

THE LITTLE BLACK BOOK

FIT FOR GROWTH

Edition One – Strengthen the Core



VALIRAM



Scan this QR code
to watch the video

LEGACY ['lɛgəsi/]

(noun) : something handed down by a predecessor

FIT FOR GROWTH

The text 'FIT FOR GROWTH' is rendered in a large, bold, sans-serif font. Each letter is filled with a different photograph of a person in a fitness setting. The 'F' shows a woman's midsection in a purple top. The first 'I' shows a man's torso. The 'T' shows a man's torso. The first 'F' shows a man in a black tank top. The 'O' shows a man's profile. The 'R' shows a man's profile. The first 'G' shows a woman in a white top. The second 'G' shows a woman in a black top. The 'R' shows a man in a black tank top. The 'O' shows a man in a black tank top. The 'W' shows a man in a black tank top. The 'T' shows a man in a black tank top. The 'H' shows a man in a black tank top.

STRENGTHEN THE CORE

PRODUCTIVITY



DIGITALISATION



PEOPLE



**CENTRES OF
EXCELLENCE**



DECENTRALISATION



Scan this QR code to watch
the Fit For Growth video

Our Values: STRIDE

Teamwork

STR

Service Culture

Results-Driven

Integrity

Entrepreneur Spirit

IDE

Develop



Scan this QR code to
watch the STRIDE video

Valiram Legend:
CRITICAL



RESILIENT

They don't give up easily.

CURIOUS

They ask rather than tell.

AGILE

They are fast and responsive.

ACCOUNTABLE

They take ownership and do what they say.

LEAD WITH INTEGRITY

How they act when no one is watching.

CUSTOMER-CENTRIC

They put the customer first.

POSITIVE

They see the glass half full.

COLLABORATIVE

They are easy to work with.



Scan this QR code
to watch the
CRITICAL 8 video

MOMENTS *that* MATTER


2024

AUG

9

National Day 

12

International Youth Day 

H.M. Queen Sirikit The
Queen Mother's Birthday
/ Mother's Day



13

International
Left-Handers Day 

15

International
Relaxation Day 

Afterpay Day 
(Until 18th Aug)

17

Independence Day



19

World
Humanitarian Day 

21

Ninoy Aquino Day



26

National Heroes Day



31

National Day 

SEP

1

Australia's Father's Day 

2

National Day 

8

International Literacy Day 

16

Malaysia Day 

Prophet Muhammad's
Birthday



17

Mid-Autumn Festival



21

International
Day of Peace 

29

World Heart Day 

OCT

1

International Coffee Day 

National Day 

13

H.M. King Bhumibol Adulyadej
The Great Memorial Day



20

Vietnamese Women's Day




10

World Mental Health Day 

15

World Handwashing Day 


23

Chulalongkorn Day 

11

Double Ninth Festival 

16

World Food Day 

31

Halloween 

Deepavali  

NOV

1

World Vegan Day 

All Saints' Day 

12

Click Frenzy 

20

Vietnamese Teacher's Day 

2

All Souls Day 

13

World Kindness Day 

29

Black Friday 

30

Bonifacio Day 

DEC

1

Cyber Monday 

10

Constitution Day 

26

Boxing Day   

5

H.M. the late King Bhumibol
Adulyadej The Great's Birthday
/ National Day / Father's Day




20

Macau Special Administrative
Region Establishment Day



30

Rizal Day 

8

Feast of the
Immaculate Conception 

25

Christmas Day 

31

New Year's Eve 

MOMENTS *that* MATTER

2025

JAN

1
New Year's Day 

26
Australia Day 

29
Tết Nguyên Đán 
(until 3rd Feb)

21
International Hugging Day 

27
Isra Mi'raj 

29-30
Chinese New Year
(Hong Kong until 31st Jan)



FEB

1
Federal Territory Day 

12
Makha Bucha Day 

17
Random Acts
of Kindness Day 

11
Thaipusam 

14
Valentine's Day 

25
EDSA People Power
Revolution Anniversary 

MAR

1
World Compliment Day 

20
International Day of Happiness


29
Bali Hindu New Year 

8
International Women's Day


21
International Fragrance Day


31
Hari Raya Aidilfitri 
Eid al-Fitr 

17
Nuzul Al-Quran 

APR

1

April Fool's Day 

Hari Raya Aidilfitri 

Lebaran Holiday 

4

Ching Ming  

6-7

Chakri Memorial Day



7

Hùng King's Festival 

9

Day of Valor 

13-15

Songkran 


17

Maundy Thursday 

18

Good Friday    

19

Black Saturday 


20

Easter  

22

Earth Day 

25


Anzac Day 

30

Reunification Day 

MAY


1


Labour Day 

4

Coronation Anniversary of King Maha Vajiralongkorn 

5

Coronation Holiday 




Buddha's Birthday 

11

Mother's Day 

Visakha Bucha Day 

12

Wesak Day   

13

Click Frenzy 

29

Ascension Day of Jesus Christ



31


Tuen Ng Festival 

JUN

1

Pancasila Day 

2

Agong's Birthday 

3

Queen Suthida Bajrasudhabimalalakshana's Birthday 

5

World Environment Day 

6


Hari Raya Haji  

Idul Adha  


9

King's Birthday 


12

Independence Day 

15

Father's Day 

21

International Yoga Day 

27

Awal Muharram  

MOMENTS *that* MATTER

JUL

1

Hong Kong Special Administrative Region Establishment Day



10

Asahna Bucha Day



28

H.M. King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua's Birthday



7

World Chocolate Day 

11

Khao Phansa 

30

International Friendship Day 

AUG

9

National Day 

15


International Relaxation Day 

21

Ninoy Aquino Day



12


International Youth Day 

H.M. Queen Sirikit The Queen Mother's Birthday / Mother's Day



Afterpay Day 
(Until 18th Aug)

17

Independence Day 

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National Heroes Day



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International Left-Handers Day 

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World Humanitarian Day 

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National Day 

SEP

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National Day 

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International Literacy Day



21


International Day of Peace 

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World Heart Day 

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The Great Memorial Day



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Mid-Autumn Festival 


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World Handwashing Day 


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World Mental Health Day 

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Adulyadej The Great's Birthday
/ National Day / Father's Day




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Macau Special Administrative
Region Establishment Day



30

Rizal Day 

8

Feast of the
Immaculate Conception 

25

Christmas Day 

31

New Year's Eve 

CHIEF INFORMATION OFFICER
**INFORMATION
TECHNOLOGY**

VALIRAM LEGEND #V000153

A portrait of a man with dark hair and a mustache, wearing a dark shirt, looking slightly to the left with a slight smile. The background is black.

**SUJJATH
AHMED**

My 2024 Commitments

01 Redesign the CRM System and implement tailored Loyalty Programmes by Country and by Brand.

Integrate core ERP systems for both F&B and Watch Divisions to enhance and improve operations.

02

03 Lead and manage BBW e-commerce migration to SFC on time and in full.

Implement and maintain PIM and DAM Systems with consistent product information across all channels.

04

05 Enhance and strengthen cybersecurity to ensure data protection and compliance, supporting accelerated growth plans.



Scan this QR code to watch Sujjath's video

ASSISTANT GENERAL MANAGER

LÄDERACH

VALIRAM LEGEND #V018941

A portrait of Parvez Ali, a man with a full beard and bald head, wearing a black shirt. He is standing with his arms crossed against a black background. A watch is visible on his left wrist.

**PARVEZ
ALI**

01

Elevate the storytelling and in-store experience.

Ensure exceptional operational standards are created and met (both BOH and FOH), providing our customers with a reliable and consistent experience.

02

03

Identify and build a high-performance team.

Build and implement an efficient and effective inventory management system.

04

05

Embrace and introduce technology to support business and brand needs.



Scan this QR code to watch Parvez's video

HEAD OF
FOOD & BEVERAGE

VALIRAM LEGEND #V009358



**NAVEEN
BALAKRISHNAN**

My 2024 Commitments

01

Develop, create and execute strategic initiatives to increase sales and awareness.

Build more robust and meaningful relationships with Brand Principals to support growth (inventory).

02

03

Develop both on-premise and off-premise marketing activities.

Establish and execute against a well-documented marketing and promotions calendar.

04

05

Drive operational excellence (BOH and FOH).



Scan this QR code to watch Naveen's video

ASSISTANT GENERAL MANAGER

WATCHES

VALIRAM LEGEND #V004910



**JOSEPH
BOUDVILLE**

My 2024 Commitments

01

Build world-class service capabilities.

Drive unit sales and brand growth via
assortment optimisation.

02

03

Reorganise teams and structure to support
greater accountability and performance.

Ideate, create and execute both large-scale and
micro/store-level retail marketing activities.

04

05

Rebuild Swiss Watch Gallery (SWG).



Scan this QR code to
watch Joseph's video

SENIOR VICE PRESIDENT
MARKETING
VALIRAM LEGEND #V010490



**ADRIAN
BURTON**

My 2024 Commitments

01

Priority Brand Support - Steve Madden, Godiva, Molton Brown, Rituals, and MLB.

Priority Channels - KLIA (World-Class Retailing), Social Commerce/Marketplace, and F&B.

02

03

Manage and lead a world-class Creative Services Team.

Plan, build, and launch "Friends of Valiram".

04

05

Storytelling - Consolidate, build, and amplify well-told stories for the Group (social, digital, editorial and brand activations).



Scan this QR code to watch Adrian's video

GENERAL MANAGER
STEVE MADDEN
VALIRAM LEGEND #V013488

A portrait of a woman with long, straight brown hair, smiling warmly. She is wearing a black leather motorcycle jacket over a black top. The background is solid black.

**EVE
CHAN**

My 2024 Commitments

01

Accelerate rapid unit sales growth in the Handbag category.

Build passionate, competent and engaged store and field teams.

02

03

Aggressively drive profitable growth through the Outlet channel.

Build a solid social following through elevated and relevant local content creation.

04

05

Build both the quality and quantity of lease line activation and retail marketing activity.



Scan this QR code to watch Eve's video

HEAD OF WAREHOUSING
**SUPPLY CHAIN
& LOGISTICS**

VALIRAM LEGEND #V012874



**EDMOND
CHEE**

My 2024 Commitments

01

Australia - stabilise and build capability with 3PL (BRI) in readiness for peak.

Thailand - conduct 3PL RFQ then appropriately assess and decide.

02

03

Singapore - stabilise and build capability with YCH in readiness for peak.

Malaysia - integrate CPU (TWG/Bacha/Godiva) into RDC operation.

04

05

RDC - build and optimise staff productivity.



Scan this QR code to watch Edmond's video

VICE PRESIDENT
INTERNAL AUDIT

VALIRAM LEGEND #V002215



GWEN
CHONG

My 2024 Commitments

01

Review and implement POS changes to mitigate losses from Voids, Discounts and Manual receipts.

Implement short-term contracts with vendors for F&B to support competitive bidding and bulk purchasing.

02

03

Establish a Tender Committee to oversee and approve large contracts. Committee consisting of CFO, Procurement, and Legal Heads.

Foster a culture of giving feedback and to speak up against any wrongdoing.

04

05

Full rollout of the VAP (Valiram Approved Partners) programme.



Scan this QR code to watch Gwen's video

SENIOR VICE PRESIDENT
BUSINESS PLANNING

VALIRAM LEGEND #V000159



**JERRY
CHUN**

My 2024 Commitments

01

Finalise FY25 Budget Packs in a timely and complete manner.

Support, plan, and implement Anaplan budget and reporting tools by December 2024 (to go live in 2025).

02

03

Lead, manage and review all new brands and opportunities to support our 5-year growth strategy.

Build and elevate the bench strength of the Business Planning team.

04

05

Create meaningful tools and dashboards to support richer insights and better decision-making.



Scan this QR code to watch Jerry's video

GENERAL MANAGER
BATH & BODY WORKS

VALIRAM LEGEND #V008128



**MATTHEW
GREGG**

01

Rebuild and reinvigorate the Malaysia market.

Hong Kong turnaround - plan and execute.

02

03

Accelerate profitable growth in the Philippines and Vietnam.

Establish a Marketplace and Social Commerce test.

04

05

Drive both new customer acquisition and loyalty at the same time.



Scan this QR code to watch Matthew's video

COUNTRY MANAGER
INDONESIA
VALIRAM LEGEND #V009194

A portrait of Kunal Kapoor, a man with dark hair, smiling and wearing a dark suit jacket over a light-colored shirt. He is positioned in the center of the frame against a black background.

**KUNAL
KAPOOR**

My 2024 Commitments

01

Drive Michael Kors's growth through category and channel focus.

Accelerate MLB's growth in existing and new stores, ahead of the competition.

02

03

"Win in Jakarta" total Victoria's Secret portfolio.

Amplify and increase local retail marketing activities through ideation, planning, and execution.

04

05

Deliver operational excellence (Do Things Right).



Scan this QR code to watch Kunal's video

SENIOR VICE PRESIDENT
PROJECTS & DESIGN

VALIRAM LEGEND #V002895



**CHARLES
LEE**

My 2024 Commitments

01

Rebuild and effectively onboard Teams.

Push and test design and capex models that are fit for purpose (Tiering for Bath & Body Works, Michael Kors and Victoria's Secret).

02

03

Effectively manage unplanned store openings/projects in a timely manner.

Complete design handoff for key Brands (Michael Kors and Bath & Body Works).

04

05

Priority Channel - KLIA (protect, build and elevate).



Scan this QR code to watch Charles's video

GENERAL MANAGER
MICHAEL KORS
VALIRAM LEGEND #V000501



**KELLY
LEE**

My 2024 Commitments

01

Aggressively drive profitable growth through the Outlet channel.

Accelerate strategic category growth by Country (as each will be different).

02

03

Build unit sales volume (smart price strategy) to drive visibility and market share.

Both drive and track selling and service behaviours.

04

05

Build both the quality and quantity of local retail marketing activity.



Scan this QR code to watch Kelly's video

ASSISTANT GENERAL MANAGER

RITUALS

VALIRAM LEGEND #V016466



**LIEW SUET
FUNN**

My 2024 Commitments

01

Establish and effectively manage a never-out-of-stock (NOOS) assortment.

Amplify and lead the Brand as the Destination for Gifting.

02

03

Build both the quality and quantity of lease line activation.

Both drive and track selling and service behaviours.

04

05

Ensure both organic and new store growth targets are delivered in full and on time.



Scan this QR code to watch Suet Funn's video

GENERAL MANAGER
FASHION
VALIRAM LEGEND #V014656



**RACHEL
LIM**

My 2024 Commitments

01 Drive category growth for each brand with customised strategies (as each will be different).

Effectively plan and execute pre-opening and opening plans for Fauré Le Page.

02

03 Build focused and capable Support and Store teams.

Build new customer acquisition and sign-ups.

04

05 Commit to holding more frequent micro store events.



Scan this QR code to watch Rachel's video

GENERAL MANAGER
VICTORIA'S SECRET
VALIRAM LEGEND #V011321



**NICOLE
LOW**

My 2024 Commitments

01

Win in Key Cities - Singapore, Melbourne, Kuala Lumpur, and Jakarta.

Re-establish VSBA Sogo in "Top 3" and apply to the rest of the fleet.

02

03

Awaken the Sleep Category across all formats.

Best at Bra - FA and now BA (new customer acquisition).

04

05

Win at Fragrance across all formats (Fragrance Fanatics).



Scan this QR code to watch Nicole's video

CHIEF FINANCE OFFICER
FINANCE
VALIRAM LEGEND #V001460



SHIR LY
LOW

01

Build a financial and management reporting framework consistent with leading public listed companies.

Strengthen inventory controls, management, and loss prevention plans for FY25.

02

03

Support, challenge and finalise Group Accounts and Budgets for FY24 and FY25 respectively.

Review, recommend and build Corporate Structure and Regulatory Compliance Framework for emerging Countries.

04

05

Drive Supply Chain efficiency through own managed RDC, 3PL and Freight Strategy planning and execution.



Scan this QR code to watch Shir Ly's video

ASSISTANT GENERAL MANAGER
JEWELLERY
VALIRAM LEGEND #V000046



**INES
NG**

My 2024 Commitments

01

Win in all TR/Airport locations
(RWS, KLIA, and SIA).

Drive Cartier's business to achieve bold goals.

02

03

Accelerate growth within the
Watch category.

Establish formal certification for Fine
Jewellery and Precious Metal/Stones.

04

05

Establish a more structured approach to
building new VIP acquisitions (clienteling).



Scan this QR code to
watch Ines's video

GENERAL MANAGER
**BEAUTY &
PERSONAL CARE**

VALIRAM LEGEND #V008710



**IRENE
NGU**

My 2024 Commitments

01

Drive fragrance growth in all channels
(both unit sales and dollar value).

Build domestic business through
locally driven retail marketing initiatives
to acquire new customers.

02

03

Hire, build and retain the best Beauty/
Personal Care team in all channels.

Establish and grow corporate sales
and brand partnerships.

04

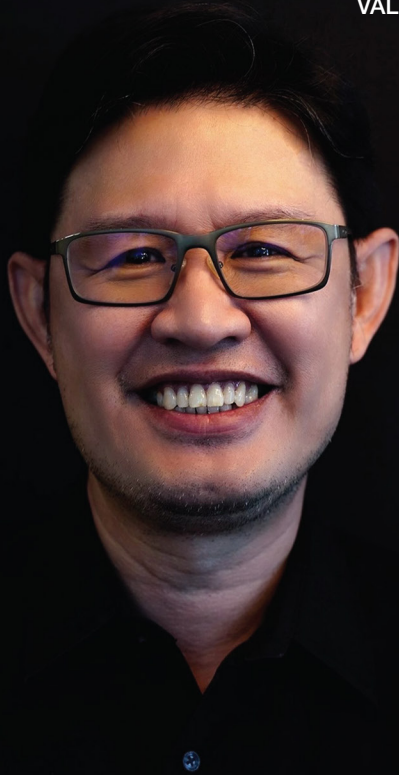
05

Build, support, and launch CRM
and Loyalty.



Scan this QR code to
watch Irene's video

COUNTRY MANAGER
THAILAND
VALIRAM LEGEND #V010235



**JAY
PRABUNPOOK**

My 2024 Commitments

01

Build the brand and drive profitable growth for Michael Kors.

Establish and accelerate both organic and new store growth for Rituals.

02

03

Build the HO and Store teams to support both immediate and future growth.

Boost the frequency of local retail marketing activities by enhancing ideation, planning, and execution.

04

05

Drive social and digital commerce channels.



Scan this QR code to watch Jay's video

COUNTRY MANAGER
MALAYSIA
VALIRAM LEGEND #V000500



**AJAY
RAMACHANDRAN**

My 2024 Commitments

01

Priority Brand Support - Steve Madden,
Godiva, and Molton Brown.

Priority Channels - KLIA (World-Class Retailing)
and Social Commerce/Marketplace.

02

03

Establishing Malaysia as a COE for the
Region - Test, Learn, Adjust, Amplify.

Productivity Push. Do more with the same or less.

04

05

Digitalisation Push. Increase accountability, visibility,
speed, and standards by leveraging technology.



Scan this QR code to
watch Ajay's video

ASSISTANT VICE PRESIDENT
SALES & MARKETING
PHILIPPINES
VALIRAM LEGEND #V04291A



ARNEL
SANTOS

My 2024 Commitments

01

Expand the fleet and support both new Store and Brand launches.

Successfully launch VSFA and Digital Channel.

02

03

Build Teams to support growth in HR and Marketing.

Deliver operational excellence
(Do Things Right).

04

05

Build talent, capability and trust in stores.



Scan this QR code to watch Arnel's video

COUNTRY MANAGER
AUSTRALIA
VALIRAM LEGEND #V002237

A portrait of Armand Swanepoel, a middle-aged man with short, graying hair and a goatee, wearing a dark button-down shirt. He is looking directly at the camera with a slight smile. The background is black.

**ARMAND
SWANEPOEL**

My 2024 Commitments

01

Win in Melbourne - Victoria's Secret and Bath & Body Works.

Win in Sydney International Airport.

02

03

Drive digital sales (absolute dollar growth and contribution).

Awaken the Sleep Category - Victoria's Secret (both physical and digital).

04

05

Amplify far greater and more frequent local retail marketing activities - ideate, plan, and execute.



Scan this QR code to watch Armand's video

GENERAL MANAGER
MLB
VALIRAM LEGEND #V000166



**TAN
YIN YIN**

My 2024 Commitments

01

Drive strategic category growth by Country (as each will be different).

Boost the quality and scale of local retail marketing activities.

02

03

Elevate visual standards across the fleet.

Significantly improve selling and service culture in stores.

04

05

Build a social following through elevated and relevant local content creation.



Scan this QR code to watch Yin Yin's video

**ASSISTANT VICE PRESIDENT
TALENT DEVELOPMENT**

VALIRAM LEGEND #V012651



**DANIEL
WEBB**

My 2024 Commitments

01

Drive Service and Selling standards by creating a culture of giving and receiving feedback.

Launch a structured and well-articulated PDP regionally - building the Valiram Talent Pipeline.

02

03

Priority Channels - KLIA (World-Class Retailing).

Establish and launch the Valiram Ambassador Programme.

04

05

Deploy Valiram Onboarding regionally to reduce attrition groupwide.



Scan this QR code to watch Daniel's video

SENIOR VICE PRESIDENT
**STRATEGY &
DEVELOPMENT**

VALIRAM LEGEND #V008196

A portrait of Jill Yow, a woman with long dark hair, smiling and resting her chin on her hand. She is wearing a black leather jacket, a gold watch, and a necklace. The background is dark.

**JILL
YOW**

My 2024 Commitments

01

Create, manage and lead a world-class legal team.

Provide priority contractual support for existing Brand renewals.

02

03

Provide priority support for all new Brands and Channels.

Provide priority support for all real estate and business development.

04

05

Effectively lead, manage and mitigate business risk.



Scan this QR code to watch Jill's video

