



# the BottlingLine

Issue No. 329 • Winter 2016

## The Coca-Cola Bottlers' Association Announces New Officers & Members to its Board of Governors

### 2017 Schedule

#### CCLT Meeting

February 13 - 15

#### Mainstream Meeting

(Palm Springs)

February 16 - 17

#### ABA Fly-In

March 27 - 29

#### CCBA Spring Board Meeting

April 19 - 20

#### CCLT Meeting

April 19 - 21

#### Scholars Banquet

April 20

#### Financial Management Forum

TBD\*

#### CCBA Annual Meeting

July 31 - August 1

#### System Planning Meeting

August 2 - 4

\*Check the CCBA website for schedule updates



At its fall meeting, The Coca-Cola Bottlers' Association Board of Governors appointed the following new officers to guide our organization:

- **M. Trevor Messinger**, CEO and President of Coca-Cola Bottling Company High Country, assumes the role of CCBA President.
- **Mark Francoeur**, President of Coca-Cola Bottling Company of Northern New England, assumes the role of CCBA Vice President.
- **Charlie Bitzer**, Chairman and CEO of ABARTA, Coca-Cola assumes the role of Treasurer.



*M. Trevor Messinger*  
CCBA President



*Mark Francoeur*  
CCBA Vice President



*Charlie Bitzer*  
CCBA Treasurer

Each of our officers brings a unique perspective to their roles and our Association's governance. Trevor and Mark have already served with distinction as Officers. Mark has provided valuable input as Treasurer over the past two years. Trevor has led and contributed in many ways on Members' behalf as both CCBA Treasurer and Vice President during the past four years — and we are excited to work with him now as our President. Charlie, while new to his role as an Association Officer, is an experienced and highly regarded operator, who has served on CCBA's Board of Governors since 2000.

Collectively, these three officers bring tremendous business acumen, experience and enthusiasm that will provide sound strategic leadership to CCBA.

**Trevor is President and Chief Executive Officer of Coca-Cola Bottling Company High Country.**

He grew up in Rapid City, South Dakota and is a part of the third generation of the Messinger family to enter the family Coca-Cola Bottling business. Trevor's strong and steady leadership and personal work ethic have helped drive High Country to increasing levels of success, including a significant expansion of its footprint through refranchising. Trevor led CCBC High Country as the first Bottler to re-franchise territory in partnership with The Coca-Cola Company in 2013, acquiring territory in northern Wyoming and central and eastern Montana. Since that time, Coca-Cola Bottling Company High Country has added more territory and has expanded its footprint to most of North Dakota and western Minnesota, South Dakota,

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# The Coca-Cola Bottlers' Association Announces New Officers & Members to its Board of Governors.....(continued from page 1)

Wyoming, Montana, Colorado, and Utah. Trevor's contributions to CCBA over the last four years as a CCBA officer and Member of the Board of Governors have already been substantial. His passion, heritage and knowledge will be invaluable as he leads our Association into the future.

**Mark Francoeur is President of Coca-Cola Northern New England.** Mark grew up across CCNNE's territory, attending internationally recognized Bentley University in MA. He began working with Coke Northern New England in 1993 as an Account Manager. Since then, Mark has progressed through a variety of positions of increasing levels of responsibility, including Corporate Fountain Representative, Key Account Manager, General Manager, Director of Marketing and Vice-President of Marketing. In 2013, Mark was promoted to his current role as President of Coca-Cola Northern New England. Mark has been a strong contributor in his role as Treasurer of the Association for the past two years, devoting countless hours and working tirelessly, and we know he will be equally as instrumental in his new role as Vice President. Mark is currently a Board Member of Coca-Cola Bottlers' Sales and Services and the Manchester (New Hampshire) Boys & Girls Club of America. Mark is also leading his Organization in the process of expanding territory throughout New England.

**Charlie Bitzer is Chairman and CEO of ABARTA Coca-Cola** as well as a third generation shareholder. Charlie has served in key executive roles with ABARTA, Inc., a diversified third and fourth generation family business, based in Pittsburgh, PA. Before his recent promotion to Chairman & CEO in August, Charlie was VP & COO of ABARTA, Inc., with responsibility for all of its operating companies: Press Media Group (sold 2013), Kahiki Foods, ABARTA Oil & Gas, and ABARTA Coca-Cola. Charlie is on the Board of ABARTA, Inc. and was Board Chairman of Kahiki Foods until his recent promotion. Charlie also serves on two private boards: American Textile Company and Peacock Alley; and on two Non-Profit Boards: Western PA History Center and Fountainhead Foundation. His experience will be an invaluable asset as our System moves forward. Charlie brings a lifetime of industry expertise, financial acumen and knowledge to his new role.



We also want to acknowledge and thank our outgoing Association President, **Hank Flint**, (President and Chief Operating Officer of Coca-Cola Bottling Co. Consolidated), for his dedicated service and leadership. Hank's expertise and leadership have been instrumental during the recent refranchising and related contractual negotiations.

Additionally, three new Board Members — **Will Goodwyn (CCBC UNITED)**, **Jordan Ennis (CCBW of Tullahoma)** and **Troy Taylor (Coca-Cola Beverages Florida)** were elected during CCBA's summer ballot vote.

**Will** is Vice Chairman, Chief Administrative Officer, and Corporate Secretary of Coca-Cola Bottling Company UNITED. He joined Coca-Cola UNITED in 2000 and was elected to UNITED's



Board of Directors in 2012. Will previously held the positions of Executive Vice President, Corporate Secretary and General Counsel. Will is also a Director of Southeastern Container, Inc., where he has served since 2004. He also represents Coca-Cola UNITED on the Industry Issues Committee. Will has already made significant contributions

to the work of the Association and the Bottling System as a whole, during CCBA's work and negotiations surrounding the System of the Future and territory refranchising.

**Jordan is CEO, Coca-Cola Bottling Works of Tullahoma** and the fourth generation to lead his family-owned Coca-Cola Bottling Works of Tullahoma. Not only does he bring a true lifetime of Coca-Cola Bottling experience, he also brings his trademark energy and commitment to his new seat on our Board. Jordan led CCBW of Tullahoma to a record year in 2015 and to the finals for the Market Street Challenge. He has also been recognized over the years for his team's customer execution (Walmart) along with popular and creative community program.



**Troy, is Chairman and CEO, Coca-Cola Beverages Florida.** While new to CCBA, Troy is no stranger to our industry or to the Coca-Cola System. Troy will bring his considerable strategic and financial experience as he transforms Coca-Cola bottling and service across Florida.

Troy has charted the strategy and establishment of CCBF and is recognized for his local business engagement and his company's commitment to Florida, locally and 'at large'. Troy was also elected to the Board of the American Beverage Association, effective January 1, 2017. As a recent addition to the Coca-Cola Bottling System, we look forward to the fresh perspectives that Troy will bring to our Board.

**We know you welcome Will, Jordan and Troy to our Board of Governors and we all look forward to their participation and contributions!**

Finally – please join us in again thanking **Claude Nielsen** for his leadership and service on the CCBA Board of Governors. Claude's retirement from the Board was effective on September 30th. He has not only been an esteemed member of our Board for 25 years, but also served as past CCBA President (2001-2002.)

Claude has worked in the Coca-Cola System for 37 years and his influence and impact on Coca-Cola Bottling Company UNITED and our extended system cannot be overstated.

**We look forward to working with Trevor, Mark and Charlie in their new roles as Officers and with Will, Jordan and Troy in their new role on CCBA's Board of Governors!**



**Claude accepting a Board resolution in his honor, with John Gould and Hank Flint.**

# Fall 2016 Mainstream Meeting Highlights



*"Standing room only" as John Gould walks the room through key discussion points for Mainstream Members*

Coca-Cola Bottling Company's Jimmy Briggs kicked off the session and shared his comments and observations on the state of our business. This was also Jimmy's last official meeting as President of our Mainstream group. A special CCBA morning session with Bobbie Golden, Director, Customer Programs and John Gould, CCBA's Executive Director, offered a summary and point-of-view on key

topics impacting our current business and addressed Member questions. This informative session provided important updates and pending changes to agreements specific to Mainstream business, revisited progress of refranchising work and the 21st Century Beverage Business model, as well as key points in Mainstream's role in Governance and Customer Leadership.



*John Otterbeck, Atlantic CCBC – (and Mainstream Bottlers' new President)*

Dan Markle (CCNA Senior Vice President, Franchise Leadership) commenced the CCNA portion of the meeting, followed by Jim Dinkins and his team who shared a fast-paced and content-rich series of presentations that provided a roadmap to how our System will win in 2017. Jim walked Bottlers through 2016 performance highlights that helped inform everyone on what business elements are working and where we, as a System, need to focus next – from "selling" to "value creation". Kelly Marr covered 2017 Channel and Commercial Planning and Dan Breeman offered financial insights into the overall 2017 Plan.



*Brian Sappington covers key topics ...about a key Customer!*

No Mainstream meeting would be "really complete" without hearing from our intrepid Walmart/Sams team. Brian Sappington and Curtis Stewart shared valuable insights and updates on our 2016 performance and 2017

plans with this valuable customer. We also officially congratulated Curtis – who has been promoted to Vice President, U.S. Field Sales, Walmart Global Customer Team ... and welcomed Chad Benoit, who is joining the Walmart team in Curtis's old role.

Following the afternoon break, Bottlers were joined by Hendrik Steckhan and Rudy Salas, who shared their candid thoughts and answered a broad array of questions regarding the business.

A highlight of the day was a "Round Robin" tour of The Company's Archives, its (social media) Hub along with a presentation and a close up view of the latest innovations in equipment.



*Carl Lehrkind IV (Lehrkinds, Inc.) and Francis Ellert (CCBC of Kokomo)*

Day two commenced with discussion on Zone Pricing followed by business overviews from key NRS Customer Team Leads including Target, Kroger and the Drug & Value channel. Their presentations provided informative and extensive overviews along with how each customer is evolving with their industry, consumers and the overall retail landscape.

Following the break, Jay Ard (VP, National Sales, Convenience Retail) shared overall positive results and emphasized how the Convenience Retail channel continues to offer numerous opportunities for our System. Bryan Smith (Franchise



*Drew Haynie, Michelle Moran (CCNA) and John Otterbeck (Atlantic CCBC) photo-bombed by Rudy Salas!*

The day went quickly and culminated with an intimate cocktail reception and dinner, which provided Dan Markle a perfect platform from which to present a card to Paul Wood that was signed personally by everyone in attendance at the meeting, in acknowledgement of his pending retirement at the end of this year.



*Bill Dolsen (CCBC of Yakima & Tri-Cities) and Carl Lehrkind III (Lehrkinds, Inc.)*

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# Mainstream Representation for 2017

The election process for 2017 Mainstream Representation is complete. Congratulations to those elected and many thanks to those who have and will continue to serve in 2017! We thank you in advance for your Service.

## Mainstream Officers

**President:** John Otterbeck – Atlantic CCBC  
**Vice President:** Bruce Hanna – CCBC Roseburg  
**Secretary:** Bobbie Golden – CCBA

### Walmart

Bruce Long (Voter) Ozarks CC / Dr. Pepper  
Mike Neuman (Proxy) CCBC High Country

### Sam's

Ileana Taglis (Voter) Durham CCBC  
John Richardson (Proxy) Ozarks CC / Dr. Pepper

### Costco

Mike Neuman (Voter) CCBC High Country  
Tiffany Olsen (Proxy) Lehrkinds CCBC

### BJ's

Kemp Johnson (Voter) Durham CCBC

### Albertson's / Safeway

Dave Gallegos (Voter) Durango CCBC  
Mike Neuman (Proxy) CCBC High Country

### Kroger

Mike Fox (Voter) Kokomo CCBC  
Eddie Penick (Proxy) CCBW of Tullahoma

### Value

Jeff DeBauge (Voter) CCBC of Emporia, Inc.  
Greg Gates (Proxy) CCBW of Tullahoma

### Target

Chris Estes (Voter) Ozarks CC / Dr. Pepper  
Darin Carlson (Proxy) Viking CCBC

### Drug

Chris Estes (Voter) Ozarks CC / Dr. Pepper  
Eddie Penick (Proxy) CCBW of Tullahom

### Military

Doug Smith (Voter) OzarksCC/Dr Pepper  
Greg Gates (Proxy) CCBW of Tullahoma

### CCBSS

Dwight Frierson Orangeburg CCBC  
John Otterbeck Atlantic CCBC

### CCLT

Bobbie Golden (Voter) CCBA  
Meredith Mapel (Proxy) Durango CCBC  
Bruce Long OzarksCC / Dr Pepper  
Trevor Messinger CCBC High Country  
Bruce Hanna CCBC Roseburg

### Procurement Advisory Committee

James Kinzie Atlantic CCBC  
Dennis Patrick Viking CCBC

Finally...A BIG THANK YOU to Jimmy Briggs  
for his leadership over the past two years!



# 21st Century Beverage Partnership Model Continues Successful Progress

## North America Refranchising Plan Remains On Track for Completion in 2017

The Coca-Cola System is making steady progress toward completing its North America refranchising plan. New Definitive Agreements and transaction completions for territory and production plants across the US continued throughout the third and fourth quarters. Highlights of this activity include:



**Atlantic Coca-Cola Bottling Co.** (Atlantic, IA) closed on additional franchise territory in Iowa, along with areas in Minnesota, Wisconsin, Illinois and Missouri, including six distribution centers in Iowa and one in Illinois.



**Great Lakes Coca-Cola Distribution** of Rosemont, Ill., closed on one distribution center in Wisconsin and two in Minnesota, plus production plants in Eagan, MN and Milwaukee, WI.



**Swire Coca-Cola USA** closed on seven distribution centers in Arizona and New Mexico.



**Viking Coca-Cola Bottling Co.** (St. Cloud, MN) closed on facilities in Duluth, MN, and Ashland, WI, along with surrounding franchise territory in Minnesota, Wisconsin and Michigan.



**Coca-Cola Bottling Company UNITED, Inc.** (Birmingham, AL) closed transactions for a production facility in Montgomery, AL, and an Equipment Refurbishment Center in metro Atlanta. UNITED began operating both sites Nov. 26, 2016. Coca-Cola United previously acquired distribution rights for the Montgomery market and surrounding territories in 2014.



**The Odom Corporation** (Bellevue, WA) completed its transaction to assume the Hawaiian Island territories of Oahu, Hawaii, Kauai and Molokai. Coca-Cola Bottling of Hawaii, LLC, is a subsidiary of Odom and includes the acquisition of one bottling facility and five sales and distribution facilities. The new territory increases Odom's workforce by 250 employees and its population served to a total of 13.6 million over five states. Odom is one of the Northwest's leading beverage distributors of domestic, import and craft beers and soft drinks, including Coca-Cola of Alaska.



Tampa based, **Coca-Cola Beverages Florida**, agreed to acquire franchise territory in north and south Florida, including nine distribution centers and four production facilities in Jacksonville, Tampa, Orlando and Hollywood.



**Coca-Cola of Durango-Farmington** (Durango, CO) completed its transaction to acquire territory in Gallup, NM.



**Coca-Cola Bottling Co. Consolidated** (Charlotte, NC) signed a definitive agreement to acquire 14 distribution centers in Illinois, Indiana, Ohio, Kentucky and West Virginia, and three production plants in Cincinnati, Indianapolis, and Portland, IN.

In addition, **Atlantic Coca-Cola**, **Coca-Cola Bottling Co. High Country** and **Ozarks Coca-Cola Bottling Co.** will join the **Midwest Regional Product Supply Group**, which is part of the National Product Supply Group that Coca-Cola formed to administer key product supply activities for member bottlers in order to strengthen its U.S. production system. **Great Lakes Coca-Cola Distribution** is already a member of the Midwest RPSG and **Heartland Coca-Cola Bottling Co.** (Kansas City), a new bottler led by Ulysses "Junior" Bridgeman, will become a member next year.

So far, the company has reached definitive agreements or signed letters of intent to refranchise territories that account for approximately 65% of total U.S. bottler-delivered distribution volume, which equates to 71% of total Coca-Cola Refreshments volume. The company has also reached definitive agreements or signed letters of intent for 44 of the 51 cold-fill production facilities in the U.S.





# Reflections through a Contour Bottle.....

For a long – long time, when anyone in Coca-Cola needed to learn about our Bottling System, they were referred to, or got to know Paul Wood. Paul will forever be linked with our Coca-Cola Bottling System and importantly, our Bottlers. Whenever a Bottler needed a solution or an advocate in Atlanta, they called Paul. And now, after 43 years, Paul Wood is retiring.

The saying goes, “time flies when you’re having fun.” Many of us have also shared this unique pleasure in our work and happily witnessed how quickly the years have passed, with Paul often being part of our ‘Coca-Cola experience.’ So, before Paul “leaves the building”, we wanted to have a conversation with him to reflect on an amazing and unique Coca-Cola journey.

Paul’s father, Richard (Rich) W. Wood, was a Coca-Cola Bottler in Chicago and an Owner/General Manager in Gary, Indiana. After graduating from high school in 1969, Paul moved to Tampa, Florida, and applied for a summer job as a delivery route salesman with Associated Coca-Cola Bottling Tampa. During subsequent summers while in college, Paul worked for the Chicago Coca-Cola Bottling Company.

Following his graduation from Spring Hill College in Mobile, AL, Paul was working for Chicago Coca-Cola. He was approached by its management, who recognized his work as a “vacation route salesman” and wanted him to consider a career with Coca-Cola.

And what a career it has been! He spent seven years with Chicago Coca-Cola Bottling Company and, later, five years with CCE. Prior to joining CCE, he was with The Coca-Cola Company’s USA division, joining it in 1980... and the rest, as they say is history. Paul unabashedly shares that he has always believed in the values his parents taught him, which were further reinforced by people who took an interest in his work over the years. Hard work and dedication do have their rewards.

**What comes to mind for you when you reflect upon Coca-Cola Bottlers?** My dad, being a Bottler, and my association (through my work, since 1969) with the system makes working with Coca-Cola Bottlers very familiar. I had the benefit of great training, instilled with values from leaders who modeled how we listen, care and build trust in a business.

When I think of our Bottling System, the story of baseball player and now manager of the LA Dodgers, Dave Roberts, comes to my mind. Dave was a new manager and asked an experienced manager, “What do I need to do to be successful – how can I make a difference with my team?” The answer? Focus first on building trust. Your players need to see that you care about their success and that you are tangibly working in their best interest. This is how I think we are successful working with our Bottlers. First comes trust; then the possibilities are endless.

Bottling is a local business with consumers, customers, and the community at its core. The secret formula for ongoing success is to continually do better for each of those constituencies.

At Coca-Cola, we have a heritage that no other beverage company can claim, and it’s largely based on relationships with Coca-Cola bottlers. In the bottling business, people tend to be involved for multiple generations, and it’s important for them to have a connection with the Company’s leadership. The Bottling System has some remarkable individuals and families, and our relationship with them helps perpetuate all the things that are great about Coca-Cola.

**Can you share some memorable Coca-Cola moments? Tell us about some of the people you’ve met while working with CCNA?** Memorable moments, for me, are about the people that you meet and who take the time to help you. There are countless individuals to thank, and I hope I’ve repaid some of the kindness shown me by helping others. On the fun side, I’ve enjoyed traveling into Bottler territories and seeing their connections to the community. It has been a special privilege to work with our independent Coca-Cola Bottlers and have the chance to see Bottlers in every state! I’ve had so many memorable experiences with Bottlers – our many meetings, the Great Get Together, Coca-Cola 100th Anniversary Celebration and, of course, trips to the Olympics in China and Vancouver stand out.

**What person or persons had a positive influence on your career with Coke?** What did he or she do to influence you? I’ve had the benefit to learn from so many people. Our Bottling leaders through each decade have been amazing role models. A stand out for me was Mrs. Betty Sams Christian. Mrs. Christian took the reins as president and CEO of Central Coca-Cola Bottling Company in 1981, at a time when many folks her age were also retiring, she was 60 at the time. She successfully ran the company until her retirement in 2003. Mrs. Christian believed in working with and giving back to the local community. She simply managed by doing things that consistently work in our business, i.e. focusing on consumers, customers and the community. I learned about diversity of thinking from working with Mrs. Christian and understanding her timeless values. Giving back to others is something I admired in her and other Coca-Cola Bottlers.

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## .....a Conversation with Paul Wood

Sandy Douglas is also a great leader for our System who understands the importance of each and every Coca-Cola Bottler. It's a system that relies on relationships, hard work, innovation and participation. His vision and actions are centered on creating a way for each and every Coca-Cola Bottler to participate into the future of our System.

**What do you enjoy doing most outside of work?** Outside of work...anything that includes my wife, Alice, and our children, Laura and Joshua. You might expect that since I travel so much and have found so many wonderful people along the way that I want to share them with the family. Another passion for me is baseball and being a fan of the Chicago Cubs. Their recent 2016 World Series win added a note of perfection to the year for this Cubs fan!

**Do you have a favorite quote...or words to live by?** I believe Robert Woodruff said it well: "There's no limit to how far a person can go if he's willing to let other people take the credit." Bringing that quote to everyday working relationships fosters a spirit of teamwork and selflessness.

**What – to you -- are the two to three most significant changes in how the industry, our Company and the world has changed since you began working with Coke?** The most dramatic changes have to be the number of brands we market, the capability required to grow and win in the marketplace, and the way we manage business development within a territory.

**What advice would you give someone who is starting out with the Company in Franchise Leadership work today?** Our System is full of great people who want to share their knowledge and help you. Bottlers are great teachers! Take advantage of this. Work hard, listen, focus on the other person, let people help you and ... don't take yourself too seriously.

*We know our Members join CCBA in expressing gratitude for Paul's partnership with us over the decades through countless internal and external System challenges. It's been an amazing journey!*

We thought everyone would enjoy some photo highlights from – what some of us have fondly called *Paul's Farewell Tour!*



*Paul accepting a commemorative plaque at the CCBA Annual Meeting of Membership in August*



*Paul accepting his 'card' at the recent 2016 Fall Mainstream Meeting (signed by everyone in attendance at the meeting.)*



*Paul, accepting a commemorative plaque at the (annual) Waukomis meeting, hosted by the Williams family of Corinth, MS. Appearing (left to right) is Sandy Williams, tucked behind Sandy is Ken Williams with Martin Williams, Paul Wood and Kenneth Williams. The Waukomis meeting is a Bottling tradition that has served as a forum for best practice sharing and Bottler camaraderie for many, many years.*



*Paul, with Rudy Salas, CCNA - accepting a Penley original, in honor of his service, at this Summer's CCNA Annual Planning Meeting*

## Local Marketing Notes / Member Updates

### Four Generations Keep Coca-Cola Bottling Works of Tullahoma a Vital Part of Community



Coca-Cola Bottling Works of Tullahoma

When a Tullahoma entrepreneur named Frank Tate first acquired the local Coca-Cola franchise bottling rights in 1906, Coca-Cola Bottling Works of Tullahoma began producing and selling the drink developed in 1886 by Atlanta pharmacist John Pemberton. One hundred ten years later, Coca-Cola Bottling Works of Tullahoma still produces the flagship brand and other popular bottled Coca-Cola soft drinks, as well as Dr Pepper.



*President and CEO Jordan Ennis is the fourth generation to helm the family-owned Coca-Cola Bottling Works of Tullahoma, Inc. Here, Ennis stands before family photos representing each generation. Behind him, a jersey belonging to New York Yankees player Lou Gehrig remembers Ennis' father, Steve, who died of ALS – "Lou Gehrig's disease" – in 2012.*

CCBW of Tullahoma's President & CEO, Jordan Ennis and Jordan's team were recently interviewed by the *Tullahoma News* as part of an informative article that focused on the CCBW Tullahoma plant and its overall operations.

#### Local Production and Distribution – A Brief History

As many are aware, Coca-Cola bottling plants were set up around the world to supply the US/Allied troops during World War II. Even already-established plants, like Coca-Cola Bottling Works of Tullahoma, expanded during that timeframe. By then, the franchise had been bought by Charles V. Holland and his brother J.W. In 1941, under second generation leader Jordan G. Ennis (Charles' son-in-law for whom the current President & CEO is named), Bottling Works built its Wilson Avenue bottling plant to serve the men stationed at Camp Forrest.

Over the years following World War II, Coca-Cola franchise bottling plants continued to thrive as the Atlanta-based

parent company innovated and expanded. The introduction of the nonreturnable plastic bottle, which made its debut in Rhode Island in 1975, gradually signaled an end for returnable glass bottles. The slow move away from glass became significant as technology changes in the 70s and 80s allowed the beverage industry to serve an increasingly global market.

As production changed in the 1980s, many small- and medium-sized Bottlers consolidated to form larger operations that served regional and national areas. These large operations also drove the industry's changeover to plastic bottles. In turn, many remaining small bottlers ceased production entirely to escape consolidation. However – because their lines were set up for the returnable glass containers, many switched to a distribution-only business model. Tullahoma leveraged this trend by making strategic local acquisitions and maintaining beverage production.

By the time the plastic bottle was introduced, Bottling Works had already acquired the Coca-Cola Bottling Company of McMinnville (1971) and the Dr Pepper Company of Tullahoma (1973), spurring the company's move to its current Highway 55 location. In the early 80s, the growing Tullahoma Bottling Works would also acquire Shelbyville's Coca-Cola Bottling franchise.

As Vice President and COO Ken Skutnik shared that there were more than 1,000 Coca-Cola franchises at one time, Jordan pointed out that today "there are about 70 of us nationwide - three in the State of Tennessee."

#### An Expanding Family-Owned Company

Over time, the family-owned company would adapt to industry changes, bottling the beverages it produces in plastic bottles. And among Tullahoma beverage suppliers it is unique, Ennis said, as it is the only one that still produces the soda it sells.

"My dad grew up in the business, starting here out of the military," said Ennis. "His father said, 'Why don't you come back and try it out to see if you like it?' My dad told the same thing to me in 1999, 'Why don't you come back and try it out – see if you like it?' The rest is history."

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## Four Generations Keep Coca-Cola Bottling Works of Tullahoma a Vital Part of Community.....

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In addition to carbonated sodas, the Tullahoma plant also produces Dasani brand water. In fact, unless it's sold in Memphis or Chattanooga, every 20 oz. bottle of Dasani purchased in Tennessee is produced in Tullahoma, using award-winning city water that's run through a reverse osmosis filtration process and purified to 1 percent of the sediment of regular tap water.

"It's so pure it doesn't even conduct electricity," said Ennis.

### A Community Partner

Operations Manager Jeff Morgan, who has been with the company since its 1973 Dr Pepper acquisition, shared a compelling example of how Bottling Works of Tullahoma is a good economic and environmental steward and community partner.

Jeff explained how new plastic bottles have traditionally been rinsed with water, in order to remove dust and particulates. Now – to reduce water consumption on the production line, that rinse is performed with ionized air, which Morgan said "saved about 65 gallons of water a minute."

If rinsing were performed continually over the course of two, 10-hour shifts, that would amount to 78,000 gallons of water saved each day. "It was a huge change," he said.

### A Successful Franchise

Over the last several decades, The Coca-Cola Company has continually expanded its offerings, adding juice, tea and energy drinks to its company profile; and though Bottling Works of Tullahoma does not produce all of those products locally, it distributes them along with the bottled beverages it does produce.

When the plant opened its initial location on Lincoln Street 110 years ago, it sold one product – the 6.5 glass bottle of Coke – in three counties. By 1941, the new Wilson Avenue plant employed 15 people. Today, Coca-Cola Bottling Works of Tullahoma employs more than 200 people to bottle and sell more than 500 different products and packages in 30 counties, operating from four locations in two states.

Of those four locations, only Tullahoma produces beverages. The remaining three locations – in Clarksville, Tennessee, and Elizabethtown and Owensboro, Kentucky – serve as sales and distribution warehouses.

On an annual basis, the company produces more than 2.5 million cases – or 45 million individual servings – of Coca-Cola product. Today, Ennis said, the Tullahoma operation is recognized by The Coca-Cola Company as one of the top performing Coca-Cola franchises in the country.

"The key to our success is having exceptional people working for you every day with a proud community supporting you," said Ennis. "I have a superb team of managers and associates. It's a great place to work and to build a career," said Ennis. "We're a large and successful company but we really want this place always to have that small, intimate 'mom-and-pop', family feel. We want everybody here to feel like they're part of our Coca-Cola family."

Jordan added, "I'm fourth generation - but we have many employees that are second and third generation. Their fathers and their grandfathers worked here. That's pretty neat."



Coca-Cola Bottling Works of Tullahoma



### Tupelo Coca-Cola Celebrates its 100th Anniversary

Tupelo Coca-Cola Bottling Works recently celebrated its centennial anniversary. Tupelo is part of the Corinth Coca-Cola Bottling Group. (The Corinth plant celebrated its centennial in 2007.) The reason this anniversary falls later than many plants is that Tupelo (Lee and Itawamba Counties) were previously being served by rail from nearby New Albany, MS where A.K. Weaver (The Williams' grandfather) and his partner, C.C. Clark received the franchise in 1906. Coca-Cola flows deep in Corinth and Tupelo! A true part of the community, the Williams family has stewarded the brand and business with passion and integrity.



## Fall 2016 Mainstream Meeting Highlights.....(continued from page 3)



*Matt Smith and Chipper Brown  
(Lufkin CCBC)*

Lead for Foodservice & On-Premise) offered an update and overview of the evolving and critical On-Premise Channel. Key Bottler resources, North Star and CCBSS Indirect programs were covered by Alex Durham and April Bessony, respectively.

Following lunch, an informative Bottler Best Practices session was facilitated by John Scalise, Mike Swim and Jim Gulley.

The afternoon covered key topics such as the Finished Goods Supply Agreement and National Delivered Transfer Price, with Jeff Messer, Scott Randazza and Mickey Urmann. The agenda also included a Local Media overview that highlighted the media planning process for Mainstream Bottlers, along with powerful consumer media statistics and guiding principles for smart media investment.

Bill McCrary then walked the room through scorecard metrics, performance funding, planning resources and key planning milestones through the balance of this year, to effectively finalize the 2017 Plan. Bill also offered an overview of the Annual Agreements & Investment Letter.

The Spring and Fall Mainstream meetings offer an excellent venue for Members to stay informed about our business, connect with fellow Bottlers and System colleagues, and offer input on plans as they come together. We hope we'll see you at the Spring session in Palm Springs!

## Local Marketing Notes / Member Updates

### CCNNE Helps Students Understand the Importance of Recycling



The news that The Coca-Cola Company had achieved one of its top environmental goals five years ahead of schedule (returning 191.9 billion liters of water to the communities where its bottling plants are located) was gratifying, but hardly surprising to Ray Dube, the sustainability manager at the Londonderry-based Coca-Cola Bottling Company of Northern New England. The Londonderry Production Center has long been cited as one of the most efficient and sustainable Coca-Cola bottling facilities in the country.

Earlier this year, a group of high school students from Rochester, NH, toured Coca-Cola Northern New England's Londonderry facility and observed firsthand -- the breadth and depth of CCNNE's sustainability efforts. Spaulding High School's science teacher, Darren Scopel, said Mr. Dube had spoken to his classes before and that the students "being able to listen to Ray's recycling talk, learn about



*Students from Spaulding High School learn about  
importance of recycling while touring the  
Londonderry plant of CCNNE*

the sustainability efforts that the Londonderry facility is making, and then be able to see how ideas are translated into action is great. It also gave the students the opportunity to get a much better appreciation of how the seemingly unrelated fields of environmental science, engineering and business must work closely together to find solutions to problems."

Mr. Scopel said the out of the classroom experience was valuable in another aspect as well because most of the students had never seen an industrial work place before. "It also gave students the opportunity to talk to employers and employees at the facility about career pathways and the responsibilities that actually go along with a job title," he said.

Ray shared that students and adults have a strong, positive reaction when they hear about the connections between sustainability and their local economy. "Their

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## CCNNE Helps Students Understand the Importance of Recycling

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eyes light up when you explain that recycled bottled material goes into the making of North Face jackets or New Balance running shoes," he explained. "It becomes less about the environment and more about localness of the end products they know are made at places like Foss Manufacturing in Hampton or Polartec in Lawrence (MA) and throughout the United States." Ray also gives presentations annually to schools, businesses and community organizations throughout New England.

CCNNE is a business partner of the Green Alliance, the Portsmouth organization representing more than 100 local and regional green businesses and nearly 4,000 consumer members. CCNNE is also a member of New Hampshire Businesses for Social Responsibility and is a leading sponsor of New Hampshire the Beautiful which has helped kick start recycling programs in scores of New Hampshire communities.

## Coca-Cola Northern New England is Named Business of the Year

The Greater Derry Londonderry Chamber of Commerce has named Coca-Cola Bottling Company of Northern New England as its Business of the Year.

Matthew James (Eastern Bank) presented CCNNE with its award at the Chamber's annual dinner on Oct. 6, in Derry, New Hampshire, adding that CCNNE's commitment to its employees and the environment stood out, as the Chamber considered this year's awards. Coca-Cola Northern New England has about 1,000 workers, with about 300 working in Londonderry.

"In addition to solid business fundamentals — CCNNE delivers 28 million cases of product annually to 18,000 regional vendors — they are a leader in sustainability," and "Indeed, more than 93 percent of all materials that come into the Londonderry plant is recycled in some way" James said. CCNNE sells millions of pounds of recycled commodities, working closely with other companies to turn things like recycled plastic bottles into fabric for clothing and shoes.

Allison McLean, New Hampshire Manager of Community Relations and Economic Development for Eversource Energy, presenting sponsor of the Chamber event summarized the positive impacts that Coca-Cola Bottling Company of Northern New England has had on the Greater Derry Londonderry region, and praised CCNNE for their business acumen and their many contributions to this region.

**Congratulations to everyone at CCNNE on this well-earned distinction!**



*The CCNNE team at the awards banquet: Top Left: Jim Gottwald, Equipment Coordinator; Rick Neal, General Manager – Londonderry Production Center and Mike Elmer, Director of Capabilities; seated is Paul McIver, Sales Manager – Londonderry, NH Sales Center with Lucia Ouellette, Capabilities Coordinator*

## In Memoriam

*We know you join us in sharing condolences with Vera's family.*



### Vera F. Burrell

The Coca-Cola Bottlers' Association

February 22, 1926 – September 23, 2016

Vera Burrell, 90, of Marietta passed away Friday, September 23, 2016. Vera worked for CCBA for 25 years prior to retiring in August, 1986. She was a lifelong resident of Marietta, as well as a lifelong member of Wesley Chapel UMC. She was known to all as a wonderful loving woman and a mentor to many. Vera is survived by her son, Dave Burrell; sisters, Charlotte Christopher and Jana Nowell; grandchildren, Marshall Burrell, Coleman Burrell and Savannah Brown.





## Kem Hunt Celebrates a Milestone with CCBA!

Our own Kem Hunt recently celebrated her 30th anniversary working with The Coca-Cola Bottlers' Association. Kem is the Association's resident historian, archives lead, social link with Coca-Cola Bottlers across our System, "go-to" person for almost everything - and all-around, an essential part of our CCBA team!

Thirty years can pass by quickly. To put it in perspective, when Kem began working with CCBA, the Coca-Cola System was settling down from the now-infamous launch of New Coke, Diet Coke was just beginning to forever change the beverage landscape everywhere and a different "system transformation" known as *Coca-Cola Enterprises*, was underway! Kem loves her Coca-Cola Bottling family and is quick to point out that her daughter Natalie was only one year old when Kem started to work with CCBA. So Natalie has only seen her Mom work for one employer ...her entire life. Now ...Kem's grandson, Dylan is becoming part of and witness to her Coca-Cola Bottlers' Association legacy.

We KNOW our Members all share in warm congratulations and best wishes on this very special occasion for this very special member of the CCBA team!



## American Beverage Association Appointment Notes

The American Beverage Association recently announced elections to its Board of Directors, as well as other officers and members to the Board. Of note -- **the Board elected our own Kirk Tyler, Chairman of Atlantic Coca-Cola Bottling Company, to the pivotal role of Vice Chair.** Also elected for a first term to the ABA Board, are the Coca-Cola System's Stuart Kronauge, Senior Vice President, The Coca-Cola Company and Troy Taylor, Chairman and CEO of Coca-Cola Beverages Florida, LLC. Additionally, Claude B. Nielsen, Chairman, Coca-Cola Bottling Company United, Inc. was elected to serve an additional term.

We know you join us in congratulating Kirk, Stuart, Troy and Claude as they help shape association programs, policies and initiatives for our industry.

## Member Resources



### 2016 Risk / Financial Management Seminar Highlights

This year's Fall Risk/Financial Management Seminar was held October 12 – 14th in Las Vegas. This CCBA-sponsored forum is designed to address topics targeted to current challenges and Member needs across a broad spectrum of both risk and financial management topics. The Fall Session agenda included an update and overview of regulatory compliance issues related to Group Health as well as key updates on market economics, beverage related legislation and crisis response. Attendees also benefitted from an **informative overview of the CCBA sponsored 401K and Voluntary Benefits Programs.** *These programs are timely and offer real value to our Bottling organizations in today's economic environment.*

Other topics including the threats faced by our System related to obesity, managing the risks associated with social media, developments in the area of safety initiatives and the Bottling System's role and reaction in natural disasters, were addressed in robust detail. The event included a panel discussion that focused on Bottler best practices against modified duty and return to work guidelines, to provide perspective and guidance in getting injured employees back on the job. And, this is just a sampling. This Seminar is open to all Bottlers and provides an excellent opportunity to collaborate with fellow Members, industry colleagues and experts on topics unique to your business. We encourage you to consider attending this valuable seminar next year!

Photographic highlights, presentations and reference material from this seminar is also available on your CCBA website. **You will need to log in with your password to view this content.** For more information, contact Charles Norton at 678-539-2304; (cnorton@ccbanet.com) or Ann Burton at 678-539-2302 (aburton@ccbanet.com)

## Happy Holidays to Everyone

As we celebrate the season and the great partnerships and friendships we all share...  
we extend our best wishes for a happy, healthy and prosperous 2017!



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If you have stories or information about your Bottling organization or employees that you want to include in our next edition of the Bottling Line, contact Linda Peluso at the Association at 678-539-2309 or lpeluso@ccbanet.com.