



the BottlingLine

Issue No. 337 • Summer/Fall 2019

2019 Schedule

CCBA Annual Membership Meeting
September 9-10

CCNA Ready to Execute Meeting
September 11-12

NACS Show (Atlanta)
October 1-4

CCBA Risk & Financial Management Forum
(Charlotte, NC)
November 6-8

CCBA Fall Board Meeting
October 24-25

ABA Fly-In (Washington DC)
October 28-30

Monster System Leadership Meeting
November 19-20

CCLT Meeting
December 4-6

CCBA Mainstream WebEx Call
December 12

Check the CCBA website for schedule updates (QR code)



31st Class of Coca-Cola Scholars Welcomed at Official Banquet

The 2019 and 31st class of Coca-Cola Scholars was officially welcomed and celebrated in Atlanta at their reception and awards banquet on April 4.

Coca-Cola leadership, sponsors, program alumni, and community dignitaries applauded as the 2019 class of Coca-Cola Scholars walked across the stage and joined a family of alumni 6,000+ strong, full of leaders who are driving positive change in their respective fields all over the world, *each one of them connected by Coca-Cola.*

This year, Coke Scholar alumni were prominently featured throughout the banquet. During the reception, screens shared photos of previous Scholars, along with their extraordinary accomplishments. A special moment included honoring Muhtar Kent, a true champion of the program, as he prepares to retire from The Coca-Cola Company.



The 2019 Coca-Cola Scholars with Julie Hamilton, former CCSF Board Chair and Senior Vice President, Global Chief Customer & Commercial Leadership Officer of The Coca-Cola Company; Jim Dinkins, President Coca-Cola North America; John Murphy, EVP and CFO of The Coca-Cola Company; Muhtar Kent, Retired Chairman, The Coca-Cola Company; Brian Smith – President and COO of The Coca-Cola Company; Kirk Tyler, CCFS Board Chair and CEO, Atlantic Coca-Cola Bottling and Jane Hale Hopkins, President, Coca-Cola Scholars Foundation, celebrated in Atlanta at their reception and awards banquet on April 4th

A Centennial Celebration in Santa Fe!



Getting ready for customer rounds on the company's first delivery wagon

The CCBC of Santa Fe is a special story, and began with a special man – founder, James A. Hart. Mr. Hart was born in Pennsylvania in 1897, and grew up in Albuquerque training to be an electrician. After serving in the Army during World War I, he purchased the Coke franchise in December 1919 for Santa Fe, Rio Arriba, Taos and, later, Los Alamos counties, and started bottling Coke in Santa Fe in early 1920.

The Hart family bottled and distributed Coca-Cola in northern New Mexico between 1920 and 1979. The Coca-Cola Bottling Company of Santa Fe then expanded with bottling plants in Portales, New Mexico and Nacogdoches Texas, as part of a cooperative of bottling partners.



CCBC Santa Fe's first plant. Grandson Ron Hart recalled. "In those days, it took an hour using a foot-pumped machine to bottle a week's supply for distribution to stores like Kaune's Grocery and Santa Fe Hay and Grain."

Eighteen members of the Hart Family have helped grow the company over four generations. Today, the independently-owned family business continues the Coca-Cola tradition with five grandchildren working in key facets of the company. The Board is composed entirely of family members.

From a horse-drawn buggy to a fleet of 50 service vehicles, the Coca-Cola Bottling Company of Santa Fe, along with surrounding communities, has grown significantly over the decades.

As the second largest private employer in northern New Mexico, the company distributes over 400 different products in a 65,000 square foot facility located right in the heart of Santa Fe. Besides their family name, something else that hasn't changed much since Coca-Cola Bottling Company opened in 1919 is CCBC Santa Fe's mission statement: *"We will distribute a quality product, at a competitive price with exceptional service."*

Scan the code to visit CCBC Santa Fe's website and Centennial Timeline:



Scan this code to view a video that chronicles the rich history and legacy of Santa Fe Coca-Cola Bottling Company!



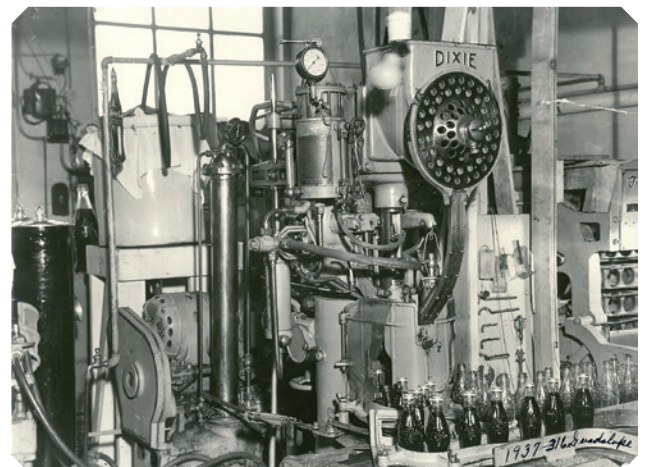
90 second history



40 minute history



Celebrating 100 Years of Coca-Cola Bottling in Santa Fe!



Hoorays echoed through the bottling room that morning when the worn-out pedal pusher was replaced with an electric bottle.

A Centennial Celebration in Santa Fe!.....(continued from page 2)



July 1933 - CCBC Santa Fe's Second Plant



Santa Fe Drivers - Always Ready to Deliver!



1939 - CCBC Santa Fe's Third Plant

Coca-Cola Scholars Banquet 2019.....(continued from page 1)



Julie Hamilton and Kirk Tyler present Muhtar Kent with a framed picture of him and a group of Scholars, after sharing how Muhtar has championed this program over the years

"When I think about Coca-Cola Scholars and what this movement, this community, really means to me, I think of it as an investment into the future... one you will all shape and build. And the positive impact of this investment is not confined by city limits, state lines, or even our international borders. On the contrary, the good done by you and your predecessors is destined to multiply and spread around the world." said Muhtar as he addressed the audience.

A joint effort of Coca-Cola Bottlers across the United States and The Coca-Cola Company, the Coca-Cola Scholars Program is one of the largest corporate-sponsored, achievement-based scholarship programs of its kind. With the addition of the 2019 class, the Coca-Cola Scholars Foundation will have provided more than 6,150 Coke Scholars nationwide with over \$69 million in scholarships over the course of 31 years. The 31st class of Scholars alone will collectively be awarded \$3.1 million in scholarships.

Scan QR Code to enjoy more detail and photos from the reception and banquet!



US Bottlers of Coca-Cola also play a central role in celebrating Scholarship winners in their respective markets! *If you are new to having Scholars in your territory, don't hesitate to reach out to the Coca-Cola Scholars Foundation team for assistance at coca-colascholars@coca-cola.com.*



Coca-Cola Southwest Beverages Wins Worldwide Competition!



Congratulations to Coca-Cola Southwest Beverages on winning The Coca-Cola Company's prestigious Candler Cup. The Candler Cup landed at Coca-Cola Southwest Beverages in June, and all of the Bottler's locations are celebrating this recognition with their team members.

CCSWB first won the U.S. Market Street Challenge before being nominated as the finalist to represent North America for the Candler Cup. Competing against Coca-Cola Amatil New Zealand (representing Asia Pacific), Coca-Cola Icecek Kazakhstan (representing Europe, Middle East & Africa) and Corporacion RICA Mexico (representing

Latin America), CCSWB was selected as the winner by a vote of its fellow global bottling partners at the May, Global System Meeting (GSM) in Barcelona, Spain.

Jean Claude Tissot, COO of CCSWB, delivered the winning presentation and accepted the award along with CCSWB CEO, Mark Schortman and Arca Continental CEO, Arturo Gutiérrez Hernández.

We know you join CCBA in congratulating our colleagues at CCSWB on this tremendous recognition! Their win is a proud accomplishment for our US bottling system!



Brian Smith, Jim Dinkins(CCNA), Jean Claude Tissot, Mark Schortman, and Arturo Gutiérrez Hernández (CCSWB) and Stuart Kronauge (CCNA) pose with the coveted prize

ABA Board of Directors Elects New Board Members

The ABA Board of Directors elected the following Board members at their Annual Meeting in July. Each was elected to a four-year term that begins immediately.

Those elected for a first term are: **William H. O'Brien, Reyes Coca-Cola Bottling, LLC**; and **Kris Licht, PepsiCo Beverages North America**. Those elected for an additional term are: **Ralph Crowley, Polar Beverages**; **Matthew Dent, Buffalo Rock Company**; **Jim Dinkins, The Coca-Cola Company**; **Wally Gross, G&J Pepsi-Cola Bottlers**; **Frank Harrison, Coca-Cola Consolidated**; and **Jim Trebilcock, Keurig Dr Pepper**.

We are privileged to have such a committed and talented group of industry leaders at the helm of this critical organization and anticipate that their diverse experience will continue to add significant value to beverage policies, programs and initiatives. *We know you join CCBA in congratulating Bill, Jim and Frank on this election.*



Introducing a NEW Logo!





Coca-Cola HAWAII
A member of the Odom Corporation

Maui Soda & Ice Works and The Odom Corporation Host the 2019 Western Region Bottler Meeting

On May 1-2, representatives from Coca-Cola Bottlers across the western region attended the fourth annual Western Region Coca-Cola Bottlers Meeting.

The Nobriga Family (Maui Soda & Ice Works) and The Odom family (Odom Corporation/ Coca-Cola Bottling Hawaii) hosted colleagues from Coca-Cola Bottling Company of Yakima & Tri-Cities; Glendive Coca-Cola; Coca-Cola Bottling Company of Glasgow; Coca-Cola Bottling Company of Canyon City (John Day); Lehrkinds, Inc.; Coca-Cola Bottling Company of Williston; Mile High Beverages; Durango Coca-Cola Bottling Company, Coca-Cola Bottling Company of Dickinson, Timber Country Coca-Cola and CCBA.

The unique and productive meeting is guided by an agenda prepared by CCNA franchise leadership with extensive Bottler input. The meeting began with fascinating presentations by Maui Coca-Cola and Coca-Cola Hawaii, where each shared its unique history and market dynamics. Most of the meeting, however, is conducted as a true roundtable discussion to offer flexibility and address issues of concern to the attendees. Best practice sharing and benchmarking are a core part of the dialogue. Issues covered a wide gamut of topics ranging from operational matters like warehousing and facilities, leveraging technology and employee practices across the ownerships. Day one ended with special networking and social time at an authentic luau.



Attendees enjoy a beautiful sunset at an authentic luau

The next day, following additional roundtable discussion, the participants toured the Hawaii market, visiting several channel formats and learning about execution, as well as challenges in the market. The meeting also provided attendees the opportunity to tour Maui Soda's facilities. The location of the meeting changes to a new Bottler every year. The western region enjoys a broad diversity of geography and cultures, so these visits offer a fascinating experience and idea lab for attendees.

Maui Soda & Ice Works and Coca-Cola Hawaii wish to thank all the Bottlers that attended the meeting and CCBA is proud to see Bottlers embracing the spirit of sharing and collaboration that is so core to our Association!

Duane Still Joins Coca-Cola Beverages Florida as CFO



Coca-Cola Beverages Florida, LLC ("Coke Florida") has named Duane Still as Chief Financial Officer (CFO) effective May 7, 2019. Duane joins Coke Florida having recently served as the Chief Financial Officer/Senior Vice President of Finance at CSM Bakery Solutions, a private equity-owned bakery products company. Prior to his role at CSM, he completed a thirty-year career in the Coca-Cola system with experience in finance roles across various operational groups. Duane held roles as the CFO for Coca-Cola North America, Coca-Cola Refreshments and for Coca-Cola International.

Troy Taylor, Chairman and Chief Executive Officer for Coke Florida, said, "As one of the newest independent Bottlers in the Coca-Cola system, we have the unique opportunity to combine our entrepreneurial spirit with the experience and expertise of leaders like Duane. He may be new as an official member of the Coke Florida family, but he has been a partner to Coke Florida from the beginning. He brings established financial experience as a Consumer Products CFO that will allow Coke Florida to focus on profitably growing our business." ***We know you join CCBA in welcoming Duane back to our system!***

Chattanooga Coca-Cola Bottling Celebrates 120 Years



Coca-Cola Bottling UNITED celebrated their 120th anniversary with the city of Chattanooga in July. Chattanooga holds a special place in Coca-Cola history, as it was the site of the world's first bottling plant.

The two new entrepreneurs returned home with renewed determination, and after securing support of colleague John T. Lupton, opened the World's First Coca-Cola Bottling Company.



The taste of Coca-Cola was "born" on May 8, 1886 in Atlanta, Georgia and had become a popular fountain refreshment. In the summer of 1899, Mr. Benjamin F. Thomas and Mr. Joseph B. Whitehead ventured down to Atlanta from Chattanooga to meet with Mr. Asa Candler, president of The Coca-Cola Company at the time.

Today Coca-Cola UNITED has evolved their production to meet demands across the Southeast "We sell as many or more low-carb, no-carb and water than soft drinks today," said Coca-Cola Bottling Company UNITED Division Director, Darren Hodges, during his interview with local media, WRCBTV. **Please join CCBA in congratulating UNITED's Chattanooga franchise on its 120th birthday!**

The two entrepreneurs conveyed their idea to bottle Coca-Cola to Mr. Candler, who thought they were doomed to fail. His greatest fear was that their efforts might damage the reputation of The Coca-Cola Company in the process. After much persuasion, Candler signed a contract, selling the bottling rights to Thomas and Whitehead for \$1.00 (A dollar, which by the way, he never bothered to collect.)

Check out the full story by scanning the QR codes.



WRCBtv Feature



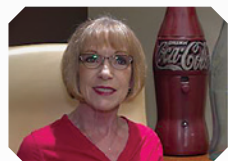
Coca-Cola UNITED Web Article

CCBC High Country Featured for Honoring 'Those Who Serve'



Over the years, Coca-Cola Bottling Company High Country has prided itself on consistently supporting those who serve our country through community outreach and by encouraging service members to consider working for their Bottling Company. Those actions were noted in a recent news feature by Rapid City's NewsCenter1.

employees. These collectible coins are an honor and special keepsake, recognized by all branches of military service.



There are approximately 40 veteran employees at CCBC High Country. Their roles range in positions from warehouse workers, all the way up to their Chief Operating Officer and even the founder of the company. Bev Morris, High Country's Human Resources Director shared how the company participates in veteran-related events and career fairs. Bev also displayed a commemorative Coca-Cola 2018 Military Challenge Coin that the Bottler presented to their veteran

Bev added, "...we can offer veterans here a variety of positions as well as levels of positions, based on the skill set that they developed while serving our country and, as an employer, help each veteran to transfer these skills to positions in our organization."

Coca-Cola High Country plans to continue to support those who have sacrificed so much to serve and protect our country.

Scan the QR code to view the full news feature and read the full article.



Glasgow Coca-Cola 'Rolls On'



Horse drawn wagons pique our imaginations and draw on many kinds of historical memories.

These wagons are an indelible part of our nation's history and its expansion. That's where the story begins for Carleen and Jeff Hayward, owners of Glasgow Coca-Cola in Glasgow,

Montana. Carleen's father, Wallace Brams, of Dupree, South Dakota worked on Pretty Creek Ranch and came across four original wagons that were in disrepair. Mr. Brams began restoring the wagons as both a hobby and a labor of love. He restored an authentic chuck-wagon and additional wagons, that were used by adventuring souls of the past.

Mr. Brams sought to restore the wagons true to their original designs, traveling all over the US to retrieve and build various parts to restore these beauties. For example, he visited Missouri to have specific lumber cut to the exact specifications of the original wagon parts; he visited Amish country to learn how to carve spokes for the wagon's hand-carved wheels and worked with steel workers to shrink the steel for the outside of the wagon wheels. The wagons' restoration became a unique and special project that spanned decades. Sadly, Mr. Brams passed away in 2011. However, in his will, he gave a wagon to each of his three daughters.

Carleen was the youngest daughter, and her wagon was – well, the last – so, it was not as fully completed as the other wagons. This is where our wagon train story takes another turn on its trail.

The Haywards transported the wagon from South Dakota to Montana, where Jeff first painted the blue wagon with red wheels to the retro green and red of previous Coca-Cola advertising days. Because the wagon was missing a few parts, it became a winter project. The end result came about with help from his employees at his Bottling Ownership. Jeff custom-built racks for the case shelves in the wagon's box, purchased tins and logos, and retrieved Coke shells (from the 1950s) from storage. They then located 600 cases of 48 unused 6.5 oz. bottles that remained in the original Chattanooga Glass cardboard shipping boxes! They were imprinted on the bottom with various bottling locations in the U.S. and painted with the Coca-Cola logo. These unused Chattanooga Glass Coke bottles were put on board, with a very impressive end result that is at once historically accurate, as well as heartwarming.

Each year, the wagon rolls along with the Glasgow 'Scotties' in their homecoming parade, sharing samples of Coca-Cola and reinforcing the 133 year brand.



Jeff Hayward on his storied wagon!



Smithsonian Channel Interviews and Features Jim Tyler in Air Warriors Episode

Atlantic Coca-Cola's Jim Tyler was interviewed for an episode of *Air Warriors*, on the Smithsonian Channel. (Yep, that's him in the plane!) *Air Warriors* showcases the amazing aircraft that have played an important role on the world stage and pushed the boundaries of aviation, gravity, and warfare. As many of you may know, Jim was a P-38 fighter pilot with the 15th Air Force during World War II.



This interview is part of *Air Warrior's* season 6 titled: **P-38 Lightning**. The P-38 was one of the most unique and deadly warplanes of World War II, featuring a revolutionary design that enabled it to travel higher and faster than any other American fighter plane at the time. This episode followed the P-38's dogfighting journey, sharing how some of its pilots were forced to learn on the job, as the **Lightning** earned its name, blazing into battle.

Scan QR code to view TV schedule for episodes of *Air Warriors*:



Scan QR code to view clips of Jim during his interview:





Maui Soda & Ice Works Featured in Retailer Success Showcase

The 7th annual “Masters of Retail Success in Maui” was held in April and featured the success stories of four local Maui County businesses across three islands. The 2019 lineup included four businesses all rooted in local culture and traditions. Among these was Coca-Cola’s “Maui Soda & Ice Works” with Wailuku-based owners Michael Nobriga and Catherine Nobriga Kim.

About 60 local business owners and entrepreneurs attended the signature event for 2019. Featured speakers shared business tips and lessons learned. The featured owners “talked story” about their road to success and the challenges of running a business from island to island across Maui County.

Wailuku-based siblings Michael Nobriga and Catherine Nobriga Kim of Maui Soda & Ice Works shared a slide show of scenes from their 135-year old business, 99 years of which can be traced back to grandfather Manuel Nobriga. The

business evolved from delivering ice to bottling the first Coca-Cola on Maui to the creation of Roselani Ice Cream. A key to the success of their business throughout the years was partnering to combine resources. This included partnering with vanilla bean farmers on the Big Island or with dairy farmers in the first Dairyman’s Ice Cream products and later Roselani Ice Cream. “Retail is partnership, and partnership is all about building relationships,” said Mike Nobriga. He emphasized the importance of investing and nurturing employees, and summarized the common theme of aloha spirit throughout the evening’s talks by saying “Love what you do, love what you sell and love who you sell it to.”



You may read the full article by scanning the QR code:



Bink's Coca-Cola Continues its 116-year Beverage Tradition

Bink's Coca-Cola and Bink's Wines & Beverages of Escanaba were featured in their local media (The Daily Press) in June. The Bink family has been involved with the distribution of beverages in the local area for more than a century and has continued to evolve and expand over the years.

Nicholas A. Bink — the great-grandfather of our own, Nick R. Bink, established Bink's Wholesale Liquor and Supply Company in 1903. Similar to many bottlers of alcoholic beverages during Prohibition, Mr Bink began bottling flavored soft drinks, and started selling Coca-Cola in 1931. In 1936, Bink's became the official Coca-Cola Bottling Company for the counties of Delta and Schoolcraft; and in 1961, Bink's bought the franchise to sell Coca-Cola in the counties of Dickinson and Iron, as well as areas in the counties of Florence, Menominee and Marinette.

The Bink family returned to the alcohol business around the same time they ceased Coca-Cola production in December 2004. Nick said both businesses now deal primarily

with selling and distributing their products. He noted a large and important part of this work involves promoting new items.

Looking ahead, Nick said the Bink's businesses will focus on extending its service areas, increasing the number of customers they serve and expanding their product lines. “Our future is about (continued) growth and looking for more opportunities to expand — new products, new customers and new territory,” he said.



Nick R. Bink, general manager of Bink's Coca-Cola and Bink's Wines & Beverages, holds a bottle of Coca-Cola in one hand and a bottle of wine from Robert Mondavi Winery in the other

Scan the code to read the full article:





Prestigious Cornerstone Awarded to Rose Ann and Michael Faber



Michael Faber, Viking Coca-Cola CEO, accepted a prestigious award in May for being one of the founding families that established *Granite Equity Partners*, a private equity firm that invests in companies in the Central Minnesota area. Coca-Cola Bottlers are at heart, entrepreneurs and Michael has certainly captured and maintained that magic! Granite equity Partners works to enhance prosperity in the towns and cities that it operates in across Minnesota.



We know you join CCBA in congratulating the Fabers on this award!



Lufkin Coca-Cola Bottling Continues Operations Through Four Generations in Texas!

Lufkin Coca-Cola Bottling was recently featured in their local newspaper acknowledging over 100 years in business and the role Lufkin CCBC has played in the Texas communities of Angelina, Trinity and Polk County. Please enjoy some highlights from the article.



Lynne Haney,
Lufkin Coca-Cola President
(4th Generation)

Lufkin Coca-Cola Bottling Company was established in 1905 by Wood Newsom, and has remained in the same family for generations since. Mr. Newsom bought the rights to distribute Coca-Cola in Angelina County and then expanded to Trinity and Polk Counties. Mr. Newsom's great-granddaughter, Lynn Haney, is the current President of Lufkin Coca-Cola, the only family owned independent bottling company in the state of Texas.

Ms. Haney acknowledges that the business has grown over the years, especially with new packaging and brands. Yet, while much has changed since 1905, she shared how Lufkin's mission has not, and is still "to refresh customers, deliver happiness and support their communities".

The company has left a lasting impact on the Lufkin community. The logo and tributes to the Lufkin Coca Cola Bottling Co. can be found in murals downtown. One such mural features the image of a float the Coca-Cola Bottling Company used in downtown parades in the past. Ms. Haney added that one of the girls in the Mural is her grandmother, Irma Newsom Franklin, (who would later

take over the company.) Lufkin CCBC still participates in the Christmas parade downtown. Ms. Haney's father and Irma's son-in-law Oscar Dillahunt, ran the business next, until Haney took the reins in 2007. Ms. Haney had worked in all areas of the company before assuming this responsibility, as she shared her love and passion for the business.

Ms. Haney credits her employees for Lufkin's success. She added the entire staff is a "phenomenal group of people that do what's expected and more." Importantly, the folks at Lufkin love what they do! Lynn shared how it is fun for her to walk through the office, when account managers or merchandisers are also in the office. She shared the animation and excitement in their voices as they talk about displays they've sold in, or promotions that they've executed.



A Lufkin CCBC employee gets ready to roll!

Lufkin CCBC also provides support where it's needed in their area, Every year Lufkin CCBC hosts its Hometown Heroes celebration, which provides food and refreshments for local law-enforcement, firefighters and EMS, to celebrate their service. Several employees also serve on various boards within the community, Haney said.

In the future Ms. Haney would love to see Lufkin CCBC expand into other counties, if territory became available and added, "I think they know that for 114 years we've been here for everyone in the community and we're here to stay, and we want to support as much as we can."

Jonesboro Coca-Cola Delivers Economic Impact to the Community



Governor Asa Hutchinson speaks to Jonesboro employees and local dignitaries

Arkansas Governor Asa Hutchinson and other dignitaries visited Jonesboro Coca-Cola's facilities and Corinth Coca-Cola leadership and employees in late April to welcome Corinth's expansion in northeastern Arkansas and celebrate the Bottler's success.

Corinth Coca-Cola acquired the Jonesboro territory as a part of The

Coca-Cola Company's 21st Century Beverage partnership model, bringing local community ownership back to bottling partners. Corinth opened a distribution center in Jonesboro and a facility in Searcy, Arkansas, as the business continued to expand. Jonesboro Coca-Cola covers all or part of 12 counties in Central and Northeast Arkansas and the boot-heel of Missouri. This expansion created 86 new jobs in the Jonesboro and Searcy areas.

"Corinth Coca-Cola's commitment to Arkansas is the result of our efforts to be more competitive in our business taxes and our growing economy," said Governor Asa Hutchinson. "The 118 people it employs with this recent expansion

will result in quality jobs with good pay for the families impacted. I am grateful to Corinth Coca-Cola for making Arkansas better." Joining the Governor were Jonesboro Mayor Harold Perrin, Craighead County Judge Marvin Day, Jonesboro Chamber of Commerce President Mark Young, and Arkansas State University Chancellor Kelly Dampousse.

Before departing, the Governor and all in attendance were treated to Coke floats and Coca-Cola's newest flavor addition, Coca-Cola Orange Vanilla. Corinth Coca-Cola was founded in 1907 and has been family owned for four generations. Since then, Corinth Coca-Cola has grown to cover portions of Arkansas, Mississippi, Tennessee and Missouri, employing nearly 500 people.



Governor Asa Hutchinson enjoys a Coca-Cola float before departing!

...Meanwhile in Jackson, TN



Bill Pate (Jonesboro Branch Manager), Jonesboro Mayor Perrin, Kenneth Williams, and Charles Taylor tour warehouse with Governor Asa Hutchinson



Corinth Coca-Cola's Jackson, TN facility was also visited by Congressman David Kustoff on August 14. Pictured is Greg Adkins, President & CEO - Beverage Association of TN, Martin Williams, CFO - CCCBC, U.S. Representative David Kustoff - TN 8th District, Kenneth Williams, President - CCCBC and Tony Woods, Jackson Branch Manager after a tour of the distribution center.

In Memoriam

We know you join us in sharing condolences with the Burrous family.



Homer Clayton Burrous, Jr.

October 15, 1926 – May 1, 2019

Homer Clayton Burrous, Jr. was born on October 15, 1926, to Homer Clayton Burrous and Susan Stacy Burrous. Homer grew up in West Point, Mississippi, with his sisters Libby and Jane. He served in the United States Army Air Corps in England and Germany during World War II. After returning home from the war, he graduated from Mississippi State University. Homer worked for The Coca-Cola Company for 31 years, retiring as Vice President of Bottler Operations. He then served as Chairman of Sunbelt Coca-Cola Bottling Company, headquartered in Charleston, South Carolina, for ten years. He also served on The Coca-Cola Bottlers' Association Board of Governors for 13 years (1986-1999.)

Mr. Burrous was deeply committed to serving and supporting his community. He served as Chairman of Spoleto Festival USA, was a member of the Board of Trustees of the Historic Charleston Foundation, and a Trustee of The Lowcountry Open Land Trust. He was a member of the Board of Governors - College of Charleston School of Business, and a recipient of the *Order of the Palmetto*. Homer was an experienced sailor who was never more at home than when he was at sea with his wife, Shirley, his family, his friends, and, more often than not, his dogs. He possessed a dry wit and unflagging good humor, which delighted his family and everyone he met. Homer is survived by his wife Shirley Callaway Burrous, their three children: Kathryn Burrous Epps (Charles), Homer Clayton Burrous III (Emily), and Peter McCampbell Burrous (Catherine); ten grandchildren: Tyler Epps (Randall), Peyton Epps (Emily), Cason Epps, Clayton Burrous IV (Anna), Wilson Burrous, Elizabeth Burrous, Peter Burrous, Jr., Bradford Burrous, Leslie Burrous, and Web Burn; and four great-grandchildren: Harrison and Rucker Burrous, Callaway Epps, and Chambers Epps.

...as well as sharing condolences with the Meek family.



Georgia L. Meek

August 21, 1935 – August 24, 2019

Georgia Meek was born August 21, 1935 and welcomed by her Lord and Savior, Jesus Christ on August 24, 2019. First called "Sugar Pie" by her family, she soon became known as "Sug" to all who loved her.

In addition to her parents, Jesse and Vera Hall, Georgia was preceded by the love of her life and husband of 64 years, Roger Meek. Also preceding Georgia is her "baby brother" Mark Hall. She lived a full life, loved to laugh and have fun. Her love of life never ended as she enjoyed time with her family dressing up as Santa every Christmas morning to entertain her grandchildren. She was loved by family and friends and never met a stranger. Sug loved Jesus and was a committed Bible teacher, studying hours and hours to prepare lessons.

Georgia's love of her family and legacy lives on in her children, Sarah Meek Howe, Georgianna Yerton and husband Stan, Roger Meek Jr. and wife Tina, her seven grandchildren and her four great grandchildren. Georgia was also eagerly anticipating the arrival of her first Meek great grandbaby. Her sister in law, Carolyn Meek Nelson and her husband Dell also survive her.

Georgia's furry friend, Stella did not leave her side. While she will be missed dearly, her family is confident that they will see her again, without pain and suffering.

In lieu of flowers, memorials may be made to the church that she loved, First Baptist Church, 1400 Grand Avenue, Fort Smith, AR 72901. To leave an online memory, visit www.edwardsfuneralhome.com

Your Family Owned Business

Prosper Across Generations®

Evolving Your Family Business Board

By Joe Schmieder

The Family Business Consulting Group presented to CCBA Members at our 2018 Annual Meeting. We thought you might find the article below of interest and can provide additional resources and available (free) webinars for you to participate in, as appropriate to your interests. Please let us know your thoughts on this and if you are interested in reading additional articles or topics related to the complexities of managing a family business.



An active board of directors, either advisory or fiduciary, that includes independent outside directors sets the optimal governance oversight tone in a family business. FBCG studies have shown that the highest-performing family firms tend to have a fiduciary board with the majority of board members as independent outsiders versus family members.

The question, then, is how best to create such a board. The boards of most family businesses that get it right have evolved into an ideal form, rather than starting as one. That is, they transition from a "paper" board — described as one that exists only on paper, including annual minutes and required legal documents — to a family-only board, to an

advisory board, to a fiduciary board with family members as the majority, to a fiduciary board with non-family members as the majority (see the figure below). Each stage represents a meaningful change from the previous one.

Family businesses that evolve their board structures to meet the growing needs of the family and business gain greater understanding and appreciation for complexities of the governance process as well as for how best to harness the board with regard to innovation and other key areas. Beyond the board's form, several other dimensions are important to consider such as size, composition, rotation, retirement and evaluation viewpoints.

Size and Competition

An FBCG survey of 360 family business boards shows the average size to be six board members, with five to nine as optimal. While data suggest that boards with a majority of non-family board members will increase the probability of greater performance, the key driver of success is a combination of highly qualified family and non-family board members representing complementary experience, skills, and perspective.

Starting with a family-only board, Granger and Associates, a waste and energy company, made steady progress over the first two generations. However, as business demands grew, opportunities became more complex, and capital needs increased, it became clear the family would benefit from outside points of view.

After in-depth education regarding the value of outside directors, one family member agreed to exit the board, recognizing that it was for the collective good of the family and business. Two other family members resigned later as they became believers in the blended family/independents governance model.

Along with enduring some family pain, it took an open mindset to promote the board's evolution. With regard to governance, some families may have had outside board members for generations, while others are just becoming accustomed to the idea.

To implement, the Grangers used a task force to create an effective blend of family and non-family board members. It used strict qualification criteria including deep experience/knowledge of the solid waste and renewable energy industries to identify independent director candidates. Concurrently, the task force applied a less stringent set of criteria to assess family members. Today the Granger family is happy to have a board with four family members and three outside directors, benefiting from board members' complementary viewpoints.

Rotation and Retirement

Rotation and replacement of board directors through a combination of term limits and mandated retirement ensures a steady flow of fresh ideas and perspective, preventing the board from becoming stagnant. Additionally, agreed-upon terms of office induce the chair or owning family to review director performance periodically. If there are term limits, the downside is that they may motivate effective directors to leave before management or owners want them to.

The goal in structuring board terms should be to maximize both freshness and stability. On one hand, the board should remain relevant and responsive to the company's changing needs. On the other hand, board structure should also afford directors an opportunity to gain a long-term perspective on the business and in-depth knowledge of its owners' values, temperament, and goals.

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Your Family Owned Business

.....(continued from page 12)

When the family board members of the Behler Young Company, a Midwestern provider of heating and cooling products and services, heard two longtime independent directors were opting not to renew their terms, they were energized to begin a search process for new members with a “non-status quo” approach to governance. Soon the search landed two directors with fresh and complementary perspectives, as hoped.

Establishing a mandatory retirement age for board members has similar pros and cons. On the plus side, a mandatory retirement age facilitates a graceful transition for more senior board members. On the other hand, because higher age is not synonymous with lower involvement or insight — and may actually relate to deeper knowledge of the company and its industry — forced retirement may result in the loss of highly valuable directors.

An innovative option is to find a supporting role for an aging yet strongly contributing board member. For example, instead of retiring a chairman, that member can be named Chairman Emeritus, acting as a senior ambassador for the company while visiting the business and attending high-profile industry events.

Board Evaluation

A robust board-evaluation process is a must to ensure a well-functioning, active, and involved board. Systematic evaluation uncovers and addresses issues related to board function and individual director contributions. Some families have standardized board evaluation processes, while others take a more casual approach.

Assessment of directors should account for the fact that advisors paid an ongoing fee, such as lawyers and accountants, are not generally considered purely independent board members. The paid advisors earn ongoing service fees, whereas other outside advisors working only on board governance activity should be able to discuss important topics from a fully unbiased position.

Similarly, some family enterprises ask their family business consultants to attend board meetings, allowing them to observe proceedings and provide input — here again, assessment of the consultant’s value is important. Another creative technique to gain expertise is to have an attorney or accountant serve as an officer. Since an officer of the company does not have to be a board member, some family firms have elected an attorney as secretary or an outside accountant as treasurer, again assessing their contributions carefully.

Confidentiality is important to us. All cases, anecdotes and examples cited by name are publicly available cases or have been approved for use by the family business described. All others are hypotheticals, composites or amalgams based on our client experiences.

This article is adapted from the book *Innovation in the Family Business: Succeeding Through Generations* published by Palgrave Macmillan, 2015. *Joe Schmieder is a principal consultant with The Family Business Consulting Group, Inc., a leading management consulting firm serving the unique needs of multi-generational family businesses worldwide. Learn more at www.thefbcg.com. This article is published with permission from The Family Business Consulting Group. All rights reserved.*



Coca-Cola Consolidated Executives Make Progressive Grocer's 2019 TOP WOMEN in GROCERY!

Progressive Grocer presented its new slate of Top Women in Grocery in its June 2019 print issue, which was devoted to showcasing overall excellence and continued achievement among female movers and shakers in the North American retail food industry. All Top Women in Grocery winners will also be recognized at a gala awards celebration on Nov. 7, 2019 at the Hyatt Regency Grand Cypress in Orlando, Fla. The event will also include an optional daytime Leadership Development Program which all honorees will be invited to attend.



Brandy Harris
Director,
Customer Development II



Camille Thompson
Sr Director,
Walmart Customer
Management



Jill Crimmins
Director,
Customer Development



Margie Boyar
Customer Development
Director



Melissa Covert
Field Director of
Customer Management

Member Resources

2019 Annual Loss Control Forum Highlights



David Lawhorn, Loss Control Manager, AmTrust addresses Forum audience

This year's Spring Loss Control Forum convened in Pinehurst, North Carolina on May 2nd and 3rd. The Forum is an annual event which is structured to provide an opportunity for Members to gather, network and brainstorm with one another on all areas of loss control and safety, and to interact with subject matter experts from a wide range of specialties pertinent to those areas as well as risk management generally. The Forum offers an intimate setting that optimizes dialogue and enables attendees to share best practices and ideas, and to ask questions that enable our System to reach best-in-class performance levels.

The Forum's agenda is designed to include a broad range of topics critical to optimizing safety and preventing loss in Member businesses. It brings together, in a single setting, leading subject matter experts and directors of environmental, quality, safety and employee health in our Bottling System, to address common challenges and work toward common solutions.

Day one presentations included an overview of recent "OSHA Activity, Distributor Claims Analysis, Preventing Musculoskeletal Injuries, Best Practices and Delivery Ergonomics" by David Lawhorn, Loss Control Manager, AmTrust North America, and Gary Pohlmann, Managing Director, Marsh Risk Consulting. AmTrust and Marsh are two of CCBA's partners in the administration and oversight of the Association's property and casualty insurance program. David and Gary were followed by Dr. Jeff Durmer, Chief Medical Officer, Fusion Health, who led a presentation and discussion on sleep and fatigue management. The important topic of low speed bodily injury claims, the physics behind this and how to rebut these claims,

was presented by John Bethea, Certified Traffic Accident Reconstructionist, JD Bethea Consultancy, and Tommy Sturdivan, Sturdivan Collision Analysis.

After lunch, Brian Small, Corporate Director of Risk and Asset Protection, Swire Coca-Cola USA, shared an overview of his organization's respective safety metrics via their "On the Job Injury Dashboard." A panel discussion followed on the topic of "Dealing with Unions in the Implementation of Safety Policies and Guidelines", led by Jeri Connolly, Great Lakes Coca-Cola, Gordan Mandt, The Odom Corporation, and John Benca, ABARTA Coca-Cola Beverages.

Day one closed with a comprehensive presentation from CCNA's Brian Muller, Health and Safety, on year-end safety performance and some key takeaways from the Global Safety Council Face to Face Meeting in Atlanta.

Charles (Norton) kicked off Day Two before introducing Dennis Padgett (Consolidated) who outlined shared highlights of his organization's pilot program on Industrial Performance. Tim Glass, VP Human Resources of Durham Coca-Cola followed, with an overview and discussion of Durham's 2019 safety goals and initiatives, using LYTX and employee-centric programs, among other tools.

The final session of the day (provided through Elizabeth Overmann, an Attorney with McAngus Goudelock & Courie) covered content that is essential across our Coca-Cola System, reviewing important topics impacting trucking litigation.

Participation in the annual Loss Control Forum, enables Members to share experiences and learn about new best practices being implemented in today's workforce and business environment, throughout the Coca-Cola Bottling System and beyond. If you are interested in obtaining the presentations from this forum, contact Charles Norton at 678-539-2304 (cnorton@cbanet.com).

Time to Celebrate A new member joins Macon Coca-Cola and our Coca-Cola family!

Introducing...

Naomi Noelle Roberts

April 17, 2019
7 lbs 11 ounces
20 Inches

Proud Parents

Michael and Erin Roberts

Proud Grandparents

Bill and Susan Mayes



Member Resources

401K and Spring Financial Management Forum Highlights

CCBA was proud to host the biennial 401k Forum and annual Financial Forum in beautiful Naples, Florida June 18-21, 2019.

The CCBA sponsored 401k Plan participating Bottlers were welcomed Monday evening with a reception dinner sponsored by AFS Advisors and Wells Fargo. The meeting started early on Tuesday with CCBA partners from Wells Fargo, AFS Advisors, T. Rowe Price, and Findley presenting on key topics, educational resources, tools and updates on 401K related economics and investments. Participating Bottlers also shared their best practices in financial and retirement education and discussed ways to use targeted communication for different demographics within our workforces. Lunch was generously provided by T. Rowe Price.

The annual spring Financial Management Forum is designed to provide insight and fellowship that supports your financial and business planning in a setting conducive to relaxed conversation and collaboration. This year's Forum covered economic topics balanced with important Company updates on matters that directly impact your bottom line.

The meeting kicked off on Wednesday, June 19 with a half-day session that covered commodities, our legislative & regulatory landscape and major trends, and insights on our industry. Day Two offered a full agenda beginning with Brian Sappington, who provided a comprehensive overview of Coca-Cola North America's digital ecommerce space, and long-range strategy, and what that means to our Bottling community. Tim Quinlan of Wells Fargo, offered an in-depth overview on our global market and economy. After a break, PJ Newcomb (CCNA) discussed the "World Without Waste" initiative and was followed by Shawn Dailey and Preston Lee (CCBSS) with Michael Peacock of Wells Fargo Commodities. Shawn, Preston and Michael covered key information and updates important to aluminum hedging.

After lunch, beverage industry analyst, Caroline Levy of Macquarie Insights provided an overview of current trends across the beverage industry. CCNA's Todd Beiger and Jim Marvel, provided a general CCNA update while Cindy Coggins and Nick Nichols provided an update on the Marketing Accrual Reimbursement System (MARS). Suzy Higginbotham, CCBA's new CFO then introduced breakout sessions to discuss CONA and NorthStar to enable focus on these two essential Bottler resources. The breakouts were led by Scott Armstrong (CONA); Cary Griswold (High Country) and Kevin Davis (eoStar). The day concluded with an intimate evening dinner at the resort.

Day three addressed critical topics to Members, covering updates on CCBSS and CBS by Michael Poarch and Cortney Herington (CCBSS) and an update on Coca-Cola National Product Supply Group and CCNA Exchange with Dan Lizdas (CCNPSG) and Mickey Urmann (CCNA Exchange.) John Gould followed with a discussion of Association and industry issues, before Suzy (Higginbotham) addressed the group to formally conclude the forum. This was Suzy's first Financial Management Forum and we anticipate exciting developments as this meeting and platform for exchange continues to evolve.

The Financial Management Forum is open to all Bottlers and provides an excellent opportunity to discuss meaningful financial management topics, collaborate with fellow members, industry colleagues and experts.



Where else can you meet on key business topics, learn and enjoy time with family and colleagues!

...And a little someone also joined Coca-Cola Bemidji and our Coca-Cola family!

Introducing...

Bexley Ann Stevens

August 22, 2018

6 lbs 13 ounces

21 Inches

Proud Parents

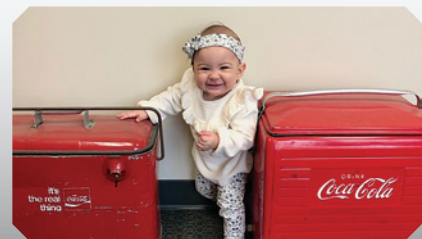
Cody and Ashley Stevens

Proud Grandparents

Jerry and Bev Stevens

Proud Aunt & Uncle

Rachel and Matt Stevens



Welcome to Our Annual Meeting Sponsors!



SE Ellis Enterprises LLC is a total beverage solutions company providing quality wholesale fountain and vending parts, in addition to kitting/assembly services. Ellis Enterprises offers both standard beverage parts and custom or specialty parts, made to customer specifications to soft drink companies and their customers worldwide. Ellis' inventory includes, but is not limited to: stainless steel products (i.e. fittings, chases, shrouds, etc.), brass fittings (i.e. compression, tees, elbows, adapters, wyes); plastic fittings (i.e. quick connects, tees, elbows, adapters); tubing, hose (braided, unbraided, bundled); and pumps (syrup, brass, stainless steel, electric).

The company also provides specialty printing services (laminating, decals, manuals, etc.) and custom kitting / assembly services to major account groups, Bottlers and service agents for fountain drinks, vending, coffee, tea, & orange juice machines. Ellis Enterprises offers excellent pricing and high quality, with fast turnaround to serve your total beverage business needs across the country (and globally).



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Founded in 2000, Verizon operates America's most reliable wireless network and the nation's premier all-fiber network. The company delivers integrated solutions to our Coca-Cola system and businesses worldwide. Verizon's media group helps consumers stay informed and entertained, communicate and transact, while creating new ways for advertisers and partners to connect.

Verizon Wireless offers Coca-Cola Bottlers special pricing on both corporate and employee liable lines through September of 2020. Pick up more information at the Verizon display and meet the Verizon Coca-Cola team!



Learn more at:

3282 Northside Parkway, Suite 200 | Atlanta, GA 30327

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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@cbanet.com.