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# Strategy Development and Deployment



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# Our Mission: Strengthening and Empowering Vermont Manufacturers



*Over 1,400 advisors*





We Get to Know You and  
Your Business



Build a Customized  
Approach



Apply and Teach Proven  
Tools and Methodology  
With Expert Guidance



Hands-on Support  
Through Application and  
Follow Up



Ensure Solutions That  
Help You Succeed

# Objectives

Key elements of a good strategy

Strategy Deployment Process

Capability of the organization

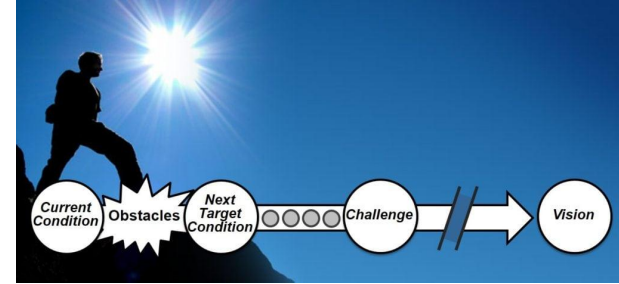
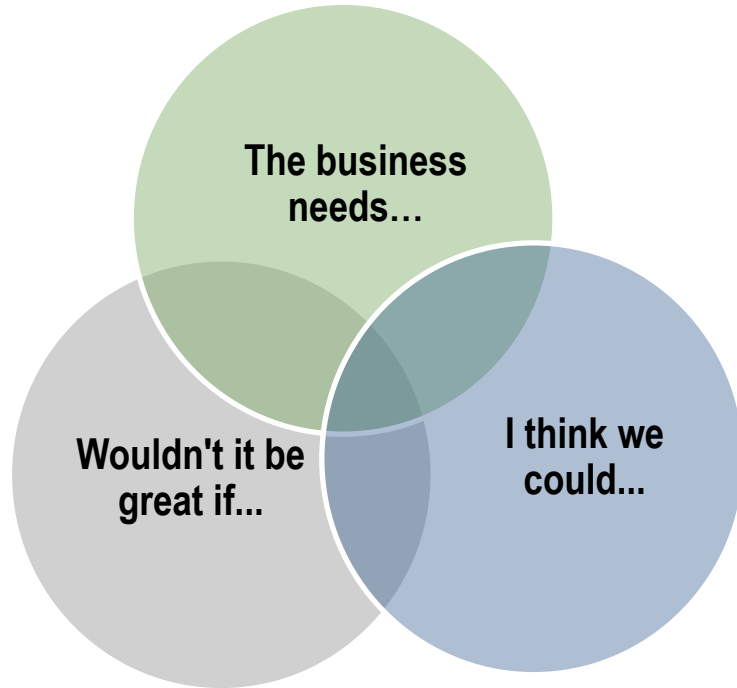


# Key Elements of the Plan

- Creates one, forward-focused vision
- Draws attention to biases and flaws in reasoning
- Tracks progress based on strategic goals
- Communicates the intent of the plan with a brief summary
  - (Visually on a single sheet of paper)



# What are we striving to achieve?



***NOT: What are we going to do***

# 3 Major Value Propositions



**Operational Excellence**



**Customer Intimacy**



**Product Leadership**

# The Challenge



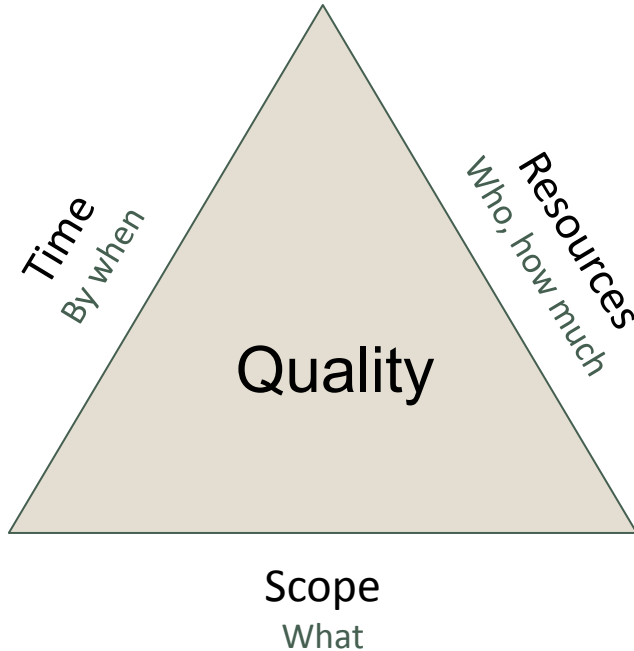
- One forward-focused vision
- Includes the voices from your community
  - Customer (current & future needs)
  - Employees
  - Other stakeholders
- Achieving the future state
  - Strategy Deployment Process
  - Building the capability of the organization to execute



# Strategy Deployment Process

- Selection of the Significant Few
- Communication
- Deployment
- System for Accountability

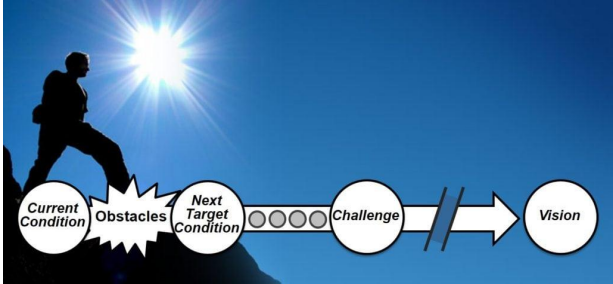
# Triple Constraint



Quality is more important than quantity. One home run is much better than two doubles.

- Steve Jobs

# Strategy Deployment



# System for Accountability

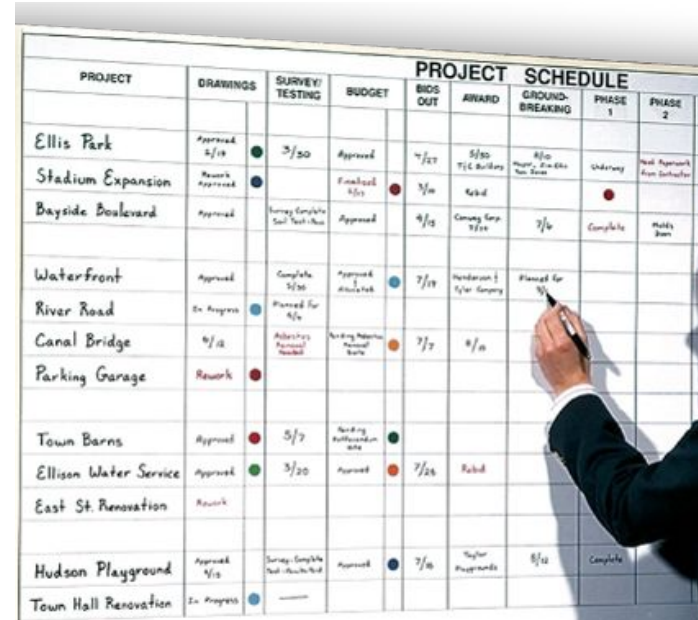
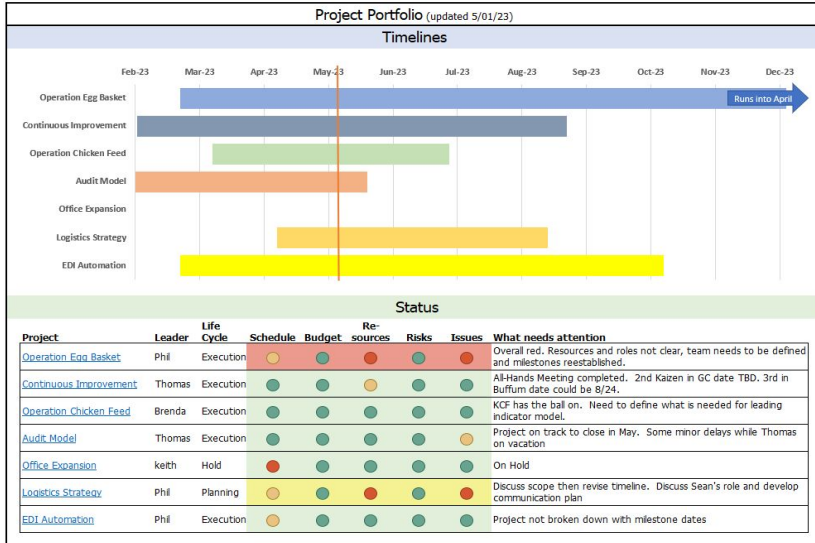
Focus on the Process

(How do we make it visible?)

Let People Know what is  
Expected of Them

(What is our default  
assumption?)

# Making it Visible

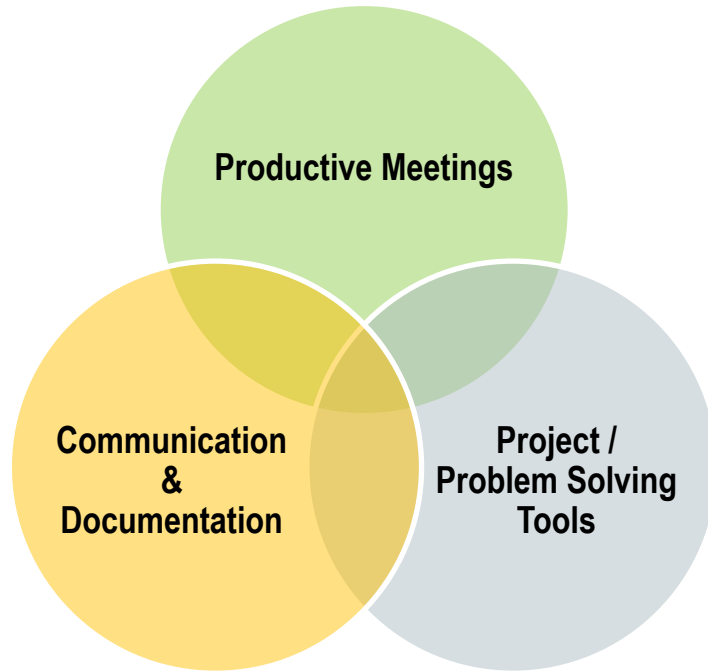


# Poll:

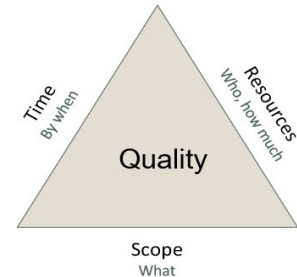
**Who would like more meetings  
each week?**

Wouldn't you like all your meetings to be more productive?

# Accountability Includes Effective Meetings

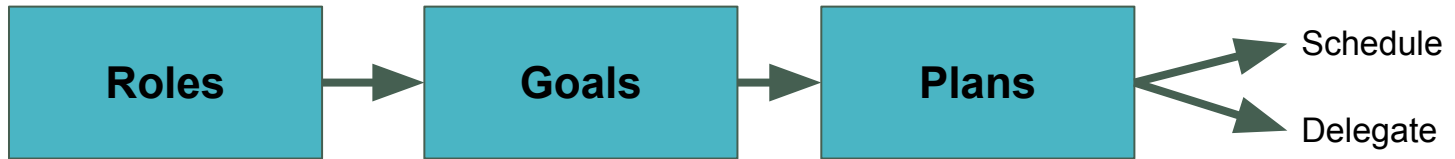


Find simple tools and techniques that won't drive people nuts





## Long-Term Organizing



## Weekly Organizing



# What do Goals Look Like?

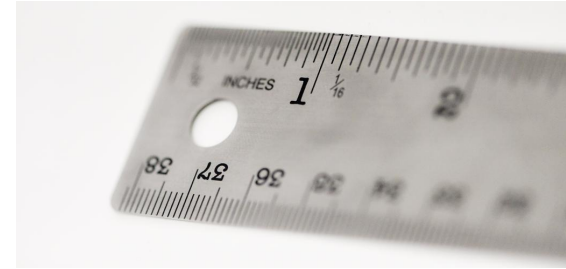
The goals in the plan shall be:

- Long-term, actionable, measurable
- Clearly connected to what is happening in the market and the voice of the customer
- Measured in connection to ROI



# What is a Metric?

- Numbers don't lie, but liars can figure
- What does success look like?
- Calling out biases in the logic (openness to discussion)



Confusion

Rejection

Fear

Frustration

Slow Change

Chaos

Vision / Strategy

+

Communication

+

Capability

+

Tools

+

Incentive

+

Action Plans

Confusion

Rejection

Fear

Frustration

Slow Change

Chaos

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**Real Change**



# Thank You!



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