Tamarron's 2017 Malt Beverage Supplier Performance Survey

DISTRIBUTOR RESULTS PACKAGE

PRESENTED BY TAMARRON CONSULTING

Thank you for your Continued Support!

Tamarron Consulting would like to take this opportunity to thank you for responding to our 2017 Malt Beverage Supplier Performance Survey.

As you know, suppliers continue to use the Survey as a forum to learn about how their distributor networks perceive their performance, and we greatly appreciate your candid input.

The Suppliers take the Survey results very seriously and because of your feedback, suppliers have addressed opportunities identified from the results. Below are a few of those opportunities:

- RTM Strategies
- High-end Leadership
- Portfolio Strategy
- Post Program Communication
- National Account Execution
- Gaps in Performance and Communication

Thanks again for your participation and be assured that both Tamarron and your Suppliers value your input!

We look forward to hearing from you again in 2018!

Survey Results Outline

- Survey Overview
  - Purpose, Structure, Process
  - Respondent Profile
- Industry Performance Overview
  - Top-Line Results
  - Industry-wide Opportunities / Strengths
- Appendix
  - Top 3 Functions by Supplier
  - % of Most Important Question for Industry

Survey Overview

- Purpose, Structure, Process
- Respondent Profile

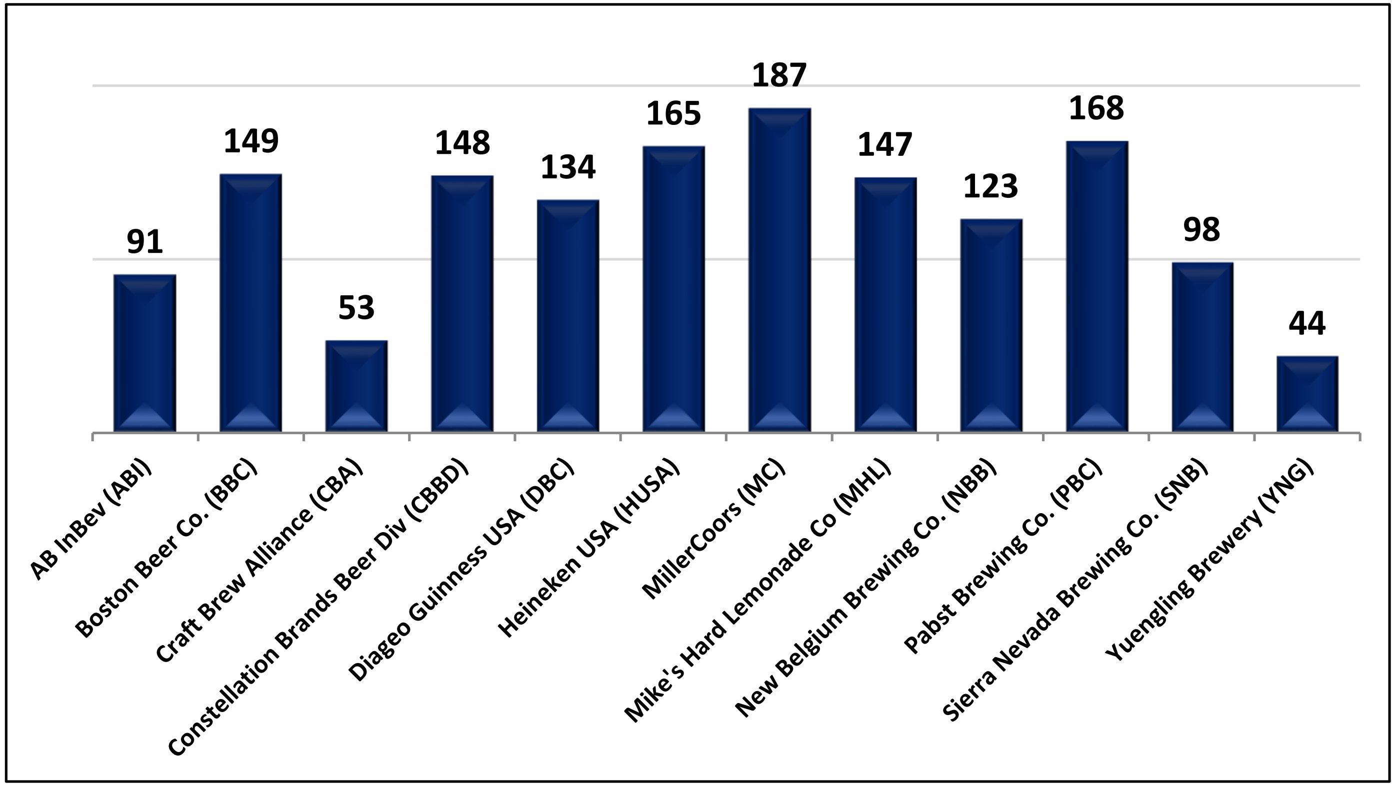
Survey Overview

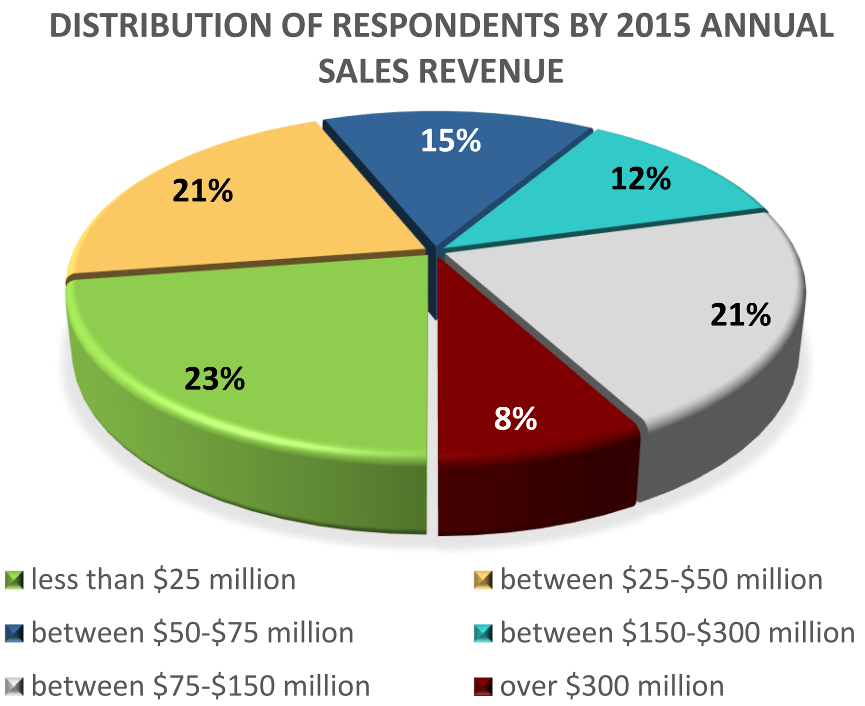
- **Purpose:**
  - To understand how your distributor partners scorecard your performance against supplier roles & responsibilities; Identify opportunities to improve your performance and relationships with distributors; Benchmark your performance over time as well as against other suppliers

- **Structure:**
  - 77 performance-based questions grouped into 13 Functions; Distributors rated the suppliers on a scale of 1 to 5; with 1=Poor; 2=Fair; 3=Good; 4=Very Good; 5=Excellent
  - Survey was structured to designate sections for Senior Management, Sales, National Accounts, and Marketing.
  - 4 new questions have been added this year and 1 question struck (Service Policy) to reflect the changing responsibilities, as well as updates to a few questions.

- **Process:**
  - We send the survey to every malt beverage distributor in our database (approximately 1,200) via email and/or mail.
  - The Tamarron Supplier Survey was conducted April 3rd through May 25th.
  - The 2017 suppliers are: AB InBev (ABI), Boston Beer Co. (BBC), Craft Brew Alliance (CBA), Constellation Brands Beer Division (CBBD), Diageo Guinness USA (DGUSA), Heineken USA (HUSA), MillerCoors (MC), Mike's Hard Lemonade (MHL), New Belgium Brewing Co. (NBB), Pabst Brewing Co. (PBC), Sierra Nevada Brewing Co. (SNB) and Yuengling (YNG).
  - No distributor is weighted, every distributor has an equal voice.

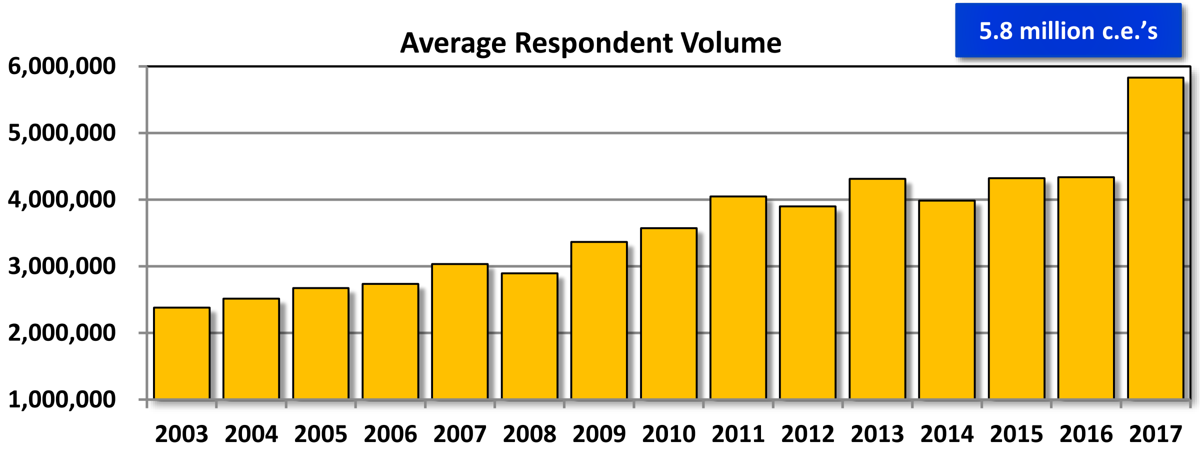
of Responses by Brewer



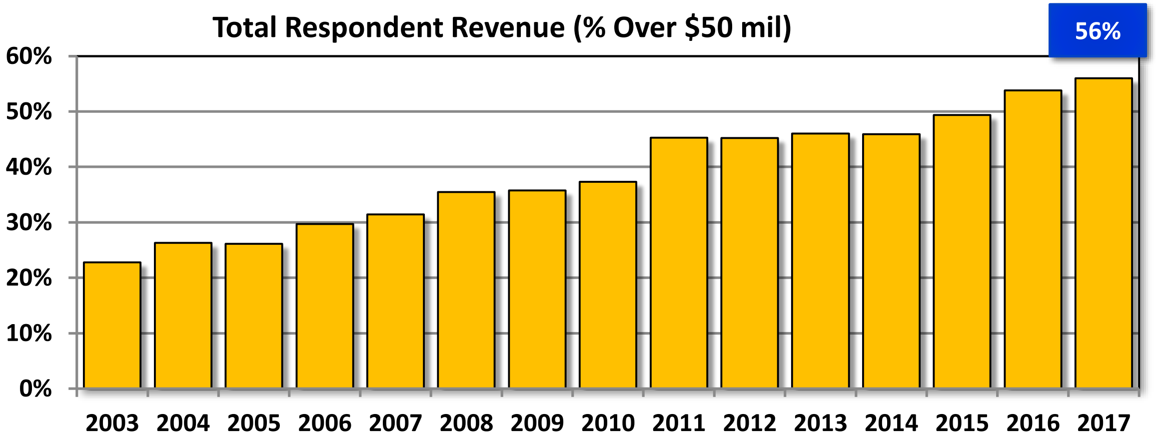


- A total of 241 distributors responded to the survey this year up from 226 last year; representing approximately 47% of 2016 total US malt beverage industry volume.
- 44% of the responding distributors revenue was less than $50 million; 56% of the distributors had revenue greater than $50 million.

Volume & Sales Revenue Trends

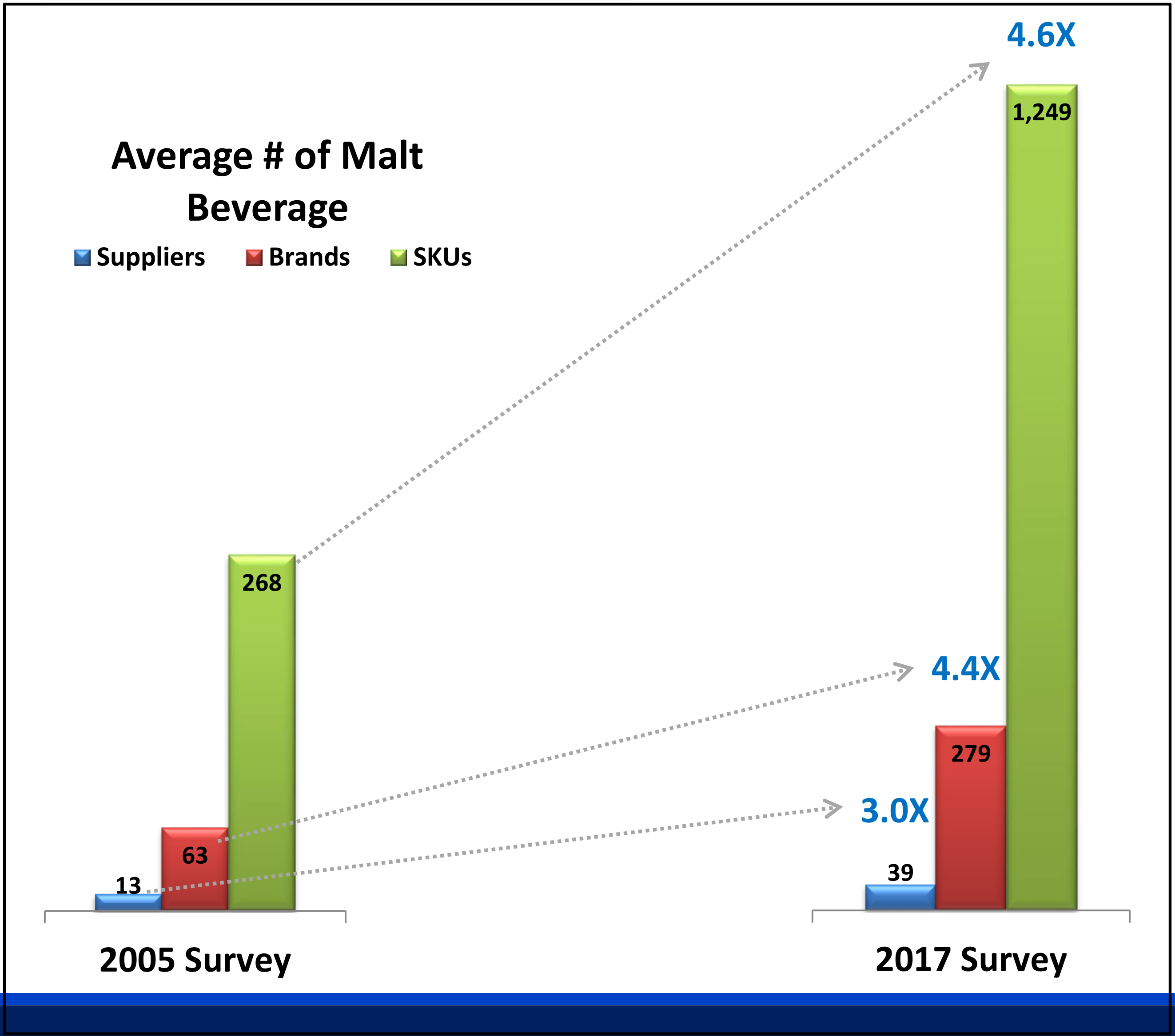


- The average volume reported by distributors leaped from 4.3 million C.E. to 5.8 million C.E indicating a large percentage of the mega distributors responding this year.
- Over the past 15 years, the average annual volume of respondents has fluctuated over the years from 2.38 million CEs in 2003 to 5.83 million CEs in 2017; representing a 6.6% Compound Annual Growth Rate (CAGR).



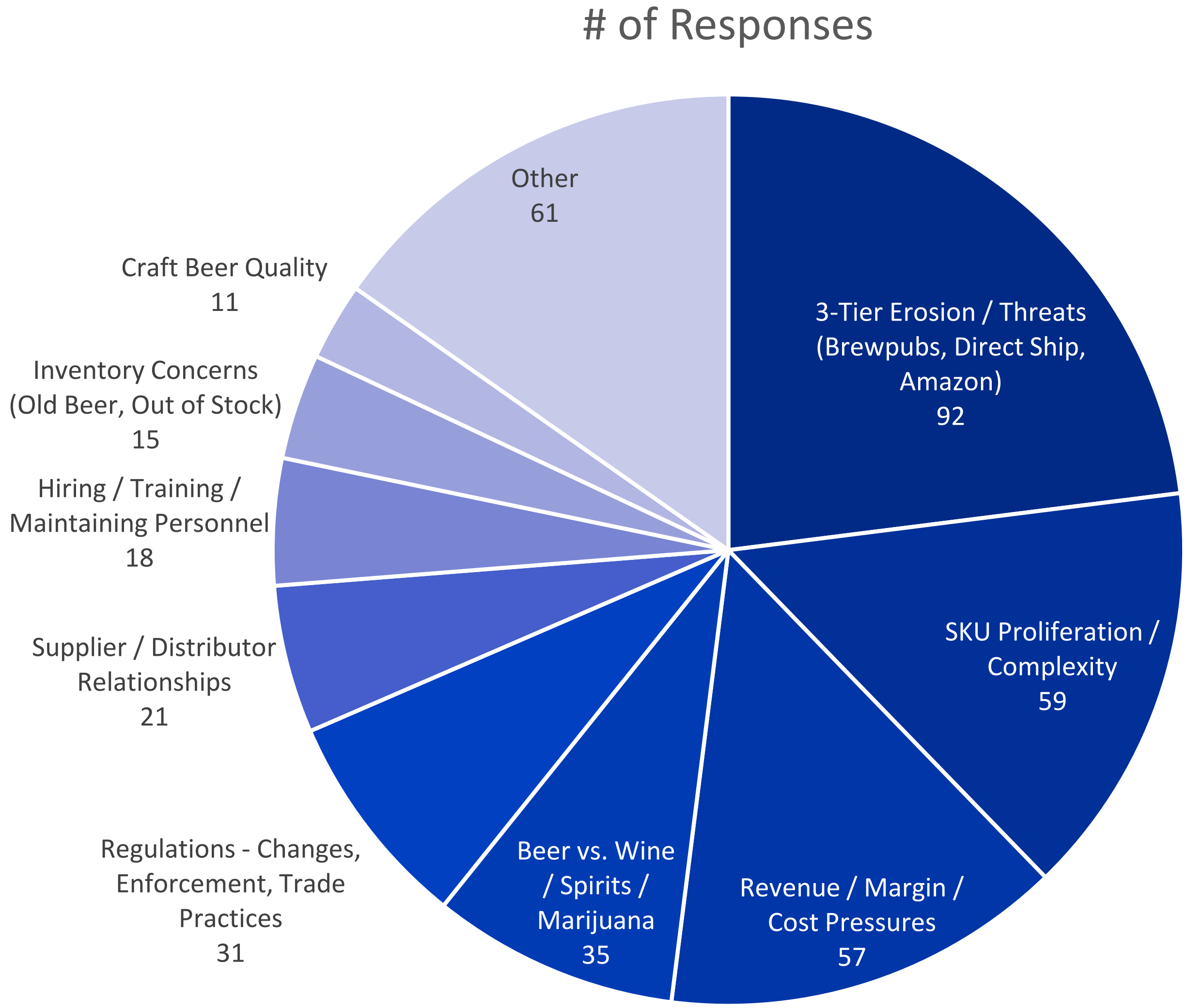
- The % of survey respondents reporting annual revenue greater than $50 million has doubled since 2003 (23% to 56% in 2017).
- The percentage of respondents reporting revenue over $50 million jumped from 54% last year to 56%.

Suppliers, Brands, SKUs *(Carried by Distributors)*



- The number of Suppliers, Brands, and SKUs continues to grow at a rapid pace - due to a number of reasons including consolidation, brand & SKU proliferation, and the explosion of craft brewers. The # of Malt Beverage SKUs ranged from 20 to 7,500. 59 Distributors noted in the 'Biggest Challenges Facing Beer Industry' open-ended question that SKU Proliferation is what keeps them up at night.
- Between 2005 and 2017:
  - Average # of Suppliers has increased by 26
    - +4 from last year
  - Average # of Brands has increased by 216
    - +28 from last year
  - Average # of SKUs has increased by 981
    - +167 from last year

Common Themes:
Biggest Challenges Facing Beer Industry



Respondents were asked in an open-ended comment to share the biggest challenges facing the beer industry and what actions suppliers should take.

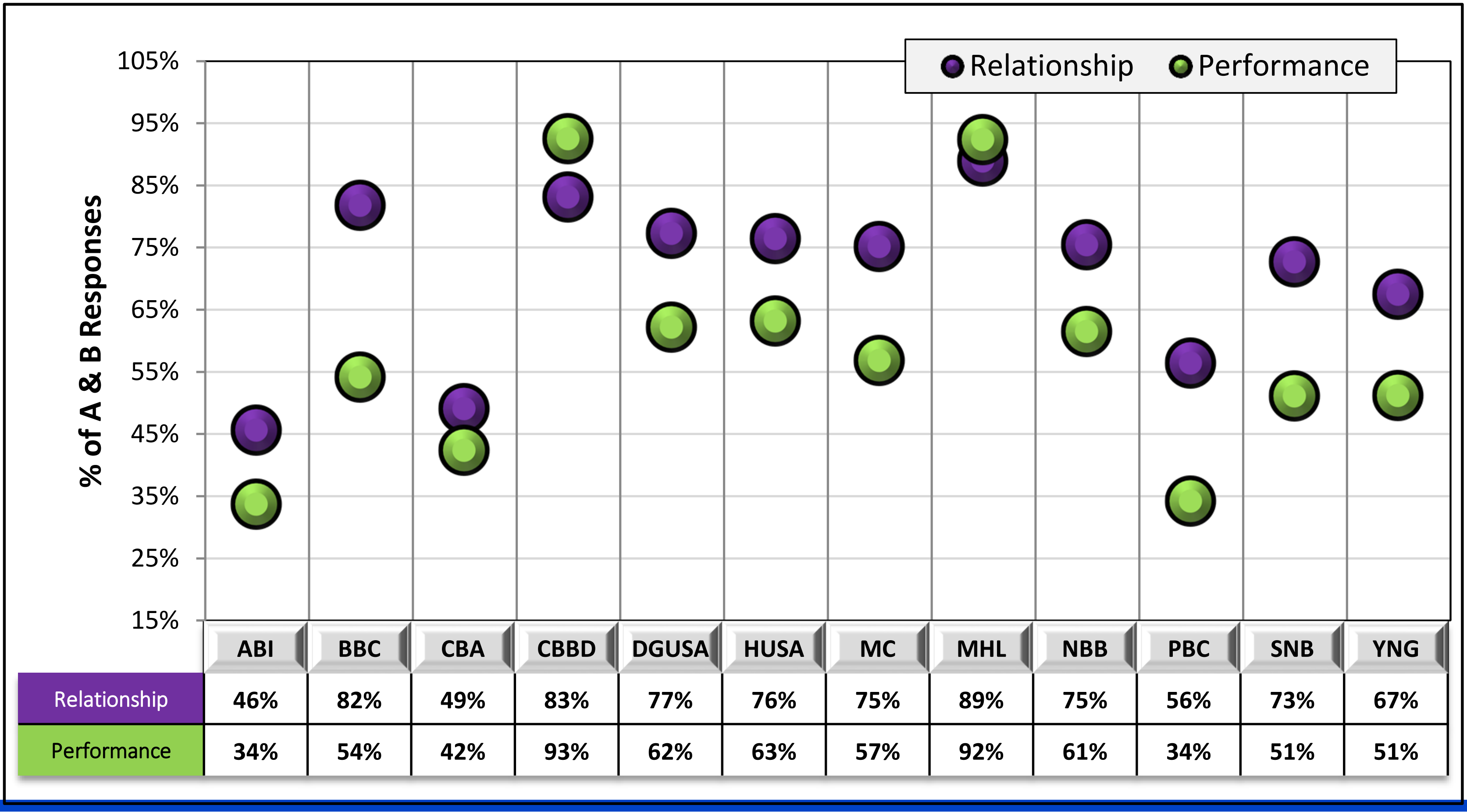
- 3-Tier Erosion, SKU Proliferation, and Financial Pressures were the Top 3 biggest challenges indicated by Distributors.
- Suggestions Actions to take:
  - Transparency
  - Support of state/national associations
  - Engage with potential outside threats (Amazon, Drizly, small craft brewers)
  - Work with state legislators
  - Better system to discontinue slow moving SKUs
  - Focus on core brands/SKUs
  - Keep current base while engaging millennials
  - Consider distributor margins when making pricing decisions
  - Better alignment/understanding between the distributor and supplier tiers
  - Industry programs to attract/develop talent
  - Determine what SKUs work best for the local market
  - Communicate/educate distractors the value of the 3-tier system

Industry Performance Overview

- Top-Line Results
- Industry-Wide Opportunities / Strengths

Relationship/Performance Grades

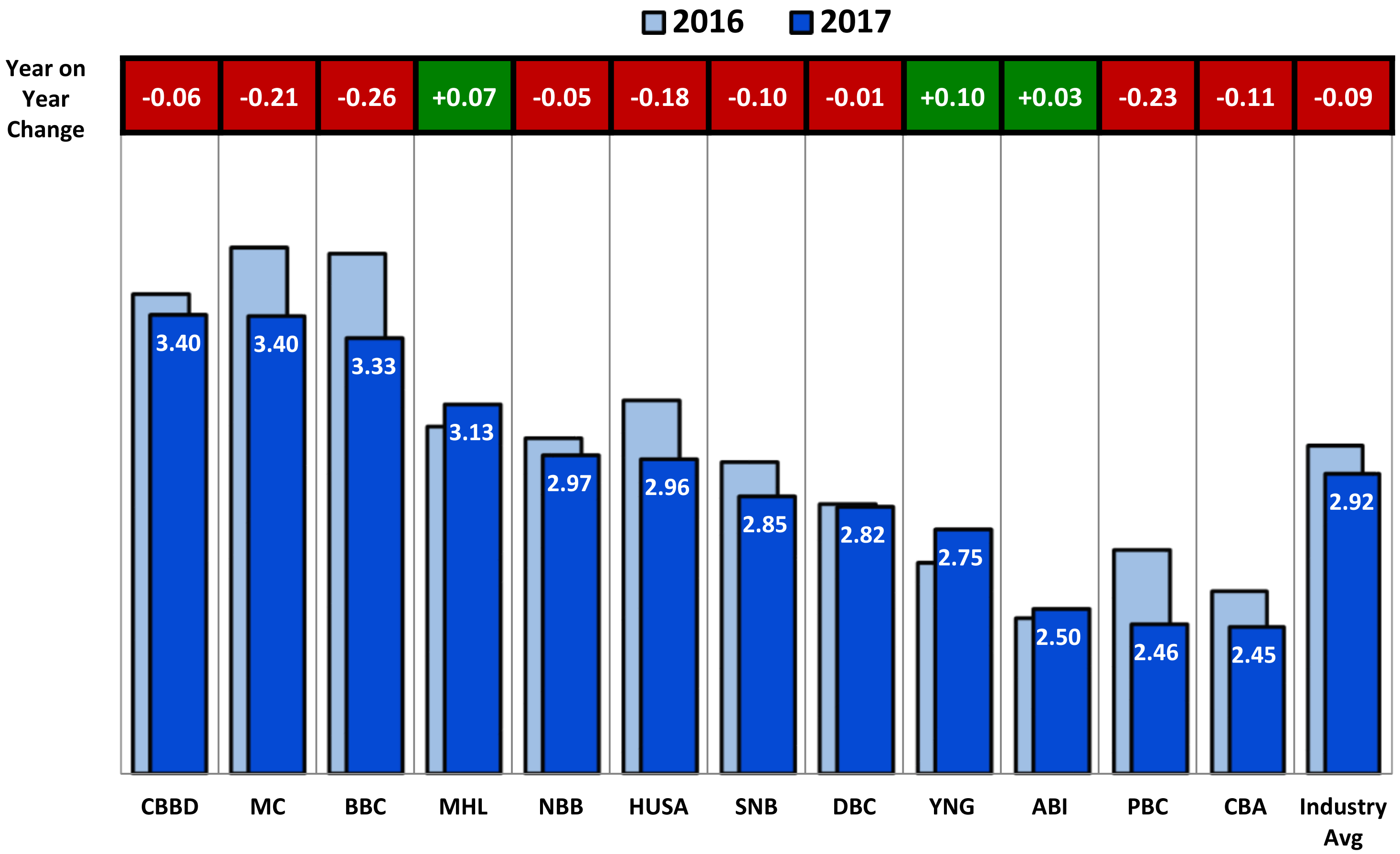
Tamarron’s perspective is that a supplier/brewer should **not** be satisfied with anything lower than an ‘A’ or ‘B’. Below is a chart depicting each suppliers’ % of As and Bs.



	ABI	BBC	CBA	CBBD	DGUSA	HUSA	MC	MHL	NBB	PBC	SNB	YNG
Relationship	46%	82%	49%	83%	77%	76%	75%	89%	75%	56%	73%	67%
Performance	34%	54%	42%	93%	62%	63%	57%	92%	61%	34%	51%	51%

- Respondents are asked at the beginning of the survey to give each of their suppliers grades for relationship and performance; the grades are a good indication of distributors’ <u>perception</u> of the suppliers.
- As in years past, the majority of suppliers received higher grades for Overall Relationship (purple marker) than Overall Performance (green marker).
- The 2 suppliers (CBBD and MHL) with the highest % for both relationship and performance had higher marks for Performance. Constellation Beer received higher marks for Performance for the 5th year in a row.
- Boston Beer had the biggest gap between Performance and Relationship grades (a difference of 28%).

Overall Performance Score by Supplier



Scale: 1=Poor; 2=Fair; 3=Good; 4=Very Good; 5=Excellent

The results for all 77 performance-based questions were averaged to obtain an "Overall Average Performance Score" for each of the suppliers. *It is important to note that although the overall average performance scores by supplier are often viewed as noteworthy, Tamarron strongly believes that scores are much more insightful, comparable, and actionable at the function and question level.*

Overall Score:

- Constellation Beer joined MillerCoors as the top ranked supplier with a score of 3.40. This is the first year of the history of the survey that CBBD received an overall average score to reach the leader spot.
- 6 of the Suppliers scored above the Overall Industry Average of 2.92 and 6 scored below.

Year on Year Change:

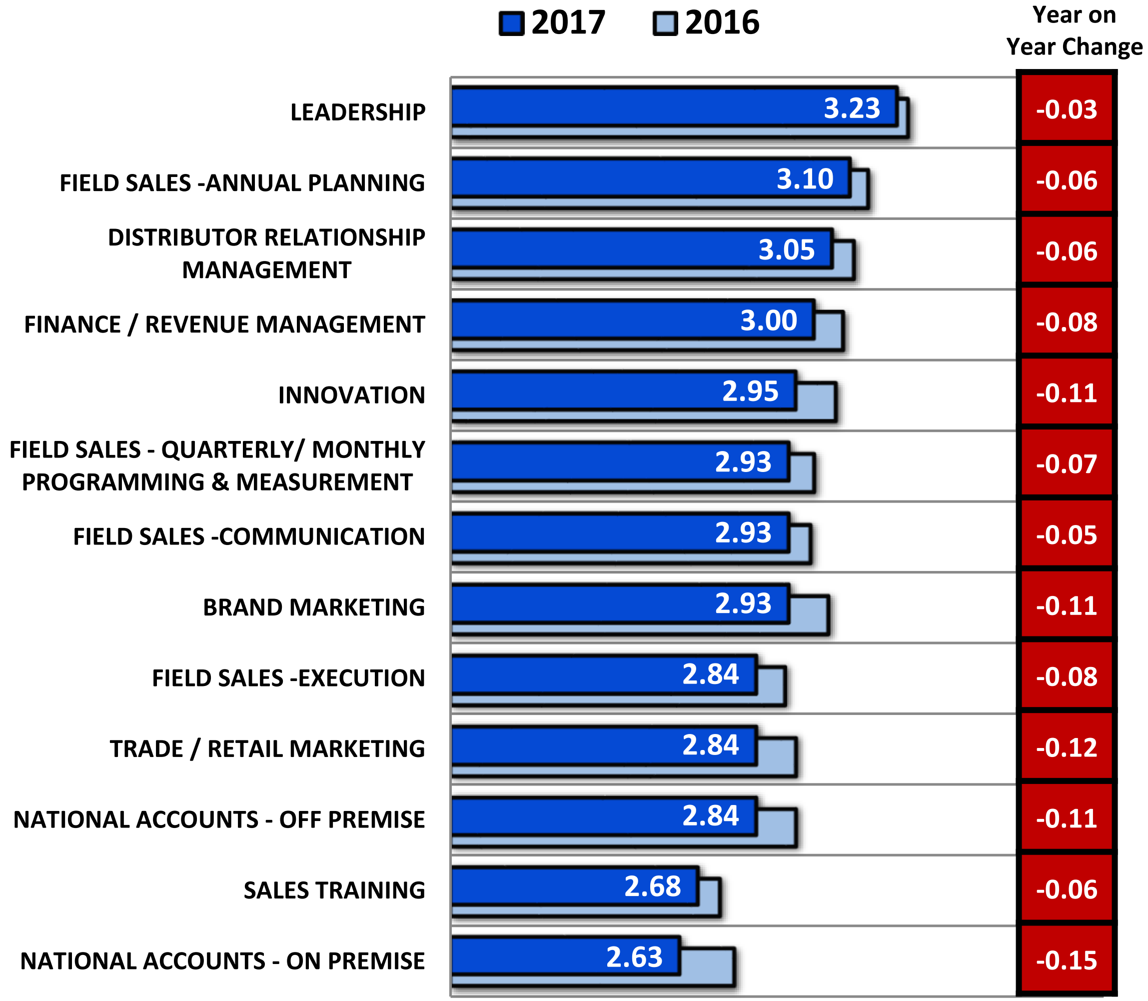
- The Top 3 suppliers all experienced declines in score from last year. 3 of the 12 suppliers reported higher scores in 2017 than 2016; with Yuengling posting the largest gain and Boston declining the most (but maintaining its place among the top 3 suppliers.)

Ranking:

- Last year, MillerCoors captured the #1 spot from Boston who had held the leader spot for 7 years prior to that. This year, the overall average performance scores indicate that there continue to be three dominant players in the industry: Constellation Brands Beer Division, MillerCoors and The Boston Beer Company.

Function-Level Performance Score

Industry Average



	2017	Year on Year Change
LEADERSHIP	3.23	-0.03
FIELD SALES -ANNUAL PLANNING	3.10	-0.06
DISTRIBUTOR RELATIONSHIP MANAGEMENT	3.05	-0.06
FINANCE / REVENUE MANAGEMENT	3.00	-0.08
INNOVATION	2.95	-0.11
FIELD SALES - QUARTERLY/ MONTHLY PROGRAMMING & MEASUREMENT	2.93	-0.07
FIELD SALES -COMMUNICATION	2.93	-0.05
BRAND MARKETING	2.93	-0.11
FIELD SALES -EXECUTION	2.84	-0.08
TRADE / RETAIL MARKETING	2.84	-0.12
NATIONAL ACCOUNTS - OFF PREMISE	2.84	-0.11
SALES TRAINING	2.68	-0.06
NATIONAL ACCOUNTS - ON PREMISE	2.63	-0.15

Scale: 1=Poor; 2=Fair; 3=Good; 4=Very Good; 5=Excellent

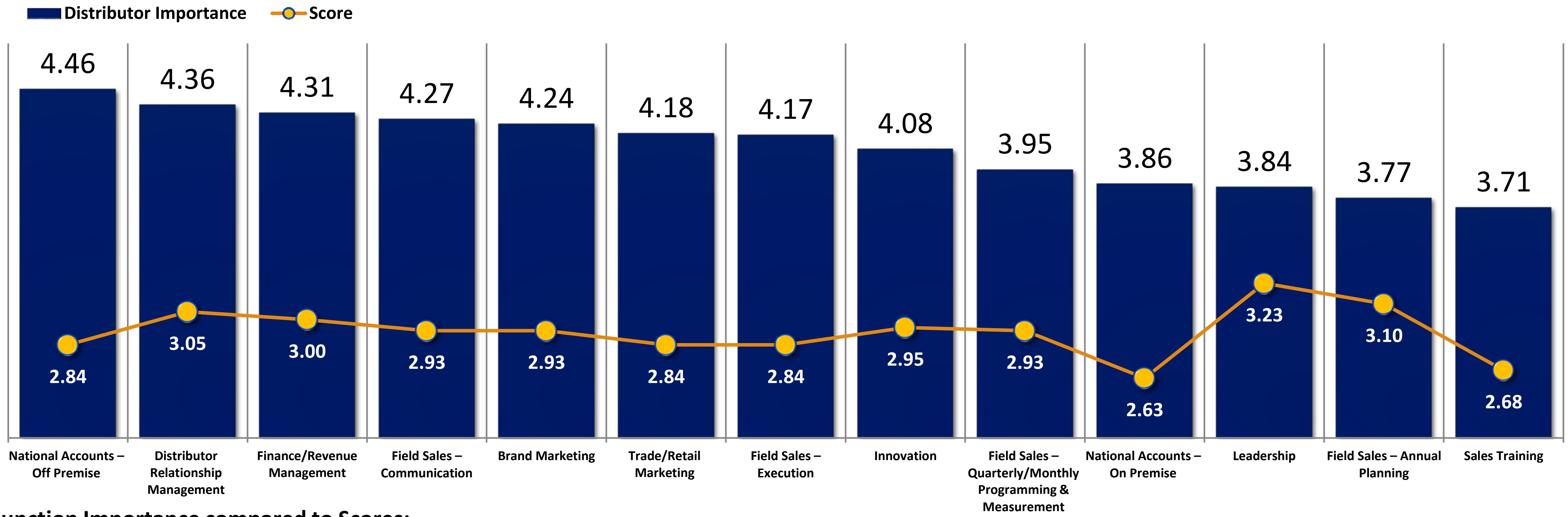
Overall Industry Functional Scores:

- Leadership has held the highest industry average score since 2014, 9 of the 12 suppliers received a score of 3.00 or above in Leadership; the next highest scores were in the Field Sales – Annual Planning and Distributor Relationship Management functions.
- For the past eight years, the National Accounts – On Premise and Sales Training functions have reported the lowest Industry Average scores, indicating distributors continue to perceive these areas as industry-wide opportunities for suppliers.
  - The smaller-sized suppliers with less resources tend to score lower in the National Accounts areas and Training related capabilities.

Year on Year Change:

- All 13 functional areas received lower Industry Average scores compared to last year; ranging from -0.03 in Leadership (highest scoring function) to -0.15 in the National Accounts – On Premise function (lowest scoring).

Function-Level Importance compared to Industry Average Performance Score



Function Importance compared to Scores:

- All functions were deemed important with average importance scores ranging from 3.71 for Training to 4.46 for National Accounts - Off Premise.
- National Accounts- Off Premise was rated the most important function by distributors and the Industry was given its third-lowest average function score.
- Sales Training was rated the least important and was the Industry's second-lowest scoring function.
- The Industry's highest score was in the third least important function to distributors (Leadership).

Performance Score Scale: 1=Poor; 2=Fair; 3=Good; 4=Very Good; 5=Excellent
Importance Scale: 1=Not Important at all; 2=Slightly Important; 3=Important; 4=Very Important; 5=Extremely Important

Strengths

Industry Average

Top 10 Question Scores

Function	Question	Score
DISTRIBUTOR RELATIONSHIP MANAGEMENT	12) **Three-Tier Advocate** – Consistently advocates the three-tier system and specifically the distributor tier	3.56
LEADERSHIP	4) **Clarity of Annual Goals** – Clearly communicates [supplier's] annual national goals, objectives, and strategies	3.33
FIELD SALES -ANNUAL PLANNING	22) **Annual Plan Timeline** – Delivers an annual business plan 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)	3.30
LEADERSHIP	2) **Alignment of Senior Leadership Team** – Presents consistent and unified message from the senior national leadership team (e.g., Sales, Marketing, Supply Chain, etc.)	3.29
LEADERSHIP	3) **One Voice** – Ensures that all levels of [supplier] organization communicate the national message at the local level (i.e., supplier has "one voice/one message" to distributors and retailers)	3.27
FINANCE / REVENUE MANAGEMENT	✓ 21) **Distributor Margins** – Offers distributors margins on [supplier's] products that are commensurate with other like brands	3.25
FINANCE / REVENUE MANAGEMENT	18) **Promotion Calendar** – Establishes and adheres to a price promotion calendar with adequate lead time (minimum of 60 days) for execution	3.24
LEADERSHIP	1) **Strategic Vision** – Communicates and adheres to a strategic vision and disciplined long-term business plan to strengthen the [supplier's] future industry position	3.22
BRAND MARKETING	60) **Portfolio Strategy** – Establishes and communicates portfolio strategy & objectives	3.21
FINANCE / REVENUE MANAGEMENT	16) **Pricing Communication** – Timeliness and clarity of [supplier] pricing communication (e.g., direction/recommendations)	3.14

- All of the 2017 Top 10 Industry Average questions scores remained the same as 2016; Leadership represents 4 of the highest scoring industry questions; Finance / Revenue Management represents 3.

- *Three-Tier Advocate* continues to be one of the highest scores for the Industry by a significant margin (+0.23 from the second highest scores); which is a positive indication that suppliers on the survey are at least somewhat addressing Distributors' concerns over 3-Tier Erosion noted in 'Biggest Challenges Facing Beer Industry', however, it is important to note the question did decline in score from LY for 8 of the 12 suppliers.

✓ *Indicates the Most Important Question(s) to YOUR Distributors in that Function*

Opportunities

Industry Average

Bottom 10 Question Scores

Function	Question	Score
FINANCE / REVENUE MANAGEMENT	19) **Price Promotion Post-Evaluation** – Consistently post-evaluates the effectiveness of price promotions to ensure desired lift and margin were achieved	2.36
NATIONAL ACCOUNTS - ON PREMISE	54) **Category Management** – Effectiveness of supplier category management strategy and execution (selling in supplier distribution & assortment plan to on premise customers) – On Premise	2.53
NATIONAL ACCOUNTS - ON PREMISE	59) **Account Staff Training** – [Supplier] knowledge of and ability to educate on-premise personnel on general beer knowledge as well as brand specifics	2.53
NATIONAL ACCOUNTS - ON PREMISE	58) **Measurement & Evaluation - National Accounts Performance** – Regular communication of national/ regional account performance vs. expectations - On Premise	2.54
NATIONAL ACCOUNTS - OFF PREMISE	✓ 46) **Category Management** – Effectiveness of supplier category management strategy and execution (selling in supplier space & assortment plan to retail customers) – Off Premise	2.55
SALES TRAINING	42) **Selling Skills Training** – Provides or recommends sales management/selling skills training commensurate with similar sized suppliers	2.56
SALES TRAINING	43) **Consumer Experience Training** – Provides training on how to activate supplier brands in the on-premise channel to enhance the "consumer experience" (e.g., draught training, perfect pour, etc.)	2.59
NATIONAL ACCOUNTS - OFF PREMISE	51) **C-Stores** – Effectiveness of [supplier] national/regional account team efforts in c-stores (e.g., securing brand/SKU placements, programming, pricing, etc.)	2.63
NATIONAL ACCOUNTS - ON PREMISE	57) **Call Coverage** – Has sufficient call coverage for national and regional on premise that is commensurate with like sized suppliers / brewers	2.63
TRADE / RETAIL MARKETING	74) **Multicultural Marketing** – Develops effective programs to target and engage multicultural consumers	2.63

- The Industry scored below the 3.00 ('Good') mark on 48 of the 77 questions; the biggest opportunity for the Industry is to improve on *Price Promotion Post-Evaluation* with the lowest score on the survey @ 2.36. All 12 suppliers scored well below a 3.00 on this question which has been the lowest scoring question for the Industry for 2 years.

- National Account related questions comprised 6 of the industry's lowest scoring questions (2 within the Off Premise and 4 in the On Premise). *Category Management* in both channels is an opportunity for the Industry.

- Similar to years past, 3 Training questions also made it to the Bottom 10 in 2017 – *Selling Skills Training, Consumer Experience Training* in Sales Training and *Account Staff Training* in National Accounts.

✓ *Indicates the Most Important Question(s) to YOUR Distributors in that Function*

Largest Declines

Industry Average

Bottom 10 Question Declines

NATIONAL ACCOUNTS - ON PREMISE		57) **Call Coverage** – Has sufficient call coverage for national and regional on premise that is commensurate with like sized suppliers / brewers	-0.19
FIELD SALES - EXECUTION		36) **Selling Tools**--Provides selling information, consumer insights, Apps, electronic selling information and relevant data/facts on brands (e.g., sell sheets, selling tool Apps, beer/food pairing tools/Apps, etc.) to educate and enable distributor and supplier sales personnel to effectively grow category and drive profitable growth with trade customers	-0.17
BRAND MARKETING	✓	62) **Level of Investment** – Allocates and invests adequate resources to build brands commensurate with supplier's communicated brand strategies	-0.17
NATIONAL ACCOUNTS - OFF PREMISE	✓	46) **Category Management** – Effectiveness of supplier category management strategy and execution (selling in supplier space & assortment plan to retail customers) – Off Premise	-0.16
NATIONAL ACCOUNTS - OFF PREMISE		45) **Ad Features** – Ability to secure effective ad features at a competitive frequency with customers that supplier has established call responsibility - Off Premise	-0.16
TRADE / RETAIL MARKETING		74) **Multicultural Marketing** – Develops effective programs to target and engage multicultural consumers	-0.16
NATIONAL ACCOUNTS - ON PREMISE		58) **Measurement & Evaluation - National Accounts Performance** – Regular communication of national/ regional account performance vs. expectations - On Premise	-0.15
BRAND MARKETING		63) **Responsible Consumption** – Marketing to consumer regarding responsible consumption	-0.15
INNOVATION	✓	75) **Innovation Strategy** – Employs a relevant innovation strategy that addresses customer (e.g., c-store, club store, etc.) and/or consumer needs (e.g., styles, flavors, packages, etc.)	-0.14
NATIONAL ACCOUNTS - ON PREMISE		56) **Call Responsibility** – Clarity of supplier and distributor national/regional account customer call point responsibility; ensuring all levels of personnel are adequately called on (e.g., Regional, Regional managers) - On Premise	-0.14

- The Industry Average scores improved on only 2 of the 73 survey questions from 2016; both in the Leadership function – *Leader Accessibility* (+0.03) and *One Voice* (+0.01).

- Of the 71 declines, 30 were in the double-digits.

- *Selling Tools* (-0.35 YOY decline in 2016) posted a significant decline this year as well. 10 of the 12 suppliers posted declines from last year; MillerCoors and Mike's Hard Lemonade remained flat.

✓ *Indicates the Most Important Question(s) to YOUR Distributors in that Function*

Appendix I

- Top 3 Functions by Supplier

Top 3 Functional Scores – AB InBev

- Brand Marketing
- Field Sales - Communication
- National Accounts – Off Premise

Top 3 Functional Scores – Boston Beer

- Field Sales - Communication
- Field Sales - Execution
- Leadership

Top 3 Functional Scores – Craft Brew Alliance

Leadership

Field Sales – Annual Planning

Finance / Revenue Management

Top 3 Functional Scores – Constellation Beer

- Leadership
- Distributor Relationship Management
- Field Sales – Annual Planning

Top 3 Functional Scores – Diageo Beer Company

Leadership

Finance / Revenue Management

Distributor Relationship Management

Top 3 Functional Scores – Heineken USA

- Leadership
- Distributor Relationship Management
- Field Sales – Annual Planning

Top 3 Functional Scores – MillerCoors

- Field Sales - Communication
- National Accounts – Off Premise
- Sales Training

Top 3 Functional Scores – Mike’s Hard Lemonade Co.

- Leadership
- Field Sales – Annual Planning
- Innovation

Top 3 Functional Scores – New Belgium Brewing Co.

- Field Sales – Annual Planning
- Innovation
- Leadership

Top 3 Functional Scores – Pabst Brewing Co.

- Leadership
- Finance / Revenue Management
- Distributor Relationship Management

Top 3 Functional Scores – Sierra Nevada Brewing Co.

- Leadership
- Field Sales – Annual Planning
- Finance / Revenue Management

Top 3 Functional Scores – Yuengling

- Leadership
- Field Sales – Annual Planning
- Field Sales - Communication

Appendix II

- **% of Most Important Question for Industry**

% of Most Important Question

LEADERSHIP	% of Top Question
6. Drives Category Growth - [Supplier] is well positioned to drive growth in the beer category in which they are most prominent	**50.2%**
1. Strategic Vision – Communicates and adheres to a strategic vision and disciplined long-term business plan to strengthen the [supplier's] future industry position	31.1%
4. Clarity of Annual Goals – Clearly communicates [supplier's] annual national goals, objectives, and strategies	8.5%
2. Alignment of Senior Leadership Team – Presents consistent and unified message from the senior national leadership team (e.g., Sales, Marketing, Supply Chain, etc.)	5.1%
3. One Voice – Ensures that all levels of [supplier] organization communicate the national message at the local level (i.e., supplier has "one voice/one message" to distributors and retailers)	5.1%
5. Leader Accessibility - Accessibility and responsiveness of national top management	0.0%

DISTRIBUTOR RELATIONSHIP MGMT	% of Top Question
9. Financial Impact on Distributors – Recognizes and understands how [supplier's] brands, expectations & local decisions/requests financially impact (directly and indirectly) the distributor	**36.3%**
10. Adapts Ways of Working with Distributors – Strives to understand how individual distributors make decisions/operate their businesses and adapts to distributors' cultures and ways of working to add value	27.4%
7. Effective Sales & Operations Relationships - Establishes effective relationships with all levels of your Sales organization and key Operations personnel	22.6%
12. Three-Tier Advocate – Consistently advocates the three-tier system and specifically the distributor tier	8.1%
8. Share of Focus – Seeks to understand how [supplier's] portfolio fits within distributor's total portfolio and expects an appropriate level of focus and support to drive distributor and supplier priorities	3.4%
11. Clarity of Roles & Responsibilities – Periodically clarifies evolving roles & responsibilities between supplier and distributor at the local level (target = annually)	1.3%
13. Distributor Council Engagement – Consistently engages distributor council (or otherwise solicits distributor input) to identify and solve problems and improve supplier business practices with distributors	0.9%
14. Distributor Awards Program – Effectiveness of national distributor recognition/award programs in motivating distributor performance	0.0%

FINANCE/REVENUE MANAGEMENT	% of Top Question
21. Distributor Margins – Offers distributors margins on [supplier's] products that are commensurate with other like brands	**42.2%**
20. Pricing Strategy – Effectively aligns local pricing strategies (front-line and price promotions) with communicated brand strategies and desired/target competitive positioning	23.9%
17. Proficiency in Pricing Mechanics and Pricing Discussions - Proficiency of local sales team in general pricing mechanics / calculations and capability of having effective pricing discussions with distributors	12.6%
15. Pricing Opportunity Analysis – Generates recommendations to increase gross margin in collaboration with distributor based on rigorous review/analysis of current pricing environment	11.7%
16. Pricing Communication – Timeliness and clarity of [supplier] pricing communication (e.g., direction/recommendations)	4.8%
19. Price Promotion Post-Evaluation – Consistently post-evaluates the effectiveness of price promotions to ensure desired lift and margin were achieved	3.0%
18. Promotion Calendar – Establishes and adheres to a price promotion calendar with adequate lead time (minimum of 60 days) for execution	1.7%

FIELD SALES - ANNUAL PLANNING	% of Top Question
24. Plan Rationale and Brand Building Objectives – Provides rationale justifying how volume expectations can be achieved (e.g., supplier programs/investments, brand building objectives, including distribution, display/feature activity)	**31.4%**
26. Alignment of Resources to Support Plan – Aligns supplier field sales organization objectives and market spending allocation to achieve communicated brand building strategies and annual plan	27.1%
23. Annual Plan Process – Uses an effective annual planning process, achieving a simplified, collaborative plan that includes reasonable goals and buy-in from both supplier and distributor	19.2%
25. Brand Building vs. Short-Term Gain – Effectively balances growing short-term volume with longer-term brand building objectives	17.0%
22. Annual Plan Timeline – Delivers an annual business plan 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)	5.2%

FIELD SALES - QTRLY/MTHLY PROGRAMMING & MEASUREMENT	% of Top Question
27. Monthly/Quarterly/Trimester Objective Setting – Develops attainable monthly/quarterly/trimester objectives that align with planned programming	**36.1%**
31. Innovative Course Correcting – Collaborates with distributor on identifying opportunities to improve performance & programming (e.g., course correcting) and challenges status quo with fresh ideas and methods	15.9%
30. Distributor Inventory Review – Collaborates with distributor on reviewing inventory levels, assessing code date inventory, and forecasting inventory needs to minimize out-of-stocks and out-of-code product; works with distributor on handling out of code product	15.0%
29. Distributor Performance Measurement / Scorecarding – Establishes clear expectations for distributor performance, provides regular performance measurements and holds distributor accountable for performance	14.1%
32. Incentive Programs – Develops effective incentive programs that are aligned with programming objectives, applicable to local market dynamics, and adaptable/ complementary to distributor's compensation/MBO structure	12.8%
28. Data Mining & Insights – Consistently presents relevant, fact-based and actionable data and insights based on internal/distributor (e.g., VIP) information and syndicated sources (e.g., Nielsen, IRI, Armadillo Insight, etc.)	6.2%

% of Most Important Question

FIELD SALES - EXECUTION	% of Top Question
37. Collaborative Execution and Activation – Works collaboratively with distributors to plan and execute account-level programs to successfully meet execution goals (i.e., account targeting, assigning responsibilities, etc.)	**41.9%**
35. Distributor Work Withs – Regularly works with your sales team in the trade to assist in selling, training and building relationships with customers	18.1%
36. Selling Tools--Provides selling information, consumer insights, Apps, electronic selling information and relevant data/facts on brands (e.g., sell sheets, selling tool Apps, beer/food pairing tools/Apps, etc.) to educate and enable distributor and supplier sales personnel to effectively grow category and drive profitable growth with trade customers	16.3%
34. Sales Meeting Engagement - Engages and interacts with distributor sales team when participating in distributor sales meetings, providing brand insights, features & benefits, competitive landscape, key selling points, target customers/consumers, etc.	12.3%
33. Execution Guidelines/Standards - [Supplier] provides appropriate retail guidelines and standards to maximize category growth (e.g., shelf space, assortment, merchandising) and collaborates with distributor to localize as needed	9.3%
38. Inspects What They Expect – Conducts retail visits to "inspect what supplier expects" and provides recap of success & opportunities to distributor	2.2%

FIELD SALES - COMMUNICATION	% of Top Question
40. Local Field Sales Interaction – Frequency of interactions with and level of engagement from supplier local contact (e.g., Market Manager, Distributor Manager, Retail/On Premise Specialist, etc.)	**84.0%**
39. Top Field Sales Management Interaction – Frequency of interactions with and accessibility of supplier top field sales management (e.g., Zone/Region/Business Unit Manager or Director)	16.0%

SALES TRAINING	% of Top Question
41. Product Knowledge Training – Actively engages distributors with training sessions to educate sales personnel on supplier's products and initiatives	**42.9%**
42. Selling Skills Training – Provides or recommends sales management/selling skills training commensurate with similar sized suppliers	35.3%
44. Training Materials – Provides support materials to enable effective training & development of distributor staff on all supplier standards and procedures	15.6%
43. Consumer Experience Training – Provides training on how to activate supplier brands in the on-premise channel to enhance the "consumer experience" (e.g., draught training, perfect pour, etc.)	6.3%

NATIONAL ACCOUNTS - OFF PREMISE	% of Top Question
46. Category Management – Effectiveness of supplier category management strategy and execution (selling in supplier space & assortment plan to retail customers) – Off Premise	**29.4%**
45. Ad Features – Ability to secure effective ad features at a competitive frequency with customers that supplier has established call responsibility - Off Premise	22.7%
49. Call Coverage – Has sufficient call coverage for national and regional off premise chains that is commensurate with like sized suppliers / brewers	15.2%
52. Large Format Chains (Grocery, Club, Mass) – Effectiveness of [supplier] national/regional account team efforts in large format chains (e.g., securing brand/SKU placements, programming, pricing, etc.)	10.4%
50. Measurement & Evaluation – Chain Performance – Regular communication of chain performance vs. expectations/planned activity - Off Premise	8.5%
51. C-Stores – Effectiveness of [supplier] national/regional account team efforts in c-stores (e.g., securing brand/SKU placements, programming, pricing, etc.)	6.2%
48. Call Responsibility – Clarity of supplier and distributor chain customer call point responsibility; ensuring all levels of a chain's personnel are adequately called on - Off Premise	4.3%
47. Ad Feature Communication – Timely communication to distributors of all chain feature activity and supporting display expectations - Off Premise	3.3%

NATIONAL ACCOUNTS - ON PREMISE	% of Top Question
53. Placements, Features and Promotions – Ability to secure national/regional account placements, features, and promotions at a competitive frequency with customers that supplier has established call responsibility - On Premise	**58.0%**
57. Call Coverage – Has sufficient call coverage for national and regional on premise that is commensurate with like sized suppliers / brewers	11.8%
54. Category Management – Effectiveness of supplier category management strategy and execution (selling in supplier distribution & assortment plan to on premise customers) – On Premise	10.4%
58. Measurement & Evaluation - National Accounts Performance – Regular communication of national/ regional account performance vs. expectations - On Premise	7.1%
55. Programming Communication – Communication to distributors of all national/regional accounts programming in a timely manner to ensure proper lead time for success - On Premise	6.1%
56. Call Responsibility – Clarity of supplier and distributor national/regional account customer call point responsibility; ensuring all levels of personnel are adequately called on (e.g., Divisional, Regional managers) - On Premise	3.8%

% of Most Important Question

BRAND MARKETING	% of Top Question
62. Level of Investment – Allocates and invests adequate resources to build brands commensurate with supplier's communicated brand strategies	**29.6%**
61. Brand Strategy – Articulates a distinctive, competitive and sustainable positioning strategy for each brand in the portfolio	24.7%
65. Local Market Activation – Activates brands locally to drive brand awareness and interaction (e.g., attends local festivals, invests in event sponsorships, develops relationships with key accounts and actively promotes selling brands to consumers/shoppers, etc.)	20.2%
60. Portfolio Strategy – Establishes and communicates portfolio strategy & objectives	19.3%
64. Discontinuations – Supports brand and/or SKU discontinuation decisions with analysis of economic impact to both supplier and distributors	5.8%
63. Responsible Consumption – Marketing to consumer regarding responsible consumption	0.4%

TRADE/RETAIL MARKETING	% of Top Question
68. Level of Local Investments – Invests locally to build the strength of supplier's brands at a rate commensurate with supplier's portfolio size and opportunity	**32.6%**
67. Local Marketing Plan – Works with you to develop an effective marketing plan that is applicable to your market and localizes a relevant brand/message selling story that resonates with consumers	27.1%
66. Programming Resources – Provides channel and/or consumer-targeted programming resources that are competitive with other brands/packages within the segment	25.3%
69. Validation of Distributor Investment Request – Demonstrates that supplier provided investment and requested distributor investment support a strong marketing plan	5.9%
70. POS Collaboration – Collaborates on POS needs and local market applicability of proposed POS to ensure quality and effectiveness of materials	3.6%
71. Adequate POS Supply – Provides impactful and adequate supply of permanent and paper POS to support [supplier] plans & programs	1.8%
73. Social Media/Digital Marketing – Executes an effective social media and digital marketing strategies to help drive brand awareness in your market	1.8%
74. Multicultural Marketing – Develops effective programs to target and engage multicultural consumers	1.4%
72. Program Materials – Delivers program materials (e.g., program sell sheets, POS, etc.) on a timely basis	0.5%

INNOVATION	% of Top Question
75. Innovation Strategy – Employs a relevant innovation strategy that addresses customer (e.g., c-store, club store, etc.) and/or consumer needs (e.g., styles, flavors, packages, etc.)	**45.3%**
76. Innovation Launch Process – Effectiveness of new product or package innovation launch process (e.g., launch plan, forecast, product availability, sell sheets, kickoff, etc.)	30.2%
77. New Brand/SKU Priority – Clarifies distribution priorities by class of trade for new brands/SKUs relative to supplier's total portfolio	24.5%