Sustainability Strategy Execution –
A Human Capital Development Approach

Asia-Pacific Expert Symposium On Global Citizenship
Glocalization: Education for Local Sustainability
Social Responsibilities and Ethics of Global Enterprises and Educators
23-24 October 2014
COMPANY BACKGROUND
Minor’s Businesses

2013 Revenue Contribution

- Hotels & Mixed Use: 49%
- Restaurants: 41%
- Retail Trading: 10%

Hotels & Mixed Use

- Anantara
- AVANI
- Four Seasons
- Marriott
- St. Regis
- Thompson

Restaurant

- The Pizza
- Thai Express
- The Coffee Club
- DQ
- Sizzler
- Burger King

Retail Trading

- ESPRIT
- bossini
- GAP
- CHARLES & KEITH
- Pedro
- TUMI
- Red Earth
- MYSale
SUSTAINABILITY INITIATIVES
Core Values and Sustainability Framework

“People build sustainable brands,”
– William E. Heinecke
Minor Chairman and Group CEO
Human Capital Development Approach

VISION
Cultivate 5000 successful leaders to sustain Minor’s success in delivering 3BL (People, Profit & Planet) – by 2019

- Cultivate Sustainability Leaders
- Create Sustainable Workforce
- Contribute to Education
Contribute to Education – Literacy Improvement

Objectives

- Improve literacy rate among children by inculcating reading habit, and teaching English as foreign language
- Provide access to further education opportunities through various media and means

Outcomes

- Improved literacy rate among children
- Exposure to English as a foreign language
- Access to further education opportunities

Critical Success Factors

- Active stakeholder engagement
- Active governance and communications
- Strategic and targeted investments
Launched in 2002
Promotes reading habit among students by working with schools and teachers
Students read recommended books and submit reports to collect stamps in exchange for pizzas
2013: 255,000+ students from 608 schools in 55 provinces in Thailand
2013: Collaborated with Thailand Knowledge (TK) Park on Read Thailand project – to promote reading among young students
## Objectives

- Provide further education opportunities to students and existing employees
- Create sustainable workforce with right skills, knowledge and determination to successfully deliver 3BL (People, Profit & Planet) and ensure business sustainability

## Outcomes

- Skilled and engaged employees
- Pool of trained sustainable workforce
- Brand ambassadors – teachers, students, employees, communities

## Critical Success Factors

- Active stakeholder engagement
- Tailored initiative design
- Structured training delivery
- Strategic technology enablement
- Accessible mentors
Minor University initiative – Overview

- Launched in 2012
- Curriculum development, on-the-job training and evaluation
- Skills development, job opportunities, career path in restaurant management

- Short-term internship (4-6 months) and long-term practical training (1-2 years)
- 5:1:1 work system – 5 work days (6 hours), 1 school day, 1 off-day
- 4421 students to-date – 40% retention rate, 85% internal promotion rate

- 106 Memorandum of Understanding (MoU) signed with Thailand universities
- Student Satisfaction Survey – involving 2000 students in October 2014
- 1-year degree accreditation programme – launching in 2015
  - 1000+ restaurant managers – high school leavers
  - 2 Education Ministry-approved universities
  - 50% tuition subsidy by Minor Food Group
Cultivate Sustainability Leaders – Social Intrapreneurship

Objectives
- Cultivate leaders with sustainability mindset to inspire others and embed sustainability into business practices
- Embed sustainability in the organization’s DNA through employee engagement and collaboration with partners

Outcomes
- Talent pool of sustainability leaders to lead and manage business in future
- Sustainability brand ambassadors – leaders, employees, partners

Critical Success Factors
- Clear business case
- Linkage to business KPIs
- Linkage to leadership development needs
- Strong individual accountability and passion
- Active governance and communications

• Minor Food Group: Executive Talent Management programme
• Minor Hotel Group: Leadership Journeys programme – onsite sustainability project implementation
Executive Talent Management programme – Overview

- 12-month Creating Shared Value (CSV)-themed leadership development programme
- Pilot launched in July 2014
- Pioneer group of 8 Talents – proposed project concepts, implementing approved projects
- Individual or partnered approach – 5 projects
- 5 projects – sustainable shrimp farming, carbon footprint reduction, safe pizza delivery driving, TPC Book Club collaboration with franchisees, curriculum development collaboration with tertiary institution

*Source: Net Balance Foundation Australia*
THANK YOU

It is often mistaken that Minor Food Group is in the “food business” serving people. In reality, we are in the “people business” serving food. My primary role to ensure brand success and business continuity, build a culture that empowers leaders throughout the organization to deliver upon brand standards and ensure 100% customer satisfaction. I must continue to recruit and cultivate from within, the next generation of talent that lives our core values and will lead the business direction in the future.

John Scott Heinecke
Vice President, Minor Food Group

Meeyin Chew  |  Sustainability Manager
Office of Strategy Management
The Minor Food Group  PCL
mchew@minor.com