



The Consumer BizBuzz

News That Makes Teeth Whiter, Clothes Brighter, and Life Just Plain Better

Transaction News

Look what we found under the tree.

The Consumer Biz Buzz

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- **SABMiller** agreed to be acquired by **AB InBev**. This was after the Justice Department approved “Megabrew” concessions and AB InBev raised their offer by \$2 billion to offset the effects of Brexit.
- As part of the resulting brand shuffle, **Asahi** is paying **AB InBev** \$7.8 billion for a group of brands in Eastern Europe. *Pilsner Urquell* and the other brands came from the **SAB** portfolio.
- In a much smaller deal, **AB InBev** will acquire **Boathouse Beverage**. They make the fast-growing *SpikedSeltzer* brand that launched the hard seltzer category.
- Also in the beer world, **Kirin** bought 25% of **Brooklyn Brewery**. They hope craft brews will help stabilize their business in Japan.
- **Newell Brands** sold their \$760 million tool business (*Irwin, Lenox*, etc.) to **Stanley Black & Decker** for \$1.95 billion. It helps focus Newell after acquiring **Jarden**.
- **British American Tobacco** has offered \$47 billion for the 58% of **Reynolds American** they don’t own. It would create the world’s largest public tobacco company.
- **Henkel** paid \$3.6 billion for **Sun Products**, the laundry and home care company (*all, Sun, Snuggles*, etc.) owned by **Vestar**. It creates a new #2 player in North American laundry care.
- **Estée Lauder** is buying **Too Faced**, a cosmetics brand, for \$1.45 billion in their biggest buy ever. Meanwhile, they bought **Becca Cosmetics** for \$230 million from beauty incubator **Luxury Brand Partners**.
- **Coty** is paying \$510 million for **GHD**, the maker of hairstyling appliances. **Lion Capital** is the seller.
- **Mondelez** made two bids of over \$23 billion for **Hershey**. They backed off when the price got too high and things got too complicated.
- **Hostess** bought **Superior Cake Products**, a maker of products for in-store bakeries. In bigger news, they will go public after **Gores Group** put up \$375 million in a SPAC. **Apollo** and **Dean Metropoulos** will remain in the deal ... with handsome payouts.
- **PepsiCo** is buying the rest of **KeVita**, the maker of sparkling probiotic drinks, for a reported \$200 million. They took a minority stake in 2013.
- A Thai company called **Charoen Pokphand Foods** is buying **Bellisio Foods** for \$1.1 billion. Bellisio makes frozen entree brands such as *Michelin’s* and *Boston Market*.
- **Spin Master** bought **Swimways**, a \$90 million maker of water toys and games. It puts the company in the outdoor space.

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- **Revlon** will buy **Elizabeth Arden** in a deal worth \$870 million, paying a 50% premium over the going-in share price. It will result in a \$3 billion company.
- Meanwhile, **Revlon** bought the *Cutex* international business from **Coty**. They already owned the US business.
- **L’Oreal** is paying \$1.2 billion for **IT Cosmetics**, which has revenue of nearly \$250 million through QVC, Sephora and Ulta. It is a home run for minority shareholders **TSG Consumer** and **Guthy Renker**.
- **Unilever** is on a buying spree. They will pay \$1 billion for **Dollar Shave Club**, getting a foothold in shaving and the online subscription world. It is big bucks for a \$240 million business that has not made money.
- Meanwhile, **Unilever** is buying **Seventh Generation**, the \$200 million maker of eco-friendly cleaning products.
- Finally, **Unilever** is buying **Living Proof**. The company fights frizzy hair through the work of MIT researchers. Their mothers must be so proud.
- **Danone** paid \$10 billion for **WhiteWave**, makers of *Horizon Organic* milk and *Earthbound Farm* packaged salads. It is their biggest acquisition in a decade.
- **Utz** is paying \$146 million for **Golden Flake**, with those funds coming from PE investor **Dean Metropoulos**. It adds a strong southeastern brand to the largest family-run snack company in the US.
- **MillerCoors** bought a majority stake in **Terrapin Beer**, a craft brewer. This follows a minority investment in 2012.
- **Constellation Brands** is buying **High West Distillery**, a Utah-based maker of craft whiskey, for \$160 million.
- **Conagra Brands** is selling **Spicetec** to **Givaudan**. The price is \$340 million.
- **Tyson** bought 5% of **Beyond Meat**, a fast-growing maker of veggie burgers.
- **Hormel** sold **Diamond Crystal Brands**, the sugar company, to **Peak Rock Capital**.
- **B&G Foods** will pay \$365 million for the spices and seasonings business of **ACH Foods**. The brands include *Spice Islands*, *Durkee*, and *Weber*.
- **ACCO Brands** is buying **Esselte**, the office products maker, for about \$325 million. **JW Childs** is the seller.
- **Acushnet**, makers of the *Titleist* and *Footjoy* golf brands, had a rather modest IPO on NASDAQ. They had been owned since 2011 by **Fila** and other investors.
- The good folks at **CircleUp** helped several early stage CPG companies get funded. They included **Black Medicine** coffee beverages, **Wild Friends Foods** nut butters, and **Back to The Roots** mushroom kits and cereal products.

In the world of private equity buyers and sellers:

- **Swander Pace Capital** sold **Preferred Meals** to **TrustHouse**. Meanwhile, they bought **Florajen**, a probiotic supplements business, to integrate into **Clarion Brands**. They also bought **Halo Innovations**, the maker of *SleepSack* blankets, to integrate with **Aden + Anais**.
- **North Castle Partners** sold **Doctor’s Best**, a nutritional supplements company, to **Xiamen Kingdomway Group** of China.
- **Encore Consumer Capital** sold **Mesa Foods**, a maker of private label Mexican foods, to **Teasdale Foods**.
- **MidOcean Partners** bought **Travelpro**, the luggage company.
- **AUA Private Equity** invested in **Indulge Desserts**, a company formed with the founder of two premium dessert makers.

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- **TPG Growth** has filed for **Elf Cosmetics** to go public. Revenue is about \$200 million.
- Likewise, **Cortec** filed for **Yeti Holdings** to go public. The maker of high-end coolers (affectionately called “Rolex for rednecks”) now has revenue of over \$500 million.
- **CITIC Capital** bought **Erno Laszlo**, the 90-year-old skin care brand. It was owned by **Pollen Street Capital**.

You may have seen the “For Sale” signs:

- Accounting issues at **Hain Celestial** put a damper on speculation the company would be a takeover target.
- **Constellation** wants to spin off their Canadian wine unit in an IPO.
- **Jose Cuervo** has filed for an IPO in Mexico. Sales are about \$1 billion and growing. **Diageo** tried to buy them in 2012.

Courtrooms and Bureaucracy

We refuse to view “honest lawyer” as an oxymoron

- The major US brewers volunteered to provide nutritional information online and on six-packs by 2020. Activists want it included on cans and bottles too.
- Chicago became the latest – and largest – city to enact a **1¢ per ounce tax on soda**. They are not even disguising the money grab as a sugar tax – it includes diet sodas.

- **MillerCoors** got a class action lawsuit dismissed. It claimed they tricked consumers into thinking *Blue Moon* is a craft beer.
- **Gillette** sued **Edgewell**, alleging patent infringement by their three-blade private label razors. Because the *Mach 3* patent expired in April, the issue is whether the new razors were being designed and produced before that date.

Expanding and Contracting

In 2017, let's resolve to do the former.

- **General Mills** will cut up to 1,410 jobs as they close or sell several plants. Most will be outside the US.
- Sticking to their playbook, **AB InBev** will cut 3% of the combined workforce after closing the **SABMiller** deal. That's 5,000 jobs.

- **The Honest Company** is laying off 80 employees and closing their Austin office.
- **Labatt** took a drastic cost-cutting move. Retirees no longer get free beer for life.
- **Lego** had a **Class A problem**: too much demand in North America in 2015. They are adding 3,500 people as they increase plant capacity in China, Mexico, and Hungary.



People News

CEOs

New jobs for the new year.

- **Ulf Schneider** will be the new CEO at **Nestlé**. Coming from a German healthcare company, he will be the first outsider to run the food and beverage giant since 1922.
 - **Billy Cyr** joined **Freshpet** as CEO. He was at **Sunny Delight** and **P&G**.
 - **Apu Mody** joined **TerraVia**, the maker of algae-based food products, as CEO. He was at **Mars**, **Del Monte**, and **P&G**.
 - **Olu Fajemirokun-Beck** joined **Wholesome Sweeteners** as CEO. She was at **J&J** and **Mars**.
 - **Jim Tates** joined **United Gilsonite**, the makers of **DRYLOK** and other home maintenance products, as CEO. He was at **Scotts Miracle-Gro**.
 - **Frank Palantoni** joined **Laboratoire M2**, the maker of an environmentally friendly disinfectant, as CEO. He was most recently at **Central Garden & Pet** and **Gerber**.
 - **John McGuckin** joined **Tribe Mediterranean Foods** as CEO. He was at **Maya Kaimal**, **The Chia Co.**, and **Sabra**.
 - **Simon Thorpe** joined **Pabst Brewing** as CEO. He was at **Duvel Moortgat USA** and **Inbev**.
 - **Chris Sliva** joined **AdvancePierre Foods** as CEO-designate. He was at **Treehouse Foods**, **Dean Foods**, **Kodak**, **Fort James**, and **P&G**.
 - **Steve Platt** joined **Icelandic Provisions**, an emerging maker of the skyr dairy product, as CEO. He was at **Dannon**.
- A number of moves failed to utilize a highly-skilled executive recruiter. Or our competitors:*
- **Coca-Cola** named **James Quincey** as CEO, stepping up from COO, effective in May. **Muhtar Kent** is retiring at 65.
 - **Dean Foods** named **Ralph Scozzafava** as CEO. He has been the COO.
 - **Coty** named **Camillo Pane** as CEO. He has run category development since joining from **Reckitt Benckiser** in 2015.
 - **Hormel** named **James Snee** as CEO, up from COO. He succeeds the retiring **Jeff Ettinger**.
 - **Conagra** named **Tom Werner** as CEO of **Lamb Weston**, which is being spun off. He was the president of commercial foods.
 - **Lego** promoted **Bali Padda** from COO to CEO. He is the first non-Dane in that role.
 - **Reynolds American** promoted **Debra Crew** to CEO, effective next year. She joined from **PepsiCo** as president in 2014.
 - **Hershey** named **Michele Buck** as CEO, effective in March. They promoted her to COO in June.



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- **Don Gadsden** is joining **Hormel** as president of Asia Pacific. He was at PWC, **Heinz**, Electrolux, and **Sara Lee**.
- **Eric O'Toole** joined Jet.com as GM of sports, fitness, and outdoor. He was at **Danone/Dannon**, **Kraft**, and **Nabisco**.
- **Dan Marple** joined **Abbott Labs** as GM of their nutritious snacks portfolio. He was at **Conagra**.
- **Michael Allen** joined **Pinnacle Foods** as president of the business that used to be **Boulder Brands**. He was at **Kellogg**.
- **Gary Tickle** joined **Hain Celestial** as COO of the US business. He was at **Nestlé**.
- **Steve Adolph** joined **SPAR Group**, the in-store merchandising company, to run their international business. His CPG work has included **Cott** and **Merisant**.
- **Betty Palm** and **Anjana Srivastava** joined **New Avon**. Betty will lead sales and Anjana will run a new health and wellness division. Both have lots of direct sales experience.
- **Rodolfo Spielmann** joined **Central Garden & Pet** as president of the pet business. He was at **Mars**, **Del Monte**, **Heinz**, and **P&G**.
- **General Mills** promoted **Jeff Harmening** to president and COO, positioning him to succeed CEO **Ken Powell**. Related moves include **Jon Nudi** to president of US retail and **Bethany Quam** to president of Europe.
- **Molson Coors** named **Stewart Glendinning** as president of international. **Frederic Landtmeters** succeeds him as president of the Canadian business.
- **Coca-Cola** announced a new international structure. The presidents are **Brian Smith** for EMEA, **John Murphy** for Asia Pacific, and **Alfredo Rivera** for Latin America.
- **Estée Lauder** promoted **Peter Jueptner** to president of EMEA and **Stephane de la Faverie** to global brand president.
- **Henkel** named **Ed Vlacich** as GM of their beauty care business in North America. He joined the company when they acquired **Sun Products**, where Ed was a key player.
- McDonald's named **Chris Kempczinski** as president of the US business. He joined last year from **Kraft**.
- **Kimberly-Clark** named **Michael Hsu** as COO. He has been running North American consumer products.
- **Mary Kay** promoted **Nathan Moore** to president of North America. He started as an attorney at the company in 1995.
- **Tyson** promoted **Tom Hayes** to president, up from chief commercial officer.

Other moves failed to support the vital headhunter sector of our economy:

Continued.

- **Jamie Fay** joined **Hain Celestial** as chief customer officer for the US. He was at **Nature's Path, Mars,** and **Dannon.**
- Meanwhile, **Leah Dunmore** joined **Hain Celestial** from **Campbell Soup** as VP of marketing for the better-for-you brands. **Tim Collins** joined as VP of marketing for **Celestial Seasonings**, coming from **Kraft.**
- **Jon Potter** is joining **Boston Beer** as CMO. He was at **Moet Hennessy USA** and **Diageo.**
- **Sean Cronican** joined **Keurig Green Mountain** as SVP of US retail. He was at **Abbott Nutrition** for years.
- **Jackie Woodward** joined **Krispy Kreme** as CMO. She was at **General Mills, MillerCoors,** and **McDonald's.**
- **Jenn Freeman** joined **Smucker** as VP of marketing for consumer foods. She was at **Conagra** and **Kraft.**
- **Jack White** joined **Classic Cooking**, maker of **Garden of Eatin'**, as SVP of sales. His career includes **AdvancePierre, Hain Celestial,** and **Pinnacle Foods.**
- **Matt Nitzberg** joined **Ignite Technologies** to lead marketing. We like his CPG-related work at **dunnhumby, IRI,** and **P&G.**
- **Brent Albertson** is joining **Zing Zang** as chief customer officer. He was at **Diageo.**
- **Damon Burrell** joined **Estée Lauder** as SVP of consumer engagement. He was at **Nickelodeon** and **MTV.**
- **Sophie Kelly** joined **Diageo North America** as SVP of marketing for whiskey. She comes from an agency background.
- **Lucas Watson** moved from **Google** to **Intuit** as chief marketing and sales officer. We care only because he started at **P&G.**
- **Claudia Poccia** joined **Shiseido** as CMO of **Bare Escentuals.** She was at **Gurwitch Products, Avon,** and **Estée Lauder.**
- **Tim Simonds** joined **Merrick Pet Care** as VP of marketing. He was at **Northwestern University, GE Healthcare, United,** and **P&G.**

Yada yada about promotions from within:

- **Smithfield** named **Tim Zimmer** as CMO. He has been at the company since 2011, mostly in sales roles.
- **Hain Celestial** promoted **Jeff Bladdick** to chief sales Officer. Previously he focused on **Wal-Mart, foodservice,** and **C-stores.**
- **Molson Coors** named **Kandy Anand** to be chief growth officer. He was running the international business.
- **Kimberly-Clark** named **Scott Usitalo** as CMO. He was president of **North American family care.**
- **AB InBev** named **Marcel Marcondes** as VP of US marketing. He succeeds **Jorn Socquet**, who will be the global VP of marketing strategy for core brands.

People News

Continued.

Other Functions

- **David Marberger** joined **Conagra** as CFO. He was at **Prestige Brands, Godiva, Tasty Baking,** and **Campbell Soup.**
- **Alex Pease** joined **Snyder's-Lance** as CFO. He was at McKinsey and an industrial company called EnPro.
- **Mary Meixelsperger** joined **Valvoline** as CFO. She was at DSW, the shoe retailer.
- **Ray Silcock** joined **CTI Foods,** a custom foodservice company, as CFO. He was at **Diamond Foods.**
- **Jamie Wilson** is joining UK-based **Avon** as CFO. He was at **SAB Miller.**
- **Teri List-Stoll** joined Gap Inc. as CFO. She gets a mention because she was at **Kraft** and **P&G** earlier.
- **Matthew Foulston** joined **TreeHouse Foods** as CFO. This is his first CPG role.
- **Jay Erskin** joined **Hain Celestial** to run the US supply chain. He was at **SK Foods, Chobani, Mars, Dannon,** and **Kraft.**
- **Andrew Ross** is joining **Estée Lauder** as SVP of strategy and business development. He was at **Conagra** and McKinsey.
- **Michael Lefitt** joined **Pinnacle Foods** as SVP of corporate development, focused on M&A. He was an investment banker.
- **Helene Rutledge** joined **New Avon** as chief innovation officer. Her experience includes **Nature's Bounty, GSK, Pfizer,** and **Warner-Lambert.**
- **Fiona Laird** joined **Newell Brands** as chief HR and communications officer. She was at **Unilever** for 25 years.
- **Jonathan Donner** joined World Food Programme, the UN's anti-hunger agency, as head of capability development. His CPG experience includes **Unilever** and **Altria/Philip Morris.**
- **Pam Alabaster** joined **Revlon** as SVP of corporate communications. She was at **Estée Lauder** and **L'Oreal.**
- **K.C. Kavanagh** joined **Bacardi** as chief communications officer. She was at Starwood.
- **Chris Wermann** joined **Avon** as chief communications officer. He was at a UK retailer and earlier at **Kellogg.**
- **Hans Mellotte** joined Starbucks as EVP of global supply chain. He ran procurement at **Johnson & Johnson.**
- **Pablo Cussatti** joined Blue Apron, the meal kit delivery company, as SVP of fulfillment and operations. He was at **Campbell Soup, PepsiCo,** and **Pinnacle Foods.** Meanwhile, **Tim Smith** is joining from **Tyson** as VP of supply chain.
- **Bonin Bough** is host of a series on CNBC and has a book titled *Txt Me. We care* because he recently left **Mondelez** as chief media and e-commerce officer.
- **Matthew McConaughey** joined **Gruppo Compari** as creative director for *Wild Turkey.* The Oscar-winning actor will keep his day job, but he will write and direct ads.

Enough with the internal moves!

■ **Kimberly-Clark** named **Scott Boston** as chief HR officer. **Liz Gottung** is retiring.

■ **Molson Coors** named **Michelle Nettles** as chief people and diversity officer. She held a similar role at their **MillerCoors** venture.

■ **McCormick** promoted **Michael Smith** to CFO. He has been there 25 years and succeeds the retiring **Gordon Stetz.**

■ **Hormel** promoted **James Sheehan** to CFO. He has been there 30 years, and he replaces the retiring **Jody Feragen.**

■ **Molson Coors** named **Tracey Joubert** as CFO. She was in that role at **MillerCoors.**

■ **Coca-Cola** promoted **Barry Simpson** to CIO. He joined the Coke system in 2008.

People News

Continued.

Board of Directors

- **Jeff Schomburger** joined **Tyson's** board. He is the global sales officer at **P&G**.
- **Frederic Cumenal** joined the board of **Constellation Brands**. He is Tiffany's CEO, and earlier he ran **Moët & Chandon**.
- **Brian Goldner** joined the board of Gap Inc. He is the CEO of **Hasbro**.
- **Betty DeVita** joined the **Molson Coors** board. She is a senior exec at Mastercard.
- **Darren Walker** joined **PepsiCo's** board. He is president of the Ford Foundation, the second largest private foundation in the US.
- **Melanie Healey** joined the board of PPG, the painting and coatings company. She was a group president at **P&G**.
- **Alicia Boler Davis** joined the **General Mills** board. She is an EVP at the other GM.
- **Campbell Bown, Marshall Farrer, and Laura Frazier** joined the **Brown-Forman** board. They are fifth generation descendants of founder **George Brown**.
- **Bridgette Heller** joined Tech Data's board. She is an EVP at **Danone** and an alum of **Merck, J&J, and Kraft**.
- **John Boehner** joined the **Reynolds American** board. He was Speaker of the House ... and is an unapologetic smoker.
- **Amy Banse** joined the **Clorox** board. She brings digital media expertise from her work at Comcast Ventures.
- **Jeri Finard** joined the **Raymundos Food Group** board. She has held marketing and GM roles at **Godiva, Avon, and Kraft**.
- **Craig Omtvedt** joined the **Conagra Brands** board. He is the retired CFO of **Fortune Brands**.

Obituaries

- **Forrest Mars Jr.** died at 84. As a grandson of the founder, he and his brother ran **Mars** for decades starting in the mid-70s. The company had sales of \$1 billion when they took over; now it is about \$35 billion.
- **Bob Swanson** died at 95. He was the genius behind jingles for brands such as *Ivory, Campbell Soup, Ajax and Schaefer*, which he famously made "the one beer to have when you're having more than one."
- **Stanley Gault** died at 90. As CEO of **Rubbermaid** from 1980 to 1991, he quadrupled sales. He later led a turnaround at Goodyear.
- **Mary Weber Novak** died at 84. She took over **Spottswode** after her husband died in 1977, turning it into a top winery for cabernet sauvignon and sauvignon blanc.
- **Michel Bergerac** died at 84. He diversified **Revlon** beyond cosmetics before losing a takeover battle for the company in 1985.
- **Ted Twardzik** died at 89. In 1952 he used his mom's recipe to start a frozen food company called **Mrs. T's Pierogies**.
- **Eric Shullman** died at 72. He was a VP of sales at **Nabisco**.
- **Milt Moss** died at 93. He was the "I can't believe I ate that whole thing" guy in the **Alka-Seltzer** ad of 1972.
- **Ruth Ziff** died at 92. As a researcher at Benton & Bowles, her work inspired the "Please don't squeeze the *Charmin*" ads.
- **Jim Delligatti** died at 98. He invented the *Big Mac* in 1967. While not a CPG guy, surely he deserves mention here.

Marketing & Strategy

If it doesn't work, try it again in a few years.

- **P&G** began testing online subscription sales of *Tide Pods* in Atlanta. As we wait for **Tide Wash Club** to expand, we'll just subscribe via Amazon to save 5% and get free shipping. Wait, isn't that just as good?
- **Keurig Green Mountain** discontinued *Kold*, which makes carbonated beverages at home. Launched in September 2015, the machine and pods were just too expensive.
- **A-B InBev** and Starbucks are teaming up to launch *Teavana* ready-to-drink teas in the US. The brewer will handle production and distribution.
- **Diageo North America** and their *Tanqueray* brand partnered with **Snoop Dogg** on a cocktail strategy. It stems from Snoop's "Gin & Juice" song of 1993.
- **Diageo** also renamed their US beer business, going from **Diageo-Guinness** to **Diageo Beer Company**. It better reflects a portfolio of *Guinness*, *Smithwick*, *Harp*, and *Smirnoff Ice*. In related news, no one cared.
- **Sodastream** unveiled *Beer Bar*, which will produce a beverage in seconds. But is it truly beer if it is just concentrate mixed with sparkling water?
- **Mattel** introduced *President Barbie* and *Vice President Barbie* as the first all-female ticket. In a surprise, they lost to Trump.
- **Nestlé** announced they have restructured sugar. Something about melting in your mouth and not in your stomach. As a result, they can use less of it.
- **Kellogg** opened its first restaurant, *Kellogg's NYC*, in Times Square. Part of the trend toward an experience economy, it features chef-created dishes like *Special K* with lemon zest, toasted pistachios, and fresh thyme.
- **PepsiCo** is launching organic versions of *Gatorade*. The ingredients in *G Organic* include organic cane sugar and sea salt.
- In a more panicked move, **PepsiCo** is reintroducing *Diet Pepsi* with aspartame. They will still sell the sucralose version they introduced a year ago ... to dismal results.
- In the "What Were They Thinking?" category, **Mondelez** launched a *Swedish Fish Oreo* in Kroger stores. Online reaction ranged from curiosity to disgust.
- **Craft beers** are finally slowing, with sales up just 5% for the summer. Then again, big beer companies would kill for that growth.
- **AB InBev** partnered with an Uber subsidiary to make the **first delivery by a self-driving truck**. It involved transporting 2,000 cases of *Budweiser* about 120 miles.
- **Captain Morgan** is petitioning to change the constitution so someone **younger than 35 can be president**. Since our most recent choices were 68 and 70, we're in favor.



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Free Thoughts

Miscellaneous meanderings and meaningless musings.

- Occasionally we hear from executives who feel their **roles are not challenging**. Our new answer: at least you're not a lifeguard watching over the Olympic swimming pools.
- In news that surprised exactly zero people, **AB InBev** executives are getting almost all the big roles as they take over **SABMiller**. We're talking 19 of the top 20 jobs.
- Employees found 800 pounds of cocaine in a shipment of orange juice concentrate at a **Coca-Cola** plant in France. Police say workers were not involved.
- University of British Columbia researchers studied **rats who consumed THC**, the main ingredient in marijuana. Predictably, they became lazy. We hear they also became fans of *Twinkies*, reggae, and esoteric debates.
- Finally, an exciting civil engineering project. The Belgian city of Bruges opened a two-mile **pipeline that carries beer** from a downtown brewery to a bottling plant. Donors who helped fund the project get free beer for life.

