

Examples of Employee Development Programs

BLDP Business Leadership Development

This program focuses on developing area managers and operations managers of Minor Food. During the 6-month period, participants are equipped with 7 critical operations leader's competencies which are brand ambassador, talent scout, servant leader, head coach, marketing guru, synergist, and goal getter. Through classrooms, coaching, and project-based learning, participants leverage knowledge and skills they learn and transform into business initiatives that tackle customer's issues and respond to customer's needs.



Objectives:

The program aims to:

- Maximize operations leaders business capability to enable business performance.
- Develop the 7 critical multi-unit leadership competencies to manage individual performance and team performance.
- Build future operations leaders to strengthen its pipeline as it is a critical position of the company.

This program creates impact/benefits to organization in 3 folds:

- Commercial impact: The program serves as testing ground for new concepts that are generated from managers who have direct interaction with customers and staff on the ground.
- Collaborations: Improvement in hyper collaboration leadership competencies and other leadership aspects among peers and cross-brands.
- Organizational impact: Talent engagement and retention.

Business benefits:

1. Launched project The Pizza Company's "FAST BREAK" :

- Generated additional sales of Thai Baht 120,000/ month
- Comp docket growth 15% compared to 2019.
- If launched to 570 The Pizza Company stores, will potentially create additional revenue of Thai Baht 820m per year.

2. Launched project Swensen's Happy Every (Birth) Day:

- Generated additional sales Thai Baht 110,000/ month from 4 stores and delivery
- Docket Dine-In Growth 37%.
- Target to launch to 320 Swensen's stores, which will potentially create additional revenue of Thai Baht 105m per year.

3. Launched project Dairy Queen "Jane Delivery Model" from B2C marketing initiative:

- Generating sales Thai Baht 186,000/month.
- If launched to 67 stores with less traffic, will generate additional revenue of Thai Baht 149m per year.

Participants:

66 operations leaders across Minor Food brands.

Leadership Development Programme Powered by MIT Sloan and Percipio Business Library

This program aims to build Skill sets in Leading Self, Leading the team, and Leading the Business. This is intended for Section Heads, Department Heads, and Directors of Minor Hotels. The program is developed in collaboration with Skillsoft and MIT Sloan and is delivered virtually with resources that provide watch, read, listen, and apply modalities.

Leaders are also granted access to specialized libraries on Digital competencies and functional expertise including programming languages, Data analytics, Digital Transformation, DEI, Finance, Sales & Marketing, public relations, women in leadership, HR Certification, Project Management Certification, Product Management, and Productivity & Collaboration tools.

Objectives:

This program aims to build effective leaders by connecting team members to personalized learning fit for their roles. For leaders to be successful, they need to do more than acquire knowledge and must also understand how to apply learning to their day-to-day work. Our Leadership development platform provides leaders with the knowledge, ability, and reinforcement to drive positive behavioral change and achieve our strategic initiatives.

Business benefits:

- Total Learning Hours = 31,566 hours
- Total Benefit 2022 = USD 812,433
(Value of Skill Gain USD 357,250 + Impact to Salary Hours USD 455,183)
- Benefit to Cost Ratio 2022: USD 11 for every USD 1 invested
- Return on Platform Cost 2022: 848%

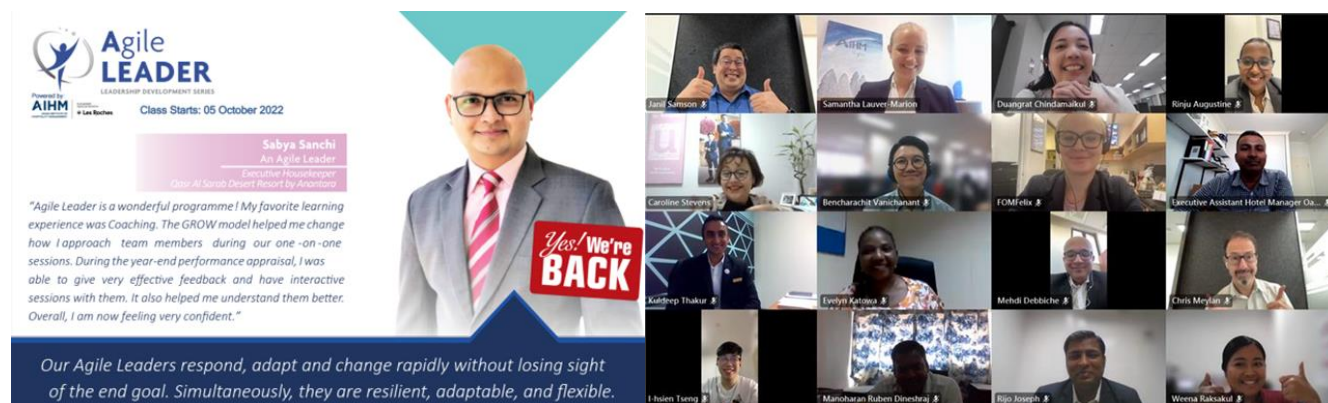
Participants:

3,500 Section Heads, Department Heads, and Directors of Minor Hotels

Agile Leader Programme

This program is a Virtual Instructor-led experiential program designed for high performing high potential talent to develop critical leadership skills and competencies based on selected Minor Hotels competencies/Behaviors for Success to become a departmental head level.

The program supports organizational development by identifying, developing and retaining talented individuals within Minor Hotels to effectively perform their leadership role as a section head and department head level.



The image is a promotional graphic for the Agile Leader Programme. On the left, there is a testimonial from Sabya Sanchi, an Agile Leader and Executive Housekeeper at Al Sarab Desert Resort by Anantara. The testimonial states: "Agile Leader is a wonderful programme! My favorite learning experience was Coaching. The GROW model helped me change how I approach team members during our one-on-one sessions. During the year-end performance appraisal, I was able to give very effective feedback and have interactive sessions with them. It also helped me understand them better. Overall, I am now feeling very confident." Below the testimonial, it says: "Our Agile Leaders respond, adapt and change rapidly without losing sight of the end goal. Simultaneously, they are resilient, adaptable, and flexible." On the right, there is a grid of 16 small photos of participants, each with their name and title below it. The participants are: Jara Samson, Samantha Lauer-Marlin, Duangrat Chindamolkut, Ringu Asgudine, Caroline Stevens, Bencharachit Vachananant, FOMFella, Executive Assistant Hotel Manager Oa..., Kardeep Thakur, Evelyn Kalena, Mehdi Delbiche, Chris Meylan, I-hsien Tseng, Manoharan Ruben Dineshraj, Rigo Joseph, and Werna Rakasakul.

Objectives:

This program runs across Minor Hotels globally and has the following objectives.

- Develop critical leadership skills for department head and high potential section head level based on selected Minor Hotels competencies/Behaviors for Success.
- Support organizational development by identifying, developing and retaining talented individuals within Minor Hotels.

Business benefits:

Over the course of three cohorts, a total of 73 participants successfully completed this program. Notably, at least 5 participants from this initiative have already advanced into new leadership roles within the organization. We firmly believe that such dedicated leadership development initiatives have played a pivotal role in fostering positive employee engagement, with the learning engagement domain impressively scoring 84%, contributing to our overall high engagement scores.

This improvement in engagement has also positively impacted our mobility measures, which rose from 29% in 2022 to 22% in 2021. These mobility gains encompass team members who either transferred across the organization, were rehired, or promoted to new roles. The program has contributed to the total estimated cost savings of approximately USD 7,548,000 annually on rehiring and retraining expenses.

Additionally, we have estimated the value gained from the program to be USD 43,800, considering a total program cost of USD 20,000. This represents an estimated 219% Return on Program Cost, taking into account the anticipated skills acquired based on a conservative average annual salary estimate of USD 30,000.

Participants:

3,500 Section Heads, Department Heads, and Directors of Minor Hotels

New Generation Talent Development Program (NGT)

This program is a three-month leadership and talent development initiative. Its goal is to shape high-performing, high-potential talent from all MINOR business units into leaders capable of delivering exceptional business results. The program's developmental trajectory encompasses embracing innovation, envisioning the future of business, experiential learning, inspiring others, and leading change. NGT serves as a nurturing platform for our most promising young talent, who have the potential to rise as our next generation of leaders, infusing our business with new ideas and innovations.



Objective:

As a talent development program tailored for our emerging young leaders at the Section and Department Head levels, gaining support from key stakeholders was crucial—from the nomination process and program delivery to impact projects within the program. To ensure this, our project team employed consistent and early communication through company leadership meetings, executive forums, employee events, town halls, and our intranet.

The team engaged and cooperated with various leaders within our organization to bring the program to fruition. This group included our executives, who needed to endorse the initiative as sponsors, and direct managers who were responsible for assessing talent and submitting qualified nominations. We then gathered a cohort of functional mentors for business impact projects and individual coaches for Individual Development Plans (IDP) and professional development dialogues for each participant. Our founder chairman, passionate about the cultivation of our future leaders, takes a personal interest in being a significant resource for the program.

Business benefit:

The impact of the NGT program as a fundamental transformational initiative for our emerging leaders manifests in at least three distinct ways.

Business Impact: The NGT programs made a substantial contribution not just to the personal growth of our future leaders, but also yielded quantifiable financial benefits for the business. The program catalyzed the creation of new brands and the development of product and service initiatives. The Business Impact Projects within the program served as a fertile ground for ideation and experimentation among our young talent. As a result, the initiatives conceived from this program has potential business impact of THB 180 million.

Some successful initiatives that were commercialized included a reduction in food waste by 50% or 1,000 tons annually in The Pizza Company, leading to a potential saving of THB 24.5 million. In the Hotel group, an initiative around solar energy proposed a 15-year partnership with a solar panel vendor, would provide continuous energy savings for hotels using solar panels with a lifespan of up to 25 years. This initiative, developed through the program, is expected to generate total savings of THB 97.2 million without any upfront investment.

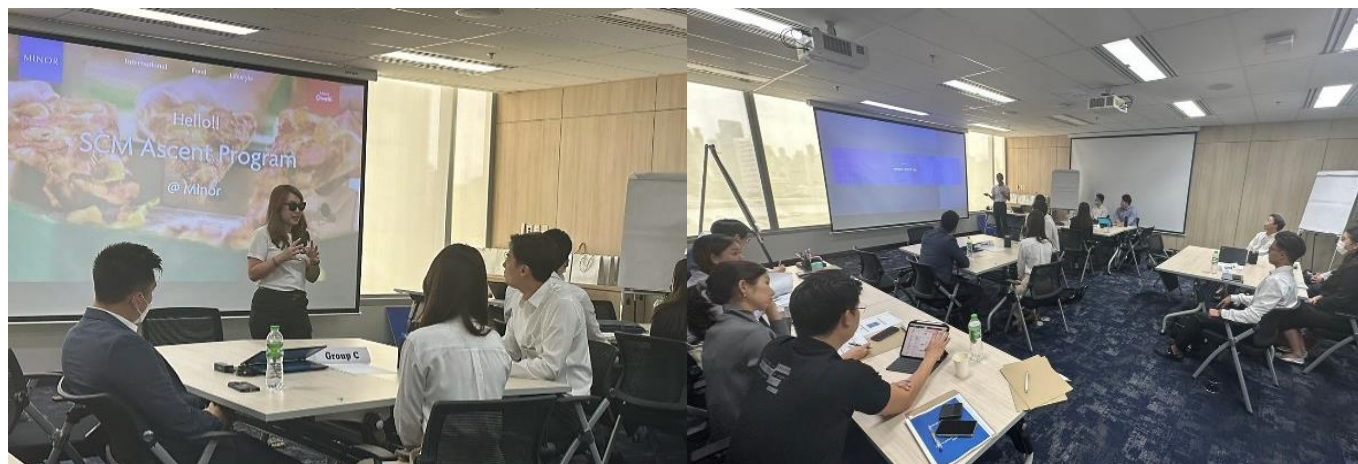
Individual Development: Notable improvement were seen in all facets of leadership capabilities, as evaluated through pre- and post-program 360 assessments. This progress was witnessed across all three domains: competency, drive characteristics, and core values.

Organizational aspect: The organizational impact of the 2022 NGT program was quite significant, as evidenced by the notable talent retention and career progression of the participants. 90% of the participants remained within the organization, underscoring the effectiveness of the program as a retention measure. Furthermore, during the program, three participants were promoted, highlighting the program's ability to facilitate professional growth and advancement. Following the program, an additional six participants were promoted, showing the long-term effect of the program on career progression. Additionally, 7% of the participants broadened their experience by transitioning across different business units within the organization post-program, reflecting the program's role in fostering versatile, well-rounded leaders.

Participant: 27 middle-management talents from all Minor Groups

Ascent Program

This program is a comprehensive 12-18 month graduate management trainee initiative designed to attract and nurture highly promising young talent from university graduate programs, integrating them into our workforce and grooming them for future leadership roles. Ascent candidates will be presented with opportunities to participate in business challenge projects, enabling them to contribute their skills and fresh perspectives. Moreover, we aim to address diversity and expertise gaps by recruiting talent from various countries and backgrounds. Through this program, we expedite their growth and prepare them for potential leadership positions within Minor.



Objective:

Our program presently runs in both Minor International and Minor Hotels on a global scale, with the following key objectives:

- Unleash full potential and challenge the limits of what a young graduate talent can achieve.
- Offer new insights into our core business functions, particularly the Supply Chain and hotel operations
- Accelerate the learning and professional growth through challenging assignments and special projects, supported by mentors, colleagues, and the People & Culture team.

Business benefit:

We embarked on a journey with 3 outstanding talents for MINT and 8 for Minor Hotels, aiming to groom them for middle management positions within our global sourcing, supply chain solutions, business development team, and hotel operations. Throughout the program, their fresh perspectives and innovative ideas promise to invigorate our business, creating new opportunities tailored to the needs of younger generations.

The program's impact extends beyond talent development; it plays a significant role in building our Employer brand, attracting top-notch candidates, and increasing employee referrals. As a testament to its success, our employer brand position in the Universus Employer Brand ranking improved 24 places, from 76th place in 2021 to 52nd place in 2022.

The program's effectiveness is further evident in its historically high completion rate of 91% and a remarkable 79% talent retention rate. This bodes well for filling critical roles and strengthening our leadership pipeline. Additionally, with 40% of participants staying with us for over three years, our talent retention rate has significantly improved.

Participant: 66 operations leaders across Minor Food brands.

Minor's Executive Leadership Acceleration Program (M-LEAD)

This program is aimed at developing skills and mindset in transforming and repositioning our business to thrive in the post-COVID environment. This 5-months executive talent and leadership development program brings Minor's top leaders around the globe together to embark on a transformational learning and development journey, that will equip them with individual leadership, transformational skills, and leadership dexterity to lead business transformation with the aim of enhancing both operational and financial performance.



Objective:

- Through M-LEAD, Minor is able to build our leaders to:
- Be informed and adaptable business leaders which are crucial traits for Minor's transformational growth in a rapidly changing business landscape.
- Go beyond traditional skills with focus on future skills needed to lead Minor through the age of disruption and the world of VUCA.
- Reinvent themselves to achieve maximum growth and sustainability.

Business benefit:

As this was the program's inaugural run, our primary focus for measurements was not on immediate changes in behaviors and direct business results. Given the limited time to evaluate long-term observable shifts, we directed our attention towards the potential of ambidextrous leadership and the digital approach of this program, which we believe will empower our leadership to sustainably explore and exploit market opportunities for the organization.

The enhanced leadership capabilities resulting from this program have significantly contributed to our high employee engagement scores, reaching an impressive 82%. Employees have expressed a strong confidence level of 81% in our leaders, showcasing the positive impact of the program on their perception of leadership effectiveness.

The utility and relevance of the program were evident through executive ratings, with an average score of 4.6. This program has also notably improved our executive leaders' digital capabilities, with an average 20% enhancement in digital transformation knowledge and understanding of industry-leading digital standards.

Through this program, all executives received coaching and successfully set 100% of their Individual Development Plans (IDPs), which should prove instrumental in helping our organization achieve its targets and foster higher levels of cross-unit collaborations in the upcoming year.

Participant: 24 Minor's top leaders around the globe with 60 planned on next cohort run.