

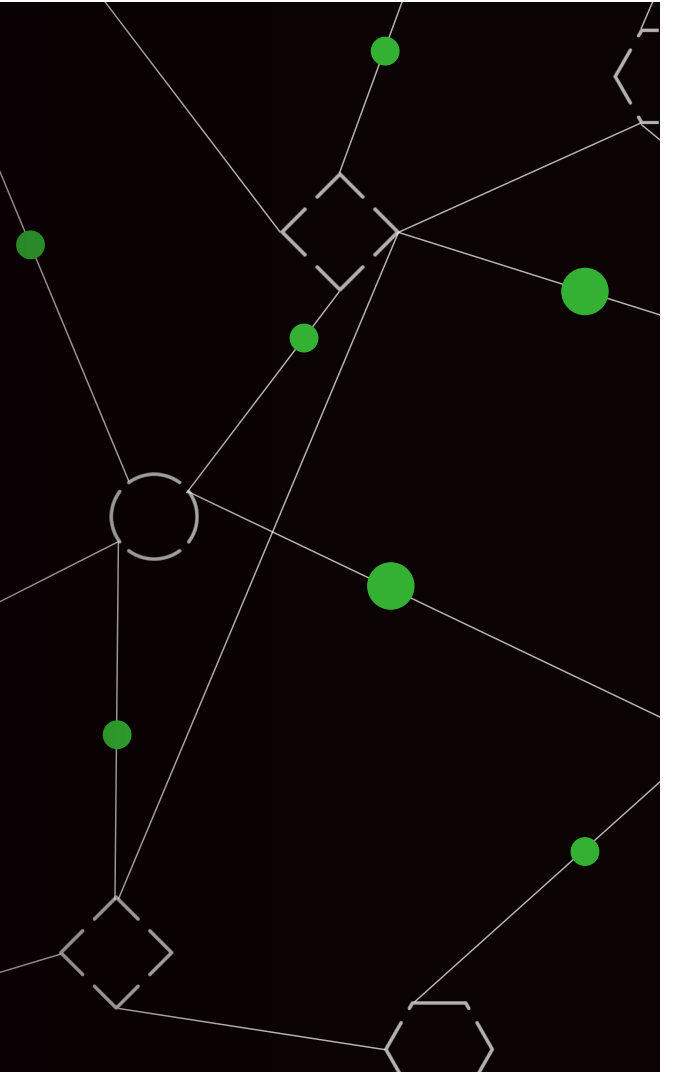
**Elevate**  
by Enable

*Australia*

# Improving Governance to Transform Rebate Strategies

Juanique Vorster

SMEd | David Jones



## Presenter

### Juanique Vorster

Subject Matter Educator | Technical Capability Lead

David Jones



*“David Jones M♥M”*

## Topics

1. DAVID JONES INTRODUCTION
2. 2023 RECAP
  - *Brand and Vendor Partners*
  - *Importance of a Mature Rebate Strategy In DJs*
  - *Challenges in implementing a Rebate Strategy*
  - *Overcoming Challenges*
3. DRIVING GOVERNANCE
4. CONCLUSION



## DAVID JONES

Since 1838, David Jones revolutionised the way Australians shop, and became a social destination acting as an **author of memories** for past, present and future generations.

Trusted by the world's most exclusive brands, David Jones **champions excellence** to inspire new boundaries.

David Jones' foundation of **innovation** and progress has established the brand to be Australia's **original influencer** in fashion and lifestyle, always embracing its responsibility to be a voice of change for our **community, climate** and **culture** *like no other.*

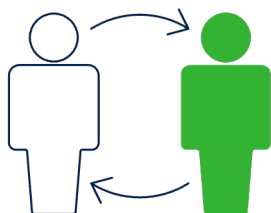


## Brand / Vendor Partners

David Jones has a mature Rebate System in place with hundreds of active Vendor Trading Agreements, resulting in thousands of Claims annually

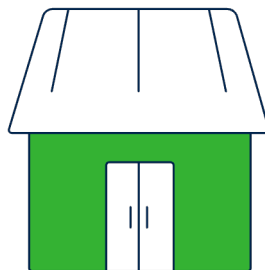
### Over 950 Active Vendor Partners

average 170 Vendors =  
80% of Sales



### Over 1,200 Brand Partners

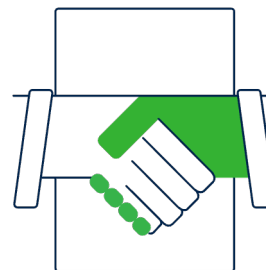
average 250 Brands =  
80% of Sales



House of Brands

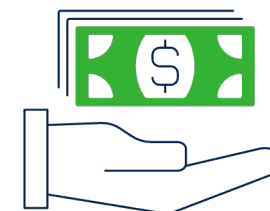
### Circa 750 Active Agreements

additional 120 "roll-over"  
agreements under review



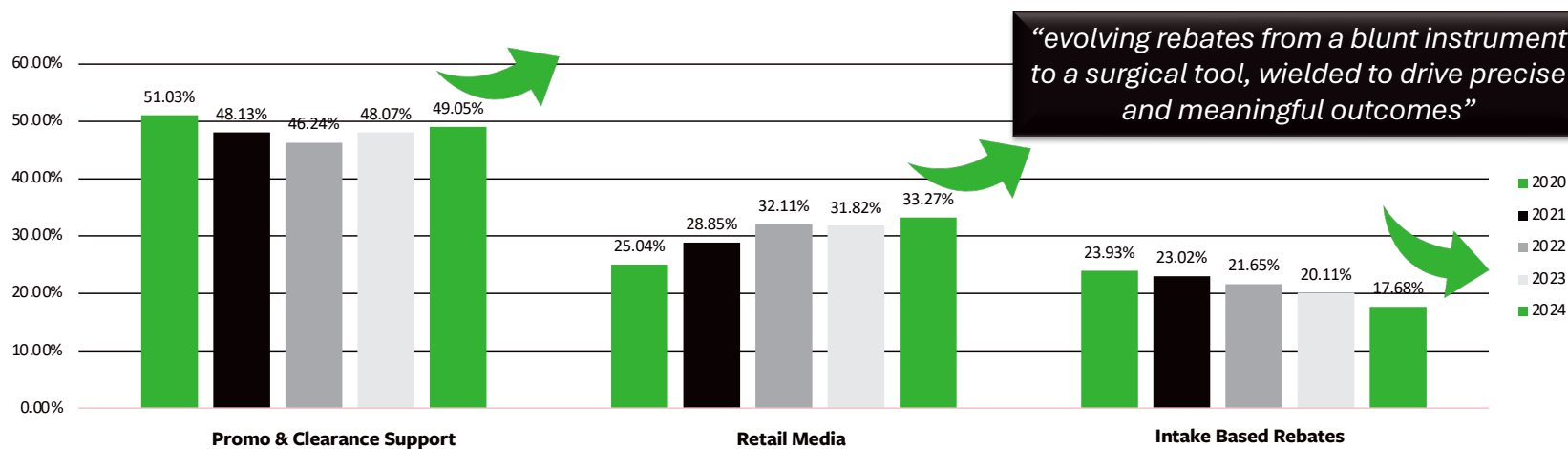
### Over 8,000 Claims Annually

Physical 2024 YTD  
5,800 claims



## Importance of Rebates in David Jones

Partnership in rebates



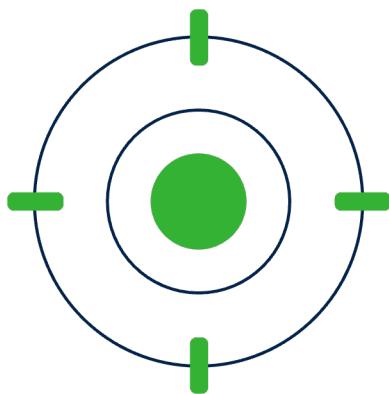
Decline in volume (intake-based rebates)  
Increase in monies where there is mutual benefit

## Challenges in Implementing a Rebate Strategy

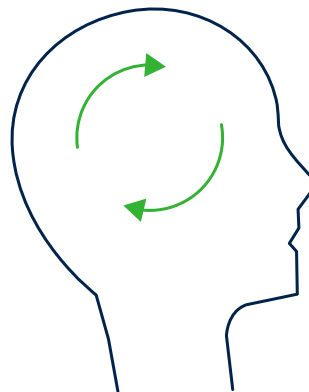
*Some of the biggest challenges with a robust rebate strategy*



**Lack of Governance**



**Lack of Consistency**



**Lack of Knowledge**




**“Silent” Financial Leakage**

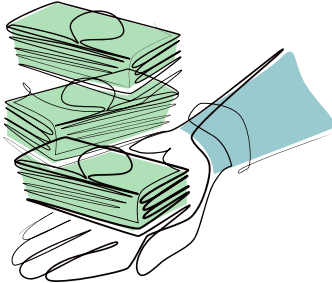


## Overcoming Challenges


Create Consistencies ...



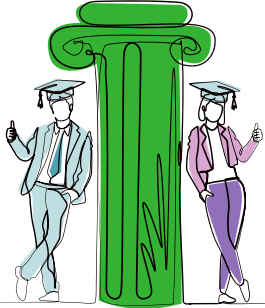
**Organized Rebate  
Management**



**Regular Audit  
Cadence**



**Robust  
Governance**



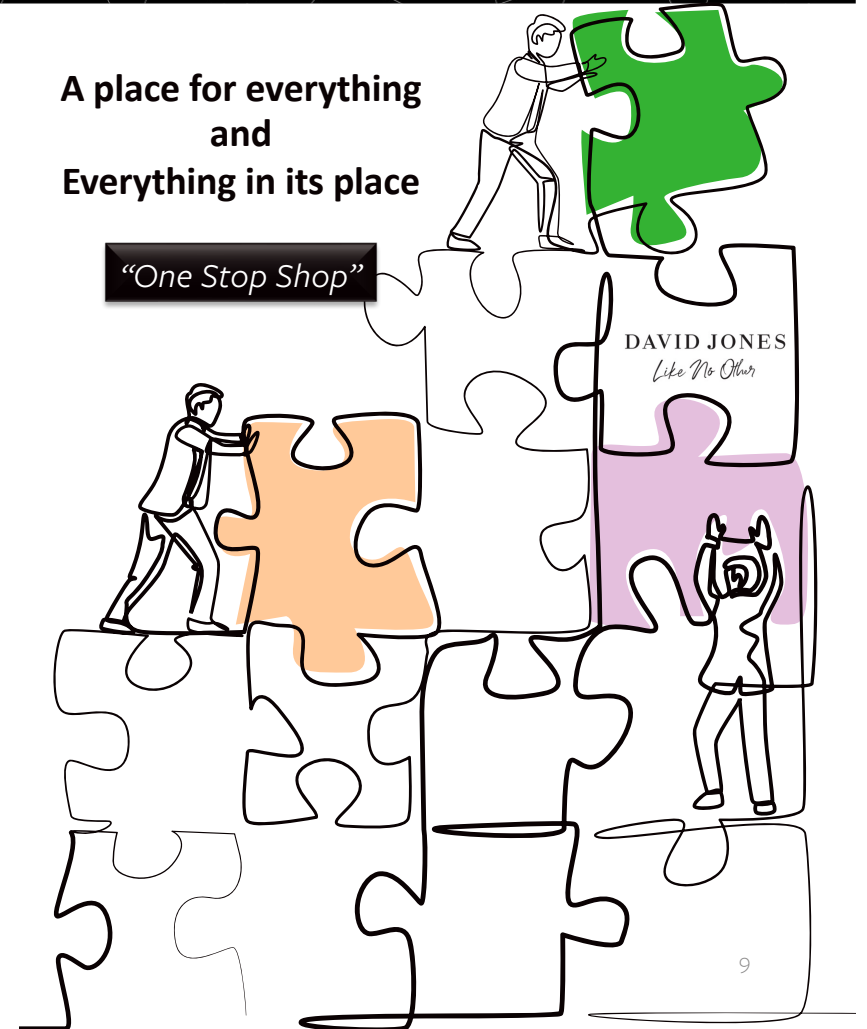
**Employee  
Trainings**



## Organised Rebate Management

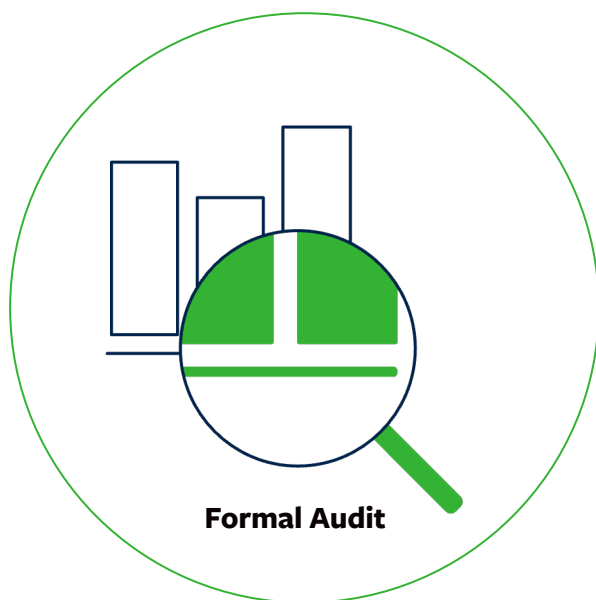
- ✓ System Generated / Automation
- ✓ Transactional Data
- ✓ Organized Claim Creation and Tracking
- ✓ Store all Agreements and Approvals
- ✓ Reportable
- ✓ Auditable

A place for everything  
and  
Everything in its place



## Regular Audit Cadence

*David Jones conducts 2 types of Audits*



## Driving Governance

*Rebate Governance is not just about  
Governance ...*



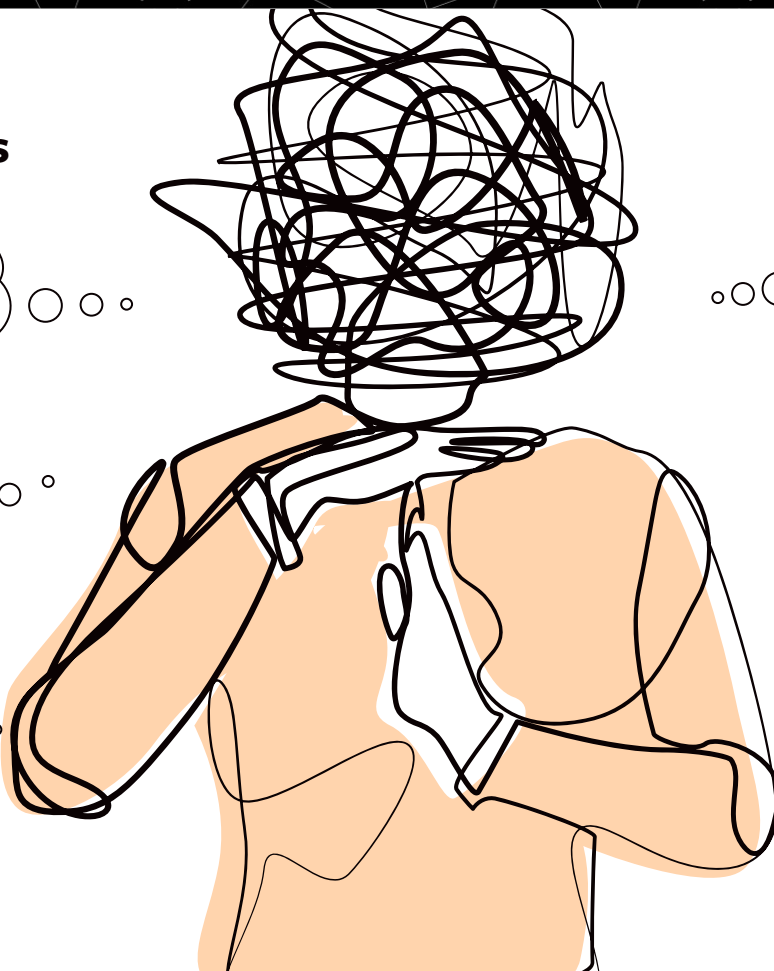
*... you also need to have robust  
systems and processes in place  
to support strong governance...*

## Untangling the Knots

Where do we even start???

There are like a gazillion forms???

Who will be the watch dog???



But we have all these inconsistencies???

What is the big picture???

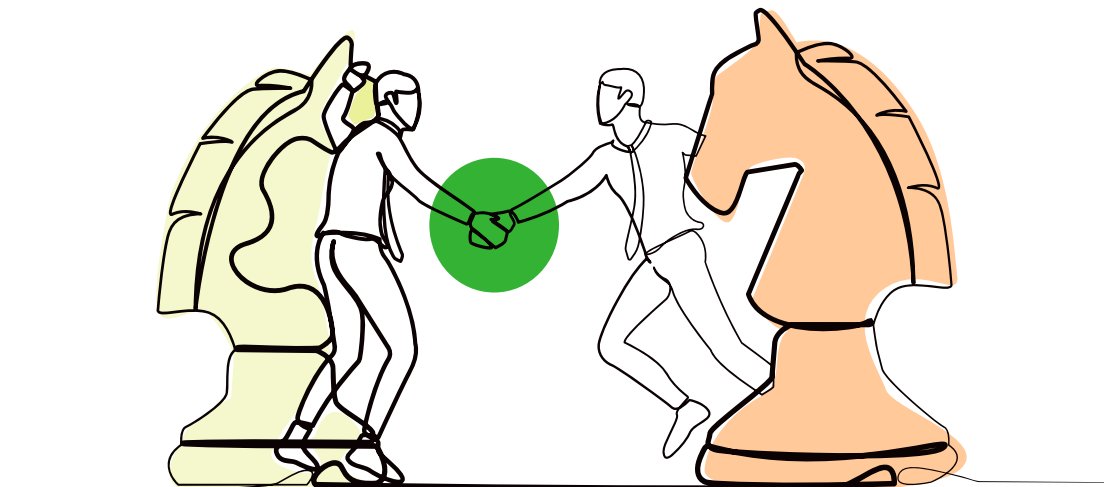
What's agreements do we have in place???

## Start at the Beginning

*The best time to negotiate a rebate strategy is at the time of onboarding*



**Legal Documentation**



**Consistent Negotiations**

# Legal Documentation

Legal Documentation map including VTT and VTT variations



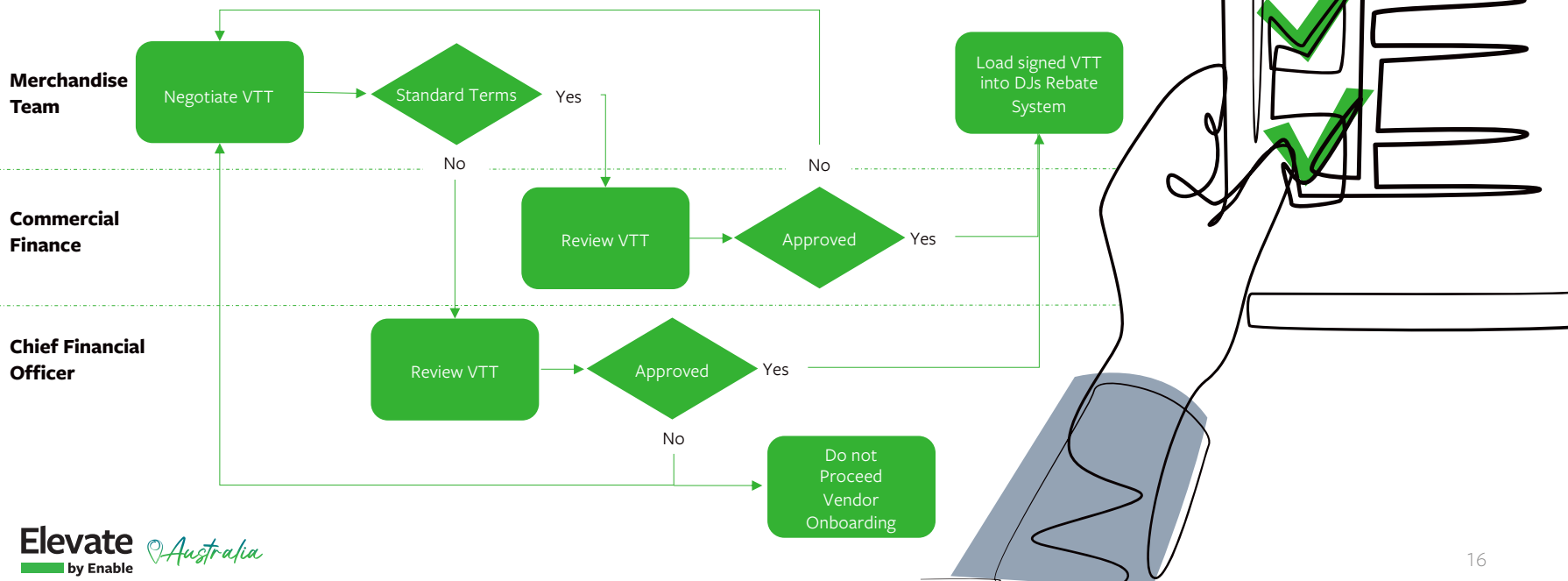




# Approval Process

Centralized approval process to ensure consistency

An approval process have been implemented with layered delegation



## Document Storage

David Jones Rebate System houses all Documentation relating to Vendor Agreements

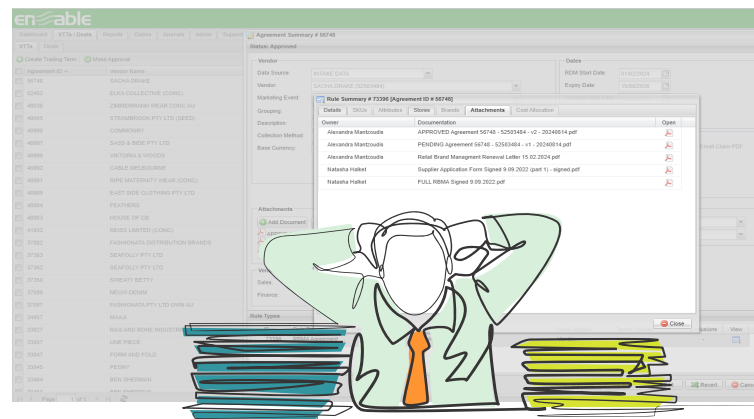
### HISTORICALLY

- ✓ Signed Vendor Trading Terms
- ✓ Vendor Claim Approvals



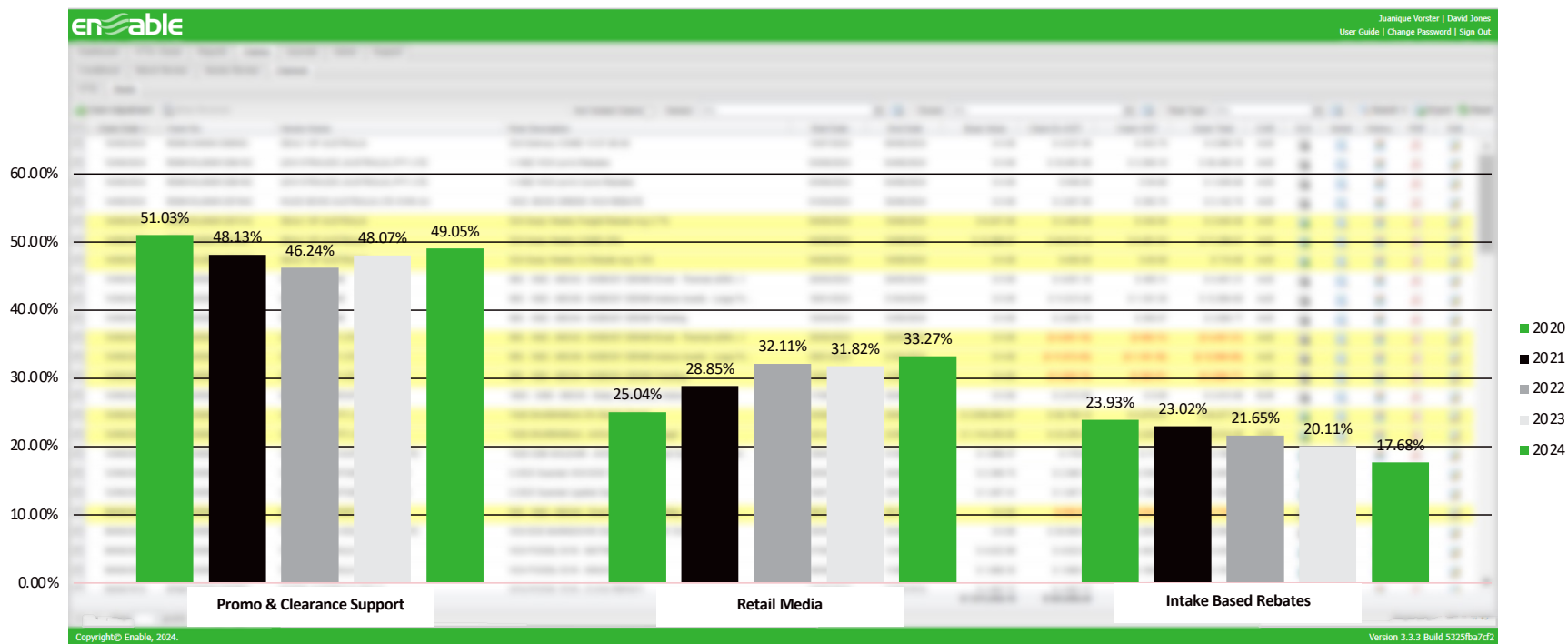
### TODAY

- ✓ Signed Vendor Application Form
- ✓ Signed Vendor Trading Terms
- ✓ Vendor Claim Approvals
- ✓ Signed RBMA for Concession Partners
- ✓ Signed Variation Documentation
- ✓ Exclusivity Letters ...



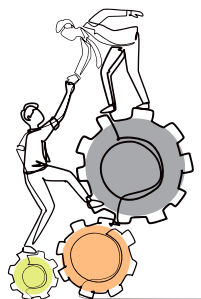
# Reporting

David Jones Rebates system has an export functionality, supporting various levels of Reporting



## Training

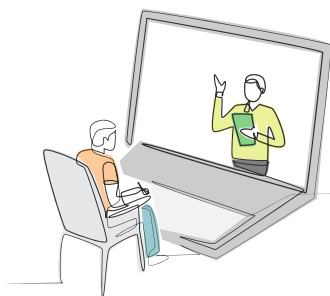
*There are multiple sources of Training & Support on Trading Terms and Governance*



**Onboarding  
Training**

**Refresher Training**

**External  
Facilitation**



**Pre-Recorded  
Training Videos**



**Training Material  
and Work  
Instructions**



**Cheat Sheets and  
One-Pagers**

## Untangling the Knots..

- ✓ Start at the beginning
- ✓ Standard Terms vs Variation Management
- ✓ Approval Process
- ✓ Document Storage
- ✓ Reporting
- ✓ Training

Where do we even start???

There are like a gazillion forms???

Who will be the watch dog???

But we have all these inconsistencies???

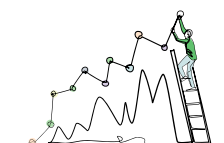
What is the big picture???

What's agreements do we have in place???

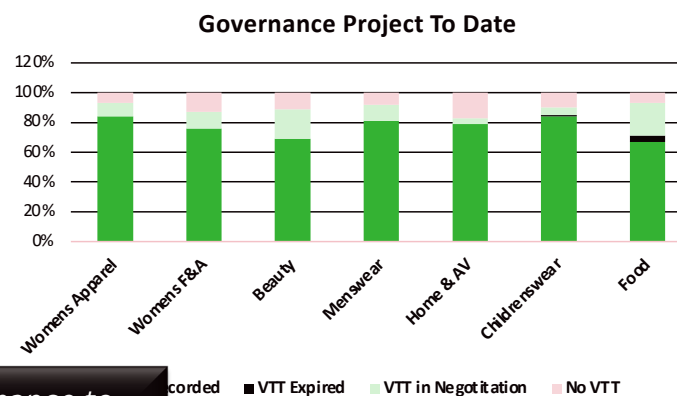
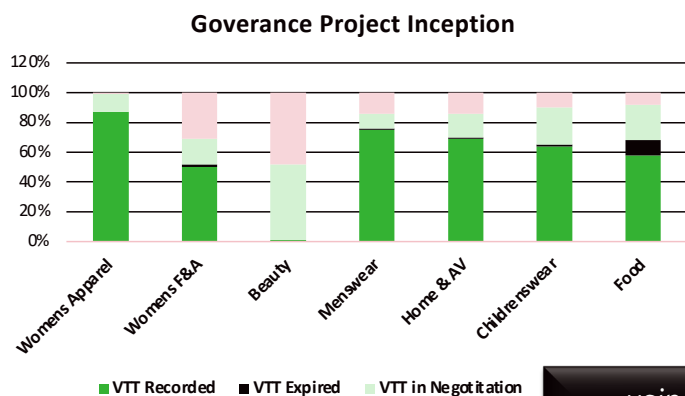
## Governance moving the dial ...



40% of agreements not loaded into DJ's Rebate System



10% outstanding agreements



*... using better governance to achieve better outcomes with rebate programs ...*



**Success is a journey  
Not a destination”**

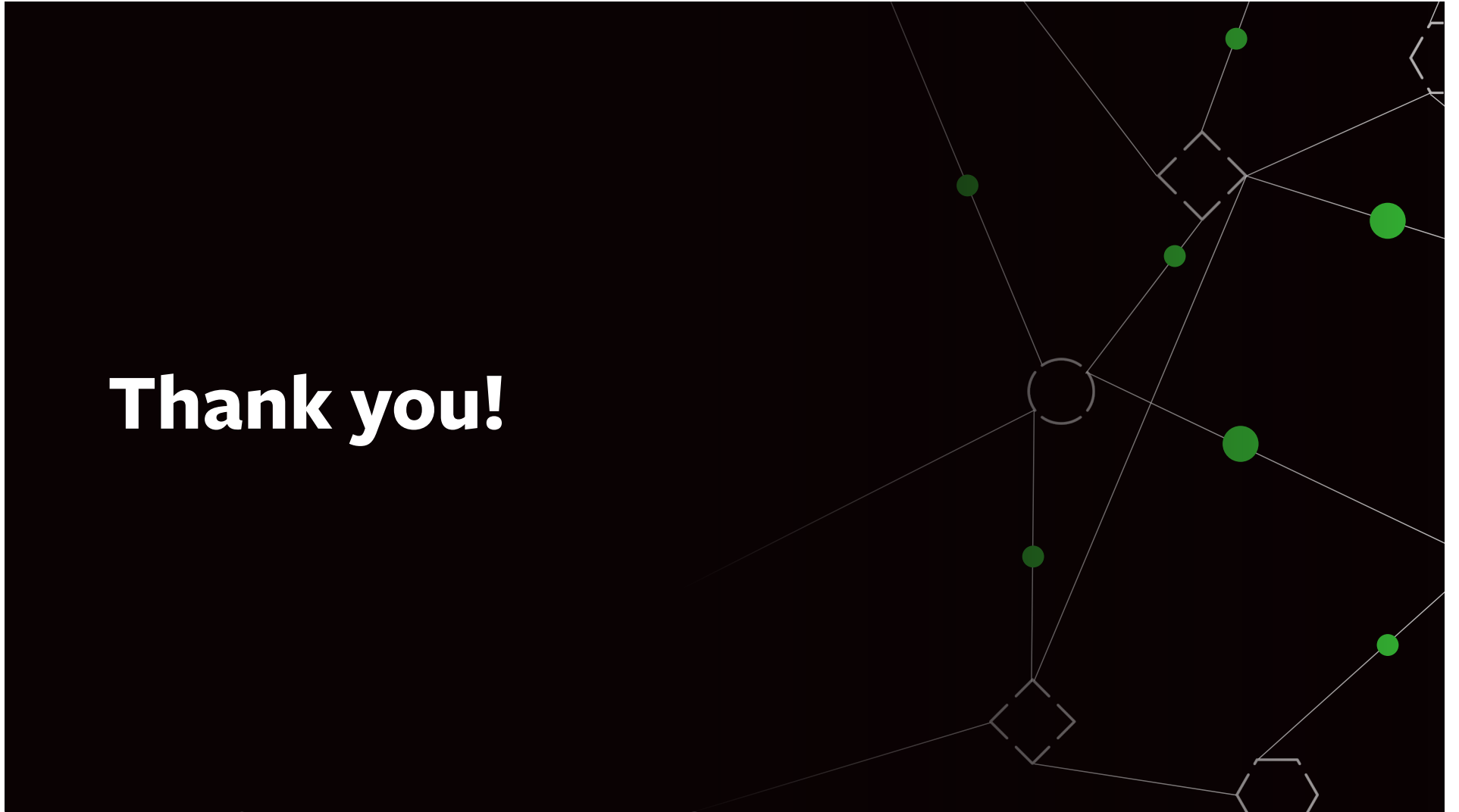


**Arthur Ashe**

The doing is often more important than the outcome



**Thank you!**



**Elevate**

 **by Enable**

 *Australia*

