

THE QBR DELUSION

How are current QBRs causing buyers frustration?

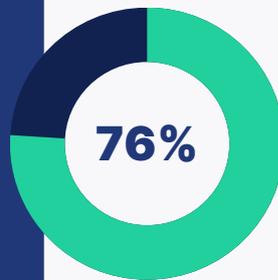
Buyers are looking to Quarterly Business Reviews (QBRs) as the most important opportunity for suppliers to provide expertise and insights. Yet 88% feel suppliers aren't demonstrating evidence of their value and innovation in their QBRs, resulting in missed opportunities for revenue and growth.

Biggest buyer frustrations

- Agreed next steps aren't followed through in good time
- Meeting materials are poor quality
- Meetings are of inconsistent quality
- Meetings don't add value to the business relationship
- The meeting format doesn't deliver a lasting impact

Suppliers risk contract cancellation

82% of buyers report that they have cancelled a contract because they felt their supplier didn't deliver enough value and innovation in their QBRs. This highlights the importance of using QBRs as an opportunity to strengthen business relationships and address client concerns and challenges.



QBRs feel like a tick-box exercise for suppliers

Most buyers report that their suppliers' QBR process is nothing more than a tick-box exercise. They believe that most suppliers are getting by on delivering the bare minimum in their reviews.

“You need to differentiate between an operational review and a strategic, commercial, Quarterly Business Review. ...The sooner you move away from operations and cost, the sooner you can spend time having value-add conversations, which is actually what both parties really want.

**Alistair McVicar, UK Sales Director,
Kintetsu World Express**

What do buyers expect from QBRs?

- An overview of how the supplier has addressed feedback
- A focus on strategic planning for the remainder of the contract
- KPIs/SLAs trends over time
- KPIs/SLAs against current target
- Operational performance data
- A clear plan to deliver on agreed next steps
- An opportunity to follow-up with the supplier's senior leadership
- A summary of the meeting and a copy of all materials presented