

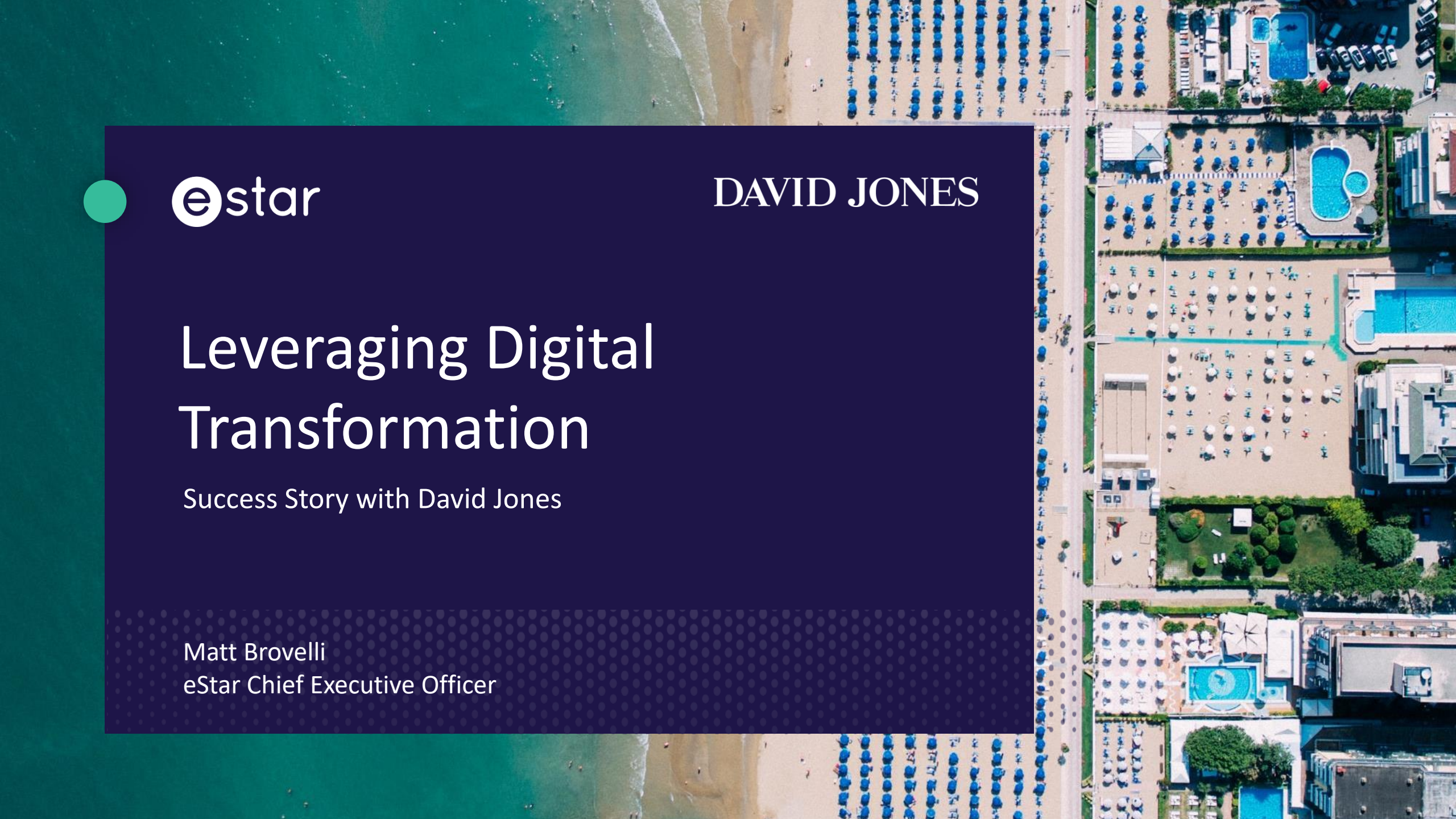


DAVID JONES

# Leveraging Digital Transformation

Success Story with David Jones

Matt Brovelli  
eStar Chief Executive Officer



# Matt Brovelli

- Chief Executive Officer at eStar and Viare
- 22 years of experience in the technology industry with a focus on SaaS eCommerce solutions.
- Prior to starting at eStar, Matt led global and cross-functional teams at SLI Systems, a leader in internet and eCommerce search, and worked for Think3, a private equity firm.





# Who is eStar?

- Providing end-to-end Commerce solutions for the best Australasian brands for over 20 years
- Over \$1.5B and 13M orders per year
- Gartner-recognised world-class Order Management System
- Largest specialist eCommerce company in the region, with over 60 staff across Melbourne and Christchurch.

To build and deliver the world's best commerce solutions powering client success.

**Gartner**

**ragtrader**

**nora**  
NETWORK

**InsideRetail**  
AUSTRALIA

**Power Retail**

**NZ HI-TECH AWARDS**

## Some of our clients

DAVID JONES

COUNTRY ROAD



AIR NEW ZEALAND 



bed bath & beyond

*running bare* 

PAULCARROLL

*Paddy Fallon*  
SINCE 1930

HARROLD'S

dusk

MIMCO

WITCHERY

plumbingworld

Stirling Sports 

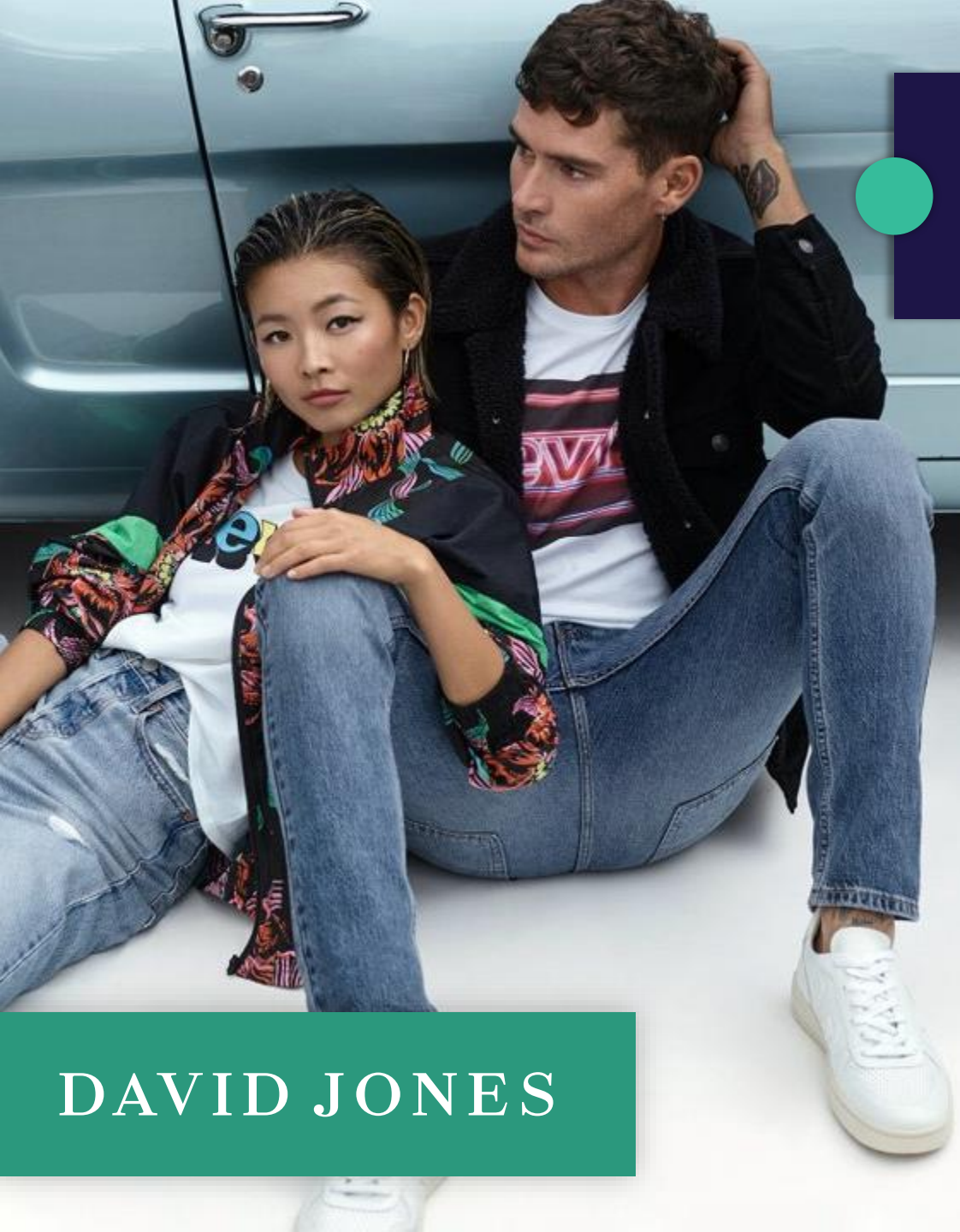
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# Outline

1. Retailers need to adapt and transform their business models to stay competitive
2. Leverage Digital Transformation for Business Success
3. Showcase a successful case study of digital transformation with our valued customer, David Jones
4. eStar empowers retailers to excel in digital





DAVID JONES

# Business Transformation

- Operational changes designed to boost overall performance through
  - Increased revenue
  - Lower operating costs
  - Improved customer satisfaction
  - Increased workforce productivity
- Aligned with an outcome as well as the company vision and strategy
- Needs a cross-functional view to reduce risk of failure
- Digital transformation supports Business transformation



# ● Digital Transformation

- Integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value
- Focus is often on *Process, People, and Technology*
- Key ingredient missing is Culture: *“Culture eats strategy for breakfast”*



# Digital Transformation: Where to start

## Core Components

- Optimise processes
- Improve Customer Experience
- Empower internal teams

## Where do the ideas come from

- Internal teams
- Customers
- Market
- Partners
- Network
- Online content





# Key Steps in Digital Transformation Journey

- Understanding the problem and opportunity
- Considering the end-to-end and cross-functional impact
- Determining metrics to measure impact
- Setting clear objective outcome
- Brainstorming possible solutions
- Estimating cost and impact of each solution
- Taking the Minimum Viable Product approach
- Adopting a test & learn approach enabling incremental change

# The Power of Partnership

- The right partner can help with parts of your transformation journey
- Engage where the required expertise are not core to business
- Leverage experience in industry and working with similar businesses
- Shift focus to working **on** the business vs working **in** the business







## eStar & David Jones: The Journey

- Relationship started in 2016 and launched in 2018
- eStar provides end-to-end eCommerce functionality for David Jones and integrates with key partners and internal systems
- Covid triggered a pivot in operations requiring collaboration with increased urgency
  - Focus on fulfilling eCommerce orders from store network around the clock
  - Scan Picking delivered in 2021

# eStar & David Jones: The Results

Strong growth in online sales and significant improvement in customer satisfaction scores

Scan Picking example

- No more paper-based picklists
- Instant confirmation that the correct item has been picked
- Ability to manage picklists by department/floor, age of order, and/or priority of order

...and more...





# eStar & David Jones: The Future



- **Pigeonhole Manager:** Improve efficiency by providing digital view of pigeonholes including key information
- **Picklist Manager:** Progress customer orders faster by improving how to manage picking of items that are hard to find
- **Save the Sale - Click & Collect:** Facilitate a process to reduce risk of order cancellations due to products being out of stock, damaged, or available in nearby stores

# ● Key Takeaways

- David Jones have created a culture that promotes innovation and transformation
- Cross-functional collaboration with users, SMEs, partners, and wider business
- Customer Experience is a key pillar at David Jones
- Key partners engaged early



# Closing Remarks

An aerial photograph of a large-scale solar farm. The solar panels are arranged in neat, rectangular rows, creating a grid-like pattern across the landscape. A winding road or path cuts through the panels, and there are some buildings or structures visible in the distance. The overall scene is a vast, organized expanse of renewable energy infrastructure.

- Promote a culture of continuous improvement
- Assemble the right team (internal and external)
- Keep aligned with your vision and strategy
- Determine clear outcomes and goals
- Don't underestimate the impact of small changes
- Consider the wider business impact
- Don't be afraid to stop doing something if it is not adding value

Q&A





Come and meet us

**eStar**

Online Retailer Conference & Expo | 19 - 20 July  
ICC Sydney

Stand # D142

**OR**  
ONLINE RETAILER