

Gardenburger

Food Manufacturing / Consumer Products | \$25M–\$100M Revenue | Growing to 1,000 Employees

Revenues Quadrupled, Profits Doubled, Stock Up 100% — Scaling a Category Pioneer

SITUATION

Gardenburger created the meatless food category before most consumers knew the category existed. The company had a first-mover advantage and genuine market momentum — but its management infrastructure hadn't kept pace. Multiple production sites ran without shared metrics or standards, and performance discipline that existed in other corporate departments was absent in the one function that would determine whether growth became sustainable profit. The window was narrow: competition would eventually arrive.

APPROACH

- Developed and deployed a unified performance measurement system across all production sites
- Led executive coaching and leadership workshops to raise management discipline to corporate standard
- Facilitated strategic planning across the full organization — connecting market opportunity to operational capacity
- Implemented statistical process control and disciplined project management to bring production consistency

RESULTS

- ✓ Revenues quadrupled during the engagement period
- ✓ Profits doubled while managing the cost pressure of rapid scale
- ✓ Stock and market price increased 100%
- ✓ Production consistency and management discipline institutionalized for long-term operation