

# shilo.

## Customer Story

**MECCA**

**Industry – Retail**

**Service – shilo. Consulting**

Size – 1,001-8,000 employees



### Company Overview

Founded in 1997, MECCA is a leader in the beauty and skincare industry, offering a curated selection of top brands and exceptional service. MECCA has over 8,000 team members across 100+ retail stores throughout Australia and New Zealand and a rapidly growing online business.

### The Challenge

MECCA, a progressive organisation with a focus on growth and development, was seeking to refresh its approach to goal setting and performance coaching at its support centre to reflect the fast-paced and dynamic nature of its work. The existing review process, which was based on annual goal setting, focused on the achievement of business goals and lacked behavioural expectations and the ability to align goals to new priorities.

The opportunity was clear: MECCA needed a modernised performance and growth approach aligned with its high-performance culture, rapid growth and commitment to personal development, and be implemented without overwhelming its already busy internal resources.

### The Solution

Recognising the need for change, MECCA's Chief People Officer (CPO) sought a trusted perspective and engaged shilo. as a partner. Leveraging extensive experience, shilo. undertook a pragmatic and responsive approach, partnering with MECCA's people team on the initiative. Through interviews with leaders across all levels, shilo. delved into MECCA's values, desired performance behaviours, and past experiences of their rapidly growing team, collating insights to shape the new growth and performance framework for the support centre.

The core focus for shilo. was defining MECCA's values as clear behavioural standards. Upon project completion, MECCA was provided with a bespoke growth and performance framework, tailored for easy implementation within the organisation, along with a detailed performance cycle proposal.

### The Results

MECCA's leadership team was eager to refine the organisation's values and establish clear behavioural standards for their support centre. Partnering with shilo. provided senior, experienced experts to guide MECCA's leadership team through the development of this new approach. The shilo. team identified consistent themes and addressed areas of misalignment, presenting a succinct and compelling definition of performance and approach to goal achievement and personal development to the leadership team. The delivered work provided a comprehensive framework that modernised performance, aligned with MECCA's culture and growth, and guided team leaders in setting, reviewing, and aligning goals for their team members. Additionally, it facilitated a structured approach to regular feedback and nurturing individual career advancement.

The adaptable, values-based framework initially scoped for MECCA's support centre, evolved into a solution that will be adapted for MECCA's retail and customer care teams.

The project's outcome promises positive transformation. By integrating behavioural-based values into day-to-day discussions, MECCA is enhancing organisational culture and performance. The framework's implementation brings the clarity needed for aligning everyone's actions with the desired behaviours, fostering a more united, growth-oriented environment. The impact is set to be substantial, affecting not just individual performance but also the collective success of MECCA.



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