

MINOR
INTERNATIONAL

อรกานดา อรรถวิวัฒน์
ประธานเจ้าหน้าที่ฝ่ายทรัพยากรบุคคล

AI at Work

ใช้ **AI** อย่างไรให้เกิดคุณค่าจริง กับงาน **HR** และองค์กร
Practical Use Cases that Deliver HR Value



Introduction to MINOR

Minor International's Footprint

MINOR
INTERNATIONAL



72

COUNTRIES

83,000

TEAM MEMBERS

647

HOTELS

2,843

RESTAURANTS

188+

RETAIL POINT
OF SALE

MINOR INTERNATIONAL | DIGITAL HR FORUM 2026

THE AMERICAS		EUROPE		ASIA PACIFIC	
USA	●	Andorra	●	Australia	●▲
Argentina	●	Austria	●	Cambodia	●▲
Brazil	●	Belgium	●	China	●▲
Canada	▲	Czech Republic	●	India	●▲
Chile	●	Denmark	●	Indonesia	●▲
Colombia	●	Finland	●	Laos	●▲
Ecuador	●	France	●▲	Malaysia	●▲
Mexico	●	Germany	●	Maldives	●▲
Uruguay	●	Hungary	●	Myanmar	▲
Peru	●	Italy	●	New Zealand	●▲
Paraguay	●	Ireland	●	Singapore	●▲
		Luxemburg	●	South Korea	●
		Malta	●	Sri Lanka	●
		Netherlands	●	Thailand	●▲▼
		Poland	●	Vietnam	●▲
		Portugal	●	Japan	●▲
		Romania	▲		
		Slovakia	●		
		Spain	●		
		Switzerland	●		
		UK	●▲		
		Croatia	●		
		Slovenia	●		

● Minor Hotels ▲ Minor Food ▼ Minor Lifestyle

Global scale shapes how we transform

What We Will Cover Today:

- **What we learned** early — and why it made AI work for us
- Digital at work — creating trusted **foundation for people decisions**
- Digital & AI at work — **building capability** and judgment across the business & our use cases



What we learned:

**Start with a real problem.
Keep humans accountable.
Measure what matters.
Scale with trust.**

AI จะสร้างคุณค่าเมื่อเราออกแบบงานใหม่ ไม่ใช่เพียงเพิ่มเครื่องมือใหม่

From Global Scale to Measurable Value

OUTCOMES

● SCALE

Deploy once · adapt locally

● SYNERGY

Combine AI & People Strength

● EFFICIENCY

Remove friction from work

● AGILITY

Respond & learn faster

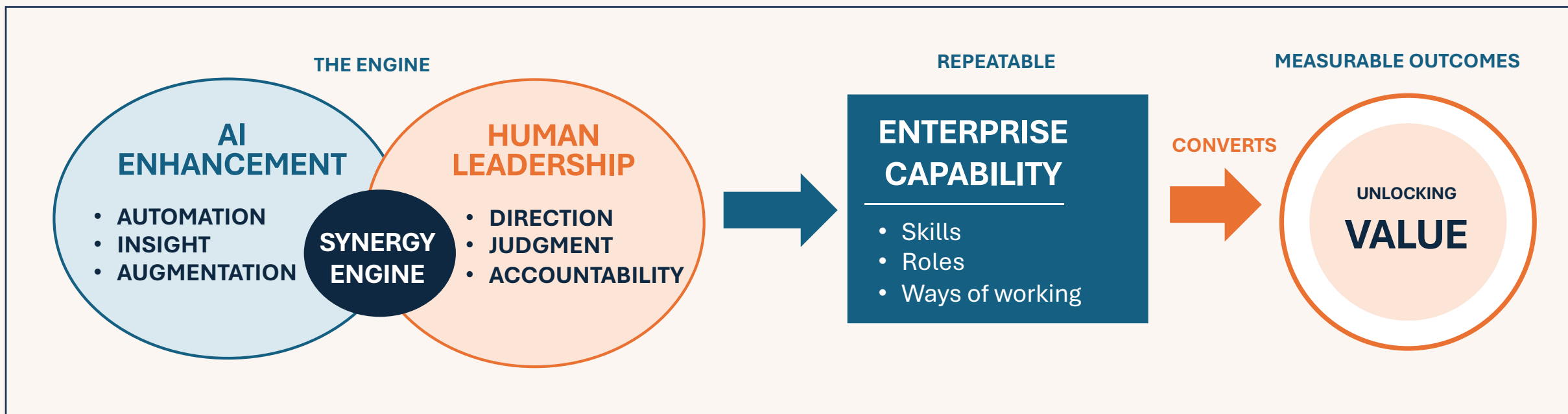
FOUNDATIONS FOR SCALE

STRATEGIC PARTNERSHIPS

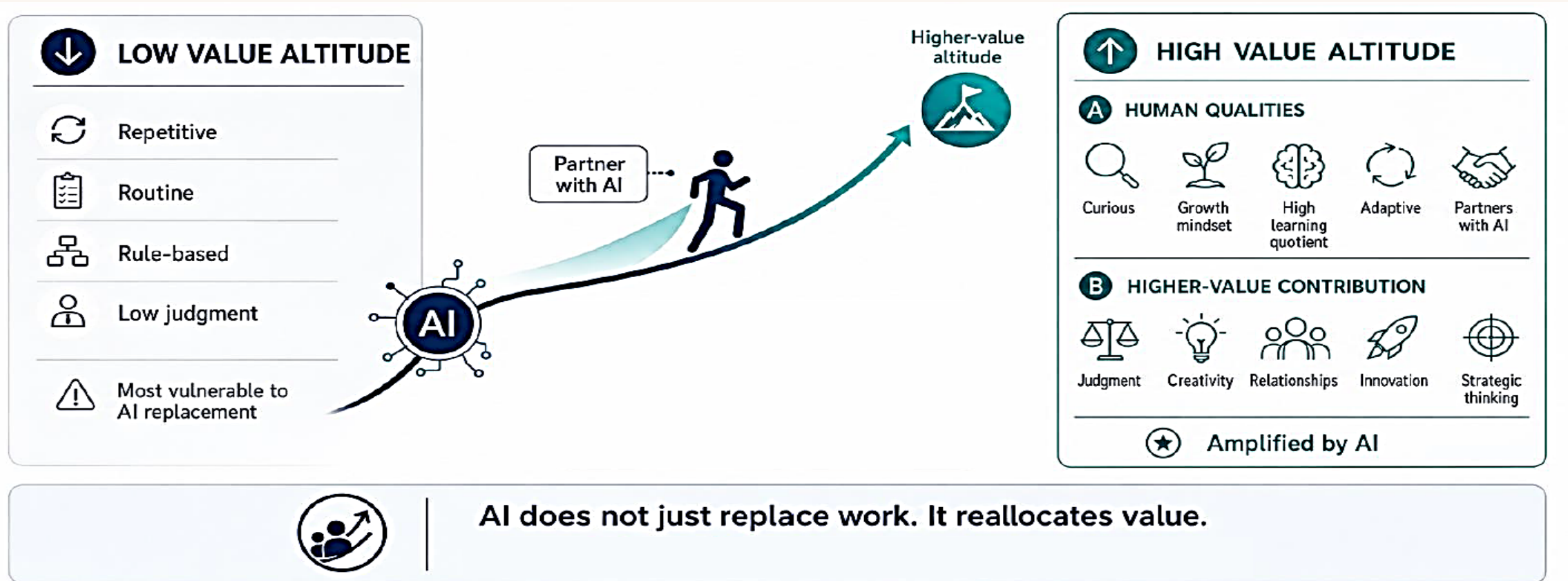
Expertise · Technology · Ecosystem

AI CENTER OF EXCELLENCE

Standards · Governance · Reusable practices · Capability building

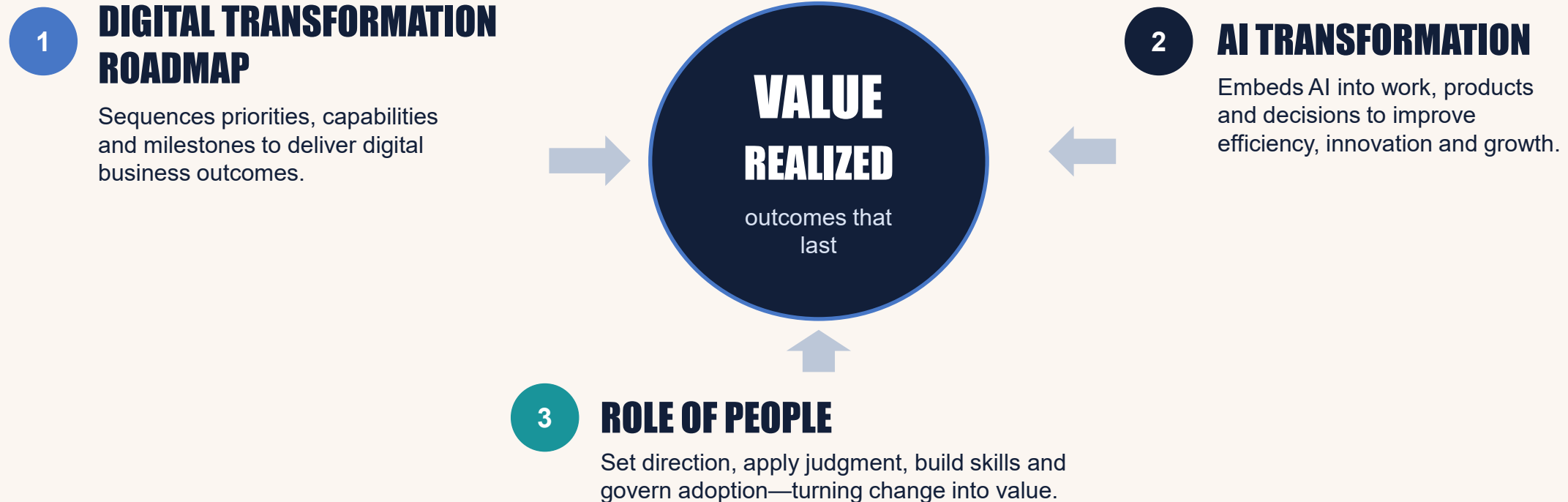


AI Reallocates Value



Digital transformation is not AI transformation

Roadmap + AI + people



Direction + intelligence + adoption → sustained business value

Leveraging Skills and Scale to Accelerate Transformation

2024
Year end **32%**

From automation
and re-purposing
outsourced HR services

Data accuracy improvement in 2025 vs. pre-automation

≈ 74,625 sheets

- Centralization of Payroll Shared Service.
- Online tax submission and E-payment.
- Electronic audit document in Workday.
- Automate fixed allowance and benefits eligibility.
- Centralizing people data with Prism for improved visibility and accuracy.

* Figures are Per Annum

PRE



Supervisor

Step 1: Supervisor fills paper forms



Manager

Step 2: Manager signs, and emails to P&C



P&C

Step 3: P&C approves and sends to Humanica



P&C

Step 4: P&C reviews payroll report and final approves

POST



Supervisor

Step 1: Supervisor requests via Workday

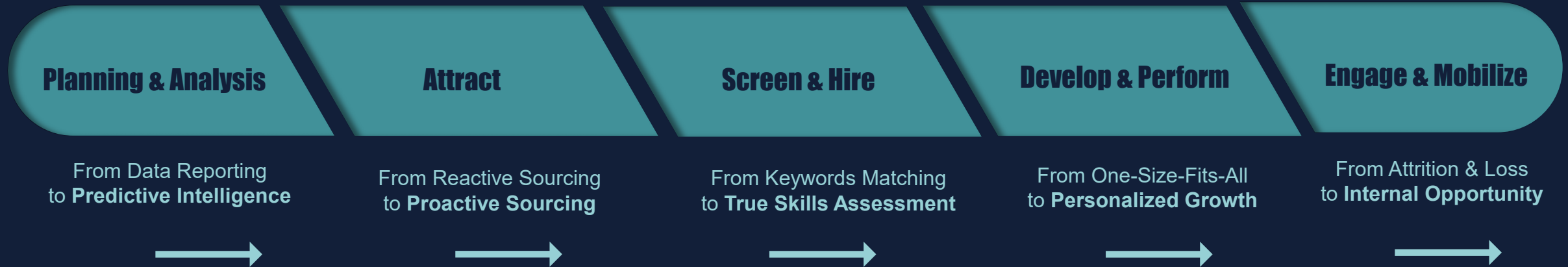


Manager / P&C

Step 2: Manager & P&C can approve via Workday

Digital Transformation with AI Adoption at Minor

Along People Experience Journey | 2026-2028



**Digital Skills
Development**

**Refresh Behaviors for Success
(BFS) Digital Acumen**

**A Digital Skills Development
Framework for All Levels**

Redefining What 'Digital Acumen' Means at Minor

in collaboration with **Tech Team**



Digital acumen at Minor is about equipping every one of us with the confidence, curiosity, and skills to **use technology in smarter, more impactful ways.**

It defines **how we learn, collaborate, and innovate responsibly** so we can deliver **better experiences** for our people and our guests.

Key Actions

- Sets the Digital Direction
- Creates Business Value through Digital
- Leads Experience-Led Transformation
- Champions Responsible Adoption

Note : Leadership Role in Governance: Governance of Digital, Data, and AI is woven throughout this competency and is demonstrated through setting direction, shaping policies, aligning stakeholders, overseeing transformation, and ensuring responsible adoption of technology and AI.

- Build Digital Capability
- Drives Digital Business Value
- Shares Digital Expertise
- Enables Responsible Adoption

- Builds Digital Skills
- Applies Digital Ways of Work
- Uses Digital Tools Responsibly

- Builds Digital Skills
- Uses Digital Tools Responsibly

Global Partnership for Growth



Strategic & scale partner

- LearnVantage combines the platform with enterprise AI, data and technology skilling.



Career-learning access point

- Cornell Career Network - technology learning resource.



Executive-learning complement

- IMD brings a global leadership and executive-education network.



AI Learning (CAISY) – MIT’s platform

- CAISY AI Simulator to help practice workplace conversations.

AI–Personalised Paths	Each participant receives a learning journey tailored to their role.
Global Certifications	Credentials that carry weight inside and beyond Minor.
Accenture TQ	Technology Quotient – foundational digital fluency for every role in the organization.
Executive Tracks	Dedicated Generative AI and digital transformation leadership programmes.

Digital and AI skills-related online courses
Under the schools of;

- ✓ Artificial Intelligence
- ✓ Data Science
- ✓ Digital Business
- ✓ Digital Leadership
- ✓ Cloud Computing
- ✓ Cyber Security

Percipio: AI Learning (CAISY) – MIT's platform

Generative AI role-play

Offerings:

CAISY AI Simulator

Channels

Agile Tech & Product Team Simulations

19

Coaching Your Team Simulations

2

Customer Service Simulations

2

DEI Simulations

5

First Time Manager in Technology Simulations

5

First Time People Manager Simulations

15

Leadership Simulations

18

Procurement Simulations

1

Sales & Marketing Simulations

2

Well-Being Simulations

3

Practice:

skillssoft percipio

Scenario settings:

Scenario Category: Coaching Your Team

Scenario: Coaching an Employee through...

Scenario mode: Practice

Behavior: Defensive

Begin Scenario

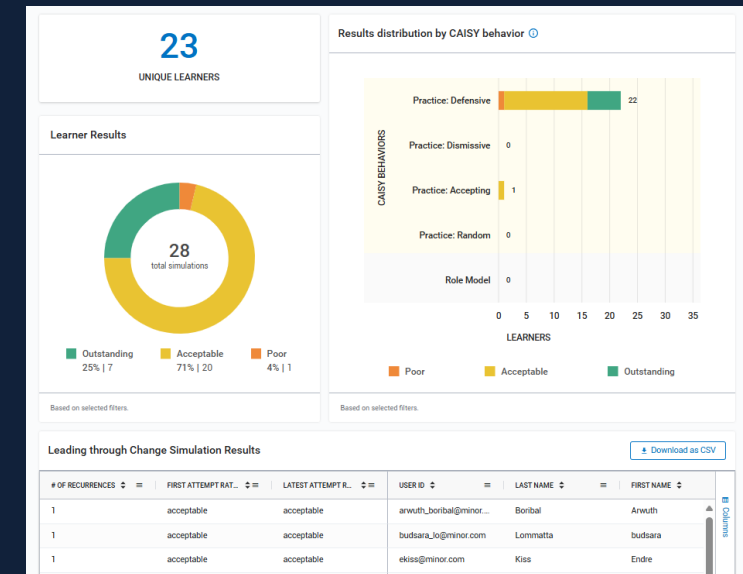
AI COACH

In this scenario, you will be playing the role of a newly appointed leader tasked with discussing career opportunities with a team member named Bob who has shown interest in advancing their career. You believe in empowering your team members by helping them realize their potential and facilitating their growth within the organization. You and Bob have scheduled a one-on-one meeting to discuss his career aspirations and potential growth opportunities. Your goal is to understand Bob's interests, skills, and long-term career goals. You will then provide insights into the career opportunities within the organization that align with Bob's aspirations and skillset. Together, you will devise a career development plan that includes specific targets, learning opportunities, and milestones to help Bob progress in his chosen career path. You will assure Bob of your continuous support and guidance in his career development journey.

AI COACH

You are the leader, please start the dialog.

Measure:



PEOPLE SET THE CONTEXT + AI SIMULATES AND COACHES + PEOPLE JUDGE AND ACT

Get Feedback:

EVALUATION

Rating: Acceptable.

Positive feedback:

- The leader maintained a positive tone throughout the conversation and was able to defuse potential defensive reactions by acknowledging the team member's good performance.
- The leader showed an interest in the team member's career aspirations and offered support.

Points for improvement:

- The leader could improve on clearly stating the purpose of the meeting at the start, to prevent any confusion or defensive reactions from the team member.
- The leader could have used more probing questions to better understand the team member's career aspirations and to guide the conversation towards career development.

AI COACH

You can try again with the current settings, or choose a new scenario from the menu.

Try Again Give Scenario Feedback

Repeat and Improve:

Coaching an Employee through Career Development

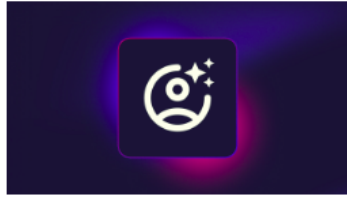
AI SIMULATOR | 8m | Skillsoft | English | Everyone

Completed

About this scenario

Effective career development is critical for employee growth and organizational success. In this scenario, a newly appointed leader is tasked with discussing career opportunities with a team member who has shown interest in advancing their career. The leader believes in empowering their team members by helping them realize their potential and facilitating their growth within the organization. The goal of the leader is to guide the team member in identifying their career aspirations...

View More



Handling a Billing Dispute After Checkout



★ 4 (1)

EARN 20 XP



AI SIMULATOR | 8m | skillsoftcontent | English (US) | Beginner

☐ Not Started

Launch

About this scenario

In this hospitality scenario, a customer service representative must address an upset guest's dispute over a post-checkout charge. The representative is responsible for investigating the billing issue, clearly explaining the charges, and proposing a fair resolution to rebuild trust and ensure guest satisfaction, including arranging a refund if appropriate.



Personalize your session before you begin

Adjust mode and behavior

Choose avatar



AI COACH

You are a customer service representative (CSR) taking a call from a guest who recently stayed at one of your hospitality chain's locations. The guest is disputing a charge they believe is incorrect. You have access to the billing system and company policies on refunds.

Your goal is to investigate the issue, provide clear billing details, and propose a fair resolution.



AI COACH

You are the CSR, please start the dialogue.



Use available microphones (1)



Microphone Array (Intel® Smart...

Other Practice Scenarios

Leadership:

- Practice Giving Upward Feedback Using the Reframe Strategy
- Empower Through Your Coaching Mindset
- Gathering Peer Feedback for Development Discussion

Customer Handling:

- Handling a Frustrated Customer Without a Receipt
- Handling a Billing Dispute After Checkout

→ **CAISY AI Simulator**
to help practice workplace conversations.

Recruiting effectiveness - hiring end to end : People System

One workflow from requisition to offer | as of 2026



***AI / AUTOMATION ORCHESTRATES + PEOPLE VALIDATE,
DECIDE AND OWN FAIRNESS***

Human in the lead – not human in the loop

Scale becomes value when AI enhancement and human leadership work as one enterprise system.



MINOR
INTERNATIONAL

Passion
for **Growth**