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GFI Outcomes: Why GFI is a Superb Philanthropic Investment
Discussion Document, Prepared for Animal Charity Evaluators
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Executive Summary

The entire GFI staff is committed to ensuring that the organization is among the most cost-effective non-profit organizations in the world; that is, we strive to ensure that all donor dollars are focused on creating the most possible good. We aim to decrease the number of animals farmed, and thereby making a positive impact on climate change, sustainability, global health, and animal protection. From an animal protection standpoint, GFI's goal is that no organization will have better return on investment for philanthropic dollars.

Below, we discuss: 1) the theory behind GFI; 2) what we've accomplished and what we will accomplish in each of our four project areas; and 3) three additional areas where we have already shown successful outcomes (team building, media coverage, and key speaking engagements).

GFI's Work: The Theory

By mobilizing market forces on behalf of alternatives to animal products, GFI's work is a perfect complement to that of traditional farmed animal protection and advocacy organizations, such as Mercy For Animals. GFI focuses on transforming industrialized animal agriculture in the most effective possible way—by competing based on the factors that actually inform consumer choice of food products: taste, price, and convenience.

It is instructive to compare plant-based milk to plant-based meat. While plant-based milk commands about nine percent of total milk sales, plant-based meat is under one-quarter of one percent. Proportionately, that's about one-fortieth the market share. Simply closing that gap would create a \$20 billion market that (effectively) does not currently exist, and all of that money would be put into corporations that will be competing with animal agriculture on its own terms—that is, by creating products that compete based on price, taste, and convenience—the factors that most influence consumer choice. Thus, such a shift will have a significant positive impact on our climate, food sustainability, global health, and animals (this change would also save about 1 billion land animals annually, and even more sea animals).¹

Of course, the rise of plant-based milk had little to do with ethics; market forces created the shift from tiny to 9 percent market share. So if the rapid rise of plant-based milks is any indicator, it is funding and innovation in the marketplace that is the quickest, most effective, and possibly the

¹ Alphabet CEO Eric Schmidt declaring that plant-based meat will improve life for humankind by a factor of at least 10-fold in the fairly near future (his focus: sustainability and climate change).

most sustainable way to move away from animal agriculture, as opposed to solely relying on advocacy efforts. By making plant-based meats affordable and accessible, GFI can take ethics off the table, making the non-animal choices the default while also making it much easier for consumers to make choices that align with their values.

GFI works in four spheres: 1) Fostering Innovation; 2) Supporting Innovation; 3) Corporate Engagement; 4) Institutional Engagement. Here's why we think these will be especially impactful focal areas, as well as a few of our early success indicators.

I. Fostering Innovation: Creating companies that do not currently exist

In order to foster innovation, we are: 1) working to find entrepreneurs and scientists to start or join the most promising plant-based and clean food companies; and 2) working to help these start-up companies be successful by paving the way for them to flourish, primarily in the scientific and regulatory realms.

First, in order to create new companies, our science & technology and innovation departments are aggressively reaching out to top universities for entrepreneurship, synthetic and plant biology, and tissue engineering—to create private and public sector activity focused on advancing plant-based and clean products. We will also be working with scientists and universities to solve all of the scientific hurdles that exist for the commercialization of clean meat.

Without GFI's work in this area, fewer companies would be created, fewer exceptional minds would be attracted to this field, and the companies that do exist would be less likely to succeed and less transformational even where they do succeed. For the price of three staff and modest program costs, millions of dollars (and soon tens of millions) will be unleashed to help these start-ups compete with the producers of conventional animal products.

Second, in order to ensure the smoothest possible scientific and regulatory path forward for plant-based and clean companies, we are producing both scientific and regulatory roadmaps to commercialization for clean products² and a scientific analysis of the state of plant-based science and technology, and we are working to improve the regulatory landscape for both plant-based and clean products.³

Without GFI's work in this area, millions of dollars would not be dedicated to the science of transforming animal agriculture, and all companies working to create the best plant-based and clean products would be operating in isolation, and duplicating efforts, as they attempt to

² See details in our Strategic Plan. In short, the scientific roadmap is a thorough Technological Readiness Assessment (TRA). This provides a detailed analysis of the path for clean products to commercialization—identifying all of the key hurdles and what will be required to clear them. From there, our scientists will identify the best possible scientists working in complementary fields and will reach out to work with them on securing grant funds that will solve these key problems.

³ See details in our Strategic Plan. We are focused on completing regulatory analysis both in the United States and around the world. Without this work, even if we solve the scientific problems, “clean meat” could not be marketed, because there would be no regulatory structure for oversight.

navigate the scientific and regulatory path forward. In short, GFI’s innovation work is essential to the creation of a world in which all animal products are plant-based or clean.

Creating “White Space” Companies: Successes in Our First Six Months

GFI was conceived because we saw the success of Hampton Creek Foods, Impossible Foods, and Beyond Meat: these three companies, which did not even exist a decade ago, now have a combined value of more than \$2 billion, and they have raised more than \$400 million in just the past five years. All of this money has gone into competing with animal products, and none of these resources would otherwise have been put into meat reduction efforts such as traditional veg outreach programs. The opportunity to create and foster more such companies inspired GFI’s founding.

None of what we plan to do is rocket science, and the traction we’ve gained in our first six months of operations make us extremely optimistic about the likelihood of our success. The only question is just how successful we will be, and how swiftly.

In just our first six months, our innovation department has identified more than fifty potential entrepreneurs and scientists, all of whom are captured on an email list (entrepreneurs@gfi.org) and who join monthly phone calls to meet, discuss, brainstorm, and share updates. As a result of this work, eight companies are in formation. These companies focused on: 1) plant-based seafood; 2) distribution (and perhaps production) of plant-based meat in India; 3) a new form of machinery that scales-up production of plant-based foods (a couette cell); 4) distribution of plant-based meat in South Korea; 5) clean meat production in the UK; 6) clean seafood production; 7) inexpensive soy-based chicken; and 8) making pulses exciting. Although it is too early to tell how successful they will be, not one of these companies would have been contemplated if not for GFI.

The first two of these companies have already raised \$550,000. Three points here: First, this is money that will go into competing with conventional animal products and that would not have otherwise been put at the service of meat reduction efforts. Second, this is about three times as much as GFI has spent (on all operations) to date—so donor dollars have been effectively tripled, solely on the basis of this innovation work. Third, in the coming years, tens of millions of dollars will be directed into competing with conventional animal-based meat as a result of GFI’s innovation efforts; our expectation is that as we form more and more companies, this impact will multiply exponentially.

One part of our plan for success is hosting discussions at top schools for entrepreneurship and the relevant sciences. In the Spring of 2016, although we did no proactive outreach, we were invited by the [MIT Sloan School of Management](#) (“The Future of Protein: Using Markets and Food Technology to Transform Animal Agriculture”) and [Harvard Law School](#) (“Seeds of Disruption: VC, Tech, and the Future of Food,” online [here](#)) to speak. Attendance at these talks was excellent, which bodes well for our proactive outreach.⁴ We already have students planning to

⁴ Both rooms were filled—at MIT Sloan, more than 60 students attended the talk, and at Harvard Law, more than 100 students attended. We did not do a good job of ensuring that these talks achieved maximum impact, because we

bring us in the fall of 2016 to Stanford Business School, Harvard Business School, and the Wharton School of Business.

The Science & Technology department was created on June 13th, and already strategic partnerships have been formed. The team met with Ikhtlaq Sidhu, who leads the [UC Berkeley Sutardja Center for Entrepreneurship and Technology](#) regarding their newest programmatic area of plant-based meats and clean meat development. On invitation, we submitted proposals to the Center for potential open research “Collider Projects.” We have also initiated a potential collaboration and affiliation with the Sustainability Innovation Lab at the University of Colorado, Boulder. The team has evaluated several scientific business proposals to inform future investments in clean meat and plant-based meat manufacturing and forged a relationship with one of the largest VC firms in the world to support investments in plant-based and clean foods. Further, our scientists have attended two food science conferences, resulting in numerous professional relationships and potential allies, and met with roughly 35 entrepreneurs and scientists interested in entering the clean and plant-based foods sectors.

Additionally, our Science & Technology team is developing and populating a database of scientists who have expressed interest in working with either GFI or good food companies. Once this is further developed, we will make it accessible to good food companies and entrepreneurs so they can search for the expertise they need, either for short-term consulting/internship gigs or for full-time hires. This open sharing of information is a core part of our philosophy.

We know that this relationship building has not yet paid explicit dividends in terms of animals saved, but these relationships are at least as valuable to animals as securing media stories, which was identified in your email as a reportable outcome worthy of inclusion in our “outcomes” report. So we hope you don’t mind our including it here.

Laying Out the Scientific & Regulatory Map

We have only begun to lay out our scientific and regulatory roadmaps, but the most important aspects of these tasks is finding the ideal people with the skills that will ensure success. In that regard, we have been successful. We launched in February, and after a rigorous application process (see *Good to Great*, getting the right people on the bus), we secured two senior scientists and a policy director who have a 100 percent chance of successfully completing this critical work.

One of our scientists, Christie Lagally, is a mechanical engineer who was a project manager at Boeing. The other, Liz Specht, Ph.D., is a postdoctoral researcher from the University of Colorado, Boulder, who has worked with both cellular and acellular culturing.⁵ Similarly, we hired a policy director, Nicole Negowetti, who has been teaching food law for the past five years

were in the heat of organizational setup and expansion, but we are in the process of implementing a plan to ensure that all future talk attendees are added to our email list and are aggressively captured.

⁵ Beyond their impeccable credentials and commitment, they are the perfect team to lead this project, as is indicated by the fact that they were both selected to present at the “Second International Conference on Cultured Meat.” Christie Lagally will be presenting on Technological Readiness Assessments, and Liz Specht will be discussing the path to serum-free media in the culturing process.

and who has published extensively in the discipline, including writing a position paper on food labeling for The Brookings Institute, which the most respected think tank in the world.⁶ In short, we have the team that will be successful, and is already making progress on all fronts.

Plant Proteins, Science & Technology

Bill Gates noted that 92% of plant proteins have not been explored as meat replacers. Until just five years ago, no one in the U.S. would have thought of pea protein as a valuable meat or dairy replacer, and yet today, it is the primary ingredient in the hottest plant-based meat and dairy companies—Beyond Meat and Ripple. How many more pea proteins are there in the world? Who knows—but if not for GFI, no one in the U.S. would know about these alternatives. In the near future, we will publish a white paper on our website, publicizing it broadly to the scientific and food media, presenting a thorough survey of the current knowledge base for transforming plants into plant-based meats, as well as the state of plant-based meat technology.

We have already made some critical discoveries, having discovered companies in Europe that are using hemp seed, fava beans, lupin, and oats as meat replacers. Additionally, we have discovered a piece of plant-based meat machinery at a small university in The Netherlands, the Couette Cell. In addition to creating a more meat-like texture, this machine uses 18-32 kJ/kg of meat where as a standard extruder runs between 200-1200 kJ/kg, offering vast energy savings.

Science & Technology: The Path to Commercialization for Clean Products

There has been no thorough analysis of the path to commercialization of clean meat or for clean dairy, eggs, and gelatin. (The latter question seems fairly easy, though the companies doing this work are very excited to have GFI to help them ensure a smooth road.) To date, all scientific work has been conducted more or less in isolation, based on researchers' personal interests. GFI will be transforming this status quo in two ways: 1) We will determine precisely the key hurdles to the commercialization of clean meat, dairy, and eggs. Our findings will then be placed into the public domain and widely publicized. This will help everyone in the field know where to focus and how to be most successful. 2) We will find the best possible researchers to do the work and will help them secure the funding to do it.⁷

The Regulatory Path for Clean Meat, Dairy, and Eggs

The regulatory framework for commercialization of clean meat, dairy and eggs is itself a white space. For example, we do not yet know whether clean meat will be regulated by the USDA or FDA. Figuring out the answer to this question is priority number one for our policy director, and she will be working with local experts to answer the same essential question in specific countries, starting in the UK and EU, China, Australia, and Israel.

⁶ See https://works.bepress.com/nicole_negowetti/.

⁷ For example, we will find people working in the medical space on serum free media and will work with them to secure grants to do their work in the food space, on a parallel track with their medical work. We will find people who are working on bioreactors for the chemicals industry and will work with them to do work in parallel in the food space. This is the entire focus of our Scientific Foundations Liaison, who we expect to hire by the end of September.

Without GFI's Policy Department, there would be no regulatory roadmap ensuring that when clean meat, dairy, and eggs are available, they can be sold. Additionally, plant-based and clean alternatives to animal products would remain at a competitive disadvantage in the marketplace, ensuring that far fewer of them would be sold than conventional products. In short, GFI's policy department is essential to the success of GFI's vision of a world in which all food products are plant-based or clean.

II. Supporting Innovation

Our second project area involves supporting innovation. This involves working with the most transformational plant-based and clean start-ups on communications, regulatory work, business plans, venture capital support, and all aspects of their success—to mobilize markets and food technology for maximum transformation from animal-based products.

A few accomplishments:

First, we're building a nice syndicate of investors in the plant-based and clean alternatives space. We have also developed relationships with about a dozen smaller VCs, so that we can already bring at least \$1 million to any start-up company that passes our due diligence assessment. Again, this is money that is focused on competing with animal agriculture, and it is money that would have otherwise been spent on some other investment. And as noted above, our scientists have already created a relationship with one of the largest VCs in the country, and we plan to develop relationships with as many of them as possible. When we first started thinking about this area of focus, our expectation was that it would take us at least 2-3 years to get where we are now, which bodes very well for the future.

Second, we have developed excellent relationships with all of the start-ups in the plant-based and clean market sectors, which has led to our naming one key company and doing their media roll-out (which netted hundreds of thousands of dollars in free media) and selecting the name "clean meat" as a new and better way to discuss meat grown in a culture.

Additionally, our entrepreneur in residence is in constant communication with companies helping them to hone pitch decks, figure out housing contracts, find brand managers, and more. And our executive director and communications manager have edited half a dozen press releases and assisted with multiple media pitches through distribution of releases and introductions.

Our policy director has met with all of the plant-based and clean companies and is creating a strategy to implement their regulatory and policy priorities. We have already filed two lawsuits, one against FDA and one against USDA, as we lay the groundwork for some of our policy initiatives.

We are already working with the Harvard Food Law Clinic, we have a 15-year administrative law attorney doing pro bono work for us relating to the regulatory path forward for clean meat in the U.S., and we're recruiting to do similar work in other countries. This is all at no cost to GFI, making our own resources - donor dollars - go further.

Third, we set up a *distribution* list, Founders@TheGoodFoodInstitute.org, for start-ups in the plant-based and clean space, and they use it to share best practices and learn from one another. Just yesterday, one of the companies asked for help with a confidential branding project, and he tells me that he received very helpful replies from five other companies. That sort of thing also creates community, in addition to helping companies to solve problems.

III. Corporate Engagement

The animal protection community has been very successful in convincing restaurant and grocery chains to make positive strides related to animal welfare. GFI's Corporate Engagement Department will work to replicate and expand that success with plant-based alternatives to animal products by developing relationships with top executives at all of the most successful chain restaurants and grocery stores, as well as with all of the key manufacturers of plant-based alternatives to conventional meat, dairy, and eggs.

We already have a taste of what's possible when we emailed the top 100 chain restaurants to tell them how they had done on our preliminary "Restaurant Report Card." We immediately received calls from Denny's, asking if they could pay us to upgrade their score from a B to an A- (the answer was "no"!), and more than a dozen different people at Wendy's opened our email, though it was sent to just one person. Our expectation is that our carrot-and-stick method of engagement will increase the number and promotion of plant-based entrees significantly.

Without GFI's Corporate Engagement Department, plant-based eating would remain extremely difficult in chain restaurants and would remain a fringe section of grocery chains. Additionally, prisons and jails would continue to serve animal-based meat, unaware of the advantages of shifting toward plant-based foods. In short, hundreds of thousands—and soon millions—more animal-based meals would be served every year, and eating a plant-based diet would continue to require a strong will in much of the country. GFI's corporate engagement department is essential to the success of GFI's vision of a world in which all animal products are plant-based or clean.

IV. Institutional Engagement

Our fourth program area involves moving tens of millions of dollars (and ultimately far more) from governments, large grant-making foundations, and corporations, into R&D and M&A focused on plant-based and clean alternatives to animal products. Basically, any entity that has as a part of its mission climate change or the environment generally, global poverty or sustainability generally, global health (e.g., chronic disease, antibiotics, zoonotic pandemics), we will educate about the value of R&D and/or M&A focused on creating plant-based and clean products.

This program area will be implemented once we have hired our scientific foundations liaison, business analyst, and innovation manager. The first of these hires will be focused on outreach to governments and grant-makers. Hiring for the second two will allow our E.D. to focus on outreach to governments and corporations.

Already, we have made connections in the Australian government, we have a line into the Chinese government through our friends at Wild Aid, and we have a supporter at the U.S. Department of Energy who thinks we might be able to secure money from the DOE for discreet projects framed in terms of climate change. We have also polled research scientists, and they all believe that we will be successful in pairing grant funding with top tissue engineering, synthetic biology, and plant biology laboratories. This will achieve two objectives: 1) it will generate significant grant money targeted at the challenges we aim to solve; 2) it will attract top scientists who are not presently involved in this space. Neither of these two objectives would be met without GFI's leadership in this area.

V. International Engagement

The United States represents less than 5 percent of the global population, and meat consumption has stagnated here, even as it is accelerating in the developing world. GFI's International Engagement Department is focused on reversing that acceleration by building on the most successful work from our innovation, science and technology, policy, and communications departments.

Without GFI's International Engagement Department, GFI's work on the 95 percent of the global population that is not located in the United States would be much less successful. Thus, fewer companies would be generated and those that were created would be less successful, fewer scientists would focus on plant-based and clean meat, policy progress would be slower, and fewer stories about plant-based and clean meat innovation would be written. While GFI has a global mandate even without staff on-the-ground in several continents, our international department ensures that the rest of the world is given significantly more attention than it would otherwise receive. In short, GFI's International Engagement Department is essential to the success of GFI's vision of a world in which all animal products are plant-based or clean.

VI. Team Building

Understanding how to hire the best possible candidates and ensuring that they are happy in their work is a key and undervalued aspect of nonprofit success. Our E.D. oversaw a team of more than 50 people as a vice president at PETA and has an excellent track record of employee dedication and job satisfaction.⁸

As an example of his commitment to both hiring the best possible employees and keeping them happy: 1) we have not yet hired for some of the key positions because the best possible applicant has not yet applied; and 2) staff created their own sections of the strategic plan and also wrote their own Q1-Q4 and Year 2-5 goals, metrics, and expansion plans.

⁸ Everyone on the GFI team is available for interviews, and references from E.D.'s time at PETA are available upon request. These include multiple members of the HSUS Farm Animal Protection team, who worked for our E.D. at PETA.

VII. Media Coverage

Media attention to plant-based and clean food technologies will: 1) improve the likelihood of success for companies; 2) generate interest in the science of plant-based and clean products; 3) help to win regulatory and statutory battles; and 4) convince restaurants and grocery stores to do a better job with their offerings and promotion of plant-based options. So without our communications department, the companies we're supporting would be less successful, we would recruit fewer scientists to plant-based and clean food technologies, our policy initiatives would be less successful, and fewer restaurants and grocery stores would improve their plant-based options and promotion.

Already, we have secured the following media coverage for our work:

- Top Conventional Media Coverage (February 1-Aug. 12, 2016):
 - Bill Gates engaged in an interview about climate change with the *New York Times*, and they solicited questions from readers. We submitted a question, which was passed along to him, and [he answered it](#). Additionally, the paper used that exchange to add the idea of plant-based meat to the headline for the feature, which was included in the Times' daily email headlines, which has more than 5 million subscribers. We also had [a letter in the New York Times](#) in response, raising the issue of climate and animal agriculture for millions of readers.
 - The Sunday *Washington Post* magazine runs a brief "just asking" feature every week, and [the July 31 issue features Bruce](#). It took up all of page 2 in the physical paper (scroll down [here](#) to see it).
 - E.D. did an interview [with Ezra Klein for his podcast](#)—his twelfth guest. Other Klein guests [have included](#) Bill Gates, Hillary Clinton, Cory Booker, Rachel Maddow, et al.
 - Bruce did [an interview with Vice's food site, called Munchies](#), which was also on the home page of Reddit for about 36 hours, including quite a while as the most popular story.
 - Bruce had a letter [in the Washington Post](#) about antibiotics.
 - Our lawsuit against the USDA for FOIA violations was [the lead item on Politico's Morning Ag](#), which is read by everyone in food policy.
 - The market segments of clean and plant-based meat received a major feature from Sputnik News Agency, which focused on an interview Bruce did for Sputnik radio news. You can [read and listen here](#). They also blasted the story to their 922,000 [Facebook](#) followers and 140,000 [Twitter](#) followers.
 - GFI advisor Suzy Welch was asked by LinkedIn what she wants to tell the next president. Her response: To support the plant-based food revolution. [Her post](#) has received almost 100,000 views and more than 200 comments.
 - Quartz ran [a short profile of GFI's policy work](#), which they also shared with their 215,000 twitter followers and 1.1 million Facebook followers. The piece was [picked up by Politico Influence](#) (a very popular daily briefing for D.C. lobbyists and politicians) and it also ran [on Reddit's home page](#) for about 12 hours (and [the comments were quite good](#)).
 - Bruce had a letter published in *Men's Journal*, circulation 700,000, about John Mackey and veganism (see all the way at the bottom of this report for a photo).

- We filed our first lawsuit, against FDA for inadequate FOIA response. Our lawsuit made [Courthouse News](#) and [Politico's Morning Ag newsletter](#) (which is read by everyone in Ag policy). It was also picked up by [Dairy Reporter](#) and was part of a few food legal briefs at Lexology.com ([1](#) and [2](#)).
- Forbes [wrote about New Wave Foods](#) and quoted us at some length about problems in the seafood industry and the prospects for disruption.
- Food Navigator [ran a piece](#), "More Plant Based Products are Needed to Fuel a Market Revolution away from Animals, Expert Says" (the expert from the headline is GFI's E.D.).
- New Hope Media, which puts on the huge Natural Foods Expos, [ran a profile of GFI](#): "New VC firm & nonprofit buoy plant-based innovations."
- Our E.D. was on a panel at a future of food conference, which was [covered by the New York Business Journal](#) (click on "show full article" to read all of it), and that article went out on half a dozen food industry email lists.
- Organic Authority (very popular Blog) [tagged GFI nicely in a piece titled, "Vegan Meat is Now the Biggest Trend in the Tech Industry."](#) We're prominent in and close out the piece.
- Bruce has been reading Politico Playbook every day for about a decade, so he was delighted that [his birthday got a shout out](#), with a link to the Washington Post Magazine piece from last month.
- Misc. additional:
 - We were prominent in a [Memphis Flyer cover story](#) about Memphis Meats and included in a piece for [the Daily Mirror](#) (large UK tabloid).
 - GFI was profiled in [AgFunder News](#), [Food Dive](#), [Latest Vegan News](#), [Clearly Veg](#), and [One Green Planet](#). Bruce had [an op-ed in The Stanford Daily](#) about eating meat, which was the fourth most popular item on the Stanford Daily's website the week it ran.
 - Andrew Tobias [gave us a shout out](#) on his extremely popular Blog. [The Institute for Humane Education](#)
 - Epoch Times [cited GFI](#) in a huge piece about plant-based meats; The Atlantic [quoted GFI in a piece about New Wave Foods](#); we were included in [this piece from Food Dive](#) and [this piece on NPR's Blog](#);
 - GFI's Senior Advisor Dr. Milena Esherick [appeared on a very fun podcast called "The Food Center"](#) (40 min) and Bruce [appeared on the wildly popular Our Hen House podcast](#) (50 min).

VIII. Key Speaking Engagements

It is difficult to measure the outcomes of speaking engagements, but speaking at industry conferences almost certainly grants credibility and visibility to the concepts we're discussing, and raises the issue of plant-based and clean alternatives to animal agriculture among key stakeholders. Speaking invitations, also, are indicative of an organization's influence in a field.

Already, GFI is speaking at key conferences that are dominated by large food-focused VCs and food industry representatives, and we have been invited to speak at top business schools, with little effort on our part so far. As just one example, GFI had three presentations accepted at the

Maastricht [international cultured meat conference](#) (one by each of our three attendees)—one focused on Technological Readiness Assessments by one of our scientists, one on serum-free media by another of our scientists, and one about consumer acceptance by Bruce.

Additionally, we have spoken:

- At the [Harvard Project on Asian and International Affairs](#) conference, which allowed us to speak to some of Asia’s future leaders about meat and the problems of climate, global poverty, health, and animals.⁹
- At both the Sloan School of Business and Harvard Law School, as discussed above (and we are already slated to speak at three of the top four business schools in the fall).
- Since February, Bruce has also spoken at:
 - the [Future Food-Tech conference](#) in NYC alongside representatives of Lux Research and General Mills (“The future of animal-based and alternative protein”) (see the media section for a synopsis).
 - an event titled “Winning Heart, Minds, and Stomachs: the Changing Diet of the Future,” sponsored by [Forum for the Future](#) and held at the Brooklyn Museum of Food and Drink.
 - an event in Brooklyn titled [Food + Tech](#) (“The Future of Plant Proteins”)
 - the [annual conference of the American Culinary Federation](#) (“The Future of Food”).

Upcoming Speaking Engagements

- Sept. 19-20, [Concordia Summit](#), New York City
- Oct. 5, [Indoor Ag-Con](#), New York City
- Oct. 8, [The Future of Food & Farming](#), Washington, D.C.
- Oct. 9-11, [International Conference on Cultured Meat](#), Maastricht (three presentations)
- Nov. 3-4, [Future Food Tech conference in London](#), U.K. (on a panel, “The Future of Protein”)
- Nov. 12, [The Change Food Fest](#), New York City
- Nov. 16-17, [Food Tank Summit](#), Chicago

Conclusion

The Good Food Institute was born out of the Effective Altruism movement, and we are laser-focused on achieving maximum possible impact for animals, the environment, sustainability, and global health.

Historically, the farmed animal protection movement has focused primarily on educating consumers about the myriad harms of animal agriculture, and why they should reduce or eliminate consumption of animal products.

⁹ The [HPAIR conference](#) was comprised of 200 university students, all of whom were either Asian Harvard students or from overseas (Asian) universities. There were more than 1,000 applicants, and finalists were interviewed before being invited, so it was the crème de la crème of Asian undergraduates. Both the panel and Bruce’s seminar were attended by about 40 of the students (there were six events going on at each time, so GFI netted disproportionate numbers for both sessions). Bruce spoke on a panel at the [Food + Enterprise conference](#) in Brooklyn.

The Good Food Institute fully supports these efforts, and we also believe that transformational and permanent change in our global food system will require that we create and promote choices for consumers that will outcompete conventional animal foods on the basis of price, taste, and convenience, i.e., the primary factors that actually determine what consumers purchase.

Our staff is at your disposal to discuss any and all aspects of our battle plan.

IX. Addendum: Through the EA Lens

Although we believe that this analysis is effectively covered above, we went ahead and addressed the issues head on.

The five key questions of EA:

- *What's the benefit?* Maximum shift away from conventional animal product consumption and toward plant and clean alternatives. This will save billions of animals and create a more sustainable world, with decreased climate change and better global health outcomes.
- *Is this the most effective path?* We think that what we're doing is the most effective path forward, or at least that it is on par with anything else happening in animal protection.
- *Neglected?* Yes—no other nonprofit is harnessing market forces and food technology in order to disrupt animal agriculture.
- *What would happen otherwise?* If not for GFI, none of the work we're doing in our four program areas would happen.
- *Tractability?* Our success in just six short months demonstrates that our approach is remarkably tractable. We believe both that our chance of success is extraordinarily high.

The three key questions for startup nonprofits

- *Why not already solved by markets?* The plant-based and clean spaces will eventually be solved by markets, regardless of GFI's involvement, but: First, our work will speed progress by a factor of years, with billions of additional animals saved as a result. Second, this would be an argument against giving to any animal protection nonprofit.
- *Why not by the state?* The state appears not to be interested in addressing it, though if we're successful in mobilizing public agencies (our policy program area), that would speed up progress tremendously.
- *Why not by philanthropy?* This appears to be white space. Until Nathan and Nick started thinking about farm animal advocacy in explicitly EA terms, no one had thought to do what we're doing. My hope is that other organizations will start and that other large animal protection organizations will devote additional resources to this space. If we inspire that, we'll have another outcome to put on this report. 😊