



# the BottlingLine

Issue No. 342 • Spring 2021

## 2021 Schedule

### CCLT Meetings

May 20-21  
Aug 18 - 19  
Sept 2-3  
Sept 15-16  
Dec 1-2

### Financial Management Forum

TBA

### CCBA 401K Meeting

June 17

### Risk and Financial Management Forum

TBA

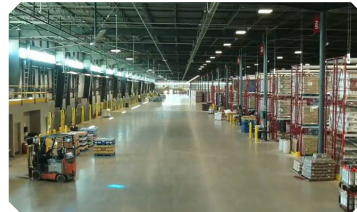
### Mainstream Calls

May 12  
Aug 26  
Nov 11

## Optimization Goes Mainstream!

**Strategic and efficient process is an essential and core component of any Coca-Cola Bottling and Distribution operation. Our system continues to grow and evolve with an expanded product assortment to match consumer lifestyles and new products consistently find their way to market.**

To successfully operate in today's environment, as well our future landscape, we need to acknowledge the value of warehouse and distribution optimization. Each is a big idea. And, like many big ideas, successful implementation comes down to execution. Importantly - optimization within our respective environments may look slightly different by Company or Ownership, yet has significant impact on an organization's efficiency and profitable operation.



**WAREHOUSE OPTIMIZATION** is often summarized as a process where an organization's use of time, space, and resources in a warehouse facility is made more efficient through careful analysis, planning and design. A facility may increase productivity through re-thinking work processes, identifying necessary equipment or equipment upgrades and introducing new ideas.

**DISTRIBUTION OPTIMIZATION** can help a business maintain the right assortment of products, improve forecasting and related inventory management that promotes efficiency across its supply chain for improved sales, delivery and overall service.

Very often a great process that was initiated just a few years ago can become cumbersome or unnecessary if standard operating procedure does not keep pace with changing business needs, or that process is not fully communicated to new employees in a way that involves and engages everyone, or simply – sometimes key software has changed and we find ourselves in 'catch-up' mode!



**Following are highlights from Members who were willing to share their experiences and learnings from this meaningful work.** Importantly, each Bottling Company's journey and experience in this space is truly unique and worthy of a detailed article. **These highlights feature work that our Members have completed with CCBA Mainstream meeting sponsors PDC, Inc., and Solve Technologies. Some work also integrated NorthStar/eoStar.**



*continued on page 2*



- **Significant reduction in training time.** A new employee can now be trained independently in 2-3 days. Before the optimization work, it took 2-3 weeks to train a new employee.
- **The racking system has significantly optimized warehouse storage space and inventory control.** Each individual sku now has a designated pick location, including nearly 600 roller case flow bays for slower moving items. The roller bays and floor position bays can be filled, and the remaining product is placed in the overhead pushback rack locations.
- **The pick Kiosk, and RD product palletization delivery system enables a more efficient build process and better management of overtime hours.**
- All order builders **now use walkie/riders instead of forklifts, which have proven to be more efficient and create a safer work environment.**
- **Loading accuracy has improved.**
- **Employee morale has improved greatly with a slight decrease in employee turnover rate.** Although the physical workload hasn't gone away, installing the pick Kiosk lessened the "mental workload and thought process" for the order builders.

Contact Patrick Forster, General Manager & CFO ([pforster@mccbw.com](mailto:pforster@mccbw.com)) if you want to learn more about Middlesboro Coca-Cola's approach to this work.



- **Improved warehouse layout to save time.** Macon used their unique sales data to identify improvements for layout and create a flow from package to package – and then to the staging area, so a picker never had to back track.
- **Increased accuracy in picking and order fulfillment.** Macon began using a product slotting and labeling system so products could be picked by a simple slot number rather than by the package identity only.

## Distribution Optimization Highlights

- **Predictive Vending enabled Macon to better estimate when to service a vending machine based on their minimum case drop.** Predictive Vending enables building specific orders for each vending machine, rather than picking from a standard daily base load on the truck. EoStar predicts what is needed for each machine based on actual sales and par levels in the machine.
- **Filling Vending Machines by the Unit increased overall service efficiency and product usage** Macon fills each vending machine by a single unit, rather than a full case or a half case. This lets their team completely fill a vend machine --- which reduces the number of stops for each machine (and increases the time until a machine runs out of any particular product.) Partial cases are stored on the driver's trailer to eliminate partial cases in warehouse inventory. These partial cases are used for vending stops the following day.
- **Delivery Dispatch optimizes delivery stops in a specific order that make the most sense geographically, saving driver time by mapping out the stops the day before delivery.** Macon discovered its vending route has more variety in stops from week to week than the Company's other delivery routes. Delivery dispatch added efficiency to the entire route.

Contact Erin Roberts, Marketing and Business Development ([erinroberts@maconcocacola.com](mailto:erinroberts@maconcocacola.com)) if you want to learn more about Macon Coca-Cola's approach to this work.



- **Improved configuration solution for palletization** saved hours of time and the typical frustration that can occur when the build is off.
- **Improved warehouse layout and picksheets.** Corinth's team has re-thought and re-worked their picking areas, flow racks and the layout of their picksheets. Key data points to help determine sensible flow rack selections and best routes to pick. The team is still working to refine their picksheet layout and exploring the best way to do this.
- **Improved floor space management and the time spent to complete tasks** was realized by exploring details around how we managed work shifts, building certain pallets at specific times of the day and on certain shifts.

Having seasoned operations professionals in your warehouse for multiple days, asking questions and taking notes brings an experienced eye and objective thought that enabled our team at Corinth to focus on immediate opportunities and new ways of operating as we progressed into the future.

Contact David Bolton, Director of Operations ([dbolton@corinthcoke.com](mailto:dbolton@corinthcoke.com)) if you want to learn more about Corinth Coca-Cola's approach to this work.



The Chesterman team implemented optimization initiatives in the Company's warehouse design, network and routing, essentially improving the efficiency of their entire operation. A detailed analysis of their operation resulted in recommendations for layout, slotting and sequencing of the pick area, integration of voice pick capability with an analytical overlay that provided a short and long term infrastructure plan. **For a fully integrated optimization, consider developing an over-arching strategy that includes change management to communicate and support the broad modifications to associates' day-to-day activities, along with providing opportunities for associates and front line employees to provide input.** Pay attention and be sure to involve all stakeholders upfront and as work progresses, on everything from product storage to how long a lane should be. "Measure twice-cut once" can be words to live by during a project of this scope. It can be time-consuming and costly to make changes afterwards.

- **The racking system has significantly improved warehouse storage space and inventory control.** Yes, racking can be costly but provides huge benefits.
- **The pick floor layout improved efficiencies, and slotting design enables the Build Crew to increase their case-per-hour output and assemble accurate pallets with limited need for forklifts.** This increased accuracy in picking which was also beneficial to the morning crew.
- **Voice pick has increased order accuracy and pallet stability and overall better floor space management reduces the time spent to complete tasks.**

Contact Anne Lofgren, Director of Supply Chain ([alofgren@chesterman.com](mailto:alofgren@chesterman.com)) if you want to learn more about Chesterman's approach to this work.



Emporia's team is **working smarter with an optimized floorplan** that can accommodate current volume as well as over 30% more skus over the next 2-5-10 and 20 years!

- **Significantly improved pick timing and accuracy** using iPads with Cool lift pallets. Associates are able to adjust a pallet on the pick floor vs. having to return to the kiosk and enter necessary changes.

Emporia purchased a new building to accommodate their growing business along with the expanding assortment of products and SKUs from The Coca-Cola Company. Jeff DeBauge emphasized that while there may be adjustments as the business moves forward, he and his team have not regretted their decision to implement warehouse optimization. In addition to key benefits, Jeff also shared key learnings that have been echoed by other contributors to this article:

- **It is important to think through every process and dimension, from packaging to truck dimensions.**
- **Build your routines and revisit your processes at intervals that help you assess opportunities to tweak/enhance your productivity.**

Contact Jeff DeBauge, CEO ([jeff@emporiacoke.com](mailto:jeff@emporiacoke.com)) if you want to learn more about Emporia Coca-Cola's approach to this work.



The overwhelming message from the team at Ozarks Coca-Cola is not to wait to explore and implement optimization initiatives in your business. The team enthusiastically shared that This work is well worth your investment!

Ozarks began working to optimize processes at their new facility in Missouri last year. The new facility includes over 400,000 square feet of production and warehouse. The facility has opened in phases with the pick floor being first in this process. Detailed blueprints were developed as well as considerations and ways to look at the space over the next 10-20 years, including how racking is built.

While a good deal of this work is still in progress, **Ozarks has reduced travel time on their pick floor and also reduced time on forklifts.**



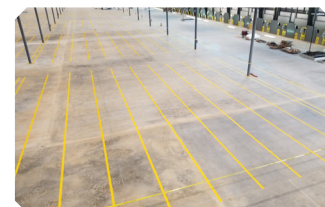
*Ozarks new warehouse accommodates expanded fleet options*

The plan was significantly different than the Ozarks team had ever seen and there was some anticipation about how it would all work. Steve Williams, Vice President of Operations, Ozarks CCBC emphasized the importance of building trust across your organization and giving new processes time. Importantly, involve everyone in the process – to ensure that critical details are addressed.

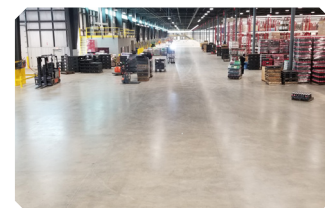
It was a little intimidating at times, as the facility was over four times as large as anything the team had ever worked with. So there were plenty of questions and discussions on how to best navigate the space, understanding that efficiency was their primary objective.

There is much more to come on this work, as distribution optimization is also in development. Ozarks produces a monthly drone video that captures the entire property and optimization project progress. (See code on right)

Contact Steve Williams, Vice President of Operations ([swilliams@cocacolaozarks.com](mailto:swilliams@cocacolaozarks.com)) if you want to learn more about Ozark Coca-Cola's approach to this work.



*Striping is also critical part of the process*



*Ozarks new pick floor*

Scan this code to view drone video footage that captures progress at the new Ozarks Coca-Cola facility:





# 2021 CCBA Mainstream Bottlers Meeting

The CCBA Spring Mainstream Bottler Meeting is traditionally held annually in Palm Springs, California. However, due to the on-going pandemic, for the first time in its history, this year's meeting was held virtually on February 11 & 12. Although we truly missed spending social time together, we were still happy to be able to hold the meeting, filled with great presenters and valuable content for our Members to learn about the latest system news, hear updates on business performance, share best practices and participate in Bottler-only discussions.

Ilene Grimes, VP, Bottler Support Services & Customer Governance, CCBA, and Bruce Long, President of Ozarks Coca-Cola/Dr Pepper and our new CCBA Mainstream President, opened the meeting with a warm welcome and shared their perspective on the meeting's theme, "Survive to Thrive". They also provided highlights and updates pertinent to our Mainstream Member audience. Importantly, as we **officially welcome Bruce Long as our new President, and Rob Feeney, President & COO of Atlantic CCBC, as our Mainstream Vice President, we want to acknowledge and thank Bruce Hanna, President, Timber Country Coca-Cola, for his leadership and support as CCBA Mainstream President for the last two years.**

We are fortunate to have knowledgeable, seasoned and caring leaders who are willing to work with CCBA to advocate on behalf of and represent our Mainstream Bottling Ownerships.

The Coca-Cola North American Operating Unit (NAOU) Leadership team were our first guests of the day. Zoran Vučinić, Chief Operating Officer, reviewed select highlights of 2020 business performance and introduced his leadership team. NAOU covers four Geographic Zones, connected to Commercial Leadership and Franchise Governance & Development. The new structure is designed to provide a network connection across our system and an increased focus on executing strategy. Each of the Zone Presidents introduced their respective team leaders and reviewed operational business details specific to their zones, including highlights of their key Customers and Bottlers within their geography. Andrew (Andy) McMillin, Chief Commercial Officer, then offered a detailed view of 2020 business performance and how both the business results and the pandemic have shaped the upcoming 2021 programs.

An NPSG/NDTP/Product Supply Update with Bottler Q&A was facilitated by Rob Feeney, NAOU's Mickey Urmann, Director CCNA Exchange, Darin Rice, VP Franchise Operations and Bottler Capability and Janetta Lavender, Senior Director Procurement, CCBSS. This discussion covered allocation methodologies, forecast demands, constraints and capacity assessment for the balance of 2021. Can inventory continues to be a critical topic across our system and the session elicited productive discussion and points of view from many Mainstream Members.

Darin Rice kicked off the next session, sharing updates on Bottler capability tools/resources (Total Beverage Essentials; RED; PicOS). The meeting then moved into Bottler Best Practices with the NAOU Offline-To-Online (O2O) Team sharing information related to how Mainstream Bottlers can begin to think about and get engaged with their local Click & Collect, Grocery Intermediaries and Restaurant Delivery Intermediary opportunities. The team also shared system tools available to Bottlers to drive local business in this space.

As our system readies for the FSOP channel to reopen, there is much to be done in a somewhat unknown environment. Many Bottlers have asked for ideas and learnings on how best to work with and support their local FSOP customers. Scott Ites, Vice President, On-Premise, Atlantic CCBC and Travis Sarich, Senior Director Sales & Services, Heartland CCBC, shared initiatives their ownerships are currently implementing to boost activation locally in a variety of creative ways that reinforce and grow our brands, as well as connect with local businesses and their employees to support and reactivate FSOP in a post-Covid business environment.

Day one concluded with a CCBA Update & Stewardship Report by John Gould, CCBA Executive Director & CEO, and a highly engaging Bottler discussion.

Very special thanks to CCBA's sponsors of the 2021 Mainstream Bottlers Meeting



On day two, CCBA welcomed Jason Butter, Sr Vice President CASO RTM Sales, KDP and his leadership team, to present an update on the Dr Pepper Business in a CASO-only Bottler Session. The KDP team leaders briefly reflected on 2020 successes and opportunities before shifting the conversation to the highly anticipated launch of Dr Pepper Zero Sugar and the balance of 2021 marketing plans. The separate forum provided an opportunity for questions and Mainstream Bottlers' feedback to the CASO leadership team. After

a short break, Bruce Long opened the general session welcoming everyone back and reviewed the agenda. He then introduced John Sherman, President & CEO, CCBC UNITED, Troy Taylor, CEO, CCB Florida and Lori Morrow, Senior Manager Franchise Governance, NAOU, for a discussion on our US System efforts to support social and economic justice. Troy kicked off the discussion with a powerful and genuine commentary and then both he and John provided valuable points of view and shared considerations for conversation

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as we navigate current events in our business environments. Lori walked the audience through how the Company has historically supported and addressed this pivotal issue and shared steps The Coca-Cola Company is taking to lean into, engage and prioritize diversity, inclusion and racial equity. Lori also shared resources available to Bottlers of Coca-Cola for additional information and support for enabling action in their businesses and communities.

The next guests were the BODYARMOR leadership team, led by Paul Lukanowski, COO, to discuss the brand's successful 2020 performance and exciting 2021 brand news. He provided a deeper dive into BODYARMOR's business plan, key Customer wins and performance details across their portfolio. The launch plan for Edge was reinforced, with an expectation that more exciting news is to come. Discussion followed regarding the news of the announced acquisition of BODYARMOR by The Coca-Cola Company.

Monster's Emelie Tirre, President of the Americas, and her team took attendees through the Monster portfolio 2020 performance details, 2021 programming, innovations, news across the category and compelling insights showing how the energy category is poised for growth.

**A key takeaway and exciting statistic was that Mainstream Bottlers represented Monster's greatest volume growth for the year, with a majority of the Mainstream Bottlers outperforming the national volume growth percentage.**

The final session of the meeting, was the Bottler-only discussion facilitated by Bruce Long, Ilene Grimes, Rob Feeney and John Gould. Member dialogue covered a wide range of topics with particular focus on can supply.

Bruce Long officially adjourned the meeting, letting Members know that we look forward to seeing everyone at next year's meeting...in Palm Springs!

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!



## Welcome the 33rd Class of Coca-Cola Scholars!

The 2021 virtual Coca-Cola Scholars Celebration took place on April 15. We hope you were able to join the students, sponsors, and your system colleagues in officially welcoming this new class of future leaders.

From 99,403 applicants across the country to 1,609 Semifinalists to 251 Regional Finalists, the Coca-Cola Scholars Foundation (CCSF) recently announced the 2021 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 leadership development opportunities, 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. Given that many schools remain virtual and some hybrid, it is likely that there will not be traditional awards ceremonies for these Scholars. If you would like to arrange a safe event to meet your Scholar(s), you may download and adapt the customizable certificate. This certificate and other tools can be found in the comprehensive Bottler Toolkit that provides resources and templates to activate Scholars activities in your market. The toolkit is available through the Scholars Foundation team or your local PAC representative.

The Coca-Cola Scholars Foundation is the largest achievement-based and corporate-sponsored scholarship program in the country. With the addition of the 2021 class, the Coca-Cola Scholars Foundation will have provided more than 6,450 Coke Scholars nationwide with over \$75 million in scholarships over the course of 33 years.

If you have any questions, please contact Jamie Williams, (jwilliams@coca-cola.com) CCSF's Director of Scholarships.

Scan code for Scholars  
**Certificate Template:**



Scan code for a list of  
**2021 scholars:**



# Your Family Owned Business

## Welcoming Up and Comers of the Next Generation

By Christopher J. Eckrich, Ph.D., Amy Schuman

In a previous article, we explored processes for welcoming spouses who may be new to the enterprising family and its meeting processes. The rising generation of family members coming up through high school, college and young adulthood also need to be welcomed and educated about the nature of the family and respective businesses. Families seeking ownership continuity find ways to engage the rising generation who are often very busy with school, new jobs and living a full life. We see a variety of exciting and effective ways that families engage their rising generations.

### **DIRECT ENGAGEMENT IN THE FAMILY BUSINESS – SUMMER JOBS AND INTERNSHIPS**

Enterprising families often encourage high school-aged family members to work summer jobs in the family business to gain a general understanding about the business. They can also offer college-aged family members internships that are a more intense immersion focusing on a specific aspect of the family business. Ideally, internships align with the college-aged family member's interests and support the individual's career direction. Still, the goal of the internship is exposure to the enterprise and learning more deeply the culture of the business. Internships work best when work responsibilities are well defined, reporting relationships are clear, and the intern both receives feedback at the end of the internship and is asked to present a summary of their experience, including key learnings and observations.

Often, high potential, rising generation family members who meet the family employment policy requirements are directly recruited to come into the enterprise. These families are interested in building family talent within the enterprise and may hire rising generation family members to engage in a specific area of the business (Operations, Marketing, PR, Finance, Accounting, Customer Service, IT, etc.).

Alternatively, new hires may enter a rotational management program for rising generation family members who wish to gain a broad exposure to their business for eventual placement. Rotational programs require significant advance work to define the rotations, create real work opportunities, clarify desired outcomes and reporting relationships, and monitor progress. Family members rotating through the various functions of the business usually seek placement into an area of the company based on mutual agreement while balancing the rising generation's interests and company's need. Rotational programs are often used to prepare family members for governance roles as directors or family council leaders as well.

### **SHADOWING**

Another learning-focused work opportunity is where family members learn about various parts of the company by



shadowing one or more executives. These experiences are time-limited and generally culminate with the young shadower providing feedback to the owner or family on what was learned and whether they would be interested in pursuing a career in the firm. This approach is often used for late high school or early college-aged students who want to explore various aspect of the work world during a school break or other limited timeframe. While they do not necessarily need to shadow someone in the family's business, it does provide for the opportunity to discover more about the family business's culture and work processes while learning about an occupation.

Participating in industry-related activities is another good method for young family members to learn about their business and its place in the marketplace. Typically, these experiences are offered to college-aged students, but not mandated. Allowing the rising generation family member to opt-in is important so as not to create an experience of negative pressure. Many trade associations have "next gen" programs, usually for young adults who are post-college.

Many business owners with active boards of directors create board observer seats to allow the next generation to learn how the board functions. While some may do this as a way of training up-and-coming family board members, it also is a meaningful, rich learning experience for future owners who may never serve as a director.

To derive the full learning possibilities from these experiences, many families schedule pre-meeting calls where board observers can review the board packet with a knowledgeable director or business executive, and then also post-meeting calls where the board meeting can be debriefed for maximum learning. It is important to clarify boardroom protocol and the observer role prior to the meeting so observers are clear about whether they can ask questions or participate in discussions. For most, observers are just that — there to pay attention, listen attentively and learn but not fully participate in board discussions. These experiences are generally offered to rising generation family members after they have completed their formal education.

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### STRUCTURED, ACTIVITY-BASED EDUCATION

When a family business has a large number of rising generation family members, they may create specific learning activities designed to expose the next generation to the business and simultaneously build their teamwork. Typically, these opportunities are offered to late college or post college-age up-and-comers. Both family and non-family executives can provide support for this kind of activity. We have seen a number of different approaches to this, including:

- Dissect the vetting of a new business opportunity or investment.
- Develop a marketing or social media plan for a product or service now provided by the company
- Conduct a key competitor analysis and make a presentation to the executive team or a shareholder group.
- Create a set of scenarios for how the business will look 20 years from now.
- The executive group assigns the next generation group a real problem for them to consider and solve or make recommendations on. Ideally, the question the cohort group takes on is something the business is currently wrestling with and the cohort group will make a formal presentation about the matter, concepts to consider, recommendations and next steps.

### GENERAL BUSINESS EXPOSURE

We know of family businesses where the senior generation realizes that it is important for the rising generation group to begin working on teamwork, long before they become active shareholders. A few interesting approaches include:

- Start a next generation investment club with seeded money, overseen by those interested in the concept. The goal here is to learn about investing, and the club will need rules so teamwork results from working through the rules of the game and ongoing investment review and decision making.
- Create a limited investment pool that next generation family members can tap into for new business creation. This would require significant clarification of rules for application, methods of review and oversight, accountabilities, and defined relationship between funder and receivers. As the goal is to encourage collaboration among rising generation members, preference can be given to those concepts submitted by multiple family members. While some may prefer a sink or swim approach (go make it work!), senior family leaders can also serve as an informal advisory board should the up-and-coming investors request this feature. Because the goal of this activity is learning, recouping investment capital and growing assets is considered a bonus rather than the primary focus of this approach. Please note that this concept is very different than when families create an investment pool of family assets and allow younger generation family members to pursue wealth building opportunities.

- Private equity research for new investments, overseen by family members who have talents in this area.
- Collective service projects, such as Habitat for Humanity, that the group can complete as a team.

### CONCLUSION

We often hear elder family business leaders express concern that their children or grandchildren do not understand the importance of the family enterprise to the family or to society at large. They wish everyone had greater passion and appreciation for the enterprise and all it takes to make it successful. In truth, you can't love something that you do not know well. It is our hope that the concepts presented in this article will help you nurture a knowledgeable, well-educated and appreciative future ownership group.

### CONSIDER THE FOLLOWING TO BEGIN THIS JOURNEY:

- Gather the parents and grandparents of the up-and-coming generation to determine whether engaging the next generation is a worthy goal that all can support.
- Identify the types of engagement that up and comers could reasonably participate in given the state of the business, and business resources and family leadership available.
- Engage in a discussion with your firm's human resource officer to add input to the discussion.
- Assign a member of the parent or grandparent generation that will lead this process to make sure that the concept of engaging up and comers in the family has a champion.
- Bring the next generation together and talk with them about the types of engagement they would like to participate in, perhaps from a limited list developed in the second bullet above.
- Make it happen!



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## Coca-Cola UNITED is 2021 Beverage Bottler of the Year!



Members of Coca-Cola UNITED's leadership team pose in the company's new \$86 million South Metro Atlanta sales and distribution facility.

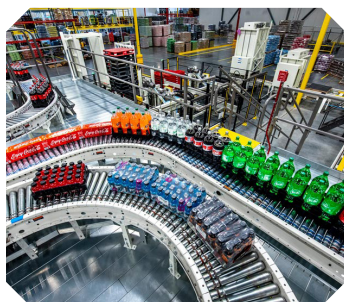
*Pictured front row, left to right, Victor Ragland, Director of the Atlanta Division and John Sherman, President and Chief Executive Officer; back row, left to right, Crawford Jones, Vice President of the East Region; Billy Johnson, Director of Warehouse Operations; Mike Suco, Senior Vice President and Chief Commercial Officer; Abby Whitmire, Director of Public Affairs and Communications; and Grant Rafeld, Director of Lifecycle Innovation and Demand Planning.*

(Photo by Clint Alexander)

Now a fifth-generation family company, Coca-Cola UNITED takes pride in its historic roots, family-centered values and culture, warehouse automation innovation and growth that accelerated more than three-fold as John H. Sherman, President and Chief Executive Officer (CEO), assumed the bottling company's mantle of leadership in April 2016.

"I feel very fortunate and grateful to be part of this great enterprise," the CEO says. From its founding in 1902 by Johnson Sr., the story of Coca-Cola Bottling Co. UNITED is an "amazing, refreshing story" of an American-owned business that journeyed to become the third largest Bottler of Coca-Cola products in the United States. "It's amazing to see our enterprise today," the CEO enthuses, "We now have three fifth-generation Johnson family members working for the company. This has a lot of significance for us because less than 3 percent of family-owned businesses last beyond the third generation. So, by these facts, Coca-Cola UNITED is an outlier."

In addition to new hires to keep pace with the tremendous growth, Coca-Cola UNITED invested nearly \$300 million to optimize and automate its warehousing operations. Enter the Vertique solution. This automated case picking and palletizing system was installed in the Chattanooga, Tenn., production facility in 2016, and in the new \$86 million, 456,000-square-foot South Metro Atlanta sales and distribution center which opened in 2020.



*Installed in two of UNITED's facilities, Vertique, an automated case picking and palletizing system, has helped UNITED optimize its warehouse operations by changing the manual ordering process into an efficient sequential operation.*

Each year the January issue of *Beverage Industry* selects a company for its annual Bottler of the Year Award. This prestigious honor is the result of evaluating businesses across the Bottling landscape on key business metrics. Great Lakes Coca-Cola was honored in 2018. And, in 2019, the award was shared by all 68 Bottlers of Coca-Cola, in recognition of the successful completion of an historical integration as our system embraces the 21st century.

Coca-Cola Bottling Company UNITED, with its rich history, commitment to teamwork and its stakeholders, and a nearly \$300 million investment in facilities, fleet and technology was named Beverage Industry's 2021 Bottler of the Year.

Each day, the folks at UNITED ensure that more than 1,200 SKUs of carbonated soft drinks (CSDs), still and sparkling waters, sports drinks, energy drinks and ready-to-drink teas and juices are delivered to more than 150,000 customers across six Southeastern states. As an essential employer, CCBCU has demonstrated toughness, determination and resiliency during the global pandemic.



### Coca-Cola Bottling Co. UNITED at a Glance

**Founded:** 1902 by Crawford Johnson Sr.

**Family:** A fifth-generation family business

**Revenue:** \$2.9 billion in 2020; second largest privately owned bottler and third largest bottler in North America

**Franchise territory:** Six Southeastern states: Alabama; Chattanooga, TN, Florida Panhandle, Georgia; Louisiana & southern Mississippi

**Facilities:** 60, (8 production & 52 local sales and distribution centers)

**Number of SKUs:** 1,200

**Number of cases:** 218 million (2020)

**Employees:** 10,000

Vertique will be pivotal to automating bottling operations at UNITED's soon-to-open \$60 million, 300,000-square-foot sales and distribution center in Tifton, Ga., scheduled to open in May 2021. Based on the company's Strategic Investment Plan, Vertique will eventually be installed in facilities in Louisiana and Alabama, bringing the total number of installations to eight, Sherman notes.

"Vertique allows Coca-Cola UNITED to handle our expanding portfolio and SKU proliferation," the CEO explains. "At the end of this journey, we will have nearly 85 percent of our inventory in eight large automated warehouses; each with the capability

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## Coca-Cola UNITED is 2021 Beverage Bottler of the Year!

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of conducting other direct-to-consumer routes like eCommerce and eFulfillment. Although we will be consolidating inventory, we will maintain our current facility footprint in the communities where our associates work and live. Sherman credits great brands, a sales team with superior execution and 10,000 team members who daily “shine the red-logoed Coca-Cola trademark” for the company’s success.

“Our recognizable brands are grounded in values like quality and excellence,” he explains. “We don’t take shortcuts, and we have zero interest in second place. Our Coca-Cola UNITED team is the reason our future is bright. Despite a pandemic, multiple hurricanes, supply chain disruptions and challenges to the business, they never give up. In this extraordinarily difficult year, we’ve been able to sustain our business targets and serve our customers and communities at the highest levels,” he continues. “Our employees are amazing.”

**Let’s all congratulate everyone at UNITED on achieving this industry distinction!**

Scan this code to  
read the full article  
on BevIndustry.com



## What else is happening with the Bottler of the Year....

### Coca-Cola UNITED will Invest \$48M in its Mobile, Alabama

campus to grow its business along the Gulf Coast. This work will expand its existing warehouse, optimize its distribution operations, and install a state-of-the-art warehousing system that will benefit its associates, customers, and communities in the Mobile area and along the coast. Once the project is complete, the company expects an increase in jobs at the Mobile facility, which will continue to serve as a hub to distribute products and services to customers and other Coca-Cola UNITED sales centers along the Gulf Coast. Construction is scheduled to begin this summer and should be complete by the end of 2022. **Scan the code to learn more:**



### CCBCU Builds a New \$8 million Facility in Panama City, Florida.

This newly constructed 24,000-square foot facility will house a sales and distribution center, warehouse, fleet maintenance operation and administrative offices. Plans include 18 loading docks and distribution of approximately three million cases of beverages annually. The existing sales and distribution center employs approximately 80 associates who will transfer to the new facility when it is fully operational by the end of 2021. **Scan the code to learn more:**



## Delivering 6,000 Pounds of Support!

On Jan. 16, a fire in the Alaskan community of Tuluksak destroyed the village’s washateria and water plant building, the community’s only source of clean, running water.

Tuluksak is a remote village, rich in natural beauty with a shared sense of family. Most of its 300 residents belong to the Tuluksak Native Community tribe where families have lived for generations.

However beautiful, being so remote can leave a community vulnerable. When trouble hits, help takes time to arrive and even basic supplies are also costly to come by and transport.

After learning about the disaster, local businesses, cargo planes and folks with ties to the area rallied for Tuluksak. Coca-Cola Bottling of Alaska was part of the incredible team that stepped up to donate supplies. CCB Alaska delivered six thousand pounds of water. They partnered with Pepsi – who added additional H2O relief. Pallets were delivered to Bethel, Alaska, and from there, Yute Commuter Service in collaboration with Ravn Alaska successfully transported the water directly to the impacted Tuluksak community residents.



Loading Dasani to transport to Tuluksak



(Left to Right) Jared Fipps (Pepsi), Brent Miller (Pepsi), Rob McKinney (Ravn Alaska), and Hellen Payares (Coca-Cola Bottling of Alaska)

(Photos by Jovell Rennie)

“Whether you’re a fan of Coca-Cola or Pepsi, we’re all Alaskans, and Alaskans deserve great drinking water,” said Hellen Payares, the marketing manager of Coca-Cola Bottling of Alaska.

Everyone at Coca-Cola Bottling of Alaska was proud to partner with four local businesses in order to provide an essential need to this community.



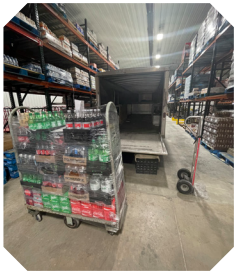
## Truck and Enclosed Cargo Trailer System Success At Macon Coca-Cola

Often, many best practices come from creative thinking among our CCBA Members. This was kindly shared by Macon Coca-Cola while we were rounding up successes that have resulted from recent warehouse optimization and distribution optimization initiatives across our System.

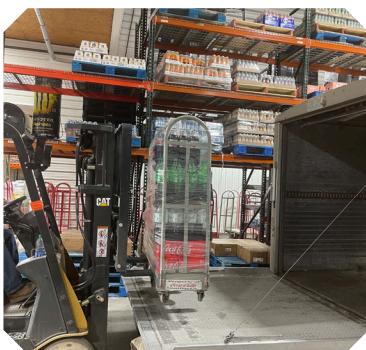
Following are the 'nuts and bolts' of Macon's trucks and enclosed cargo trailers system, which changed how they delivered most products. Bill Mayes, Macon Coca-Cola's owner (with his wife Susan Mayes), came up with this idea and the entire Macon CCBC team believes it's the best thing they have done in the past 10 years!



- The system has resulted in greater efficiency and the single largest expense reduction Macon CCBC has had since being implemented.
- The team at Macon uses 3/4 ton trucks and enclosed cargo trailers. The product is loaded on four (4) foot steel carts with wheels (similar to u-boats) and then shrink-wrapped and labeled for delivery. Steel has held up better than aluminum and five (5) foot carts did not work as well in this application. (They recently tried the Cool-lift system, as a test, yet chose to maintain the current method, as it continues to be more efficient for their operation.)
- Once the carts are ready, the vehicle door is leveled, carts are loaded by forklift and the carts are rolled to their position and strapped into the trailer.
- In addition to being very efficient for their territory, by purchasing a certain size of trailer, the business only needs a Class E chauffeur's license instead of a Class A CDL, which, as most know, makes hiring a lot easier.



*Carts ready for loading....*



*Forklift in action....*



*Ready for delivery!*

This is a system that can be adapted to work in many facilities, especially where pallet delivery is not optimal.

If you are interested in trying this at your facility and want to know more, feel free to contact Bill Mayes at Macon Coca-Cola ([billmayes@maconcocacola.com](mailto:billmayes@maconcocacola.com)).



### Delivery Vehicle Details

#### Trucks:

- 3/4 ton single axle truck with a GVWR of 10,000 lbs. Dodge Rams currently fall into this category.
- 1 ton leaf springs added after purchase of truck
- Needs to be a diesel truck

#### Trailers:

- Enclosed cargo trailer 7x24'
- Two 8,000 lb. axles
- GVWR of 16,000 lbs.
- Combined GVWR of 26,000 lbs., which only needs a Class E license
- Advantech flooring added on trailer to extend life of the floor

### The Advantages

- Macon can put a truck on the road instead of a semi and realize twice the fuel mileage! (8 mpg instead of 4 mpg)
- Cost of truck and trailer is equal to, or less than the cost of a semi alone
- Orders are built by stop
- No picking required, no loading onto a wheeler by the driver
- Carts can easily navigate small back rooms
- Class E license qualifies instead of Class A and costs less
- Damaged product quantities have been cut tremendously due to less handling
- Cuts delivery time by at least 50% compared to using a side bay and a wheeler
- Tire and oil change expenses are much lower for cargo trailers versus semi-trailers

Scan this code to view videos of the process in action:





## Cookie Rice Honored by Missouri Sports Hall of Fame

The Missouri Sports Hall of Fame ushered in its Class of 2021 during the Enshrinement held on January 31 at Ozark Empire Fairgrounds, following local health department guidelines, including limiting seating capacity and requiring face masks.

Edwin “Cookie” Rice, CEO of Ozarks Coca-Cola/Dr Pepper Bottling Company, received the prestigious 2021 President’s Award. The Missouri Sports Hall of Fame honors athletes who have defined Missouri sports and have been positive influences in their communities. The President’s Award honors individuals who support the Enshrinement, including businesses and individuals.



## Monster Beverage Announces Leadership Updates



Hilton H. Schlosberg was elected in January by the Board of Directors of

Monster Beverage Company (the “Board”) as Co-Chief Executive Officer of the Company. Mr. Schlosberg will serve as Co-Chief Executive Officer together with Rodney C. Sacks, who has served as the Chief Executive Officer of the Company since 1990.

Concurrently, Mr. Schlosberg resigned his positions as President,

Chief Financial Officer, Chief Operating Officer and Secretary of the Company. Mr. Sacks will continue as Chairman of the Board and Mr. Schlosberg will continue as Vice Chairman of the Board. Mr. Schlosberg and Mr. Sacks have held key senior leadership positions with the Company and have operated as co-leaders of the Company as it has grown over the years.

In addition, Thomas J. Kelly was elected by the Board as Chief Financial Officer of the Company, succeeding Mr. Schlosberg. Mr. Kelly has been Executive Vice President, Finance, and/or Controller and Secretary of Monster Energy Company since 1992.



## Coca-Cola UNITED Announces Key Executive Appointments



**Mike Suco** has accepted the position of **Senior Vice President and Chief Commercial Officer**.



**Neil Favre** succeeds Eric Steadman as **Vice President and Controller**.



**Crawford Jones** succeeds Mike Suco in Atlanta as **Vice President, East Region**.



**Gianetta Jones** has been named **Vice President and Chief People Officer**.



**Beeland Nielsen** has been named **Vice President, Commercial Capabilities and Chief Information Officer**.



**Craig Neely**, currently an Officer of Coca-Cola UNITED, assumes the title of **Vice President and Treasurer**.



**Eric Steadman** has been named **Senior Vice President and Chief Financial Officer**.



**Linda Sewell** has been elected by UNITED’s Board of Directors as an Officer of Coca-Cola UNITED in her current role as **Vice President, Public Affairs and Communications**.



# Jim Marvel...We'll see you down the road!



CCBA had an opportunity to talk with Jim Marvel as he settles into retirement and reflected on his experiences over 33 years across our Coca-Cola System. As CCBA Members will agree, Jim was a key, all around "go-to" guy. He offered

knowledge, coaching and experience that came from working in a variety of positions on the Coca-Cola 'playing field'.

Jim also hails from the family of a Coca-Cola Bottler. And, like so many of our Members who have grown up in the business, Jim was working and getting to know our beverage business long before his official first day with the Company. He began working with CCNA in 1987 and never looked back.

When we asked Jim what person or persons had a positive influence on him and his career with Coca-Cola, the list was long. Standouts include Paul Wood, Claude Nielsen, Dan Markle, Jack Pelo, Dave Katz, Bill O'Brien, Bob Browne, Michael Faber, Michael Mathews, Ron Lewis (CCBSS), Troy Taylor and Carolyn (CJ) Jackson (CCNA HR).

During our conversation, Jim shared his deep respect for our Bottling community and how hard everyone works. He expressed how he learned by observing Bottling leaders operate with patience, respect and passion through the many changes and shifts in our business and related processes. His favorite quote or 'words to live by' echo the sentiments of many across our system in Robert Woodruff's quote: "There is no limit to what a man can do or where he can go if he doesn't mind who gets the credit."

Jim also shared how he has been inspired by the resilience of our system over the decades, as well as history making changes and events that we have all been a part of. At the top of Jim's

experience list is the deep collaboration and subsequent execution of Coca-Cola's System of the Future. He shared how the Bottling community's commitment to defining and reinforcing their roles with the Company created a unique foundation for a powerful and unbeatable enterprise.

We talked about one final topic, specifically what advice he might give to someone just beginning their Coca-Cola journey today.

Jim's advice is quintessentially Jim. His recommendation was to build your network thoughtfully. Establish reciprocal trust and rely on colleagues who will provide a true mirror and offer honest input and feedback that will help you grow. Work hard, listen and let people help.



*Cambridge Coca-Cola Bottling Company's 50 year plaque presentation! Pictured left to right – Jim's Great Aunt Elsie Gillis Asplen, his Great Uncle William "Bill" P. Asplen, Sr., a representative of The Coca-Cola Company\* and Jim's Cousin & Godfather William "Bill" P. Asplen, Jr.*

*\*Unfortunately, no one can recall the name of the company representative! There's a bonus prize to any readers out there who may know!*



*Jim is looking forward to spending more time with his family! Pictured with Jim are daughter, Julia; his wife, Chris and son, Charlie. That's Enzo in the center!*

**We know our members join CCBA in expressing thanks for Jim's partnership with us over the years!**

## Bermuda Distribution Announcement

**Butterfield & Vallis**



Wholesale distributors Butterfield and Vallis assumed distribution for The Coca-Cola Company in Bermuda effective April 5, 2021.

A joint letter to the trade in Bermuda, signed by Bruce Barritt and Mr. Butterfield, said both company's management teams "are focused on minimizing the impact on employment and ensuring that there will be proper continuity of supply to the market".

John Barritt & Son first began bottling and selling Coca-Cola in Bermuda in 1927, ceasing production in 2011. Butterfield & Vallis has been providing wholesale distribution services in Bermuda for over 100 years.

# In Memoriam

We know you join CCBA in sharing condolences with the Graham family.



**Hardy P. Graham, Sr.**  
**Meridian Coca-Cola Bottling Company**  
**May 17, 1942 - March 24, 2021**

Hardy Poindexter Graham, Sr. met his Lord and Savior on March 24, 2021. Hardy lived a full life in Meridian, MS and made meaningful connections around the world due to his military service, business interests, and love of travel.

Hardy was born in Meridian, MS on May 17, 1942 to Hardy Moore Graham and Cora Lee Poindexter Graham. His family moved to Union City, TN when he was four years old in order for his parents to operate Union City Coca-Cola Bottling. He graduated with honors from Union City High School in 1960 and was named MVP at the Tennessee State Basketball Championship that year. He continued his education at the University of Mississippi. Hardy obtained his bachelor of arts in 1964, and his master of arts in 1965 while working as a graduate assistant in the history department. As an Ole Miss student, Hardy was a member of the basketball team, Pi Kappa Alpha Fraternity president, and was awarded the Taylor Medal in history, the university's highest academic honor. Hardy was commissioned by the United States Navy in 1964 and served his country upon graduation from Ole Miss from 1965-1968. He was stationed on USS Sumner and at the United States Naval Academy in Annapolis, MD. He achieved the rank of Lieutenant and served as a naval tactics instructor. Hardy commuted to law school at Georgetown University Law Center in Washington, D.C. and obtained his juris doctor in 1970, following in his father's footsteps as an attorney. He was a member of the American Bar Association and the Mississippi Bar Association.

Hardy's education and life experiences served him well as he turned his attention to business development in Meridian, MS and Union City, TN. Hardy's business accomplishments included serving in senior leadership roles and as a partner at Union City Coca-Cola, Meridian Coca-Cola Bottling Co., Northwood East, Inc., Gulf States Cannery, Inc., and Bonita Properties, Inc. Hardy was a "Coca-Cola Man" through and through. Hardy was a third generation Bottler and very proud that his family has been in the Coca-Cola business since the *very beginning!* (His grandfather, Richard Newell Poindexter was first cousin to J.T. Lupton). Hardy returned to work at Meridian Coca-Cola in 1970, became President in 1979, and served as Chairman of the Board from 1986 until his death. He was named Mississippi Bottler of the Year in 1994. He also served in leadership of the MS Soft Drink Association, Mainstream Coca-Cola Bottlers, Merchant & Farmers National Bank, Deposit Guaranty National Bank, and Riley Memorial Hospital. Hardy was also a recipient of the Hartley D. Peavey Award for Entrepreneurial Excellence.

In addition to his work ethic, Hardy had a strong sense of civic duty. His community involvement included Rotary Club, the Meridian City Planning Commission, Boy Scouts, 4-H Advisory Council, State Games of Mississippi (founder), Boys & Girls Club of Meridian, Meridian Museum of Art, Lauren Rogers Museum of Art in Laurel, and Meridian Lauderdale County Partnership. He was a supporter of the Riley Center for the Performing Arts, the Mississippi Arts and Entertainment Center, and the Mississippi Children's Museum in Meridian. Desiring others to receive the gift of education, Hardy was a patron of several colleges and universities in our state, including the University of Mississippi, Mississippi State University-Meridian Campus, and Meridian Community College. He served on the Board of Directors of Meridian Community College Foundation, where he ultimately served as Vice President and President. He was a member of the University of Mississippi Foundation Board of Directors and the Chancellor's Trust. The academic buildings and rooms around the state honoring Hardy and his family are a testament to his devotion to education and service. His significant investments in these institutions was as rewarding for Hardy as it is for the recipients. Hardy's work through Bonita Properties also resulted in the commercial development of much of Meridian, including Bonita Lakes Mall.

Hardy's greatest hobbies in life were travel, fishing and his wine collection. Whether he was tasting a fine Burgundy at a friend's home in France or fishing in the Gulf of Mexico with his friends and family, Hardy always looked for adventure and wanted to enjoy it with others.

Hardy was preceded in death by his parents and two infant children, Judith Lee Graham and Richard Williams Graham. He is survived by his loving wife, Dorothy Langhofer ("Dottie") Graham. Hardy also leaves his former wife of 36 years, Judy Graham Wood and his two devoted children, Hardy P. Graham, Jr. (Monica), and Lee Ann Graham Keeton (Lucky), along with grandchildren Lilli and Lauren Graham and Graham and Liam Morphis, brother Newell Graham (Bettie), and nephew Richard Graham (Anna). Hardy leaves a host of relatives and friends who will miss his large life presence.

Hardy was a communicant of St. Paul's Episcopal Church in Meridian, where his family has deep ties. The family wishes to thank the physicians and staff of Anderson Regional Medical Center and the University of Alabama at Birmingham Hospital for their unwavering care of Hardy. The family suggests charitable donations in lieu of flowers to Care Lodge Domestic Violence Shelter of Meridian, Meridian Community College Foundation, or St. Paul's Episcopal Church.



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



**William Dallas (Dal) Clark, Jr.**  
**Clark Coca-Cola Bottling Company**  
**February 12, 1940 - March 18, 2021**

William Dallas Clark Jr. (Dal), 81 of Bowling Green KY entered the gates of Heaven Thursday, March 18th, 2021. Dal Jr. was born February 12, 1940 in West Point, MS, to the late Nina Cottrell Clark and William Dallas Clark Sr.

After moving to Starkville, MS, as a child, he quickly became a natural born leader. Dal joined the Boy Scouts of America where he received the honor of Eagle Scout. He attended Starkville High School and enjoyed all sports, excelling in football and became team captain. Dal graduated high school in 1958 and then attended Vanderbilt University for two years, before graduating from Mississippi State University in 1962 with a business degree. Following college Dal served in the United States Army as a lieutenant with Army Intelligence, while stationed in New Orleans.

He then moved to Bowling Green, Kentucky to work in his family business as a 3rd generation Coca-Cola Bottler on January 1, 1965. Dal's natural leadership qualities helped launch his family's 85 year beverage business to new heights, as he broadened distribution opportunities and acquired rights with companies like Miller, Coors and Dr. Pepper. He served as a valued lifelong board member of his family business, Clark Beverage Group and Clark Distributing.

Dal married Jane Leslie Parker of Bowling Green in 1967 and was a loving father to his children, William Dallas Clark III and George Parker Clark. He was an avid adventurer and loved any excuse to be outdoors. Dal became a mountaineer and climbed Mt. Everest (twice), Aconcagua and Mt. Rainier, as well as a number of Himalayan peaks. He had a passion for all of God's creations and always created impressive gardens and plants throughout his life. Dal loved art in all forms and was known to make his own creations from rocks he found in nature, which he referred to as "found art." He was a gifted musician and hunter and cherished his Mississippi roots. While Dal loved everyone, his dogs were his best friends.

Dal married Georgia Gayle Cleveland in 2018 and enjoyed their time together.

Dal is survived by his wife, Georgia Clark, his sons, Dallas Clark (Cindy Carr Clark), George Clark (Kaitlynn Kirby Clark), his brother, Albert Cottrell Clark (Glenda Bell Clark), and 6 adoring grandchildren, William Dallas, Wade Thomas, Afton, Summit, Woods Parker and Bays as well as several nieces, nephews and cousins. Dal's sister Carole Clark passed away on March 22nd.

Dal was a friend to all who knew him. He will be greatly missed. Expressions of sympathy may be made to your local humane society in Dal's name.

## American Beverage Rebrands



American Beverage, formerly the American Beverage Association (ABA), Washington, D.C., announced

a new look and name earlier this year. The new branding speaks to who the association is — a strong, united, forward-thinking industry driving solutions together on issues of importance to the communities, families and customers it serves.

Learn more by visiting their website ([americanbeverage.org](http://americanbeverage.org)) or scanning this code:



## Introducing a NEW Logo!





## Congratulations to Our Happy Couple!

There was a bright spot this winter when Andrew Reyes, of Great Lakes Coca-Cola was married to Elizabeth Cooney in December. Andrew and Elizabeth felt grateful to celebrate with family and friends with a small gathering in Palm Beach, Florida. The bride and groom actually attended Notre Dame at the same time, but didn't meet until after graduating, 10 years later in Chicago! Both agree it was worth the wait.

**We know our Members join CCBA in wishing the very best to Andrew and Elizabeth.**



## Time to Celebrate

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



*introducing...*

**Charlotte Reece Griffin**

March 24, 2021

7 lbs.

19.5 inches

**Proud Parents:** Stephanie and Michael Griffin



*introducing...*

**Daxton Angelo Stevens**

February 5, 2021

7lbs. 10 oz.

21 inches

**Proud Parents:** Cody & Ashley Stevens

**Proud Grandparents:** Jerry & Bev Stevens

**Proud Grandparents:** Matt & Rachel Stevens

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](mailto:lpeluso@ccbanet.com).