



Report for Animal Charity Evaluators

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Introduction

Basic Information about VEBU & ProVeg



- One of Europe's leading pro-vegan organizations
 - Founded in 1892, based in Berlin, Germany
 - Up to now, mainly active in Germany, with some of its interventions already having international reach and impact
 - To increase our global impact, we are creating an international organization based on the resources, successes and track record of VEBU. Its name is ProVeg.
 - VEBU will soon turn into ProVeg.
- As a first step, we are establishing national ProVeg branches in Spain, Poland, France, and the UK, implementing our most effective interventions.
 - In addition, we implement some international interventions beyond those four countries.
 - In the long run, we plan to establish national ProVeg branches in all major countries.
 - Our aim is for ProVeg to become the (EA-minded) 'Greenpeace of the vegan movement'.

The Hearts and Brains Behind ProVeg

The following outline of the strategic approach and plans for international growth has been developed and approved by [Sebastian Joy](#) and the following four representatives of ProVeg:



Tobias
Leenaert

- Founder of *veganstrategist.org*
- Co-founder of *CEVA (Center for Effective Vegan Advocacy)*
- Founder and former CEO of *Ethical Vegetarian Alternative (EVA)*, Belgium
- Ashoka fellow since 2010



Dr.
Melanie Joy

- Psychologist, author, international speaker & organizational consultant
- Author of *Strategic Actions for Animals*
- Founder and CEO of *Beyond Carnism*
- Co-founder of *CEVA*



Jasmijn
de Boo

- Former CEO of *The Vegan Society*
- Founder of the *Animal Welfare Party UK*
- Now CEO of *SAFE (Save Animals from Exploitation)*, New Zealand



Adriano
Mannino

- Philosopher and Author
- President of the *EA Foundation*
- Co-founder of the *Foundational Research Institute*
- Co-Founder of *Sentience Politics*

Strategic Approach

Motivation and Mission

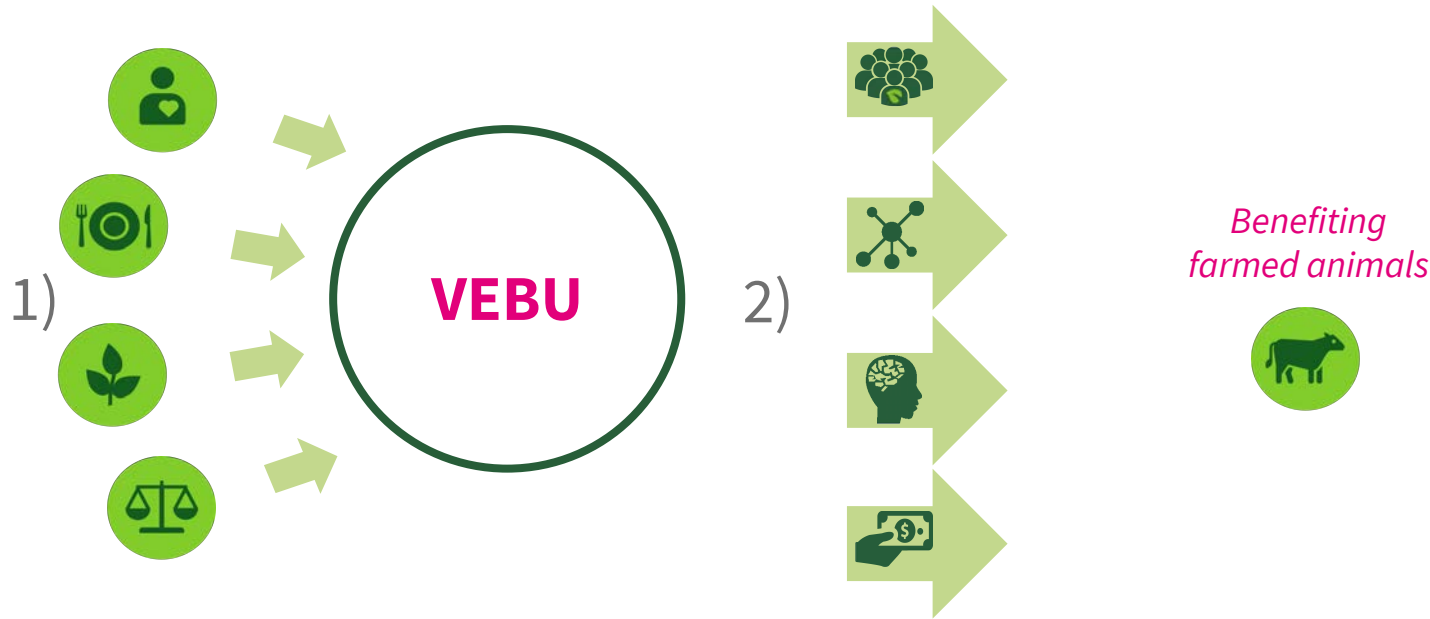
As with the Good Food Institute and NutritionFacts.org, VEBU is run by thoughtful animal activists who have strategically chosen to frame their respective organization not exclusively as an animal charity. The rationale behind this approach is to maximize our impact for animals. In concrete terms, we condense the various arguments we use for a (more) vegan diet into “ five good reasons:”



to reduce the global consumption of animals and animal products by 50% by 2040

VEBU as a Strategic Extension of the Animal Advocacy Movement

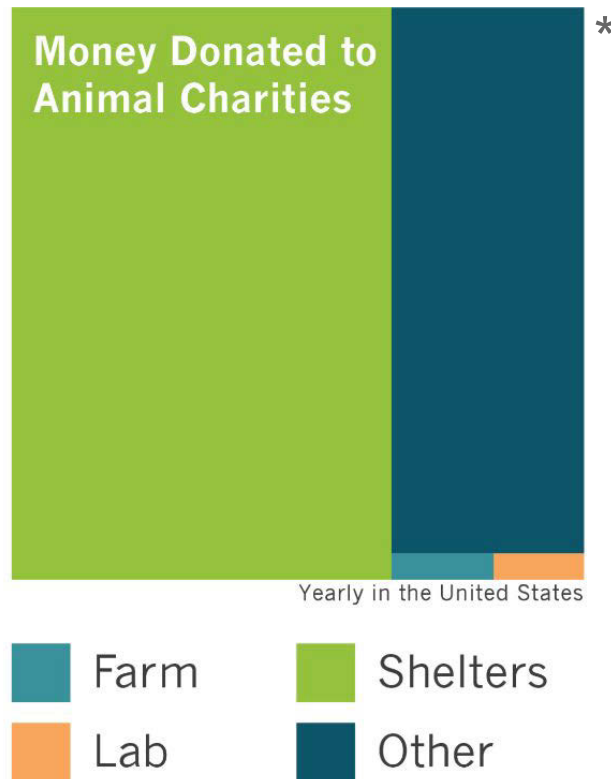
- 1) VEBU's positioning allows us to target and **attract individuals and stakeholders that (originally) do not care about animals**, but are open to change their behavior for other reasons.
- 2) VEBU has a proven track record of **channeling resources (people, networks, know-how, money)**, many of which come from outside the animal advocacy movement (see 1), to benefit farmed animals.



Looking Beyond Donations to Animals

We are all familiar with these statistics: Over 99% of all animals used and killed in the US are farmed animals. While the 80 major animal shelters in the US have a combined budget of \$ 835 million, donations to farmed animals only add up to about \$ 16 million. This goes to show why animal charities should focus on helping farmed animals as much as possible and that donors who care about helping animals effectively should donate to organizations that focus on helping farmed animals.*

However, there are additional conclusions one can draw from these statistics. If the overall amount of donations for animals is in the realm of 'only' \$ 1-2 billion, aren't there other bigger macroeconomic financial sources one should try to influence and tap into? And wouldn't it make sense for EA-minded activists striving to reduce animal suffering to create and work in an organization that leverages donations by effectively influencing and tapping into these bigger budgets?

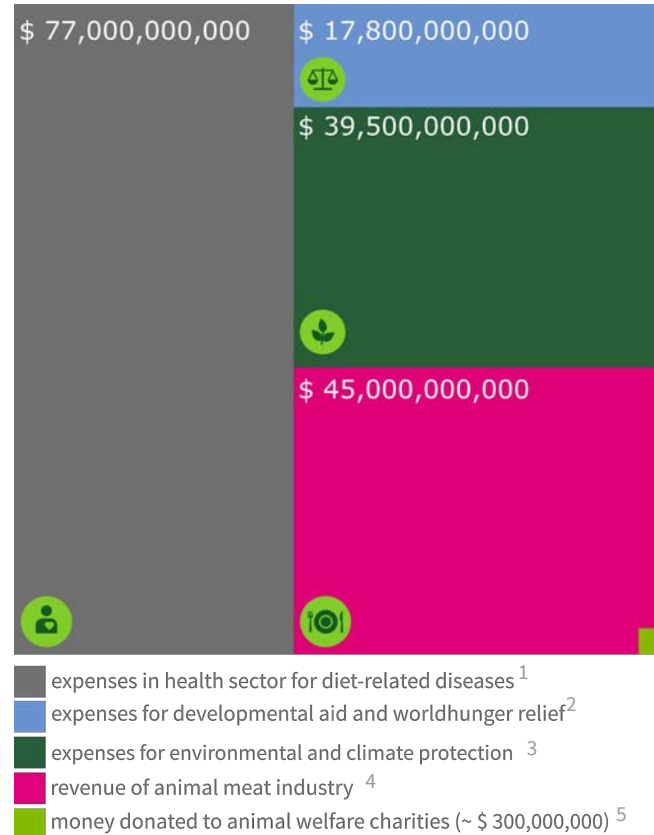


A Macroeconomic View on How to Help Farmed Animals Effectively

This graphic illustrates the financial scope of five different sectors in Germany in which good arguments can be made to support a reduction in the consumption of animals and animal products. Each of our 'five good reasons' targets one of these sectors.

When dealing with the meat or animal industry, we often invoke 'profitability' but don't mention 'profit' as one of our official reasons to move toward veganism.

Due to its strategic positioning, VEBU has already successfully influenced these sectors to redirect some funds into promoting a (more) plant-based diet and thus reduce animal suffering.



Money Donated to Animal Charities in the US (\$ 1-2 billion)

Note: While this illustration depicts all donations to animal charities in the US, the sums on the left refer to the overall much smaller German market.

Influencing Relevant Causes from Within

Some animal advocates argue that non-animal arguments for reducing or eliminating the consumption of animal products should not be used as they may actually increase the amount of animal suffering. Climate activists like Leonardo DiCaprio tend to focus too much on reducing beef consumption, which might lead to an increase in the consumption of chicken.¹ People like Bill Gates, who want to fight global poverty and world hunger, give out free chickens to promote animal farming in developing countries.^{2,3} And public health experts argue for reducing the consumption of red meat while advocating to eat more fish due to its high content of Omega 3.⁴

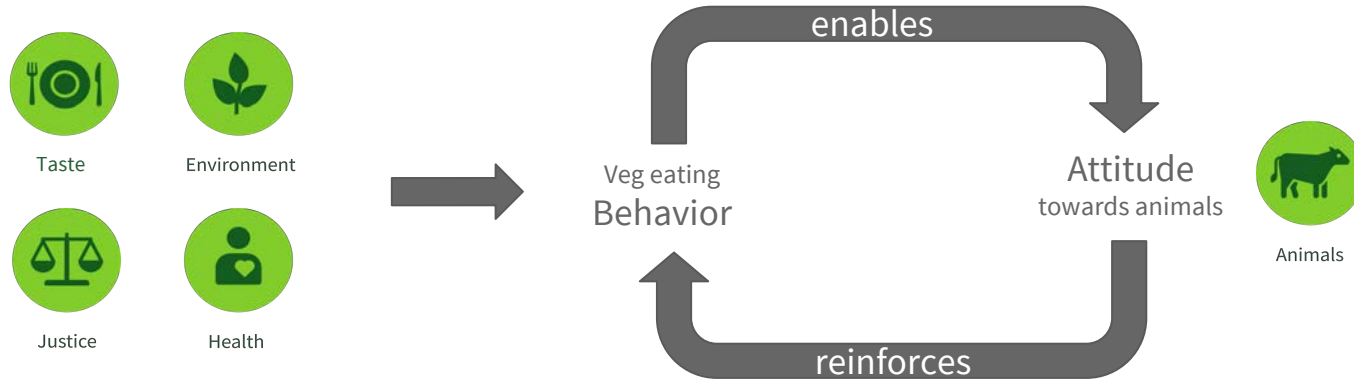
We are well aware that non-animal arguments like climate, health or world hunger are not inherently linked to effectively reducing animal suffering. However, because of this very fact, we regard it as even more important for advocates whose focus is to reduce animal suffering to actively and credibly join the debates regarding those causes. By framing VEBU as an organization that credibly cares about climate change, world hunger, and public health, it is much easier for us (compared with an animal charity) to influence relevant stakeholders not to push for policies that are counterproductive to our efforts to reduce animal suffering while promoting those that actually help us reduce animal suffering effectively.

One example of this would be VEBU's successful lobbying the German climate alliance not to focus on reducing beef consumption but reducing animal agriculture by 50 % in general.

Changing Attitudes by Changing Behavior

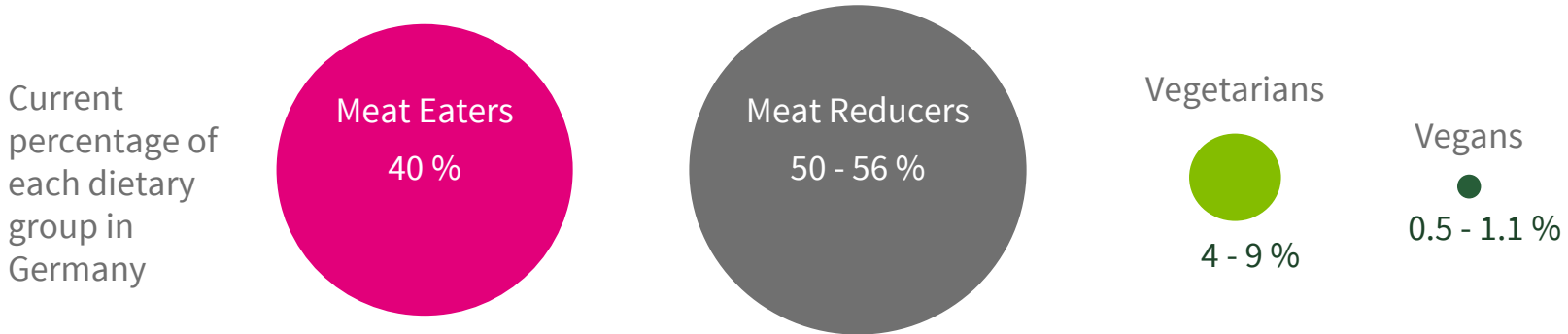
Though VEBU focuses largely on behavioral change, we recognize the importance of change in attitude towards farmed animals. Behavioral change can facilitate attitudinal change - or enable it in the first place: once individuals have reduced or eliminated their consumption of animals, they are less resistant to changing their general attitude towards farmed animals.

One example: We capitalize on this with our medical conference VegMed, which attracts hundreds of medical experts whose main motivation for promoting a plant-based diet is health. Despite its overall medical alignment, we also include a plenary talk on animal ethics (e.g. by Melanie Joy) to reach out to an audience that would otherwise not have been exposed to such information.



Understanding People's Willingness to Change

Over the years, we have attuned our approach to new empirical evidence. A recent representative study in Germany showed that while many of those who still eat meat would consider reducing their consumption of meat only a small fraction would consider going vegan.*



*Self reported dietary change considered possible by meat eaters and reducers**

- 41% would consider or plan to (further) reduce their meat consumption
- 21% would consider switching to a vegetarian diet
- 1% would consider switching to a vegan diet

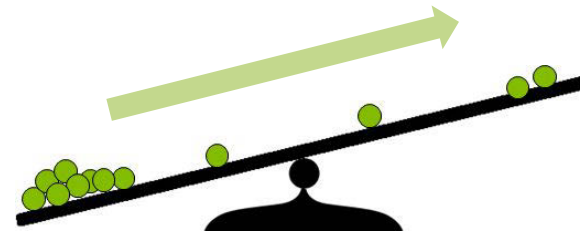
Supporting Incremental Change

Because far more omnivores are willing to reduce their consumption of animal products than to become fully vegan, we can better accelerate the growth of the pro-vegan movement by making many people become more vegan rather than making a few people become completely vegan:

- Becoming vegan requires an identity shift that is not required when simply consuming fewer animal products.
- Choosing to reduce one's consumption of animal products indicates a certain level of awareness - which may facilitate making use of the 'foot-in-the-door' approach.
- A strong vegan message might appeal to some people, but may turn off a much greater number of people.
- It seems likely that all reducers taken together have more of an impact than vegans. Many reducers may tip the system faster than a small number of vegans.
- Because the main focus of our work is institutional change, where a black-and-white approach tends not to work at all, an incremental approach is essential.



Making more people vegan



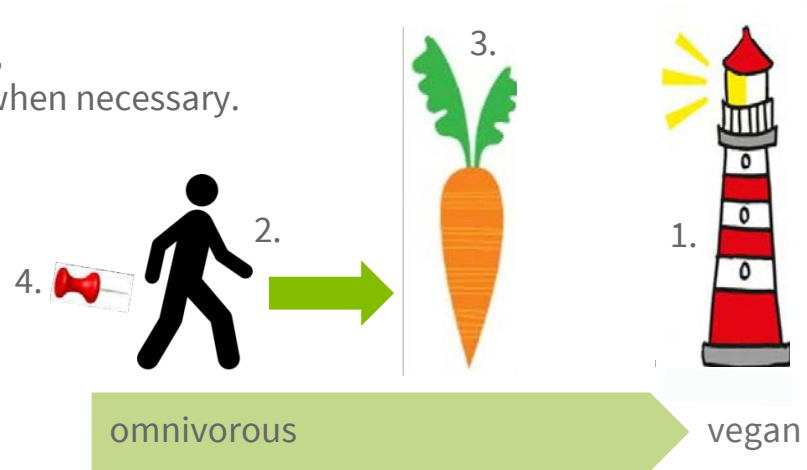
Making people more vegan

Why 'Pro-Vegan'?

At VEBU, we see veganism as a goal rather than a dogma. Therefore, we appreciate every move towards a more vegan lifestyle. We strive to reach out to individuals, organizations, and institutions where they currently are on the omnivore-to-vegan spectrum and motivate them to move in the vegan direction.

We therefore consider ourselves a 'pro-vegan' organization, meaning that we

1. see veganism as the ultimate goal,
2. encourage movement toward veganism,
3. focus on positive motivation and incentives,
4. and only poke (i.e. shock, scare or disgust) when necessary.



Influencing the Key Factors that Determine Change

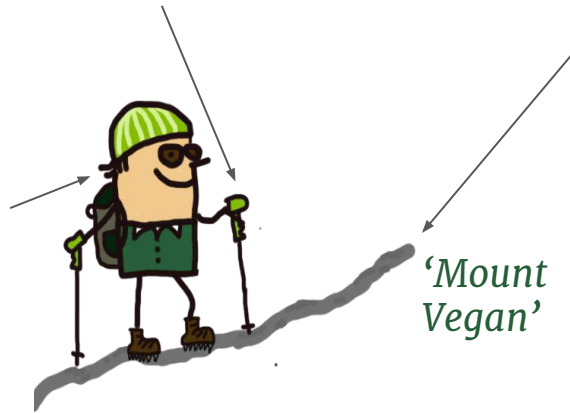
Three key factors determine how much, or whether at all, an individual will change. We work to influence each of these factors. In the past our focus was very much on motivating individuals ('why'), in recent years we shifted more towards supporting individuals with the 'how' to change and towards generating institutional change to make individual change easier and more sustainable.

Providing Tools - 'How'

Recipes, restaurant guides, online courses, etc.

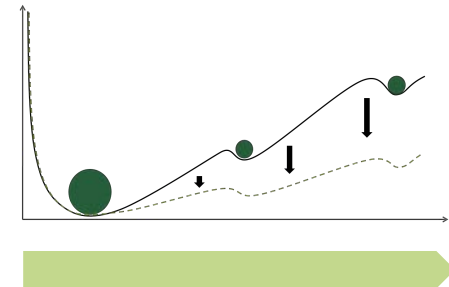
Increasing Motivation - 'Why'

rational, emotional, moral, gustatory



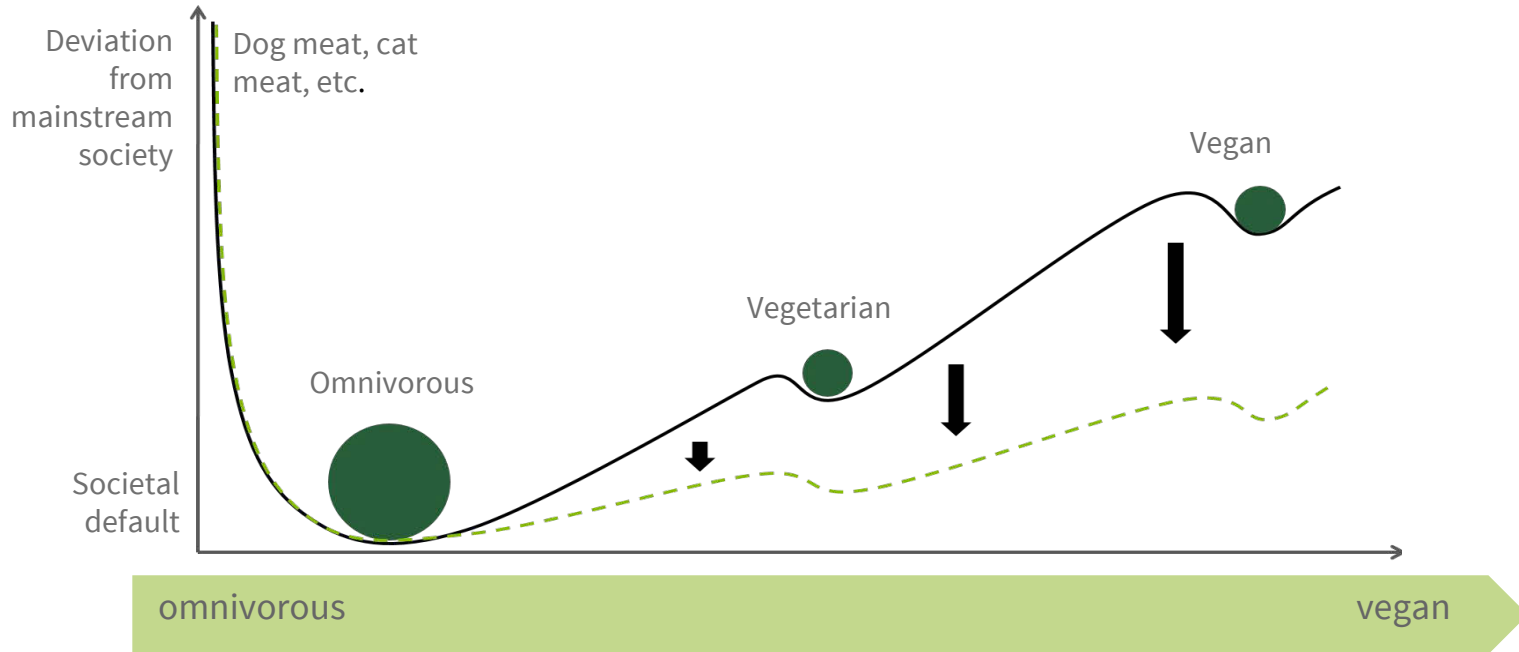
Decreasing the Slope - Institutional change

Availability of vegan foods, social acceptance, etc.



Institutional Change

Of the three key factors determining change, ‘the slope’ is the primary focus of our work. We aim to change the environment so that moving toward veganism is easier (i.e. more affordable, more socially acceptable, more available, etc.).



*This graphic is based on Dr. Dr. Martin Balluch's 'Hypothesis of stability': www.tierrechtskongress.at/2004/beitraege/tr_lobbying_balluch.html

Two Factors to Choose Target Groups

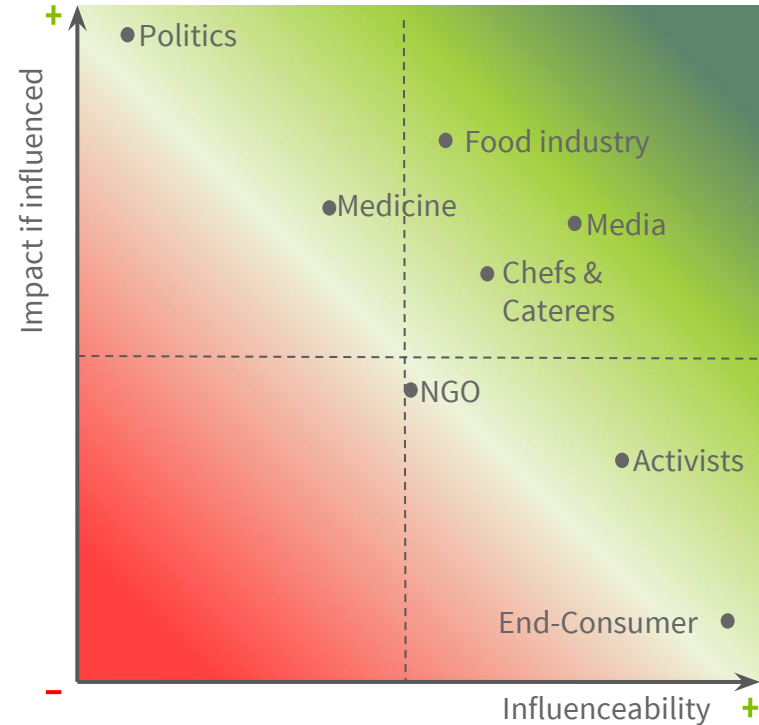
To maximize institutional and sustainable change, we choose our target groups based on two factors:

- the likelihood of our being able to influence them
- the scope of their impact once they are influenced

The ideal target group is easy to influence and has a lot of impact if influenced. In our experience, the food industry, the media, as well as chefs and caterers are in this category.

Target groups that are easy to influence but lack the potential for significant impact are our second choice. This is the case for certain types of end-consumers.

Target groups that are difficult to influence but have a lot of potential impact are our third choice. Policy makers often fall in this category.



This illustration provides a very simplified clustering and classification of our target groups, making no claim to scientific accuracy.

Six Key Target Groups

Based on our two-factor target group selection system, we have identified six key target groups we work to influence.

Media: print media; television; social media; (point of reference for) other institutions and journalists

Food Industry: food producing companies; franchise & chain restaurants; founders

Chefs and Caterers: young professionals in training; established professionals in additional training; catering firms; canteens

Politics & Public Policies: German and EU legislature; lawyers who support “vegan rights”

Medicine & Research: medical community; health insurance companies; medical practitioners

Activists & NGOs: like-minded NGOs; activists and animal advocates

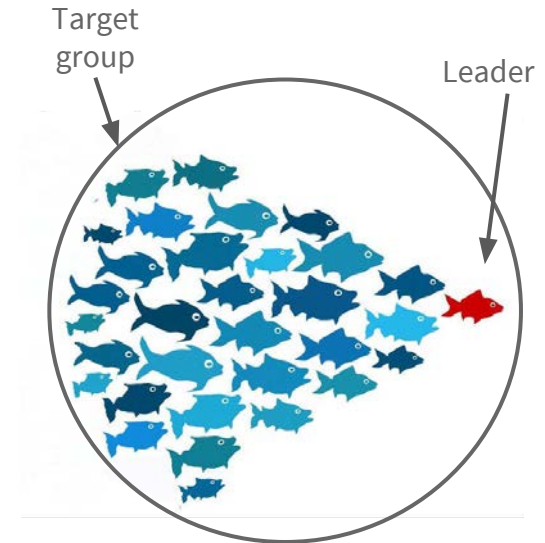


Influencing Leaders within Each Target Group

To maximize our impact on a target group, we usually target the opinion and market leaders who then pull others with them in a (more) vegan direction ('influencing the influencers').

VEBU has a strong track record of achieving this goal:

- **Media:** Regular column in one of Germany's most read health magazine
- **NGOs:** Joint study on climate change and diet with Greenpeace Germany; joint 'slam-the-meat' campaign with WWF Germany
- **Medicine and Research:** joint conference on plant based nutrition with Charité, Europe's leading medical teaching and research institution
- **Chefs and caterers:** partnership with Compass Group, the world's largest catering company; curricula development with Germany's largest culinary school for chefs
- **Food industry:** joint development of meat-free and vegan product line with Germany's best-known meat manufacturer; joint vegan fair at BioFach, the world's largest trade fair for organic products



Accomplishments 2015/2016

Target Groups and Interventions – Overview

Interventions								
VEBU Target Groups	Media and Social Media	Corporate Outreach	Lobbying and Legal Outreach	Vegan Community Building	Food Labeling	Meat Reduction Campaigns	Outreach to Medical Community	Vegan Fairs and Events
Media								
Media Outreach	x							
Online and Social Media	x							
'Reformhaus Kurier' Magazine	x							
Viral Campaign - 'La Table Suisse'	x							
Outreach to Publishers	x							
'VEBU Magazine'				x				
Food Industry								
Corporate Outreach		x						
Influencing the German Meat Industry		x						
'Katjes'		x						
VEBU Test Community		x						
VEBU meets 'BIOFACH'		x						
Influencing the German Retail and Fast Food Landscape		x						
VEBU Startup				x				
Food Labeling: The V-Label					x			
Vegan Fairs: 'VeggieWorld'								x
Chefs & Caterers								
VEBU Gastro						x		
Vegucation						x		
Plant Power Campaign						x		
Climate and Energy Efficient Canteen Kitchens in Schools						x		

Interventions								
VEBU Target Groups	Media and Social Media	Corporate Outreach	Lobbying and Legal Outreach	Vegan Community Building	Food Labeling	Meat Reduction Campaigns	Outreach to Medical Community	Vegan Fairs and Events
Politics & Public Policies								
Lobbying - VEBU Politics			x					
Lobbying for Climate Protection			x					
Sales Denominations of Meat Alternatives			x					
Legally defining the Terms 'vegan' and 'vegetarian'			x					
First International Law Symposium on Vegan Rights			x					
Medicine & Research								
Medical Congress							x	
Changing the Institutional Set-Up: The German Healthcare System							x	
Innovative Solutions							x	
Activists & NGOs								
'Vegan Times' Leaflet	x							
Local Groups and Contacts				x				
International Strategic Vegan				x				
Activism Training				x				
Vegan Summerfest								x

Preface

Number of Interventions

Our goal is to maximize the long-term impact of the donations we receive. To do so, the following factors have played a crucial role in deciding whether to implement a new intervention or not:

1. **Revenue generating:** Many of our interventions are revenue generating. Thus, only a small fraction of the total costs have to be covered by donations. For example: Our medical conference VegMed has a total budget of approximately \$ 200,000 but is 80% financially self sustainable by now due to ticket sales and sponsoring. Thus, we only have to invest \$ 40,000 of donations to make the conference happen.
2. **Project specific (co-)funding:** We often receive grants both on the national and EU level that allow us to implement pro-vegan projects with relatively little resources from our side.
3. **Volunteers:** While leafleting might provide the best empirical evidence for having a very high volunteer time/benefit-ratio, not all volunteers can be motivated to leaflet. Some are more drawn to other projects, like organizing a vegan bake sale, running a local meet-up, etc. Those interventions often have indirect effects like generating donations, local media attention and/or community building. Thus, VEBU providing a platform for volunteers to effectively run these project without investing many resources is a complementary strategy to increase the overall impact of the movement.

4. **Seizing unique opportunities:** Being the point of reference in vegan matters for many organizations and institutions in Germany, we are often approached with requests which go beyond the scope of interventions we have identified ourselves. For instance, we were asked to speak at the European parliament about the climate impact of animal farming; we gave a talk at the German meat congress to the German meat industry leaders; and we attended a meeting of the German health insurance alliance with one of our partners and successfully lobbied for vegan interests. We embrace these opportunities and thereby further strengthen our expertise and credibility and increase our visibility.
5. **Synergies:** Having a broad spectrum of interventions also leads to a variety of synergies. Competencies developed in one area may be applied to other areas as well. Volunteers agreeing to help at one event can more easily be recruited for other projects. However, the most important factor is networking. On the VegMed, for example, we got in touch with the CEO of a health insurance company which now funds our Plant Power Campaign.
6. **Filling important niches within the overall movement:** Not being exclusively an animal charity but a broader pro-vegan organization allows us to be active in many areas. This is necessary as the movement in Germany (and most countries of the world) doesn't have the same high quantity of specialized organizations as in the US.

Filling Niches in the European Animal Advocacy Movement

The US has a well-established animal advocacy and vegan movement. Dozens of organizations have specialized in supporting the movement in their own ways. Most other countries in the world do not have the benefit or potential of having such a variety of organizations. It was therefore up to VEBU to fill necessary niches within the German movement by implementing interventions that similar to those of various US organizations:

- **PCRM:** Since 2012 VEBU organizes Europe's largest medical conference for a plant-based diet, consults with health insurances, and promotes the health benefits of a (more) plant-based diet.
- **The Good Food Institute:** Since 2012 VEBU supports innovative vegan start-ups and works with the meat industry to develop meat-free alternatives. We were the first to generate national media attention for cultured-meat pioneer Prof. Mark Post in Germany, even before his first cultured-meat burger came out.
- **Cowspiracy:** VEBU successfully lobbied environmental organizations like Greenpeace, WWF, and Oxfam to address the connection between animal-based diets and climate change; we were even invited to speak at the European Parliament on these issues.
- **VegNews magazine:** Since its founding in 1892, VEBU has published a printed magazine. The current magazine covers various veg topics, reaching about 50.000 readers with each issue.
- **Happy Cow:** Together with other European partners, VEBU runs a veg restaurant database that many Germans prefer over HappyCow as it is in German and also more up-to-date and comprehensive.

- **Plant-based foods association:** Since 2012 VEBU has been networking and lobbying for the interests of vegans and vegan companies on a national and EU level.
- **COK (summerfest):** Since 2009 VEBU has been the main organizer (with two co-organizers) of the three-day Vegan Summerfest in Berlin that attracts a total of 60.000 visitors each year.
- **FARM (AR conference):** At VEBU's VeggieWorld fair, a total of over 100 talks and workshops are given.
- **HSUS (culinary training; conferences):** VEBU started to do in-house trainings of caterers in 2012 and has done over 200 trainings in three countries since then; similar to HSUS's future of food conference, VEBU has organized several vegan b2b-events for the food industry.
- **THL, VO (local groups):** While not focusing on leafleting, VEBU does have 200 local groups and contacts all over the country that are doing individual and collective activities (vegan bake sale, etc.) and act as social meeting points for vegans and vegan activists.
- **Vegan Action (vegan certification):** Similar to Vegan Action (vegan.org), VEBU certifies vegan products with its V-Label.

Conclusion: We do not think it to be cost-effective to implement all of these interventions in the new ProVeg countries. However, our experience, expertise and networks regarding this broad variety of interventions puts us in an ideal position to choose the most cost-effective and appropriate intervention for new countries.

Media and Social Media

Our press department places vegan topics in mainstream media. We seek to establish the vegan trend as a boom in public perception in order to make it impossible to evade the topic. By communicating growth statistics of certain market segments or the movement as such we push a sense of hype which ultimately reinforces itself. Placing our topics in mainstream media also serves to normalize a vegan discourse which is supposed to create a sense of veganism being the norm in the long run.

VEBU issues about 80-100 press releases per year. We succeed in communicating in a positive and constructive way, earning us expert status. Owing to our positioning and our reputation as a reliable source of information and creator of networks, we are the go-to institution for journalists regarding all vegetarian and vegan matters.

The most eminent German newswire (Deutsche Presse Agentur, DPA) bases their media content on our facts and figures when covering vegetarianism or veganism.

We are the point of contact for expert publications in the food sector (e.g. *Lebensmittelpraxis*) that consult with us regarding our field of expertise. Our press releases are even referenced in academic publications.

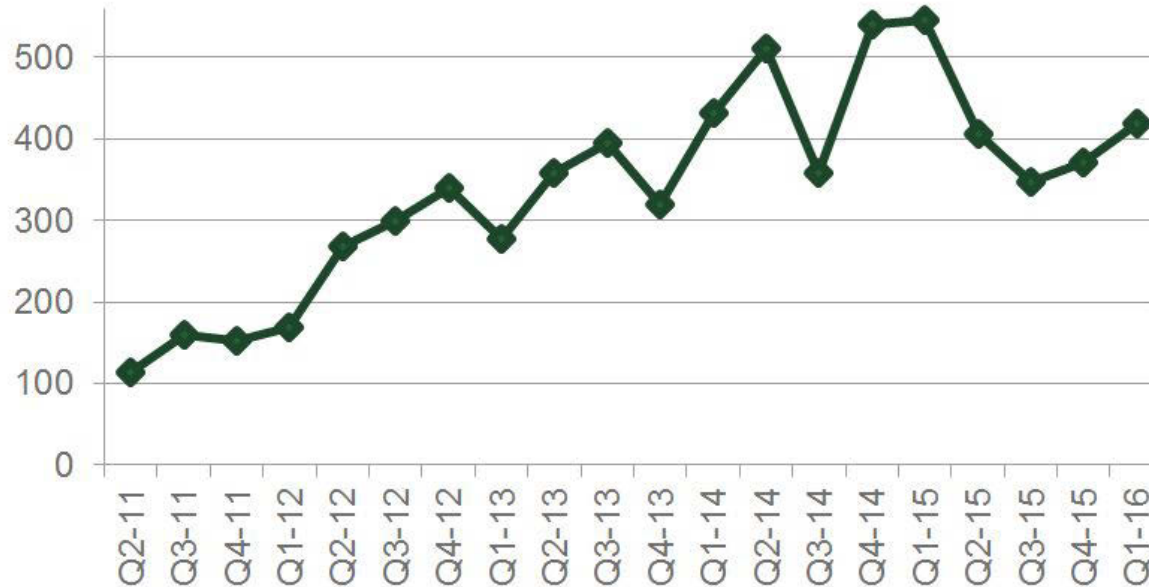


German newscast covering the introduction of VeggieWorld in Berlin

Outcome

- Constant increase in the number of mentions of VEBU in German print media

Frequency of articles with mentions of VEBU in German print media



Media Outreach

Vegane Ernährung liegt im Trend

Vegan ist „in“

Vegane Snacks zum Mitnehmen

Sojadrinks, Seitanbraten, Lupineneis

Vegan boomt

Veggie-Boom in Fleischbranche

Vegane Ernährung liegt ziemlich im Trend

„Veggie Boom“ 2016 ungebrochen

„Veggie Boom“ hält an

Veggie-Trend erobert die Supermärkte

Die Flexitarier kommen!

Der Handel entdeckt die Flexitarier

»Veggie Boom«: Vor allem Jüngere essen fleischlos

Wissen in Zahlen

42 Millionen Flexitarier und 7 Mio. Vegetarier...

Backen ohne Produkte tierischen Ursprungs

Vegan ja, kompliziert nein

Vegetarische Lebensmittel auf Erfolgskurs

Knapp 26% Umsatzplus im letzten Jahr

„Veggie-Revolution“

Fleischersatzprodukte und pflanzliche Brotaufstriche erobern die Supermarkt-Regale

Vegane Weihnachten

Tofuschnitzel und Bratlinge: Vegane Ernährung liegt im Trend

Vegan und vegetarisch wird hierzulande immer beliebter

Kein Trend, sondern ein Lebensstil

VEGGIE fürs Baby

Vegetarisch und vegan liegen im Trend

119

VEGANE KOCHBÜCHER WURDEN IM JAHR 2015 NEU VERÖFFENTLICHT
Quelle: www.vebu.de

Veggie-Party

Klinik-Umfrage

Veggie-Boom

Outcome

- Dramatic increase of people reached through mentions in German print media within 1 year

German media agency *Landau Media Monitoring* provides us with monthly figures on our media presence in print media and the number of people we reached (on average):

2014:	14,800,000 people per month
2015:	23,700,000 people per month

- Reinforcing VEBU's standing as the go-to institution in vegan matters
- Creating a feeling among the media and the general public that more and more people are going vegan
- Counterbalancing misinformation of the general public (false media claims about veganism)

Impact

- Being the go-to institution grants us interpretative power in the future
- Producers sense the potential of the market segment and invest
- Establishment of vegan as a trend in public perception perpetuates and reinforces the trend
- Normalizing veganism in society decreases threshold for attitudinal and behavioral changes in the long run

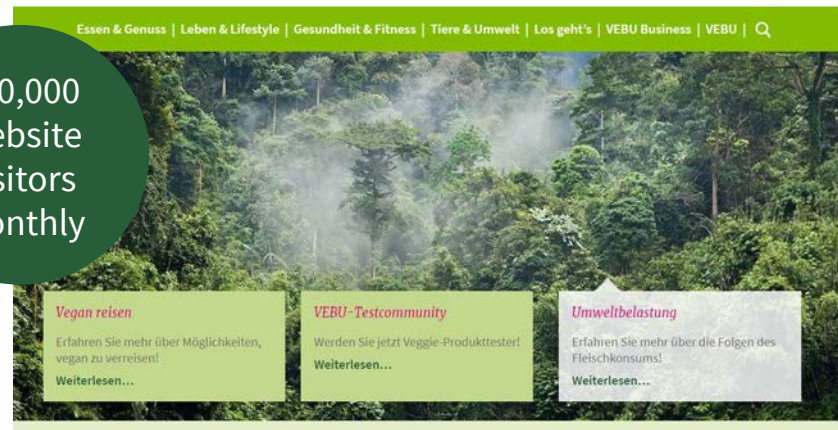
Target audiences

- Vegans
- Vegetarians
- Reducitarians
- Critics

Content

- Vegan food
- Health and fitness
- Animals and environment
- Lifestyle (fashion, cosmetics, traveling)
- Expert interviews
- Offers to move into action
- VEBU (projects, campaigns, lobbying)
- Databases

260,000
Website
visitors
monthly



Main functions

- Information platform (facts, news, lifestyle), provision of high-quality information
- Motivation platform (tipps, guidance, activation)
- Networking platform
- Collection of email-addresses for a more direct communication

Online and Social Media



Fostering interaction and content sharing via facebook and our newsletter, we encourage and stimulate exchange among users. We attract the attention of multipliers and the mainstream with the aim to redirect them to our website.

We place importance on quality regarding links, images and sources. Sharing of scientific statements and articles contributes to VEBU's credibility as a trustworthy source of information. At the same time, we are aware of the attention emotional viral content can create, and we make use of it.

Outcome

- Increasing outreach owing to constant increase in number of newsletter subscribers, facebook fans, and website visitors
- Consolidating our expert status among receivers, fans, and visitors
- Placing the vegan topic in the center of society
- Simplify the changeover to a vegan nutrition and lifestyle
- Simplifying the everyday life of vegans

Impact

- Facilitating the reduction of animal products
- Facilitating the shift from vegetarian to vegan diets
- Normalizing veganism / animal rights in general
- Preventing recidivism among vegans owing to constant presence and support

'Reformhaus Kurier' Magazine

Reformhaus Kurier is a magazine distributed through over 1,000 (vegetarian) health-food stores all over Germany. Independent media monitoring agencies have assessed that it reaches 1.8 million readers every month. Since 2014, VEBU's CEO Sebastian Joy has a full-page monthly column in the *Reformhaus Kurier*, using it to explicitly promote vegan and animal-friendly messages.



Outcome

- 1.8 million readers of a non-vegan magazine exposed to the vegan message
- Reaching health-conscious readers with increased receptiveness to the vegan message

Impact

- Facilitating the shift from vegetarian (or health-conscious) to vegan diets
- Normalizing veganism
- Networking spillover effect: sponsoring for VEBU events by *Reformhaus*, resulting in money inflow into the animal advocacy movement

Viral Campaign – ‘La Table Suisse’



Together with our partner organization Beyond Carnism, we created a video with the intention to provoke people into reflecting on their view on meat. A well-known PR agency in Berlin was inspired by the idea and agreed to work with us pro bono. The result was a polarizing hoax video on a cat and dog meat serving restaurant.

Alongside the video we created a facebook page and a website for the restaurant where people could place reservations for dinner.

Only after three weeks did we reveal VEBU as one of the producers of the video.

During those three weeks the video caused a heated debate in both mainstream and social media. People responded with their own videos, and media in 25 countries picked up the story with a total of about 200 reportings.

www.youtube.com/watch?v=MX7VlUuApC8



Outcome

- Global attention for the story, covered by mainstream media on 4 continents in 25 countries, resulting in about 200 reports
- Engaged many people in social media to the point of people posting their own videos in response
- Engendered critical reflection in debates and triggered a controversial global debate about eating animals



*RTL aktuell,
German
mainstream
media newscast
interviewing
VEBU*

Impact

- Dramatic attitudinal change in many viewers (e.g. documented in their facebook postings)
- Normalization of veganism / animal rights
- Prevention of recidivism in vegans and reinforcement of vegan attitudes and behaviors

Outreach to Publishers

We have an ongoing cooperation with a reputable publishing house. We actively support vegan authors in their endeavor to publish and subsequently promote their books. The VEBU collection alone, a trilogy with the vegan chef Jerome Eckmeier, was published with an **edition of 35.000**.

In addition, we have supported the publication of many books regarding a vegan lifestyle by encouraging vegans to write books, connecting potential authors to publishers, promoting the books in our media channels and events, etc.

Much to our satisfaction, the market for vegan (cook) books in Germany has been expanding significantly in the past years - a development we were happy to support.



'For Sebastian, without whom this book wouldn't exist. Thank you. Jonathan'

Jonathan Safran Foer thanking VEBU's CEO for his contribution to the German edition of 'Eating Animals' a few years ago. According to Aaron Gross from Farm Forward it was due to VEBU that the German edition became by far the most-sold non-English edition worldwide.



Newly published vegan cookbooks each year

Outcome

- Gaining access to, and positioning VEBU as a brand on, the book market
- Increasing visibility and outreach of vegan authors

Impact

- Cooperating with respectable mainstream publishers (high quality publications) lends credibility to, and furthers the normalization of the vegan message

'Vegan Times' Leaflet

Our *Vegan Times* leaflet, resembling a newspaper in terms of design and format, provides a holistic overview of the reasons to become vegan, as well as ideas and guidance for making the transition.

This format is a very cost-efficient way to distribute this quality and quantity of information on a large scale. The information contained is easy to digest while avoiding oversimplification.

Resembling a free sample of a regular newspaper (8 pages), it appeals to, and sparks interest in, a wide audience.

The *Vegan Times* is distributed all over Germany by our staff, members, and regional groups.



The leaflet features a top navigation bar with three sections: 'INTERVIEW' (So gesund ist vegan! Seite 2), 'TIERE & UMWELT' (Fakten über Fleischkonsum und Ressourcenverschwendung. Seite 4 und 5), and 'GESUNDHEIT' (Fit und gesund durch pflanzliche Ernährung. Seite 7). Below this is the main title 'vegantimes' with the tagline 'Die Zeitung für gesunden pflanzlichen Genuss | 01/2018'. The central image shows a woman cooking, with the headline 'DIE ZUKUNFT ISST PFLANZLICH'. To the left is a table of contents: 'Inhalt', 'Ernährung & Genuss Seite 2 und 3', 'Tiere & Umwelt Seite 4 und 5', 'Lifestyle Seite 6', 'Fitness & Gesundheit Seite 7', and 'Veggie-Bewegung Seite 8'. Below the image is the article 'Warum pflanzlich leben? 5 gute Gründe', which lists: Tiere (Für eine Welt frei von Massentierhaltung, Folter, Missbrauch und Schicksalstrafen), Gesundheit (Für einen gesunden Körper und hohe Lebensqualität), Fairness (Für eine weltweit gerechtere Verteilung von Nahrungsmitteln), Umwelt (Für eine bessere Umwelt für uns und nachfolgende Generationen), and Genuss (Für vielfältiges, frisches und leckeres Essen). To the right is another article 'Immer mehr Menschen leben pflanzlich. Das hilft dem Klima, schützt die Tiere und ist gut für die Gesundheit. Die „Vegan Times“ zeigt Ihnen, wie einfach und lecker das Leben als Veggie sein kann. Machen Sie mit!', which includes a photo of a man and text about the benefits of a plant-based diet. At the bottom, there are two small sections: 'NEUWEGE ANNE' (Die vegane Bewegung hat ein in Deutschland führendes Magazin, bereits fast 100 Jahre alt und ist in allen Sprachen, die vegetarische Magazine, Zeitschriften, Supermärkte, Bio- und Reformhäuser, Lebensmittelgeschäfte und Lebensmittel-Fachgeschäfte regelmäßig besuchen und laden sich gern die stetig wachsende Literatur der Bewegungen der veganen Ernährung zu) and 'Die Gründe für eine vegane/n Ernährung sind vielfältig. Ethisch und moralisch eine große Rolle, aber auch die Umwelt, die Ressourcenverschwendung, die eigene Gesundheit oder der Leidensdruck in der Fleischwirtschaft. Wie Sie sich inspirieren und abholen können ist ein ganz persönliches Engagement und je nachdem, wie Sie es tun, können Sie unterschiedliche Interessen, Anliegen Sie auf Seite 2.

Outcome

- Complements VEBU's leafleting efforts by appealing to a wider audience as it sparks interest even in those otherwise unresponsive to leafleting (owing to its well-established and respected newspaper format, its free-sample appearance, and its being comprehensive without being overtaxing)

Impact

- Facilitating the shift from vegetarian to vegan diets
- Community building within the vegan movement
- Preventing recidivism within the vegan movement
- Normalizing veganism through professional outreach material facilitates attracting non-vegans to the vegan message

Corporate Outreach

We consider Corporate Outreach one of our most powerful levers. One of our aims is to make vegan products widely available and easily accessible. We support companies in their developing vegan products, and reach out to producers to further veganize their product range. Our Corporate Outreach efforts include:

- Contact with hundreds of companies through the V-Label
- Direct intensive contact with selected firms
- VEBU startup support
- VEBU test community
- Vegan trade fairs
- Company rankings



When cooperating with the food industry, we always maintain our general strategic approach. In certain cases it proved useful to support companies which first introduced vegetarian products as they often moved on to producing vegan ones shortly after that. As we focus on long-term impact, we support and encourage them during that development.

Having acknowledged the potentials of this type of Corporate Outreach in combination with our standing, we launched an additional 'Corporate Outreach' unit in September that specialises in this form of intervention. As a first step, we are now analyzing where to put our resources in terms of maximum effectiveness and efficiency.

Influencing the German Meat Industry

- VEBU has encouraged *Rügenwalder*, one of the biggest and best-known meat-processing companies in Germany, to develop a vegetarian and vegan product range and assisted them in the process.
- The company has opted for a re-orientation of their entire business strategy and now strives to strongly position itself in the market for meat alternatives.
- For one of the outcomes see the picture to the right: Every package of this meat product comes with an advertisement for its vegetarian alternative below the lid.
- Since 2012 we have been in constant contact with the company and have successfully pushed them towards introducing more vegan options.
- Since 2014 Rügenwalder has invested over 44,000,000 Euros into marketing their meat-free products.*



Outcome

- 4 out of 10 of Rügenwalder's bestsellers are now meat free
- Rügenwalder puts 100% of their marketing budget into promoting their meat-free products (generating 3,2 billion media contacts per year)
- V-Label significantly gained visibility through their large-scale marketing campaigns
- Meat eaters are exposed to meat-free products from a familiar brand which facilitates the purchase of so far unknown products

Impact

- Normalization of vegan discourse owing to one of the most eminent representatives of the German meat industry demonstrating their receptiveness to the vegan issue
- Thousands of otherwise unreachable meat eaters have already bought and tried out meat alternatives
- Setting an example for the whole industry in terms of seriously considering moving towards a more vegan product range ('influencing the influencers')

Influencing the German Meat Industry

- In February 2016, Sebastian Joy was a keynote speaker at Germany's largest meat congress.
- With more than 400 attendees, this was a unique opportunity to speak to dozens of meat industry CEOs, marketing strategists, etc. at once.
- In his presentation, Sebastian showed that the meat industry is facing a fundamental transformation, arguing that meat-free meat products have shown rapid growth rates in recent years.
- Secondly, he argued that meat is an inefficient product, as the same product (food) can be produced with significantly less production steps and loss of energy along the way. Using the analogy of *Netflix* kicking the less efficient provider *Blockbuster* off the market, he demonstrated that inefficient products tend to be replaced over time.
- Many attendees understood the need for change and the relevance for their industry.



Outcome

- More than 400 of the German meat industry's most eminent decision makers were encouraged to shift their product range towards meat alternatives in the long run - based on a business rationale
- Meat alternatives were presented as a serious source of revenue given the trend in the sector

Impact

- Nudging the meat industry towards a more open discourse regarding veganism
- Incentivizing the whole industry in terms of seriously considering moving towards a more vegan product range ('influencing the influencers')

'Katjes'



Katjes is a very popular and renowned producer of fruit jelly that has continuously introduced more vegetarian products. Over the past years, we have collaborated with them on a campaign and supported their development towards becoming a gelatine-free fruit-jelly producer.



A selection of their product range. For more see www.katjes.de

Outcome

- Only this September, as the first producer in this market segment, they announced that their whole product range is now 'veggie', i.e. gelatine-free
- All marketing activities are directed towards that fact and prominently place the V-Label in all channels used (print, TV & cinema commercials)

Impact

- Having accompanied them throughout this process, we consider this an important case study and meaningful success, both for Katjes and for us. Katjes being the pioneer in this field, will determine competitors' future product development decisions
- Increased visibility of the V-Label and the 'veggie' topic
- Tremendous exposure of a huge customer base to the vegan message

VEBU Test Community

The taste, texture and overall quality of vegan food is essential in making it more attractive to the general public. Especially taste may well be the crucial factor when it comes to adopting a vegan diet.

Therefore, VEBU has created Europe's largest vegan, vegetarian, and flexitarian test community with **about 15,000 registered testers**. All testers indicate their dietary habits and demographic information, which allows the producers to choose a testing group that mirrors their target group.

Producers can make use of the direct feedback from the test community both during product development and product optimization. The Test community enables dialogue and interaction between producers and consumers and thereby speeds up the process of product optimization. Testers provide their feedback without monetary compensation.



We run and moderate a blog for the Test Community where the community can exchange experiences and share information as to where new products are introduced.



Outcome

- Comprehensive data base making consumer information accessible for producers to receive feedback, enabling them to further develop and improve their products
- Producers can select testing groups in accordance with their preferences
- Improved process of product optimization

Impact

- Increased likelihood of more convincing vegan products entering the market - appealing to both vegans and non-vegans and thus contributing to increased acceptance of vegan products among consumers

VEBU meets 'BIOFACH'

- BioFach is the world's leading B2B trade fair for organic products (foods, drinks, non-foods) with 45,000 professionals from the food industry from 130 countries.
- The fair is known for establishing and strengthening global food trends.
- For the second time, VEBU organized and hosted a 600 square meters (6,450 square foot) special exhibition area, presenting the wide range of cruelty-free products that the market already has on offer and promoting a vegan lifestyle, including cooking shows and panel discussions.
- Out of all special exhibition areas at the fair, VEBU's 'vegan wonderland' was by far the most popular one.
- Owing to the success of the 'vegan wonderland' in 2015, BioFach invited VEBU to organize it again in 2016, agreeing to cover over 90% of all costs involved.



Outcome

- Presenting the vegan trend in all areas (food, clothing, materials) to internationally relevant multipliers (B2B)
- Capitalizing on the event's general innovative alignment to present innovative vegan products
- 40,000+ people are exposed to the variety of vegan products already available
- Holistic approach (information, talks, food presentations, cooking shows) enables comprehensive positive experience for visitors

Impact

- Capitalized on increased health as well as environmental awareness of visitors, who can act as messengers and multipliers
- Normalization of vegan discourse among organic producers
- Businesses get inspired to continue innovating and developing vegan products

Influencing the German Retail and Fast Food Landscape

In cooperation with the Albert Schweitzer Foundation (ASS), VEBU carried out two types of rankings on the vegan-friendliness of big fast food and retail chains in 2015 and 2016. The supermarket ranking was spearheaded by the ASS, the ranking on fast food chains by VEBU.

The parameters examined were: number of vegan options, type of dish (starter / main course), quality, declaration as vegetarian or vegan, and physical separation from animal products.

The ranking serves as a door-opener for corporate outreach.



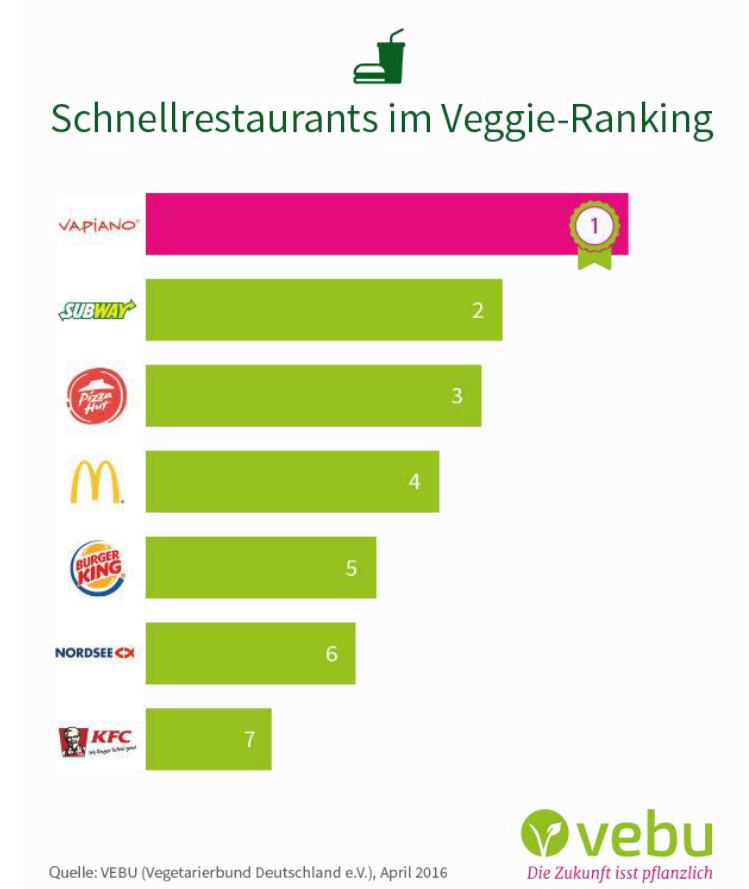
Influencing the German Retail and Fast Food Landscape

The objective is to create stimuli and incentives for the restaurant chains to improve what's on offer and thereby amplify the vegan and vegetarian options available in Germany.

With official press releases and the distribution of the results through our channels, VEBU seeks to increase competition among the most common fast food restaurants in Germany.

The ranking will be updated on a regular basis to encourage the hugely popular fast food industry to improve the availability of plant-based alternatives, and to document the development for future comparisons.

The top-ranking Vapiano is a European restaurant chain that has already branched out to the US and Asia.



Outcome

- The ranking serves as a door-opener for corporate outreach
- The first success of the recent ranking is that we are now in close dialogue with McDonald's, Subway, Vapiano, and Nordsee to improve vegan options
- Pressure exerted on the big players in the mass catering industry fostered competition
- Public awareness created

Impact

- Seafood restaurant chain Nordsee seeks to introduce vegan options, which will result in thousands of vegan meals sold per day
- Addressing the powerful and omnipresent fast food sector yields unparalleled benefits: establishing and normalizing vegan options within the mainstream food culture by reaching out to an hitherto untapped, but huge, consumer group

Lobbying and Legal Outreach

Lobbying – VEBU Politics

VEBU acts as a representative of (pro-)vegan interests and is part and founding member of the European Vegetarian Union (EVU). In these capacities, VEBU advocates for vegan interests in Berlin and Brussels.

Activities include:

- Highlighting the connection between food choices and climate change in order to put it on the political agenda
- Names for meat alternatives that are appealing to mainstream
- Legally binding definitions of the terms ‘vegetarian’ and ‘vegan’ (the EU is currently lacking such definitions)
- Law Symposium on the right to vegan meals in public institutions
- Planned project: Fair taxation of plant milk (currently taxed at 19% as opposed to 7% tax on cow milk; a change in taxation would reduce the total costs of plant milk by over 12 million Euros each year)
- Strategic collaboration with other organizations



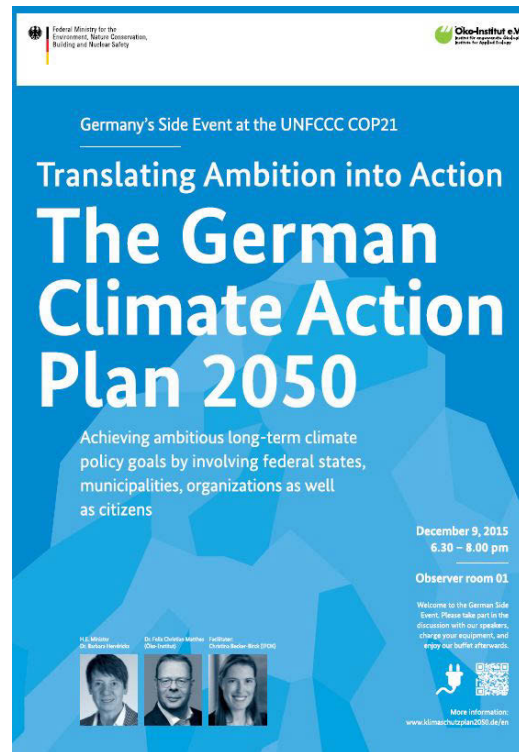
Till Strecker, VEBU and EVU Lobbyist



Lobbying for Climate Protection

VEBU is a major advocate of putting the environmentally harmful effects of animal agriculture onto the climate protection agenda.

In Germany, the government is currently planning the implementation of the Paris climate agreement. VEBU was, and will be, part of the official processes, thus succeeding in communicating the potentials of a plant-based lifestyle.



The poster is for a side event at the UNFCCC COP21. It features a blue background with a white map of Germany. The text is in white and black. At the top left, it says 'Federal Ministry for the Environment, Natural Conservation, Building and Nuclear Safety'. At the top right, it says 'Düsseldorfer Institut e.V. für Ernährungswissenschaften'. The main title is 'The German Climate Action Plan 2050'. Below the title, it says 'Achieving ambitious long-term climate policy goals by involving federal states, municipalities, organizations as well as citizens'. The date and time are 'December 9, 2015 6.30 - 8.00 pm'. The location is 'Observer room 01'. There is a welcome message and a QR code. At the bottom, there are three small portraits of speakers: H. J. Müller, Dr. Ina Christa Hecker, and Juditha. Below the portraits, it says 'More information: www.klimaschutzplan2050.de/en'.

Federal Ministry for the Environment, Natural Conservation, Building and Nuclear Safety

Düsseldorfer Institut e.V. für Ernährungswissenschaften

Germany's Side Event at the UNFCCC COP21

Translating Ambition into Action

The German Climate Action Plan 2050

Achieving ambitious long-term climate policy goals by involving federal states, municipalities, organizations as well as citizens

December 9, 2015
6.30 - 8.00 pm

Observer room 01

Welcome to the German Side Event! Please take part in the discussion with our speakers, charge your equipment, and enjoy our buffet afterwards.

H. J. Müller, Dr. Ina Christa Hecker, Juditha

More information:
www.klimaschutzplan2050.de/en

Lobbying for Climate Protection

VEBU is part of the Klima-Allianz (German climate alliance), an NGO alliance representing more than 100 organisations and their views regarding climate protection. VEBU drafted the section on food for the alliance's Climate Action Plan 2050, recommending that German animal agriculture be reduced by 50% by 2050. VEBU won the support of the whole alliance in demanding a drastic cut in the consumption of animal products, making it one of the key demands.



Outcome

- A draft of the 'Klimaschutzplan 2050' (Climate Protection Plan 2050) by the German environmental department demanded a radical cut in the consumption of animal products; unfortunately this draft was rejected owing to massive intervention of pressure groups up to the chancellor's office
- As a consequence, on September 27, 2016, VEBU gave a speech at a hearing with more than 150 representatives of associations and federal ministries present, further emphasizing the relevance of animal products for climate protection plans

Impact

- Raised awareness among non-animal NGOs about the connexion between meat consumption and climate change ('influencing the influencers')
- Changed the political discourse and put meat consumption (via climate impact) on the political agenda with potentially positive long-term effects

Sales Denominations of Meat Alternatives

The question of what to name vegetarian products (sales denominations) is unregulated and currently heavily contested. In other words: can a meat-free sausage be called ‘sausage’? Representatives of the meat industry are trying to preserve terms traditionally used for meat products (e.g. Schnitzel) for meat products exclusively, arguing customers might accidentally purchase vegetarian or vegan products.

As well-known terms communicate a lot of information and make vegan alternatives more attractive for consumers, VEBU is lobbying for a liberal regulation. We are in regular and constructive contact with all major stakeholders and have managed to gain support of a major player in the meat industry. As VEBU’s position is being shared by more and more stakeholders, we are positive that we will secure attractive sales denominations. We aim for a normalization of vegan products facilitated by retaining established terms for traditional food items as they support people in their transition to a more vegan lifestyle.

The project was kicked off in August 2016 which is also when VEBU succeeded in publishing an article in the trade journal *Fleischwirtschaft* (Meat Business), a key medium, aiming to influence the relevant decision-makers in the meat industry.



Outcome

- A lobbying project (funded by a traditional meat producer open towards, and in transition to, a more vegan product range) which channels money from the meat industry into vegan advocacy and creates a counterbalance to the dominant meat industry and its lobbying power
- If successful, vegan products will be allowed to be marketed with the same names as animal products

Impact

- If successful, using the same names for vegan products as for animal products will further increase the mainstream's openness to, and acceptance of, vegan products

Legally defining the Terms ‘vegan’ and ‘vegetarian’

The absence of legally binding definitions of the terms “vegan” and “vegetarian” in food labelling is a problem from a consumer protection perspective, and has even been identified as such by the European Commission. Unfortunately, the Commission has failed to act upon this responsibility in the past five years and seems unlikely to meet its obligation of its own accord any time soon.

While the definition is meant to be implemented by the European Commission, VEBU achieved a major breakthrough in Germany after years of political lobbying: Together with the German Bundesländer (‘federal states’) and the food industry, VEBU developed a definition. The definition is based on criteria developed by VEBU and fully implements the expectations of vegans, vegetarians and interested consumers. It was accepted by the Bundesländer and their food control authorities (April 22, 2016), making it the current de facto standard. With additional support from the German government and all political parties, VEBU will continue lobbying for a solution at the European level.

Legally defining the Terms 'vegan' and 'vegetarian'

Outcome

- Definitions were accepted in Germany, making it the current de facto standard
- Helps consumers to identify vegan/vegetarian products and protects their interests
- Helps producers, wholesalers, and retailers to identify vegan/vegetarian niches and cater for any such market demand

Impact

- Will potentially eliminate animal ingredients in products that are now close to being vegetarian and vegan
- Establishing of a clearly regulated vegan/vegetarian market with increased levels of credibility and trust will, in the long run, potentially lead to an increase in demand and supply

First International Law Symposium on Vegan Rights

VEBU has successfully organized the first International Law Symposium on Vegan Rights. It attracted 28 lawyers and other legal experts, activists, and NGO leaders representing 13 nations. Participants were thrilled about this initiative, sensing a need for change in national and international legislation regarding the right to vegan meals.

Many international participants reported a variety of ways in which vegans and/or vegan products are being discriminated against or disadvantaged.

For instance, the laws in some countries make it mandatory for schools to ensure that at least 70% of the protein they serve to students comes from animal products. Given how clearly these laws only serve the interest of animal agriculture and not the interests of public health or environmental protection, we believe that even a small group of thoughtful lawyers and legal experts can bring about significant changes in these countries.



April 2016

Outcome

- International exchange of legal expertise
- Concluding Declaration of Vegan Rights
- A newly developed online forum
- VEBU / ProVeg will organize an annual international law symposium

Impact

- International legal community building and sensitization for the vegan issue
- Establishing vegans' legal right to be provided with vegan food in public institutions will make it easier to demand more vegan options in public institutions
- Reducing recidivism owing to official legal status of 'rights'
- Normalizing vegan discourse in the general public
- Paving the way for legislation that protects vegans from discrimination

Vegan Community Building

'VEBU Magazine'

VEBU publishes a quarterly lifestyle magazine for members and subscribers

- 20,000 copies per issue
- Approximately 50,000 readers per issue
- A survey among readers showed 90% recommend the magazine to friends and family



Outcome

- Spreading awareness about veganism among members and their social networks
- Presenting veganism as an appealing lifestyle

Impact

- Community building
- Preventing recidivism among vegans
- Normalizing veganism among (vegetarian) members and wider social networks
- Formerly available at newspaper stalls as the first of its kind, VEBU's vegan/vegetarian magazine paved the way for a now mushrooming vegan magazine segment in Germany

The potential to tap into the exponentially growing vegan market with new and innovative business concepts is greater than ever.

VEBU-startup supports future founders during their business planning and founding period, providing a network of catering professionals, marketing experts as well as business- and founding coaches.

Many businesses are likely to be founded and to contribute to a lively and innovative vegan scene.

In the next two years, we would like to integrate competition elements into our startup scheme to foster the development of innovative products. This has the potential to attract innovation grants which could channel more money into the vegan product market.



Outcome

- More than 1,000 people have already participated in our workshops and online-assessments or have benefited from consultancies

Impact

evaluation impossible at this point

Local Groups and Contacts

VEBU has a widespread and stable basis of local activists. All over Germany, there are **140 local groups** and **70 individual local contacts** with a total of around **1,500 activists**.

By organizing creative street activism and bake sales, distributing our communication materials, organizing lectures, festivals, and film screenings, they make excellent use of a variety of interventions on a regional level to spread our message.



Local Groups and Contacts

VEBU's services to local groups include:

- Monthly newsletter to local groups (600 subscribers)
- Ministry for local groups and activists in all matters: constant email and phone contact
- 3 activist trainings per year, providing support, input, and guidance to professionalize their activities

In summer 2016, we started to implement a new volunteer management strategy with the help of one additional staff member. Our support seeks to increase the effectiveness of their activities and their visibility both internally and externally. Our strategy involves the usage of tools for knowledge management and exchange (e.g. google classrooms) and generally more exchange for a better overview of their interventions.



Screenshot of newsletter

Outcome

- Widespread network of activist members enables large-scale distribution of information materials
- VEBU being present at the core vegan / animal rights events all over Germany
- High number of independently organized events on a local and regional level (e.g. educational formats for certain target groups)

Impact

- Retention of members and activists
- Professionalization of the movement (regular trainings by VEBU and advice on various aspects of activism)
- Community building
- Preventing recidivism through permanent outreach and support
- Multiplication of our efforts

International Strategic Vegan Activism Training

In May 2015, we hosted a four-day EU-funded Strategic Vegan Activism Training which aims to help vegan activists increase their effectiveness. It was co-hosted by Beyond Carnism and led by

Dr. Melanie Joy (president of Beyond Carnism),
Sebastian Joy (CEO of VEBU),
Martin Smedjeback (peace activist),
Tobias Leenaert (veganstrategist.org).

A total of about 30 activists from over 20 different organizations and 13 different countries participated. Some of the most common and pressing challenges faced by vegan activists were examined and discussed to find ways to prevent and overcome them.

Topics covered include:

- Effective vegan advocacy, strategic communication
- Principles of strategic movement building and organizing
- Strategic activism: strategic thinking, outreach, and actions
- Sustainable activism, preventing and treating burnout



Outcome

- Enabled networking and cooperation opportunities across countries, organisations, and resulted in sustainable collaborations

Impact

- Contributed to the further professionalization of the movement by training 30 experienced and dedicated activists
- The training was so successful and the feedback so encouraging that out of this initial training, CEVA (Center for Effective Vegan Advocacy) has been created. CEVA now trains vegan activists all over the world. For more information, see: www.veganadvocacy.org

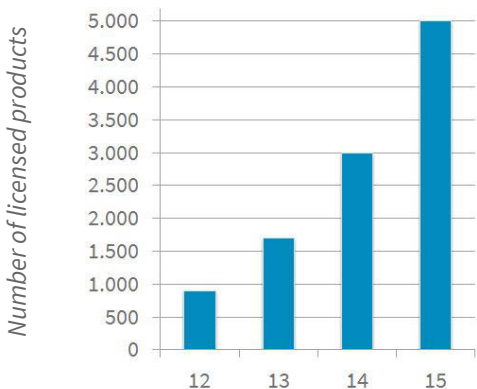
Food Labeling

We are committed to generally lowering the threshold for adopting a vegan lifestyle. Clear and reliable labeling of products provides customers with instant information as to whether or not a product is vegan. The V-Label is the most successful and trusted vegetarian and vegan label in Europe with the highest standards and most transparent procedures.

- The V-Label is an international label to certify vegetarian and vegan products.
- The Label can licence both vegan and vegetarian products.
- We are spearheading the professionalization of the label throughout Europe. To that end, we work together with a lab partner, and have continuously updated licensing and auditing processes, quality management, and quality assurance. We have also implemented a risk management system for auditing processes. We combine regular audits with optional analyses in the case of problematic products.
- Last year, we started to organize annual V-Label meetings to unify and standardize these practices among European licensing partners and to create the conditions for this powerful tool to take off in all participating countries.

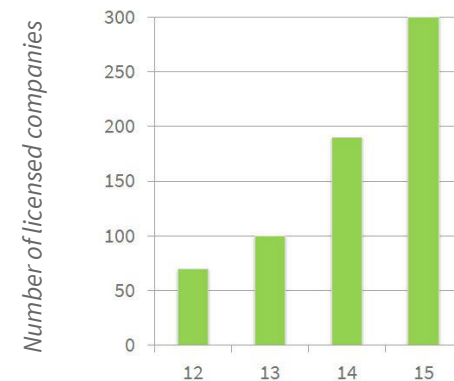
What the V-label offers **consumers**:

- **Security:** Credibility through reliable testing and signed company documentation confirming that products are indeed vegetarian or vegan
- **Clarity:** unified criteria for vegan and vegetarian products
- **Orientation:** simple decision at first glance



What the V-label offers **manufacturers**:

- **Recognition:** National and international presence
- **Professionalism:** years of experience and expertise in the licence-holding organisation (VEBU and other V-label issuing organisations in Europe)
- **Customer outreach:** tapping into new target groups



Outcome

- In Germany alone more than 6,000 products from 400 companies licensed by VEBU so far
- In Germany, this constitutes a 25% growth in the number of products over the past year
- Worldwide, 10,000 products in 27 countries licensed so far (50% of which in Germany)
- Millions of consumers are exposed daily to the word ‘vegan’ (and ‘vegetarian’)

Impact

- The label helps vegans to easily identify vegan products
- Further normalizing vegan foods and a vegan lifestyle
- Constant presence familiarizes consumers with vegetarian and vegan options, who otherwise would not have been exposed to these products at all (becoming ‘vegetarian’ facilitates dietary considerations for many people who would have found ‘vegan’ too extreme in the beginning)
- Significant chaining effect as a good externality in this case: many of those companies are motivated to further ‘veganize’ their products in order to obtain the label, with their competitors getting inspired to get licensed as well
- Huge German companies such as HiPP, FRoSTA and Katjes, as well as supermarket chains such as ALDI and NORMA had their products labeled with our V-Label. We cooperate with those key players regarding marketing processes to create increased outreach and impact (‘influencing the influencers’)
- The label also serves as a strategic ‘foot-in-the-door-technique’ for further collaborations with companies to improve the quantity and quality of their vegan products

Meat Reduction Campaigns

Chefs and Caterers

For vegans and vegetarians, public catering often constitutes a challenge to say the least. Often, vegan people are simply excluded from public services, which usually results in higher expenses for them. That is one reality.

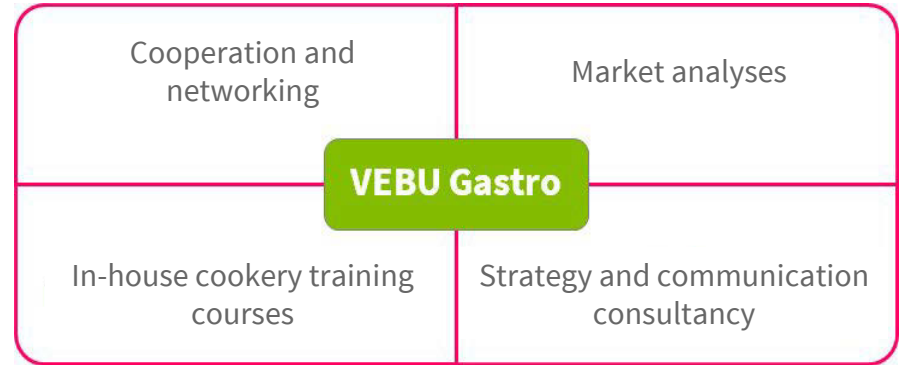
Another one is that public catering is a sphere with huge potential for change and impact. Each day about 12 million Germans eat meals provided in pre-schools, schools, universities, corporations, hospitals, etc. That is to say, one out of seven Germans regularly eats meals provided by public caterers. Increasing the share of plant-based meals therefore has a large-scale impact.

To tap into that potential, we approach caterers and decision-makers in different institutional settings and offer support - following our policy of influencing the influencers.



VEBU-Gastro offers comprehensive nutrition services for public institutions as well as for individual and mass gastronomy. We counsel kitchens and canteens, and demonstrate how to complement their existing offer with plant-based meals.

To date, we have organized 200 in-house trainings. In addition, we offer 'Train the Trainer' courses as multiplier programs. Companies so far trained include:



We are now trying to move away from many individual training courses and focus instead on targeting large caterers and umbrella organizations with a nationwide reach to increase the impact of our work.

Outcome

- Capacity building: Enabling chefs to cook vegan food
- Capacity building: Training multipliers to train chefs
- Raising awareness among chefs and caterers
- Raising awareness among canteens and public institutions
- Positioning ourselves as competent consultants



Impact

- Normalizing vegan food among those who are responsible for its preparation
- Every day thousands of more plant-based meals
- Long-term change of gastronomy and public catering landscape

Vegucation



Vegucation is a project to improve the vocational training of chefs in the field of plant-based cuisine. It was co-founded by the European Commission and consisted of a consortium of 4 schools and 4 NGOs from 4 European countries (The Netherlands, Austria, Germany and Belgium). Vegucation developed multilingual learning materials such as student handbooks and cooking videos to be used in class in the initial and continued training for chefs.

- Austria: Vegucation material will be the basis for an official schoolbook and special trainings for apprentices supported by the Austrian Economic Chamber
- Vegucation has been selected as a ‘success story’ by a panel of experts from the Directorate-General for Education and Culture of the European Commission
- 75% EU-funded (USD 300,000 in grants over a three year period), enabling us to leverage donations by a factor of 1:3

For more information (also in English), see: www.vegucation.eu



Outcome

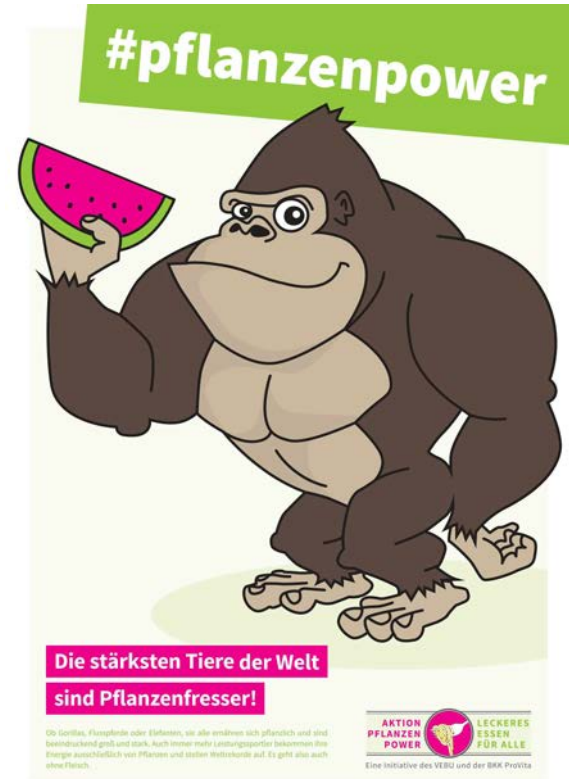
- Distribution of Vegucation material to over 5,000 trainees/chefs
- Developed materials will be available long-term for future trainings
- Capacity building: Enabling chefs to cook vegan food

Impact

- Normalizing vegan food among those who are responsible for its preparation
- Change of gastronomy and public catering landscape in the long run

Plant Power Campaign

- The program has only recently been kicked off and aims to improve availability of vegan options in schools and pre-schools (8 trainings for caterers at 15 schools in 2 years).
- Successful cooperation and testimonial by Stina Spiegelberg (popular vegan cookbook author and blogger)
- Financed for 2 years (extension possible) by BKK ProVita
- September 21, 2016: Kick-off intervention with cooking workshops and tasting sessions for 900 students in Munich
- Germany's largest caterers invited for a training in December with a representative of the DGE (German Dietetics Association)
- Nationwide campaigns by VEBU's regional groups
- Online and offline petition for vegan options at public institutions will be delivered to the ministry of education
- (Legal) support for parents and children, to advocate for vegan options in schools



"The world's strongest animals are herbivores"

Outcome

- Increased awareness of the benefits of a plant-based lifestyle among children and educational staff
- Providing positive experience (fun, interaction, hands-on activities)
- Raising awareness through nation-wide activities and petition
- Appealing to students on multiple levels (rational, emotional, moral, gustatory) creating a holistic positive experience
- Preparing the ground for the much neglected early intervention approach (normalizing veganism to children) with huge long-term potential of contributing to normalizing veganism in society as a whole

Impact

project launched only recently; evaluation impossible at this point

Climate and Energy Efficient Canteen Kitchens in Schools



In June 2016, we embarked on a three-year project on climate protection in public nutrition funded by the environmental department.

Together with five project partners (all of which are scientific research institutes with a focus on climate and sustainability), we will be assessing the potentials and challenges of canteen kitchens with regard to more energy and resource-efficient catering.

The objective is to put together climate and energy efficient menus in schools and to subsequently produce information materials and make them available to all catering canteens and their staff. VEBU's role in this endeavor is to be the vegan voice that emphasizes the feasibility of plant-based dishes while supporting the development of alternative recipes.

Simultaneously, young people experience first hand how tasty and satisfying plant-based food can be.



Gefördert durch:



Bundesministerium
für Umwelt, Naturschutz,
Bau und Reaktorsicherheit

aufgrund eines Beschlusses
des Deutschen Bundestages



NATIONALE
KLIMASCHUTZ
INITIATIVE

Outcome

- Increased awareness of the benefits of a plant-based lifestyle among project partners

Impact

project launched only recently; evaluation impossible at this point

Outreach to Medical Community

One of the main reasons for Germans to refrain from a vegan diet are health concerns. This is not surprising given that the German health minister himself warned the populace of the risks of a vegan diet.^{1,2} Unfortunately, voices like his foster a certain fear of veganism. The situation in many other European countries is even worse.

By establishing a platform for medical professionals where they can network and exchange experiences and the latest research findings, we create a counter discourse to the mainstream medical opinion. We want to change the European medical belief system by influencing the medical community. To that end, we have brought to life VegMed, the first scientific conference on veg nutrition, and found a medical partner with an excellent reputation and standing.

- VegMed's purpose is to educate medical professionals on the benefits of a vegan diet - physicians, nutritionists, dietary advisers, and medical students
- Co-hosted by Charité (one of Europe's leading medical teaching and research institutions)
- Unique and innovative type of intervention developed by VEBU



- 4th VegMed (April 22 -24, 2016) with **1,000+ visitors** (increase of 300% since the first VegMed in 2012)
- 2016 took VegMed to the international level attracting **24 experts from six different countries**
- For the first time in 2016, VegMed was open for regular visitors on Sunday which sparked a lot of additional interest
- Among this year's speakers were world leading scientists and renowned physicians such as Drs Gary E. Fraser, Tim Key, Claus Leitzmann, Mark Messina, and Neal Barnard
- Workshops, talks, networking opportunities, etc.
- Efficiently organized by one staff member only in cooperation with a professional partner, Medical Event Solutions
- All talks are available on Youtube so that we can reach even more people via our social media channels



Outcome

- Reaching 500+ medical professionals directly, thousands more through media coverage and resulting networks, studies and ongoing research (Youtube Channel making relevant information accessible to everyone)
- Serves as a platform to build networks of experts in different fields of relevance
- Additional credibility owing to Charité's high-profile reputation (Germany's leading hospital and medical training institution)
- Increasing outreach and visibility significantly due to visitors' day
- Addresses highly relevant multipliers (researchers, doctors, medical students, medical practitioners) creating substantial long-term impact by establishing and normalizing vegan discourse in research and practice

Impact

- Normalizing vegan discourse in medical research and practice - with various short-term and long-term benefits:
- Doctors open to the vegan message can impact thousands of individuals over the course of their professional lifetime, supporting them in their choice of a vegan diet ('influencing the influencers')
- Mitigates fear of plant-based nutrition by providing solid medical underpinning. Also, the sheer existence of such a congress conveys a feeling of security - thus making a significant contribution to the normalization of vegan diets
- Counteracts recidivism on health grounds
- Expected increase in number of medical publications relevant to vegan diets
- A working group has been established that is now creating an international version of the US-based PCRM to further strengthen the vegan and plant-based movement
- Contact with the health insurance company BKK ProVita was established which developed into a fruitful partnership

Changing the Institutional Set-Up: The German Healthcare System

In order to target the health sector in its entirety, VEBU, complementary to organizing VegMed, reaches out to the health insurance system in Germany. Health insurance companies act as an important ally due to their eminent role in the public perception regarding health issues.

German health insurances spend about 70 billion Euros (77 billion USD) each year on treating diet-related diseases. While the health care system deals with the outcome of unhealthy dietary habits, it has so far insufficiently addressed the underlying causes. Our aim is to change this and to channel some of those 70 billion Euros into promoting a (more) plant-based diet.

More than **70 million Germans** are customers of a public health insurance scheme similar to Kaiser Permanente. While there is a nationwide unified pricing system in place, health insurance companies differ in terms of their approach and the service packages they offer. Customers are free to choose the health insurance scheme which best suits their needs.

BKK ProVita, a public health insurer, is a pro-vegan and pro-vegetarian institution and one of the first of its kind in the German health insurance industry. We were able to team up with **BKK ProVita as an important partner through which we can influence the Health Care System from within.**



Changing the Institutional Set-Up: The German Healthcare System

As a member of the central association of public health insurances (GKV Spitzenverband), BKK ProVita successfully advocated for better addressing vegetarians' and vegans' needs in the public health system. The association occupies a key position in the German medical landscape, being a multiplier (meta-multiplier) that influences other important multipliers (the entire range of medical professionals)

BKK ProVita, Charité, and VEBU convinced the main organization of the statutory health insurance of the benefits of a vegan diet. Thanks to these efforts, it is now **possible for all public health insurance companies to offer and fund training and consultancy measures for vegetarians and vegans as part of their preventive programs.**

We consider this a milestone, both in terms of the much-needed integration of vegan interests into the healthcare system, as well as an overdue response to the increasing medical insights into the harmful effects of animal product consumption on human health.

Outcome

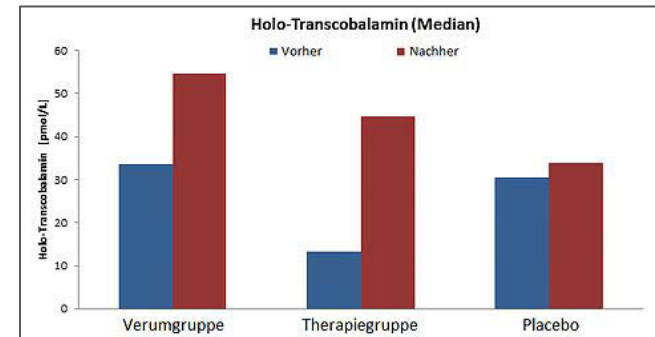
- Preventive training and consultancy measures for vegetarian and vegans can now be fully funded by health insurance companies
- Successfully completed necessary preliminary step for further changes and adaptations on the institutional level

Impact

- Normalizing vegan diets in the medical and public discourse by way of a fundamental institutional and structural change ('influencing the influencers')
- Other insurance companies have recognized the trend towards a plant-based lifestyle and its health benefits. By cooperating with us, they can gain access to their main target groups while we can place the topic more prominently in health debates
- To further foster the collaboration, BKK ProVita has asked VEBU-CEO Sebastian Joy to join their supervisory board. This will strengthen our influence even more. We are currently in contact with another health insurance company, BKK Advita, which also demonstrates affinity for our goals, to discuss future collaboration

In most European countries, fortification of foods with vitamin B12 is much less common than in the US. Organic products are not even allowed to be fortified with vitamin B12 and supplements (pills, etc.) are frowned upon as being unnatural. Thus, the risk of a vitamin B12-deficiency in particular is perceived as a reason not to opt for a vegan diet.

- VEBU invented a toothpaste fortified with vitamin B12. Since 2013 it has been produced and marketed internationally by our partner Santé/Logocos, an established natural cosmetics company
- Particularly interesting for people wishing to eat organic food which may not be supplemented
- In 2016, Stiftung Warentest (Leading German Consumer Safety Group) published a comprehensive comparison of tooth pastes, grading the Santé B12 paste with a 'B' (good)
- Also in 2016, the results of a long-term study on the effectiveness of the toothpaste have been published. According to the study, the daily toothpaste improves the Vitamin B12 status of vegans.¹



Outcome

- Toothpaste as an easy remedy that avoids the charge of being unnatural (no food supplement)
- To counter the public warnings against a vegan diet due to risk of vitamin B12 deficiency, we can now refer to our toothpaste as an easy remedy ensuring sufficient vitamin B12 intake
- The toothpaste has been listed in Germany's most popular drug store 'dm' and is now actively making the transition from a niche to the mainstream

Impact

- Effectively supporting people in transitioning to a more vegan lifestyle
- Prevention of recidivism
- Communication changer: Helps to avoid deficiency discourse in favor of solution-focused measures when being asked about potential malnourishment

Vegan Fairs and Events

Vegan Fairs: 'VeggieWorld'



The VeggieWorld is Europe's largest exhibition for vegan foods and enterprises. VEBU recognized that vegan producers had no platform to present their products to their main target groups. A B2C fair was the right answer to that challenge. The first VeggieWorld took place in Wiesbaden in 2011 and was so successful that it quickly expanded to 5 more German cities in 4 years.

The first round of **international expansion** took VeggieWorld to Paris (France), Utrecht (Netherlands) and Zurich (Switzerland) in 2016 where it became a hit instantly and attracted record numbers of visitors. In 2017, VeggieWorlds will take place in Barcelona (Spain), London (UK), and Lyon (France).

For the first time in 2015, we introduced **B2B elements** to the fairs as this presents an opportunity for added value for the producers and exhibitors. We intend to introduce more B2B elements in the short and mid-term.

Year	No. Fairs	Total Visitors
2011	1	20,000
2012	2	29,700
2013	2	30,900
2014	2	32,300
2015	4	49,960
2016	9	100,000*

*Estimated, two fairs are still to come in 2016

Vegan Fairs: 'VeggieWorld'



- ✓ since 2015 and Earlier
- ✓ New in 2016
- ✓ New in 2017



Vegan Fairs: 'VeggieWorld'

Every *VeggieWorld* has a **stage program** featuring talks, cookery shows, book presentations, panel discussions, etc. On the one hand, this contributes to the holistic experience of visitors; on the other hand, this provides a stage for vegan messengers in front of a highly interested and receptive audience.

We are also present at other trade fairs such as Veggie & Free From, V-Delicious and BioFach.

Outcome

- Producers now have a platform to market and sell their vegan products
- B2B elements as added value for the producers with spill-over effects
- About 100,000 people are exposed to the variety of vegan products already available
- The vegan community benefits from an additional opportunity to sample new and innovative products
- Other animal advocacy groups gain visibility among a highly relevant clientele through their exhibition stands on the fairs
- Spreading of vegan-related information to receptive audience
- Giving vegan authors, cooks, etc. an audience and means to disseminate their materials

Impact

- Normalizing vegan discourse with positive effects in several areas
- Vegan businesses will benefit from being able to present their products not only to the vegan community but the general public as well
- Vegan businesses get inspired to continue to innovate and develop
- Helps create and foster the profile of vegan messengers (authors, cooks, etc.) who will further act as multipliers
- The general non-vegan public is exposed to vegan products in a professional and established setting
- Thousands of people every year are encouraged, motivated and equipped with practical means to live a plant-based lifestyle
- Appealing to people on multiple levels (rational, emotional, moral, gustatory) creating a holistic positive experience of a vegan lifestyle all in one place
- Community building on both the personal and business level

Vegan Summerfest

- VEBU is the legal main host and organizer of the annual Vegan Summerfest on Berlin's central square (Alexanderplatz)
- Co-organizers are Berlin Vegan and the Albert Schweitzer Foundation
- More than 90 exhibitors were present this year, including information, fashion, and food stalls as well as other NGOs
- New visitor record in 2016: about 60,000 (first event in 2008: 300 visitors)
- Many people get inspired by the festival to try out the vegan lifestyle
- Media attention is high during those days as the Vegan Summerfest is covered in a broad range of local media
- The event takes place in Europe's vegan capital and in turn goes to show that Berlin deserves this title



Outcome

- Positive presentation of vegan lifestyle
- Attracts people (pull-factor) rather than actively approaching them, thus increasing receptiveness
- Provides a platform for other vegan / animal rights organisations / initiatives
- Provides a platform for vegan / animal rights networking
- Achieved 12.5 million press contacts through print media and an estimated 10 million more through other channels such as radio stations and social media

Impact

- Outreach to thousands of people otherwise unexposed to the vegan message thanks to central location, including many tourists who can then act as messengers spreading the word to other parts of the country
- Normalizing veganism
- Community building
- Benefitting other animal advocacy groups

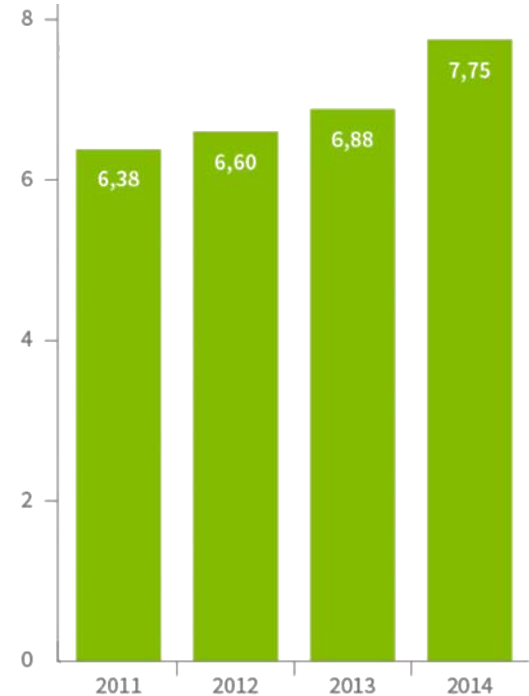
Germany's Development as Indicator for Our Impact

Germany Taking the (Vegan) Lead – Population

The following slides show the impressive pro-vegan development that has taken place in recent years in Germany.

While we certainly don't claim to be the only reason, we believe that our broad range of interventions played a significant role in aiding and facilitating this development.

According to our estimates, currently 7.8 million people are following a vegetarian and 900,000 people a vegan lifestyle and the number continues to increase.



sources: Institut für Demoskopie Allendach (IfD), "Anzahl der Vegetarier";
YouGov "Ernährungsweise in Deutschland"

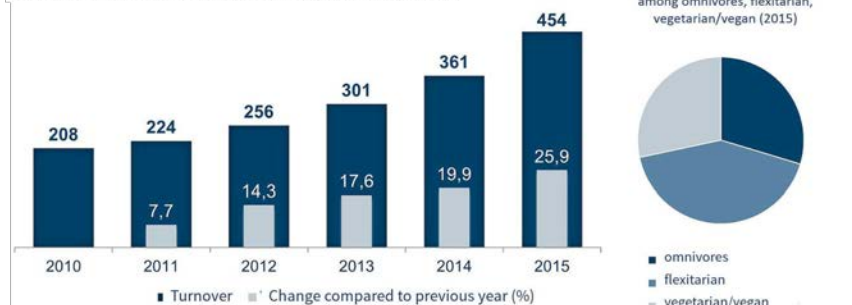
Vegetarians and vegans in Germany

Germany Taking the (Vegan) Lead – Production & Sales

“Germany has [...] taken the European lead when it comes to vegan launch activity, accounting for 36% of all vegan food and drink introductions in Europe in 2015, followed by the UK (21%), France (7%) and Italy (4%). In 2013, the UK was leading in vegan food and drink introductions, launching 40% of products, followed by Germany (22%) and Finland (5%).”*

Market for vegetarian and vegan food

Total turnover top-selling product groups in Mio EUR



Top-selling product groups: meat and milk alternatives and the section „breakfast“ encompassing vegan spreads, mueslis and cornflakes

Source: IFH Köln, 2016

Veggie-Boom: Turnover development of „green“ foods

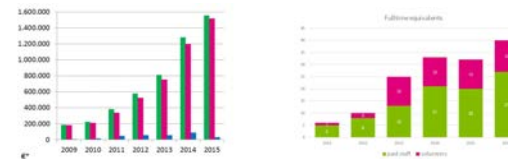
Meat alternatives / plant-based bread spreads

■ Turnover (Mio.)
 ○ Consumers (Mio.)



Source: GfK, 2015

Compare: Development of VEBU (1) (2)

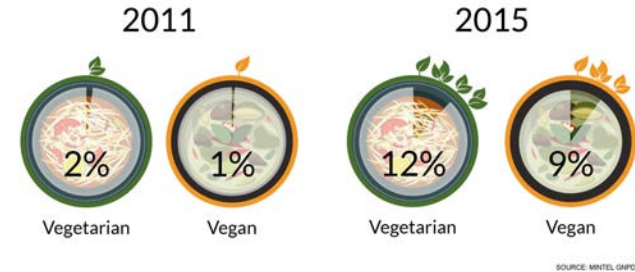


Germany Taking the (Vegan) Lead – Production & Sales

Katya Witham, Senior Food & Drink Analyst at Mintel, says:

*“The vegan diet is rapidly moving from the fringe to the mainstream as one of the fastest-growing segments in the German food and drink industry, with consumers’ interest in meat-free diets continuing unabated. **Germany has seen vegan references explode in the market as veganism infiltrates foodservice and retail packaged food sectors. Vegan products seem to succeed in attracting attention from a much wider, health and ethically driven, flexi-vegan consumer base.** Demand is also spurred by the growing interest in both free-from and organic qualities, which are commonly represented by vegan products.”*

PERCENTAGE OF MEALS/MEAL CENTRES LAUNCHED WITH “VEGETARIAN” OR “VEGAN” CLAIM IN GERMANY



SOURCE: MINTEL GfPD

<http://www.mintel.com/press-centre/food-and-drink/vegetarian-meals-and-meal-centres-increased-seven-fold-in-germany-between-2011-2015>

Germany Taking the (Vegan) Lead – The Capital

With its variety of vegan restaurants and events, Berlin has come to be known not only as the **capital of Germany** but also as the **Vegan Capital**.



In 2015 Berlin was named the **Vegan Capital of the World** during the **Good Food Awards**. Having visited the city several times in the last few years we can both understand and claim the title.

Vegan ingredients are found in industries that want to work less with animal products, especially food, fashion and cosmetics. And one of our favourite cities, Berlin, is the world's vegan capital.

The vegan trend is quickly gaining popularity in Berlin. The city currently has 43 restaurants using absolutely no animal products, and more than 340 restaurants serving animal-free dishes. Combined with all the concepts of other industries besides food, Berlin is the vegan capital when it comes to vegan offerings.



Top Vegan-Friendly Cities in the World

Top cities for vegans according to your votes...



#1 Berlin

With over 50 pure vegan restaurants and hundreds of listings on HappyCow, Berlin is fast becoming the vegan Mecca of the world. Most of the restaurants listed are within 3 miles of each other and easy to access by metro or bicycle. Additionally, it seems like nearly all restaurants & cafes in the city have some labeled vegan options on their menus.

Also see: [Cities with most vegan restaurants](#) [Cities with most listings](#)

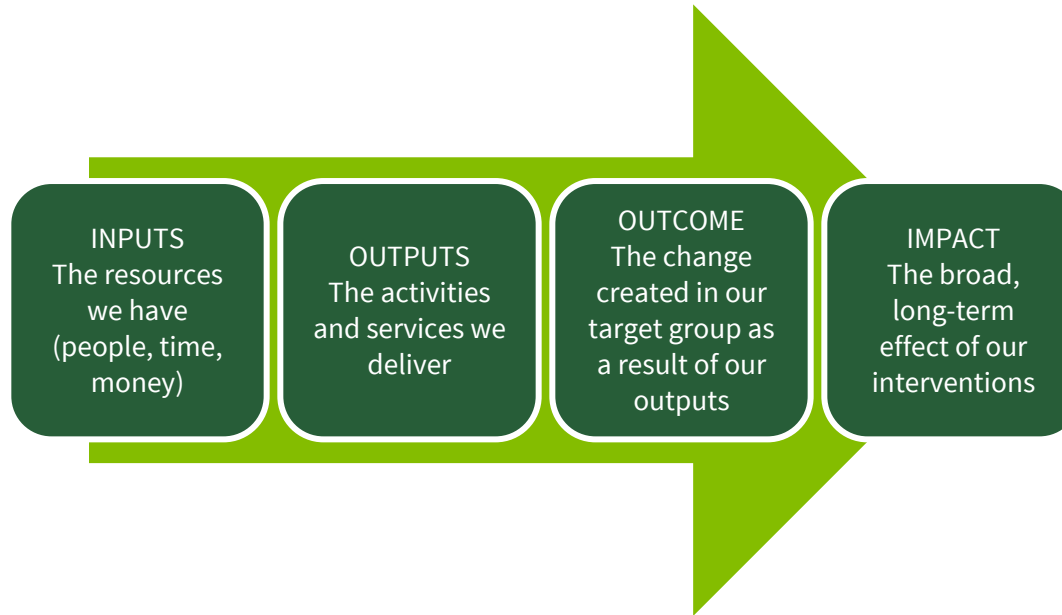
#2 New York City, NY

The ultra-hip city that never sleeps offers an array of international mix in vegetarian food - cafes,

Management Effectiveness

Mission:

to reduce the global consumption of animals and animal products by 50% by 2040



Adapting Our Strategies to Increase Our Impact

VEBU is driven to maximize its impact. Instead of doing what we've always done, we continuously improve ourselves on a strategic and operational level. Here are a few examples of how we have adapted our strategies in recent years:

1. VEBU used to be called 'Vegetarierbund' (vegetarian union) and exclusively focused on promoting vegetarianism. Now we are a pro-vegan organization, working to **promote veganism** and supporting an **incremental approach**.
2. VEBU used to target primarily individual consumers directly. Now we focus more on an institutional approach by **influencing key strategic target groups ("influencing the influencers")** such as the food industry, caterers, etc. We still reach individuals consumers but now do so more effectively via **strategic partners** (media, activists, etc.)
3. While VEBU has networked with other vegan organizations within and outside of Germany for many years, it's only this year that we are creating the **international organization ProVeg** which allows us to increase our global impact tremendously.
4. VEBU's funding used to come solely from individual donors and members. In recent years we launched a number of projects which are revenue-generating or (co-)funded by public institutions. This allows us to **leverage donations** and to further increase our impact.

Discontinuing Projects to Remain Strategic

VEBU actively tries out new and innovative interventions and has a strong track record of other organizations copying these new interventions. However, improving one's impact sometimes implies terminating projects that have proven not to be effective (anymore). Here are a few examples:

1. From 2009 to 2013, VEBU successfully ran the 'Thursday-is-VeggieDay' campaign (similar to the Meatless Monday campaign in the US). However, after the Green party endorsed this campaign for the general elections in 2012, a huge backlash in mainstream media ruined the reputation of the campaign. After trying to revive the campaign, we decided to replace it with our new 'Plant Power' campaign.
2. In 2010 VEBU launched a website for vegan kids and teenagers. As the website didn't meet the outreach goals we had set, we closed it again two years later.
3. We discontinued many of our offline material (specific leaflets, restaurant guide, etc.) as other projects became more cost-effective.

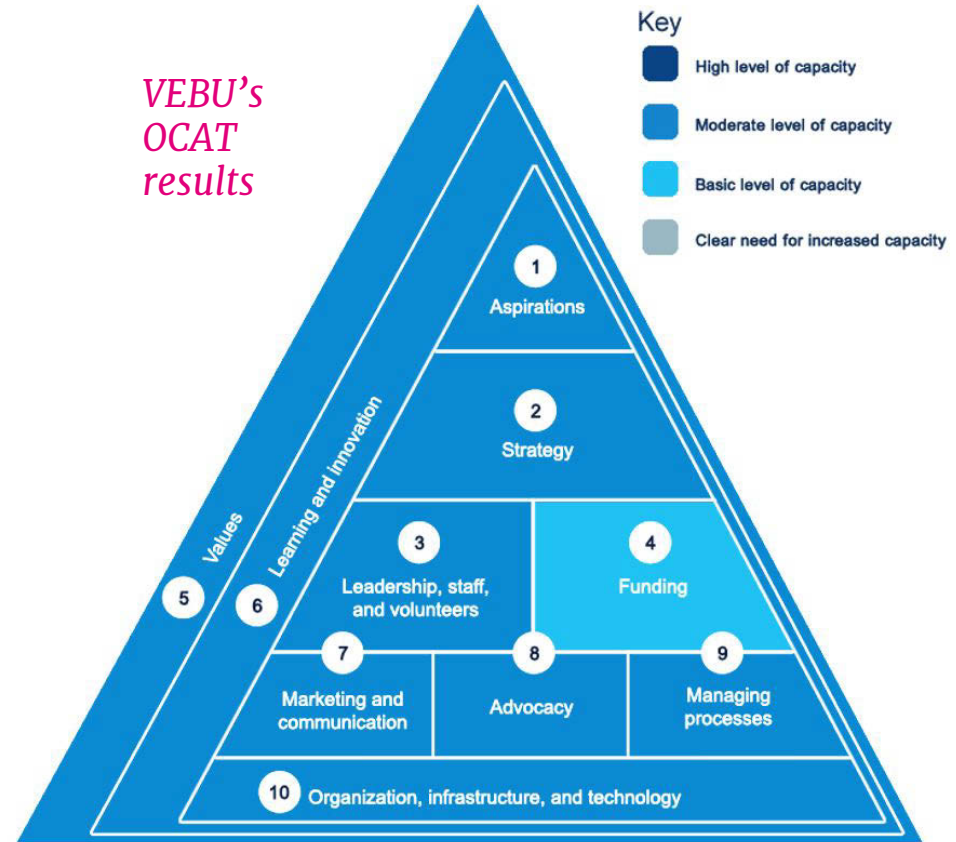
1. A focus group with our 'Vegan Times' newspaper leaflet showed that our strong emphasis on the reason **why** to go veg was not very effective. In newer versions we focus more on the **how** to go veg.
Lesson learned: **Consult the actual target group** before conceptualizing new material.
2. Right before Christmas 2015, the German health ministry (which unfortunately is also the ministry of agriculture) released a statement that a vegan diet can be detrimental to one's health due to a lack of vitamin B12. The statement was all over the news and caught us off guard as many of our employees and experts were already on their christmas break.
Lesson learned: We need to have **clear contingency** plans for media and key communications staff available for emergencies.
3. Our support of meat companies to develop meat alternatives has been criticized by some in the vegan community, especially as some of the alternatives are not yet fully vegan.
Lesson learned: It's important to improve communication and more fully **explain our foot-in-the-door strategy** to the vegan community.
4. In 2015, McDonald's Germany approached us regarding their new veggie burger. Although we tried, we were unable to convince McDonald's to create an all-vegan burger rather than a vegetarian one.
Lesson learned: We need to **expand our corporate outreach program** to help create more 100% vegan products.

McKinsey Organizational Assessment Results

In June 2016, an external US-consultant assessed VEBU pro bono, using an Organizational Capacity Assessment Tool (OCAT) for nonprofit organizations by McKinsey & Company. The results showed that while there is still some room for improvement in all 10 organizational areas assessed by the instrument, our levels of capacity are balanced across those areas. We scored an average of three out of four in nine areas which is very good. Only 'funding' was rated with only two out of four.

The detailed results of the OCAT are 83 pages long and are therefore not included in this presentation.

VEBU's OCAT results

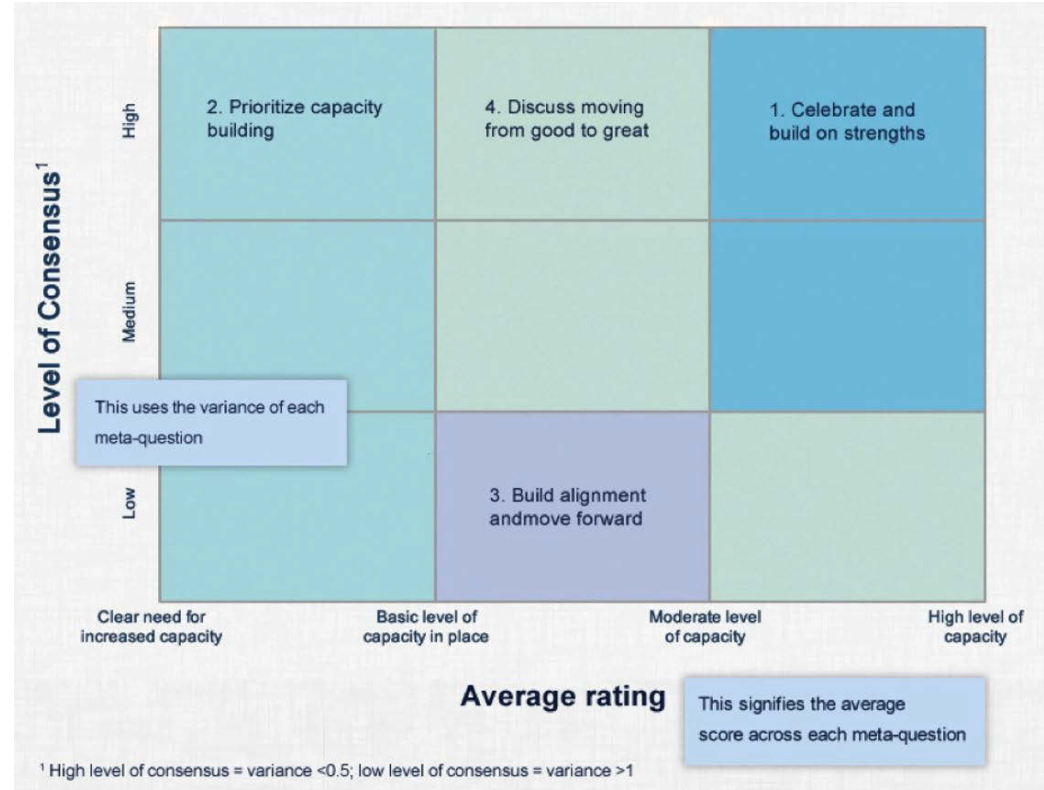


McKinsey Organizational Assessment Recommendations

The OCAT identifies priorities of how to best further improve the organization. Depending on the average rating and the level of consensus among the participants, the recommended actions are clustered in four categories:

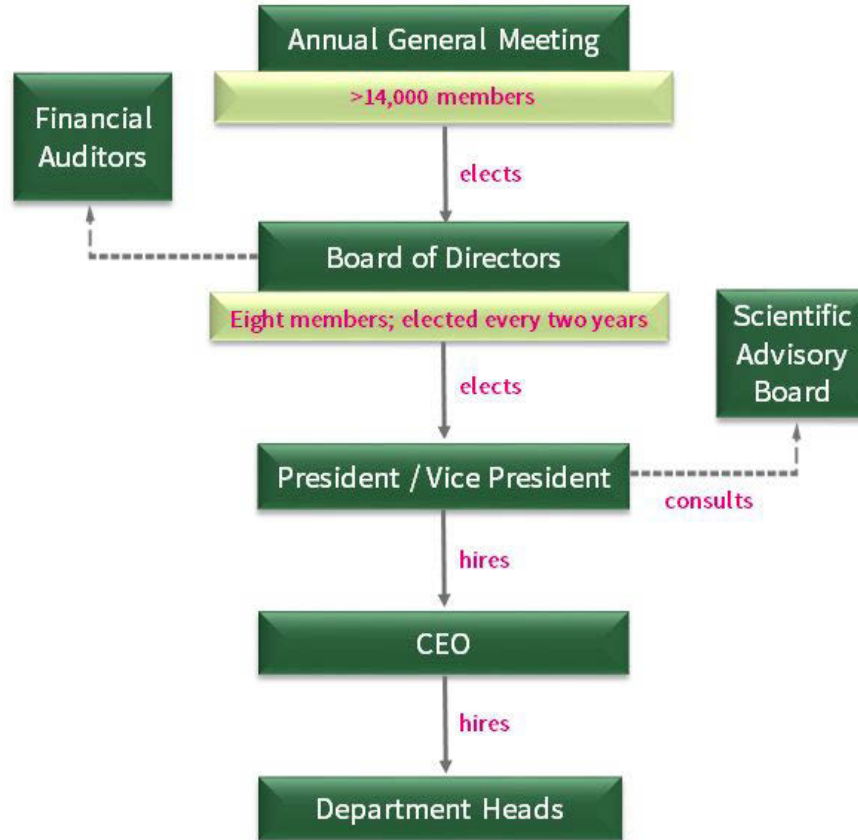
1. Celebrate and build on strengths
2. Prioritize capacity building
3. Build alignment and move forward
4. Discuss moving from good to great

Based on the OCAT results and recommendations, VEBU management will work to further improve the capacity of the organization and its management effectiveness in the upcoming months.



Organizational Structure, Leadership and Culture

Organizational Structure of VEBU



Sebastian Joy, CEO of VEBU



Animal Advocacy

- Animal advocate for 10+ years
- Former trainee/intern at PETA, Four Paws, CIWF, Association Against Factory Farms, etc.
- CEO of VEBU since 2009
- [Celebrity Speaker](#) on veganism and EA
- Contributing author to several books



Business

- Master's degree in NGO management
- Thesis on *Strategic Management in NGOs* - a study carried out at PwC
- Strategic consultant for NGOs
- Lecturer of *Nonprofit Management* at the *Berlin School of Economics and Law*
- Received five awards for successful PR campaigns

Thomas Schönberger, President of VEBU

Thomas has been president of VEBU since 1996 and President of the vegan Vegeterra Foundation since 1994. Prior to this involvement, he had been active in the 'Vegetarian Initiative' since 1983. With more than 30 years of experience in the vegetarian and vegan movement and being an expert on environmental and sustainability issues, he is committed to making a plant-based lifestyle mainstream.



Matthias Rohra, Director of VEBU Business (Corporate Affairs)

With a profound understanding of the vegan scene and professional business know-how that he acquired internationally when working as a brand and marketing director at the Coca-Cola Company and McFit, Europe's biggest gym chain, Matthias brings in-depth knowledge of the needs of the various stakeholders to the team. In his position as head of VEBU-Business, he is driven by the desire to facilitate a plant-based lifestyle through innovative vegan products and services.



Nora Winter, Human Resources & Ministry to Activists

During her studies of political sciences and psychology, Nora gained volunteering and HR experience when chairing a society with an intercultural alignment. She has been involved as an activist for many years in organizing the Vegan Summerfest. With further training in HR and strategic volunteer management, she is responsible for recruitment and activists, and is part of middle management.



Dirk von Meer, Director Brand Development & Fundraising

Dirk has 25 years of experience in well-known communication agencies (e.g. Springer & Jacoby, Pixelpark and Mediaedge:cia) where he acquired expert knowledge in developing and communicating brands. After founding two non-profit organizations in his free-time and more than 10 years of consulting services for Unicef Germany, he decided in 2015 to dedicate his enthusiasm and experience to the successful development of VEBU/ProVeg.



Support of Staff and Volunteers

VEBU maintains a healthy work culture by supporting its staff and volunteers to continuously develop and grow in various ways.

1. Each staffer gets a yearly allowance of € 1,000 to spend on individual trainings and workshops
2. VEBU organizes job-shadowing and participation in workshops of other organizations
3. Team leaders receive specialized leadership training
4. VEBU offers internal workshops, knowledge sharing programs and employee events to promote discussions (exchange) and enable informal learning processes
5. VEBU's HR department maps out personal development plans for and with each team member
6. Regular feedback sessions build mutual trust and improve learning behavior
7. Every new staff member is assigned an internal mentor to facilitate the onboarding process
8. VEBU regularly offers in-house relaxation training (meditation, mindfulness, etc.)
9. VEBU has developed a 'Code of Conduct' to further strengthen its commitment to a healthy work culture

VEBU has helped many of its (former) employees and volunteers to become prominent figures and/or successful freelancers/entrepreneurs in the animal advocacy and/or vegan movement (vegan cookbook authors, media freelancers or business consultants for vegan companies, vegan diet and nutrition consultants, etc.).

To secure the organization's stability, we have implemented various measures, including, but not limited to:

- **Regular Market Analyses**

We regularly use SWOT and CANVAS models on different organizational levels. This helps us to prepare for and react to changes in our environment and to timely develop new strategies when appropriate.

- **Strategic Plan**

VEBU's strategic plan outlines the direction of the organization in detail. In the context of our internationalization, this plan is being updated and overhauled to, for instance, include an Organizational Development Plan, Global Management standards as well as both Annual and Three-Year Plans.

- **Knowledge management**

We have an integrated knowledge management, a newly established knowledge database, and a CRM system. Wherever possible, we implement standard operating procedures to streamline our processes.

- **Contingency plans**

VEBU has conducted risk analyses for various scenarios (loss of charitable status, death of leadership figures, etc.) and developed contingency plans that would allow the organization to continue its operation in such situations. Each employee has a substitute colleague who is able to take over all of the employee's vital tasks instantly.

Supporting other Animal Charities

In order to effectively increase the movement's impact for animals, VEBU also actively supports other groups and organizations in various forms.

VEBU provides free infrastructure for meetings (office space, projectors, etc.) for the following:

- Effective Altruism Berlin
- Berlin Vegan
- Organic-vegan (farming) network
- Various others on a less regular basis

VEBU has taken the lead to effectively fundraise joint EU-funds which benefited the following:

- EVA (Belgium)
- VGÖ (Austria)
- Vegetariërsbond (The Netherlands)
- AVF (France)
- Various others

Supporting other Animal Charities

Events created and organized by VEBU welcome the following animal charities to present themselves, do outreach, give talks, raise funds, etc.:

- Animal Equality
- Albert Schweitzer Foundation
- Sea Shepherd Society
- Animal welfare party of Germany
- Deutsches Tierschutzbüro (German Animal Welfare Bureau)
- Ärzte gegen Tierversuche (Doctors against Vivisection)
- Hof Butenland and several other farm sanctuaries
- Animal Peace
- Berlin Vegan
- Many more smaller or local groups

VEBU works together with other organizations on a variety of projects:

- Since 2009 VEBU has been supporting the cage-free campaigns, headed up by the Albert Schweitzer Foundation to increase the pressure on targeted corporations
- VEBU is co-initiator of a petition by *Sentience Politics* to make vegan options mandatory in public canteens in certain parts of Berlin
- VEBU supports the petition to abolish factory farming in the German federal state of Brandenburg
- VEBU is on the FAST (Farmed Animals Strategic Team) e-mailing list to network for farmed animals internationally
- The leadership of VEBU/ProVeg is in more or less regular contact with the following leaders of the animal advocacy movement: Nick Cooney from MFA, Sharon Nunez and Ria Rehberg from AE, Bruce Friedrich from GFI, Paul Shapiro from HSUS, Michael Webermann from FARM, Mahi Klosterhalfen from ASF, etc.

Transparency and Sharing of Knowledge

We openly and proactively share our best-practices, mistakes and failures, lessons learned, budgets, contracts, and future plans with other animal advocacy organizations in the context of various conferences, informal retreats, and meetings. These include:

- Sentience Conference, Berlin
- EA Global X, Oxford and Basel
- International Animal Rights Conference, Luxemburg
- Animal Rights National Conference, L.A. and D.C.
- IVU VegFest (formerly: World Vegetarian Congress)
- V-Label international meeting, Berlin
- VegMed, Berlin
- VeggieWorld, various locations
- FAST retreat (Farmed Animals Strategic Team), D.C.

VEBU also freely shares its material and publications. Countless groups and organizations around the world were permitted and encouraged to copy and translate our scientific articles, publications, leaflets, etc.

VEBU takes part in the Initiative for a Transparent Civil Society (Initiative Transparente Zivilgesellschaft) by Transparency International and provides a lot of information publicly on its website.

1. Name, postal address, and year of foundation
2. Full statutes and aims of the organization
3. Information on tax concession
4. Name and function of the key decision-makers
5. Annual activity report
6. Staff structure
7. Source of funds
8. Use of funds
9. Partnership with third parties
10. Names of legal persons whose annual payments account for more than 10% of the total annual budget



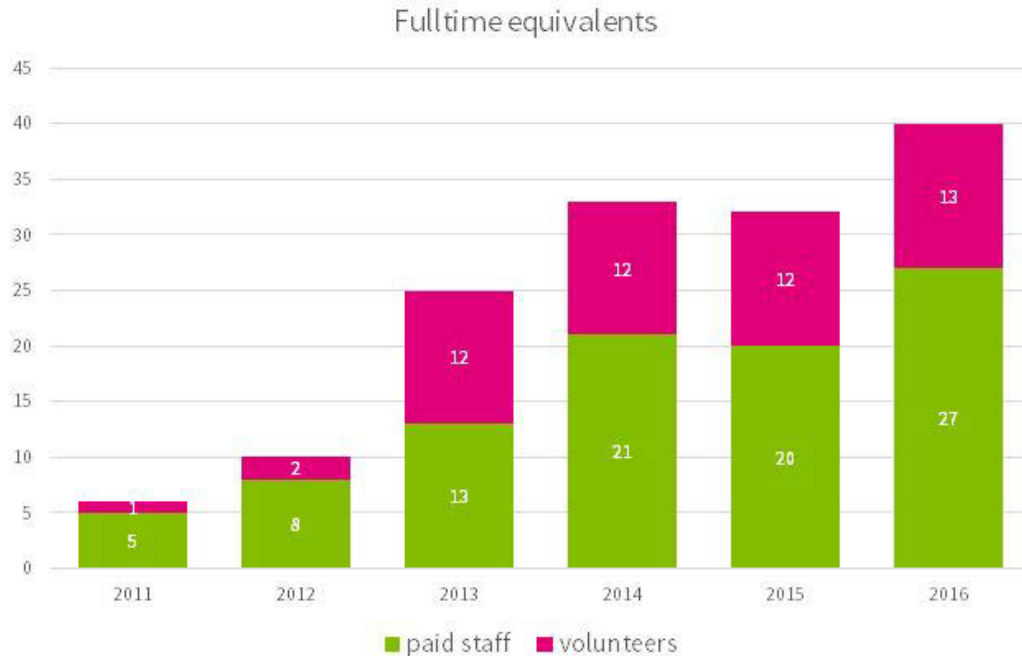
Finances & Organizational Growth



Our Team 2016

Growth in Staff

Over the past years, VEBU has seen a constant and substantial increase in staff owing to our successful fundraising efforts and diversification of funding sources. In addition, we are able to recruit volunteers through a German government scheme (Bundesfreiwilligendienst) and attract a number of interns.

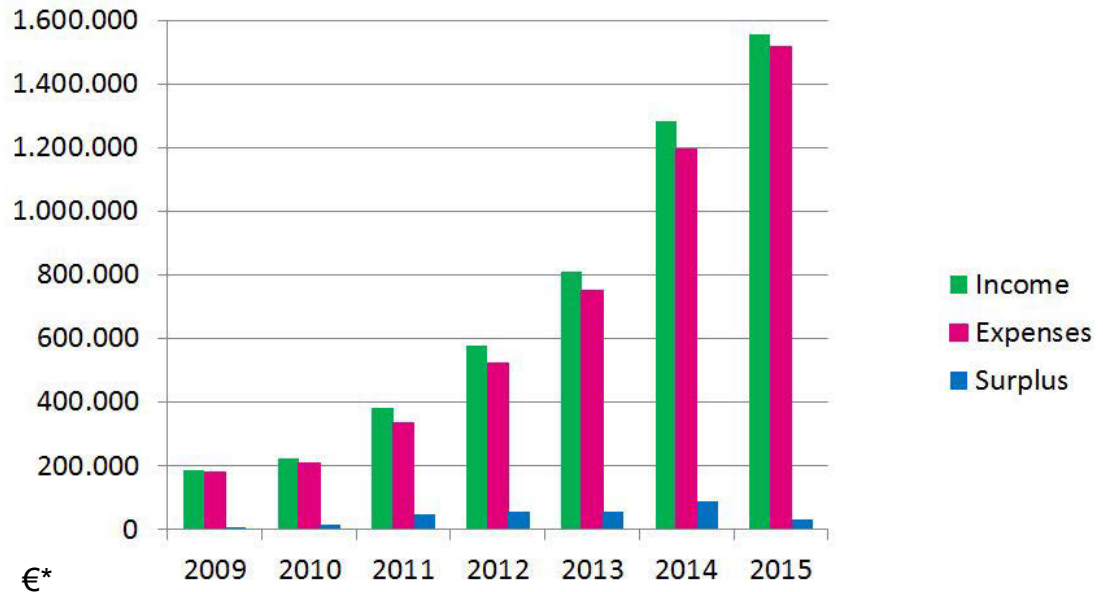


Financial Development

In recent years, VEBU has experienced substantial and sustainable growth. Along with our financial development, the number of staff members has increased steadily, the organizational structure has been rearranged accordingly, and all internal processes have been updated and professionalized. Our record shows that we have been able to efficiently use an increase in income of 300,000-450,000 Euros in Germany.

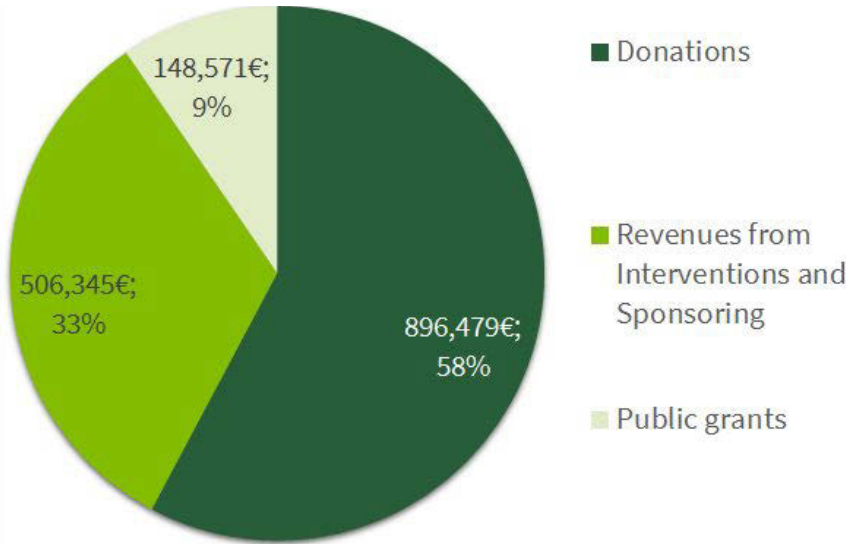
Given that we are now expanding to (at least) 4 additional countries, we believe that we can effectively absorb total additional funds of up to 1,800,000 Euros (~2,000,000 USD) annually (see slides [1](#) and [2](#)). That is € 450,000 expected VEBU growth plus € 1,350,000 additional funding from ACE.

Our current total financial assets range between 300,000 - 400,000 Euros. Money is our only constraint for further international growth.

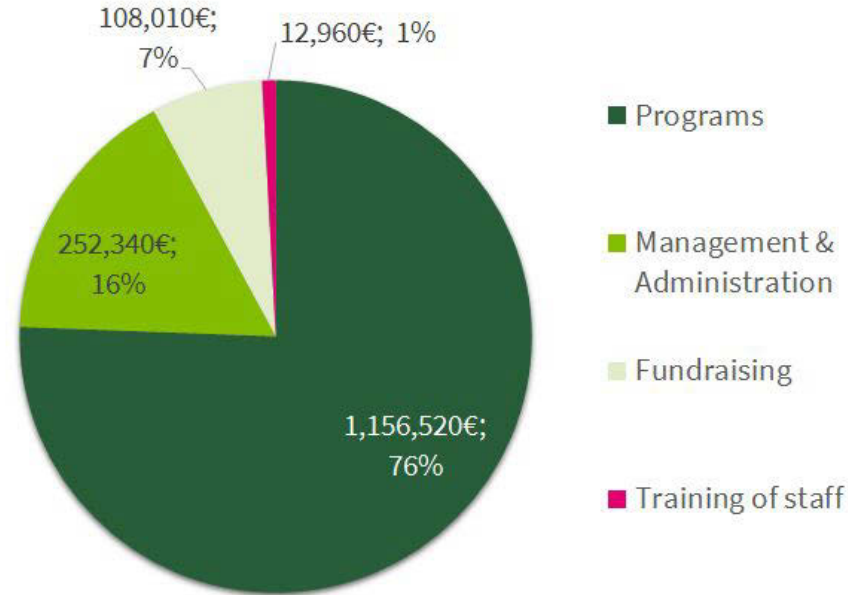


* The graph takes accruals and deferrals into account to give a more realistic picture of our financial development over the years.

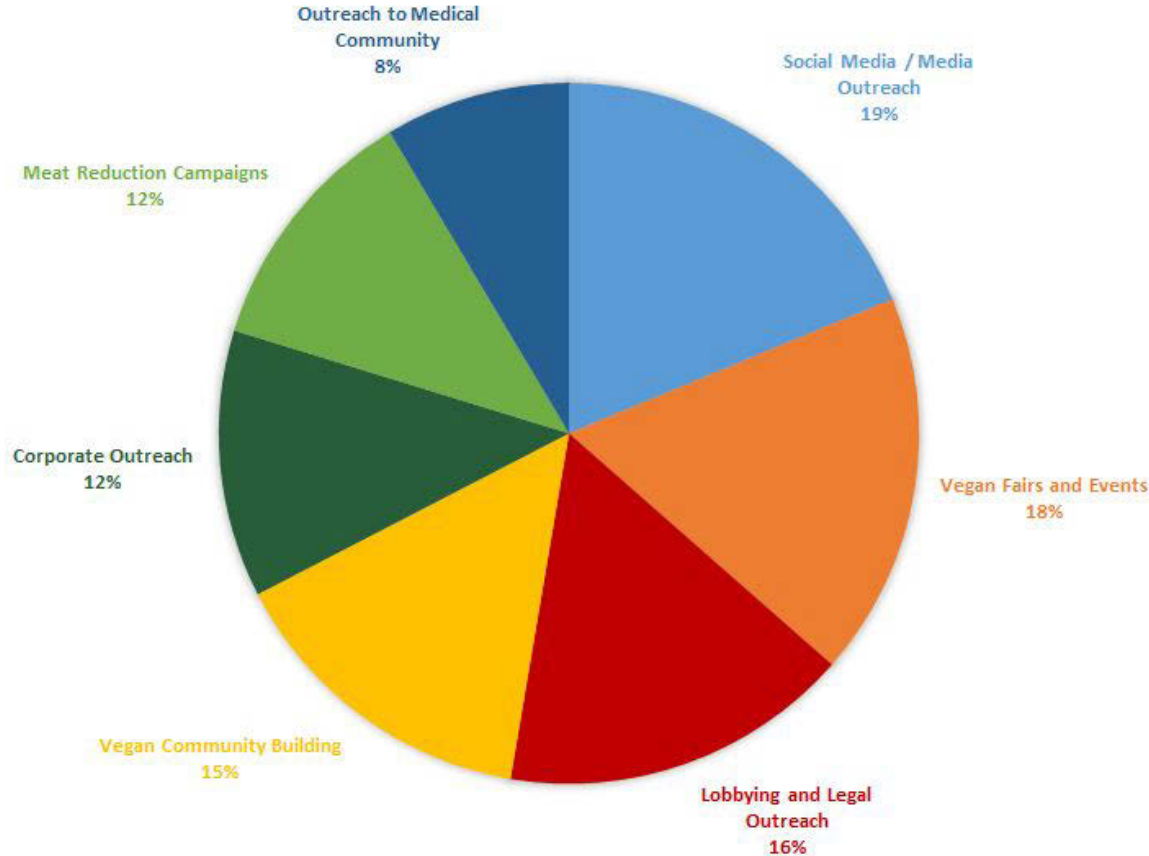
Total income 2015: € 1,551,395



Total expenses 2015: € 1,529,830



Distribution of Donations Allocated to Programs



Donations allocated

125.268€

118.455€

108.269€

98.517€

82.394€

78.267€

57.126€

TOTAL

668.296€

Long-Term Strategy & Plans for International Growth

Why Go International?

While VEBU has a strong track record in Germany, **animal suffering is a global issue** that knows no national borders.

The same is true for all problems associated with the consumption of animal products, such as deforestation, climate change or waste of water.

So, in order to further increase our impact, **expanding internationally** is a **necessary and logical next step**.

Being active in a greater number of countries enables us to reach more people and to help more animals. Moreover, money goes further in some countries than in others; important information can reach more people in some languages than in others; and bringing already-existing projects and campaigns into new markets is more cost-efficient and can generate much media attention.



Increased Cost-Effectiveness and Impact

Over the last ten years, VEBU has focused on introducing new projects and campaigns in Germany as well as optimizing and expanding its existing activities. These interventions have helped to turn Germany into one of the most vegan countries in the world.

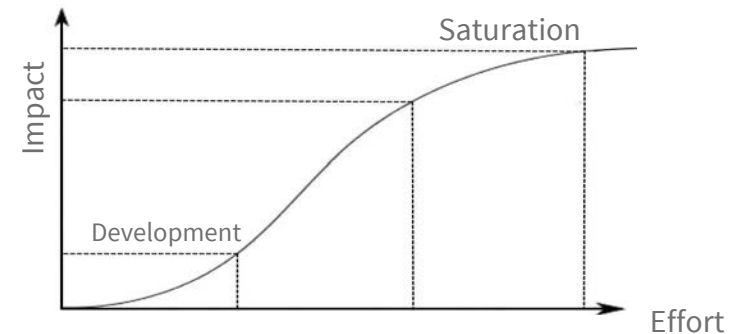
To further increase our impact, we have decided to shift our plans for growth. We are now focusing our attention on more or less ‘copying and pasting’ our most cost-effective interventions (with necessary national adaptations) to new countries.

This strategy comes with a number of benefits:

- Choosing only proven and highly cost-effective projects and campaigns
- Higher marginal impact from our interventions in countries with very few vegan activities
- Avoiding saturation effects in Germany while skipping (most of) the slow and expensive development phase in new countries

		Projects and Campaigns	
		Existing	New
Countries	Worldwide	Market development	Diversification
	Germany	Project optimization	New Projects and Campaigns

Diagram annotations: A green arrow labeled 'new' points upwards from 'Project optimization' to 'Market development'. A green arrow labeled 'old' points rightwards from 'Project optimization' to 'New Projects and Campaigns'.



Filling a Strategic Niche in the International Landscape of NGOs

Looking at the existing international NGO-landscape, three things become obvious:

- 1) Many successful movements have powerful international NGOs pushing them forward.
- 2) While some of these NGOs deal with vegan topics, their focus is different from VEBU and ProVeg.
- 3) There is a complementary niche to existing organizations that ProVeg can fill in order to support the vegan movement on an international level and to help farmed animals effectively.



Why the Name ProVeg?



A great name must be short and memorable (e.g. Apple, Nike, Google, Tesla, etc.). Especially for cause-focused organizations, the name should explain the organization's purpose. And for an international organization, it is important that the name can be used globally without translation. The name should also sound positive and progressive, especially when it comes to organizations focused on social justice.

In summary, an effective international organization's name should be:

- internationally uniform (translation is unnecessary)
- short and memorable
- self-explanatory
- positive and progressive

International NGO Name Comparison



When we asked a group of 20 participants to rate the NGOs below to compare “ProVeg” with the names of successful international NGOs using the four criteria previously mentioned (giving scores between 0-1 for each criteria), “ProVeg” scored very well.

Name	Intern. uniform	Self-explanatory	Positive and progressive	Short and memorable	Total score
Greenpeace	1	0.5	1	0.5	3
WWF	1	0	0	1	2
Red Cross, Rotes Kreuz, etc.	0	0	0.5	0.5	1
Friends of the Earth, BUND, etc.	0	0.5	0.5	0	1
Amnesty International	1	0	1	0	2
Human Rights Watch	1	1	0.5	0	2.5
Doctors Without Borders, Médecins Sans Frontière, etc.	0	1	1	0	2
PeTA	1	0	0	1	2
ProVeg	1	0.5	1	1	3.5

Conclusion Regarding “ProVeg”



The name ProVeg does not only fulfill all the criteria used in the comparison with internationally well-known international NGOs, but actually goes beyond them.

Furthermore, ProVeg satisfies the criterion of not spelling out either vegan or vegetarian. Even more, the syllable “veg” can flexibly stand for both.

Criteria for a Great Name Tested with INGOs	ProVeg
short and memorable	✓
self-explanatory	✓ + <i>intuitively understandable in all European languages, due to the Latin roots of both syllables</i>
internationally uniform	✓ + <i>at the same time not explicitly English</i>
positive and progressive	✓ + <i>includes directionality and what we are working towards</i>
Additional criterion for vegan/vegetarian NGOs	✓ + <i>flexibly both vegan or vegetarian</i>

Which Countries Should We Expand Into?



We have analyzed 40 countries using 21 objective indicators, all of which were selected to give us the most accurate picture possible of where ProVeg can have the biggest impact in terms of reducing animal suffering.

General figures like population size and GDP are highly relevant in determining how important countries are as 'markets' for ProVeg. Other indicators help to paint a much finer picture. For example, the GDP strongly correlates with the level of meat consumption and can help us understand where ProVeg will be needed most in the future.

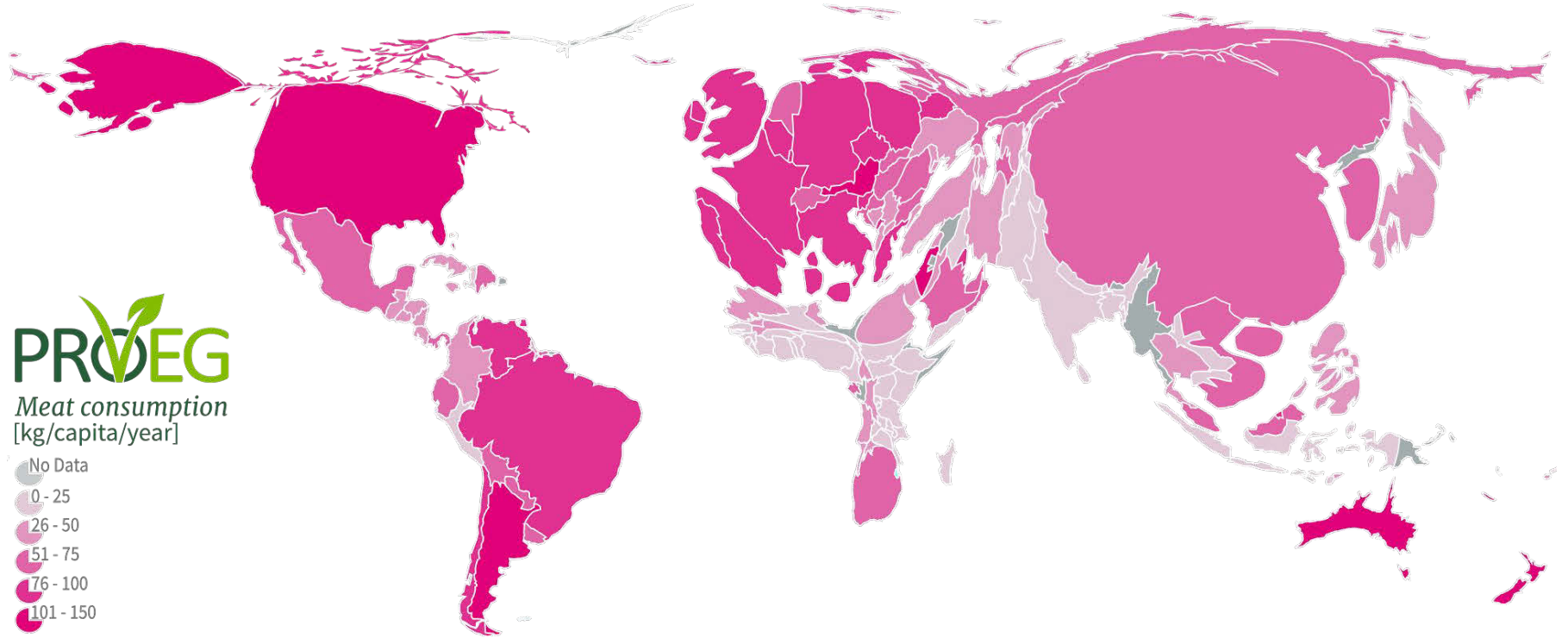
In addition, less intuitive indicators, such as economic equality and specific cultural traits, provide us with further relevant information regarding the potential of ProVeg in a given country. Such information helps us consider how quickly we can achieve what kind of impact; how fast different branches can achieve financial sustainability; and what we can gain and learn for our further expansion.

Additionally, there are soft indicators that go beyond numbers, but can be equally or more important when making the decision which countries to expand to and when. These considerations are also elaborated on the [following slides](#).

Basic Facts			Economy and Politics						Consumption of Animal Products									Cultural Traits			
Country	Population / M.	Main Languages	EU	Economic and political influence	GDP (B. \$)	GDP per capita (T\$)	Gini	Political Stability	Dairy /capita /kg	Dairy /total /M. kg	Egg /capita /kg	Egg /total /M. kg	Meat /capita /kg	Meat /total /M. kg	Meat development	Animal products /capita /kg	Animal products /total /M. kg	Agreeableness	Openness	Donating	Volunteering
Australia	23	English	No	G20	1455	62	35	24	234	5,490	7	169	112	2,619	→	352	8,278	48	50	72	40
Austria	9	German	Yes	G20 (via EU)	437	51	26	26	243	2,076	14	117	102	871	↘	359	3,063	46	49	52	32
Bangladesh	159	Bengali	No	-	173	1	-	92	21	3,372	2	239	4	636	↗	27	4,247	50	53	11	10
Belgium	11	Dutch/French	Yes	G20 (via EU)	532	47	55	30	232	2,608	14	154	77	863	↘	323	3,625	45	55	40	26
Brazil	206	Portuguese	No	G20, G20+, BRICS	2417	11	53	63	151	31,180	9	1,813	85	17,578	↗	245	50,572	46	49	20	13
Bulgaria	7	Bulgarian	Yes	G20 (via EU)	57	8	36	55	144	1,042	8	59	53	383	↘	205	1,484	-	-	27	4
Canada	36	English, (French)	No	G7, G20	1785	50	42	26	222	7,876	12	426	94	3,351	↘	328	11,654	49	49	67	44
China	1364	Mandarin	No	G20, G20+, BRICS	10355	8	48	76	32	43,111	19	25,239	58	79,401	↗	108	147,750	-	-	8	4
Croatia	4	Croatian	Yes	G20 (via EU)	57	13	32	51	220	933	10	41	66	281	↑	296	1,255	45	48	47	17
Czech Rep.	11	Czech	Yes	G20 (via EU)	205	20	26	37	183	1,928	13	137	83	877	↗	280	2,941	44	51	20	13
Denmark	6	Danish	Yes	G20 (via EU)	342	61	28	22	284	1,603	15	86	95	537	↘	395	2,225	-	-	52	21
Egypt	90	Arabic	No	G20+	301	3	34	90	68	6,065	3	260	26	2,293	↗	96	8,618	-	-	16	7
Ethiopia	97	Amharic	No	-	56	1	30	98	39	3,820	0	39	9	824	↗	48	4,683	52	47	23	13
Finland	5	Finnish	Yes	G20 (via EU)	272	50	27	18	401	2,190	9	49	75	409	↗	485	2,647	49	50	39	30
France	66	French	Yes	G7, G20	2829	43	33	34	258	17,075	13	828	87	5,740	↘	357	23,642	47	48	27	30
Germany	81	German	Yes	G7, G20	3868	48	28	28	261	21,104	13	1,035	88	7,126	→	362	29,266	45	48	49	32
Greece	11	Greek	Yes	G20 (via EU)	236	22	37	53	281	3,080	9	98	75	820	↘	365	3,997	52	52	7	7
Hungary	10	Hungarian	Yes	G20 (via EU)	138	14	31	49	167	1,646	13	129	76	749	↘	256	2,525	-	-	20	11
India	1295	Hindi, (English)	No	G20, G20+, BRICS	2049	2	37	79	83	107,768	2	3,109	4	5,699	↗	90	116,576	50	48	20	17
Indonesia	254	Indonesian	No	G20, G20+	889	3	39	75	14	3,562	4	1,069	12	2,952	↑	30	7,583	46	48	67	38

Basic Facts			Economy and Politics						Consumption of Animal Products									Cultural Traits			
Country	Popul	Main Languages	EU	Economic and political influence	GDP (B. \$)	GDP per capita (T\$)	Gini	Political Stability	Dairy	Dairy	Egg	Egg	Meat	Meat	Meat	Animal	Animal	Agree	Open-	Dona-	Volun-
	ation / M.								/capita /kg	/total /M. kg	/capita /kg	/total /M. kg	/capita /kg	/total /M. kg	able-	ness	ting				
Israel	8	Hebrew, (Arabic)	No	-	306	37	40	79	190	1,559	11	88	96	789	↗	297	2,436	49	51	47	21
Italy	61	Italian	Yes	G7, G20	2141	35	36	43	263	16,107	12	718	91	5,563	→	365	22,388	47	50	32	17
Japan	127	Japanese	No	G7, G20	4601	36	34	36	72	9,128	19	2,403	46	5,835	→	137	17,366	42	42	24	26
Mexico	125	Spanish	No	G20, G20+	1295	10	47	72	112	13,993	18	2,219	64	8,000	↗	193	24,212	50	52	23	18
Netherlands	17	Dutch	Yes	G20 (via EU)	879	52	31	27	349	5,887	16	265	86	1,441	→	451	7,593	46	50	73	36
Nigeria	177	English, (etc.)	No	G20+	569	3	51	102	8	1,491	4	639	9	1,562	→	21	3,692	-	-	25	32
Pakistan	185	English, (Urdu)	No	G20+	244	1	33	103	182	33,752	3	518	15	2,720	↑	200	36,990	-	-	36	12
Poland	38	Polish	Yes	G20 (via EU)	545	14	34	40	202	7,675	10	361	77	2,922	↗	288	10,958	47	49	29	13
Portugal	10	Portuguese	Yes	G20 (via EU)	230	22	39	30	216	2,245	9	96	93	971	↗	319	3,312	50	50	24	15
Romania	20	Romanian	Yes	G20 (via EU)	199	10	27	54	244	4,858	13	261	65	1,288	↑	322	6,407	45	53	24	7
Russia	144	Russian	No	(G7), G20, BRICS	1861	13	40	80	176	25,312	15	2,186	63	9,046	↑	254	36,545	-	-	9	19
Slovak Rep.	5	Slovak	Yes	G20 (via EU)	100	19	26	43	135	733	12	67	60	327	↗	208	1,128	47	53	23	11
Spain	46	Spanish	Yes	G20 (via EU)	1381	30	33	41	181	8,385	14	645	97	4,501	↘	292	13,532	45	50	35	20
Sweden	10	Swedish	Yes	G20 (via EU)	571	59	25	20	346	3,355	12	120	80	777	↗	439	4,253	-	-	60	17
Switzerland	8	German, (etc.)	No	-	701	86	34	22	305	2,496	10	84	75	612	→	390	3,193	48	53	48	27
Turkey	76	Turkish	No	G20, G20+	798	11	40	75	168	12,779	7	509	25	1,921	↗	200	15,209	48	53	-	-
Ukraine	45	Ukrainian, (Rus.)	No	-	132	3	26	76	145	6,573	18	817	49	2,200	↑	211	9,590	39	42	38	13
UK	65	English	Yes	G7, G20	2989	46	36	33	244	15,747	11	677	84	5,432	↗	339	21,856	47	46	75	32
USA	319	English	No	G7, G20	17419	55	47	35	259	82,552	14	4,432	120	38,327	→	393	125,311	50	50	63	44
Vietnam	91	Vietnamese	No	-	186	2	32	72	15	1,379	4	327	50	4,527	↑	69	6,233	-	-	25	14

The World With Each Country as Large as Its Total Meat Consumption*



Since **not all relevant information is readily available**, we cannot solely rely on the indicators we have at our disposal. **We therefore proceed in the following manner:**

- Our **first step** is to **use our indicators as disqualifiers** to rule out a number of countries, **and as qualifiers** to pre-select priority countries.
- **Next**, we further analyze the pre-selected countries with the following considerations in mind:
 - existing **vegan NGO-landscape** (the fewer existing organizations, the higher the need for ProVeg)
 - **VEBU competencies** that facilitate expansion to a certain country (e.g. staff that can translate articles into a certain language, connections to other organizations, existing projects in other countries such as with VeggieWorld in Paris, etc.).
 - **funding opportunities**
 - getting **the right people** on the bus (see next two slides)

To make a final decision as to where to expand, **the two most important indicators are person-related:**

1) **Existing organizations eager to join ProVeg:**

ProVeg will be open to existing organizations becoming a national branch of ProVeg. A qualified and well-attuned team with existing structures, revenue streams, projects, campaigns, etc. means a huge head-start and the chance of quickly having significant impact by bringing in our expertise as well as trusted projects and campaigns.

2) **Highly qualified individuals:**

Dedicated and competent people who share our values have been quintessential for the success of projects such as VeggieWorld and VegMed and will be crucial for ProVeg going forward. A country can offer ideal conditions for ProVeg, but if we do not find the right person to get things off the ground, we believe it may be wiser to wait. Conversely, if we find someone who exactly matches our profile, it might make sense to expand to a country even if it is not at the top of our priority list.

Talent Scouting

Hiring staffers in new countries can be challenging, and making wrong decisions can be quite costly. To choose the best staffers and potential organizations to join ProVeg, we work together with the **Center for Effective Vegan Advocacy (CEVA)**.

CEVA is run by Dr. Melanie Joy and Tobias Leenaert, who offer trainings and consulting for vegan advocates all over the world. They are a cost-free **effective resource to help us find qualified and dedicated ProVeg professionals in different countries.**

At the same time, CEVA trainings in a particular country allow us to get a deeper understanding of its vegan landscape, which is vital for successfully launching a national ProVeg branch.



Participants of the Vegan Activist Training in Berlin 2015

Worldwide Vegan Bake Sale

We have recently taken over the organization and coordination of the Worldwide Vegan Bake Sale from A Well-Fed World.

The Worldwide Vegan Bake Sale will be the first intervention which will allow us to reach out to dozens of countries simultaneously and thereby help us build a global community.

In addition to that, we see two great benefits resulting from this intervention. First, being in touch with activists will allow us to develop a sense for the respective countries as to their development and receptiveness to interventions. Second, at the same, this intervention will be an invaluable tool for talent scouting.



Country Selection For International Launching Phase

Out of the 40 countries we have chosen the four countries that scored the highest overall and that each met at least six of the following seven crucial criteria:

1. Culturally similar to Germany
2. Geographically close to Germany
3. Medium to large population
4. High total consumption of animal products
5. National language has an international reach
6. Strategic for further expansion
7. National movement in need for a ProVeg-like organization



France



Poland

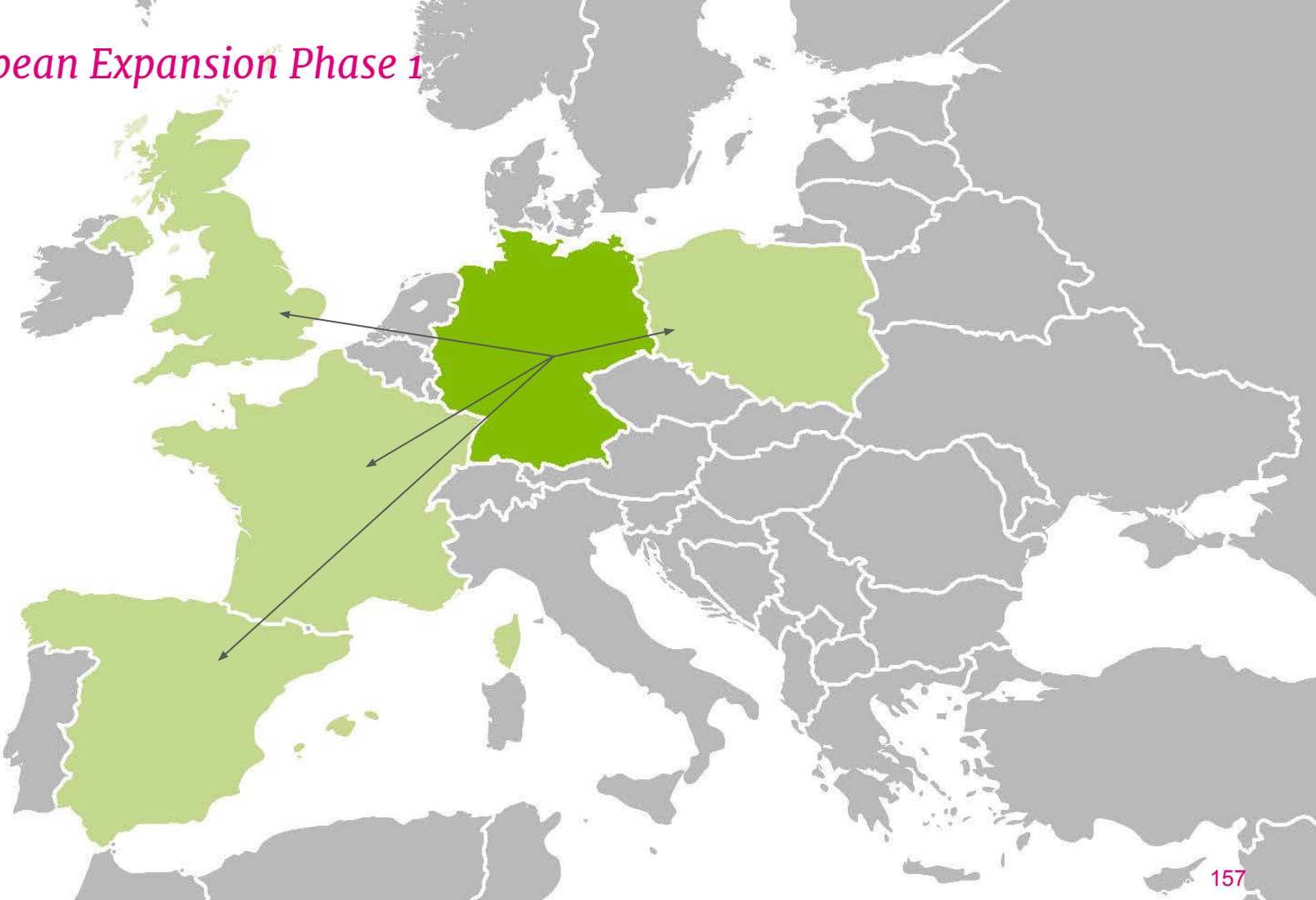


Spain

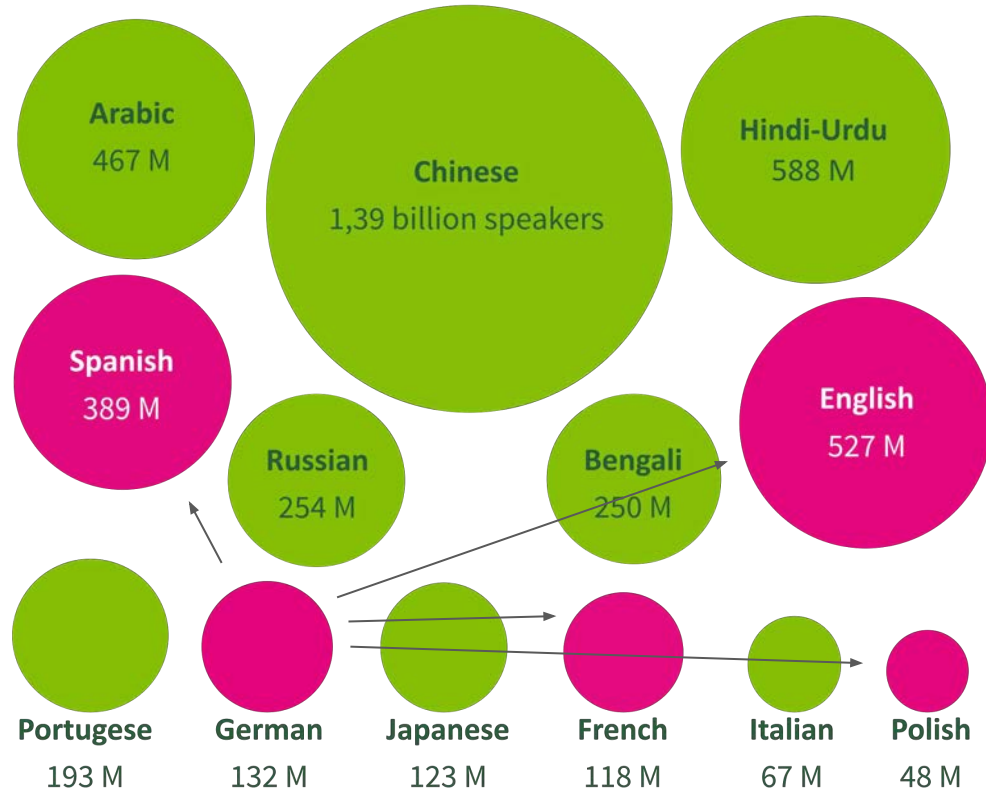


UK

ProVeg European Expansion Phase 1



Number of native speakers in the respective languages



Sources: Ulrich Ammon, University of Düsseldorf, Population Reference Bureau

Note: Totals for languages include bilingual speakers

adapted from: The Washington Post

Intervention Expansion

We have analyzed all our current interventions at VEBU with regard to the 4 countries we are expanding into.

This has resulted in the following list of interventions that we consider most important in order to establish a presence in the countries. How fast and to what extent we can establish these interventions in each country, depends mostly on funding and finding the right people:

1. Website & newsletter
2. Media outreach
3. Social media
4. Vegan fairs
5. Vegan community building
6. Corporate outreach



Country Expansion Phases



We have divided the **expansion of ProVeg** into **three main phases**. In each phase, the main driver changes according to different factors such as the profile of the remaining target countries, the international standing of ProVeg, and the aims we have defined for each phase.

Phase	Main driver	Where	Aim	Timeline
1) Launching phase	mainly people- and opportunity-driven	within Europe	<ul style="list-style-type: none">- laying a foundation- creating strategic stepping stones for further expansions- gaining experience	2016 to 2018
2) Expansion phase	mainly language- and demographic-driven	mainly Europe + strategic countries	<ul style="list-style-type: none">- first steps outside of Europe- covering biggest markets and most important languages	2019 to 2023
3) Maturation phase	driven by all indicators	worldwide	<ul style="list-style-type: none">- ProVeg is active in 30 major countries	2024 to 2030

Overall Room for Funding: 4 New Countries (Scenarios for 2017)



Our plans for growth depend on the amount of funding we receive. Unrestricted long-term or one-time donations could be used as described in the following scenarios. We are also open to donations restricted to certain countries and/or interventions and would be able to show that we are capable of avoiding unwanted fungibility effects.

Note: the interventions mentioned refer to each of the four countries (France, Spain, Poland, and the UK)	without additional funding from ACE	€ 160k from ACE (= 40k on average for each of the four new countries)	€ 500k from ACE (= 125k on average for each of the four new countries)	€ 1,000k from ACE (= 250k on average for each of the four new countries)
Website & Newsletter, Media Outreach, Social Media	Website & newsletter; 0.5 FTE for media & social media	Website & newsletter; increase to 1 FTE media & social media (20k)	Website & newsletter; increase to 1 FTE media (20k) + 1 FTE social media (40k)	Website & newsletter; increase to 1 FTE media (20k) + 1 FTE social media (40k)
Vegan Fairs	On average 1 fair	On average 2 fairs (10k)	On average 2 fairs (10k)	On average 2 to 3 fairs (15k)
Vegan Community Building	Basic community building	Activist trainings (5k); Facebook ads (5k)	Activist trainings (5k); Facebook ads (10k)	Activist trainings (5k); Facebook ads (20k); actively building a network of local groups (30k)
Corporate Outreach	-	-	1 FTE Corporate Outreach Coordinator (40k)	2 FTE Corporate Outreach Coordinator (80k)
Meat Reduction Campaigns	-	-	-	1 FTE Campaigner (40k)

3-Year Rollout Plan – International Level (Launching Phase)



The following goals suppose no additional funding from ACE. They exclude VEBU/ProVeg Germany:

2016:

- Hiring Staff (4 FTE)
- Preparing a body of content and articles for each country
- Survey tracking the vegan landscape (habits, attitudes, opinions) in each country to be more effective in what we do
- Start social media and newsletter community building

2017:

- Hiring Staff (4 FTE)
- Launch in 4 new countries (UK, France, Spain, and Poland) with our most important interventions
- Establish 1 vegan fair on average per country
- ProVeg Facebook community of 100k
- 20k newsletter recipients
- 5 PR releases per month

2018:

- Hiring Staff (6 FTE)
- Adding 1 new activity per country
- Launch in 2 additional European countries
- Facebook community of 300k
- 80k newsletter recipients
- 12 PR releases per month

Short-term

Long-term

3-Year Rollout Plan – National Level (Example: Spain)



The following goals suppose no additional funding from ACE:

2016:

- Hiring Staff (1 FTE)
- Preparing a body of content and articles for Spain
- Survey with 1000+ participants to track the vegan landscape (habits, attitudes, opinions) in Spain to be more effective in what we do in Spain
- Start social media and newsletter community building

2017:

- Hiring Staff (1 FTE)
- March: Launch ProVeg Spain
- April: VeggieWorld Barcelona
- Autumn: VeggieWorld Madrid
- Facebook community of at least 25k
- Regular press releases (at least 2 per month)
- 5k newsletter recipients

2018:

- Hiring Staff (1 FTE)
- 3 VeggieWorlds
- Facebook Community of at least 75k
- Press releases (at least 3 per month)
- 20k newsletter recipients
- Corporate Outreach

Short-term

Long-term

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