



the BottlingLine

Issue No. 341 • Winter 2020

A Message from John...

Dear CCBA Members,

As this historic and unusual year draws to a close, I want to again express my admiration for how all of you have faced the remarkable personal and professional challenges of this year. In spite of the chaos, this pandemic has highlighted some of our System's greatest qualities. Your responsiveness, flexibility and resilience continue to be nothing short of inspiring. While 2021 will no doubt hold its own unique challenges, we will emerge wiser and stronger from our experiences this year.



I'd like to underscore once again how proud and honored I am to be part of CCBA and this incredible Bottling System. We have seen once again how blessed we are to be in this great business and to have the partnership and support of one another. As always, I'd like to thank our CCBA staff, our Officers, our Board of Governors and the many Bottler volunteers who support the work of this great Association.

As we prepare for the year ahead and continue to chart the future our businesses, I'd like to introduce our new CCBA and Mainstream Officers. I'd also like to wish all of our Members and business partners great health, happiness and prosperity during this holiday season and the upcoming new year!

2021 Schedule

Spring Mainstream Meeting - VIRTUAL
February 11-12

CCLT Meetings
March 11
April 21-22
May 20-21
Aug 18-19
Sept 2-3
Sept 15-16
Dec 1-2

Spring Board Meeting
April 14-15

Scholars Banquet
April 15

Mainstream Calls
May 27
Aug 26
Nov 11

Scan the QR code to check the CCBA website for schedule updates



The Coca-Cola Bottlers' Association Announces New Officers & Board Members

The Coca-Cola Bottlers' Association Board of Governors appointed the following new officers to guide our organization.

- Charlie Bitzer, Chairman and CEO of ABARTA Coca-Cola, assumes the role of CCBA President.
- Meredith Mapel, President and CEO of Durango Coca-Cola, assumes the role of CCBA Vice President.
- Dave Katz, President and Chief Operating Officer, Coca-Cola Consolidated, assumes the role of Treasurer.



Charlie Bitzer, President



Meredith Mapel, Vice President



Dave Katz, Treasurer

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



Each of our officers brings unique perspective and experience to their role and our Association's governance. Charlie and Meredith have already served and contributed on Members' behalf as CCBA Officers over the past few years. Dave brings a wealth of System knowledge and experience and is very excited to serve as Treasurer. Collectively, these three officers bring business acumen, experience and enthusiasm that will provide sound strategic leadership to CCBA.

We also acknowledge and thank our outgoing Association President, **Mark Francoeur, President of Coca-Cola Northeast**, for his dedicated service and leadership. Mark has been an invaluable asset to the Association and its staff serving as a CCBA Officer. He currently serves on the Board of the Coca-Cola Scholars Foundation and on the Board of the American Beverage Association. We know you join us in thanking Mark again for his proactive work on our behalf!

Additionally, **Jean Claude Tissot, President & CEO, Coca-Cola Southwest Beverages** has assumed the Board seat of Mark Schortman to finish his term, as Mark has transitioned to an Executive Director role for CCSWB. We also thank Mark for his contributions, counsel, and advocacy.

We look forward to working with Charlie, Meredith and Dave in their new roles as Officers and with Jean Claude in his new role on CCBA's Board of Governors!

Mainstream Representation

Congratulations to those elected and many thanks to those who have served and will continue to serve in 2021!

We also wish to acknowledge and thank our outgoing Mainstream President, Bruce Hanna, President of Timber Country Coca-Cola, for his leadership and commitment.



Bruce Hanna
CCBA Mainstream President
Timber Country Coca-Cola
2019 - 2020



Bruce Long
CCBA Mainstream President
Ozarks Coca-Cola/Dr Pepper
2020 - 2021



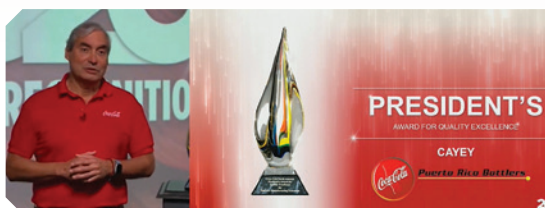
Robert Feeney
CCBA Mainstream Vice President
Atlantic Coca-Cola
2020 - 2021



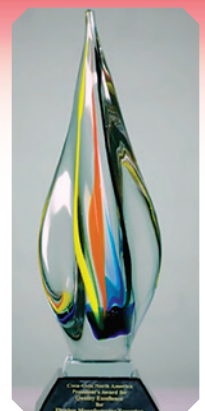
Scan QR code for a full list of
CCT & CCLT Mainstream
Voting Representatives

President's Quality Award

Congratulations to the winner of the coveted President's Award for Quality Excellence
This year's winner was Coca-Cola Puerto Rico Bottlers - Cayey



A virtual photo of Alfredo Rivera presenting the award to Alberto De La Cruz





Highlights From The 2020 CCBA Annual Meeting Of Membership

On September 15, over 200 associates from 56 Member Bottlers, participated in The Coca-Cola Bottlers' Association first virtual Annual Meeting. This year's CCBA meeting theme, *Emerging Stronger*, looks to our future and a commitment to take everything we've learned and accomplished during this difficult year to accelerate our competitive advantages and performance.

CCBA President Mark Francoeur officially opened the meeting. *We wish to thank Mark for his contributions as he finished his term this year as President and we look forward to his continued presence on our Board of Governors!*

John Gould, CCBA's Executive Director, greeted everyone and shared a comprehensive Member update before introducing a panel of four Bottling colleagues who joined for an open discussion on how the pandemic has impacted their business and strategy. **Darin Cook (Chesterman), Rob Gehring (Swire), Fran McGorry (Liberty), and Tiffany Olsen (Lehrkinds)** each offered a unique perspective, given the diversity of their market and overall business.

The session progressed to a presentation and QA session with CCBA senior leaders – **CCBA President, Alfredo Rivera, COO, Zoran Vučinić and SVP & General Manager, (BDB) Franchise Leadership, Michael Mathews.**

After a brief break, Dan O'Connor, Founder of the Future Commerce Initiative and Harvard Business School Executive in Residence offered insightful and valuable insights into our evolving retail environment. Dan provided comprehensive information that provided a unique resource for our Members. Following Dan was Nik Modi – HPC, Beverages and Tobacco Analyst at RBC Capital Markets, LLC. Nik provided an insightful assessment and overview of our economy and our soft drink industry. He offered some valuable observations on our system and left attendees with much to consider in managing our beverage landscape.

Scan this code to view the meeting video and download the speaker presentations. (Note – you will need your member password):

This year's Annual Meeting offered many learnings to optimize how we engage with one another in this brave new world — to create opportunities to stay informed and connect as a community through outstanding content and to enhance how we harness technology to achieve this. *The CCBA Officers and Staff appreciate the participation and engagement of all who attended and hung in there with us!*



We very much hope to see our Members in person next year. Thank you!



As part of this newsletter and Annual Meeting highlights, we usually share the results of The Coca-Cola Company's Market Street Challenge (MSC), the prestigious annual competition that measures bottler performance in North America. Given the unprecedented disruption to our business due to COVID-19, the Coca-Cola System made the decision to discontinue the Market Street Challenge competition for 2020 to allow bottlers to focus on customer service and stabilizing operations.

However, in order to ensure that the North American Business Unit has representation in the Global Coca-Cola competition, the **Candler Cup**, executives from our Bottling leadership voted for **Coca-Cola UNITED** to represent the North American Bottling community on the global stage.

This decision was based on Coca-Cola UNITED's historic record of being the highest executing bottler each year since the Market Street Challenge competition began. UNITED was the inaugural overall MSC winner in 2016, a poignant honor since the competition is named for Market Street in Chattanooga, the very first Coca-Cola bottling location and, of course, in UNITED's territory.



Your Family Owned Business

Helping Family Businesses Prosper Across Generations®

The Learning Family: Building a Family's Capacity to Develop as a Team

By Aileen Miziolek, The Family Business Consulting Group

Learning how to develop together as a family is at the heart of family business continuity and longevity. However, for many families learning together as a team does not come naturally. Take for example, the Trojack Family (a fictitious name). Peter and Susan always dreamt that the business Peter inherited from his father would stay in the family. They hoped that their four children, despite their different personalities, would naturally form a strong sibling team, learning and growing together and building on the success of the previous two generations.

Thirty years later, after Peter's death and Susan's retirement, the siblings have become equal owners and are having difficulty being effective as an ownership team. When asked what is in the way of their working well together, they would say the difficulty lies in the fact that they are all so different and they just don't communicate well with one another. As children they were taught to "keep the peace", now as adults they see-saw between two communication patterns. First, a pattern of polite avoidance where they try not to "rock the boat" with one another. Where that is not possible, a secondary pattern shows up – blame and defensiveness, often followed by stonewalling, where they all shut down and retreat to their respective corners without aligning and making decisions on the matters before them.

Recent changes in the economy have spurred the necessity for the siblings to align on an altered business strategy. Since they aim to grow their business and believe there will be new opportunities to acquire other businesses in the near future, there was an urgent need for the siblings to have difficult discussions about how to shift their business strategy in response to the changed economic environment. The siblings recognized that they didn't want to fall into their usual "vortex" of unproductive communication patterns that tend to make them stuck. At this point, they were aligned on one thing – the need for help. They decided to work with me as their Family Business Consultant to help them learn to improve how they functioned as a sibling ownership team.

The Discovery

As typical during the discovery process, ownership agreements, organizational structure and other important ownership and business documents were reviewed. There were deep discussions with each individual around family dynamics, the family's and the business's history and the present state of each. Each sibling spoke of their desire for renewed closeness in their family relationships, and each also affirmed their commitment to the business and their eagerness to explore strategies for renewed growth in the business. These two goals surfaced as overarching themes on which they all aligned. All four agreed that both goals were equally important and although they could see how they were ultimately mutually supportive, based on their past communication patterns, they had little faith that they could learn to engage in difficult conversations without the usual frustration, the resulting hurt feelings and ultimate gridlock that always seem to emerge, despite their best efforts.

The Sibling Team Challenge

Although the siblings were all highly intelligent and accomplished in their own careers, and had individually participated in leadership training and communication workshops in the past, they didn't know where to start in forming an ownership team that would lead the company in a way that would work for them now that dad was no longer at the helm. What they realized was that even though they were a group of high-performing individuals, that did not necessarily result in them working together as a high functioning team. This breakthrough reveals itself often with families and teams. As individuals achieve higher levels of education and individual success, they often become more entrenched in their own specific ways and focused on their own pursuits. This tendency can, at times, make it even more difficult to put aside their individual perspectives and be willing to "team" with others to achieve a collective purpose. This is especially prevalent in the sibling stage of family business, where there is a transition from one decision-maker to a family team that is required to collaborate and make decisions together.

Vertical and Horizontal Learning for Good Governance

As every founder knows, there is an often challenging, personal growth journey that accompanies the evolution of a successful business. Most entrepreneurs will agree that you can't grow a business without growing a business owner. In the same vein, when the business evolves into a family business and the responsibilities and privileges of ownership transition to siblings or cousins, more complex systems of shared control and responsibility emerge and the vertical learning and self-discovery for leaders needs to be augmented with more horizontal learning and relationship intelligence across the team. The sibling ownership stage is often the first that demands a truly collaborative approach to decision-making and while supporting governance structures that



Your Family Owned Business

allow for appropriate contributions and accountability are necessary, structure alone does not lead to good governance. Siblings and cousins need to learn advanced relationship and communication skills to work together as a team. Many point to this transition as the hardest and most critical of all in the life of a family-owned firm and they are not mistaken. In this stage, the sage truth is that you can't continue to grow a family business without "growing" and developing the relationships within the family.

Research and publications have shown that in family business it is most often the "familiness" that makes or breaks the business. This is true in every family business, whether the business is in the second or seventh generation. To support positive familiness, learning and growing must be both vertical (individual) and horizontal (across the family system). This is the only way to sustainably increase the family's capacity to manage family dynamics and build the necessary trust to move forward together.

As a simple example, I am often asked to coach successors to sharpen their leadership skills in preparation for increased responsibility and influence in their family business. However, in most cases I need to explain to families that coaching the successor alone is only half the job. The more important half is developing the successor and incumbent leader's relationship – as a team, so that each can put down their proverbial armour and embrace the vulnerability of learning new roles together. Coaching the relationship builds the trust and open communication required for both leader and successor to open-up and "dance together" as one learns to step up, at the same time, the other learns to step back.

All relationships are always in a state of change and emergence, and thus they are always in the process of creating something new. Individual learning and family learning form an interesting paradox, neither is more important than the other and both are mutually supportive. The more the individual learns and evolves, the more they require their family relationships to evolve to support them. The more the family relationships grow, the greater opportunity exists for individuals to learn from one another and grow as well.

Becoming a Learning Family

Tying all this together in a practical way, the first step for the Trojack siblings was to commit to engaging in regular meetings as an ownership team. They stopped getting together quarterly and instead we began to meet biweekly in facilitated virtual meetings. The increased frequency of these meetings provided good structure and continuity and enabled them to stay engaged in the dialogues that needed to take place.

As the Trojack family embarked on the process of defining and trying to align on growth goals, it was not surprising to anyone that the same old predictable patterns began to emerge. This time, however, instead of the conversation ending with stonewalling, we slowed it right down and shifted our attention to what was happening in their relationship in the moment. We observed together how communication toxins were showing up and the impact these had on their relationship. We talked about where blame, criticism and defensiveness lived between them, and what they could do instead to have more positive and productive discussions.

The process was freeing and inspired them to be vulnerable with one another, creating a shared space filled with empathy. Each sibling reflected on their own triggers – what was happening in that moment within themselves, and how this emerged and impacted the communication between them. Their individual and collective awareness about what these communication toxins were doing to their relationships grew, as did their capacity to choose to respond to one another in a new way.

Learning together gave the Trojack siblings access to a new common language and a shared experience that brought new appreciation for one another and greater depth to their relationships. By slowing down, observing what is happening and learning new concepts and relationship skills together, they quickly raised their capacity to align around the growth goals for the company in a more productive and satisfying way. Any family can acquire the skills that the Trojack siblings learned together. Harmony and greater capacity for alignment are within reach for families that are able to raise their awareness and shift from being a family that's stuck to becoming a "Learning Family."

Aileen Miziolek is a consultant with The Family Business Consulting Group. The copyright on this article is held by Family Business Consulting Group Publications®. All rights reserved. Articles may be available for reprint with permission. To learn more about using FBCG articles, contact editor@thefbcg.com.

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ABA Update



The American Beverage Association recently announced elections to its Board of Directors, as well as other officers and members to the Board. Matthew Dent, president and chief operating officer, Buffalo Rock Company, will serve as Chair; and Derek Hopkins, president, cold beverages, Keurig Dr Pepper, as Vice Chair. In addition, Ralph D. Crowley Jr., president and chief executive officer, Polar Beverages, remains as Board Treasurer.

In addition, six members were elected to serve an additional term: Paul Finney, president and chief executive officer, Pepsi Bottling Ventures, LLC; Jeffrey "Jeff" Honickman, chief executive officer, Pepsi-Cola & National Brand Beverages, Ltd.; Derek Lewis, south division president, PepsiCo Beverages North America; Claude B. Nielsen, chairman of the board, Coca-Cola Bottling Company UNITED, Inc; Troy D. Taylor, chairman and chief executive officer, Coca-Cola Beverages Florida, LLC; and, Zoran Vučinić, chief operating officer, US Bottler Delivered Brands, The Coca-Cola Company.

A big thank you to thank Atlantic Coca-Cola Bottling Company Chairman and Chief Executive Officer Kirk Tyler for his outstanding leadership and dedication as Board Chair over the past two years, particularly during these challenging times. Among a long list of accomplishments, Kirk has been instrumental in shaping the ABA's major leadership initiatives, including Every Bottle Back, as well as providing invaluable guidance throughout the pandemic. Kirk will remain an active part of ABA leadership and continue to provide valuable insights and guidance in his role as Ex-Officio Chair. There is no question that ABA, our Coca-Cola system and our extended beverage community has benefited greatly from Kirk's leadership, dedication, integrity and passion for the industry.

We know you also join us in congratulating Claude, Troy and Zoran as they help shape association programs, policies and initiatives for our industry. We are grateful for their continued active engagement around ABA's core governance table.



After 71 years, Tyler Family Returns to the Town Where It All Began!

Jim Tyler received a pretty special gift for his 96th birthday this fall. His family agreed he didn't need any "more stuff", and they had asked themselves what would "dad" really like? When they decided – his family spent the next several months making it happen. The gift? – regaining Villisca (Iowa) into their business territory!

Beginning on Oct. 31 this year, the big red trucks of Atlantic Bottling Company, which is owned by the Tyler family who got their start in Villisca, will head south toward Villisca for the first time since the Tyler brothers, Harry and Henry, split the company into two companies back in 1949. In the friendly break-up of the company, Villisca and the surrounding region were sold to another bottling and distribution company and Villisca lost its connection to the Tyler family. Jim Tyler has always retained a warm spot in his heart for Villisca. He is a 1942 graduate of Villisca High School and to this day is an avid reader of The Villisca Review and Stanton Viking. When his family gave him his 96th year birthday present he made them promise to tell Villisca first!



Under the new agreement, Atlantic Coca-Cola will sell, deliver and merchandise their Coca-Cola products in Villisca as well as in Clarinda and Bedford, Iowa. When the Tyler Brothers bought a creamery in Clarinda in 1915, they had discovered in the company's safe a contract for a Coca-Cola franchise. They were already selling soft drinks under the Tyler brand from the Villisca plant, but the Coke contract helped propel them to a whole new business level.

Kirk Tyler, Jim's son and Chairman and CEO of Atlantic Bottling shared that they were able to make his father's birthday present happen by trading some of the company's northwest Iowa territory to Chesterman Coca-Cola for Villisca and the other towns which had been included in its service region since 1949.

Jim is thrilled with his surprise present and Kirk added "It was a lot of fun making this happen for him."



The Woman Behind Ozarks Coca-Cola



Ozarks Coca-Cola Bottling Company vice president and chairwoman Sally Hargis is making strides as one of Springfield's top businesswomen. We know you join us in congratulating Sally on her success and her family's successful bottling of Coca-Cola beverages for 100 years!

Scan the code to view impressive news coverage from Springfield, Missouri's leading TV station KY3:



Coca-Cola Beverages Florida Honored as 2020 Minority Business Enterprise Supplier of the Year Class IV

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Coca-Cola Beverages Florida was named Supplier of the Year Class IV by the Florida State Minority Supplier Development Council. Coke Florida received the award at the Council's recent 45th Annual Awards Gala held virtually.

The Class IV award recognizes the certified Minority Business Enterprise (MBE) supplier of the year that has annual sales of more than \$50 million and has demonstrated solid business performance, strong community involvement, and a commitment to supporting and expanding supplier diversity. Coke Florida receives this *prestigious award in its fifth year of operation as an independent company!*

Troy Taylor, (CCBF) Chairman and Chief Executive Officer, expressed his thanks for this recognition and the Council's tireless pursuit of opportunities for minority-owned businesses. He also thanked The Walt Disney Company for nominating Coke Florida for this special award, adding "It is truly an acknowledgement of our strong business achievements, the support that we give to and get from the communities we operate in, and our steadfast commitment to diversity and inclusion across our entire business. As a Black-owned business, we are keenly aware of the critical need for diversity and inclusion in all aspects of our business, particularly in these current times. True social and economic diversity, inclusion, and equity makes our communities, cities, states, and nation better for all."

Coke Florida is now eligible for the regional and national awards to be presented by the National Minority Supplier Development Council (NMSDC) at its 2021 Virtual Conference. Development Council (NMSDC) at its 2021 Virtual Conference.



Ozarks Coca-Cola/Dr Pepper Bottling Co. Welcomes Gregory Hargis as General Counsel



A fourth-generation family member, Gregory Hargis, joined Ozarks Coca-Cola/Dr Pepper Bottling Co. in October as General Counsel. Gregory completed four years as a lieutenant with the U.S. Navy Judge Advocate General's Corps, for which he completed two tours and gained experience in prosecution, defense, appellate law and public affairs. He will remain on reserve status with the Navy. Gregory is the son of Sally Hargis, Vice President and Chairwoman of Ozarks Coca-Cola and the grandson of Edwin "Cookie" Rice Jr., Ozarks Coca-Cola's CEO.

We know you join us in welcoming Gregory to Ozarks Coca-Cola and our extended Bottling family.

Corinth Brothers Kenneth and Sandy Williams Receive Red Raspberry Humanitarian Award



Brothers Kenneth Williams and Harry Lee "Sandy" Williams Jr. are used to sharing. The Corinth natives have spent decades working together at their family's business, Corinth Coca-Cola Bottling Works.

Now, the siblings can add receiving the Red Raspberry Humanitarian Award from Regional Rehabilitation Center (RRC) to the list of shared accomplishments. "Both Sandy and I are

honored to be in the company of the previous winners of this award," said Kenneth Williams. "It's like a who's who of Northeast Mississippi. We are just honored to be in the company of those giants who have preceded us."

The brothers are longtime supporters of the Regional Rehab Center. COVID-19 forced the cancellation of RRC's sixth annual banquet, which helps raise funds that allow the nonprofit to provide physical therapy, occupational therapy, speech/language therapy, audiology services and early intervention services to thousands in North Mississippi. Despite this setback, sponsors still stepped up. The RRC raised \$100,420, even without the banquet.

Instead of a dinner, RRC filmed a video that is posted on the Regional Rehab Center's Facebook page and will also use social media, ads, emails and mailing to share the Williams brothers' accomplishments. Scan the QR code to view video.



The Williams family's Coca-Cola bottling business was started in 1907 by their grandfather, and the brothers have worked in the family business their whole life, though they officially began working in 1957. With Kenneth Williams as president and CEO and Sandy Williams as chair of the board, the brothers have seen their family's company expand three times its size. It now stretches across parts of Mississippi, Arkansas and Tennessee to serve over one million people in four locations. The brothers also founded the vending company Refreshments, Inc., together in 1965.

Kenneth and Sandy Williams have served on various local, regional, state, and national boards for canning, soft drink associations, and economic development. They are co-founding board members of Corinth-Alcorn Reaching for Excellence (C.A.R.E.), Corinth's only community foundation, and are lifelong members and former presidents of the Corinth-Alcorn Chamber of Commerce (The Alliance). The two were joint recipients of CREATE's "George McLean Award for Philanthropy" in 2009, alongside their wives.

"It's important for everyone to do their best to help their community develop and make things better than they were before, to help improve the standard of living for everyone, and I think that's a debt we owe to our communities," Sandy Williams said. "We encourage young people, when they settle down, to do the same thing."

Sandy Williams said he has been fortunate to meet many good people and be involved with many charitable organizations throughout his career. He considers helping found the Coca-Cola Scholars Foundation, which has now honored over 6,300 students with scholarships amounting to over \$73 million, working with the Boy Scouts of America at the troop level, assisting with the graduation of over forty Eagle Scouts, and church mission work, including Habitat for Humanity, among his greatest achievements. He is a long-term member of the Corinth Kiwanis Club and has won numerous professional and charitable awards, including the 2004 Alliance "Spirit of Service Award," and being chosen as one of three Living Legends of the Coca-Cola system in 2013. Sandy is an involved member of First United Methodist Church and enjoys music and outdoor hobbies such as quail hunting, fishing and horseback riding. He and his wife Rosemary have two children and six grandsons.

Kenneth Williams personally believes it is his duty to give back to the area that's allowed him to succeed. Aside from serving in leadership roles in Rotary, he also founded the Coke 10k Classic in 1982 and has numerous professional affiliations, including serving on the board of the Mississippi Soft Drink Association, National Automatic Association and Trustmark Corporation, Jackson. He has also promoted economic development throughout the state and locally through his work with the Mississippi Economic Council and his local economic development agency. Like his brother, Kenneth believes helping the community is a task everyone can take on, no matter how big or small the role.

"It can be with your own city club or your own church or your own neighborhood, but we don't need to try to wait on a Santa Claus to try to take care of all of our problems. We're the ones that need to serve and make our communities a better place for us to live," Kenneth Williams said.

Kenneth Williams is an avid proponent of physical fitness, having completed 71 marathons, including 19 Boston Marathons. He's earned finishing medals in both the Tupelo Marathon and Boston Marathon. He raised \$112,000 for the Boys and Girls Club as a part of his "Step With It, Mississippi" endeavor and has accomplished several physical feats, including scaling Mt. Kilimanjaro, since reaching retirement age.



Corinth Brothers Kenneth and Sandy Williams Receive Red Raspberry Humanitarian Award

.....(continued from page 8)



Kenneth and his wife, the late Nancy Ann, have four children, 15 grandchildren and five great grandchildren. He's grateful to work alongside his nephew and two sons, and said without them, their Coca-Cola bottling business expansion wouldn't have been possible.

The Williams brothers consider themselves friends as well as siblings and consider working together to be a great partnership and blessing. While they said it was unfortunate COVID-19 prevented the annual Red Raspberry Humanitarian Award banquet, they were touched to receive a personalized keepsake honoring them in the shape of an antique Coca-Cola truck inscribed with their names and honor from RRC executives, Robby Parman and Kay Mathews.

Sandy Williams Honored for Community Leadership

H.L. "Sandy" Williams and several other community leaders were honored recently as the 2020 recipients of the Jack Reed, Sr. Northeast Mississippi Community Leadership Award at the CREATE Foundation's annual meeting.

Each recipient exemplified how to give back and improve the community that helped shape them. Throughout their long careers, all four served as the chair of the CREATE Board, started CREATE affiliates, received numerous business and service honors, and served on the Commission on the Future of Northeast Mississippi Board.

"What's coming up in my mind is reciprocal," Williams said. "I have derived just as much pleasure and good out of my relationship with CREATE as I have hopefully done. I often think about the things that need to be done, that are not being done, and how can we get them done."

The CREATE Foundation is the premier regional philanthropic resource regarding comprehensive charitable planning for individuals, nonprofits, communities, and businesses. Working together with fund donors, grant recipients, organizations and communities, the Foundation is a powerful catalyst for building charitable resources for the Mississippi region. It is the vision of CREATE Foundation to foster an outstanding quality of life characterized by service to others and by investing effectively in education, community development and quality services for individuals, families and children.



H.L. "Sandy" Williams was one of several recipients presented with the Jack Reed Sr. Northeast Mississippi Community Leadership Award at the BancorpSouth Conference Center in Tupelo.



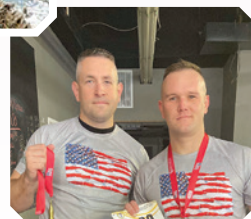
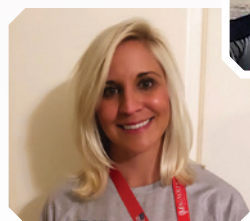
Were you one of the 1250 #Coke10k runners?

The event was a smashing success! (Even this editor participated!)

How exciting it was to have runners from all over the U.S. ... as far away as Rhode Island, California, and Alaska ... and even beyond our borders in FRANCE and CANADA! As much as the Corinth team missed having all runners right there on Foote Street ... it was a blessing to see how families and friends connected through the Coke 10k via its new VIRTUAL capability! Corinth Coca-Cola and the 10K team is VERY GRATEFUL to EVERYONE who participated in the race this year! Pretty AWESOME to have a photo in front of the Gardens of Versailles!!!



Scan the QR code to check out photos and fun from the race on its facebook page:



Participants clockwise from upper left: Elizabeth Romans, Robert Streetman, Shane Stewart, Joe Harris, Meka Barry and James Sloan in the center

Local Marketing Notes / Member Updates

Love in the Age of Corona/Covid-19!

John Bartkowski is a driver/salesperson for the CCBC of International Falls and son of Jay Bartkowski whom many of our Members know – Jay is the Owner and President of Coca-Cola International Falls. International Falls is located along the Canadian border and a sister city of Fort Frances, Ontario.



John has been engaged to Erika Moffitt, who is Canadian, with a scheduled wedding July 11, 2020. The couple are high school sweethearts and have spent most of their relationship separated by the border. After being introduced by friends eight years ago, they've traveled back and forth through customs, from John's home in International Falls, to Erika's in Fort Francis, Ontario.

The couple has been engaged with their wedding date set for July 11th for over a year. John has been living in Fort Frances, Ontario, at a home he and Erika purchased, and has been able to cross the border for work daily (even though the border is closed.) Erika and John kept waiting and hoping the border would open, since the wedding was planned to be in the US.

International Falls and Fort Frances are separated by water, both the Rainy River and Rainy Lake. (You can't make this up.) When it became clear the border would stay closed, and the bride and her family would be unable to cross the border, the couple vowed to keep the date, by doing things a little differently.

Through some creative work and help from both the US and Canadian Border Patrol and Customs, Erika and John fulfilled their vows. Using a GPS, they marked a spot on the water that straddled the border and were wed on Rainy Lake.



On July 11th Canadian friends and family boated in from one side, and Americans from the other. John was able to be on the same boat as his bride and other Canadians, because he is able to travel to Canada for work. He rode out to the wedding and back from the Canadian side. With the bride, groom, minister, witnesses and "dog of honor" in one boat, and everyone else in pontoons on either side, John and Erika made it official. Each party stayed within their respective border.



"It's not a quick ride," Jay Bartkowski, father of the groom. "Took us an hour to get there, but we were blessed with a perfect day."

The wedding attracted some regional press. Scan the QR code to enjoy the news story covered by a TV station in Duluth, MN. Please note there are a few incorrect statements -- like where John was living and working, but it gives a wonderful feel and visual of the event.



The happy couple is doing great in their new home in Fort Frances, Ontario. While they live only 2 miles away from International Falls, John's family in the US still haven't seen Erika in person since the wedding. Also - unfortunately there are no family pictures of everyone together, as they were on the other side of the border. When the pandemic is over, John and Erika are planning to have a bigger ceremony and reception with the many people who couldn't fit onto five pontoons. We'll share a photo! This is a story sure to entertain the kids and grandkids in years to come!

Clark Beverage Group Celebrates Employee's 61st Anniversary



On September 18, 2020 Clark Beverage Group honored a company legend. Maurice "Billy" Wynn turned 80 years young and even more amazing is in his 61st year of employment with Clark Beverage Group!

For some perspective, Billy started his employment when Dwight D Eisenhower was in office, and Hawaii had become the 50th state just 4 months earlier. In the beverage industry, the use of the aluminum can was in its infancy, plastic bottles were years away, and the returnable glass bottle was king. For Clark Beverage Group, the portfolio consisted of Coca-Cola, Sprite, and a handful of flavors – all told about 10 items.

Mr. Billy has indeed seen it all in his 60 years. Over that time, he has become not only a fixture in the company, but a shining example of life lived right. His quiet soft-spoken, generous ways are filled with nuggets of wisdom, each a treasure to those fortunate enough to be in his presence.

When asked about retirement, it's apparent that the word does not exist in his vocabulary. "Why would I retire? This place is my life. These are my friends and family. This is what keeps me going" True enough as Mr. Billy is considered a friend, family and patriarch at Clark Beverage Company.

We know our CCBA Members share the love and congratulate Mr. Billy as he passes the "diamond jubilee" of anniversaries!



Coca-Cola Scholars Foundation Board Update



We are pleased to formally announce that Josh Dorminy, Senior Vice President, Assistant to the Chairman & Chief Executive Officer, Coca-Cola Consolidated was elected to the Board of the Coca-Cola Scholars Foundation earlier this year.



Scan QR code to learn more about CCSF leadership:

We know our Members join us in congratulating Josh on this distinction!

Ken Skutnik Joins Clark Beverage Group



Ken Skutnik has been named the new Chief Operating Officer for Clark Beverage Group covering markets in both Kentucky and Mississippi. Ken has over 22 years of experience within the industry across three different companies and has served on multiple system committees, including CCLT, RCLB, as well as committees for Monster and BodyArmor. Ken joins Clark Beverages from Great Lakes Coca-Cola, where he served as President of the Tennessee/Kentucky Markets and supported the transition of those markets into the Reyes company, with the purchase of Coca-Cola Bottling Works of Tullahoma in Sept of 2019. Ken is a former United States Marine (both enlisted and officer rank.)

We know CCBA Members join us in congratulating Ken.

Will Goodwyn Prepares for his Next Journey



Coca-Cola UNITED's Vice Chairman Will Goodwyn will retire as an executive officer of Coca-Cola UNITED on December 31, 2020. Will joined Coca-Cola UNITED as General Counsel on September 18, 2000, bringing a wealth of legal experience from the Bradley, Arant, Rose & White law firm, where he practiced from 1981 to 2000.

In their internal announcement to UNITED's employees, John Sherman and Claude Nielsen stated "It is impossible to fully articulate the contributions that Will has made to UNITED during the last 20 years. They are many, and they are significant..." For both Coca-Cola UNITED and for CCBA, Will was instrumental in the creation of the System of the Future and the transformation it had on the North American Coca-Cola bottling network and, of course, Coca-Cola UNITED.

For both Coca-Cola UNITED and for CCBA, he has constantly and consistently been the source of reliable business advice, sound legal judgment and a trusted advisor. It is not an exaggeration to say that Will was one of the principal authors of the Comprehensive Beverage Agreement that governs the modernized Coca-Cola System in North America.

In 2012, Will was elected to UNITED's Board of Directors, where he currently serves as Vice Chairman, a capacity he will continue in the future. Among his impactful leadership roles in our System, Will has also served as a member of the Board of Governors of The Coca-Cola Bottlers' Association, as well as on its Industry Issues Committee, and as a director of Southeastern Container. CCBA CEO & Executive Director John Gould called Will's contributions "immeasurable". Will was a tireless advisor for CCBA on myriad Bottler agreement matters and proved himself a tremendous advocate for Bottlers on numerous advocacy projects.

John Sherman – UNITED's CEO summed it up -- "On a personal note, it has been our privilege to have worked closely with Will and observe firsthand his unwavering integrity, strong work ethic and his commitment to ensuring the best interests of Coca-Cola UNITED and all our stakeholders. With confidence, we have relied on him for impeccable counsel, thoughtful perspective, and steadfast support...and he has always delivered."

We know our members join us in thanking Will for his many contributions, and congratulate him on his retirement and remarkable career with Coca-Cola UNITED and our Coca-Cola system.





Coca-Cola

SWIRE COCA-COLA USA

Jack Pelo Passing the Baton to Chief Operating Officer, Rob Gehring



Jack Pelo has announced that he will retire from his position as President and CEO of Swire Coca-Cola USA on December 31, 2020. He will be succeeded by Rob Gehring, who currently holds the role of Chief Operating Officer at Swire Coca-Cola USA.

Jack is a true giant of the industry who has provided outstanding leadership since he assumed the role of President and CEO in 1996. His unique

experience, from joining his family bottler in Walla Walla Washington in 1983, then as President and CEO of Swire Coca-Cola USA from 1996 until now, has given Jack remarkable beverage industry insight and accumulated wisdom.

Jack is deeply committed to his people, and this is reflected in the sincere affection in which he is held by not only Swire Coca-Cola associates, but associates system-wide who know him. His remarkable leadership – and the culture he created – drove exponential growth in the Swire USA Coca-Cola business during his tenure.

Jack's influence was felt way beyond Swire and he is seen as a great leader across the Bottling community. Jack served as President of The Coca-Cola Bottlers' Association in 2003-2004 and on CCBA's Board of Governors since 1996. Throughout his years of service to CCBA, he has been a tremendous advocate for his fellow Bottlers and key member of numerous committees and projects. Jack also served as Chairman of both the ABA and The Coca-Cola Scholars Foundation. More recently, Jack served as the first-ever Bottler Co-Chair of the SLGB. CCBA CEO and Executive Director John Gould called Jack "a true living legend and an icon of the Coca-Cola System."

When Jack became President and CEO in 1996, Swire Coca-Cola USA employed close to 1,600 people. Now, the company has 7,200 employees in 13 states that stretch between the Mexican and Canadian borders and from the Pacific Ocean to the plains of Nebraska.

Like all truly great leaders Jack has prepared diligently for his retirement to ensure a seamless transition. It is impossible to overstate Jack's immense contribution to Swire Coca-Cola USA and the Coca-Cola System. His legacy is incomparable, and he now adds a first-rate succession plan to his list of outstanding accomplishments.

Rob Gehring joined Swire Coca-Cola USA in 2018 and has since played an integral role in enhancing the culture of innovation and customer service at the company. Rob is a veteran of the Coca-Cola system and a former Global Chief Sales Officer for The Hershey Company. At The Coca-Cola Company, Rob served as President of the Walmart Global Team, as well as several other roles within the Coca-Cola system including Vice President of Sales in the Canadian and Western U.S. business units.



Rob Gehring will carry forward the tremendous work done by Jack over the past decades. In a Company memo, Swire Chairman, Pat Healy noted that integration of the new territories has been successfully completed, and despite the tribulations of COVID-19, Swire's business has never been stronger or more resilient, with outstanding performance by the Swire Coca-Cola USA team and the Company's business results this year. The torch is being passed.

We know our CCBA Members join us in wishing Jack and his wife Melinda all the very best for a long, happy and healthy retirement!

Someone turned 90 Years Young on November 13th!



Happy Birthday
Cookie Rice!



Coca-Cola North America Leadership Farewell Note

There is an Eagle's lyric from the song "Hotel California" that many a Coca-Cola system employee has referred to when our colleagues leave the company or retire. "You can check out any time you like, but you can never leave." ...Many of our members know Jim Marvel, Vice President, Franchise Governance & Bottler Contracts and Michael Mathews, SVP & GM, Franchise Leadership well. Jim and Michael will retire at the close of 2020.

We wanted to acknowledge them for their outstanding partnership and advocacy over the years. Stay tuned as The Bottling Line will catch up with these gentlemen in 2021 to talk more.



In Memoriam

We know you join CCBA in sharing condolences...



Phoebe Louise (Reed) Rice

Ozarks Coca-Cola Bottling Company

April 15, 1934 – October 3, 2020

Phoebe Louise (Reed) Rice passed away peacefully on Saturday, October 3, 2020, surrounded by family. Phoebe was born on April 15, 1934 in Cape Girardeau Missouri to Blanche McBride Reed and Ralph Milton Reed. The family moved to Springfield Missouri where Phoebe attended Springfield High School. She later attended Christian College as well as Drury College.

Phoebe married Edwin Cook "Cookie" Rice Jr. on March 20, 1954, and they had two daughters; Sally Rice Hargis and Peggy Rice. She was a devoted daughter, wife, mother, grandmother, sister, and loyal friend. Phoebe was active in the community. She faithfully served the Community Service League (Junior League of Springfield) and was a leader and a driver for Meals on Wheels for many years. Starting in 1985, she served as Secretary of the family business, Ozarks Coca-Cola/Dr Pepper Bottling Co.

Phoebe and Cookie loved to travel, fish, and entertain together. They saw much of the world's most interesting places, but their favorite trips were to nearby rivers, where they (almost) always found fish. Holidays were shared with dear friends and marked by laughter and great food. Phoebe's cooking skills were widely known. She enjoyed playing the guitar, piano, and tennis. Card games were a part of every gathering. She loved playing bridge with her Pi Phi friends and the Rich Girls Bridge Club.

Phoebe started a mother/daughter tradition visiting New York City to watch Broadway shows, first with her mother and then with her daughters for the annual theater trip hosted by her Pi Beta Phi group. Winters were welcome when spent in sunny Key Colony Beach, Florida with their 7th Street friends.

Phoebe was preceded in death by her parents and her brother Thomas Helm Baird. She is survived by her husband, Cookie; her daughters Sally Hargis (James) and Peggy Rice; her grandsons, Gregory Rice Hargis (Jourdon), Brian Daniel Hargis, and Sam Cook Rice; her nieces Hattie Heer Brown and Suzy Heer; and her nephews Tom Baird (Jamie) and Rob Baird (Sally).

In lieu of flowers, please make donations to Alzheimer's Drug Discovery Foundation, <https://www.alzdiscovery.org/>, Meals on Wheels of Church Women United of Springfield, c/o Cox North 1423 N. Jefferson, Springfield MO 65802 or Friends of the Garden, <https://www.friendsofthegarden.org/>



John Burton

May 18, 1956 – November 21, 2020

John Arthur Burton, 64, died on November 21, 2020 in Naples, FL surrounded by his family. (*John was married to Ann Burton, CCBA's retired CFO.*) Born in Atlanta, GA on May 18, 1956 to Hazel Erftenbeck and George Van Waters Burton, John lived nearly his entire life in Atlanta. He graduated from North Springs High School and then from Georgia Tech in 1978 with a degree in Building Construction. He worked as a builder with a commercial construction company for five years before starting his own residential building company. In 2019, John and his wife, Ann, who many of our Members know well, retired and relocated to Marco Island, FL.

John was a very involved father and enjoyed many outdoor and boating adventures with his two children. He could fix or build anything, always with a great attention to detail and quality. Those skills combined with his consideration for others, his patience and ability to teach, and his diplomacy provided his children and all who knew him a model for living a full-hearted life with great integrity.

John is survived by his wife, Ann Fletcher Burton of Marco Island, FL., his son, Wm. Randall Burton and his wife, Jessica of Houston, TX, and his daughter, The Rev. Whitney Ann Burton and her husband, Steven Smith of Roanoke, VA. He is also survived by three siblings, Cathryn Lee Culpepper and her husband Warren of Big Canoe, GA, George Van Waters Burton and his wife Charlotte of Melbourne, FL, and Sally Burton Stone and her husband Nick of Nakomis, FL. He is also survived by many nieces and nephews.

A memorial service celebrating John's life will be held at St. Martin in the Fields Episcopal Church in Atlanta in the Spring of 2021 with a definite date to be announced. In lieu of flowers, please donate to the Atlanta Area Council of Boy Scouts of America or the American Heart Association.

Member Resources

CCBA Nominated for 2020 PLANSPONSOR Magazine Plan Sponsor of the Year

The Coca-Cola Bottlers' Association 401k Retirement Savings Plan is one of our premier programs sponsored and administered by CCBA for the benefit of our Member Bottlers. The Plan has grown tremendously over the years, both in Bottler participation and assets, with 33 participating employers and almost \$900M in assets. WOW! The Plan is supported by Wells Fargo Institutional Retirement and Trust (which will migrate to Principal in May 2021), the recordkeeper and asset custodian, and AFS Advisors, the third part investment advisor and co-fiduciary.

In late 2019, CCBA was informed that we had been nominated for the PLANSPONSOR magazine 2020 Plan Sponsor of the Year. The Plan Sponsor of the Year annual awards program recognizes retirement plan sponsors that show a commitment to their participants' financial health and retirement success. The award is given in several categories to recognize all plan types. We were thrilled to accept the nomination and had to complete a written and verbal interview to be considered as a finalist for this prestigious annual award. In February, CCBA was informed that we had been selected as a finalist!

The ongoing coronavirus pandemic caused the awards dinner in NYC to be postponed and relocated twice before finally being cancelled. In September, PLANSPONSOR announced the winners in each category. Though CCBA was not selected as a winner this year, we held on to our pride in not only being nominated by our Plan partners, but also carefully chosen as

finalist from a large selection of prestigious employers. We shared the finalist spotlight with JTEKT North America, McGuireWoods LLP, and Refinitiv US LLC and congratulated Vision Service Plan for winning the category.

It is our pleasure at CCBA to sponsor and administer this 401k Plan for so many of our Bottlers. We take great pride in providing a Plan that offers excellent service, administrative ease, reduced fiduciary liability, extraordinarily low fees, and now prestigious industry recognition. Our participating Bottlers make this program great and we are honored that so many of our Members have entrusted CCBA with shepherding this important benefit for their valued team members.

Not familiar with our program or want to learn more about why CCBA is gaining industry recognition for our 401k program? Contact Stephanie Griffin, Sr. Manager of Employee Benefits, at sgriffin@ccbanet.com or 678-539-2316.

About PLANSPONSOR magazine: PLANSPONSOR is the trusted information and solutions resource for America's retirement benefits decision makers. With its powerful array of customer-driven marketing programs, PLANSPONSOR offers industry providers an unparalleled ability to reach this influential audience. With all the changes within the retirement industry, plan sponsors and advisers rely on PLANSPONSOR magazine to help them stay informed of crucial issues and important new innovative solutions.

Fall Risk & Financial Management Virtual Forum Highlights

The annual fall Risk & Financial Management Forum is designed to provide insight and fellowship that supports our Members' financial, risk management and business planning. While, we could not travel and meet together in person this year, CCBA felt that any conference in which the topics of risk, finance and COVID-19 are coming together in a single call - would fit perfectly on a Friday the 13th! And, on Friday, November 13th, approximately seventy-seven Members across our Bottling community joined CCBA online... for a virtual and more condensed session of this CCBA sponsored Forum.

The meeting kicked off with comments from Charles Norton, CCBA's General Counsel and Suzy Higginbotham, CCBA's Chief Financial Officer, before introducing the first speaker - Barbara Hiden, of the American Beverage Association. Barbara shared a comprehensive overview of federal legislative and regulatory changes that will impact our industry. She also explored considerations and scenarios based on the current and future political, economic and legislative landscape.

Dr. Ken Harmon, Coles College of Business, Kennesaw State University, followed and spoke to an ever-present theme over the last 8 months -- Workplace Emotional Well Being During Trying Times. Dr. Harmon offered practices for maintaining emotional and mental fitness in a variety of situ-

ations. Attorney John Bode, Esq, of southeastern law firm, Miller & Martin wrapped up the online event with his signature unconventional presentation style to review the impact of the pandemic on labor & employment law.

Thank you to those who took time to offer feedback via the survey that was shared after the session. Your comments will be very helpful in informing future sessions.

The Risk & Financial Management Forum is open to all Bottlers and provides an excellent opportunity to collaborate and engage in meaningful discussion with fellow Members, industry colleagues and experts on topics unique to your business. The topics are timely and offer real value to our Bottling organizations in today's environment. We look forward to the opportunity to get together in person next year!

For more information, contact Charles Norton at 678-539-2304; (cnorton@ccbanet.com) or Suzy Higginbotham at 678-539-2302 (shigginbotham@ccbanet.com)





Thank You AGAIN to Our 2020 Annual Meeting Sponsors!

This was an exceptional year for everyone. Challenges were everywhere...and, that's why we want to thank our CCBA Annual Meeting Sponsors, not only for their support of our virtual meeting but importantly, as partners in success across our system!



Established in 1998, SE Ellis Enterprises LLC is a total beverage solutions company providing quality whole-sale 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. The company also provides specialty printing services and custom kitting / assembly services to major account groups, Bottlers and service agents for fountain drinks, vending, coffee, tea, & orange juice machines. Ellis Enterprises provides excellent pricing, high quality and affordable parts, with fast turnaround to serve your total beverage business needs across the country (and globally).

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WestRock has developed a strategy providing end-to-end solutions for customers. With commercial and performance excellence teams, WestRock drives consistencies across all business needs:

- Beverage Cartons
- Merchandise Displays
- Machinery



- Corrugated Containers
- Labels
- Recycling Solutions

Learn more at:



Verizon is a global leader delivering innovative communications and technology solutions that improve the way our Coca-Cola customers live, work, learn and play. Verizon knows what it takes to keep you and your employees connected -- at work and away from work. 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 Wireless offers preferred services to participating Coca-Cola Bottlers, allowing for special pricing on both corporate and employee liable lines. For any questions please contact Jo Raquel Gifford at 404-550-4700.

Learn more at:



Time to Celebrate...

A new member joins the Coca-Cola and the Stevens family! (Bemidji Coca-Cola)

Introducing...

Ryker Jerald Stevens
June 2, 2020 – 8 lbs. 15 oz.
21.5 inches

Proud Parents:
Matt & Rachel Stevens

Proud Grandparents:
Jerry & Bev Stevens

Proud Aunt & Uncle:
Ashley & Cody Stevens



As well as the Bitzer family! (ABARTA Coca-Cola)

Introducing...

Gabriel "Gabi" John García Bitzer
August 11, 2020 – 8 lbs. 2.5 oz.
20 inches

Proud Parents:
Liz Bitzer Garcia &
Ruben Garcia Martin

Proud Grandparents:
Charlie and Shelley Bitzer



AND

Nicholas Richard Bitzer
November 7, 2020 – 7 lbs. 4 oz.
20.25 inches

Proud Parents:
Matt & Thona Bitzer

Proud Grandparents:
Charlie and Shelley Bitzer



Happy Holidays to Everyone!

And best wishes for a happy,
healthy and prosperous 2021!



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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.