



ACHIEUEMENT



Achievement

*A Story of Crawford Johnson and his
Elaborate New Bottling Plant at
Birmingham, Alabama*

By

G. T. JAHNKE



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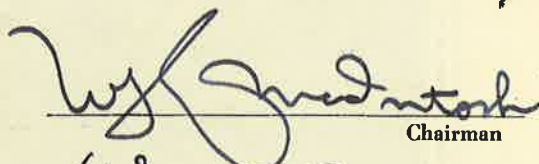
The Liquid Carbonic Corporation Chicago

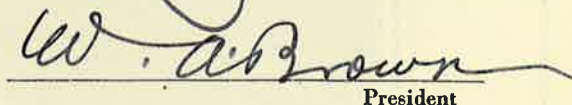
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**Published in the
Year of Our Lord
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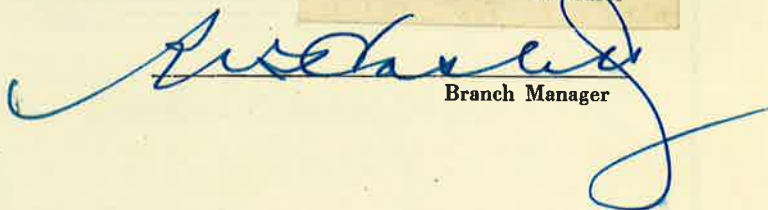
The Liquid Carbonic Corporation takes this opportunity to again express appreciation and through its officers wish you the highest success.


Chairman


President


Vice-President in Charge of Sales


Vice-President and Treasurer


Branch Manager



Crawford Johnson, Sr.

Crawford Johnson, Sr., president, The Coca-Cola Bottling Co., Birmingham, Ala., which is also known as Crawford Johnson Co. The new bottling plant which was recently completed, is undoubtedly the finest in the south, if not the most beautiful in the entire country. The portrait above is a reproduction of an oil painting.

Achievement .

A Story of Crawford Johnson and the New Bottling Plant at Birmingham Alabama



"Crawford, you're fired." Those words, spoken more than thirty years ago, started what is perhaps one of the most colorful careers in the bottling industry.

Young Crawford Johnson was at that time an assistant to the United States Deputy Clerk at Chattanooga, Tennessee. He was fortunate indeed to have for a "Boss," such a broad-minded and intelligent man as Thomas Ewing. Ewing could see that Johnson's future in the service was altogether too limited for the ambitions and enthusiasm that were pent up in his dynamic brain and body.

He knew that Crawford's loyalty would not let him leave, so he did him the kindness to fire him.

What now—well, one must eat and have shelter, even in Chattanooga, 35

years ago. No jobs being available, Johnson made one. He walked boldly into the general offices of the Blank Insurance Company and convinced them that there wasn't a better insurance man in the state of Tennessee. From that start, with a long tough grind, he soon proved his statement. His insurance business was coming along in great shape. Here at last was the road to the success he had dreamed of.

Sitting in his office, while in one of these smug moods, reminiscing about the past and contemplating the future, his "leg-o'-mutton-sleeved" secretary announced a messenger with a note.

It proved to be from Thomas Ewing. The substance of it was "Can you have lunch with me today?"
"Ewing."



Above, the second home of the Crawford Johnson Co., located at 1728 Avenue B, also in Birmingham. The above photo was taken about 1904. It shows Crawford Johnson and his entire personnel. At left in circle, photo of subsidiary plant in Bessemer, Ala., built some years after.

ing. I can't envision right now a business big enough potentially to match the enthusiasm that I know you can put into it. I want you to find an opportunity that you think offers real possibilities, and talk it over with me. If you need capital to swing it, I'll gamble on you."

It was not long afterward that Johnson found the opportunity. It was just about the time that Asa G. Candler had begun to realize what a huge success Coca-Cola could become as a fountain beverage.

Joe Whitehead had only recently conceived the idea of selling Coca-Cola in bottles. He had gone to Candler with an idea that he said would make him a million dollars. "Coca-Cola in bottles." Candler couldn't see it—and he said, "Joe, if this idea of yours is worth a million, why don't you make the million for yourself. Tell you what I'll do, I'll give you the entire United States for your territory."

So started the Coca-Cola Bottling Company. And it was through his

acquaintance with Mr. Whitehead, and Mr. Lupton, and Mr. Thomas, his associates, that Johnson became interested in Coca-Cola in bottles.

Birmingham was one of the territories then open, and Mr. Johnson's "vision" permitted him to see the future of that city. Shortly after a conference with Ewing, Johnson was in the Coca-Cola business at 109 N. 24th Street in Birmingham.

It was November, 1902, and marked the beginning of his permanent career.

This first bottling plant boasted the

following pretentious equipment: a foot power soda machine, a bottle washer consisting of a large two compartment square wood tub, with alkali on one side and fairly fresh water on the other. Split buck-shot and a few hand brushes took care of the extra dirty bottles very nicely. And last but not least in the plant equipment was a Liquid "Gem" Carbonator. (Editor's note—which only goes to prove again that he was a progressive minded bottler.) Some Coca-Cola cases, a supply of bottles, a barrel or so of syrup, an active mind, a healthy body and a cast iron determination, were his entire stock in trade.

Under Crawford's able administration of the business the demand for bottled Coca-Cola in his territory soon exceeded the supply.

The little plant was humming at top speed most of the time. It was during these busy periods that Mr. Kelly (who was Mr. Johnson's shop man and still is) had his "hands full" as the saying goes.

One time when the orders were piling high on the spindle, Crawford offered to buy a new hat for every man in the shop for the first "100 case day." By long and hard effort it was accomplished—and true to his word, Crawford bought each man in the shop a brand new brown



Mr. T. J. Kelly has been with Mr. Johnson since the first plant.

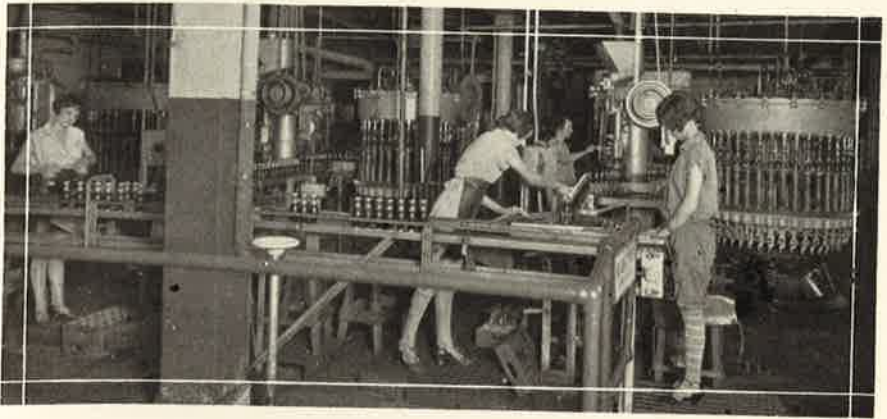
derby.

By additional equipment and more efficient handling the plant was soon producing 175 cases a day. Even as early as that, Johnson was strong for efficient layout and planned work, and he got the most out of his meager equipment.

It was only a few months that the plant remained on the alley corner. Some profits had been realized and the mortgages on the equipment were beginning to get a bit smaller.

Crawford felt that the outcome was an assured success—and that it was time to lay a bigger plan.

The second plant was located at 1728 Avenue B, between 17th and 18th streets. Another foot power crowner was added which was used to bottle ginger ale in addition to Coca-Cola.



Interior of the third Crawford Johnson Plant, constructed in 1908. Among the "Liquid" Low Pressure Fillers shown in the above illustration is the first one sold by "Liquid."

being discarded like most mules.

In 1908 a new plant was built at Avenue E and Twenty-Second Street. Coca-Cola was a success and Crawford Johnson was a success at bottling and distributing it.

This new plant, which served until the present masterpiece was constructed, was equipped with the latest in equipment at that time.

Among this equipment was a Liquid 40-Spout Low Pressure Fill-

er, the very first one ever sold, and the second one which had been built by the "Liquid."

In 1910 the first motor truck was purchased. It was a "Randolph" and had a capacity of 50 cases. This marked the beginning of motor truck use in Birmingham.

The plant built in 1908 was built with an eye to expansion and served the company well, until its ever growing business outgrew all room for

REPORTED BY H. 1235 THE BIRMINGHAM NEWS PUBLISHED BY THE BIRMINGHAM NEWS COMPANY

Junior League Girls

help to open the new

Coca-Cola Bottling Plant





YOUVE often heard about the famous way in which Coca-Cola is bottled. In celebration of the opening of Birmingham's wonderful new Coca-Cola bottling plant, the Junior League girls have arranged to hold a series of parties at the new plant. All and sundry are invited to witness the launch of honest brands, and to see the high speed of 200,000 bottles a day.

There's also been something in the picture about. You are invited to come and see the interesting and exciting things they are. On Thursday, Friday and Saturday—May 8, 9, 10 and 11—the new plant will be open to the public from two to five in the afternoon and from seven to nine in the evening. You'll know why Coca-Cola is "the best served drink in the world."

Facts About Our New Plant

The new plant, which is the largest in the South, is located at the corner of Avenue E and Twenty-Second Street. It is a four-story building, and will be ready for occupancy in the near future. The new plant will be equipped with the latest in equipment, and will be able to produce 200,000 bottles a day.

You are invited to our formal opening Thursday, Friday and Saturday, two to five in the afternoon, seven to nine in the evening.

Music and Coca-Cola for All
CRAWFORD JOHNSON & COMPANY, Inc.
 3301 Eleventh Avenue, N.

One of the full-page newspaper ads announcing the opening of the new plant.



The new Crawford Johnson plant, located at 3301 Eleventh Ave., North, in Birmingham, Ala. Formally opened in May, 1929.

expansion and a new plant again had to be built.

But long before this became actually necessary Johnson's vision permitted him to look ahead to the day when a new plant would have to be built. And for a period of almost ten years he planned it—visited other plants, checked up on new ideas and equipment, and when the day came to put the new plant into being, he had a remarkable fund of ideas and experiences to draw on in planning it.

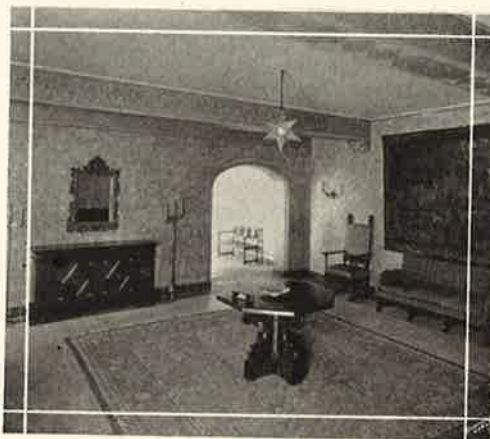
The new plant, a masterpiece in bottling plant construction from the standpoint of beauty as well as efficiency, is located at 3301 Eleventh Avenue North in Birmingham. It was formally opened May

9, 1929. Full page newspaper advertisements announced the opening in which the Junior League girls of Birmingham participated. The newspaper advertisement announcing this is shown.

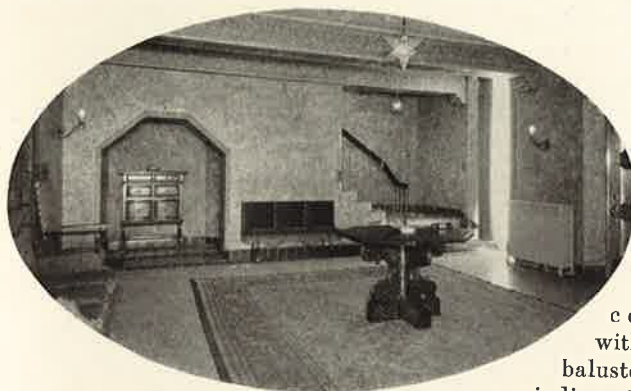
The main building, 300 feet by 240 feet, is of reinforced concrete, faced with maroon brick and terra cotta. Large bronze letters give the name of the plant and a massive bronze door marks the imposing entrance.

The east wing of the building is enclosed in leaded windows, making visible the operation of the main section of the bottling plant to passers-by.

Upon entering the building in a lobby or reception room, one feels as though entering a drawing room of a



A view of the beautifully appointed lobby or reception room as seen from the entrance. Archway leads to bottling dept.



Another view of the lobby, looking towards the entrance. The stairway leads to the offices upstairs.

modern mansion, because of the splendor of the furnishings and the home-like atmosphere that has been achieved.

Both reception rooms, upstairs and downstairs, together with the offices of the company's officials, are furnished as a modern home, rather than a business office. Everything is new throughout the plant, nothing having been brought from the old building.

The downstairs reception room is in Italian, the furniture being antique walnut of the sixteenth century period. The bright craftex walls, hung with tapestries, and the oriental rugs and cushioned chesterfield and

chairs form colorful splashes, which contrast pleasingly with the wrought iron baluster, surrounding the winding stairway on the right, leading to the second floor.

Here one finds another reception room, equally as attractive in Italian and colorful furnishings. At one end is a large fireplace, where gas logs burn merrily. Wall tapestries, an occasional chair, a Chinese vase, a refectory table and a charming picture of a provincial town above the mantelpiece speak of the perfect taste of an interior decorator, who worked in conjunction with the architect to achieve the colorful effect of homelike atmosphere.

First, on the left of this room is the office of the president—Crawford Johnson. The room is a charming sanctum with Italian antique furni-

The upstairs reception room on which face the private offices of Crawford Sr., Allen, and Crawford Johnson Jr. The general office is just to the right.





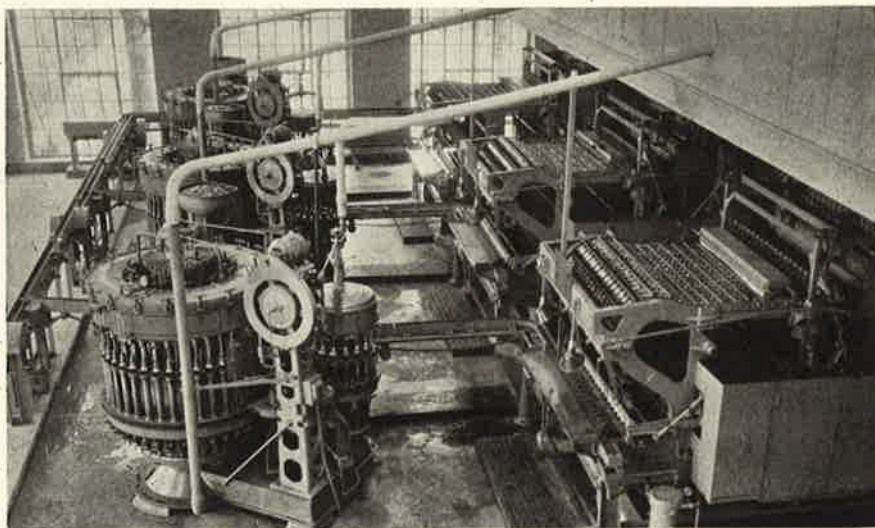
The office of Crawford Johnson Sr.

*Below, Allen Johnson,
Sec.-Treas. Left, his
beautiful private office.*



*Below, Crawford
Johnson Jr.,
Vice-Pres. and
Gen. Mgr. of the
company. His
private office is
shown at right.*





A view of the bottling plant as seen through the large plate glass windows of the general manager's private office. "Liquid" equipment is used throughout. Note the three asbestos covered pipes which carry all of the feed lines from the balcony.

ture, oriental rug, an oil copy of an old master, casement cloth curtains with gold brocade draperies and a quaint highboy, instead of the usual file case.

The office of Allen Johnson, secretary and treasurer of the company, is in early American, with a Windsor chair, a secretary over which is hung a paisley shawl and copies of George and Martha Washington. The windows are hung with basket cloth curtains and a handsome ship model lends a charming detail.

Next comes the office of Crawford Johnson, Jr., vice-president and general manager of the company. This is also

Italian, antique walnut furniture, with hand blocked linen window drapes, a ship model and a painting of an old burgomaster.

The east wall of the room is solid plate glass, making it possible for occupants to obtain a view of the



A view of the well lighted and roomy general office.



A portion of the assembly room, where advertising matter is also kept.

plant below at all times. The bottling plant is completely "Liquid" equipped. There are three "Liquid" SuperKleen bottle washers, three "Liquid" 40-spout Low-Pressure fillers, three "Liquid" Rotary crowners, and two "Liquid" Red Diamond carbonators.

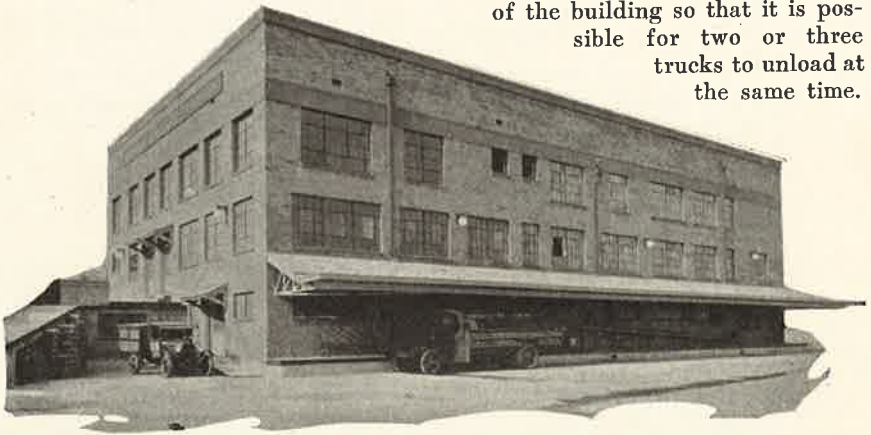
The main office, where the stenographers, bookkeepers, etc., work is to the left of the upstairs reception room. It is a large room, well lighted and well ventilated.

Behind this is the long assembly room, where staff and departmental meetings are held and which is equipped with tables and has a kitchen adjoining. Here banquets, luncheons and functions are held. The room will accommodate 100 persons and Mr. Johnson has announced that the room will be available to various clubs and women's church organizations of Birmingham. They are invited to hold their meetings here at any time.

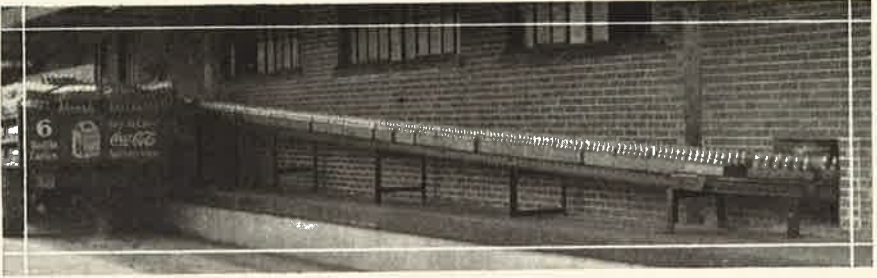
The plant itself is ideally laid out and operates with an efficiency almost unbelievable. Perhaps the best way to really appreciate how efficient the layout is, is to follow through, from the unloading of a truck load of empty bottles to the final billing to the customer.

The truck loaded with empties, enters the spacious concrete paved yard and goes up to the unloading platform on the outside of the building. Here the cases of empties are unloaded on a roller conveyor and move on into the lower floor of the plant.

This roller conveyor runs for a space of about 50 feet along the side of the building so that it is possible for two or three trucks to unload at the same time.



The rear of the plant where trucks unload and load from roller conveyors.



Truck unloading empties on roller conveyor which carries them into basement of building.



The same truck loading fulls from the roller conveyor just ahead of the one shown above.

When the truck is unloaded it pulls ahead about 50 feet at the same platform and receives its load of full cases, which come down to the platform on gravity roller conveyors from the finished stock room on the upper floor of the building.

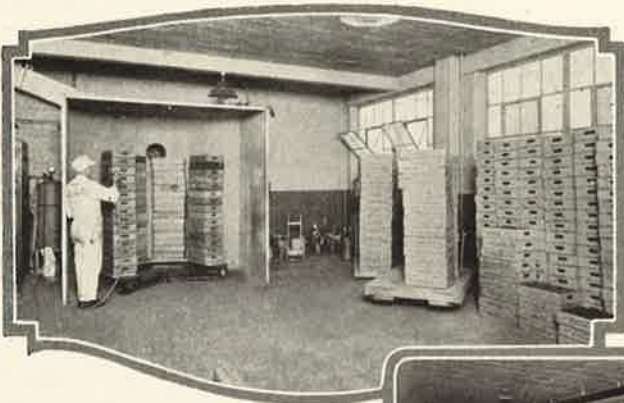
By this arrangement a number of trucks can unload and load very quickly in the minimum amount of time, without interfering with each other.

Now let us go back to the cases of empties which were unloaded and follow them down through the plant.

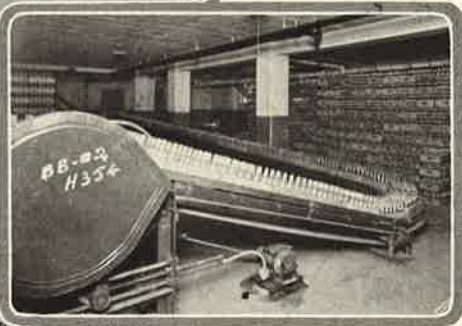
The roller conveyors which carry the cases with the empty bottles, pass

the basement feeds of three Liquid Superkleen Bottle Washers. Here the feeders remove the bottles from the cases and place them in the bottle carriers of the Superkleen Bottle Washer. The cases travel on up to the Case Inspecting Department, where they are inspected, repaired and painted if required before being used again.

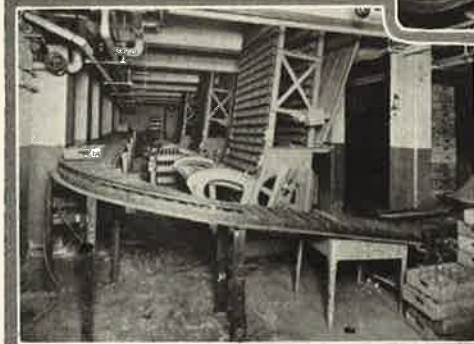
After the cases are repaired or found to be in good repair, they are loaded on a raised platform. These are then moved by means of lift trucks to the air brush painting compartment in which there is a revolving base. The air brush operator can



At left, the case repair department, showing how cases are repainted with an air gun.



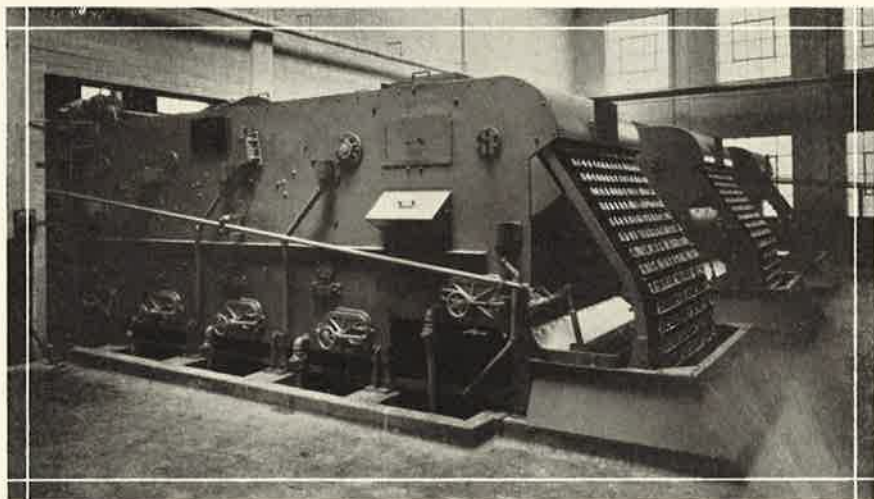
At right, cases of empties coming in from unloading trucks and being carried to washers.



At left, the basement feeds of the three "Liquid" Superkleen bottle washers.



At right, another view of the Case Repair and Painting Department.



A rear view of the three "Liquid" Superkleen Bottle Washers in the Crawford Johnson plant.

handle 60 or more cases at one time with ease and speed.

Now let's go back to the bottles again and watch them as they enter the three big Superkleen bottle washers on the floor above. These three washers are located just behind the bottling room proper. The partition between the two rooms is surmounted by a balcony which runs above the top of the bottle washers.

As the bottles come off the Super-Kleens they remain standing for a moment under an inspection light where the operators carefully inspect each row of bottles before allowing them to pass on to the Fillers.

The bottles are now passed to the syrupers of the three Liquid 40-Spout Low Pressure Fillers and from here pass directly to the three "Liquid" Rotary Crowners operated in conjunction with the Fillers. From the Crowners they are conveyed by means of a conveyor chain to another conveyor running at right angles,

which carries the output of all three Fillers to a room behind the Bottle Washers.

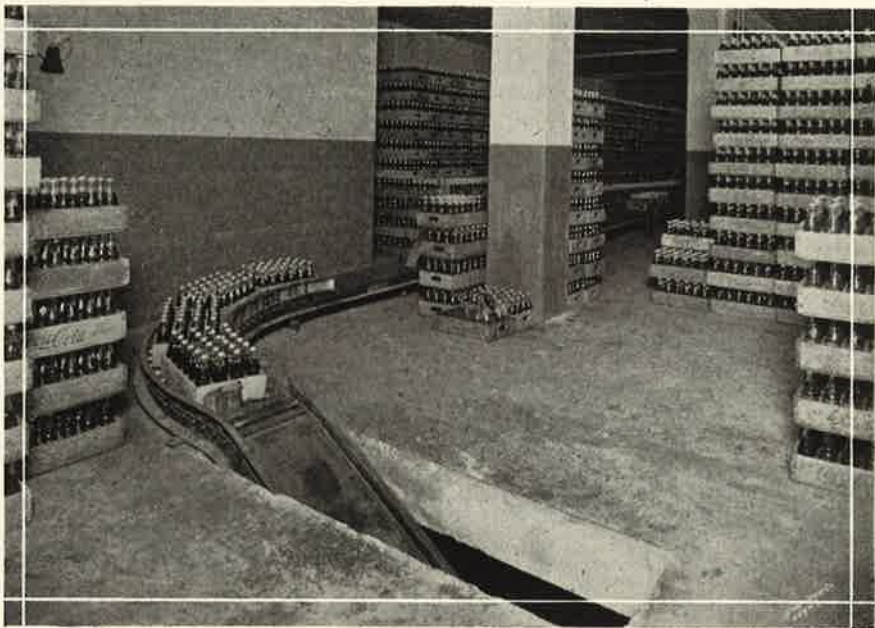
Here the line divides into two lines as the bottles pass the inspectors who place the bottles over a series of inspection lights to doubly make certain that they are perfectly cleaned, filled, and crowned, as well as to avoid chipped bottles or any other imperfection that may not have been noticed up to this point.

Next to this inspection table is a conveyor arrangement which carries clean and painted cases from the case repair and painting room.

After having been inspected, the operators place the bottles in the cases four at a time, from which point these cases continue on the conveyor belt to the filled stock room, which has a capacity of 10,000 cases.

As required, they are sent down another conveyor belt system to the waiting trucks.

The syrup room is another point



Full cases being delivered to Full-Stock Room on conveyors.

of interest about the Crawford-Johnson plant and is, of course, immaculately clean and spotless. The walls are white glazed tile, the floor concrete. Coca-Cola syrup is filtered as it is pumped from the barrels to a large 500 gallon glass lined tank by a "Wright" Centrifugal Pump. The syrup room also contains four 50-gallon tanks for soda water syrups in addition to the large 500 gallon Coca-Cola tank.

Another item of especial interest is that all pipe lines, water, syrup, etc., are carefully concealed in the balcony arrangement above the bottle washers mentioned previously.

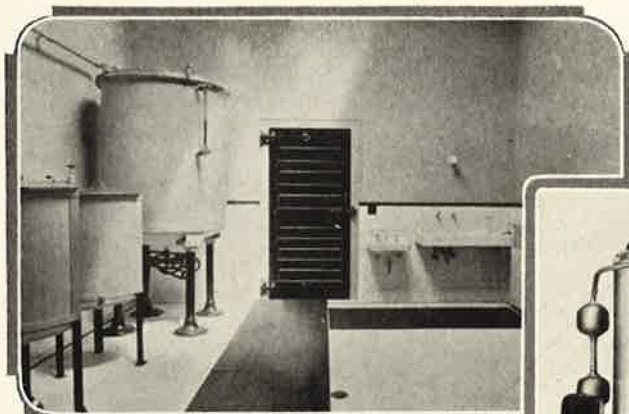
All of the lines are then run through one tubing to a point directly above the bottling units. This makes a very attractive clean looking appearance and eliminates the

conglomeration of pipes that so often are considered unavoidable in the average bottling plant.

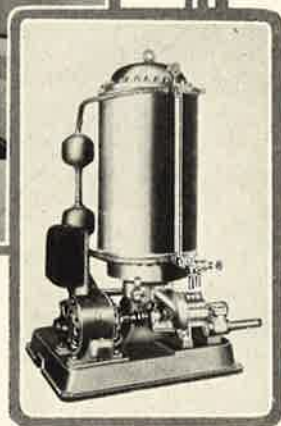
Among other bottling equipment not previously mentioned are two "Liquid" Red Diamond Carbonators each having a capacity of 750 gallons per hour. These two machines supply all of the carbonated water required by the entire plant.

A York 33 ton ice machine is used for cooling the water used for bottling. The machine is set to start when the temperature of the water reaches 37 degrees and cuts off when the temperature is brought down to 33 degrees.

Three gas fired McKee Perfection Automatic boilers, 25 h. p. each, furnish the steam used for heating the cleaning solutions for bottle washers. They also supply hot water, and



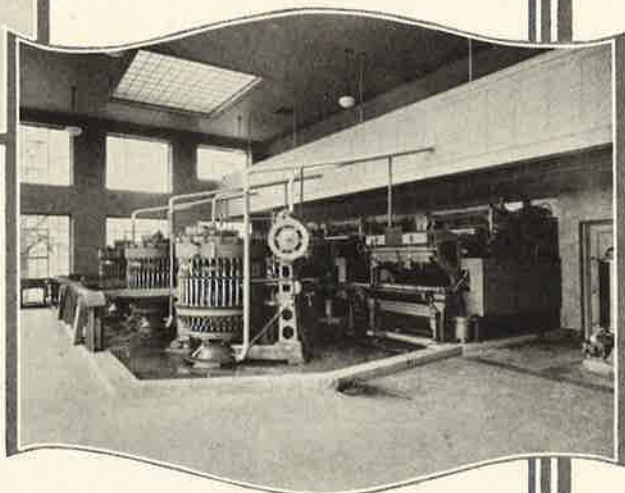
*Above, the spotless
syrup room.*



*At right, one of the
two "Liquid" Red
Diamond Carbona-
tors in the plant.*



*One of three
"Liquid" Rotary
Crowners with
which the plant
is equipped.*



The front of the bottling plant.



The truck and passenger car garage.

heat for the building when required.

In addition to the heating plant a special room on the lower floor contains the ventilating machinery which supplies cool fresh air during the summer months to all parts of the building.

A large storage room is provided in the basement for the storage of incoming supplies. Just outside of this storage room is a spur track where freight cars are unloaded to a concrete platform. Gravity conveyors carry supplies, etc., into the storage room. A long concrete incline is provided for incoming supplies which are delivered by motor truck. The trucks pull up on this incline and unload on gravity conveyors which carry the supplies to the storage room.

The facilities for caring for the motor truck equipment may also be of interest. The motor truck garage is designed to accommodate 13 motor trucks and is really a series

of separate garages inasmuch as there is an individual door for each truck. This makes it possible for trucks to pull in and out at any time without ever interfering with each other. As in the plant itself great care is exercised from the standpoint of cleanliness, not only in the garages but of the trucks themselves. Two special washrooms for the trucks are provided. These are equipped with powerful adjustable reflector lights so that every part of the truck is well lighted while it is being washed.

In addition to the truck washroom there is a paint shop, also equipped with special adjustable flood lights. Included in the equipment are two pressure spray guns and an air compressor.



One of the special delivery trucks used exclusively for the 6-bottle packages.

The garages, washroom and paint shop are heated by gas when required by a special unit separate from the one that is used for heating the building.

Because of the multiplicity of

signs and frequent repainting of the trucks, etc., a sign painting department is maintained. This department has netted a saving of \$1,700.00 in one year in comparison with the previous cost, when the work was sent out.

One of the interesting and successful sales plans was the introduction of the 6 bottle carton idea. While this idea was tried as early as 1923 it was not a complete success at that time and was discontinued. Last season, however, it was again adopted and since has proved so successful that special truck equipment is used for handling this class of trade.

Sales of the 6 bottle cartons in one month now equal the sales for the entire year when the ex-



The "six box," which is meeting with considerable success.



Mr. E. P. Rice, sales and credit manager, in his private office.

periment was tried first in 1923. The 6 bottle carton was introduced through a newspaper campaign and with car card and poster advertising. A special demonstration plan was also employed which was eminently successful. For this purpose 10 girls and one capable overseer were employed. This crew was divided up into pairs and the girls remained two days in each store. Free drinks of Coca-Cola were dispensed and novelties such as ice picks, bottle openers, etc., were distributed.

The cartons which contain the bottles are returned with the empties and are used on an average of $3\frac{1}{2}$ times. On this basis the cost per delivery is just a trifle more than 1c, the cost of the cartons averaging \$.043 each.

These paper cartons are packed in wooden delivery cases, 4 to a case, and delivered by special motor truck equipment as mentioned previously.

In addition to the advertising mentioned, a small folder was also used for distribution to dealers. This folder is shown in the accompanying illustration. We are quoting the first paragraph of the copy as it explains the purpose and advantages



One of the dealer helps on the "6 box," an attractive 4-color lithographed folder.

of this "Six-Box" as it is termed.

A convenient cardboard home package of Coca-Cola. It contains six bottles, just the right number to fit the family ice box. It is a convenient box in which to return the empty bottles. Get the Coca-Cola "6-Box" from your grocer. Return the bottles and redeem your deposit on another "6-Box." In this way you can always enjoy Coca-Cola in your home at an insignificant cost. With a "6-Box" on hand, you are always prepared for wholesome refreshment—for your family and unexpected guests—for bridge parties, luncheons and picnics.

Another extremely interesting and profitable plan which stimulates sales is used.

A record of the sales of each customer is kept on a report like that shown in the accompanying illustration. These reports are bound in little leather binders, one binder for each driver's territory.

The salesman driver makes a notation on each customer's sheet showing the number of cases of Coca-Cola and soda water delivered as well as the number of empties picked up. The record is very simple, all the driver has to do is write three figures after having made the call.

These records are then posted on a master record that is kept in the office and which shows transactions with each customer for the entire year.

This record has a number of uses. It is checked regularly by the sales manager and shows exactly what is happening to each of their accounts. Should sales drop off in any one case it shows up very plainly. A letter, telephone call or personal call usually develops the reason for this falling off in sales and usually rectifies it.

Another purpose that this record is put to, which is of particular interest, is the "monthly profit letter." While this is not really a letter but simply a small form as shown in

Name					
Salesman					
Days					
Month					
Phone					
1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	18
19	20	21	22	23	24
25	26	27	28	29	30
31	32	33	34	35	36

A page from the loose leaf route book which the salesman-drivers carry and on which they keep a record of the Coca-Cola and soda water delivered as well as empties picked up.

COCA-COLA ONLY											
GROSS SALES						GROSS PROFIT		AVG. INVT.			
CASES		DOLLARS									
Jan.											
Feb.											
Mar.											
Apr.											
May											
June											
July											
Aug.											
Sept.											
Oct.											
Nov.											
Dec.											

The master sales record sheet of customer's purchases on which daily entry is made from the driver's records. Customer's name and address is written on other side.

the accompanying illustration, you can imagine its effect when a customer receives one of these slips

The receipt of this profit letter serves to call the dealer's attention to the profitable business of selling bottled beverages, and keeps him pushing this product, thus keeping up his sales and the sales of the bottler.

There are numerous other plans and ideas which have been

Name _____

Address _____

The month of _____ you sold _____ Cases of Coca-Cola.

Your average cash investment was \$_____. Your gross profit was \$_____.

We wish to take this opportunity to thank you for your business.

Remarks: _____

Crawford Johnson & Co.

By _____

The monthly profit letter or report which is sent to each customer.

inaugurated by Mr. Johnson and his associates but we have already written at great length so we will not attempt to cover them.

It is evident, however, that success did not come as a matter of luck but by intelligent planning, courage and hard work.

Mr. Johnson voiced the opinion that he expected to continue to expand and progress and felt that the bottling industry was only just com-

ing into its stride and that the future holds great prospects for the bottler

who will plan and work intelligently and industriously.

W. E. NEWMAN
*Manager
Cleveland
Branch*



*The new Cleveland plant of
the Liquid Carbonic Cor-
poration, located at 1318 W.
58th St.*

*An interior view of Cleveland gas plant show-
ing the shipping room.*

New Liquid

Branch Office and Gas Plant at Cleveland

The Cleveland Branch of The Liquid Carbonic Corporation recently moved into their new home which has just been completed.

The new plant is located at 1318 West 58th Street.

W. E. Newman, Branch Manager, says the new plant will enable him to better serve the customer in the

Cleveland Branch territory since all of the handicaps under which they had to work at the old plant have been removed.

The new building houses an up-to-date plant for the manufacture of Red Diamond Brand Carbonic Gas, also the company's branch offices and show room.