

**Being fair and
ethical is simply
good business
practice.**



Introduction

KOJ came into existence as a business over 25 years ago, and along the journey there have been many different and interesting experiences.

When the business first began in 1987, it was one store, and there were just three of us: me and two other staff. Our warehouse was actually a storeroom on the mezzanine level and the first shop was in the Sulaimania Centre in Jeddah, Saudi Arabia. At the time there were only a handful of malls in Saudi Arabia, and Sulaimania Centre was one of the main malls in Jeddah.

It was the late 80's, and at the time it became quite fashionable for companies to develop values and a mission or vision statement. So as the business grew, we used to have a weekly meeting for the leadership

team. We came up with a set of values that reflected what we believed in and encapsulated how we wanted to manage the business as it grew.

After this initial exercise and further along the journey, we thought it important to have a clear vision for the company. This would help us remain focused on what we wanted to achieve as a team.

What follows is an explanation of our vision and our values, which I believe are important for everyone in the business to understand. Why is it important, you may ask? Well, I think these statements, although brief, help to keep us focused on what's important to us as a business. They keep us consistent in our direction toward what we need to do every day and every year.

I would also like to explain to you how you can live our vision and our values in a way that will help you achieve your dreams and career goals while you are working within the team. We have many people who have been on the team for many years, and I believe the business is achieving its vision when I see individuals, working, learning, and progressing as the years go by and as our journey continues.

I hope you will find this document useful and will read it from beginning to end. If you would like to give me suggestions on how I can improve it, I would like to hear from you at 24@kojamjoom.com



OUR VISION

To build a successful leading retail business that improves our life quality through the creation of meaningful jobs in our communities and challenges people to grow in an ethical and fair environment.

Our goal is to build a successful business that grows year after year. The business is made up of different people, departments, brands, and teams. But together we are one unit of people, a company. It is important that this business be successful, and I will explain more about that later on. However, it is clear that an unsuccessful business will not survive in the marketplace; it will decline and eventually disappear. A business that continues to grow and succeed will endure into the future.

This business has created thousands of jobs in many countries, and our goal is to continue to create jobs to improve the life quality of everyone who works on the team. These jobs must also be meaningful. Meaningless jobs with no value to add to a business not only damage the business but also the individual. People who do not have clear and significant jobs become bored and despondent. If we create jobs in our communities and if other businesses have the same goal, we will live in a community where everyone works and adds value to society and the

economy. Meaningful employment, in the end, is what creates a sustainable economy; a sustainable economy improves the quality of life for everyone involved.

The recent events across the Arab World took us all by shock and shook most countries around the region. Today we see people in different cities nearly every day violently protesting against the government. I believe they are protesting about not having meaningful work that enables them to feed their families and themselves. Therefore, creating meaningful jobs not only creates stability in our communities; it also enables the young to work, earn a living, and retain their dignity. I believe job creation is not only our vision but our duty as a business.

Why is it important to challenge people to grow? This is something else I will explain in more detail later on. But as we all want to have better incomes it is important that we all grow as individuals. If we grow, we will do better in our lives.

How we do grow? We grow through challenges, by being pushed or pushing ourselves out of our comfort zones. If we remain in our comfort areas, it is hard to make progress. Once we master a new challenge, job, or skill, we can move on and up to the next level.

As part of our vision to enable people to do well, they must believe they work in an ethical and fair environment. If the work environment is unfair or unethical, there will be a culture of fear and intimidation. This does not lead a business or its people to success. If the environment in a business is not healthy, then it is like a sick person. It cannot move swiftly forward into the future and be effective. Being fair and ethical is simply good business practice. If we want to build a successful and sustainable business, then we have to ensure our people work in a fair and ethical environment.

In the next sections I will talk to you about our values as a business and why it is important we live by them. My goal is to explain why you will need to live our values in everything you do at work to enable you to move forward and to get ahead in your life.

Our values:

Good people first

Begin and end with customer service

Profit for all

We have three values in this business, and we developed these a very long time ago. But they are still very relevant today. These values, while short and not so detailed, cover most everything that is important to us as a business and as a team.

I will explain them one by one and I hope you will choose to follow them while you work within the team and keep them in your mind constantly.

1.

GOOD PEOPLE FIRST



GOOD PEOPLE FIRST

This value, when we first developed it, began as "People First," but a couple of years later we changed it to "Good People First," and there was a reason for that.

A business cannot exist without its people; without people there is no such thing as a business enterprise. A business can be composed of one person or a team including thousands of people. When I began the business, there were three of us; now we are many thousands of individuals. All of us in the business are individuals who work together every day of the week across different countries.

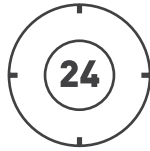
In any business or team it is important that the top-performing members receive promotions to manage and develop their teams. If you imagine a football team, you will always want your best player on the team to be promoted to Captain. You will then feel comfortable that the best player is leading the team to many victories. The same is true in business. If you have the most successful and capable individuals leading the team, you can hope that these individuals will be able to grow the business, make it more successful, and create more jobs.

Why do we say "Good People?" As a business we only discriminate on one thing. We do not discriminate on color, race, gender, or ethnicity. We only discriminate on performance. Therefore, we need ways to measure performance objectively. This is a key part of our business and the core of our promotion system.

Because we discriminate on performance and value good people, you can become a top-performing individual and ensure your progress in your career at KOJ. I believe we can all be great performers. We can all become skilled and productive and make a big difference to our segment of the business and to the team with whom we work.

If we take a step back and look at our lives, we can clearly see we were all born equal. We came into this world naked, screaming, and with nothing. The majority of us were cared for by our loving parents. They took care of us in our different homes in different countries and our diversified communities. We grew up, went to different schools, and had different experiences in our early lives.

However, we have one thing in common, all around the world. Whether we become a businessperson, an engineer, a footballer, singer, or the most humbly employed individual in our town, we all share one common factor. That common factor is time. We all have exactly the same amount of time in a day.



The common factor we share with all mankind is the number “24.”



We all have 24 hours in our day, from the day we are born until we pass on.

Time is our common factor.

OUR EARLY YEARS

During the initial phases of our lives we all follow a similar path. Our 24 hours are consumed in a very similar manner. We go to school, we do our homework, we eat, we play, we pray and we sleep!

Our parents look after us as babies and as we grow and go to school. Some of us then go on to college and further our education. We all follow some form of schooling, in our different countries in different languages and from our different cultural backgrounds.

I am sure we all remember our schooling quite well, how well we did or did not do and how some of us took it more seriously than others. I was enrolled in a day school in Jeddah for the first six years of my life. I recall not doing so well at this first school. In fact I came very near the bottom of my class. My brother was often called in, as he was nearly at the top of his class, and the teacher would advise him to tell my father that I needed to do much better. I was not so keen on studying and much preferred to spend afternoons riding my beat-up bike around the sandy streets of Jeddah. At the time there were not so many cars, so it was quite safe to do this kind of thing.

Then during one of the years at school, one of our teachers started to give students who achieved good marks gold stars. I was suddenly woken up by the desire to get a gold star. I decided to study, and I did better and better. Finally I received gold stars for all the tests I took and homework I did. The side effect of this was I became a top student.

During 6th form my brother and I asked my parents if we could change schools. I think they were happy to listen, so they applied for us to enter a boarding school in Lebanon, and we were accepted. Those were great years, until the war broke out, and the school had problems providing us with food. My parents pulled us out and we went on to complete our education in the UK. I appreciate that I was privileged and my parents were able to send me to good schools.

When we graduate from school or college we all have to start at the bottom of the career ladder. It was no different for me. I came back to Jeddah with high hopes and applied for jobs at various companies, presenting my electrical engineering degree. I was offered a job after many tests and interviews with Procter and Gamble, a very good international company that makes and sells products like Tide, Aerial, Fairy Liquid, Camay, Pantene, and Pampers. I was to become a trainee engineer for nine months and was sent to the United States with a group of Arab engineers to learn how to run a Pampers plant. My starting salary was 7,000 SAR.

We start out without a job and we hardly have any skills. I remember graduating with an engineering degree thinking that I was now qualified to run the world. I quickly found out that I had no real work skills and no people management skills.



**Hesham
Al Amoudi**
05.06.1993

20 Years of Service
2010 Deputy CEO
2000 Retail Director
1994 Area Manager
1993 Sales Assistant

THE JOB MARKET

Society places a value on our work. The job market is a bit like the stock market. Every job in every society in every community has a known value. It is generally quite straightforward to find out how much jobs can command in salary: we can ask around or look at the advertisements in the newspapers or online.

When I started work, the salaries of my coworkers were quite similar, ranging from 7,000 SAR to 10,000 SAR. This was dependent on our education and work experience. Some of you may ask how I knew that. Well, the company told us not to talk to each other about our salaries, but with our lack of experience in life and social skills, we talked to each other about what we were earning. I soon found out that this resulted in two things: either I felt better than the other person if I earned more, or worse, if he earned more. In retrospect I can see the wisdom in not sharing this information. It adds nothing to me and can only serve to make my relations with my colleagues at the time a little strained due to jealousy or my envy. There is a reason we ask people not to share salary information. It does not serve any purpose other than an emotionally negative one.

It becomes clear quite quickly that if a person has limited skills, society will offer a limited income. If a person has many skills and skills that are in high demand, society will give better compensation. I know this is a simple truth, but it is a truth some of us find hard to face. Nevertheless, it is a reality, and the sooner we grasp this reality, the sooner we make better use of those 24 hours I talked about. Because when those hours are gone, they are never coming back. Use them wisely.

When I graduated from university in the UK, I had to go to companies and apply for jobs. After working in manufacturing for four years I managed to move to marketing. There I met some interesting people who had studied in some of the best universities in the world, and I was surprised to find out that the company actually visited their universities to try and convince them to join the company. This was an eye opener for me. It made me realize that we begin to compete at an early age, and some young people were already planning their lives before they even graduated from school. If you plan ahead, you will get ahead of the crowd, and it is never too late to start your plan.

While society places a value on our skills and work, we all desire success, and everyone has the right to succeed. Success is something we must acquire and I will explain it the best way I can.



THE GOOD LIFE

We come from different families, different towns, different cultures and many of us from countries around the world. Earlier on, I mentioned that we have a common factor, that we have 24 hours in each of our days that we live on this earth. There is also another shared common factor.

Our second common factor is that we all dream of the good life. We dream of having a beautiful home where we can enjoy our evening meal with our families and where we can lay our heads down to rest every night. We dream of having a loving family with cute children who we can enjoy and raise to be good citizens, who will go on to do better than us. We dream of having a perfect partner in our lives with whom we can share the good times and who can support us through our tough times. We dream of the family holiday and the good car. We all dream and we all deserve an equal opportunity to live our dreams and pursue our happiness.

While I am realistic enough to understand that not all of us are born with equal opportunities, I also understand that each and every one of us can work hard to improve our situation. Some of us may play the role of the victim, but that is not really very

useful in finding the motivation to drive ourselves forward, It is best to avoid that role altogether.

I remember the first car I bought. It was a tiny sports car, a Triumph Spitfire, named after the famous World War 2 plane. It cost me 1,200 DHS. Clearly it was not my dream car, but it was all I could afford and I was very proud of it. The brakes hardly worked, nor did the engine, but I managed to make good use of it. When it rained, it leaked through the canvas top that was not waterproof. The rain just poured in, and I would get soaked from head to toe.

I remember trying to sell it after a couple of years and a prospective buyer came to test drive it. He pulled on the door handle and the handle came off. He flatly said it was not really the car he was looking for. In the end I managed to sell it for a small profit, after I glued the door handle back on.

**SO, HOW CAN WE ACHIEVE THE GOOD LIFE?
WHAT IS IT WE MUST DO TO LIVE OUR
DREAMS AND EXCEL IN OUR LIVES?**



HOW TO REACH FOR THE STARS

Each and every one of us dreams of the good things success can bring to our lives. But how do we become successful? I mentioned earlier that society puts a value on our work. If we have limited skills, society will reward us with a limited income.

The simple truth is that we have to grow our skill base to increase our worth in society. The more skills we acquire the more we can earn and work towards achieving our dream life.

There are two kinds of skills you can acquire in life: there are those that will produce income, and those that will produce no income but may produce pleasure. It is very important to know the difference, and the sooner we learn the difference the better.

When I was a child, I was great at riding my bicycle. I could speed up and down the streets of Jeddah and do unimaginable skids that would leave long marks in the sand. At the time, I did not know this skill would produce no income; however, I should have known that learning to do my math well would have helped me in my engineering studies and career.

Was I old enough to understand that? Probably not. What we learn at school and what we learn in our further education will help us acquire skills that will help us earn our future income.

Some also believe that once we leave school or college, our learning will stop. How wrong that is. I was once flying to London, and in the old days before in-flight entertainment systems, people actually talked on flights. I was sitting next to an American gentleman and we struck up a conversation. He told me he was heading to London for some training. I took a close look at him; he was grey haired and clearly had left education many years ago. It then occurred to me that here I was looking forward to graduating and never having to study again. It was the first time I realized that learning never stops.

This is true for everyone and that is why when you joined our business you were probably given a training program. The training program helps you acquire new skills you will need to do your job. Did you complete your training, and did you do it to the best of your abilities?

When I was employed by Procter and Gamble, we received a lot of training. I enjoyed it. But it did not occur to me whether the training was for my benefit or for the benefit of the company.

The truth is, the training is for the benefit of the company and for your benefit, too. Any training you receive, you will use to do your job more professionally, saving time, increasing sales, or improving efficiency. The ultimate goal is to provide every person on the team with training that will enable us to serve our customers better. The training is also for you. It will increase your inventory of skills and allow you to earn more wherever you go. Our goal, of course, is for you to stay on the team and work with us, but if you decide to move on in the future, the skills you acquire can never be taken away from you. They are a part of your education; you can use them to your advantage elsewhere.

**THE KEY THING, THOUGH, IS TO MAKE
THE MOST OF THE TRAINING AND DO
AS WELL AS YOU CAN.**

HAVE YOU?



**Lubna
Shahjahan Shaikh**
14.08.1999

14 Years of Service

- 2011 Mikyajy Marketing & Merchandising Director
- 2004 Product Manager, Mikyajy / Nayomi
- 2000 Buyer Mikyajy
- 1999 Accounts Executive

The truth is, the training is for the benefit of the company and for your benefit, too.

OTHER WAYS OF GAINING MORE SKILLS

If you did not do as well as you would have liked in the training, that is not the end of the world. There are other ways of learning. Repetition is the mother of all learning.

I remember when I worked on a production line for several months during my training. We learned the theory of the manufacturing process; then we had to work with the manufacturing teams on different shifts to learn the skills of making the end product. The production line was highly mechanized and our work involved preparing the raw materials, loading the materials using lifting equipment, changing machinery, maintaining the equipment, checking quality, and working together like a football team. There were seven of us on each team, and our goal was to beat everyone in producing as many cartons as possible during our shift. It was highly competitive. We were taught by doing the work over and over again, it was physically exhausting, but it was some of the best times I had. We repeated the work day in, day out, until we mastered the production line. By the end of our time on the production line, which was over four months, we were able to operate the lines as well as teams that

had been doing the same work for over five years. We were very proud of ourselves. We had learned by learning, practicing, and repeating the work every day. We then became masters of the work.

It is also important that when you work, you finish and review what you have done. If you make a sale, think about what you could have done better to meet your customer's needs. If you think it through and follow the goal of continual improvement, then you will improve in everything you do.

Constant improvement is important for all those who want to progress their careers and their lives. However, this strategy comes with one important condition: you must be honest in your analysis of your performance. The more honest and realistic individuals are about their performance, the more quickly they can progress in acquiring a skill.





Shoukath Ahmad Malick
17.08.1999

14 Years of Service

- 2012 S&D Director
- 2007 S&D Manager
- 2004 IT Operations Manager
- 1999 EIC IT Coordinator



Ramzi Mohd. Saif Al Omrani
20.06.1994

19 Years of Service

- 2012 Brand Director
- 2008 Senior Brand Manager
- 2004 Retail and Marketing Manager
- 1994 Sales assistant

I have found over the years that some people are very good at receiving open and honest feedback, and some are not. Those who listen and take on board feedback from people they respect, and then change their behavior, do well in their careers. Then there are those people who have a real problem listening to any feedback. They become defensive, upset, and worked up when anyone makes a suggestion to them. I have seen people cry and run out of the office when given objective feedback. They consider feedback an insult and become wounded at the slightest comment. Unfortunately those individuals who have a problem accepting any feedback do not do as well in their careers.

My advice when you receive your performance appraisal is to listen carefully and take on board all the objective comments. Think them through, discuss them, and apply changes to your behavior. Do not become emotional. The feedback is to help you advance in your career toward your dream life, remember?

All the work in the world has to be learned, and then practiced and practiced. As they say, "Practice makes perfect." I like to fish, and I have been out fishing 150 times in the last five years. I bring nice fish home to my family. I guess luck plays a role, but I have been practicing for five years and now I bring home the fish.

Every skilled person in the world has had to learn by practicing under the guidance of masters. If you want to learn to sell, you have to learn from the best sales person around you. If you want to learn to do makeovers, you have to learn from a makeover artist. If you want to learn hairdressing, someone has to teach you and then you have to practice and improve. Finding a role model and teacher in everything you do will help challenge and grow your skill base.

So, going back to our original goal of achieving the life we dream of, we need to acquire more skills that add value to us and add value to the business. This will, in turn, enable us to earn more income to live the life we desire.

**THE MORE SKILLS WE HAVE, THE MORE
VALUE SOCIETY PUTS ON US.**



“Don’t delay what you can do today”

WHY ISN'T EVERYONE SUCCESSFUL?

I have explained that if we want to live our dream lives, we must learn and work to acquire value-adding skills and as a result, society will compensate us for the value we add. Unfortunately some people do not succeed in acquiring as many skills as they would like. Why is that?

First of all, we need to realize that we actually need to start doing the work, doing the training, and improving our work every day of the week. There are some of us who actually do not seem to realize that we have to work to learn the work and acquire the skill. Once we acquire a skill set, we should then move on to the next job to acquire more skills, or aim for a promotion to learn new things.

Procrastination is a major factor in not acquiring the skills we need to succeed. The famous saying “Don’t delay what you can do today” is very true. Most of us like to put things off and tend to delay, but that just wastes time that will never come back. People will often say, “I’ll do it tomorrow,” or you will hear some people say that they are just too busy, or they need to think about it, or they need a break

and then they will start. All these reasons may be good, but they will not lead to anyone being highly productive or learning many new skills.

The truth is, most successful people have a sense of urgency; they like to get things done and complete the work or project. If you have a sense of urgency and like to get things done efficiently, you will effectively create more time for yourself. Remember, you only have 24 hours in a day, and the more work you do, the greater number of skills you will acquire, and society will value you more.



I was on holiday with my family when I was a child. We were in Greece, and we had to catch a bus to go to a historical site. I must have been in my early teens. We arrived early at the bus station, and we had to wait in a small coffee shop. It was a cold morning. It was the dark before dawn, and the coffee shop was full of people, mainly bus drivers having their morning coffee and light breakfast. But what really caught my attention was the man behind the counter who was preparing the coffee. He had one of those big machines, and he was preparing coffee, sorting cups, and putting them in front of customers as if he were a master musician conducting a symphony. He was so fast making coffee, changing the beans, washing the cups, pouring the water, taking people's money; he was a true artist at what he was doing. I was mesmerized and would have been happy to spend all day watching this master at work. Here was a man who clearly had repeated this work many, many times, and who was proud of what he was doing. I admired this man, and I remember him to this day. I am sure he did not delay today's work until tomorrow. He would have probably been attacked by the bus drivers!



The more skills we have, the more value society puts on us.



**Homeda
Mohd. Diyab**
10.07.1993

20 Years of Service

2010 Nayomi Head of Sales Manager
2006 Riyadh Office & Sales Operation Manager
1996 Body Shop Makkah Area Manager
1993 Store Manager

WHEN WILL TOMORROW ARRIVE?

Tomorrow never arrives. We never see tomorrow, simply because we live in the today. We live in the here and now. Delaying everything will ensure that nothing actually gets done. It is necessary to start in the here and now.

You can plan for tomorrow, and you can plan to reach your dream life and dream job, but you have to stick to your plan. Every plan must come with a deadline for things you need to get done. If you think about it, you are already used to deadlines. You have to beat your sales target by the end of the month; you have to be at the airport before a certain time to make the plane; you have to arrive at the cinema to meet your friends at a certain time. You are already used to planning and deadlines. It is no different at work. You need to make a plan and you need to meet your deadlines. Only then will you progress toward your dream life.



GOAL SETTING

At the outset I asserted we all have the right to be successful and that we all aspire to lead the dream life and achieve happiness. To do this, I have discussed that we need to acquire skills, and the more skills we have, the more value society will put on us. Thus, the sooner we can achieve our dreams.

We have many types of goals. We have the long-term goal, which is the good life. We have the medium-term goals, which could be promotions we need to achieve as we head toward our long-term goals. We have our daily goals and tasks that we need to accomplish.

It is best to write these goals down. You need to know and write down your daily goals. You need to have a five-year plan for your life. If you do not have goals or a plan, you will plan on going nowhere.

I remember one of the managers I worked for telling me that at the end of each day, I should look at my project list and see what I had completed that day. He would sit and go through his list, mark off what he had done, and move what he had not done to tomorrow's list. I liked this idea very much, so I started developing my task list every day and

working to complete as much as I could during the day. This became a habit and eventually became my project list.

When I began the business and when we rented an office, it was me and one other team member. We worked off project lists, so every week I would review my manager's list. We crossed off what was completed and agreed on what we needed to do for the coming week. That is how we managed the business.

Along my journey I had one manager who always lost his lists. It was very difficult to work with him, I do not know why, but he never managed to keep his list. It was challenging to get things done. If he had no list, he was essentially not setting priorities and did not know what to complete first. In the end, I had to let him go.



**Marwan
Eskandarani Mohamed**
01.07.1999

14 Years of Service
2012 Group RPM Director
2005 RPM Manager GCC
2000 Area Manager
1999 Salesman

Goal setting is a necessity. Having a list of goals and making sure you complete those goals on time is the key to succeeding in your life.

FOCUS

Being focused is critical.

Once our goals are set and the path forward is clear, we need to be focused on achieving and delivering those goals. I have known people who have been very focused on acquiring a skill or completing a certain job. They were able to deliver more in shorter periods of time. If someone is focused on being the best sales assistant in the business, you will find that they want to sell to every person who walks into the shop. If someone wants to become a great musician, you will find them practicing every day. Losing focus does not help one succeed or achieve the dream life.

When I began the business, I decided my life was going to be in retail. I wanted to open shops and build a business. At first, I thought I would open three or four stores and that would be it. I thought I could lead a comfortable life with four stores, feed my family, send my children to good schools, and go on an annual holiday. It took more than four stores to do that. But after a while, I realized the more stores I opened, the better I understood retailing, and I thought I was acquiring more and more retail skills.

Along my journey, people around me asked me to go into business with them. I remember my uncle making me a good offer to go and work for him to manage his trading business. Luckily, I did not do that. I remained focused on the KOJ business. I also remember being advised that I needed to start a manufacturing business because manufacturing was a good industry. I did not pursue that. Recently, I was asked to go into the education field.

Over the years, I was tempted to be distracted, but I remained focused. Looking back, I am glad I remained focused. You may note that successful businesses focus on one thing. Saudia is an airline; that is all it does. Costa Coffee sells hot drinks; that is all it does. Bateel sells dates and has coffee shops; that is all they do. Companies, very much like individuals, must be focused to be successful.

This applies to our careers, too. We need to be focused on our goals and our work. Changing jobs frequently is not a good strategy. Being focused also means being consistent, and in business and in work we must be consistent to be successful. There are those who change their places of work often, and they start to build a reputation for being inconsistent. That eventually may become their normal behavior. Being inconsistent will waste a lot of time and will impact your 24 hours that you have in a day. Remember, you have to use those 24 hours productively.

We have many people in this business who have been working on the team for many, many years. They are consistent and focused. These team members come to work every day, complete their projects, deliver their work well, and are focused and consistent. They have also grown with the business and have succeeded and continue to do well. Hisham, Ramzy, Homaidah, Waleed, Lubna, Baha, Fayez, Vic, and Sasi all began in the business many years ago at entry-level positions. Today because of focus and consistency, they are all highly successful. There are many examples and here I mention a few, so for those whom I have not mentioned, please excuse my omission.



Anas Ahmad Fawzi Al Sarma
01.07.1995

18 Years of Service
2011 UAE&Gulf Legal Manager
2006 UAE Legal Manager
1995 PRO



Mohammed Salem Al-Shakka
14.08.1999

14 Years of Service
2008 Mikyajy Sales Manager
2004 Wholesales Manager Mikyajy
2000 Shop Manager TBS
1999 Sales Assistant TBS

THE SKILLS WE CAN LEARN

I am always amazed by two things: how some people think that everything is easy, and how very skilled people make things look easy. It may be the fault of the highly skilled people that make everything look easy that the people who think everything is easy believe it is so. Well, it is not so. To become highly skilled, you need to understand one thing: you will be frustrated. Once you understand that to learn a skill involves frustration, you will begin to persist in your learning.

I remember thinking basketball was an easy game, I liked the concept and I thought it would be easy to throw a ball and make the basket. So, one day I played at school, and I was the worst person on the team. I was so bad, all the kids in my class laughed at me. It was so embarrassing.

But I was determined to become good. After classes every day, I would go to the gym. Even if my friends had other things to do, I would go alone, and I practiced every day. At first it was very frustrating.

I kept missing the basket, and it would have been the easiest thing to give up. But I accepted my frustration, and I carried on practicing every day. The next game we had, everyone did not laugh at me. I played much better. With a bit of success, I became more confident. I continued to practice. One of my friends was good at basketball, so he also coached me and I became even better.

After months of practice and after playing many games, I was made the captain of the school basketball team. We played against other schools and won many games. I was finally able to say I could play basketball! It took time to become good, but with focus and practice I managed to succeed. The thing I had to accept when I stared out was that I was not very good. I had to accept that I would be frustrated, but I had to believe that with practice and persistence I would become good. And I stuck with that belief.





Mobeena Rasheed
05.09.2004

9 Years of Service

- 2012 Product Development Manager
- 2009 Technical Manager
- 2007 Senior Technologist Nayomi LW & NW
- 2004 Technologist Nayomi NW



Teresita De Belen Alcuizar
11.11.1997

16 Years of Service

- 2012 Merchandise Planner
- 2008 Assistant MP
- 1999 Shop Manager
- 1997 Sales Assistant

I am always amazed by two things: how some people think that everything is easy, and how very skilled people make things look easy.

The skills you can learn will make you a professional operator. Once you learn the skills, you will make things look easy. That is the sign of a professional.

There are many skills you need to learn to become a professional store operator.

Some of them include:

customer service, team management, social skills, selling skills, technology skills, time management skills, store operations, visual merchandising, cost management, and stock management.

THE SKILLS WE CAN LEARN...

Customer service:

This involves ensuring our customers are served well in our stores, saying the right things, and not offending the person you are serving. You will need techniques to discover your customers' needs and to propose products that meet those needs.

Team management:

Once you become a store manager, you will be managing a team. In our big stores, that could include a team of more than 10 people. Your job as a manager will be to motivate and lead your team to succeed in achieving their goals. In the past, people thought good leaders were born and not created. I disagree; I believe management and leadership can be taught. Remember, we were all born equal, with 24 hours in our day. How we use our time will determine if we become good leaders or not.

Social skills:

Learning good social skills is critical to succeeding in life, unless you are in a job where you work on your own without ever interacting with anyone. In our line of work, we interact with people all the time—our colleagues and our customers. I am always amazed at what makes a person likeable. Generally it is their social skills: being polite, courteous, a good listener, and always having a pleasant demeanor. These are not skills with which we are born. They are learned skills.



Youssef El Haddadi
03.02.2001

12 Years of Service
2008 Regional Sales Manager
2006 Area Sales Manager
2002 Buyer
2001 Assistant Buyer



Lenissa Rodrigues
01.04.2003

10 Years of Service
2012 Nayomi Technical Manager
2006 Nayomi NW Technologist
2004 Nayomi NW Assistant Technologist
2003 Nayomi NW Designer



Ahmed Nabil Ahmed Salama
10.01.1996

17 Years of Service

- 2011 Regional Sales Manager Nayomi KSA
- 2008 Assistant Marketing Manager Mikyajy
- 2000 Store Manager ELC Khobar
- 1996 Sales Assistant TBS & ELC



Saeed Chamsy
01.12.2001

12 Years of Service

- 2012 Regional Sales Manager for UAE - Oman - Qatar
- 2010 Country Manager for Oman - Bahrain - Qatar
- 2002 Shop Manager in Oman
- 2001 Sales Assistant in Jeddah

Selling skills:

Great salespeople make selling look easy. Trust me—once they could not sell, but through hard work, training, and practice, they acquired the skills of selling. Once you learn how to sell, you will not only find it easier to beat your sales target, you will also find that your customers will like and respect you and will continue to come back to your store. Selling is a discipline that can be learned. Learn it well and you will improve your income.

Technology skills:

The technical skills we need include handling our cash till system, which is essentially a computer. We also need to learn how to send and receive emails, cash up at the end of the day, receive shipments, and make system adjustments. Today we cannot avoid technology, and the sooner we learn to use it to our advantage, the sooner we can do more in less time.

Time management skills:

When we are at work, we need to manage our time well to ensure we complete our work and also make our sales target. All we have are those 24 hours in our days; if we use them well and manage them correctly, we will achieve our goals. Time management is a skill that needs to be learned. Use your time wisely, because it is a limited resource. Waste it and you are wasting your life away.

Store operations:

Over the years, this business has developed a store operations system you will need to learn to ensure you operate your store professionally. We have processes, systems, and policies you must follow every day to ensure the store you operate looks great for our customers. We developed our operating procedures through our own experiences and by learning from other businesses. We refer to them as best practices. We review and update them, so they can help you operate your store more efficiently.

Visual merchandising:

A critical part of modern day retailing is presenting our goods in an attractive and organized manner. This is generally referred to as visual merchandising (VM). Presenting our amazing products in a very attractive way in our store windows draws in passersby. Once anyone enters the store, they are then drawn to the product by the way it is presented and displayed. Learning store VM is critical to making your store successful.

Store VM is not a random activity but is based on proven methods of presenting our products and enhancing their visual appeal, or displaying them in the correct and appropriate place in the store. When you walk into a store and feel comfortable, it is probably because the VM is very good.



Gaurav Khemani
05.04.2003

10 Years of Service

2012 Brand Director
2009 Head of Sales Operations
2004 Marketing Manager
2003 Marketing Coordinator



Jenni Battiss
17.07.2004

9 Years of Service

2011 Mikyajj Head of Creative
2008 Mikyajj Head of Marketing Operations
2006 Senior Buyer and Design Manager – Nayomi Beauty / Mikyajj
2004 Buyer – Nayomi Beauty



**Mr. Mohammed Ibrahim
Hassan Abu Amash**
05.09.2006

7 Years of Service
2012 Area Sales Manager
2008 Store Manager
2006 Sales Assistant



**Ahamed Mohamed
Mohamed Yassin**
02.01.2002

11 Years of Service
2011 Regional Sales Manager
2006 Area Manager
2003 Shop Manager
2002 Sales Assistant

Cost management:

Later I will provide an explanation of profit, but for now it is important to understand that our goal is to achieve our sales target, and at the same time reduce our costs in the business. Our business is made up of many stores, so if we save on costs a little in every store, it will add up to a large savings. Managing costs is a skill that can be learned and an important skill in making a business successful. If we reduce our costs, the monies saved can be used to increase salaries or improve team benefits. Wasting money hurts the business and hurts the team.

Stock management:

Managing stock is critical in a retail business. Having too little stock will mean missed sales and prevent you from achieving your target. Having too much stock in your store is also not good. It could get old and expire, or may also be needed elsewhere in other stores. Managing your stock accuracy is critical; if it is inaccurate, you will receive incorrect stock. Receiving shipments is critical to stock accuracy and making correct adjustments is important. Managing the store's stock has a direct impact on results.

The above are just a few of the skills you will learn at KOJ. Learn them well. Make it look easy, and you will become a professional retailer.

Do well at the training:

I would like to reemphasize that you need to do well in your training. During your time in your current job, you will be given training by your managers or other individuals in the company. This training is designed to help you do your job more professionally and to help the business achieve its goals, which are your goals, too. So put the necessary effort in to do well at the training.

Do your job well:

You also need to do your job well and continue to improve in everything you do. That way, you will get ahead.

Serve your customers:

Remember that everything we do is done to serve our customers well in our stores at the front line. Acquiring and retaining loyal customers is the road to success. Learn how to serve and sell to every person who comes into the store.



Taha Abubaker Khalifa
01.10.2001

12 Years of Service

- 2012 Treasury Manager
- 2008 Group Treasury Supervisor
- 2005 Accounting Supervisor – Payable
- 2001 Accountant – Payable



**Mohammad Anwar
Abulhassan Abduljaleel**
08.02.1999

14 Years of Service

- 2004 Area Sales Manager
- 2002 Shop Manager
- 2001 Make-up Coordinator TBS
- 1999 Sales Assistant

TO SUMMARIZE:

1

Perform:

Your success is dependent on one factor and one factor alone: Performance. If you perform well in your job and responsibilities, you will succeed in the business. You must understand your job description, what the key performance indicators are, and what you will need to learn to be able to perform like a professional.

2

Don't waste time:

You need to start today. Make a plan and get started.

3

Gain skills:

Society places a value on the skills you have. The more useful skills you acquire, the more valuable you will be to your community. Gain as many useful skills as you can in your job.

4

Add value:

Understand that we all have a value placed on us by society. If you are skilled and highly productive, you will be adding value to the business. As a result, the business will value you more. This increases your chances of promotion and achieving your dream life sooner.

5

Become a professional:

Taking your work seriously, being mature, and delivering results consistently every day will reflect on you as a professional operator. If you become professional at what you do, people will look to learn from you.

2.

BEGIN AND END WITH CUSTOMER SERVICE



BEGIN AND END WITH CUSTOMER SERVICE

There are many sayings that place the customer as the most important person in any business. Every business has a customer, whether it is a shop, hair salon, doctor, dentist, airline, phone company, or hotel. Every single business in the world has a customer, without exception. If a company is to continue its life, it must take care of its customers. Any business that forgets that its existence is dependent on its customers will disappear.

Our business is dependent on our customers. We need to keep in mind that everything we do is to serve, sell, and give our customers a good in-store experience. Once we acquire a customer, we need to work to keep that customer coming back to us, so they become loyal customers.

The customer is king, pure and simple. We are dependent on our customers to make our sales; our sales generate the cash we need to pay our salaries, which we then use to spend on our families. It is a simple formula: with good customer service we can achieve our sales target and grow our business, and, in turn, care for our families.

If we upset a customer, the customer will not come back. That customer will go to the competition and will probably tell friends about the bad experience. Many businesses have gone out of business when they forgot that the number one job was to serve and sell to their customers.

How many of us have been to stores where we have been ignored, or there was no one to serve us? How did we react? I bet we just left the store, or even promised ourselves never to return. How many of us have experienced rude sales staff, or angry sales people? I am sure all of us have. Our goal should be to serve every customer politely and respectfully. Remember, the customer has a choice and can go elsewhere.

I remember once when the business was starting up, a well-dressed man came into our The Body Shop and looked around. The manager at the time, whose name was Tony, started explaining all our products in the store. The store was quite busy, and I was selling to other customers. I noticed that this gentleman was not putting anything in the shopping basket. I was becoming a little concerned, because we had customers in the store, and if this man was not going to buy anything then we needed to focus on visitors who were buying. Anyway, Tony took the visitor all the way around the store and probably spent 15 to 20 minutes with him. At the end of the shop tour, the visitor took Tony back to the start of the store and then filled his basket, and then several more baskets with our great products.

I think the sale was probably the biggest sale we had done in our history. At the time we only had the one store. But the lesson I learned was that taking good care of all our visitors is good customer service. From that day on, I made customer care our top priority.

I also recall a time when a customer bought a bottle of our perfume oil and left the store happy. She came back in 10 minutes; she had dropped her shopping bag and broken her bottle of perfume oil. She was clearly upset and asked if we could do anything. We replaced her bottle of perfume oil and gave her a new one. She was really happy and became a very loyal and long-term customer for the store. Her children today are adults and they still shop in our stores. I know this because they have become family friends. People will always remember a good experience. Customer care is about creating those great experiences for everyone who visits our stores.

I recall our first ELC store opening in the Jeddah Shaker center. We had a very good response from the community, and sales started out well. There was one customer who came from a well-to-do family, and she visited the store nearly every week. The years went by, and she continued to visit. I think after 10 years, she was still visiting and buying from the store. This was puzzling to me, because our toys are for children below the age of 6. When I asked the staff who she was buying toys for, they said

she would buy toys to give away or as gifts for other children. Clearly the customer was very happy with the care she received in the store and came back over many years to buy toys for other children once her children had grown up.

**TAKING GOOD CARE OF OUR CUSTOMERS
BUILDS LOYALTY, AND LOYALTY BUILDS OUR
SALES AND OUR FUTURE.**

WHO IS OUR CUSTOMER?

Anyone who walks into our store is either a new customer or a loyal customer. Our research has shown that visitors entering our stores do not stay for very long, so it is important to meet and greet our visitors as quickly as possible and engage them in a conversation, if possible. Simply acknowledging a visitor is a critical factor in starting a good experience.

When I visit our stores and the staff greets me, I feel good, and I feel even better when a member of the team tries to sell me a product. I know they have understood that every visitor to the store is a potential customer, including me! Sometimes I get sold to so well I forget to ask for my employee discount.

“

Engage them in a conversation.

”



DO WE DISCRIMINATE?

Sometimes we do and we definitely should not. Our first value makes it clear that we treat everyone in the business equally, and we do not discriminate, except on performance. We need to also apply the same value to our customers. We should never discriminate between our customers. We need to treat every visitor to our store the same way.

I understand that our customers come from different cultures that may have different ways of buying and selling. I remember in Jeddah when we had stores in malls where there were many European customers and Arab customers. The European customers liked to shop on their own and would ask for help when they needed it. The Arab customers liked to be helped more and liked to discuss the products. We served both, but adjusted our approach to meet the cultural differences.

Thus, we should not discriminate whether a visitor is an Arab, Asian, European, or African. We should treat them equally. Whether a visitor is wearing a Rolex or flip-flops, they should receive the same level of customer care. We respect the individual regardless of who they are.

Consistency is critical to success; consistency makes you a reliable person.

COME TO WORK AND GET INTO CHARACTER:

One of the most important elements about any job is to understand who your customer is and how to behave toward that customer. In our work, our customer is any person walking into our stores. Behaving in a certain manner is important in every job and profession. When you visit the doctor, you expect to meet a person who is serious, listens to you carefully, is mature, and trustworthy.

When you visit your bank, you expect to meet someone who is dressed well and gives you confidence that you are placing your money with someone who will look after it. When you listen to the radio on the way to work in the morning, you like to listen to someone who is happy and positive about the start of another day. You would not be very happy if the person you were listening to was miserable and complaining all the time. You would change the channel.

Our work is no different. I come to work and must be in the right character. I must be calm, mature, and polite to everyone I meet. Even if on the way to

work someone cuts me off while I am driving or is rude to me, I must forget that upon arriving to work. I cannot be upset and be angry. It is not the right character and it is not appropriate for my job.

The same applies in the store. We must come to work and get into the right character. In acting, they call it “getting into character.” In life, it is no different. I behave a certain way at work and a different way when I am at home playing with my children. In the stores, we must come to work and get into the character our customers expect. We need to leave our issues and personal problems at the door, come to work and get into the customer service character.

This requires consistency. We cannot be the right character one day and then a different person the next. We must be consistent and always work to improve our customer care character. Once you master your character and use the right character in caring for your customer, you will do better at your work and more quickly move forward in the organization. Consistency is critical to success; consistency makes you a reliable person.

WHAT IS THE CHARACTER?

We must serve:

Our character must be willing and happy to serve others. We must take pride in serving our visitors who come to our stores.

We must respect:

We must respect all our visitors to our stores. Everyone likes to be respected as an individual and should be respected. Remember we are all born equal; some of us have had more opportunity than others, that makes us luckier than others, but not better. Everyone who walks in our stores must be treated with equal respect and courtesy. Respect is a basic human right.

We must help:

When visitors come to our stores, we must help them in many ways. If they cannot find a tester, we must hand it to them. If they want to try on something, we must make sure the fitting room is clean and organized. If they have a pushchair, we must help them bring it into the store. If they are buying a large item and they have children, we can help them carry it to their car. This is great customer service.

I remember a customer once bought many items, and one of the team members took all her purchases to her car. She was truly thrilled and became a very loyal customer. The ELC team came up with a great idea to give all mothers a rose on Mother's Day, to show our appreciation for their shopping at our stores. I recall one mother who broke down and cried. It was the first time in her life she had received a rose from anyone!

We must sell:

If we come to work and get into character, if we come to work and are consistent in our character and behavior, if we come to work and serve our customers, if we come to work and respect our customers, and if we come to work and help our customers, the sales will nearly always happen.

EVERYONE'S PRIORITY:

It is essential that each and every one of us understands we come to work to do an important job that helps to increase personal value and the value of the business. We each need to understand how our job affects the customer's experience and how we help generate sales.

Everything we do must be focused on the customer's experience. You may ask how a job like a fork lift driver in the warehouse affects the customer's experience. It does. If the driver is good and safe, he will be able to rack the cartons and cases quickly, ensuring everything is located in the right place. When an item is needed by the packers, they can easily locate it and send it to the stores. Then when the customer comes in to buy the product, she will find it.

This brings up an important point that I hope is becoming clear. We have the primary customer, the customer who comes to our stores. Along the value chain there are jobs and tasks done by individuals on the team who directly affect the primary customer's experience, but do not interact with the customer. It is important for us all to understand how we affect the primary customer's experience even if we do not

physically interact with the customer face to face. Every activity we do in the business comes together and the moment of truth is when the customer walks into the shop, is greeted, and then finds the desired product and purchases it. This moment in time is created by all of us.

My job is to make sure we are all focused on our core customer in each and every one of our brands. Everything we do must result in a good front-line experience for our customers, whether it is having a well-lit store planned well by our design team, or ensuring a work permit is renewed on time to ensure the sales assistant arrives to work feeling secure that he or she is legally working, or whether it is ensuring accurate stock reporting so the right product is sent to the store. We are all part of a large interconnected business in which all the connections lead to a great customer experience. I strongly suggest you review how you can improve the final customer experience in everything that you do.

In my career I have met some people who believed that once they were promoted they could relax, sit back, and enjoy the good life. This is a big mistake. When a person is promoted, that person's role is to continue to work on improving the customer experience by keeping the team focused on this mission.

3.

PROFITABILITY FOR ALL STAKEHOLDERS



WHAT IS PROFIT?

People generally have different understandings of profit, but I like to keep things as simple as possible. I identify two kinds of profit. There is the profit for the individual and the profit for the business.

If we add these two profits together, the result has a direct impact on society. Of course there is the opposite of profit, which is loss. If an individual makes a loss and the business makes a loss, there is also a direct negative impact on society or community where the individual and business exist.

In the old days it was no different. Imagine a small farm that had to produce vegetables to sell at the local village market. The farmer and his family had to get up before dawn to do the work of ploughing, planting, caring, and then harvesting when the vegetables were ripe. There were no shortcuts. They had to be up before dawn, they worked hard on the land, and they made their income by selling their vegetables at the market. The harder they worked, the better they did. If they made a profit, they could buy more land and better machinery to grow their farming business. This would help them achieve the happiness and good life they dreamed of. Our organization is no different. We have the same dreams as our ancestors, and we must know

that through hard work and dedication we can achieve those dreams.

When I started out my carrier, I applied to different companies for jobs and went through tests and interviews. Finally I was offered a job at Procter and Gamble in Saudi Arabia. My starting salary was 7,000 DHS, and at the end of each month I received my salary and took it home to spend on my family.

At some point I realized that my salary was actually my personal profit, the profit given to me for the work I did and for the skills I had at the time. As my skills improved, I received a pay raise and was promoted. My personal profit improved as I added more value to the business.

It is important to understand that our profits are equal to the skills we have. If you have skills that are in high demand in the community, you will be given a higher profit for those skills. If you have very few skills, society will not give you much profit for those limited skills. The more useful skills you have, the more profit you will make as an individual and the sooner you will reach your goal of living the dream life.

The same principle can be applied to a business. Profit for the business is important. It is like oxygen and food: without oxygen and food, a person cannot live; without profit, a business will not survive. You may rightly ask why should a business make a profit, and why is profit important for its survival?

A business must make a profit to grow. The profit a business generates pays the employees' salaries. I have come across companies that delay salary payments to their employees, sometimes by three months or more. This tells me these are sick companies that will eventually die. A healthy company must generate enough money or profit to pay its employees their salaries, their bonuses, their medical insurance and so on.

When this business first started, I could not afford to provide medical insurance for everyone. Thankfully, now we can, because we have sufficient income. Our business—and any business, for that matter—needs to make a profit to grow.

If you recall in our Mission Statement, we said our goal is to create jobs; the business needs to create a profit to do that. That profit is used to build more stores across the region. Once we have built those stores, we will then need to hire new team members to operate them to generate sales. Those new stores will have created new jobs in those communities. Those jobs pay out salaries that become the livelihood for families.

We have opened an average of 80 to 100 stores every year in recent years. The cost of those stores in total comes to around 100 Million DHS. That is the amount of profit we need the business to generate to open those stores and create more than 300 jobs to provide a living for 300 families in the communities where we live.

The business began in 1987 with three employees, including myself. Today we are over 3,500 people on the team; we reached this size by reinvesting nearly all our profits. We also used the profits to build warehouses and offices, to buy buses, to build our workshops, and to improve the quality of life for everyone on the team.

Most of us watch the news and we see societies where unemployment is very high, where people have no personal income or profit, where businesses struggle to survive, let alone grow. In these societies the end result is broken economies, where people are dependent on international aid. The international aid comes from societies which have strong businesses and high levels of employment.

To summarize, the profits for the individual and for the business are interlinked and inseparable. If I work hard and add value to the customer experience at the front line, whether directly or indirectly, I will contribute value to the business. That value will help keep the business profitable and help it grow and become more successful. If the company grows, it will create more jobs in the communities where we live and work. If the business grows it will create more opportunities for me to grow and be promoted, which will enable me to increase my personal profit and to live the life I have always dreamed about. We are all linked up in one long chain.

WHEN DO YOU START?

First of all, allow me to thank you for reading what I have written. Since you have now reached the final part, I just have one more thing to say.

As I discussed earlier, we all dream of the good life. There are certain things we can do to help achieve the life we dream about, and there are certain things we should not do, as they will consume our 24 hours with no result or no progress towards our dream life. I have tried to explain in this short booklet my beliefs, based on experiences in my working life, about how to use the 24 hours you have every day to increase your chances of reaching your life goals. I can explain and I can clarify, but I cannot make you do it. The doing part is completely up to you. You are responsible for your life and what you do with it. Nobody else is.

When you finished your education and started work, you passed from dependence to independence. It is your time now, your life, and your future. Please do not wait for someone to come along and help you, for someone to take you by the hand and lead you down the road to success. This will not happen.

The choice is yours, and no one else's. You must choose to take control of your life. You must make your own plan, and you must use those 24 hours wisely. If you have a clear picture of the life you want to lead the life you dream about—the life you long for and desire—then you are the one to drive and lead yourself to that goal.

Do not wait for someone to come along and take you. You could wait for a very long time. You could wait for the rest of your life.

I have tried to describe what you need to do, but if you want the dream life, you must start working toward that goal today. All you have are those 24 hours. How you use them will determine how successful you will be.

**It is up to you.
Its all about your time.**



I hope you will find this document useful and will read it from beginning to end. If you would like to give me suggestions on how I can improve it, I would like to hear from you at 24@kojamjoom.com

