



REFOCUSING A CHAMBER'S STRATEGY TO CATALYZE REGIONAL GROWTH



INTRODUCTION

A regional chamber of commerce was challenged by its board of business leaders to shift from broad strategic planning to visible execution.



THE STORY

The Chamber had long served as a convener and advocate, but stakeholders felt progress on major priorities was too slow. Leaders wanted a shared vision for the next 10–15 years and a clear plan for how the organization could act as the region's catalyst for growth.



THE CHALLENGE

Despite ambitious goals, the Chamber lacked clarity on which initiatives it should lead, which it should support, and how to sustainably fund its work. Operating at less than half the budget of peer organizations, the Chamber risked spreading itself too thin while falling behind on execution.



THE CHOICE

The board partnered with [Bâton Global](#) to bring discipline and focus. Through interviews, assessments, and strategy workshops, [B|G](#) developed a shared regional vision built around economic development, quality of place, and talent. Using its OFAA framework (Own, Facilitate, Advocate, Avoid), [B|G](#) clarified the Chamber's role, refined its organizational model, and mapped key partnerships. The team then built a compelling case for sustainable funding to align resources with strategic priorities. Strategy and performance metrics were embedded in strategic planning software to track progress. With these foundations in place, the Chamber is moving forward with clarity, focus, and a path toward long-term prosperity.

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A regional chamber of commerce sought to shift from planning to action. Its board—composed of CEOs from leading employers—challenged the organization to become the catalyst for the region's next 10–15 years of growth. **Bâton Global (B|G)** was engaged to: (1) define a shared regional vision, (2) design the organizational structure and culture to deliver it, and (3) chart a sustainable funding path.

B|G began by conducting interviews with business, education, and civic leaders to capture a regional vision centered on three pillars: economic development, quality of place, and talent. These insights were organized into an OFAA framework, which clarified which initiatives the Chamber should Own, help Facilitate, Advocate for, or generally Avoid. This disciplined approach allowed the board to agree unanimously on the organization's priorities and boundaries, giving staff clear direction on where to focus resources.

With strategic boundaries in place, B|G designed an operating model anchored in three foundational assets: Visionary Leadership, Execution Excellence, and Committed Funding. A function-first organizational design identified the roles and capabilities needed, while ecosystem maps clarified which regional partners should lead on shared priorities.

B|G also developed a multi-year budget and staffing model to strengthen capacity and financial stability and recommended new funding mechanisms – including a transformational initiatives fund and an investor-led vehicle for property investments.

To ensure accountability, all initiatives, tactics, and performance metrics were embedded into a strategic planning software, creating a live system for strategy management.

Within the first year, the Chamber moved from broad ambitions to a disciplined, board-approved strategy with measurable outcomes. Leaders gained clarity about the organization's role, staff had a roadmap with resources aligned to priorities, and the board adopted a compelling funding case based on peer benchmarks. By pairing strategic focus with operational discipline, B|G positioned the Chamber to serve as a true catalyst for regional prosperity.

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We were very pleased with where we landed. B|G took us to even greater depths.

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LET BÂTON GLOBAL
HELP YOU DESIGN A STRATEGY
THAT ACHIEVES YOUR GOALS.



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