



the BottlingLine

Issue No. 339 • Spring 2020

2020 Schedule

Coca-Cola Scholars Banquet
Stay Tuned

CCLT Meeting
April 21-23 *VIRTUAL EVENT*
July 14-15
August 11-12
December 2-4

CCBA Mainstream WebEx Call
April 30
June 18
August 20
October 15
December 9

CCNA Ready to Sell Meeting
*May 19-20

NorthStar User Summit
August 11-12

ABA Fly-In
September 9-10 (D.C.)

CCBA Annual Meeting
September 14-15

CCNA Ready to Execute Meeting
September 16-17

CCBA Risk Management & Financial Forum
September 30-October 2
(Las Vegas)

*Asterisk * indicates event is likely to change. Please check website.*



A Note from John...

Dear CCBA Members,

In the midst of this unbelievable Covid-19 crisis – this strange new world in which we find ourselves – I know it's terribly hard to feel fortunate right now. But I would submit to you, we are in fact truly blessed to be part of this great Coca-Cola Bottling System! All of you have faced immense challenges thus far – personal and professional. And even more concerning is the uncertainty – the fear of whether the worst is yet to come... Yet, I maintain that we are blessed. And I have personally never been more proud and honored to be part of CCBA and the Coca-Cola System.

This horrible pandemic has highlighted some of our System's greatest qualities. From the very start there was incredible determination to meet spiking customer and consumer demand, while showing deep concern and care for the health and safety of our people. Our front-line people have performed heroically, enduring long days and difficult conditions. Recognizing that no one had the "answers", Bottlers began sharing and collaborating like never before. We saw the implementation of numerous routines to provide information and drive best practice sharing. Obstacles were overcome and solutions found by listening and learning from one another.

As the crisis has deepened, so has our System's resolve. Never have we acted with more speed and agility. Creativity and innovation have been on full display. We've seen Bottlers producing and sharing hand sanitizer, something unimaginable not long ago. We've stepped up to support our communities and there have been numerous stories of product donations, financial contributions, support of first responders and other forms of community assistance. **Your generosity, commitment and tenacity have been absolutely inspiring!**

We know many more challenging days lie ahead. We know so many of you are tired, frustrated and anxious about your future. But in those moments of doubt, I encourage you to count your blessings... and recognize how blessed we are as a System. We are in an incredible business and people will always want and need our products. We represent remarkable brands, among them one of the world's most beloved in Coca-Cola - inscribed on your facilities, trucks, uniforms and carried in your hearts. Your businesses have survived generations of other tumultuous world events and challenges and always emerged stronger on the other side. And our people... the Bottlers of Coca-Cola... are nothing short of amazing. We have one another – our Bottlers' "Association" and our "association" with each other – serving as remarkable assets. You are not alone in this.

So yes, we are blessed! Even in dark hours, we are blessed because of who we are and what we do. And The Coca-Cola Bottlers' Association, its staff, Bottler officers and the many, many Bottler volunteers who support its work, are blessed to serve you. It is our honor to do so and we will stand by you in this time of need. **We WILL get through this... we will get through this together.**



Mainstream Bottlers Meet in Palm Springs



The sun shone on this year's Spring CCBA Mainstream Bottlers Meeting, held on February 13 & 14. The weather was with us, as we enjoyed a warmer and sunnier few days, as opposed to last year's record setting rain! This meeting, a Mainstream Bottler tradition, held annually in Palm Springs, California, is an important summit for business updates, discussions and best practice sharing.



Phenomenal work by the local Reyes CCBC team!

CCBA Mainstream Bottlers knew they were in the right place as they entered the hotel lobby that had been transformed by the local Reyes Coca-Cola team in celebration of our Mainstream Bottlers and Coca-Cola's sponsorship of the now postponed, Summer Olympic games in Tokyo. Even with the postponement, we are fortunate as a System, to look forward to eventually celebrating and activating this valuable asset!

Ilene Grimes (CCBA VP, Bottler Support Services & Customer Governance) opened the meeting with a warm welcome and shared perspective on the meeting's theme,

"Innovation, Execution, Success" with insights into how the theme would tie into the content that attendees would receive throughout the meeting. Ilene also talked about our brand partners, sharing that leadership from all four (4) brand companies were participating in the meeting, with a first-time appearance from Keurig Dr Pepper! Ilene then turned the stage over to John Gould (CCBA CEO & Executive Director) who provided a stewardship update covering the substantial activity CCBA was engaged in last year, then, turning to this year, sharing CCBA's strategic areas of focus and advocacy for 2020.

Michael Mathews (CCNA) took the stage and offered an update on CCNA's 2019 business results and plans for accelerating growth in 2020 and beyond. Dawn Chatham (CCBSS) followed, reviewing the Coca-Cola Bottler Sales & Services portfolio of Bottler services and updates to their Procurement website. Jim Marvel (CCNA) reviewed key learnings from the 2020 planning process along with how these learnings have been the fuel for improvements to the 2021 system planning process and its key milestones.

The remainder of the morning and most of the afternoon was focused on Bottler Best Practices, which is always a crowd favorite. Darin Rice shared several Bottler capability tools/resources and was then joined on stage by a selected Bottler at the end of each capability overview to share their ownership's best practice with the audience. Following is an overview of the Best Practice Sessions and if you would like more information, we encourage you to reach out to your Bottling colleague presenter.

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Mainstream Bottlers Meet in Palm Springs.....continued from 2

- **Joint Business Planning:** John Otterbeck shared Atlantic's Joint Business Planning Capabilities Roadmap and how that led to a very successful DIM1 (day one minute one) execution of Coke Energy.
- **Collaborating For Value:** Karen Satrang shared High Country's C4V (Collaborating For Value) Best Practice that focused on using the interactive training to provide the team a solid understanding of our brands and categories along with the available in-field tools so they can now calculate profitability in the field while collaborating with customer decision makers. High Country's stellar results included converting a competitive account into a Coke exclusive account!
- **Frontline Total Beverage Essentials:** Ken Williams joined Darin to share how Corinth Coca-Cola found success engaging their associates incorporating the Frontline Total Beverage Essentials Tool into their live C4V training sessions and sharing the learning with their customers. It also came to light that these training sessions included a team meal that, apparently, is not to be missed!
- **Warehouse Optimization (WO) & Distribution Optimization (DO):** CCNA has partnered with two Warehouse and Distribution Optimization consulting firms, Precision Distribution Consulting (PDC) and SOLVE Technologies, LLC to offer their services to interested Bottlers and

Darin shared an overview of the initiatives. Wendy Aguilar of Yakima/Tri-Cities shared the work her ownership is now engaged in with PDC on warehouse optimization, which involved a complete re-staging of one of their warehouses, with very successful results. Yakima/Tri-Cities' successful implementation of WO piqued a high level of interest and questions from the audience. Tiffany Olsen of Lehrkind's Coca-Cola then presented and shared how her organization is finding success in the WO/DO process with SOLVE Technologies. This also garnered lots of interest and questions from their colleagues.

- **Route Optimization Software:** While not a capability resource offered through CCNA, many Bottlers have identified the need for uncomplicated Route Optimization Software for their annual route analysis and planning. Corinth, after identifying the need, researched several options, eventually selecting "Truckstops". Ken Williams came on stage to share this software solution and the exciting results of how it has allowed them to move away from spreadsheets, and to consolidate routes, improve total miles driven and decrease time spent making "dynamic" route changes.
- **RED:** Our last best practice of the day was from Dave Gallegos, who covered an overview of RED at Durango and the key successes they've experienced as a result of their mindful execution.

The afternoon was just as action packed as the morning! Darin Rice provided an update on the PicOS tool, Ginny Farrell (CCNA) informed the group of the enhanced Anaplan Tool scheduled to launch by the end of Q1 2020 and Lisa Licata shared marketing updates and talked about how the audience might leverage local media opportunities in their territory.

The North Star SteerCo Chair, Cary Griswold (High Country) and Vice Chair, Roy Howard (Clark), reviewed North Star updates, the benefits of transitioning to the Cloud and features that will be available with the next eoStar release. Darin Rice followed, providing an update on myCoke.com and its expected availability date for North Star Bottlers.

Mickey Urmann was the last CCNA guest presenter of the day, updating the group on the current COGS environment, which were looking favorable.



BODY ARMOR Avenger, Bruce Long displays their award!

Finally, day one concluded with a chat with BODYARMOR Leadership, where Paul Lukanowski, COO, shared a brief overview of 2019 performance, highlighted how their organization and teams have grown and gave us a view into BODYARMOR's 2020 Business Plan. Paul then covered overall BODYARMOR Share-By-Bottler and awarded Cookie Rice and Ozarks Coca-Cola / Dr Pepper Bottling Company the "Top Share Bottler Award."

The poolside dinner was chilly but lively! BODYARMOR graciously provided beautiful wines and other libations to keep everyone warm while they re-connected with old friends and met new ones!



Cookie Rice, Sally Hargis and Bruce Long receiving the BODYARMOR Top Share Bottler Award

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Mainstream Bottlers Meet in Palm Springs.....continued from 3

Day two began early with a delicious breakfast assortment for all attendees, graciously sponsored by the CASO Dr Pepper team. They then presented the CASO Bottlers with highlights from 2019 and a look at the exciting plans for 2020, which included sampling of their first permanent innovation in 10 years - Dr Pepper & Cream Soda.

All Bottlers were then invited in and Monster's Emily Tirre took us through their success in 2019 and the plans for 2020 with an engaging dialogue and audience Q&A. Joe Davis (CCNA) shared updates on the Digital Integration Organization. Joe covered fascinating insights around shopper and consumer data in the digital and eCommerce space, as well as a view into the work CCNA is doing against Click & Collect, especially as it relates to Immediate Consumption. Click & Collect is referred to shopping occasions when a consumer selects and pays for their groceries items on-line and then picks them up at or outside of the store. With 16% (and growing!) of U.S. households utilizing Click & Collect, it's an important part of our System's business.

The importance of how we go to market can never be overstated. After the break, attendees learned about another DIM1 execution success that Ozarks, Odom and Coke Northeast implemented with the Coke Energy Launch, prompting many questions from the audience around ideas for their respective ownerships.

The last session of the meeting, as always, was the "Bottler-only" discussion facilitated by Bruce Hanna, Bruce Long, Ilene Grimes and John Gould. Member dialogue covered a wide-range of topics discussed across all of our system franchise partners.

Bruce Hanna officially adjourned the meeting, letting Members know that we look forward to seeing everyone at next year's meeting! **Scan the code to review and download select presentations from the meeting (password necessary):**



CCBA's goal is to facilitate meaningful Mainstream meetings that benefit our Bottling community and encourage full participation by all Mainstream members. We appreciate everyone who took time to complete the online survey feedback **and will use this to inform next year's session!**

Meredith Mapel appointed to Fort Lewis College Board of Trustees

Gov. Jared Polis appointed Meredith Mapel, a Durango native and President/CEO of Durango Coca-Cola, to Fort Lewis College's Board of Trustees. The Colorado Senate voted to confirm Mapel's appointment on March 3, 2020 during its legislative session.

Meredith Mapel has worked for Durango Coca-Cola for 20 years and has served as its president since 2016. The third-generation, family-owned business has been operated by her family for more than 80 years. "It (Fort Lewis College) is a valuable asset," Meredith told The Durango Herald about why she wanted to serve on the board. "It's very, very important for the health of our community."



Meredith added that she hopes to bring her business acumen to help guide Fort Lewis College through several of its challenges, which include increasing enrollment and improving retention and operating efficiencies. "This is a tough time for higher education," Mapel said. "Hopefully, my local business background will bring a good perspective for the board."

Fort Lewis College President Tom Stritikus stated "One of our strategic priorities is to be the first destination, regional stop for education needs. So, having people with local connections helps leverage that."



Welcome the 32nd Class of Coca-Cola Scholars!

From 93,075 applicants across the country to 1,928 Semifinalists to 251 Regional Finalists, the Coca-Cola Scholars Foundation (CCSF) recently announced the 2020 class of 150 NEW Coca-Cola Scholars!

Each Scholar receives a \$20,000 college scholarship and joins an extended family that fosters lasting connections with the Foundation and each other. Coca-Cola Scholar alumni stay in touch through regional councils, special events, and through their local Coca-Cola

Bottlers. Alumni often unite to organize and implement community service projects that enable them to make an even greater impact together.

If you are new to having a scholar in your territory, don't hesitate to reach out to the Coca-Cola Scholars Foundation Team for assistance. Traditionally, the CCSF team sends a package with certificates to present to the new Scholars, often at their school's award ceremonies or another event arranged by the bottler.

As many schools are currently closed, the CCSF team will be reaching out with an update for how these may move forward. In the meantime, please scan the code (to the right) to complete this google info sheet to note where to mail the certificates for your territory, once the team is able to do so.



The Coca-Cola Scholars Foundation is the largest achievement-based and corporate-sponsored scholarship program in the country. With the addition of the 2020 class, the Coca-Cola Scholars Foundation will have provided more than 6,300 Coke Scholars nationwide with over \$72 million in scholarships over the course of 32 years.

If you have any questions, please contact Jamie Williams, (jwilliams@coca-cola.com) CCSF's Director of Scholarships. **Please scan the code (to the right) for a list of 2020 scholars.**



DISTRIBUTION AND WAREHOUSE OPTIMIZATION

It was evident during the Mainstream session in Palm Springs that the topic of Distribution Optimization & Warehouse Optimization was pivotal. This is a critical business capability that CCBA wanted to highlight further.

What is WAREHOUSE OPTIMIZATION & DISTRIBUTION OPTIMIZATION?

Warehouse Optimization & Distribution Optimization, referred to as WO and DO, is a key capability that was identified as a need last year, so CCNA engaged with two consulting companies, each with slightly different approaches and piloted with five Mainstream Bottling Partners; two testing WO, two testing DO and one testing both WO and DO.

Why is it needed? WO and DO are needed to successfully address the many new SKUs that continue to be introduced in order for our system to continue to meet consumers needs and the ever-changing marketplace. This puts additional constraints on the warehouses throughout the system.

CCNA has partnered with two external consultants, to build out Distribution Optimization & Warehouse Optimization (DO & WO) support and capability.

Why consultants? The consultants are subject matter experts in this area. Each provides an objective point of view on how to efficiently and effectively manage the various distribution and warehouse operations, to keep up with SKU proliferation, improve daily operations and lower costs.

Who are the Consultants?



Scope of Work & Focus Area

Solve employs many associates that have previously worked in the Coca-Cola System. Solve Technologies focuses on observing operations and ride-alongs to provide recommendations on foundational processes for improvements.

Consider Solve Technologies for:

- Warehouse Optimization: Foundational Processes with Basic Layout/WH Flow and eoStar value realization
- Distribution Optimization: Foundational Processes



Scope of Work & Focus Area

PDC has worked with the Coke system over 15 years and other beverage companies. The PDC team looks at

historical data to understand trends and patterns. They then observe operations and measure the facility to provide a recommended layout and processes for improvement. **Consider PDC for:**

- Warehouse Optimization: Detailed Warehouse Design and Analytics with Process Recommendations and Business Case

What/where are the Pilot Programs?

- Middlesboro: WO (Solve)
- Corinth: DO (Solve)
- Yakima: WO (PDC)
- Durango: DO (Solve), WO (PDC)
- Bozeman: WO & DO (Solve)

What did we learn from the pilots? We learned that there isn't a one size fits all solution. There are currently five different options that can be deployed. CCNA would most likely recommend either WO or WO/DO together vs stand-alone DO. There is also a cost benefit to do these together.

All WO and DO engagements include onsite visits, deep dives into operations, discussions and review of finding and recommendations, which lead to prioritizing and developing timelines to execute and monthly Follow-Ups on Aligned Priorities to track progress.

If you would like to learn more about Warehouse and Distribution Optimization, please reach out to Ilene Grimes @ 678-539-2307 or igrimes@cabanet.com.

Your Family-Owned Business

Building Family Harmony Starts with Living Our Values

By Deb Houden, Ph.D.

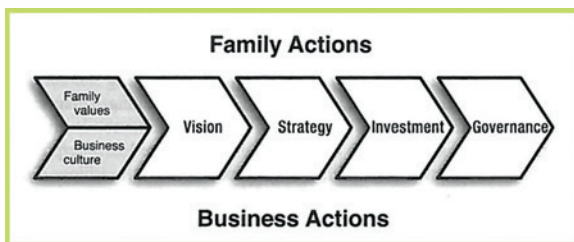
We thought you might find the Family Business Consulting Group article below of interest.

Family harmony is a critical component to a strong family business. Alignment in vision and values and strong commitment from family members helps business leaders to make tough decisions that will steer the company in an appropriate direction. Family harmony and competitive advantage can result from this alignment.

What does family harmony mean? It means the ability to trust and support, communicate differences in a constructive manner and look beyond the self (and immediate family) at a broader picture. It means continuous work and constant reflection on actions that keep a healthy connection with the family as a larger unit. Family harmony does not mean there are no arguments. It does not mean sacrificing the self to be subsumed by the larger whole, without voice or choice. As Randel Carlock and John Ward state in their book *When Family Businesses Are Best: The Parallel Planning Process for Family Harmony and Business Success*: "Business interactions are professional and temporal, meaning that plans require clarity and a relatively short time frame; family relationships, in contrast, are emotional and last forever."

Structuring Values

Family harmony can be aided by focusing on a simple structure to identify and clarify family values and using those values as guideposts in family and business vision, strategy, investment and governance.



The five steps of the parallel planning process from *When Family Businesses Are Best: The Parallel Planning Process for Family Harmony and Business Success*.

But identifying and clarifying family values isn't enough. It takes real courage and tenacity to make sure future family decisions and actions are based on values. Just as empty business values can create cynical and disheartened

employees, so too can empty family values create cynical and mean-spirited family members. Adhering to common family values can steer the family towards productive behavior and appropriate business decision making.

Patrick Lencioni argues in "Make Your Values Mean Something" (Harvard Business Review, July 2002) that businesses need to identify their core values. He suggests that there are four different types of values: core values, aspirational values, permission-to-play values and accidental values. Lencioni asserts that companies which identify, cultivate and adhere to their core values achieve a distinct competitive advantage; so, too, can a family. When business owning families cultivate and adhere to their core values, they give the company and their family an advantage in prospering over the generations to come.

Values in Action

As consultants to family business, we often begin our work with families by helping them identify their core values in action terms. Many times, when we ask about their values, we get answers like "respect, integrity, honesty." Sometimes families identify these values, but then don't live by them on a day-to-day basis. One family had spent considerable time on a values exercise coming up with the following list:

- Honesty
- Integrity
- Caring
- Supportive
- Togetherness
- Generosity
- Respect

The family truly believed in these values but their everyday experiences with each other were in conflict with this vision. This family's sibling group was mired in competitiveness, hurt feelings and mistrust. In-laws were perceived as out-laws and the parents had positioned themselves as arbitrators and communication conduits for their children. At one point, the siblings hadn't talked to each other in quite some time. Many of the values they had listed were aspirational values. The values of "caring, supportive, togetherness, and respect" simply were not their values in action. It was what they wanted their values to be - what they aspired their values to be - but it wasn't supported by their behavior. Unfortunately, the group did not have

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enough trust built up between them to develop the tenacity needed to achieve their aspirational values.

Achieving Actionable Values

We spent time honing their list of values and breaking them into three of the four components described by Lencioni: core, aspirational and permission-to play. Core values consisted of honesty and generosity. The values of integrity and respect were identified as permission-to-play values - simply those values that were deemed necessary in each of us as a human being to belong to a group. Finally, the aspirational values were identified and honed to work towards as a common goal for the family.

At each meeting, the values were reviewed and each individual was asked to reflect on how they did or didn't live those values since we had last met. Each family member did a lot of soul-searching, reparation and subtle changing to help the larger family work through their challenges. By naming the value and the behavior associated with that value, the family was able to identify how they could modify their actions to start living the values they deemed important.

Unfortunately, many families have an expectation that their family has certain values, but the mismatch between values and actions leads to disappointment, ill will and hard feelings. Ultimately, the family mentioned here reached "caring and supportive" as core values in their actions. Through courage and tenacity, the family was able to identify, clarify and ultimately live their core values. As a result, some of their other aspirational values turned to core. Today, the resulting harmony in their family has given their business a competitive advantage over others in their industry because of the time, courage and adherence given to their core values.

Aligning Values for Future Generations

Another family that had gained considerable wealth from their family enterprise was concerned about the next generation coming of age. The first-generation parents had created the wealth and were anxious about the potential for entitlement, division and squandering among their children and their families. Some of the siblings were employed in the business, and some were not. Their parents had done considerable estate planning but had not communicated any details to their children. Soon, the siblings (and their families) would receive some of the benefits of ownership due to the estate planning.

To help the family deal with their concerns about carrying the values forward, we worked in distinct groups: the wealth-generating parents as one group, and each sibling and their spouse as the other groups. Each person had to

choose 10 values (out of a provided list of 50) that they believed identified their family. Then they were asked to rank the top five in order of importance. When the entire group met again, each subgroup identified their values and the family then worked to find a common thread among all the values presented.

The next step was to associate the values with behaviors in the family. What they discovered was considerable agreement with each other over their core values and the associated behaviors of those values. The first generation parents were pleased to see their children and spouses were grounded in the same values that they were, and that it showed in the way they treated each other. As with many families, the siblings couldn't be more different in their personalities, but when it came to their values, they were remarkably similar and aligned. Developing this understanding about the values of the second generation created a bright spot for the future of the enterprise, as well as for the family. The siblings trusted each other because of their alignment and were poised to make intelligent decisions regarding the future of the family enterprise and the wealth they were going to receive.

As a family grows through generations, it is even more important to identify and clarify the family values in order to maintain the harmony needed in a family enterprise. Additions to the family through marriage bring in new values which can be beneficial to the nuclear family, but may pull at the core values once identified by the initial enterprising family. Each generational group should review the core values of the previous generation (along with the associated behaviors) to ensure the alignment of family values to drive vision, strategy, investment and investment and governance. This can be true for an operating company, a foundation or possibly a family office.

Values alignment helps to clarify why the family should remain together as shareholders, and helps the enterprise gain an advantage - because of family harmony.

Excerpts from: Carlock, Randel S. and Ward, John L. *When Family Businesses Are Best: The Parallel Planning Process for Family Harmony and Business Success*. New York, NY: Palgrave Macmillan. 2010. Page 32 and 53.

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UNITED Celebrates Grand Opening of New South Metro Atlanta Facility!



Atlanta Coca-Cola Bottling Company celebrated the Grand Opening of its new \$86 million sales center at 4913 Mason Road in Union City, GA on Friday, January 31. The 456,000 square foot facility – which includes a sales and distribution center, warehouse, fleet shop, administrative offices and meeting space – represents one of the largest investments in a sales center in the U.S. Coca-Cola System. It also sets a new standard in warehouse systems for the beverage industry, utilizing state-of-the-art technology that benefits both employees and customers. Approximately 750 employees work at the facility.

The South Metro Sales Center will serve more than 10,000 customers throughout Atlanta who refresh some 2.8 million consumers annually with beverages from the expansive Coca-Cola portfolio. The facility, which has been operating since the end of 2019, serves fifteen counties across southern metro Atlanta. State, Fulton County and Union City officials were present and spoke from the heart regarding their excitement about this employment 'beacon' in their community.



Atlanta and Coca-Cola UNITED leaders officially cut the Ribbon!

"We're absolutely ecstatic about the state-of-the-art Coca-Cola UNITED facility joining our community and becoming part of the Union City family," said Vince Williams, Mayor of Union City. "The strong investment of over \$80 million dollars proves they're serious about a committed relationship with the Atlanta metro area and the Union City community!"

In addition to being state-of-the-art in facility design and operation, UNITED implemented a sustainable and socially responsible construction process that considered the facility's impact on the community and environment.



Sustainable and Socially Responsible Construction Process

"In both the design and construction of South Metro, we took into account how the facility would impact our local community," said Stan Ellington, Vice President of Supply Chain and Operations for Coca-Cola Bottling Company UNITED. "We wanted the facility to blend in harmony with the community by incorporating benefits such as noise reduction, low level lighting, landscape buffers and plantings and, of course, procedures to assure safe traffic flow. In addition, in coordination with UNITED'S general contractor, Brasfield and Gorrie, the company achieved a 20 percent MBE/WBE/DBE participation (Minority/Women/Disadvantaged Business Enterprise) through job fairs and community outreach."

Vertique System



The South Metro Sales Center sets a new standard in technology for a beverage sales and distribution center. It uses a "Vertique" warehousing system, manufactured by System Logistics, which turns the case picking process into an organized, more ergonomic and efficient sequential operation, with less stress on associates and not as labor intensive. The design of the facility also accounts for harmony in people movement, truck logistics and product flow. A new Easy Pallet system provides efficient flow of operations and people and minimizes the number of touches to the product before reaching customer shelves.

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UNITED Celebrates Grand Opening of New South Metro Atlanta Facility!

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Loading Docks



Approximately 36 million cases of beverages will be loaded annually out of the facility, which includes a 375,000 square-foot warehouse; a 25,000 square foot fleet maintenance area; 36,000 square feet of administration space, and a 20,000 square foot service department for equipment and vending repair.

In the past five years, Coca-Cola Bottling Company UNITED has invested more than \$145 million in Georgia, with about 90% of that investment in the Atlanta metro area. Atlanta is the largest single market in Coca-Cola UNITED's six state territory,

with some 2,100 associates. In addition to this major investment in Atlanta, Coca-Cola UNITED recently broke ground on a future \$60 million sales and distribution center in Tifton, which is in south Georgia, and is planned to open by the end of 2021.

Coca-Cola UNITED and Tifton community leaders came together on January 24, 2020 to break ground at the site of the new 300,000 square foot warehouse and sales center to be built. The \$60 million dollar state of the art facility is expected to bring 200 new jobs to the city. This new facility is expected to distribute millions of cases of non-alcoholic beverages to customers annually. The facility will include a sales and distribution center, warehouse and office space and will serve as a hub to distribute products and services to customers and other smaller Coca-Cola sales facilities throughout South Georgia and parts of the Florida Panhandle.



From Left: David Dove (Office of Governor Kemp), Charlie Yarn CCBCU, Mike Suco CCBCU, Rick Terrell CCBCU, Congressman Austin Scott, Mayor Julie Smith, John Sherman CCBCU, Brian Marlowe President Tift-County Chamber of Commerce



Lufkin Coca-Cola Bottling Company Leadership News

Lufkin CCBC's General Manager **Jim Watkins** is retiring in June 2020. Jim joined the family at Lufkin Coca-Cola after a 25 year career in telecommunications! Ten years certainly passed quickly when you love what you do...and we know Jim has enjoyed his Coca-Cola chapter as Lufkin's General Manager. He continues to mentor his team and we know Jim is looking forward to spending more time with his wife Kelly and their children and grandchildren...and more time on the water and in the woods!



Jim Watkins and Van Watson

Jim stated "he will be forever grateful for the amazing people he met and worked with across the Coca-Cola System. It really is a special industry." Jim - we say "back at ya"!

Jim will be passing the Coca-Cola baton to **Van Watson**. Jim and Van have worked alongside one another since February 3rd to ensure a smooth leadership transition. Van is a native East Texan and a graduate of the University of Texas at Austin. He joins Lufkin Coca-Cola after a 30 year progressive career in banking, primarily in the Lufkin area. Van is well known and highly respected in their market. Jim is excited to introduce Van and knows he will be an extremely positive addition to the Lufkin team and the Coca-Cola system.

We know you join CCBA in congratulating and thanking Jim and welcoming Van!

ABARTA Leadership News



After an amazing Coca-Cola career, **Pete Benzino** has decided to retire effective December 31, 2020. Pete led each of ABARTA Coca-Cola's business units throughout his 41 year career, culminating in leadership of the Company's entire beverage business in 2014. Pete also led the transformation of ABARTA's Coca-Cola business in July 2017, when the company acquired additional territory and tripled in size.

Pete has positioned ABARTA Coca-Cola for great continued success going forward. During his tenure, ABARTA Coca-Cola established strong local branding and supported a high level of local sourcing, community involvement and commitment to the environment. All of us who have worked with Pete over the years will miss him greatly.

As a result of Pete's impending retirement, Charlie Bitzer, President & CEO of ABARTA Coca-Cola Beverages also announced that **Jim Dinderman** accepted the position as President of ABARTA Coca-Cola Beverages (ACCB), effective Jan 1, 2021. In his announcement, Charlie shared that Jim has earned this opportunity through his experience and success in our Coca-Cola system over the last 31 years, along with his values, professionalism, persistence and leadership during and after ABCC's business transition.



We know you join CCBA in congratulating and thanking Pete... and congratulating Jim in his new role!

Celebrating Its Past and Planning for the Future



Celebrating the Past...



The Rice Lake team!

Viking's Rice Lake, Wisconsin branch celebrated its centennial! The Rice Lake territory has a rich history that goes arm-in-arm with Rice Lake Coca-Cola. One hundred years goes fast when you are building a community and business together. Here are photos that capture the joy and celebration of this milestone.

Viking Coca-Cola has been on the move since it was founded in 1952. Headquartered in St. Cloud, Minnesota, Viking now has thirteen branches throughout Minnesota and Wisconsin.



Viking CEO and Owner, Michael Faber and Darin Carlson, Vice President, Sales & Marketing



Commemorative plaque acknowledging Viking Coca-Cola's Rice Lake location for its century of growth ... and of course a Coca-Cola cake!



Viking Coca-Cola Transforms its Headquarters for the Future!



It is often said “a picture is worth one-thousand words.” We’ll let the pictures speak for the incredible work that Viking Coca-Cola has implemented in redesigning their corporate offices in recent months.

This redesign project added 7,000 square feet, quadrupling Viking CCBC’s conference room space and showcasing a contemporary design that’s built to last. The new design is intended to support Viking’s three pillars of brand essence words, heart, vibrancy and horizon.

Viking’s brand essence is key to how the Viking brand is defined and perceived by its Customers. Viking’s brand essence provides its management a shared, intuitive and deep understanding with a core, common language that guides all aspects of their business.

The building’s entry showcases Viking Coca-Cola’s history and accomplishments over the years. *Note that beautiful granite exterior!* The St. Cloud area is known for its granite, and the folks at Viking worked to incorporate this natural resource into the exterior and interior design -- to last for the next hundred years!

BEFORE

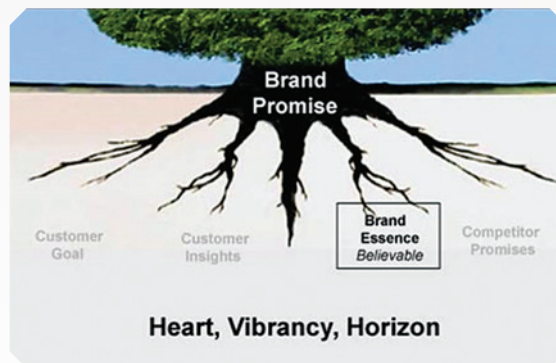


AFTER



More about Viking Coca-Cola Bottling Company’s Brand Essence...

HEART represents how Viking people fulfill their commitments to their customers. Viking is a local company with caring people who deliver consistent customer service. People throughout Viking are responsible, respectful and disciplined. In turn, Customers feel important, cared for, respected, and like ‘someone has their back’.



VIBRANCY expresses Viking’s brand personality as being innovative, vibrant and engaged in life. Vibrancy reflects active lifestyle products and other innovative portfolio products and brands that customers and consumers want. Vibrancy emanates from the color red. “Coca-Cola” red is everywhere Viking is, including its trucks, that serve to energize both Customers and Consumers.

HORIZON symbolizes how Viking helps create a bright future for its Customers. Viking’s progressive attitude enables Viking customers to better focus on their Consumers. Through their relationship with Viking Coca-Cola, Customers feel proud and respected by their Consumers and their community.



Love Bottling Celebrates 100 Years as a Family Business

CCBA is saddened to share that William Barry Love passed away less than a month after his interview with the Muskogee Phoenix Reporter, making this article even more personal for all of us.

Chief Executive Officer and President Barry Love recently sat down with Muskogee Phoenix reporter, DeWayne Smoot to reflect on Love Bottling Company's century in the soft drink industry and the organization's Oklahoma roots. Whether it was serendipity, hard work, good business sense or a combination of all those, one thing is clear: Love Bottling Co. found a recipe for success during its first 100 years and appears ready to thrive as it heads into its second century.

Mr. Love said his grandfather, K.C. (Kit Carson) Love and great uncle, Herschel saw an opportunity in the carbonated beverage business after Congress passed the Volstead Act. It was then, at the beginning of what is better known as Prohibition, that the duo realized how popular carbonated soft drinks might become. So, they bought a bottling machine and franchise, set up shop in Eufaula, Oklahoma and "gave it a whirl." The gentlemen established the family-owned Love Bottling Company, and also assumed the Coca-Cola Company franchise contract (that began in 1904).



Left to Right: Greg Kjonogaard, Joe Harrison, James Gulley, Barry Love and Steve McMurray.

"People like Mr. Love come along once in a lifetime. Muskogee is grateful to him for all of his contributions."

Muskogee Daily Phoenix - April 8, 2020

"They were working 16 to 18 hours a day because that's what it took," Mr. Love said about his grandfather and great uncle. "They would bottle at night, put it on a truck to deliver it and then brought back all the empties to wash them and fill them up for the next day's deliveries."

Love Bottling then secured the Coca-Cola Company franchise in Quinton, Oklahoma and the Dr Pepper franchise in Muskogee, OK, where it moved in 1926 to expand reach across eastern Oklahoma. Love Bottling marketed 10 of its own flavors as K.C. Beverages and reportedly had five staple flavors: Orange, Grape, Strawberry, Root Beer and Jucy Fruit sodas. (Yes, folks, it was spelled Jucy Fruit!) The company continued to grow after the move, with two bottling plants in downtown Muskogee and a distribution area that now includes 13 counties. Love Bottling Co. eventually built its plant near South 24th Street and Peak Boulevard, where it has operated since 1982.

Mr. Love's father, K.C. "Bill" Love Jr., led the company's progress serving as the family's second-generation leader. Barry had worked in the family's bottling business off and on throughout his life until 1988, when he took the reins of the company, following the unexpected death of his father.

"You know, it was just one of those deals — I was just the last person standing," Barry Love said, noting the advanced age of his grandparents when his father, died, and the impact his death had on them. "I wasn't sure what to do — I had aspirations of being a musician and was trained in classical music — this is kind of an orchestra in itself, so I guess they've got me to write the music."

continued page 13

Love Bottling Celebrates 100 Years as a Family Business

.....continued from 12



Coca-Cola plaque acknowledging Love Bottling Company's century of growth!

Barry, who was in his early 30s when he stepped in as president, took the reins during an era of consolidation. The independent bottler fended off larger companies that had eyes on the family's operations and outlasted many local competitors and bottlers.

During the past 30-plus years, Mr. Love said the business has quintupled its growth by reinvesting in the company — in its fleet of vehicles, the bottling facility, ever-evolving technology, and its employees. Love also carried on his grandfather's philanthropic legacy of "giving back to the community." Love Bottling Co. is one of the first places people turn to, when they are looking for support of a civic project. You can feel the positive vibes across the Love Bottling Co. teams as they express their pride in working for an organization that is part of the fabric of Muskogee.

Barry Love credited his grandfather for the company's goodwill, saying that's "part of the deal — or it should be." Mr. Love added, I think that is what nature and the world should be about, give and receive."

Coca-Cola Bottling Co. High Country Acquires Glendive Coca-Cola Bottling Company



Coca-Cola Bottling Co. High Country acquired Glendive Coca-Cola Bottling Co. in January. This transaction expands High Country's territories in Montana, with sales centers in Missoula, Great Falls, Billings, Havre, Kalispell, Miles City and now Glendive.

Trevor Messinger, President and CEO of Coca-Cola High Country, said in a statement, "We are excited about the opportunities this new market presents and we expect our local operating model to help us continue to refresh and hydrate consumers, help our customers be successful, and be involved in the communities we serve."

Glendive Coca-Cola Bottling Co. began operating in the early 1930s. Daryl Clingingsmith has been the general manager of the business since 1989. Mr. Clingingsmith stated "we have had the best employees throughout the years and are happy to say they will continue with Coca-Cola High Country."

We know our Members join us in congratulating Coca-Cola Bottling Company High Country and Glendive Coca-Cola Bottling Company.

CCBA Member Update



Michelle Heidt is Senior Vice President and Chief Financial Officer



Steve Williams is Vice President of Operations



John Richardson is Vice President of Sales

Congratulations to Michelle Heidt, John Richardson and Steve Williams - Ozarks Coca-Cola/Dr Pepper Bottling Co. on their promotions!

We know you join us in congratulating Michelle, Steve and John!

In Memoriam

We know you join CCBA in sharing condolences...



Catherine Nobriga Kim
Maui Soda & Ice Works
October 1, 1956 – February 24, 2020

Catherine “Cathy” L. Nobriga Kim of Kahului, President and General Manager of Maui Soda & Ice Works Ltd., passed away on Monday, Feb. 24, 2020 in Wailuku at Hospice Maui surrounded by her family. She was 63 years old.

Catherine was the only daughter among four brothers of the late David “Buddy” and Barbara L. Nobriga. She was educated at St. Anthony School and the University of Hawai‘i Manoa where she received a Bachelor of Business Administration. Like her family and father before her, Cathy dedicated her life to family, the family business, and community service. As the leader of Maui Soda & Ice Works she upheld the Nobriga Family’s standard of conducting business as well as the business values- integrity, community and service. Through her tenacity, drive and commitment to the legacy of those leaders before her, she will always be remembered for her love and dedication to the company, the brand, and the families who have made Maui Soda & Ice Works, LTD one of the longest running businesses of the County of Maui and the state of Hawai‘i.

Cathy served on many community foundations, boards and committees. She was most proud of her service to the St. Anthony School Board, where she served as Board President from 2009 to 2017. Mahalo to the Pacific Cancer Institute, the doctors and nursing staff at Maui Memorial Hospital, and Hospice Maui. She is survived by her husband, John D. Kim, three children Michael Francis (Kathryn), Ethan Joseph, and Kaitlin Elizabeth; and Grandson Dominic David Kawika Kim; her brothers: Michael A. (Kimberly), David D. (Ione), James J. “Jay” (Wendy), and Robert A. Nobriga and numerous nieces, nephews, and godchildren. Cathy asked that in lieu of flowers to donate in her name to the St. Anthony School General Fund. Please mail to St. Anthony School, 1618 L. Main St. Wailuku, 96793 or donate via the website at www.sasmaui.org.



William Barry Love
Love Bottling Company
August 11, 1955 – April 1, 2020

William Barry Love, President and Chief Executive Officer of Love Bottling Company passed away unexpectedly Wednesday, April 1, at age 64. He will be remembered as a constant and generous contributor to his community, and as someone who took a personal interest in Muskogee civic and charitable events and diverse community needs. Mr. Love was a classically trained musician and took the reins of his organization while still in his thirties, following the unexpected passing of his father, K.C. “Bill” Love Jr. He often mused that the business was similar to conducting an orchestra. Indeed, Love Bottling Co. business quintupled in growth throughout his 30-year leadership.

Mr. Love’s passing elicited condolences and praise from local government officials and many across his beloved community. City Councilor Marlon Coleman and Muskogee Parks and Recreation Director Mark Wilkerson, shared that “Mr. Love literally lived up to his surname.” What a beautiful legacy.

We know you join us in extending our sincere and deep condolences to the Love family, as well as his extended family at Love Bottling Company.

In Memoriam

We know you join CCBA in sharing condolences...



John Bitzer

ABARTA Coca-Cola

July 5, 1936 – March 18, 2020

John Frederick Bitzer Jr. passed away peacefully on Wednesday, March 18, 2020, with family at his side, near his home in Fort Worth, Texas. He was 83 years old, and proud of the fact that he had lived in ten different decades during his life. John was born in Hartford, Connecticut. He attended high school at Phillips Exeter Academy in New Hampshire, Class of 1954, where he started on the varsity basketball team his junior and senior years. John's education continued at Harvard University as a member of the Class of 1958. He then transferred to the University of Southern California, where he received two degrees: Bachelor of Arts in Economics (1961), and an MBA in Finance (1962). Along the way, John met and married Mary Adams "Mimi" Bitzer, with whom he had three children: Elizabeth "Polly" in 1959, John in 1961, and Charles in 1963. In 1987, grandchildren started coming, 14 in all by 2004. And then came his first great-grandchild in 2013. "Papa," as he was called, took great joy in all these grandchildren, and he did his best to mentor each of them. John's beloved Mimi passed away in 2004 after a long battle with cancer. He was fortunate to find love again when he met and married Mary Ella Gabler, of Dallas, Texas (2007), who had two sons and six grandchildren of her own, making John's already extensive clan even larger, much to his delight! John lost his daughter Polly, also to cancer, in 2018. More than anything in the whole world, "Papa" deeply loved his family.

John Bitzer Jr.'s career began at Avery Products in southern California, where he served in a strategic planning capacity. In 1965, he was asked by his father-in-law to join the family business, and accepted a position running the company's Coca-Cola soft drink operation in southwestern Pennsylvania, which was headquartered in Pittsburgh. Ever the determined businessman, John built the beverage business through the acquisition of additional territory in Cleveland, Ohio; Buffalo, New York; and Chester County, Pennsylvania. He was named president of ABARTA in 1972. In 1978, John launched ABARTA into the oil and gas business primarily as a financial partner, and later moved into operations. In 1986, John was named Chairman & Chief Executive Officer of ABARTA and added its publishing division to his responsibilities. He held those positions until his retirement in 1999.

John was an inspiring, determined leader whose strengths were strategy, finance, and building healthy cultures. He instilled the family business with strongly held core values that guide it still today, including integrity in all matters and respect for people.

John also strongly believed in giving back to the community. He was chairman of the Pittsburgh City Planning Commission from 1969 to 1973. He was a member of the National Arthritis Foundation board, where he chaired its financial development and strategic planning committees, and served as chair of its Pittsburgh chapter. John also served on the Heinz History Center Board of Trustees and was ultimately named Trustee Emeritus. He served on the Board of Trustees for Vintage, a senior activity center in Pittsburgh, as well as on the Board of the Vineyard Environmental Research Institute. John was also a member of the Board of Counselors to the Dean of the University of Southern California College of Letters, Arts, and Sciences, his alma mater. He often facilitated strategic planning and how to manage culture change for these community organizations.

John Bitzer Jr. was a man of principles, values, and passions. He was passionate about family business and was a founding member of the Family Enterprise Center at the University of Pittsburgh (now the Institute for Entrepreneurial Excellence.) He also taught an MBA class at USC entitled Best Practices For Family Business and often spoke to groups about multigenerational family business topics. Additionally, John served as a director or advisor on several family business boards.

His other passions included all sports, especially his USC Trojans football team. He enjoyed all three major pro teams in Pittsburgh, the Steelers, Pirates, and Penguins. From his days growing up in Hartford, he was a diehard Boston Red Sox and Boston Celtics fan. He enjoyed golf, reading, travel and history, as well as studying and investing in the market, he even put out his own investment newsletter to family and friends. John is survived by his wife, Mary Ella; his sisters, Katrina and Polly; his stepsister, Gail; his two sons, John and Charlie; his two stepsons, Jason and Josh; his 14 grandchildren; six stepgrandchildren, and one great-grandson. **Memorial contributions can be made to Sheriff's Meadow Foundation, P.O. Box 1088, 57 David Ave., Vineyard Haven, MA 02568, sheriffsmeadow.org.**

Time to Celebrate...

Two new members join the Coca-Cola family!

Introducing...

Katherine Burkett Meek – “Kaki”

October 30, 2019

6 lbs. 11 oz. and 19.25 inches

Proud Parents

Stephen and Gresham Meek

Proud Grandparents

Roger and Tina Meek

Kaki is the great-great-great-granddaughter of J.W. Meek, co-founder Coca-Cola Fort Smith.



AND... Introducing...

Bella Rose Vogel

February 24, 2020

8 lbs. 9 oz. and 20.5 inches

Proud Parents

Jake and Maria Vogel

Proud Grandparent

Kimberly Grice Vogel



Bella is the great-great-great-granddaughter of Jacob F. Moerschel, co-founder of Jefferson City Coca-Cola and granddaughter of Carl Vogel, Jake's father and a Coca-Cola legend in Jefferson City.

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@ccbanet.com.