



# the BottlingLine

Issue No. 346 • Fall 2022

## 2022 Schedule

CCBA Annual Meeting  
September 12-13

NAOU Ready To Execute  
Meeting  
September 14-15

CCBA Risk Management  
Forum  
November 9-11  
San Antonio, TX

CCLT Meeting  
December 7-8

Mainstream Bottler  
Community Calls  
September 29  
November 4  
December 15

2023 Spring Mainstream  
Meeting  
February 23-24, 2023  
Scottsdale, AZ

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



We hope you will join us for the 2022 CCBA Annual Meeting on September 12th and 13th, in Atlanta, GA! This year's theme is *Faith in Our Future*.

In keeping with this theme, an agenda has been designed to address the pace of change, and key topics related to our business. We look forward to seeing you in September!



## A Conversation with Frank Harrison on Transformation

In February of this year, our system's own Frank Harrison authored and published his book, **The Transformation Factor: Leading Your Company for Good, for God, and for Growth**. Transformation is a powerful word and key theme in our system's evolution and leadership over the years. This article highlights Frank's journey and point-of-view to initiate dialog across our Membership internally and with your respective teams - to lead in a way that nurtures growth, builds a strong foundation and achieves results.

### Early Lessons Set the Stage

In the 1980's, Frank observed the adverse impact of a political, short-sighted, quarterly-focused culture. "Politics is a very interesting thing," Frank said. "I don't think I really understand it all, but I saw it in action during my early years at Coca-Cola Consolidated. It does not nurture growth; it destroys it. Politics makes it all about me - my pride and my ego, and doing whatever it takes to make me look good. And that obviously leads to many bad decisions."

Then at age 38, Frank was appointed CEO of Coca-Cola Consolidated. Those early lessons shaped his priorities in his new role. "As much as I needed to learn as a leader, there was one thing I understood very clearly: Someday I would be held accountable for the influence and the impact this Company had for good, for God, and for growth." Frank describes this as "his wake-up call" and it has been his guide ever since.

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Frank Harrison officially began his career with Coca-Cola Consolidated in 1977, but his roots in the Coca-Cola system date back to 1902, when his great-grandfather, J.B. Harrison first introduced Coca-Cola to the Carolinas. Early in his career, Frank worked in a number of frontline positions, including running routes and operating bottling lines.

Today, as the fourth-generation family leader of Coca-Cola Consolidated, Frank is focused on creating a culture of servant leaders, whose values and actions honor God. Coca-Cola Consolidated is a public company, that strives to grow profitably while making a positive difference in the lives of its 16,000 teammates and the communities it serves across 14 states and Washington, D.C.

# A Conversation with Frank Harrison on Transformation

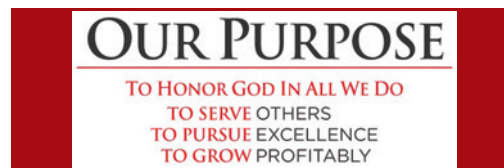
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## Transformation & Growth

Since becoming CEO in 1996, Frank has been on “a journey of transformation.” It began as a conversation with his leadership team, which ultimately changed the course of the Company and his role as its leader. The key question was simple, “What does it look like to honor God with this business?” The answer was also simple, *Purpose*.

Frank says that “when you nail down a purpose for your company or any entrepreneurial endeavor, you take the first step toward creating your company’s culture. Purpose,” Frank says, “drives everything we do. It’s the *why* behind our actions.”

Then the work began to articulate Coca-Cola Consolidated’s purpose statement, which would shape its culture for years to come. “Our culture is Our Purpose and it’s the most important thing,” Frank says.



It was this Purpose that led Consolidated to a focus on servant leadership, which produced an aspirational growth strategy—encouraging and supporting all of its teammates to become servant leaders, at work, at home and in their communities. The Purpose also drives the ethic of service across the business and community engagement.

“A service-first mindset,” Frank says, “speaks volumes to customers. When we make it a priority and commit to serve our customers well, business will naturally grow. It’s easy to get caught up in the business of business—focusing on developing great brands, timely delivery, the right pricing and packaging strategies. It’s also about meeting emotional, physical and spiritual needs, and loving and serving people.”

## t-factor

As the Purpose matured and transformed the culture at Coke Consolidated, Frank and the leadership team, started to share what they learned about the importance of culture with colleagues and business leaders. When others heard how a clear and compelling Purpose, anchored in Honoring God and Serving Others, had transformed Consolidated’s culture and business, there was a strong interest in learning more. Many wanted to bring those lessons into their own organizations.

Those conversations were the beginnings of a conference series called **t-factor**, or “transformation factor.” At these conferences, Consolidated leaders share principles that contributed to the Company’s cultural transformation.



t-factor aims to equip leaders to transform their workplace cultures for good, for God, and for growth. Starting in 2014, with just a few leaders, the conferences now offer virtual training for leaders around the world.

During these virtual events, Frank and other leaders at Coca-Cola Consolidated share the importance of defining purpose, the legalities of a faith-friendly culture, charitable giving, chaplaincy services, and much more. Participants are equipped with practical information and guidelines, inspired by speakers and anecdotes of purpose-in-action, and enabled to network with like-minded leaders. Since moving to a virtual format in 2020, t-factor has hosted over 2,100 leaders from over 1,500, companies representing nearly 15,500,000 employees. These leaders have come from 59 countries around the world.

# A Conversation with Frank Harrison on Transformation

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"We would never claim to have all the answers," Frank says, "but I do believe that our story is worth telling and I am seeing God use it to help other companies on their transformation journeys."

## The Transformation Factor

Over the past 26 years of leading Coca-Cola Consolidated and eight years of hosting t-factor events, many have requested that Frank share his experience, wisdom and personal insights in a book. In early 2022, that became a reality, with *The Transformation Factor: Leading your company for Good, for God, and for Growth*.

Though Frank never aspired to author a book, he saw that the desire across business and non-profit sectors for cultural transformation was enormous. Ultimately, Frank realized it was part of his calling. "If writing this book helps other leaders transform their cultures and avoid some of the mistakes we made, it would be well worth the effort."

The theme of the book is that every person in an organization matters and how they are led matters just as much. "A purpose-driven, people-focused culture and a leadership style that centers on serving others is beneficial to our shareholders, our teammates, our business, and all of those we serve," Frank says. *The Transformation Factor* is all about what it takes to commit to and invest in people, helping them to recognize their fullest potential, and how to transform any environment into a place of vitality, growth, and purpose. With clarity and honesty, Frank speaks from his experience as a leader, and offers a new way to look at people, culture, business, and success.



"I want leaders to know that the most important thing about their organizations is *culture*. Pure and simple. Every organization has a culture, but most don't know what it is, and many are not healthy. My hope is that this book will help wake up readers to the fact that their culture can be *transformed* into one that is healthy, strong, and growing. And they can do it faster than we did, avoiding some of the mistakes we made along the way."

## Living Out Purpose



While Frank will always be passionate about transforming workplace cultures, he continues to pour time and energy into his family and the organization he started with his late son James Harrison.

In 2008, Frank and James co-founded Open Eyes, a non-profit ministry dedicated to equipping leaders throughout the world to serve those in need, to share the message of Jesus Christ, and to disciple believers. James spent several years working in Africa, serving people in villages across Sudan and East Africa. Frank has personally led several teams to the war-torn country of Sudan, just one of the countries where Open Eyes is currently operating. Today, Open Eyes works in some of the most difficult places on earth—serving those who need it most.

Frank and his wife Jan are approaching their 45th anniversary. They have three married daughters, and eight grandchildren—with another one on the way. His greatest hope is that his family will continue to use their gifts to make an impact "for good, for God and for growth," including helping others transform their lives and workplace cultures for the better.



# Your Family Owned Business

## If You're Not All In, You're Not in at All: Part 1

By: David Karofsky, The Family Business Consulting Group



In life, you spend more time with your family or working than doing anything else. When you combine these two areas of your life into one and create a family business, the commitment required to managing both is immense and you often don't know where family ends and business begins. To sustain a family business for generations to come requires that family members be "all in" in the work they need to do to effectively run the company as well as manage the family dynamics that can be at play.

The following two-part series looks at the challenges and opportunities family businesses face when effecting change in areas of the lifecycle of a family business and, in particular, the transition from one generation to the next. The first part will explore two case studies of family businesses that were not "all in" during these lifecycle moments and the impacts of this lack of commitment.

The second part will explore two case studies of family businesses that were "all in" and the successes that resulted from this work.

While the following engagements both began with the intention of creating meaningful change in different areas of the family business, they were both ultimately unsuccessful due to a lack of commitment or alignment on the part of one or multiple family members. This failure to commit to the work can manifest in different forms, ranging from false promises on the willingness to change to an inability to align with other family members on the direction in which to transition the business. While a key part of my role as the consultant is to help guide family case studies describes an engagement with a goal for the company that never came to fruition and shows how family members not being "all in" encumbers the process and negatively impacts a successful outcome.

### Case #1: New Leadership for Generation Three

John is the 2nd generation CEO of a 3rd generation family-run real estate development business. Over the past 35 years, he has grown the company into what it is today, and while John's two children, Amy and Andy, are in the business as well, it's always really been John's show. Now it's come time to transition the family business leadership from John to the next generation, and I was brought in to facilitate this process.

#### Ego vs. Leadership

While John said he was ready to work with a consultant, his behavior proved otherwise. When the engagement began, Amy and Andy were actively participating in the leadership development plan, while John was just kind of running through the motions. Meetings that could have been productive conversations broke down due to John's resistance and unwillingness to shift his perspective.

He would allow his emotions to dictate his actions, getting frustrated when he felt we were pushing him to do something he didn't really want to do. John would lash out, blaming me, the consultant, for dynamics that had been a problem long before I got involved. John would create stories in his head, fabrications of events that never actually happened in an attempt to create the reality he wished were the truth. You can imagine how hard this was for Amy and Andy, sitting there while their father disengaged, completely hamstringing the process and hindering the engagement.

This harsh dynamic that was created had the most significant impact on John and Amy's relationship. Already partially damaged from years of John's behavior, the relationship was further hurt by John's behavior during our work together. It left Amy questioning whether she even wanted to continue to be in the family business. When it came time to implement the plan we eventually decided on, moving Amy into an executive leadership role with the stage set for her to succeed John in the coming years, John pushed back, almost as if he didn't remember what we had set out to achieve in the first place and all the work that had been done thus far.

#### When Trust is Destroyed

The story of John and his children exemplifies the breakdown that tends to occur when a family member says they're ready to change but truly aren't. Despite my guidance and encouragement that John attempt to change his behavior, he wasn't able to. Not only did it impact the transition of leadership for the business, but it also puts tremendous strain on the family as a whole.

John's words of commitment at the beginning of the engagement meant the future. What could have been a gradual transition of leadership from a father to his daughter instead became a story of words over action and a father's inability to let go leaving Amy and Andy to question if they want to be in the family business going forward.

### Case #2: Transitioning Ownership from Siblings to Cousins

The struggle in the transition of ownership can often rival that of a transition of leadership. In the case of the Thomas family, a 4 generation large-scale distribution company, I was brought in to facilitate the transition of ownership from the second generation of siblings down to the third generation of cousins. The Thomas family had 12 family members in the business, with 80% of the company owned by the second generation, all of whom were in their late 60s and early 70s. The number of family members across three generational age ranges coupled with this family's history of poor communication, trauma, and differing family values created a complex setting in which to transition ownership.

# Your Family Owned Business

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## What does "Family" Mean?

The Thomas family reached out to me with their goal of transitioning ownership of the company but were unable to separate the complex family dynamics from this business-oriented goal. In this family, there was a constant practice of blaming other family members for problems in the business without seeking solutions, with the addition of being unable to let go of family interactions from the past.

This emotional turmoil that permeated the company created an environment that was not conducive to decision-making. Some family members could not let go of decision-making control, while others were trying to make decisions for the wrong reasons. For example, attempting to work to protect the family bloodline rather than make decisions in the company's best interest.

In addition, with respect to the senior generation of the Thomas family, there was the question of what they would do after a transition of ownership. This is an essential question during times of transition and one that should be met with thoughtful consideration and caring communication. Unfortunately, in the case of the Thomas family, this wasn't possible due to the extreme dysfunction of the family and their unwillingness to work together.

We worked over the course of 2 ½ years, attempting to address and work through these family struggles resulting from past distrust, yet were unable to keep them out of business discussions. The three brothers and one sister who made up the second generation were unable or unwilling to separate the deep family history of conflict, which influenced the business aspect of the family business.

Communication within the family was inconsistent and ineffective. Family members would say one thing while meaning something else, and there simply too many family members skirting responsibility to have any clarity when it came to making progress on communication, addressing the past, and the overall goal of passing the business to the next generation.

## Partnership to Ownership: Requires a New Paradigm

Additionally, the family dynamic accentuated the differences between the sibling generation, known as the sibling partnership, and the cousin generation, known as the cousin consortium. While the brothers and sisters all grew up together in one family system, the cousins grew up influenced by their respective parents. The cousins may share the same last name and family business, but they grew up in different towns with different nuclear families. Because of this, the perspectives, opinions, and values in the cousin generation are often more varied compared to the sibling generation. In this situation, the cousin consortium complicated the work of creating fair ownership because the conversation shifted into protecting family lines rather than what was in the business's best interest.

A family of this size will always be complicated compared to a smaller nuclear family. Despite the shared family name, you have decades of family history combined with increasingly different family views. For me, in a situation such as this, the ultimate goal of ownership transition has to be able to stand above any challenging family dynamics or communication issues. With the Thomas family, it didn't. In the end, the family was unable to work through their differences and ultimately needed to part ways and dissolve the business.

## Summary

The problem in these engagements wasn't that the goals that these family businesses set out to achieve were unrealistic or unobtainable. The work broke down when different family members weren't "all in" on the process. Significant change can seldom happen in a family business unless all members are open to change. As a consultant, I try to give clients every opportunity to change or adapt, but it ultimately falls on the family to choose how they want to show up to an engagement.

When family members are not committed, not ready to let things go and do the work, or not aligned on the direction of change, the progress can be impacted. The dynamic of having some, but not all, family members engaged in the work leaves everyone dissatisfied and some questioning their continued involvement in the company, which could ultimately lead to the demise of the family business.

But when family members are all in? That's where change can truly happen. In the second part of this series, I will look at two other cases. One is a case of family governance, and the other is another leadership transition. In these examples, we will see the success that can come from an engagement where all family members are all in on the process.



Scan the code to read more in Part 2 of this series!

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*Coca-Cola Bottling Living Legends - (l to r) Edwin 'Cookie' Rice, Claude Nielsen, Sandy Williams and Frank Harrison*

### Notes from Waukomis

The Williams family of Corinth Coca-Cola has a decades-long history – since 1968, to be exact—of hosting a meeting of Southeastern region Bottlers at a special venue known as “Waukomis”. This past June, the Waukomis meeting was held once again for the first time since 2019. Clearly our Bottlers were anxious to network after the long period of Covid lock-down and turnout for this meeting was extremely strong.

This system tradition has facilitated discussion and best practice sharing for over 50 years. As always, the centerpiece of the Waukomis meeting were the individual “report-outs” by Bottler leaders sharing headlines of high level results, performance drivers, and channel, customer and competitive insights. Of particular note was two beautiful tributes provided during the updates by Hardy Graham, Jr. of Meridian Coca-Cola and Richard Graham of Union City Coca-Cola. Both gentlemen shared eloquent remarks about their late fathers, both of whom passed fairly recently. Hardy Graham, Sr., of

Meridian and Newell Graham of Union City were special Coca-Cola men. NAOU was also well represented at the meeting and updates were provided from South Zone leadership as well as NAOU Product Supply.

On top of the terrific information sharing, the Williams family once again showered its guests with amazing food and hospitality. The true highlight of the meeting was definitely the opportunity to convene a wonderful group of Bottlers and see the amazing camaraderie and sharing come back so quickly after the long pandemic pause.



### Coca-Cola Beverages Florida's Breaks Ground for New Sales and Distribution Center

Coca-Cola Beverages Florida, LLC (Coke Florida) hosted a groundbreaking ceremony for its new Tampa Sales and Distribution Center on Thursday, June 16. Coke Florida will invest over \$250 million in the construction of the new 800,000 square foot, state-of-the-art facility.



Coke Florida's current Tampa operations employs over 800 associates across sales, manufacturing, warehousing, distribution, fleet operations, and professional services. This new facility will bring most of these associates together on one campus and will include a leading-edge warehousing system designed to improve the speed and accuracy of operations, while putting less stress on associates.

The construction of the facility will bring significant economic activity to the area and is expected to be completed in 24 to 36 months. Local government officials, business partners, and community partners shared in the milestone event. Speaking at the event, City of Tampa Mayor Jane Castor commented on the success of Coke Florida as an organization and as a member of the community.

Troy Taylor, Coke Florida's Founder, Chairman and Chief Executive Officer shared appreciation for the company's associates and the work they do each day to deliver the business to customers and consumers. He added “While we are only 7 years old as Coke Florida, the Coca-Cola system has been operating in Florida for over 100 years. This means we are built on a solid foundation of serving ice cold beverages to Floridians and visitors, providing good-paying and longlasting jobs to Floridians, and being an involved member in the communities where we operate. I am proud of the additional economic activity that our operations and projects will bring to the Tampa-St. Petersburg area with this new facility and our soon to be opened facility in St. Petersburg.”

Tampa is home to Coke Florida's headquarters and one of its four manufacturing facilities. Across the state, the company employs over 4,600 associates and operates 18 sales and distribution facilities in addition to the 4 manufacturing facilities. Founded in 2015, Coke Florida is the third largest privately held and sixth largest Coca-Cola bottler in the United States. The company operates in an exclusive territory which covers 47 counties in Florida and serves over 21 million consumers.





Recognizing private company success

## Coca-Cola Beverages Florida Recognized as a US Best Managed Company!

Coca-Cola Beverages Florida was selected as a 2022 U.S. Best Managed Company in May. The program, sponsored by Deloitte Private and The Wall Street Journal recognizes outstanding U.S. private companies and the achievements of their management teams.

The 2022 designees have demonstrated excellence in strategic planning and execution, a commitment to their people, and fostering a dynamic, resilient culture, as well as strong financials.

"This recognition is a significant achievement for us, and we see it as a validation of the diligence, consistent effort, and resilience of the 4,600 plus associates of Coke Florida," Troy Taylor, Founder, Chairman, and CEO of Coke Florida.



Applicants are evaluated and selected by a panel of external judges focused on assessing hallmarks of excellence in four key areas: strategy, ability to execute, corporate culture, and governance/financial performance. They join a global ecosystem of honorees from more than 40 countries recognized by the Best Managed Companies program.

Scan the code to view a video that shares more about the program and this year's honor

We know CCBA Members join us in congratulating everyone at Coca-Cola Florida Beverages on this wonderful designation!



Planning and strategy are central to business operations at Coca-Cola Beverages Florida, LLC (Coke Florida), which include activities ranging from forecasting and analysis to routing and dispatching. The company recently announced leadership appointments that support these key functions.

### Scott McLaughlin Promoted to VP, Planning - Commercial Operations



Scott McLaughlin moves from South Florida Territory Director to Vice President, Planning - Commercial Operations.

In his new role, Scott will provide leadership and oversight for planning all of Coke Florida's commercial operations, including leading the company's forecasting activities, enabling the execution

of segmented service models, and allocating resources to optimize commercial outcomes.

Scott began his Coke Florida career in 2015 and has more than twenty-eight years of experience in the Coca-Cola system.

### Sally Forsyth Appointed to VP, Strategic Integration & Analytics



Sally Forsyth transitions into the newly created role of Vice President, Strategic Integration and Analytics after previously serving as Vice President, Enterprise Planning and Analytics.

Sally retains responsibilities for revenue growth management and decision support while focusing on new challenges that improve Coke Florida's positioning in Florida's competitive CPG landscape. Her work will also advance the development and implementation of the company's integrated pricing, service and beverage segmentation, and smart equipment commercialization programs.

Sally began her Coke Florida career in 2015 and has over thirty years in the Coca-Cola system.



### Coca-Cola UNITED Appoints Scott McCallister as West Region Vice President

Coca-Cola Bottling Company United, Inc. (UNITED) appointed Scott McCallister as its next West Region Vice President (effective August 1, 2022.) McCallister succeeds Susan

sanne Hall, who became Senior Vice President and Chief Commercial Officer also effective August 1 (and shared in the last issue of The Bottling Line.) This appointment is the latest in a series of recent executive leadership announcements as Coke UNITED plans for its future success.

Scott will assume executive responsibility for sales, marketing and distribution for UNITED in Louisiana and South Mississippi. He is based in Baton Rouge, Louisiana, the headquarters for Coca-Cola UNITED's West Region, and leads approximately 2,600 associates in 12 sales centers spanning the region.

Scott joined the Coca-Cola system in 1995 after three years with the Kroger Company. His career began as a Sales Associate in Shreveport, Louisiana, and he held various positions before becoming a Sales Manager in Alexandria,

Louisiana. He then relocated to Texarkana, Texas, as a Sales Center Manager before returning to Shreveport, where he also served as Sales Center Manager. Scott later led on premise and convenience channels as Director for Louisiana and Mississippi prior to joining Coca-Cola UNITED in 2015.

A Louisiana native, Scott grew up in Shreveport and is a graduate of Ouachita Baptist University in Arkadelphia, Arkansas, where he earned his bachelor's degree in business administration. Civically, he has served on several boards, including the Louisiana Restaurant Association, United Way and currently Junior Achievement of Greater Baton Rouge and Acadiana. Scott and his wife, Tiffany, reside in Baton Rouge and have a son and daughter, Tyler and Tori.



Please join us in congratulating Scott in his new role!



### Heartland Coca-Cola Promotes Jeff Carter to VP, Customers



Heartland Coca-Cola Bottling, LLC announced the appointment of Jeff Carter to VP, Customers.

In his new role, Jeff will be responsible for guiding the organization to achieve desired sales and operational results by leading the development of strategic business plans while leading executive relationships with a portfolio of national, regional, and local customers in Kansas, Missouri, and Illinois. He joins Heart-

land's executive leadership team and will report to Heartland's President, Charles "Chuck" Wyant.

"Jeff brings nearly 30 years of experience within the Coke system, he has a deep and broad range of expertise in the beverage industry," said Charles Wyant, President. "Jeff has consistently proven his ability to build strategic alliances, while bringing innovative solutions that have played a key role growing our customers business."

Jeff added, "This year we are celebrating our first five years as Heartland. I am looking forward to the next five and beyond, I'm excited to lead the work Heartland does partnering with our customers across our territory." Jeff graduated from Emporia State University with a Bachelor of Science in Business.

Please join us in congratulating Jeff and wishing him success in his new role!

### Ramona Palmer-Eason Joins Heartland Coca-Cola, LLC as General Counsel



Heartland Coca-Cola Bottling, LLC announced that Ramona G. Palmer-Eason has joined the company as General Counsel.

Ramona will serve as the primary legal counsel for Heartland and as an advisor to the company's CEO, COO, and other senior executives. She is responsible for all legal affairs including corporate governance, commercial contracts, litigation, compliance programs and labor and employment matters.

"We are fortunate to have Ramona Palmer-Eason joining the Heartland Coca-Cola team," said Charles Wyant, President. "She has an impressive combination of legal experience, business leadership, and community leadership and we are looking forward to working with her."

Ms. Palmer-Eason brings over 20 years of legal experience, which includes legal counsel in private practice, government practice and corporate practice. In 2022, Savoy Magazine recognized her as one of the most influential Black lawyers. She graduated from Drake University with a BA in Journalism and Mass Communications and with a Juris Doctor in Law. Ramona is a member of the Kansas Bar Association and the Missouri Bar Association, as well as a Board Member of the Brown Foundation for Educational Equity, Excellence and Research.

Please join us in congratulating and welcoming Ramona!



## A Woman We Admire

Congratulations to Kimberly Kuo on being named among the Top 50 Women Leaders of North Carolina for 2022 by *Women We Admire*! This award celebrates women change-makers who lead with dedication & commitment to the industries they serve and it's an impressive group.

Kimberly is Senior Vice President of Public Affairs, Communications and Sustainability with Coca-Cola Consolidated. She has more than 28 years of communications and marketing experience in politics, government, corporations, and technology start-ups.

Previously, Kim was a top Press Aide for Senate Majority Leader and then presidential candidate Bob Dole, and vice presidential candidate Jack Kemp. She was primary spokesperson for Internet giant AOL, and then expanded this role to oversee Investor Relations and Marketing at technology start-ups. After acting as primary Spokesperson and Communications lead for a top Washington, D.C. trade association, she launched its advocacy initiative. In less than four years, the organization grew to the third largest advocacy group in the country. As Chief Marketing Officer for the world's largest book and entertainment distributor, Kuo transformed her marketing organization into a profit center, introduced extensive e-marketing programs, and modernized the company's brand and market position. She is passionate about empowering people, developing talent, building effective teams, and strengthening corporate culture. Kuo graduated from Stanford University with an undergraduate degree in communications. After working briefly in Normandy, France, she studied comparative government and economics at the London School of Economics.



Let's congratulate Kim, thank her for her leadership and for forging a path for future women leaders in the beverage industry!

Scan the code to learn more



## Coca-Cola Consolidated's Melissa Soto Named to Progressive Grocer's 2022 Top Women in Grocery!



Progressive Grocer's 2022 Top Women in Grocery recognizes and showcases overall excellence and continued achievement among female professionals in the North American retail food industry. This is the 16th year for the food retailing industry's longest running program recognizing and celebrating the accomplishments

and contributions of thousands of women at all levels in the industry. Melissa is Director, Customer Management with Coca-Cola Consolidated, serving Kroger. An awards event will be held in Orlando, FL in November.

We know our Membership joins CCBA in congratulating Melissa on this achievement!



## Viking Coca-Cola's Faber Family Celebrates 70 years

The Faber Family is celebrating 70 years as a Coca-Cola Bottler. It all began with Joe Faber's passion and dedication, which were instilled in son, Michael from the beginning and inspired his mother, RoseAnn. Together they have nurtured their business with dedication and passion, while serving their community.

Viking Coca-Cola remains a dedicated family-run establishment that includes the Faber family and extends beyond to all members of the team including delivery drivers, sales personnel, executive management, and our partners. The Faber family is rich with heart, vibrancy, and commitment to Viking Coca-Cola and its success.

We know our Members join CCBA in congratulating everyone at Viking Coca-Cola on this milestone!

Scan the code to learn more:



## COMMUNITY & MEMBER Updates



### Maui Soda & Ice Works Named 2022 Hall of Fame Winner

Hawaii Business Magazine recently named Maui Soda & Ice Works its 2022 Editor's Choice Hall of Fame winner. Maui Soda & Ice was founded in 1884 as an ice and refrigeration company and has been owned and led by the Nobriga family since 1946. "When we look back and compare our company throughout all these years, it is like two different worlds," says Buddy Nobriga, sales and marketing manager for Maui Soda & Ice Works.

Buddy's great-grandfather was working at the company in the 1920s, using a horse and wagon to deliver ice to homes for refrigeration. The company has evolved significantly since that time, and today it wholesales over 300 beverages and more than 400 different frozen foods. He added, "We became a Coca-Cola bottling franchise in 1924, and Coca-Cola products are a central part of our business".



From left to right: Brian Fevella, Buddy Nobriga and James (Jay) Nobriga. | Photo: Ryan Siphers

A few years later in 1931, an ice cream company that leased space from Maui Soda went bankrupt and left its machinery behind. Buddy's great-grandfather, Manuel Nobriga, taught himself ice cream production using three books. "We use a lot of the same methods today" to produce the company's Roselani Ice Cream, Buddy Nobriga says. "It's what makes us unique."

The Nobriga family purchased Maui Soda & Ice Works in 1946 and is currently working on a succession plan for fourth-generation family members, such as Buddy to eventually lead the company. "It is our strong desire to maintain the family involvement within the business," says Brian Fevella, president and GM.

The company has just over 80 employees on Maui and Lāna'i, most of them long-term. "We are extremely blessed by the track record of over 50% of our employees having over 20 years with us," said Nobriga. Maui

Soda & Ice is heavily dependent on tourism and lost about half of its revenue in 2020, the first year of the pandemic. It's still struggling to return to normal.

"Every week we have a new issue with supply chain and labor, and everything else that a lot of other businesses have to struggle with," said Fevella.

Despite these challenges, Nobriga and Fevella say the company used the pandemic as an opportunity to give back to the community. It donated products to food banks and to first responders including the National Guard, hospital staff and firefighters.

Nobriga and his father, James Nobriga, were enthusiastic in their appreciation of the community's support over the years, talking in tandem and finishing each other's sentences: "We support the community as best we can. And if the community supports us, we can stay in business. It's true that the local support for local business is key to success. We wouldn't be at 138 years if it wasn't for the community."

*Hawaii Business is an award-winning magazine that covers the major issues affecting the state's businesses, and provides useful information to owners and managers. Founded in 1955, Hawaii Business is the oldest regional business magazine in the United States and reaches more than 58,000 business decision makers each month.*

We know our Members join CCBA in congratulating Maui Soda & Ice on their business Hall of Fame win!



Durham Coca-Cola Bottling Company recently announced plans for the construction of a new distribution facility in Apex, NC. Groundbreaking is expected by 1st quarter of 2023, with occupancy in 2024.

The 170,000 square foot facility is being developed in partnership with Beacon Partners, a North Carolina based commercial real estate developer. The state-of-the-art facility will feature enhanced sustainable building specifications that will yield zero landfill waste and create as little environmental impact as possible. It will also show appreciation to the current workforce and the anticipated additional jobs by having a modern, welcoming facility that fosters a safe, more efficient working environment.

Durham Coca-Cola has enjoyed consistent growth over the years and today, includes a combination of acquired Coca-Cola territories in addition to its original markets. These territories include Roxboro, Henderson and Sanford. Durham Coca-Cola's ever-growing product portfolio and growth is a reflection of how the Company has done business in its communities over the years.

M. Hager Rand, current President of the third-generation family bottler, also shared the new facility will be dedicated to his grandfather, William Kenan Rand and father, W. Kenan Rand, Jr. who preceded him in running the business, honoring their legacy, vision and dedication to the business.



# In Memoriam

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



**Gary Al Sligar**

Coca-Cola Bottling Company UNITED  
March 5, 1941 - May 16, 2022

Gary Al Sligar passed away on May 16, 2022 at the age of 81.

Gary was born on March 5, 1941 in Fort Worth, Texas. He married his junior high school sweetheart, Carolyn in 1961, in San Antonio, Texas. Gary and Carolyn welcomed three children, Michael, Ashley and Paige.

Gary studied economics at Texas A&M University where he was a proud member of the Corp of Cadets. After graduating from Texas A&M, he served four years in the U.S. Air Force and resigned /received an honorable discharge as Captain.

In 1967, Gary embarked on a lifelong career in the beverage industry starting with the American Can Co. He joined the Houston Coca-Cola Bottling Company in 1973, becoming Executive Vice President /General Manager before joining the Dallas Fort Worth Dr Pepper Bottling Company as President/ GM in 1981. Gary completed his "beverage" journey at Baton Rouge Coca-Cola Bottling, where he was promoted to President of the Gulf Coast Region in 1998 and served until his retirement in 2006.

In retirement, Gary enjoyed spending quality time with family and friends and cherished his time with his grandkids most of all. He loved watching Texas A&M sports and could frequently be found on a golf course playing with dear friends. Gary was loved and touched many lives along the way.

In lieu of flowers, the family requests that donations be made to Alzheimer's Association, an organization Gary felt strongly about.

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



**Edward Browning Miles**

Yakima Coca-Cola Bottling Company / The Dolsen Companies  
July 22, 1969 - December 07, 2021

Edward Browning Miles (Eddie) was born on July 22, 1969, in Vancouver, Washington, to Charles Rogers Miles Jr. (Pete) and Linda Bartlett Rice. Eddie entered the world just 15-minutes after his identical twin brother, Charles Rogers Miles III (Chris). Eddie went to be with his Lord and Savior, Jesus Christ, at age 52, surrounded by his loving family after a valiant 15- month battle with a glioblastoma brain tumor.

Eddie grew up in Kelso, Washington, and was a 1988 graduate of Kelso High School, where he excelled in skiing, soccer, and wrestling. He then attended Boise State University and Northwest Nazarene University where he graduated in 1994 with a Bachelor of Arts in Business Administration. While attending NNU, Eddie met Christine Talmadge, his future wife.

After graduation, he and Christine married in 1994, and Eddie accepted a position in Christine's hometown of Oak Harbor, Washington, with InterWest Savings Bank. While working in Oak Harbor, Eddie completed his Master of Arts in Organizational Leadership from Chapman University. His career led him to the medical management field where he grew professionally and served in key roles of progressively increasing responsibility at area medical institutions, ultimately becoming Vice President of Operations at Yakima Valley Memorial Hospital. In 2018, Eddie left the medical administration field and began a fulfilling career with The Dolsen Companies as their Chief Operating Officer.

Eddie was a dedicated family man, an active member of West Valley Church, and was involved in numerous organizations throughout Yakima, coaching youth soccer as well as serving on the board at SOZO sports. At his former alma mater, NNU, he served on the Alumni Board and the Board of Trustees. Even after Eddie's diagnosis, he went on to pass all the rigorous requirements and become a member of the White Pass Ski Patrol.

Eddie is survived by his wife of 27 years, Christine, son Gabriel Miles, daughter Alyssa Miles, mother Linda Rice (Ray), father Pete Miles (Alice), identical twin brother Chris Miles (Beth), sister Lara Camberg, sister Nicole Miles, step-brother James Shumway (Julie), and step-sister Jordana Shumway. Eddie is preceded in death by his daughter, Morgan Hannah Miles. He is also survived by many nieces, nephews, cousins, loving in-laws, and extended family members.

Eddie will be forever remembered for the impact he made in his community, any organizations that he was a part of, and missed by anyone who had the privilege to meet and get to know him.

In lieu of flowers, etc., the family asks for donations to be made in Eddie's name to: Neurological Research Foundation, C/O Dr. David Baskin, 1656 North Blvd, Houston, TX 77006.

Memories and condolences can be shared at [www.brooksidefuneral.com](http://www.brooksidefuneral.com).



## Member Resources

### 2022 401K & Financial Forum Highlights

#### Reunited and it feels so good!

CCBA hosted the 401k and Financial Management Forums at Sandestin Golf and Beach Resort in Destin, Florida July 27-29th. How refreshing it was to gather as a Bottler financial community after three challenging years, and the time together proved to be value-added for business and member camaraderie.

The 401k Forum for program participating Bottlers commenced on Wednesday, July 27th. During this informative half-day session, Bottlers were provided an update on Plan Statistics and Health from Principal Relationship Manager Scott Olson. This update was followed by a discussion led by Rachel Stanley Nguyen from Principal and John Lucas with USI Consulting Group on our political environment and select legislative proposals that could impact retirement plans. Dan Barry from NFP followed the discussion, providing insight and considerations about executive benefits and non-qualified retirement plans.

The agenda moved quickly as Kevin Morris, VP and Chief Marketing Officer of Principal, shared some strategic and behavioral perspectives on participant engagement following the Covid-19 pandemic. NFP's Eric Loyd covered trending topics in retirement plans, ranging from student loan repayment via company match to cryptocurrency in retirement plans.

The final meeting discussion was led by Principal's Scott Kuykendall and Niesha Stidger, who shared the annual compliance and education calendars. CCBA's Director of Employee Benefits, Stephanie Griffin, then facilitated a group discussion and shared closing remarks with Members.

CCBA would like to acknowledge and thank its 401K Forum Sponsors for their generous contributions and continued partnership:



After an information packed afternoon focused on the financial well-being of our Members, everyone gathered on the resort's 'Great Lawn' to enjoy delicious food & beverages and reconnect with friends and colleagues.

The following morning, CCBA's CFO, Suzy Higginbotham kicked off the Financial Management Forum by welcoming attendees, reviewing the agenda and thanking the meeting's Sponsor, Northern Trust.

The first guest speaker, Craig Neely, Vice President and Treasurer of Coca-Cola Bottling Company UNITED, presented a video about the history of Coke UNITED and then discussed the impact of refranchising, shared an overview of Coke UNITED's Diversity & Inclusion Council, and highlighted facility investments and the company's recent awards and milestones.

Jeff Ryan, CCBA's Director of Finance, then shared insights from the Bottler Financial Survey, identifying opportunities and leading discussion on next steps in the continuous improvement process. Always a favorite at the Forum, Tim Quinlan from Wells Fargo joined us virtually to provide another captivating update on the economy and global markets. Preston Lee from Coca-Cola Bottler Sales & Services (CCBSS) then offered a preview to a potentially very challenging commodities environment on the horizon for the next 18 months.

The afternoon session began with Goldman Sachs Beverage Industry Analyst Bonnie Herzog discussing current trends in the Convenience Store Channel and the Beverage Industry. Bonnie was followed by CCBA's Ilene Grimes (Vice President, Bottler Support Services & Customer Governance) and Bob Sweeney from Coca-Cola Southwest Beverages, who led an informative discussion around System Governance. Suzy (Higginbotham) then facilitated a Bottler panel discussion on shared Bottler experiences. The panel included Danny Holstead, Coca-Cola Southwest Beverages; Kris Martins, Atlantic CCBC; and Brad Waller, Durango CCBC.



Northern Trust's Senior Wealth Advisor, Garrett Buchanan provided the group with valuable insights on financial planning in uncertain times. The day concluded with breakout sessions for CONA and North Star, led by Scott Armstrong (CONA) and Cary Griswold (CCBC High Country), respectively.

The evening's dinner reception was a treat for the senses with a delicious menu and view to match! CCBA arranged perfect weather for the attendees to enjoy a BBQ on the Marina Beach, complete with fried chicken and banana pudding. The laughs, the sunset, and the conversation made for the perfect ending to a productive day. As always, Kem Hunt, CCBA's Event Coordinator, pulled out all the stops to provide attendees with a spectacular venue full of great views, fun activities, and incredible meals!

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## Member Resources

### 2022 401K & Financial Forum Highlights

(... continued from page 12)

Day two kicked off with a comprehensive overview, led by Coca-Cola Credit Union's Shannon Frost, of the many Coca-Cola Credit Union benefits that are available to all bottler employees and their families. Next, a panel of NAOU senior finance leaders that included Brent Iredale, Asad Khan, Brian Payne, Sheri Preston, Gopal Srinivasan, and Nick Nichols discussed current initiatives and key topics and facilitated a Q&A session. Brook Pointer, BODYARMOR Chief Financial Officer, followed the panel and introduced the brand's new organization and exciting initiatives on tap to grow the franchise and expand & create new categories beyond a sports drink perception. After a short break, Caitlyn Carr, Brian Debragga and Ashley Snow of CCBSS walked the audience through an overview of the CCBSS organization and some exciting initiatives in progress, including an introduction of an automated Financial Planning & Analysis process through Workday Adaptive Planning as well as enhancements to automate, simplify and integrate pricing.



The Association's John Gould (CEO & Executive Director) and Ilene (Grimes) then shared a stewardship and advocacy update with attendees. John and Ilene covered progress against CCBA's strategic goals as well as key NAOU advocacy initiatives on which the Association is currently working on behalf of our Members, including a System Financial Health deep dive.

Chief Financial Officer and Forum ringmaster extraordinaire Suzy (Higginbotham), offered closing comments to the group, thanking everyone and adjourning the session.

**Special thanks to our Financial Forum sponsor!**



*We encourage Members to contact Suzy ([shigginbotham@ccbanet.com](mailto:shigginbotham@ccbanet.com)) to learn more about the Northern Trust-CCBA Member Program!*

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



members, industry colleagues and experts. CCBA looks forward to hosting the financial community again soon. In the meantime, let us know how we can assist and collaborate to bring value to you and your team. See you next year!

Scan the code to check out the presentations from the session. (You will need your CCBA website password to access.)

### Liberty Coca-Cola Introduces Innovative Paper 6-Pack Holder to Replace Plastic Rings

Liberty Coca-Cola Beverages has partnered with Atlanta-based packaging producer, Graphic Packaging International to launch an innovative multi-pack packaging system in the United States.



The KeelClip™ packaging solution *is a paper fastener made of recyclable paper, that replaces plastic rings, tops and shrink wrap*, while offering unique merchandising benefits.

Production equipment is installed at Liberty Coke's facility in Elmsford, New York, which supplies Liberty's New York, Connecticut, New Jersey, Philadelphia and Delaware markets. This equipment is the first to be installed in the U.S. and the transition is anticipated to remove 75,000 pounds of plastic packaging per year from the supply chain.

"Liberty Coca-Cola Beverages is thrilled to be Graphic Packaging's first partner in the United States to implement this innovative packaging system," said Paul Mulligan, co-owner of Liberty Coca-Cola Beverages. "We are committed to producing sustainable products across our territories that eliminate waste and develop a circular economy."

According to Graphic Packaging representatives, the KeelClip™ technology has seen incredible success wherever it has been used, winning 10 industry awards and becoming a gold standard for can multipacks in over 20 countries.



## Member Resources

### 2022 Loss Control Forum Highlights

This year's Spring Loss Control Forum convened in Chattanooga, Tennessee, on May 4th and 5th. The Forum is an annual event that showcases content, the exchange of best practices and access to and interaction with subject matter experts specializing in the unique risk and loss control aspects of our bottling business. This was also the first in-person Loss Control session since 2019! It goes without saying, but we'll say -- it was great to see everyone!

Charles Norton, CCBA's General Counsel, kicked-off the meeting, welcomed everyone and reviewed the agenda. He also introduced and thanked the sponsors for this year's Loss Control Forum. We cannot overstate the value that Arbill, Digital Chalk and Workforce QA have added to CCBA programs as business partners and as sponsors for this Forum.

Dr. Donna Smith, Workforce QA, spoke to the group on *Drug Testing Updates*. Dr. Smith, a nationally renowned expert and advisor on drug-testing, is very familiar with our Bottling System. Her timely and informative presentation on developments and the rapid evolution of drug testing in the workplace segued perfectly into a Bottler Panel Discussion on Trends within our System around Drug Testing. This open dialogue provided an opportunity for the free flow and the exchange of thoughts, ideas and best practices by Bottlers who are directly and currently involved in this issue.

Greg Feary, Esq., a leading, nationally-recognized defense attorney, followed with a comprehensive overview and update on *Transportation Related Litigation and Regulatory Issues*. Mr. Feary and his partners, Jannie Steck and Tim Wiseman, discussed litigation, regulatory risks and the current climate around these risks. The trio offered a knowledgeable outlook with data that helped frame a discussion on the risks our System faces related to fleet exposures and the full scope of potential liability associated with putting vehicles on the road.

The afternoon began with an engaging presentation and discussion by Kate Maness, MS, CSP – EH&S Services Manager, Arbill, on the top OSHA violations in the workplace that can result in injuries, loss and fines, with optimal methods to understand more around these issues as well as how to implement strategies to avoid them.

Mike Watts, Workforce QA and Brett Trainor, Digital Chalk presented an outline of CCBA's Learning Management System, *New Trends in Training* and a View into expanded courseware options. If you haven't explored participation in this program that is designed and structured specifically for Coca-Cola Bottlers and beverage distributors, with your unique learning content needs in mind, it's time to contact your Association. Take advantage of a program with the power of CCBA behind it.

A highlight of the afternoon featured Tommy Sturdivan, former lead instructor of the Georgia State Patrol in accident investigation. Mr. Sturdivan discussed *Developments, Experiences and Advice in the Area of Accident Avoidance and Investigation*.

Day one concluded with a special presentation "*What Era is Your Safety Message From?*" - a dynamic and engaging session hosted by Andrew Woodard, Assistant Vice President, Consulting Solutions, Marsh Advisory and Gordon Mandt, Corporate Risk Manager, The Odom Corporation. This informative and timely presentation explored the Bottler perspective on how to train the current generation of workers.

Day two kicked off with an Overview of Entry Level Driver Training (ELDT) by Adam Murphy, Marsh Safety Consultant, TRIP, Midwest Region, and Charles Norton, CCBA General Counsel. This segment reviewed CCBA's Proposed Training Program that included a Group Discussion of Current Best Practices Among CCBA Members.

A Roundtable Discussion followed on: "*What New Technology Do You Use? Why? What Results Have You Seen?*" This segment highlighted key discussion topics which many Members face when it comes to integrating technology into their organization around safety. This session seamlessly progressed to an informal panel discussion, moderated by Gordon Mandt, The Odom Corporation, and Charles Norton, CCBA on "*Wearable Tech – Is Anyone Using It?*" This fascinating area and technology is expanding quickly and we expect to see more on this topic in future meetings.

The annual Loss Control Forum enables Members to network both formally and informally, share and learn about new best practices currently being implemented across the Coca-Cola Bottling System and beyond, learn from leading subject matter experts, and take away value from the time spent. We look forward to your participation next year.

For more information, contact Charles Norton at 678-539-2304 (cnorton@ccbnet.com)



Scan the code to view presentations from the Forum (password required.)

### Very special thanks to CCBA's sponsors of the 2022 Loss Control Forum

*Displays with resources and info from our meeting sponsors were ready!*





## A new member joins the Corinth Coca-Cola family!

*Introducing...*

**Margaret Kincade "Margot" Williams**

July 12, 2022

7 lbs. 9 oz.

19 inches



**Proud Parents:**

Martin and Adriene Williams

**Proud Grandfather:**

Kenneth Williams



*Margot joins her 'big' sister, Avon Anne Williams born March 3, 2017*

## A new member joins the Reyes family!

*Introducing...*

**Rosemary (Rosie) Frances Reyes**

April 28, 2022

**Proud Parents:**

Andrew and Elizabeth Reyes

**Proud Grandparents:**

Chris and Anne Reyes



## A Milestone Moment...

### *Cheers to 66 Years!*

Congratulations to Jean Mason, who has been working for Meridian Coca-Cola Bottling Company since 1956 and celebrates her 66th work anniversary in September. Yes, you read that right...



Sixty-six years can go by quickly when you love what you do! Ms. Jean runs the office and has generously mentored many employees over the years.

**We know CCBA Members join us in congratulating Jean on 66 years of service!**

## Northern Trust Is Proud To Support The Coca-Cola Bottlers' Association

Northern Trust and CCBA work together to offer members a range of financial services to help grow your business and achieve your financial goals.

### Potential Services Available to CCBA Members include:

- Complimentary Financial Assessment
- Commercial Banking
- Personal Banking
- Pre-Negotiated, Discounted Fees for Ongoing Relationships



To learn more, scan the QR code or contact Jordan Kiel at [jordan.kiel@ntrs.com](mailto:jordan.kiel@ntrs.com)



## Bon Voyage to a Guru of Loss Control

Those of you who have had the pleasure of engaging in CCBA's loss control work over the years, and definitely those who have participated in our property and casualty insurance program, have come to know, love and respect Gary Pohlmann of Marsh. Gary has served in a support role to CCBA's program since its inception, and has delivered thousands of hours of work, both in the forefront and behind the scenes, to help keep CCBA Members and their employees safe, healthy and on the job!

We bid farewell to Gary this year as he moves into his retirement. We will miss him and we wish him loads of fun and relaxation with his family. Gary leaves us in excellent hands, however. He has been working diligently over the past many, many months to bring his protégé and successor, Andrew Woodard, into the CCBA loss control family. Andrew will do Gary proud and, we are certain, will provide support at the same levels of quality, standards and responsiveness as Gary has.

**Good luck, Gary, and calm waters! We will miss you!**



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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@cibanet.com](mailto:lpeluso@cibanet.com).