

Case study.

Building a meaningful and realistic strategy for the future with the Melbourne Convention and Exhibition Centre.

Desired outcomes

- New Value Creation

Tools used

- Huddle Thinking Framework: It gives a holistic approach to project and strategic planning. It helps to align stakeholders at the outset and provides an ongoing reference point for intention and direction.

Huddle

hello2019@wearehuddle.com

wearehuddle.com

+61 3 8376 7575

Huddle was engaged to support developing a customer-centric five year strategy for Melbourne Convention & Exhibition Centre.

Brief/Challenge

Huddle was engaged to assist MCEC and their Executive Leadership Team (ELT) to develop a meaningful and realistic strategy for MCEC's future.

Their purpose is to connect people through memorable experiences. They are Australia's most renowned events destination, hosting over 1,000 events each year and contributing almost \$1 billion dollars in economic impact to the State of Victoria.

MCEC's journey to focus on customer-centricity and community engagement brought them to Huddle.

We were engaged to lead a three-day workshop retreat for the ELT to develop a new strategic plan for the next one, three and five years.

Each Executive's individual teams had already done great work around their departments' strategies, so an opportunity arose to strengthen those by **developing a collective strategy**. One which was meaningful and realistic and most importantly broke down silos between teams. This unified approach gave the ELT scope to focus on MCEC's overall purpose, intention and to be true to the needs of the people they serve.

Our approach

Huddle had conversations with members of the ELT to understand more about the team, how they communicate, what they had previously done, visions for the future and their understanding of strategy.

From this initial research, we designed a three-day workshop retreat. We leveraged our 'Huddle Thinking Framework' to support this workshop. The framework helps people understand when we are approaching things strategically versus tactically. It focuses on:

- **Purpose** (what are we doing and why?)
- **Outcomes** (why are we doing it and when?)
- **Approach** (what are we doing and how?) and
- **Plan** (how are we doing it and when?)

This approach enabled the ELT to be deliberate in their approach. They developed eight areas of strategic priority including tactical steps that had been thoroughly considered via interaction with the Thinking Framework. Each area of strategic priority was ultimately rooted in who they are in service of; their people, customers and community.

Outcome

The retreat created focus and momentum for the ELT. It led to the design of a series of smaller collaborative workshops, co-facilitated by Huddle and the ELT, that brought in the next level of leadership to critique and co-create the strategy. This also ensured organisational wide ownership, input and transparency. With the conclusion of the strategic planning, Huddle helped create artefacts capturing the eight strategic priorities in a compelling story for the wider MCEC team.

