



VERMONT BREWERS ASSOCIATION



Strategy Development and Deployment



Phil Chadderdon



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

PLANNING SUPPORT

PLANNING SUPPORT

PEUSION

ANALYSIS

ANALYSIS

Key elements of a good strategy

Strategy Deployment Process

Capability of the organization



Key Elements of the Plan

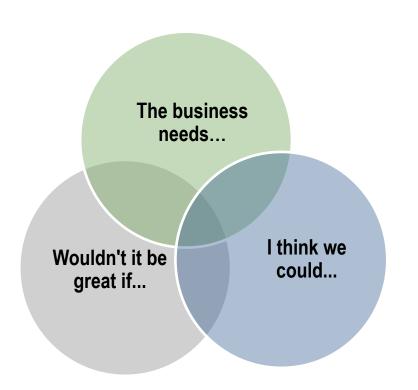
The business needs.

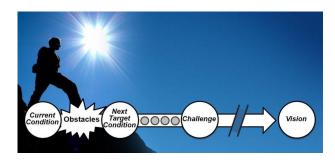
Wouldn't it be great if...

- 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

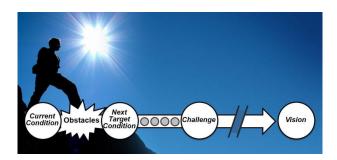


Strategy Deployment

Connect to Vision/Challenge

Grasp Current Condition Define Next Target Condition

Communicate, Check & Adjust Manage / Improve Process





System for Accountability

Focus on the Process

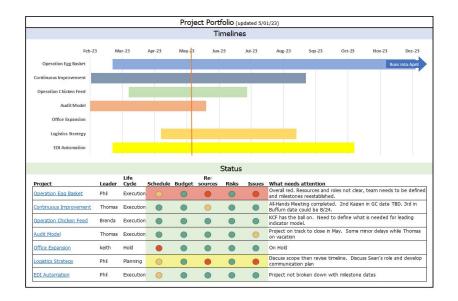
(How do we make it visible?)

Let People Know what is Expected of Them

(What is our default assumption?)



Making it Visible



PROJECT	DRAWINGS SURVEY: PROJECT							SCHEDULE		
	Unation	us T	TESTING	BUDGET		OUT	AWARD	GROUND- BREAKING	PHASE	PHASE 2
Ellis Park	*personal.		3/30	Approved	H	4/27	5/50	No		nei fueran
Stadium Expansion	Reser's Approved			Fealuri		Ma	Til Sulley Sold	Supply, Emilia Sun Sum	Children	from Eachwells
Bayside Boulevard	Approval		Foreign Complete South Yeart - Nove	. 3-1		4/15	Cimung Gry.	7/4	Complete	Malés Para
Waterfront	Approach	ŀ	Camplela 5/36	*popular	0	7/14	Nendaryon (Florage for		
River Road	En Angens		Farred for				10.000	100		
Canal Bridge	4/4	T	Ashesiva Named Named	Andry Agents Second Sector		7/7	*/n		h	
Parking Garage	Rework	0								
Town Barns	Approad		5/7	Northead on the same	•					
Ellison Water Service	Appropt		3/20	Acres	0	7/26	Relat			
East St. Renovation	Reutrk							- 4		
Hudson Playground	Approach Vis		Survey Conglish Sept of Locks State	Approval	•	7/16	Sajler Pagrands	6/14	Complete	dia.
Town Hall Renovation	In Progress		-					1		



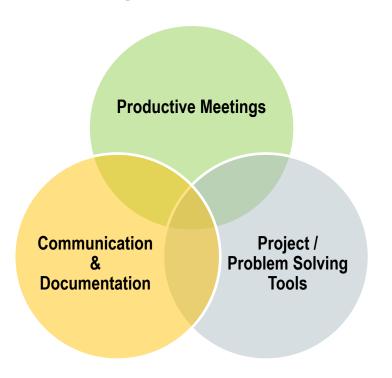
Poll:

Who would like more meetings each week?

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



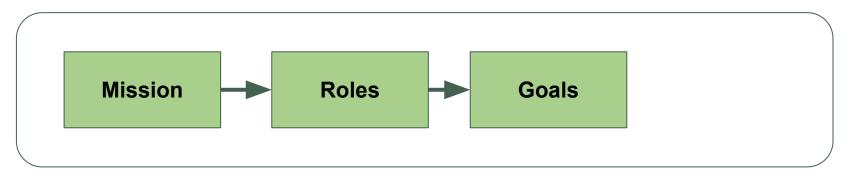
Accountability Includes Effective Meetings



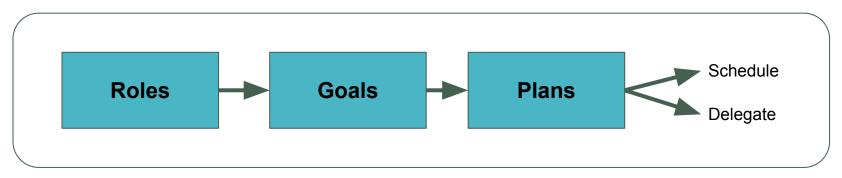
Find simple tools and techniques that won't drive people nuts







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





Real Change







Thank You!



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