

CASE STUDY

A.T. Kearney & the Metropolitan Pier and Exposition Authority

The Project

A.T. Kearney helped the MPEA assess and develop new opportunities to improve the attractiveness and use of Navy Pier as a “best in class” destination site in Chicago for both locals and tourists alike.

The Opportunity

As one of the premier assets on the Chicago lakefront, the landmark Navy Pier of Chicago was starting to show its age. Annual visitor numbers were beginning to stagnate at the same time Chicago was bidding to host the 2016 Olympics. This presented an ideal opportunity to renovate the Navy Pier to highlight the best of Chicago as a focal point for award ceremonies.



The renovation project required developing strategic themes and alternatives to base a future scenario for Navy Pier to be positioned as a “best in class” destination for the City of Chicago. An understanding of elements and requirements to attract and appeal to a wide variety of visitors, both locally and internationally through dining, entertainment, social and scenic value to the visitors. An ability to ensure that the final plan was in concert with the overall goals and strategies for the downtown and neighborhood residents, groups and stakeholders to ensure full support and alignment for the final vision.

"We are grateful to AT Kearney for their work identifying and evaluating new options for Navy Pier. They brought tremendous creativity, insight, and analytic strength to this effort, which now has new momentum thanks largely to their participation and leadership."

A.T. Kearney's Pro Bono Investment

The project assessed and developed opportunities for improving Navy Pier based on global venue benchmarking and interviews with various individuals and organizations within Chicago.

-- Lori Healey, Chief of Staff to Mayor Richard M. Daley

A team of three consultants from A.T. Kearney provided competencies in benchmarking, analytics and project management, joined by two consultants from the Civic Consulting Alliance (CCA) who had a strong understanding of Chicago government and local organizations. The total duration of the project was seven months which included venue benchmarking, focus group and individual discussions and the development of scenarios for an improved Pier. The competencies of strong analytical analysis and project management, provided by A.T. Kearney, were critical in evaluating the multitude of potential options and providing unbiased recommendations.

The Impact

The project resulted in the development of a final scenario for the Pier that incorporated the best elements of the analysis and subsequent meetings with the City. The project is in the approval phase and the team is working with pro bono investment banking advisors to understand the costs and funding opportunities for implementation.

About the Client

The Metropolitan Pier and Exposition Authority owns and manages the historic Navy Pier and is charged with carrying out the recreational, commercial and cultural redevelopment and operation of Navy Pier, one of Chicago's popular visitor attractions.



About the Company

A.T. Kearney is a leading global management consulting firm with a broad range of capabilities and expertise in all major industries and capabilities across the spectrum from strategy through implementation.

