 50 share in bottled water in Wal-Mart. It will be taking over Nestea, and that raises some competitive concerns among others in the RTD teas business. Noted beverage company executive, Nestlé has the ability to "blow out" Nestea using its water distribution system. Noted a Coke bottling system source, "we weren't going anywhere with Nestea, but now we're concerned what Nestlé might do with the brand given their strength in water." **Arizona.** Some observers -- prone to tea-leaf reading -- believe that Coke will do a deal for Arizona, even possibly between now and the end of the year. Coke and other companies have reportedly had an interest in acquiring Arizona in the past, but the co-owners of Arizona are locked in litigation, and no deal has materialized. So, for now, there is no authoritative (or even non-authoritative) report that Coke is pursuing Arizona, and the Coke bottlers will begin to transition to Fuze in the second half of this year. But a beverage industry executive involved in strategy expresses belief that "Coke will (acquire) Arizona in the next few years."

Orange Juice 9-Months 2011: PepsiCo Leads. Coke Gained Share. New Trop Package Coming.

In the first nine months of 2011, PepsiCo continued to lead and Coke continued to gain volume and dollar share in the refrigerated orange juice business (table). PepsiCo held a 30.8 supermarket share, and Coke held a 27.9 share. PepsiCo was down -5.5% in volume and down -3.5% in dollars. Coke was up +7.3% in volume and up +9.4% in dollars. Table shows those top-line results for PepsiCo and Coke. Table also presents results for individual products in specific packages. Tropicana Pure Premium (TPP) over the last few years switched its main package, first from the 64-oz carton to the 59-oz carton. Then over the course of 2011 starting on the West Coast, it began switching to a 59-oz plastic carafe; Coke's Simply also uses that kind of package. In the table, that TPP entry is listed right under PepsiCo's corporate line. Accordingly, the individual entries under the company totals do not add up to the company totals, as the company totals include other package sizes and varieties.

Details and Perspective. Trop-50 is the strongest performing brand, and Simply continued to grow. TPP in the 59/64-oz package declined in both volume and dollars in this nine-month supermarket data. The new TPP carafe -- which was not yet national for most of the covered period -- has not, so far, pushed that entry into positive territory either in the national data or in western U.S. data (not shown in table). Yet, say sources, PepsiCo is "pleased" with its

Orange Juice Business Nine Months 2011							
	Vol Share	Share +/-	Vol +/-	\$ Share	Share +/-	\$ +/-	
PepsiCo Total	30.8	-1.4	-5.5%	34.7	-2.1	-3.5%	
Base Trop Pure Premium 59/64-oz	16.1	-1.1	-6.4%	17.7	-1.2	-4.4%	
Trop-50 59-oz	3.0	+0.6	+20.9%	3.4	+0.6	+25.8%	
Coca-Cola Co Total	27.9	+2.9	+7.3%	31.2	+2.0	+9.4%	
Simply Orange 59-oz	11.3	+1.1	+5.5%	13.7	+0.7	+8.2%	
Minute Maid From Concentrate 64-oz	9.5	+1.1	+7.7%	8.6	+0.7	+11.1%	
Minute Maid Pure Squeezed !59-oz	0.4	+0.4	n/a	0.4	+0.4	n/a	
Citrus World	12.4	+0.9	+10.3%	13.1	+1.1	+11.3%	
Private Label	24.1	-1.9	-8.2%	17.3	-0.6	-1.1%	
TOTAL	n/a	n/a	-1.0%	n/a	n/a	+2.3%	

early performance. So much so, says source, that PepsiCo plans to introduce in March a new 89-oz "clear plastic (package) with a proprietary pouring device." That package will be roughly 50% bigger than the 59-oz package. In addition, says source, PepsiCo believes that the new 59-oz carafe has stopped the share erosion to Coke's Simply and has started helping TPP regain consumption occasions. In addition, PepsiCo believes, says source, that over time due to the new carafe, it will be able to price TPP at "parity" with Simply.

Pricing. Coke has priced Simply above TPP and Minute Maid from-concentrate below it. So, for example, in July, Simply was at \$3.55 per unit; TPP at \$3.14; and Minute Maid at \$2.74. This past fall, Coke introduced a third orange juice variant, Minute Maid Pure Squeezed, another not-from-concentrate (note: both TPP and Simply are not-from-concentrate). In September, Simply was at \$3.48; TPP at \$3.10; the new Minute Maid Pure Squeezed just below TPP at \$3.02; and Minute Maid from concentrate down at \$2.83. In terms of TPP vs Simply pricing, one informed source says the "everyday pricing of the two is actually about the same, but that PepsiCo promotes TPP more heavily and frequently" which results in the lower overall price point.

OJ News. As [BD](#) went to press, the FDA was investigating the presence of "low levels" of a fungicide in some orange juice imported from Brazil. That news caused orange juice futures to spike up and down during the week of Jan. 9. According to the WSJ, about 11% of the orange juice consumed in the U.S. is from Brazil. 76% is sourced in the U.S., and 8% is from Mexico. The F.D.A., according to the WSJ, said the fungicide had been discovered by a U.S. juice company, but did not disclose which one. Coke in a statement said: "When we discovered that some Brazilian growers had sprayed their trees with a fungicide that was not registered for use in the U.S., we quickly notified the (F.D.A.). We expect any responsible company would have done the same. This is an industry issue that affects every company that produces products in the U.S. using orange juice from Brazil. As the F.D.A. said in a letter to the Juice Products Association, at the low levels that were reported, there are no safety concerns with Brazilian orange juice." PepsiCo told the WSJ: "We take this matter seriously and will follow the FDA's guidance."

Pepsi Planning Some Packaging Initiatives For This Year. Testing 24-oz Mt. Dew Can.

Sources in both the Pepsi and competitive systems are reporting on some CSD packaging initiatives for the Pepsi system this year. Sources say PepsiCo wants its bottlers to align behind the 1.5-liter bottle in future consumption channels at 99¢. This bottle competes with Coke's 1.25-liter package also sold at 99¢. Last year, some Pepsi bottlers were unhappy with the 99¢ pricing on 1.5-liter due to costs. Notes Pepsi bottler, PepsiCo is providing bottlers "help" to align behind the 99¢ pricing on that package. Another source adds this "help" will be "for certain bottlers." In early December, there were reports from competitive sources that PepsiCo was planning multiple 2-liter 99¢ promotions this year at Kroger. Pepsi system source says PepsiCo is actually trying to focus on 1.5-liter at the 99¢ price point, but acknowledges there may be a few "retailer driven hot-price" 2-liter promotions this year at various retailers. In C-stores, Pepsi's cold bottle lineup will be 16-oz, 20-oz and 1-liter. In contrast, Coke has four packages: 12.5-oz, 16-oz, 20-oz and 1-liter. In some C-stores, say sources, Pepsi is testing use of the 1.5-liter package as an outside-the cooler or "ambient" package. Source says it would be sold alongside 2-liter to create "an additional price point," and 2-liter will stay in this channel.



24-oz Mt. Dew Can. PepsiCo is testing a 24-oz can for Mt. Dew and Diet Mt. Dew. Source spotted it in a C-store priced at \$1.79 (image from source's cell phone camera). Cooler door static cling states: "Do More Dew." Pepsi system executive says this is a "limited" test in some mid-Atlantic markets. **Six-Packs.** One of the Pepsi system's supermarket and C-store ambient packages is 6-packs of 24-oz bottles. In some markets, that may change to 6-packs of half-liter bottles.

However, says source, in areas where the 24-oz six-pack is highly developed, the package won't change. Bottler says the 24-oz six-packs (144 ounces) have been priced at about the same as 12-oz can 12-packs (144 ounces). The six-packs of half-liter will be priced "a tad lower," says bottler.

Coke in Future May Increase Stake in New Middle-Eastern Partner's Brands. Bigger Long-Term Role? Coke and Aujan Together Become More Significant Player in Pepsi Stronghold. 'Fight Is On.'

Back on Dec. 14, Coke announced it is buying a 50% stake in Saudi-based beverage company Aujan Industries for \$980 mil. [BD](#) informed subscribers of this development by an email news alert early that morning. The Middle East is a part of the world where PepsiCo has CSD dominance (Green Sheet, [BD](#) 8/26/11). Coke's deal with Aujan,

which mainly sells non-carbs, will increase Coke's presence in that part of the world, but PepsiCo will still be bigger (see analysis below). Noted one analyst after hearing about the Coke Aujan deal in this Pepsi stronghold, "the fight is on." One industry consultant familiar with the Middle East beverage business expressed admiration for the Aujan management team. Both a Coke executive and other sources suggest that this deal may only be the first chapter of the relationship between Coca-Cola Co and Aujan.

Middle East LRB Beverage Rankings				
	PepsiCo	Coke	Aujan	Coke + Aujan Together
Saudi Arabia	1	5	9	2
United Arab Emirates	1	3	11	3
Oman	1	5	8	4
Qatar	2	3	4	3
Bahrain	1	2	8	2
Syria	1	2	9	2
Total Middle East 6 Markets	1	5	9	2

Background. Source says Aujan is the leading juice producer in the Middle East. The company is owned by the Saudi Aujan family. The company's lead brand is "Rani." It sells its brands in about 70 countries, including in the Middle East, India, Northern Africa and some markets in Europe. It has self-distribution in Saudi Arabia, Kuwait, United Arab Emirates, Oman, Bahrain, Qatar, Jordan and Yemen. Coke is buying 50% of the Aujan brands and 49% of Aujan's bottling and distribution business. Coke says the deal is expected to close in the first half of 2012, subject to "certain conditions." The Coke-Aujan deal does not include the Aujan operations in Iran.

Ahead. In talk with **BD**, Ahmet Bozer, president of Coke's Eurasia/Africa Group, said there is a possibility in the future, though no certainty, that Coke might increase its stake in the branded part of the Aujan business and decrease its stake in the bottling/operations part of the business. He noted that currently in the Middle East, Coke bottlers mainly sell CSDs and that neither Minute Maid nor Nestea have any significant presence in these markets. Accordingly, this link-up between Coke and Aujan gives Coke the start of a broader presence in the Middle East. Another source familiar with the beverage business in the Middle East said he thinks down the road, the Aujan operation could play a bigger role with other Coke brands in at least some of the Aujan markets, but added, "that would depend on both how things evolve with Aujan and on future relations with existing Coke bottlers."

Impact of Deal in Major Markets. Independent 2010 LRB data obtained by **BD** indicates PepsiCo leads in five of six big Middle East markets (listed in table) and in the six markets combined. Coke ranks from #2 to #5 in these markets. Aujan ranks from #4 to #11; it is significant factor in the non-carb part of the business, but not in CSDs. Looking at Coke and Aujan together, their combined market share ranking moves up to #2 overall and in three markets. Other significant LRB players in this market include Nestlé and Saudi-based Al Rabie. **Per Caps.** These markets are fairly well developed in terms of per capita consumption, but with much higher per caps for non-carbs than for CSDs. On a total six-market combined basis, the CSD per cap is about 188; the non-carb per cap is 322; and the combined -- or LRB -- per cap is 510.

For Beverage Companies, Stock Market Was Mixed in 2011.

The stock market was a mixed picture for beverage companies in 2011 (table page 5). The overall market, as measured by the Dow Jones Industrial Average, was up +5.5%. Coke was up +6.4% last year. PepsiCo was up +1.6%. Dr Pepper Snapple was up +12.3%. Of the 14 beverage company stock tracked quarterly by **BD**, 10 were up and four were down. Seven of the tracked beverage stocks out-performed the Dow. **Top Performers.** The top-three performers last year were Monster (formerly Hansen), Dean Foods and National Beverage. At the other end of the spectrum, Cott was down -30.5%. Coke Hellenic, headquartered in fiscally-challenged Greece, was down -35%. And Jones Soda was down about -70%. **Green Sheet.** Charts for several beverage companies, showing stock performance since the start of the millennium, are set forth on the Green Sheet. **Dow 30.** Coke is the only beverage stock in the Dow index. It performed about in the middle of the pack. Among the Dow 30 components, the strongest performer was McDonald's, up +30.7%. Other strong performers were: IBM, up +25.3%; Home Depot +19.9%; and Kraft +18.6%. The weakest Dow performers included Bank of America -58.3% and Hewlett-Packard down -38.8%.

Beverage Stock Prices: Full Year 2011

	12/30/2011	12/31/2010	+/-		12/30/2011	12/31/2010	+/-
Dow Jones Ind Aver	12,217.56	11,577.51	+5.5%	NYSE			
				Dean Foods	11.20	8.84	+26.7%
NYSE				Dr Pepper Snapple	39.48	35.16	+12.3%
Ambev	36.09	31.03	+16.3%	PepsiCo	66.35	65.33	+1.6%
Andina (Coke)	20.93	23.80	-12.1%	NASDAQ			
Coca-Cola Co	69.97	65.77	+6.4%	Coke Consolidated	58.55	55.58	+5.3%
CCE	25.78	25.03	+3.0%	Monster Beverage	92.14	52.28	+76.2%
Coke Femsa	95.21	82.43	+15.5%	Jones Soda	0.37	1.19	-68.9%
Coke Hellenic	16.70	25.9	-35.5%	National Bev	16.07	13.14	+22.3%
Cott	6.26	9.01	-30.5%				

BD Conference Covered: Future of Bottling Systems. Pricing. Costs. New Products. Mid-Cal Colas. CD of Interviews and Presentations Available. Order Form Enclosed With This Issue.

BD held its year-end conference in NYC on Dec. 12th and is offering a CD with audio recordings of the interviews and presentations plus PDFs of slides where used. Order form enclosed with issue shows the conference lineup. Eight of the 10 executives did on-stage interviews. The topics covered included: the future of the North America bottling systems; mid-cal and low-cal CSDs; pricing; moderating commodity costs; sweetener innovation; growth estimates; new products; M&A. Coke CEO Muhtar Kent offered insights on the North American bottling system; the U.S. and European economies; and bottler SKU rationalization. PepsiCo Americas Beverages CEO Al Carey offered thoughts on future Pepsi CSD performance; beverage strategy; local market focus; and innovation. Dr Pepper Snapple CEO Larry Young offered views on M&A in the U.S.; 2012 pricing; future of commodity costs; low-cal CSDs.

More. Bottlers. Multiple attendees thought one highlight of the conference were interviews with the heads of three family-owned bottlers: Claude Nielsen of Coke United; Kelly Clay of Pepsi Admiral and Ralph Crowley of Polar. They talked about the history of their companies and their businesses today, touching on commodities, DSD, new packaging, production changes and their franchise systems. CCE Europe chief Hubert Patricot talked about the impact of impending soda tax and package/price architecture. Kantar Retail's Ken Harris provided multiple insights on retailers, the changing retail environment and beverage companies' relationship with retailers. Brain-Twist CEO Larry Trachtenbroit announced several new products and talked about his company's presence at Wal-Mart. Consumer Edge Research CEO Bill Pecoriello talked about his views of the big beverage companies, their prospects, the M&A climate, mid-cal CSDs and the future of the franchise systems.

Territory Changes and Deals.

Coke on Dec. 30, 2011 completed its acquisition of its #6 U.S. bottler, Coke Great Plains Brown (BD 10/28/11) ... Coke Femsa acquires its third Coke bottler in about six months; this deal involves Coke Grupo Fomento Queretano, with a price of about \$500 mil ... Coke takes over pouring rights from Pepsi at SeaWorld's 10 amusement parks ... PepsiCo becomes exclusive beverage supplier at the Univ of Delaware Newark and Wilmington campuses ... Tampa Bay Business Journal reports Coke is investing \$99 mil to expand its Auburndale, FL juice plant; will include added capacity for Simply juices ... PepsiCo becomes beverage supplier to Gwinnett Center, located outside Atlanta, GA.

People.

PepsiCo names Mike Spanos senior vp/chief customer officer Pepsi Beverages Company; was senior vp/general manager of PBC West business unit ... Victor Crawford, president of PBC's North American field operations, resigns from PepsiCo; he will be succeeded by Derek Lewis, who has been named senior vp/general manager North America field operations; Lewis has been senior vp/general manager of PBC's South business unit ... PepsiCo names Richard Goodman as one of its representatives on the board of Grupo Gepp, the new bottler in Mexico which is a j.v. of PepsiCo, Grupo Embotelladoras Unidas and Empresas Polar; Goodman, who just retired from PepsiCo, was executive vp global operations ... Coke names former Chicago mayor Richard Daley to its board ... Coke senior vp/general counsel Geoff Kelley retiring; will be succeeded by Bernhard Goepelt; most recently he has been counsel for Coke's

Pacific Group ... Coke Hellenic names Michalis Imellos CFO; he succeeds Rob Murray who is resigning ... Southeastern Container says Tom Francis retiring as president; will be succeeded by Doug Wehrkamp, who was director of engineering for Southeaster Container.

Briefs.

Coke. In S.E.C. filing. Coke Consolidated says it has extended its incidence-based concentrate pricing agreement with Coke through Dec. 31, 2013 ... Coke announces "partnerships" with three biotech companies to develop next generation "Plant Bottle," made from 100% plant-based materials; Coke aims to use Plant Bottle packaging for all the virgin PET it buys by 2020, replacing petroleum-based PET.

PepsiCo. New Gatorade 28-oz bottle (BD 10/28/11) will start appearing in the west in late March or early April ... Company debuts new ad campaign for Gatorade with tagline, "Win From Within," reports AdAge; theme of campaign is that what athletes put in their bodies is as important as what they put on them; one line from new ad: "Your carbon-fiber racket isn't enough" ... PepsiCo will use tie-in with new Star Wars 3D movie, "Star Wars, Episode I, The Phantom Menace," to promote Brisk teas and juice drinks ... Company introducing three flavors of SoBe Lifewater with Coconut Water ... Nielsen says PepsiCo had two of 2011's top ads, one for Doritos and one for Pepsi ... Pepsi scrapped a can design being used in the Middle East, after some thought the image on the cans invoked the 9/11 attacks on the World Trade Center in NYC; in reality, the can designs showed the Dubai skyline ... On Jan. 5, the New York Post reported that PepsiCo "is considering laying off 4000 workers and ending the company's 401(k) match in order to boost earnings"; in statement PepsiCo said "information contained in certain media reports is inaccurate"; added company is "evaluating efficiencies in all areas of our operations -- including employment levels and benefits."

Dr Pepper Snapple. Observer spots "Ten"-calorie versions of Canada Dry, 7UP, Sunkist and A&W for sale at Giant market in Bethlehem, PA; BD previously reported limited test of these products by Dr Pepper Snapple (BD email 11/21/11). **Plus.** Hansen Natural has changed its corporate name to "Monster Beverage Corporation"; stock exchange ticker changes from HANS to MNST ... Kraft Foods and SodaStream, the maker of home carbonated beverage devices, agree to add Kraft's Crystal Light and Country Times to the SodaStream flavors ... Nestlé introduces in northeast flavored water brand called "Poland Spring Nature's Blends"; contains fruit juice and sweetened with cane sugar; 50 calories per 8-oz serving; packed in 16-oz bottles ... In Consumer Edge Research consumer surveys, support for a tax on regular CSDs has declined each month from Dec. 2010 to Nov. 2011 ... Drink Sector says market for coconut water grew +100% in 2011 in U.S./Europe combined to over \$265 mil; says coconut water expected to grow +50% in 2012 ... National Park Service will allow bans by national parks of bottled water "but under a restrictive set of conditions," reports NY Times.

Also. New NYC anti-obesity subway poster ads attempt to link soda, diabetes and amputations; show image of amputee and cups of soda with caption: "Cut Your Portions, Cut Your Risk" ... Kraft is pulling the plug on the Crystal Light ad campaign with tagline "Water Your Body," reports AdAge, and is replacing it with a "sassier, more humorous effort as it seeks to reinvigorate" the brand; new tagline: "Stay Light" ... Baltimore Sun reports Baltimore Mayor Stephanie Rawlings-Blake proposing to raise city's bottle tax to help pay for repairs to school buildings; current tax is 2¢ per container for most package sizes; mayor proposes increasing tax to 5¢ ... Professional snowboarders Austin Smith and Bryan Fox have embarked on campaign "for water in favor of energy drinks," reports NY Times; wearing shirts emblazoned with "Drink Water" ... Red Bull will provide 35 hours of action sports programming for NBC, called the "Red Bull Signature Series." Correction: BD 12/9/11 reported that Coke owns 30% of Coke Consolidated; according to Coke Consolidated, correct ownership stake is 27% ... Netflix had a near-death experience last year, when the company led by CEO Reed Hastings attempted, in effect, to raise it subscription price by about +60% and lost "droves of customers," reports WSJ; Hastings aborted the change within weeks; "joked that any comparison between Netflix and Coca-Cola Co's famous 'New Coke' reversal in the 1980s was 'generous.'"

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