



## Tamarron Panel-Roles & Responsibilities: Bios

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### PANEL MEMBERS

**Tommy Gannon, Director of Sales - Eastern United States**  
**Sierra Nevada Brewing Co.**

[www.sierranevada.com](http://www.sierranevada.com)

Tommy Gannon has been selling and promoting craft beer for the past 15 years. Tommy came to Sierra Nevada Brewing Co. in 1997 and has worked throughout the Eastern United States. First, as an Area Manager for the Mid-Atlantic region running a four-state territory of Pennsylvania, New Jersey, Delaware and Maryland, and then as the Regional Manager for the 10-state Northeast region of the country, covering Delaware to Maine. In 2008, Tommy was promoted to his current position of Director of Sales covering 38 states in the Eastern United States. Tommy has been part of the growth Sierra Nevada has experienced since its expansion in 1997, growing from just over 300,000 bbls. to 780,000 bbls. in 2010. Tommy is responsible for maintaining and growing SNBC business throughout the 200-plus distributors in his market. Tommy resides in King of Prussia, PA with his wife Nikki and son TJ.

**Jay Martin, Vice President Operations**  
**J.J. Taylor Distributing Florida, Inc.**

[www.jjtaylorflorida.com](http://www.jjtaylorflorida.com)

Jay Martin is a graduate of Cornell University with over 28 years of experience in food industry sales and operations management with: Kroger, Pepsi-Cola, Miller Brewing Company and J.J. Taylor Companies. Since joining J.J. Taylor in 1997, Jay's experience includes consolidating warehouse and delivery operations, implementation and management of an automated case picking system, implementation of a warehouse management system and gaining operational efficiencies. As Vice President Operations of J.J. Taylor Companies Florida operation, Jay oversees warehouse and delivery operations of 3 facilities with annual volume of 18,000,000 cases, servicing 17 counties and over 11,000 customers. An active advocate for craft beer, Jay is a Cicerone Certified Beer Server, working on achieving level 2.

**Joe Menetre, National Sales Director**  
**New Belgium Brewing Co.**

[www.newbelgium.com](http://www.newbelgium.com)

Joe Menetre has been with New Belgium since December of 1998, initially starting in Sales managing Brewery Direct Services Distributor in Fort Collins and handling Purchasing for Marketing. Before coming to NBB he worked in the printing business along with running a small business in St. Louis where he grew up. His education is a BA in Marketing from Colorado State University in Fort Collins. Since starting with the Brewery in 1998 he has held numerous positions in Sales and Marketing. He was one of New Belgium's first Regional Sales Directors and took over as National Sales Director for all of their territories at the beginning of 2008. When not traveling or hanging around the brewery he can be found hanging with his family or riding his bike.

# **I**ndependent **C**ouncil on **3**-tier **D**ynamics

**Harold Sleeman, World Class Beverage Division/Marketing Manager  
Crescent Crown Distributing**

[www.ccdaz.com](http://www.ccdaz.com)

Harold Sleeman is a graduate of Gonzaga University with a degree in Business Administration with a minor in International Marketing. Harold began his 15 year Distribution carrier in Spokane, Washington working for Empire Beverage and Columbia Distributing until moving to Arizona in 1999. At that time he took a position with Pearce Beverage Company which later became Crescent Crown Distributing.

Harold has always had a passion for higher end imports and craft beer, so in 2005 Crescent Crown made Harold the Import Brand Specialist. In April of 2006, Crescent Crown purchased a small Craft and Import Wholesaler known as Little Guy Distributing, which is now known as World Class Beverages of Arizona and Harold manages all phases of this separate division. Since taking over as Division Manager, World Class Beverage has grown over 500% due to Harold's leadership and ability to inspire beer passionate employees.

**John Xenos, General Manager  
Monarch Beverage Company**

[www.monarch-beverage.com](http://www.monarch-beverage.com)

John Xenos is the General Manager of the Monarch Beverage Company in Indianapolis, Indiana. He is involved in all areas of the company, with special focus on the sales, operations, maintenance and security departments. John currently serves on the following National Advisory Councils: Guinness, Heineken, New Belgium, Tamarron Consulting and a Regional Council for the Boston Beer Company.

Prior to joining Monarch Beverage Company in 1991, John worked for Atomic Distributing Company in Huntington, West Virginia from 1980-1984. There he worked as a salesman in the Wine Division for eighteen months and as the Wine Division Sales Manager for two and a half years. Hired by the Gallo Winery in 1984, John moved to Detroit, Michigan and assisted the J. Lewis Company as an Area Manager, at the Wineries request, from 1984 through 1986. From there, his next assignment was college recruiting and training for Gallo in the Midwest in 1987 and 1988. In addition, John headed the West Virginia State Managers job through 1991. Gallo then brought him to Indianapolis in 1992 to run Monarchs Wine Division for two years. His responsibilities included hiring, training, and developing sales representatives, sales management, and key account selling. Gallo then promoted John to a Division Manager position overseeing Indiana, Kentucky and West Virginia. His responsibilities included field sales and training, distribution and key account relations and category and trade marketing. John then rejoined the Monarch Beverage Company in 1996 as the General Manager and remains with the company today.

## **MODERATOR**

**Gregory A. Hopkins, President  
Tamarron Consulting**

[www.tamarronconsulting.com](http://www.tamarronconsulting.com)

Greg Hopkins has more than 32 years combined management experience in the alcohol beverage industry with Gallo Winery, Coors Brewing Company, an independent distributor and Tamarron Consulting.

In 1993 Greg founded Tamarron Consulting (along with 3 partners). Over the past 18 years the company has grown into the most respected voice in the industry as it relates to supplier/distributor relationships and performance measurement. He specializes in supplier/distributor relationships, strategic planning, and distributor network design. His vision has lead to the successful implementation of the Malt Beverage Supplier Performance Survey, the Supply Chain Survey, and the Independent Council on 3-tier Dynamics.

**Roles & Responsibilities Evaluation Checklist - Distributor**

Name of Organization:

**Directions:** For each responsibility listed in the left column, evaluate the organization's performance by placing an "X" in either the Strength ("S") or Opportunity ("O") column. Document your rationale and/or actions required to improve performance in the Comments/Actions column.

**I. Portfolio Management**

*Portfolio Strategy*

Responsibilities	S	O	Comments/Actions
1. Develops and communicates to the supplier an overall portfolio strategy based on the distributor's share and profit growth objectives			
2. Establishes the role each supplier and its respective brands will play within the distributor's total portfolio			
3. Shares local market knowledge with suppliers in order to strengthen their overall portfolio strategy by market			

**I. Portfolio Management**

*Brand Strategy*

Responsibilities	S	O	Comments/Actions
4. Establishes local objectives, strategies and tactics based on local market knowledge to effectively execute against the suppliers' national priorities			
5. Provides a clear vision for success with specific, measureable targets and strictly evaluates progress toward that vision			

**Roles & Responsibilities Evaluation Checklist - Distributor**

**I. Portfolio Management**

*Marketing Direction and Investment (National and Local)*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
6. Develops and takes ownership of an annual business plan for each supplier that addresses the execution objectives for each brand			
7. Identifies and acts on local marketing opportunities that are relevant and consistent with the national brand strategy and conducive to long-term brand growth (e.g., the media delivery vehicle must be appropriate for the brand message and brand image)			
8. Invests based on brand/portfolio size and opportunity			
9. Acts as a local market expert and regularly identifies business building opportunities			
10. Invests to add value to the customer and/or develop sustainable business building initiatives (e.g., Impact Selling, Zone POS, Single Serve Tactics, etc.)			

**I. Portfolio Management**

*Brand/Package Exit Strategy*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
11. Proactively communicates to the supplier fact-based concerns with a brand/package prior to taking any action			
12. Proactively communicates with the brand owner whenever brand quality becomes compromised and cannot be maintained (e.g., lack of product sell through the marketplace)			
13. Develops mutually agreeable performance gap closing plans with the supplier and aligns upfront on next steps if specific goals are not achieved			
14. Ensures that brand performance is a result of market conditions, positioning, etc., and not due to poor retail execution			

**Roles & Responsibilities Evaluation Checklist - Distributor**

**II. Retail Account Management**

*Distribution*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
15. Gains distribution of brands and packages by channel and class of trade as agreed to by the annual planning process			

**II. Retail Account Management**

*Feature/Display Execution*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
16. Gains features at a competitive frequency in chain and independent accounts within distributor sphere of influence			
17. Establishes and implements an effective internal communication process to ensure that the distributor sales force understands upcoming feature activity and acts on it in a timely manner			
18. Effectively tracks the results of retail activity and shares the data with suppliers			
19. Builds timely, professional, and creative displays in all accounts that are supported by feature activity (the displays should remain in the store for the entire time the features are active to consumers)			
20. Proactively communicates to suppliers concerning any accounts that are non-displayable			

**II. Retail Account Management**

*Category Management*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
21. Ensures competitive capability with a supplier approved shelf management software program and ensures it is properly staffed and effectively operated			
22. Staffs adequate personnel to sell-in and execute category management goals established in the annual business plan			
23. Maintains adequate resources to execute all shelf reset activity in the market as directed by competitive market norms			
24. Maintains updated and accurate records of current sets in distributor customer base			

**II. Retail Account Management**

*Retail Programming*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
25. Actively engages suppliers with recommendations for retail programming in the market			
26. Applies adequate resources to execute retail programming in market			
27. Reports to supplier the level of execution and effectiveness of retail program(s)			

**II. Retail Account Management**

*Merchandising*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
28. Utilizes entrusted Brand Trademarks within the supplier-provided guidelines			
29. Professionally places current theme or account program paper point of sale on the shelf, display, table top etc., and ensures correct pricing			
30. Competitively merchandises retail accounts with permanent point of sale provided by suppliers as allowed by law			
31. Utilizes computerized sign-making capability in-house or through a 3rd party that is competitive in appearance and durability			
32. Maintains an adequate number of properly trained employees to ensure merchandising activity remains competitive			



**II. Retail Account Management**

*Service Policy*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
33. Operates with an effective and competitive outlet sales call plan and an appropriate sales organization structure			
34. Executes effective and competitive retail service policies for delivery, merchandising, product breakage / exchange policies, and quality assurance (including draft line cleaning where legal)			
35. Utilizes consistent and appropriate criteria for designating tel-sell accounts and operates an effective tel-sell program that is competitive in the marketplace			
36. Establish adequate retail services (where legal) to ensure in-stock conditions during peak consumer shopping periods			

**II. Retail Account Management**

*Product Quality*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
37. Designates a properly trained individual responsible for the distributor quality assurance program			
38. Maintains a clean and orderly warehouse to prevent contamination or damage to product			
39. Ensures that product is sold to retail within prescribed code dates with a reasonable expectation to be sold to consumers within prescribed code dates			
40. Properly rotates shelf and displays in retail accounts to ensure that the shortest code date product sells through first			
41. Where legal, removes and destroys any out-of-code or damaged product from retail or in distributor inventory			
42. Ensures that retail accounts comply with recommended cleaning specifications to maintain the quality of their draft beer			
43. Performs ongoing training to ensure that product quality standards are understood and consistently executed by distributor and retail personnel			

**III. Training and Development**

*General Training & Development*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
44. Maintains employment practices that are both legally compliant and competitive within the market			

**III. Training and Development**

*Sales Training*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
45. Provides structured and adequate training to the sales personnel on the fundamentals of goods selling, merchandising, and promoting			
46. Ensures that the sales personnel can effectively present, sell, and market the supplier's brands with a proficient understanding of the attributes, features, and benefits of individual products			
47. Enables suppliers reasonable access to train sales personnel on their products, including classroom and in-field training			

**IV. Operations**

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
48. Forecasts inventory needs and carries adequate inventory levels			
49. Invests in warehouse upgrades, equipment and maintains adequate staffing levels to service the marketplace			
50. Trains distributor operations employees in their job functions and the brands they represent			
51. Insists on a professional delivery staff and provides adequate delivery service levels to meet the customer's needs (i.e., "frequency")			
52. Consistently rotates product in warehouse to ensure that product is first in first out			
53. Ships product to retail that meets both the distributor and supplier quality standards			
54. Works with supplier to quickly identify and remove from the market any product which is found to have defective packaging and/or subject to product recall			

**SUPPLIER CHECKLIST**



**Roles & Responsibilities Evaluation Checklist - Supplier**

Name of Organization:

**Directions:** For each responsibility listed in the left column, evaluate the organization's performance by placing an "X" in either the Strength ("S") or Opportunity ("O") column. Document your rationale and/or actions required to improve performance in the Comments/Actions column.

**I. Portfolio Management**

*Portfolio Strategy*

Responsibilities	S	O	Comments/Actions
1. Establishes clear overall portfolio strategy & related objectives			
2. Develops and communicates an alignment between the brand strategies of each brand within the portfolio including new items			
3. Share of Focus - Seeks to understand how its portfolio fits within distributor's total portfolio and expects an appropriate level of focus and support			
4. Recognizes and understands how [supplier's] brands, expectations, & local decisions/requests financially impact (directly and indirectly) the distributor (e.g., margins, margin mix, marketing and tactical spend, etc.)			
5. Ensures that all levels of the field sales organization focus on the same objectives from top-to-bottom			
6. Acts as a "macro market expert" and regularly shares information such as unique market characteristics, consumer and sales syndicated data, knowledge & insights			

**I. Portfolio Management**

*Brand Strategy*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
7. Establishes a distinctive, competitive, and sustainable positioning strategy for each brand in the portfolio			
8. Communicates brand building objectives to distributors as part of the annual planning process (e.g., distribution, display activity, feature activity)			
9. Effectively balances growing short term volume with longer-term brand building objectives			
10. Aligns supplier field sales organization objectives and market spending allocation to achieve communicated brand building strategies			

**Roles & Responsibilities Evaluation Checklist - Supplier**

**I. Portfolio Management**

*Marketing Direction and Investment (National and Local)*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
11. Serves as the out of market (State, Region etc.) expert and effectively shares that knowledge including Channel expertise			
12. Provides channel and/or consumer-targeted programming resources that are competitive with other brands/packages within the segment			
13. Demonstrates a clear alignment between supplier committed and requested distributor investment with the support of a strong marketing plan			
14. Delivers an annual business plan (with national media plans, sales programs, and sponsorships) for the following year on a timely basis (i.e., sufficient lead time to enable distributor to use as an input for its annual plan)			
15. Incorporates distributor pre-plan input into local brand plans & programs and localizes programs to ensure commercial relevance			
16. Invests locally to build the strength of supplier's brands at a rate commensurate with supplier's portfolio size and opportunity			
17. Aligns the local field sales team with the agreed-to objectives as laid out in the annual plan			
18. Actively collects and shares "best practices" from other distributors			
19. Consistently participates in sales meetings (when allowed) prior to each key selling period and/or program			

**I. Portfolio Management**

*Brand/Package Exit Strategy*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
20. Acknowledges the full economic impact of keeping an under-performing brand or package in the market (e.g., out of code issues, shelf space, time, inventory, etc.)			
21. Seeks to understand the root causes of an underperforming brand/package			
22. Understands the distributor portfolio management process as it relates to brand or package discontinuation			
23. Provides analysis on borderline brands and packages supporting their continuation in the marketplace			
24. Collaborates with distributor on identifying opportunities to improve performance & programming (e.g., course correcting) during plan or program periods			



**II. Retail Account Management**

*Distribution*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
25. Provides direction to distributors on brands and packages targeted for distribution by channel and class of trade based on portfolio goals, competitive assessment, and consumer preferences			
26. Collaborates with distributor to clarify and localize brand/package distribution and merchandising standards/priorities by class of trade (e.g., distribution, display position and size, POS usage, visibility, SKU priorities, etc.)			

**II. Retail Account Management**

*Feature/Display Execution*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
27. Ability to secure effective ad features at a competitive frequency with customers that supplier has established call responsibility - On/Off Premise			
28. Effectively communicates to distributors all chain feature activity and supporting display expectations with proper lead time and details			
29. Regularly communicates performance (features, displays, etc.) vs. expectations/planned activity (i.e., measurement and evaluation of results)			

**II. Retail Account Management**

*Category Management*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
30. Establishes a clear category management strategy and effectively communicates it to distributor			
31. Effectively communicates (sells in) its supplier category management strategy, including space & assortment plan to retail customers			
32. Provides distributors with category management best practices and recommends other helpful resources			

**II. Retail Account Management**

*Retail Programming*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
33. Provides channel and/or consumer-targeted programming resources that are competitive with other brands/packages within the segment			
34. Establishes a program calendar as input into the annual business plan and, if adjustments are needed, communicates to distributors with sufficient lead time			
35. Delivers program materials (e.g., program sell sheets, POS, etc.) on a timely basis			
36. Proactively reviews retail program results with distributors			

**II. Retail Account Management**

*Merchandising*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
37. Provides impactful and adequate supply of permanent and paper POS to support [supplier] plans & programs			
38. Provides electronic access to current brand trademarks and thematic images			
39. Provides guidelines for the proper use of protected brand trademarks			

**II. Retail Account Management**

*Service Policy*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
40. Understands distributor's service policy and its rationale based on market and competitive dynamics			
41. Works with distributors to identify any competitive gaps in service policy that may be impacting retail execution and volume performance			

**II. Retail Account Management**

*Product Quality*

Responsibilities	S	O	Comments/Actions
42. Provides product to distributors with sufficient lead time to sell prior to the code date expiration			
43. Informs distributors of any product quality concerns in a timely manner with a corrective action plan			
44. Informs distributors of any product quality concerns in a timely manner and shares best practices for improvement			
45. Regularly conducts quality assurance reviews in both distributor warehouses and retail accounts			
46. Provides clear, specific, and reasonable product quality standards to distributors			
47. Ensures product quality remains a central consideration with determining the scope of marketing activity (e.g. display sizes, size of keg)			

**III. Training and Development**

*General Training & Development*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
48. Provides support materials to enable effective training & development of distributor staff on all supplier products, standards and procedures			

**III. Training and Development**

*Sales Training*

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
49. Provides selling information to educate and enable distributor sales personnel to effectively present, sell, and market the supplier's brands			
50. Actively engages distributors with training sessions to educate sales personnel on supplier's products and programs			
51. Provides or recommends sales management/selling skills training commensurate with similar sized suppliers			
52. Converts sales information (syndicated data, best practices, etc.) into insights and selling stories to share with distributors and to enable a more effective distributor selling effort			

**SUPPLIER  
CHECKLIST**



**Roles & Responsibilities Evaluation Checklist - Supplier**

**IV. Supply Chain**

<b>Responsibilities</b>	<b>S</b>	<b>O</b>	<b>Comments/Actions</b>
53. Provides an effective ordering tool for forecasting, placing orders and tracking shipments			
54. Accepts responsibility for shipment accuracy, arrival dates and quantities			
55. Responds quickly and provides ongoing communication with a knowledgeable customer service department in all areas including product supply, claims and accounts receivable			
56. Provides a simple, workable and cost effective program for reverse logistics			
57. Provides the highest level of package & cooerage integrity for handling and retail sale			
58. Provides adequate, timely and cost effective repack material			
59. Understands distributors' operations costs and investments			