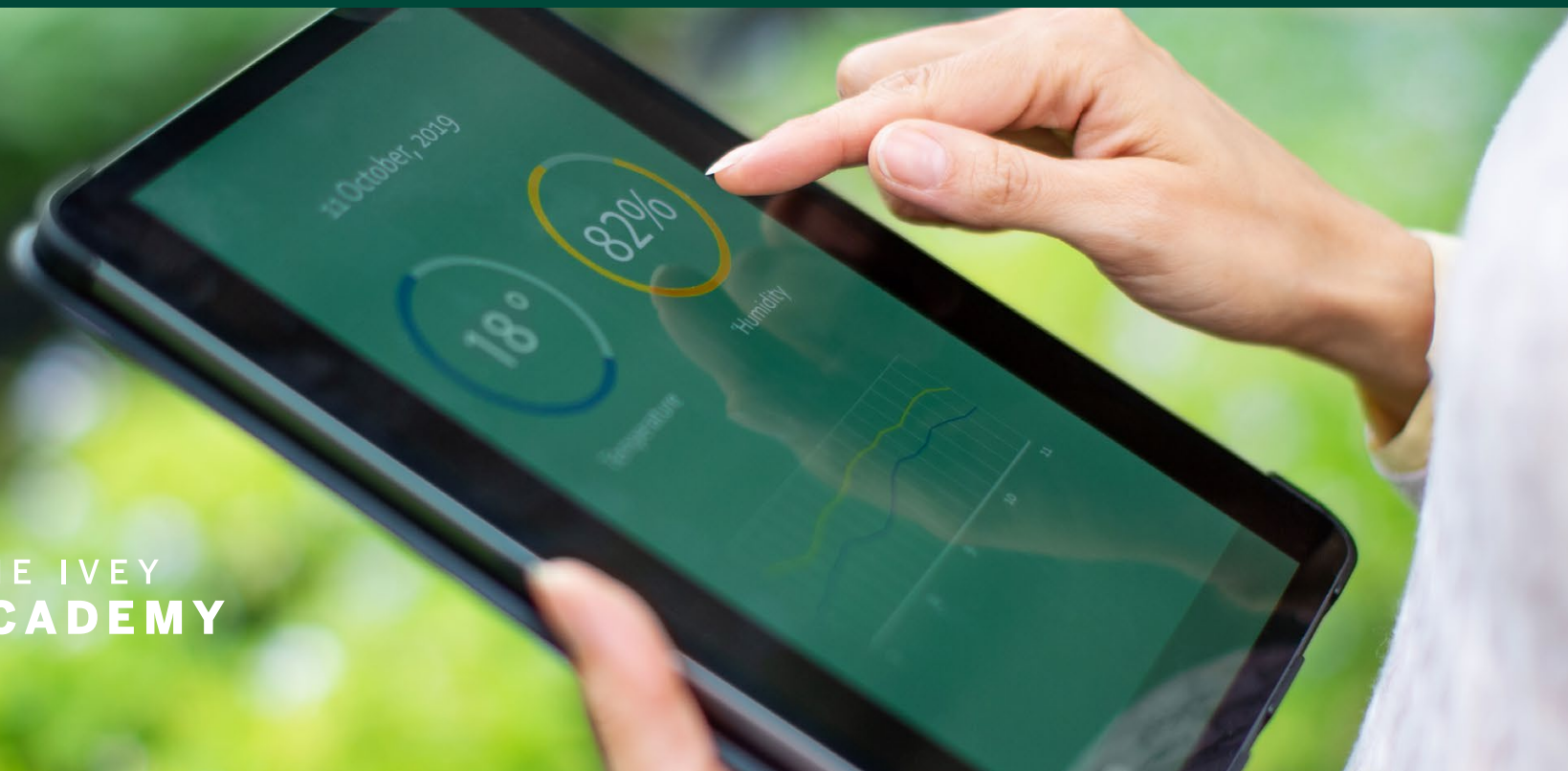


Protein Industries Canada

Accelerating Canadian competitiveness
in a high-growth modern industry

CLIENT CASE: INDUSTRY CONSORTIUM PROGRAM



Developing Industry Leaders

Protein Industries Canada is the catalyst for growth in plant-based protein production startups.

AN EMERGING INDUSTRY

In 2018, Canada's federal government announced the launch of five innovation superclusters — organizations created to foster economic development and competitive advantage in vital technology-driven sectors. Protein Industries Canada, headquartered in Saskatchewan, was formed to strengthen Canada's agrifood economy through plant-based protein alternatives.

In support of that mandate, Protein Industries Canada identified the development of talent, labour, and skills

as a critical strategic objective. For the sector to thrive, new companies need the practical leadership insight to sustain growth, drive innovation, and attract top talent to the industry.

Collaborating with Ivey Business School, the supercluster set out to build a leadership development program offering customized, impactful learning designed for emerging leaders of the various high-growth startups among its member organizations.



Needs Assessment

Representing a diverse range of high-growth startups, Protein Industries Canada needed a way to accelerate the development of business acumen and leadership capacity within its member companies. Critical objectives for the project include network and community-building among participating organizations, promoting inclusion across the sector, and helping to drive sustainable innovation at scale.

PARTNERING FOR IMPACT

With deep expertise in Canada's agricultural industry and a proven methodology for customized executive learning, Protein Industries Canada selected Ivey Business School as the educational partner for the project. After taking the time to understand the overarching objectives and industry context, the Ivey faculty and learning design team worked with the supercluster's strategic leaders to develop core learning outcomes that would support the program's learning goals.

Designed for leaders within high-growth plant-based protein startups, the experience would need to enhance core people leadership skills and level-set on business operations while taking into account the unique complexities of Intellectual Property and IT systems in the agri-tech industry. Most importantly, the program needed to generate immediate value and tangible impact for participating companies.

Learning Outcomes



Practice inclusive leadership, collaborative negotiation and high-performance management to drive sustainable results.



Build a growth-oriented strategic plan for your company. Recognize market forces and find competitive advantage.



Strengthen essential business acumen. Make effective decisions using financial fundamentals and forecasting.



Implement critical information systems. Incorporate analytics, IP ownership, and innovation into your strategy.



Effectively navigate organizational change, connecting strategy and culture to generate long-term commitment.



Create an action plan to apply your learning to a practical challenge or opportunity in your organization.

Accelerate Leadership Program

Enhancing people leadership and strategic success in high-growth startups

The Accelerate Leadership Program enables entrepreneurs and SMEs in Canada's plant-based food, feed and ingredients sector to sustainably scale their businesses and set the foundations for long-term success. This eight-month program is delivered through an accessible hybrid of online and in-person learning, allowing for both flexibility and networking opportunities.

Participants practice advanced leadership skills, share industry insights, build financial and digital acumen, and construct a strategy to drive real-world change. Each individual works with a dedicated executive coach, professional actors, and top-tier Ivey faculty, building an action plan to immediately apply learning back at work.

"Our program is designed to be more than just a traditional business course. It is a comprehensive journey that covers a wide range of topics, from understanding the nuances of the market to strategic decision-making, leadership, and innovation. Together with Protein Industries Canada, we are empowering rising leaders to drive innovation, sustainability, and growth in the plant-based protein sector. Our goal is to create a ripple effect, where the knowledge and strategies learned in our program will not only benefit the individual organizations but also contribute to the overall growth and success of the plant-based food industry."

DAVID LOREE

Program Director and Faculty
IVEY BUSINESS SCHOOL

Instructional Design⁵

Executive Coaching

Use collaborative negotiation to build long-term relationships and shared value. Identify and coach emerging talent.

Inspire exceptional team performance. Apply financial fundamentals for decision-making in high-growth companies.

Drive transformational change through character and commitment. Map a sustainable supply chain strategy.

360 °
Assessment
Tool

MODULE 2

4 virtual half-days

MODULE 3

4 virtual half-days

MODULE 5

2.5 days in-person

MODULE 1

2.5 days in-person

Executive Coaching

MODULE 4

5 virtual half-days

Executive Coaching

Coaching
Assessment
Debrief

Explore the connection between leadership and culture. Define and communicate your strategic vision.

Leverage data as a differentiator and build secure information systems. Create an intellectual property strategy.

Executive Coaching

ACTION CHALLENGE

Working with a dedicated coach throughout the program, create an action plan to address a real-world challenge or opportunity.

Guiding Principles

PRACTICAL IMPACT

For leaders and their companies, investing in learning means taking time away from day-to-day decisions and operations. The experience must create practical and tangible returns for that investment. Through reflective activities, simulations, and an action learning project, participants are given deliberate opportunities to apply their learning throughout the program and the sustained support of peers, faculty, and leadership coaches to implement their plans.

PERSONALIZED LEARNING

Each participant brings unique experiences, insights, and challenges to the collective learning of the group. The program supports individual learning through coaching and action learning, allowing leaders to continuously reflect on their company's unique context and needs. By working independently, in groups, and 1-1 with coaches, participants have the opportunity to map a personalized learning journey that best fits their role at work and goals as a leader.

INCLUSIVE AND INTERACTIVE

The program is built around discussion, networking, and shared success. The group achieves the best outcome when the learning environment promotes respect and collaboration. We strive for Universal Learning Design, provide proactive accommodation, and use diverse learning methods so that all perspectives can be heard. This creates an atmosphere in which participants can learn from one other and build a lasting community of practice in the industry.



Hear from Participants

"We were able to build connections across various companies from Ontario to B.C., which provided a diverse pool of knowledge. The dialogue in class helped us find connections among the cohort, ranging from farming to almost the end product. Everyone was a crucial part of the value chain. Because of those relationships, I continue to stay in touch with many participants from our cohort and several collaborations have emerged."

**KANAGARAJ
SELVRAJ**

Chief Technology Officer
MORE THAN PROTEIN
INGREDIENTS

"I have spent my career learning, and I believe in it. Taking this program with Ivey gave me unique opportunities to learn through conversations with peers and professors about our real-world experiences. Having one-to-one conversations with the faculty really gives you interesting perspectives to take away. As a participant you reinforce your business knowledge and build new contacts in the industry. I have already changed my conversations with investors and it's helped to guide my strategic thinking."

TODD PATTERSON

Vice President, Sales
BIG MOUNTAIN FOODS

"This Ivey program is a game-changer for startups. It covers everything from finance to soft skills essential for effective communication and collaboration. Real-world case studies foster team learning, and expert faculty and guests provide insights into specialized fields. Our entire team went through the program and it improved both our internal alignment and our understanding of the rapid changes in our industry. This isn't just for startups — every company can benefit from such a comprehensive reset."

CAROLINE HUI

Vice President, Finance
LUCENT BIOSCIENCES

Impact and Outcomes

97% Average participant satisfaction score.

76% Recommended the program to a peer.

REAL-WORLD CHANGE

Now with multiple successful cohorts of the Accelerate Leadership Program, several companies have had entire teams complete the experience. Those teams report a significant improvement in their collaboration and communication. In post-program interviews, participants talked about using their learning from the program directly in guiding in strategic planning, fundraising, and leadership decisions.

Alumni also referenced the program's network-building effect and consistently reported keeping in touch with other leaders from their cohorts. From sharing advice to

sourcing potential partnerships, participants have created lasting relationships. Citing sessions with Ivey faculty and industry guests, participants also reported a better understanding of market nuances.

Canada's emerging leaders in the plant-based protein industry face numerous challenges, from negotiating with investors to recruiting high-performing teams. As a result of the program, participants have been better equipped to create opportunities, collaborate across the industry, and confidently navigate a high-growth business environment.

"When we sought an educational partner to help accelerate leadership growth in our industry, Ivey stood out. Their reputation is globally recognized and collaborating with them has been transformative. It's a unique approach that delivers a seamless blend of theory and real-world application, making the learning experience immediately valuable. The team also does a fantastic job of making sure all the participants are taken care of — the project was very well coordinated.

It's critically important that our member companies see value in the program. The feedback from alumni speaks volumes: not only have they found immense learning in the tailored content, but many have reinvested, sending more staff members through subsequent cohorts. It's clear that Ivey's commitment to true partnership and customized program delivery sets them apart. From initial program development to execution, their team has been phenomenal. Whether you're looking to scale your business, foster leadership, or simply invest in practical knowledge for your people, Ivey delivers. Highly recommended!"

KASSANDRA QUAYLE

Chief Financial Officer

PROTEIN INDUSTRIES CANADA



Take Your Next Steps with Ivey

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