

**OPRAH**

**OBESITY**

**OZEMPIC**

LINDA HUETT  
CEO & President

August 3, 2006

84 Wooster St., Suite 502  
New York, NY 10012

Dear Ms. Breibart,


Thank you for your letter dated June 26, 2006. First, I would like to apologize for my delay in responding but I have been at meetings in Europe and I wanted to speak to Karen Miller Kovach before I replied.

I understand that you come to Weight Watchers with two different ideas and that you had multiple interactions with our Products & Licensing Group before you met with Karen Miller Kovach, our Chief Scientific Officer. We met with you in good faith and have tried to be up front in our communications with you. It would appear that you and Karen entered your meeting with very different understandings and therefore different expectations of the meeting.

We are sorry that the process took quite a while and we will look for ways to streamline that in the future.

Thank you for your interest in Weight Watchers. We wish you the best of luck in your endeavors.

Sincerely,



Linda A. Huett  
CEO & President of Weight Watchers International

cc: Karen Miller Kovach  
S.M  
S.G

# Oprah, Obesity, & Ozempic

WeightWatchers (WW) acquired Sequence, a telehealth company, in April 2023 to supply weight loss drugs like Ozempic and Wegovy to its customers. After all, Oprah takes them so selling these miracle drugs must be a smart move. Or is it just a clumsy way to fix the mistake WW had been making for the past 60 years?

So what's the mistake and how has it derailed generations of Americans? The letter in this e-book was the outcome of a conversation I had with WW in 2006. Long story short, it shows WW knew that its "scientific" diet didn't work. But it wasn't until now that CEO Sima Sistani admitted in a CNN interview that the company had gotten it all wrong. <https://www.cnn.com/videos/business/2023/11/21/weightwatchers-weight-loss-drugs-obesity-me-contd.cnn>

I'm revisiting my conversation with WW in light of the Ozempic development and offering to give (as in, at no cost) my **SoBites** program. People don't need WW to get weight loss drugs. Any MD can prescribe them and explain how they help people eat less through hormonal regulation. The "eat less" mechanism is the opposite of the WW diet of "eat, eat, and eat some more" which stimulates the hunger hormones.

WW agreed with us 18 years ago...

## WeightWatchers' Eureka Moment

Almost no Americans were obese when Weight Watchers launched in 1963. Now, the NIH says 50% are, but it's closer to 65%. Dieting made Americans fat and they are suffering from diabetes, stroke, heart failure, hypertension, COVID, etc. The great "scientific" diet has failed us.

My WW saga began in October 2005 when they asked me to sign the confidentiality form\* and have a conversation. But why did WW, the undisputed leader in dieting, become interested in Diet Directives (now **SoBites**), a small diet program owned by Meredith Luce, MS RD LN and me?

The reason was the bestselling *French Women Don't Get Fat* book published in 2004. Diet Directives taught those same French concepts through a step-by-step program to help people be slim and chic. The French book by Mireille Guiliano, CEO of Veuve Clicquot, made calorie and points counting look silly, uptight, and tasteless.

It also happened that Meredith, herself a celebrity dietitian, was well-connected. Her grandfather, Henry Luce, founded Time/Life and was the father of modern journalism. She convinced a former WW executive to arrange a meeting for us to review our program with top WW management because it was the exact opposite of the WW diet.

The meeting at WW HQ on Madison Avenue in NYC was with Dr. Karen Miller-Kovach, WW's Chief Scientific Officer and the creator of the WW proprietary Point system. During the meeting, we discussed our Diet Directives program. Dr. Miller-Kovach could not understand our concepts because WW made calorie consumption the only issue. Nobody mentioned leptin, ghrelin, insulin, or cortisol in the obesity equation. But we all know today that unbalanced hormones are keeping Americans obese.

We talked for a long time, but nothing registered. Meredith had to explain natural eating: HOW people ate before anyone knew what calories and carbs were or thought they could “torch” calories consumed with abusive exercise. How people ate before they became fat, stressed and guilt-ridden.

Finally, the creator of the Points system got it! What followed was unexpected and unforgettable. She said, “But this could work!” — the words just fell from her mouth. She immediately realized what she said and diverted to praising Weight Watchers.

## **Oprah & Obesity: It's All About the Eyeballs**

So, how does Oprah fit in this picture?

Oprah's involvement in the obesity conversation stems from her famous 25-year-old TV show. Weight loss was a great subject because it was cheap to produce and always got people's attention. About 25% of her shows were

diet and exercise focused. Oprah is smart so she must have known that flip-flopping diets every other week wasn't good for our bodies. Today, we call the negative outcomes of those diet schemes a **disease**. No matter how you label it, the manipulation of food and exercise causes ravenous hunger.

The human species didn't mutate in 60 years. But the lures of the wellness narrative have given the public the diversion they need to cover up binges. What are they hiding from? Guilt, of course. But it isn't about why we have ten kinds of milk on food shelves while a billion people are starving. It's the guilt from knowing that gluttony is a sin.

## **Will WeightWatchers Fix Its 60-Year-Old Mistake?**

I recently joined WW as a paying member. Now I'm trying to figure out how to eat the 200 free foods and use my 23 daily points plus 14 special weekly points and the extra activity points without gaining weight!

I've eaten the same foods in the same quantities for my 82 years; the WW approach makes eating way too complicated. There's too much food for the program to be compatible with drugs designed to reduce hunger.

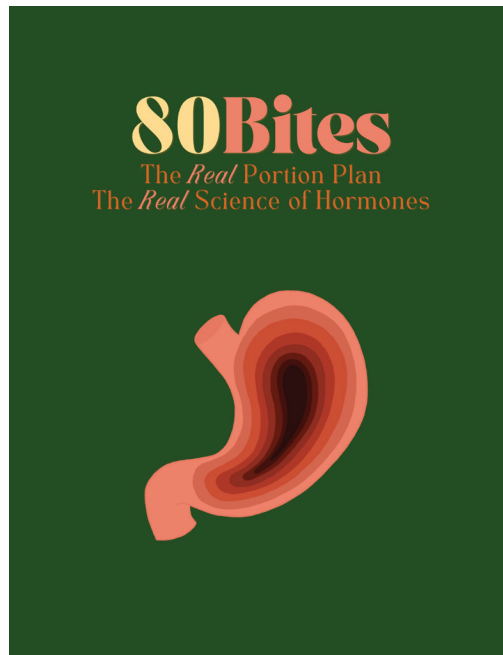
While writing this booklet, I decided to connect with Dr. Karen Miller Kovacs on LinkedIn and included a note about our 2006 meeting. I expected her to decline the invite, but she accepted it ten minutes later. Maybe she regrets the missed opportunity now that the truth is out and everyone is talking about hormones.

I might not have told this story if Oprah hadn't started taking one of the miracle drugs and brought up the shaming issue and if the WW CEO hadn't apologized. But now maybe we have a chance to fix it.

Today the media reports daily about these weight loss drugs and how they achieve results by helping people eat less. They are voicing what every diet and the US government avoided for the past 60 years: The simple truth is that we can reduce hunger and lose weight by lowering the amount swallowed (i.e., fewer bites) — regardless of what we eat.

WW Points program can't offer what Sequence customers need or help those who want to eat normally and get off the drugs without regaining. The obvious solution is for WW to provide their customers with the latest version of Diet Directive, **8oBites**. That's why I offer to give **8oBites**, including the program materials, its own RAP, and the 8oBites App, to WeightWatchers. Maybe the second time is a charm, and we can fix a 60-year-old mistake by working with the body instead of engaging in nutrient manipulations.

\* I signed the confidentiality agreement as the owner of the PhysicalMind Institute. However, Meredith Luce and I owned Diet Directives as a separate corporation, Directives LLC.



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