

Issue 2

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Adding Value to Milk Through Innovation

The time is now for milk processors to invest in product, process, package and promotion innovations—just as other beverage manufacturers are doing. Milk consumption can increase if the dairy industry also innovates in these areas.

Beverage manufacturers are taking advantage of the huge opportunities in milk today, with the two largest carbonated soft drink companies both officially in the milk business. No. 1 carbonated soft drink manufacturer—Coca-Cola Co., Atlanta—and No. 2—PepsiCo Inc., Purchase, N.Y.—are not just selling milk beverages, they are selling the value of milk to a broad audience.

Pepsi wants consumers to know that its new Quaker™ Milk Chillers™ are “made with milk,” as the front labels of these 14-oz plastic, single-serve bottles boldly state: Made with 2% Reduced Fat Milk. Right above this declaration is the REAL® Seal. “When it’s time for a snack, we hope people will reach for Quaker Milk Chillers rather than a cookie or a candy bar,” says Chad Dick, director of marketing innovation, Pepsi-Cola North America.

Coca-Cola Enterprises (CCE), which was founded by Coca-Cola corporate and is the largest Coca-Cola® bottler in the world, has a distribution deal with Bravo! Foods International Corp., North Palm Beach, Fla. That’s how Coca-Cola currently is in the milk business in the United States.

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■ Add value to your milk beverage range by meeting consumers’ varied preferences, as different consumers have different milk needs.



Take Note

European dairy marketers recognize the opportunity to strengthen brands with existing customers and bring back former milk consumers by offering value-added milk beverages. For example, Germany’s Nordmilch eG is rolling out Milram Vitality Milk + Fruit, which is a balanced combination of milk and fruit juice. Enriched with a touch of

whey, Vitality Milk + Fruit is described as a light and fresh-tasting wholesome drink that comes in four flavors: Apple, Pink Grapefruit, Orange-Mango and Multi-vitamins.

The company is also growing its foodservice presence with a unique quick-service concept called the “milk & more” milk bar. “We want to create a

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Coca-Cola recognizes the fact that different consumers have different beverage needs, and even more important, that these needs change over time. To stay current with consumers' needs,

it is necessary to innovate, a term that takes on many meanings for Coca-Cola.

"Without innovation, there can be no growth," says Neville Isdell, chairman and CEO of Coca-Cola.

For Coca-Cola, innovation that adds value to milk is more than formulating and marketing milk beverages. It includes distribution partnerships with other industry leaders. CCE's exclusive 10-year distribution agreement with Bravo! Foods includes the opportunity for CCE to become a minority shareholder of Bravo! Foods. Thus, without ever running a pasteurizer and homogenizer, Coca-Cola will be a milk marketer.

Bravo! Foods CEO Roy Warren says, "The single-serve, flavored-milk industry segment has grown considerably over the last several years despite the inherent constraints of traditional chilled dairy distribution systems. Slammers® are packaged with shelf-stable technology that allows for long shelflife and ambient storage. This advancement allows the Slammers brand to become a serious competitor in the multi-billion-dollar 'better-for-you' drink business, which is now the fastest-growing segment of the beverage industry."

CCE began distributing Bravo! Foods' Slammers in the fourth quarter of 2005 to convenience stores, schools and universities, vending accounts and small independent stores nationwide. "Bravo! has a strong line-up of shelf-stable milk products, which we believe will be an excellent addition to our product portfolio," says John Alm, president and CEO of CCE. "Our new partnership creates the

■ With an unopened six-month, unrefrigerated shelflife, Quaker Milk Chillers are easily distributed through practically every retail and foodservice channel.



opportunity to combine Bravo's unique brands with the strength of our distribution and selling system." What the partnership also does is add value to milk for all players in the supply chain.

Coca-Cola and Pepsi both understand that today's consumers won't settle for a one-size-satisfies-all beverage.

"For more than half its history, Coca-Cola sold exactly one product in exactly one package," Isdell says. Today, the company markets nearly 400 brands in more than 200 countries, in an extensive range of package materials, shapes and sizes. This variety adds value to the beverage business.

Isdell says that one of his favorite definitions of value has been summed up by Coca-Cola board member Warren Buffet, chairman and CEO of Omaha, Neb.-based Berkshire Hathaway Inc., "Price is what you pay. Value is what you get."

According to Isdell, "Coca-Cola offers a beverage for every occasion and every need or state. As long as consumers want variety—as long as their preferences keep changing—we're going to give it to them."

What do consumers want?

Dairy Foods teamed up with BuzzBack Market Research (www.buzzback.com), New York, a leader in providing full-service online market research solutions, to ask consumers about their expectations and perceptions regarding consumption of beverages, in particular milk. Over a 10-day period in early October, 990 adults ages 18-70 years old responded (51% female, 49% male).

Three different occasions for beverage consumption were explored in the beginning of the questionnaire to understand typical considerations when a consumer chooses a beverage when eating a meal, eating a snack and after exercising. "As one might expect, 'tastes good' was the leading factor by a relatively high margin for meal or snack occasions," says Carol Fitzgerald, president and co-founder, BuzzBack. "In terms of after-exercise consumption, there are three top factors: It is a thirst quencher; it is hydrating; and it is refreshing. Health considerations were also more likely to play a role in post-exercise beverage consumption than in snack-time or meal-time consumption."

Of the 990 respondents, almost 11% currently did not drink milk and were eliminated from the rest of the survey, which

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Something for Everyone



Like U.S. processors, milk marketers in France are challenged with turning around the decline in milk consumption. One marketer, Lactel, has carved a niche by developing specialized milk products—something for everyone. From milk fortified with vitamins and minerals for the youngest consumers, to cholesterol-free

milks enhanced with omega-3 fatty acids for their parents and grandparents, the Lactel brand has become synonymous with innovation.

The company markets a fresh infant-formula-like milk product, with some single-serve bottles designed to include a disposable nipple. The second-stage toddlers' milk contains all the



Reversing the Trend: Fluid Milk is a Growth Business

Tom Gallagher, CEO, Dairy Management Inc., Speaks on the Opportunities in Plastic Single-Serve Bottles

The dairy industry is at a crossroads. Strategic marketers understand the growth opportunities for fluid milk, and making milk a beverage of choice is up to the industry. It's time to commit to the single-serve business in plastic, resealable bottles, flavors, extended-shelflife and shelf-stable products. If we don't, we will continue to see the 21-year downward trend in milk, eventually rendering it a non-relevant beverage.

Let's think about it. On-the-go lifestyles and new beverages in plastic, resealable packaging have made our traditional milk packaging out of date—and non-competitive. But research shows that if we offer people what they want, which is colder, flavored milk, in plastic packaging they will drink more of it.

Dairy producers firmly believe that if we work together and invest in innovation we can reverse the 21-year trend and increase fluid milk consumption.

Consider the facts:

1. The average American ages 18 and up consumes only 3-4oz of milk each day.
2. Among children 18 years and younger, milk consumption is 120 million gallons per year less than it was 10 years ago . . . the majority of this lost volume occurred at schools.
3. Generation after generation of adult milk drinkers has been lost because of their experiences as kids.

If we innovate and invest in additional capacity, we can fix these problems and increase sales. Here's the proof:

1. The School Milk Pilot Test, conducted by the National Dairy Council®, showed an 18% unit increase and a 37% volume increase if we use plastic bottles and offer flavors.
2. The more than 35 processors and 3,400 schools who have moved from cardboard to plastic have shown sustained increases that far exceed test levels.
3. A new study shows that 83% of school children said the school milk in the plastic bottle was "better overall" compared to the identical school milk packaged in a paper carton.
4. McDonald's®, Wendy's® and other regional foodservice chains that moved flavored milk from paperboard to plastic containers are seeing consistent sales increases.

The companies that are committed to growing the business see that, at a minimum, the plastic/flavor conversion can add one billion pounds of consumption at school and foodservice annually. Over time, this will impact long-term consumption,

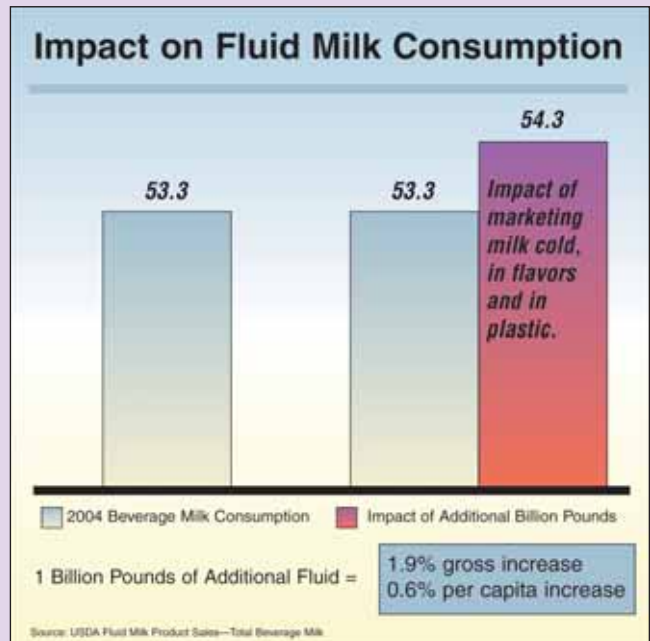
important nutrients for this important growth phase. For older kids, there's a milk beverage that comes loaded with vitamins and minerals at the level needed by active, growing bodies.

For more mature consumers, new reduced-lactose *Matin Léger* (Light Morning) is marketed as a breakfast accompaniment for those concerned about



lactose. And recognizing consumers' increasing interest in certain nutrients, the company now offers milk beverages with added magnesium, as well as probiotic cultures.

Responding to all different consumer needs, Lactel has a reputation as a purveyor of specialty milks. ■



■ Selling flavored milk refreshingly cold in single-serve plastic bottles can add one billion pounds of consumption at school and foodservice annually.

as generations of childhood milk drinkers remain milk drinkers as adults.

We know there are some obstacles to change. These include the cost to convert processing plants from paper machines to plastic; the financial challenges faced by school districts; and individual business interests in NOT converting to plastic. These are obstacles, not impossibilities.

A total selling proposition needs to be used. DMI, nationally and locally, is committed to putting our financial and human resource investment into working with marketers that want to grow the business. Some expertise and resources through which we can help bring about change are innovation technology, research, the 3-A-Day of Dairy™ nutrition-marketing program, our position with schools including the New Look of School Milk and working with Action for Healthy Kids, and our successes in foodservice.

DMI wants to work with leaders and innovators. I ask that we work together to change. We are standing at the crossroads and this time there's a clear path. ■

■ Beverage marketers targeting on-the-go consumers are formulating new functional drinks such as “Yes,” short for “Your Essential Source.” A single serving is said to be loaded with vitamins, minerals, amino acids, essential fatty acids, antioxidants and powerful herbs. There is room for milk in this ingredient lineup.



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was answered by 883 consumers.

“The top reasons for drinking milk are based on health benefits and/or taste,” Fitzgerald continues. “With regard to health, over half of respondents say they drink milk for the calcium and vitamin D, and because it is healthy and nutritious. Likewise, over half of the respondents rate calcium, vitamin D, protein, vitamin A, fat content and potassium as being important or very important nutritional aspects of milk. Concerning taste, over half of respondents say milk satisfies them and it simply tastes good.”

This is information that all types of beverage marketers likely know, which is why so many non-dairy companies are now selling milk—for its taste, nutrition and satisfaction. The dairy industry no longer owns the milk franchise, but it is not too late to capitalize on the value-added milk concept.

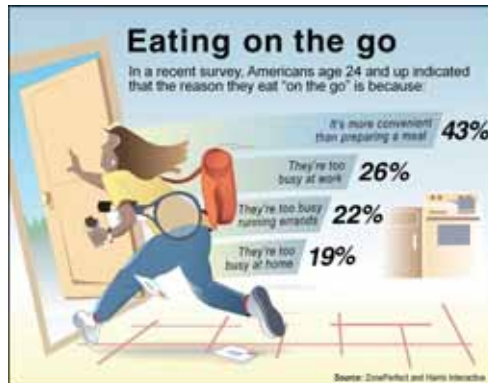
Back to the survey, when choosing a particular kind or brand of milk, more than 40% of respondents deem variety and availability very important factors. And, when it comes to the new generation of single-serve milk products in the marketplace, half of the respondents said that it was either very important or important that the milk come in a resealable plastic bottle or container. When asked to describe how they drink milk, 22% of respondents checked flavored, in ready-to-drink bottles as one of many ways.

This is noteworthy as flavored, single-serve bottles of milk were largely unavailable 10 years ago and today still have limited distribution. The fact that more than one-fifth of consumers drink milk this way is exciting (and promising) news to the milk industry.

What does it all mean?

Coca-Cola’s Isdell has more to say about consumers and how the retailing

environment dictates product offerings. “As retailers look for ways to distinguish themselves in the eyes of consumers, they need good, strong brands to help bring shoppers through the doors and improve the shopping experience,” Isdell says.



The fact is all types of consumer research show that consumers are increasingly looking for healthy, functional products that can assist them with achieving a specific lifestyle or physical or mental objective. And when the beverage is “packaged” as such, historical evidence indicates that consumers are willing to pay a premium for added benefits . . . for value.

“Consumers today are becoming increasingly aware of the effects that food and drink

have on their bodies and minds,” says Jose Cubillos, v.p., brand development, Dairy Management Inc.™ “And all the research shows that consumers want convenient, healthy and tasty products, which is why all types of beverage manufacturers are turning to milk for their formulating needs.

“PepsiCo’s goal of getting consumers to reach for a Quaker Milk Chillers rather than a cookie or a candy bar when craving a snack is something that U.S. dairy processors really need to factor in to their product development efforts,” says Cubillos.

Indeed, the traditional definition of “snacks” no longer applies. A new research report from the International Dairy•Deli•Bakery Association™ (IDDBA), Madison, Wis., titled *Snacking Trends: A World of Opportunity*, points out that retailers, as well as many food and beverage manufacturers, have not caught up with consumers’ expanded view of snacks and snacking. This is leading to lost business opportunities.

The view of snacks as consisting of just cookies, crackers, chips and similar items has been rendered obsolete by an evolution in consumer behavior and lifestyle dynamics. Only one in five Americans defines snacks as being just those products traditionally sold as snack foods. This leaves a vast majority of consumers who have adopted a greatly

expanded view of snacks—one that could include virtually any type of food or beverage.

Rather than thinking of snacks as

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■ “MooTopia is real milk, only better,” says Bob McCullough, group v.p. of manufacturing, H-E-B, Houston. “Through H-E-B’s patented process developed by H-E-B partner, Select Milk Producers, we now can remove lactose, reduce the carbs and increase its nutritional value, while maintaining milk’s delicious flavor.”

A Lesson Plan for Improving School Milk

Soft drink manufacturers know the importance of getting their brand in front of school-aged children. They have been doing it for years and show no signs of slowing down their efforts.

Research shows that kids have preferences when it comes to choosing a beverage. A recent School Milk Package Preference survey conducted on behalf of the National Dairy Council® (NDC) showed that when asked about drink choices at school, 51% of those surveyed said

that they would choose milk over other beverage options when milk was presented in a plastic bottle. When milk was presented in a paper carton, only 24% of the students said they would choose milk over the other options.

The study, which was conducted with a total of 308 children (50% male, 50% female) in grades 4 through 12 (ages nine to 18 years), involved showing the children two samples of school milk. It was the

exact same flavor, fat level and brand of milk. Even the graphics were the same. The only difference was the container: paper carton vs. plastic bottle.

The research took place in four markets, using the local brand of school milk. The study was designed to explore how this influential group of consumers rates milk in plastic and paperboard containers on various attributes. And the kids had a great deal to say.

Students described the milk in plastic bottles as cool, trendy, stylish, new and fun to drink. They described the paperboard carton as old fashioned. (For more results, see chalkboard.)

“Offering milk in plastic bottles at school will make milk more competitive with other beverages, boost student consumption and improve the image of milk among generations of young people,” says Jose Cubillos, v.p., brand development, Dairy Management Inc™. “When kids choose your milk now, your brand is in front of them. You are building brand awareness and developing a loyalty with tomorrow’s heads of households.”

Indeed, students have shown a clear preference for milk in plastic bottles over milk in paperboard containers. However, paper cartons are still the predominant form of fluid milk packaging in schools.

“It’s exciting to know that when milk is served cold in plastic containers and in a variety of flavors, kids drink more of the milk they need to stay healthy and strong,” says Rick Naczi, v.p., school channel marketing, NDC. “We’ve ‘learned’ that more milk will be consumed in this important foodservice venue when the right package is offered.”

For more information on how to make the switch to plastic, contact the DMI Dairy Technical Support Hotline at 800/248-8829. ■

SCHOOL MILK PACKAGE PREFERENCE FINDINGS

(n = 308 children in grades 4 through 12, in four markets)

✓94% said the school milk in the plastic bottle had “the better container.”

✓83% said the school milk in the plastic bottle was “better overall” compared to the identical school milk packaged in a paper carton.

✓67% said the milk in the plastic bottle “had a better flavor” than the milk in the paper carton.

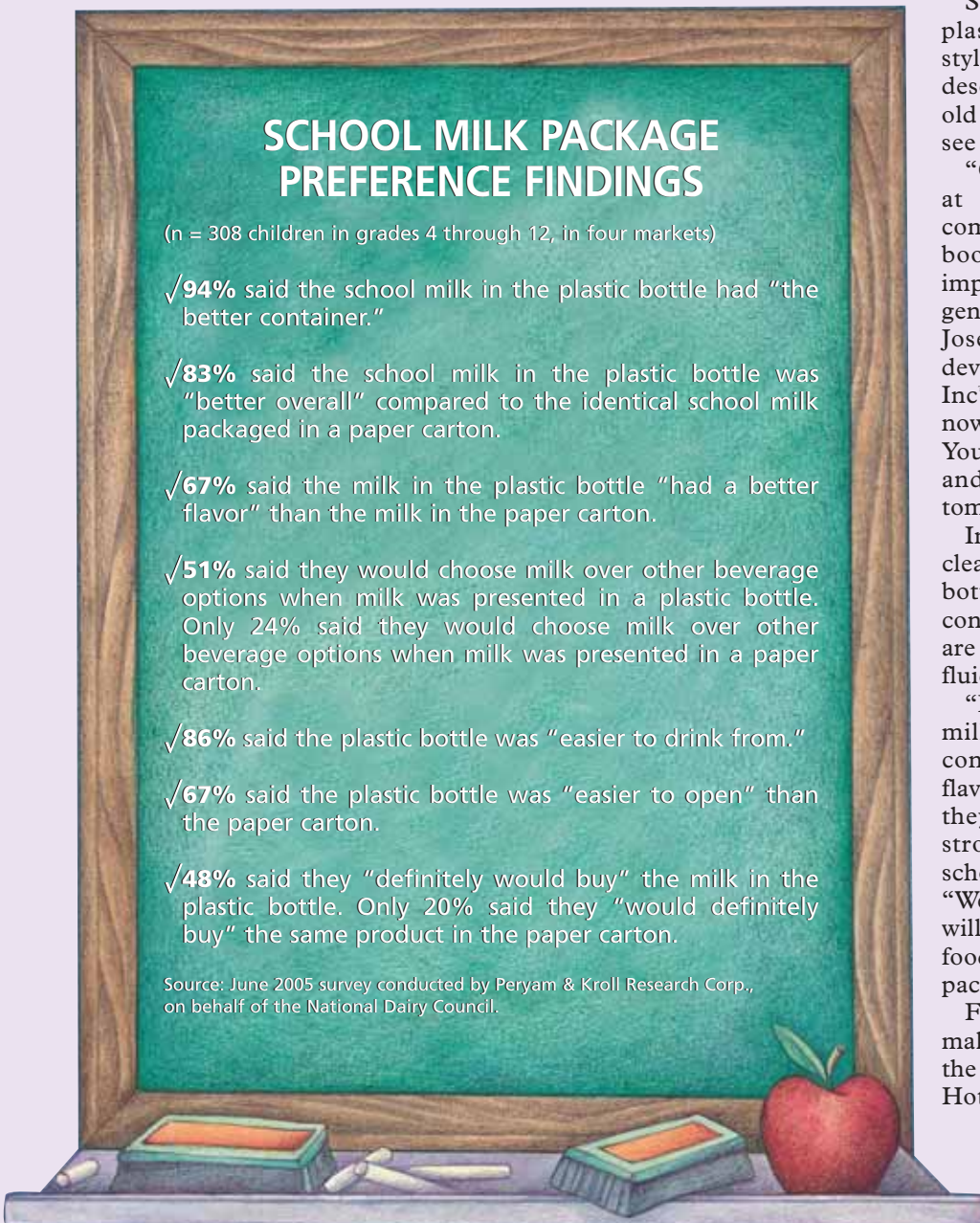
✓51% said they would choose milk over other beverage options when milk was presented in a plastic bottle. Only 24% said they would choose milk over other beverage options when milk was presented in a paper carton.

✓86% said the plastic bottle was “easier to drink from.”

✓67% said the plastic bottle was “easier to open” than the paper carton.

✓48% said they “definitely would buy” the milk in the plastic bottle. Only 20% said they “would definitely buy” the same product in the paper carton.

Source: June 2005 survey conducted by Peryam & Kroll Research Corp., on behalf of the National Dairy Council.



Bravo to Industry Innovator

Bravo! Foods International Corp., North Palm Beach, Fla., has become a leading milk beverage marketer through its commitment to product, package and brand development.

One of the company's key strategies is to secure licensing agreements with established food sector giants including Mars Inc., McLean, Va., to produce, market and sell Slammers® Milky Way® reduced-fat chocolate milk, Slammers 3 Musketeers® low-fat chocolate milk and four flavors of Slammers Starburst® fruit & crème smoothies. Bravo! Foods has an additional licensing agreement with Marvel Enterprises Inc., New York, to utilize its world-famous Super Heroes™ brands.

Bravo! Foods is also building its Slammers brand with non-licensed products including Pro Slammers flavored milk "slammed" with double



shots of whey protein and Slim Slammers with half the fat, carbs and calories of other flavored milks.

"Slammers is milk with an attitude," says Bravo! Foods CEO Roy Warren. "It combines all the goodness of Mother Nature's perfect food marketed with a unique, fun and edgy brand personality. By segmenting the market demographically and psychographically, Slammers is the first milk product positioned as a beverage rather than a commodity.

"Superior packaging and grass-roots marketing combine to create a consumer buzz in the marketplace. Consumer awareness leads to product trial, which leads to repeat purchase, which leads to brand loyalty," says Warren.



■ Bravo! Foods' milk beverages are shelf-stable, which allows for unique merchandising and distribution efforts.

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a type of product, we should think of snacking as a type of eating occasion, with availability and variety of product influencing how consumers snack. Availability has become an issue for many milk marketers, but it is one that can be readily overcome with an investment in innovation.

"Milk processors must understand that future growth will not come from sales of gallons of whole, low-fat and nonfat white milk sold through traditional supermarkets," says Greg Miller, executive v.p., innovation, DMI. "This is because today's consumers are presented with an endless array of food shopping choices, and many are increasingly shunning the neighborhood supermarket and going to supercenters such as Wal-Mart®, club stores like Costco® or other discounters such as dollar stores. Some shop the specialty route, and frequent the likes of Whole Foods®, Wild Oats® and Trader Joe's®."

These varied retail venues often have product and package requirements. Club stores want single-serve packages, but they must be sold in bulk multi-packs, and shelf stability is helpful, as such venues have limited

refrigerated space. Value-added half-gallons of milk must be sold in multi-packs, too, which can range from being shrink wrapped to boxed.

Specialty foods stores stock milk products that offer customers value in terms of formulation. This includes low-lactose, no-sugar-added and nutrient fortified.

Dollar stores require the obvious: a product for a buck. And with c-stores, it is all about convenience.

"Consumers are living on-the-go lifestyles," continues Miller, "and individually bottled beverages formulated for varied individuals' needs are the way the industry is going. If dairy processors do not offer milk using this approach, others will."

The fact is, high quality and individualization are driving forces in today's highly competitive retail and food-service consumer goods marketplace. Consumers are attracted to foods and beverages that meet their needs—both nutritionally and physically. Milk's healthful halo is the starting point for innovative product development in these areas. ■

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—Greg Miller, executive v.p., innovation, DMI

■ Microencapsulation protects omega-3 fatty acids from oxidation. This ingredient adds value to Farmers Choice Partly Skimmed Milk, enabling consumers to enjoy the great taste they expect from milk, as well as a convenient way to obtain essential fatty acids.



“Bravo! Foods’ Slammers brand and the consumer loyalty it enjoys are among the company’s most valuable assets. As distribution, consumer awareness and consumer loyalty grow, so will the value of this proprietary asset,” continues Warren. “We are focused on growing and protecting this long-term asset.”

Most recently, Bravo! Foods entered into a licensing agreement with 7-Eleven® stores to offer on-the-go consumers Breakfast Blenders™. This line of fortified milks is designed to provide the nutritional benefits of a good breakfast, in a convenient, single-serve bottle form.

“The drinks are targeted to busy consumers who are seeking nutritious and great-tasting milk drinks for their active lifestyles,” says Warren. “We’re committed to offering new better-for-you products, and working with 7-Eleven allowed us to pinpoint consumer trends that led to the development of Breakfast Blenders, combining the needs of active consumers with our delicious milk drinks.”

Bravo! Breakfast Blenders are 100% milk and a blend of breakfast fruits and flavors, and fortified with vitamins and minerals. They boast the added nutrition claims of being 100% lactose free, low in sugar and having 50% more protein. Chocolate Raspberry is fortified with antioxidants naturally found in raspberries and chocolate, while Vanilla Peach contains fiber found naturally in peaches, among the most fibrous of fruits. Double French Vanilla and Double Chocolate varieties are both rich in calcium.

“Our customer trends showed that the typical consumer is skipping breakfast due to their hurried schedules, while health research shows that breakfast is a very important meal,” says Kurt Schumacher, category manager of dairy and ice cream products for 7-Eleven Inc, Dallas. “Customers are looking for convenient products that are nutritious and consumable on the go, and that led us to work with Bravo! Foods to develop the Breakfast Blenders products.”

Dairy processors can learn a great deal from Bravo! Foods’ approach to selling milk and milk’s healthful halo. By investing in innovation, Bravo! Foods has given milk a new twist, making milk a convenient beverage for today’s consumers’ active lifestyles. ■

Take Note

Continued from front cover

healthy, refreshing and tasty alternative to conventional fast-food offerings in quick-service restaurant chains,” says Martin Mischel, chief marketing and sales officer. The milk bars feature special, uniquely developed taps, where the four basic products—milk, buttermilk, whey and yogurt—are freshly dispensed. Customers can also purchase a range of milk-based drinks and dishes—all freshly prepared and refined with fruits or vegetables.

The selection ranges from sweet and spicy milkshakes to yogurt drinks to specialty coffee-milk beverages. “This is more than is expected from a milk bar,” says Mischel. Indeed, the chocolate drinks promise something special. Hot milk is either mixed with a portion of melted chocolate, or pure hot chocolate is sweetened with a generous portion of cream.

Europeans like their chocolate, which is very different from American chocolate. This transfers to chocolate beverages in which the quality of the cocoa is significantly higher than many chocolate beverages you will find in the United States.

Switzerland’s Emmi recently introduced ready-to-drink Choco Latte Choco + Milk, which is made with 15% Swiss chocolate and milk. The single-serve beverage comes in two flavors: original and hazelnuts, with the latter containing roasted and caramelized hazelnuts. The company says it uses only cocoa beans from the world’s best-growing areas and a secret recipe of a leading “Maitre Chocolatier” to make its exquisite chocolate. Calling this chocolate drink a lifestyle product, Emmi says not only does chocolate make for happy moments but that research shows it’s good for your health and complexion.

Emmi uses a similar philosophy with its Caffé Latte Espresso + Milk, which is described as “the first fresh-roasted espresso coffee drink.”

The popularity of ready-to-drink coffee-milk beverages is booming across Europe. Elsdorfer Feinkost AG of Germany markets a line of single-serve coffee-milk beverages. Something to take note of with Elsdorfer is that the company uses the same package for its fresh, refrigerated dairy-based salad dressings made with either yogurt or buttermilk.



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■ U.K.'s Milk Link introduced mini Moo no-added-sugar, kid-sized aseptic packages of milk in Strawberry Ripple, Toffee Banoffee and Banana split flavors, as well as plain semi-skimmed milk. The 200-ml package is sold in single units and packs of three.



Take Note

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Indeed, many European dairy processors have grown their offerings by taking milk beyond the beverage category. For example, it is very common to see cheese sauces and dessert creams in aseptic cartons.

Back to coffee, Germany's Privatmolkerei Naarmann KG introduced "Milk for Fine Milk Froth." The protein levels in this aseptically packaged milk have been adjusted so that when it is used in a coffeehouse to make beverages such as cappuccino or lattes, stable milk froth is produced. In fact, the company guarantees a long-lasting, very fine froth every time.

On the decadent side of things, Austria's Gerhard Höllinger offers Mozart Shakes, which are premium, shelf-stable, single-serve bottles of either Cherry Chocolate or Classic Nougat milkshakes. The indulgent drinks commemorate the 250th anniversary of musical genius Wolfgang Mozart's birth in Salzburg, Austria.

Müller U.K., has grown beyond traditional milk flavorings with offerings such as pistachio-flavored milk.

For individuals concerned about lactose, Germany's Omira BodenseeMilch GmbH manufactures an entire line of dairy products under the Minus L Laktosefrei brand.



Also prevalent overseas are wellness milk products. Spain's Corporación Alimentaria Peñasanta markets a milk-juice beverage containing conjugated linoleic acid. The company claims this fatty acid reduces body fat by inhibiting the formation of fatty tissue in the body and converting existing fat into energy. The company has also debuted a milk drink with aloe vera, which it says contributes to a younger, more healthful complexion.



Finally, Luxembourg's Luxlait Association Agricole debuted Wellness 4 milk drinks. These milk beverages contain whey and other functional ingredients without any added sugar. There are three formulations designed to cater to the body's needs throughout the day. Wildberry-flavored "Vitality" is enriched with ginkgo, ginseng, green tea and guarana and is marketed as a beverage to help you reenergize. Orange-lemon-carrot "Vitamin" contains vitamins A, C and E and is said to help boost the immune system. The apple-lychee-flavored "Beauty" formula contains aloe vera and is touted by the company as helping to regenerate cellular action to keep the body looking and feeling youthful.



For these processors, innovation knows no limits. U.S. processors—take note—there are a lot of untapped opportunities awaiting you. ■

For More Information

Dairy Management Inc.™ (DMI), funded by America's dairy farmers, helps drive increased sales of and demand for U.S. dairy products and ingredients. This supplement, a joint product of DMI and Dairy Foods, helps stimulate innovation and encourage companies to create new products, ingredients, processes and packaging. For more information, call the DMI Technical Support Hotline at 800/248-8829. Or visit www.innovatewithdairy.com.