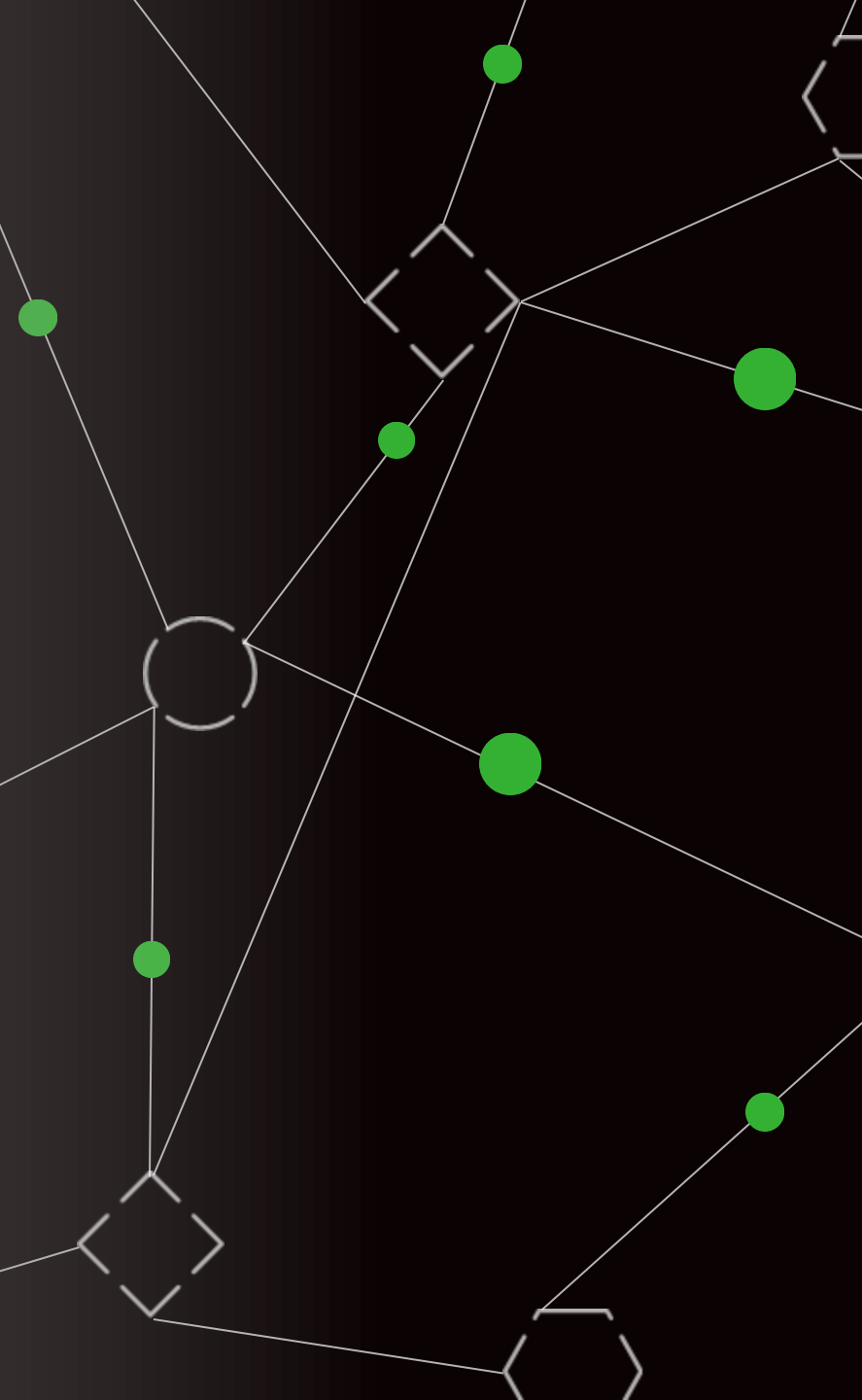




# Rebates Reimagined: The Key to Transforming Your Relationship Ecosystem

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# Introduction

1. What's a "toxic" rebate
2. How to tackle them
3. The relationship ecosystem
4. 11 points of failure
5. The power of alignment



# What's a **toxic** rebate?

# Oxford English Dictionary



## toxic

TOCK-sick

Adj. & n.

Poisonous; **harmful** or dangerous to health or life.

# Chat GPT

"**Toxic**" typically refers to something that is **harmful**, poisonous, or detrimental to health or well-being. It can be used to describe substances, **relationships**, **environments**, behaviors, or attitudes that have a **negative impact**. In a figurative sense, it can also refer to anything that is extremely unpleasant or damaging. For example, a toxic work environment might involve high levels of **stress**, **conflict**, or unethical behavior that negatively affects employees' mental or physical health.



# 5 signs of a toxic rebate culture

## 1. Complexity

- Think understanding, admin, disputes, transparency, access

## 2. Size and scale

- Think rebate versus profit and cashflow

## 3. Off the books

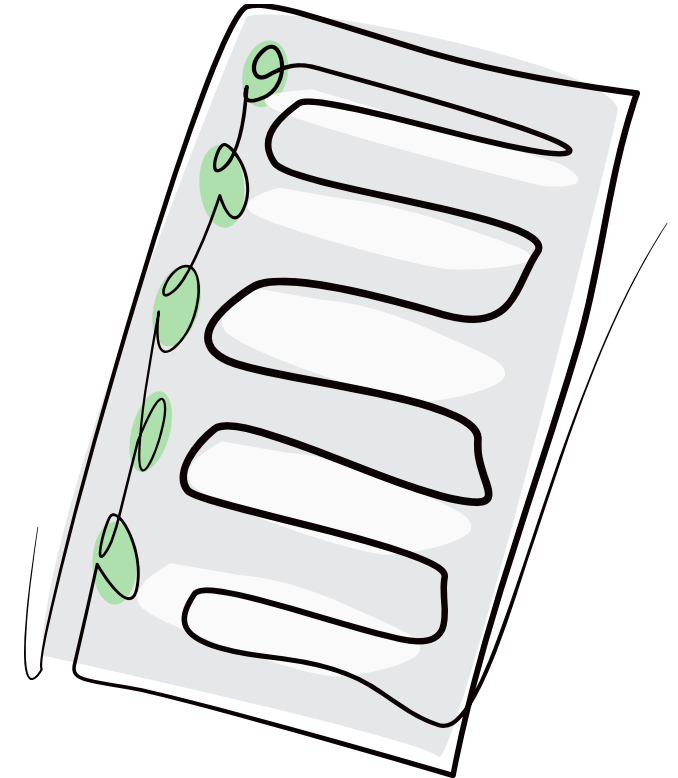
- Think system fit and manual intervention

## 4. Secret

- Think side deals

## 5. Driving the wrong behaviour

- Think stocking up, masking costs, negative margins, bad decision making



# How to **tackle** them



# The remedy?

## 1. Complexity

- Can you simplify and make a pact?

## 2. Size and scale

- Re-balance guaranteed and target based rebates

## 3. Off the books

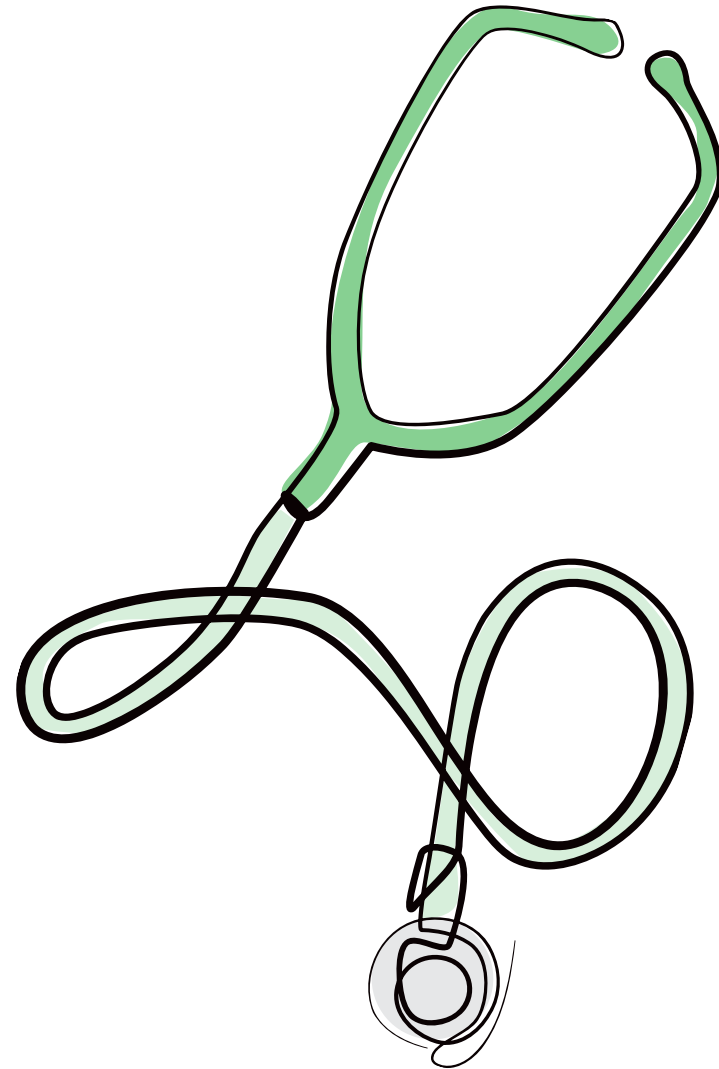
- Make life easier and systemise

## 4. Secret

- Consider the role of side deals

## 5. Driving the wrong behaviour

- Address as a team - sales, ops, central functions

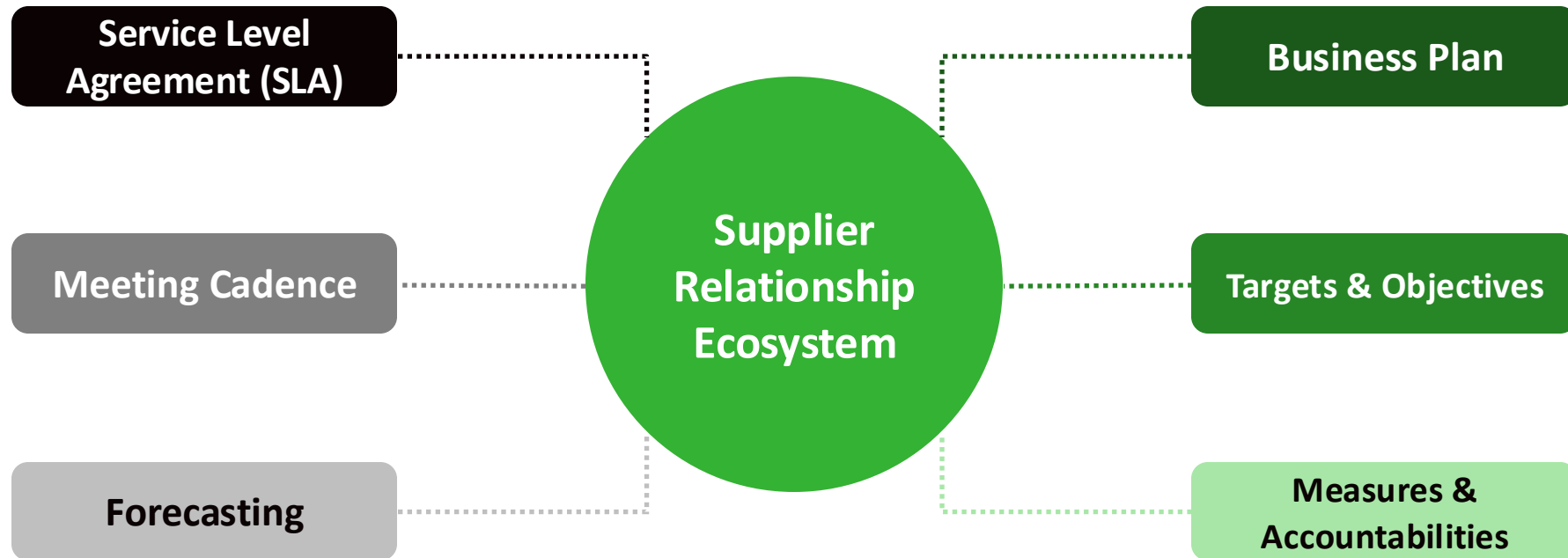


# The relationship ecosystem



# What's a relationship ecosystem?

# Supplier Relationship Ecosystem



# Insights Procurement Xcelerator Scorecard



# Procurement Xcelerator Scorecard

## SLA's

### Key foundational questions

- Do you have signed contracts in place with your suppliers?
- Do service level agreements underpin your key product categories?



# Procurement Xcelerator Scorecard

## Business Plan

### Key foundational questions

- Do you have category plans in place?
- Are they aligned to your business objectives?



# Procurement Xcelerator Scorecard

## Meeting Cadence

### Key foundational questions

- Is there a structured meeting cadence in place?
- Do you have regular review sessions across all key decision makers?





# Procurement Xcelerator Scorecard

## Targets & Objectives

### Key foundational questions

- Are targets and objectives in place with your suppliers?
- Are they aligned to your category plans?
- Are they clearly understood and reviewed regularly?



# Procurement Xcelerator Scorecard

## Forecasting

### Key foundational questions

- Do you provide sales forecasts to your suppliers?
- How do you ensure they are agile and relevant?



# Procurement Xcelerator Scorecard

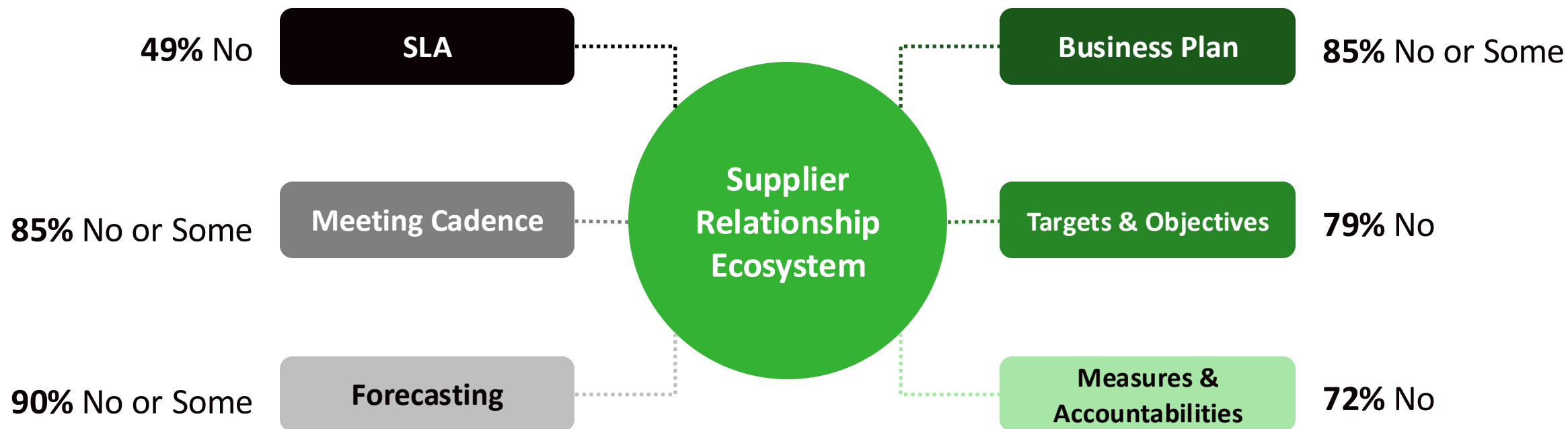
## Measures & Accountabilities

### Key foundational questions

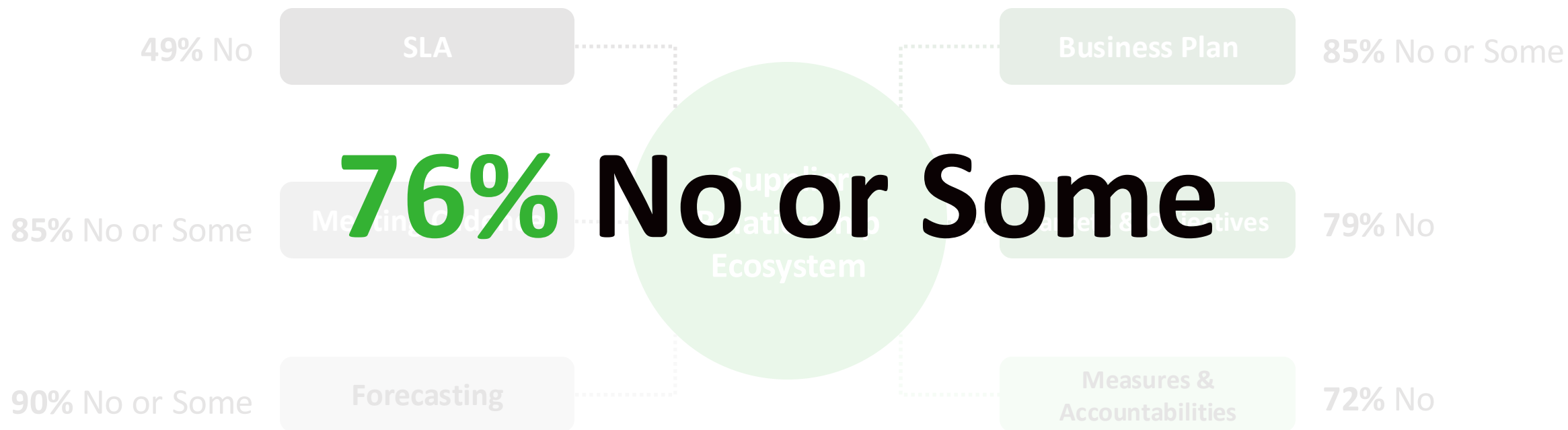
- Are clear measures and accountabilities in place against targets and objectives?



# Supplier Relationship Ecosystem – Market Data!!



# Supplier Relationship Ecosystem – Market Data!!



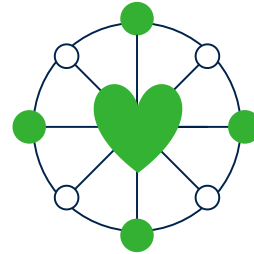
# 11 points of failure





## Rebates

1. Complexity
2. Size & scale
3. Off the books
4. Secret
5. Wrong behaviour



## Relationship Ecosystem

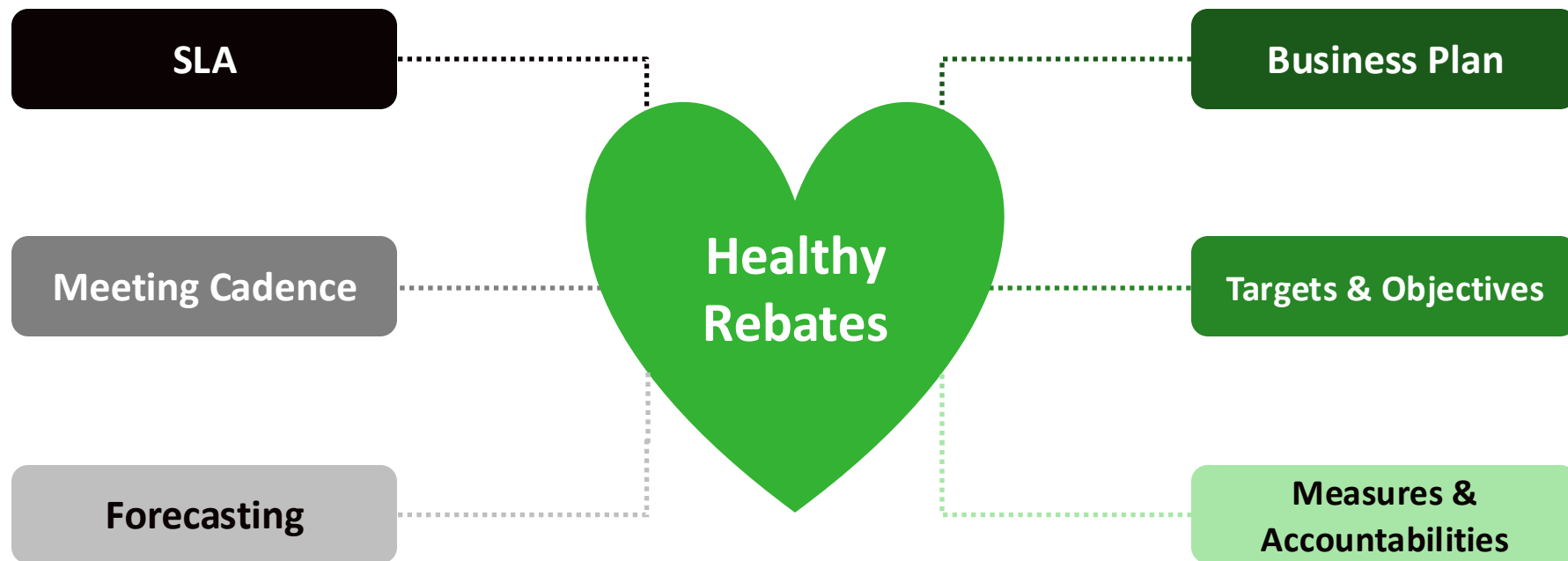
6. SLA
7. Business plan
8. Meeting cadence
9. Targets & objectives
10. Forecasting
11. Measures & accountabilities

**It's easy to get misaligned –  
but it's also possible to realign**

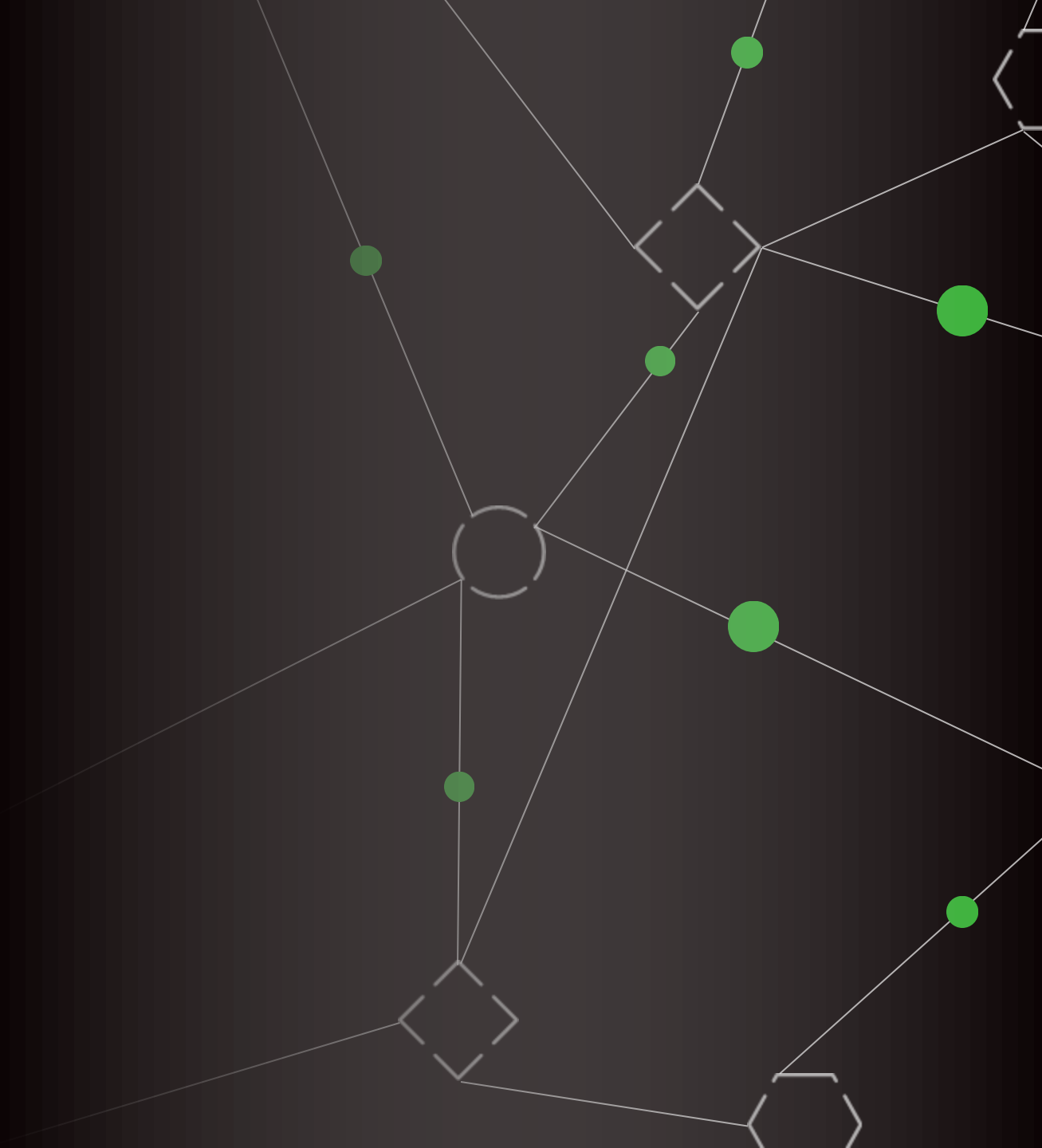
**The power of alignment -  
putting rebates at the heart of the  
relationship ecosystem**



# Supplier Relationship Ecosystem



**Thank you!**



**Elevate**  
by Enable

