

STRATEGIC PLAN 2018-2020 (DRAFT)	Sociedade Vegetariana Brasileira (SVB - Brazilian Vegetarian Society)
STRATEGIC GOALS	STEPS, MILESTONES AND/OR RESOURCES NEEDED
Influencing health professionals: Build capacity of 5,000 health professionals on the viability and benefits of vegan eating / Influence official dietary guidelines (we had already trained approximately 800 professionals by mid-2018)	By the end of 2018, we will have held our first training
	By the end of 2019, we will have held at least seven trainings in six different cities
	By the end of 2019, we will have secured partnerships with at least two relevant medical/nutrition associations
	By the end of 2019, we will have already published a list of at least 1,000 accredited professionals
	We will work to have at least one leading Brazilian health professional recommend vegan eating by the end of 2019
	We will have at least two speaking slots in relevant medical conferences by June 2020 (by 2018 we had already secured a speaking slot every year at the GANEPÃO Conference)
	By 2020, have 1,000 health professionals participate in SVB's scientific conference <i>Plant Based Conference Brazil</i>
	In 2018, secure a contribution to the Official Dietary Guidelines for Children Under Two (by Brazilian Government's Health Ministry) so that it recognizes vegetarianism and veganism below 2 years old as a healthy and safe choice
	By 2020, ensure a successful contribution to the nutritionists' dietary guidelines of one of the CRNs (Regional Nutrition Councils) and/or the CFN (Federal Nutrition Council) and/or to the dietary guidelines of a medical association (by 2018 we had already succeeded in implementing such a recommendation in the CRN3 guidelines)
Politicians Engagement: Have 120 political candidates sign our Pledge of Political Engagement towards Vegetarian Eating (in 2016 we had around 60 politicians sign it)	Conduct follow-up research for assessment of training workshops, and potential changes adopted by professionals attending the workshop regarding plant-based dietary recommendations to patients
	Possible development of this Goal: creation of the Brazilian School of Vegan Nutrition and Gastronomy
	In the 2018 Elections (states/country), have 30 candidates sign our pledge
Fundraising: By 2020, have a stable yearly revenue of US\$700K * (in 2017 it was \$282K *)	In the 2020 Elections (cities), have 90 candidates sign our pledge
	Follow up with elected politicians and pressure them to fulfill their pledges, actively promoting vegetarian eating to the extent of their power and capabilities
	Increase our members ("filiados") from current 1,700 to at least 4,000
	Increase our partner businesses ("convênios") from current 400 to at least 800
	Increase annual revenue of our Vegan Label to US\$70K (in 2017 it was US\$11K)
	Fundraising goal for 2018: US\$380K *
	Fundraising goal for 2019: US\$520K *
	Increase our revenue from sponsorships in events
	Reach out to new grant sources in-country and overseas
	* Conversion ratio used is always BRL 3.54 for each USD 1, although it has been varying significantly.

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Meat Reduction (Meatless Mondays): Reach a total of 100 million vegan meals per year by 2020 (in 2017 there were 48 million)	In 2018, reach a total of 60 million vegan meals as part of MLM programs	
	Throughout 2019, implement MLM in the 1,270 centers of social assistance of SP city (by mid-2018 this agreement had already been made and we have started a pilot project in a few units)	
	Increase the frequency of vegan meals in the already-MLM-adopters (SP city schools, SP state schools)	
	Conduct research and issue a report on the impacts, successes and challenges of currently implemented MLM programs in schools and other government branches	
	In 2019, reach a total of 80 million vegan meals as part of MLM programs	
Selo Vegano (Vegan Label): Have 2,500 products certified by the end of 2020, and reach a yearly revenue of at least US\$60K to make the program self-sustainable (currently there are 600 products, revenue in 2017 was \$11K)	End 2018 with 900 certified products	
	Increase the Vegan Label department staff to at least 5 full-time employees	
	End 2019 with at least 1,750 certified products	
	Bring in at least 5 big players (certify products of multinationals and/or large companies)	
	Conduct independent & controlled assessment of the sales impact of certifying products	
Opção Vegana (Vegan Option): By 2020, have 1,500 restaurants (including units of restaurant chains) with vegan options implemented in their menus	By early 2019, hire one more full-time employee for the Vegan Option program	
	Bring in at least 4 big players (restaurant chains with more than 150 locations)	
	Train at least 1,000 restaurant cooks and chefs in events and courses	
	Participate at Major Food Service Fairs and Trade Shows	
Research and publications: Provide Brazilian media outlets, government, the market and society with up-to-date research on vegetarianism and related issues	Conduct a general poll on the growth of vegetarianism every three years (number of self-declared vegetarians, number of people willing to consume more vegan products, and so forth)	
	Assess the sales impact of certifying products with the Vegan Label	
	Update SVB's report on environmental impacts of animal agriculture every year	
	Assess the popularity of Meatless Monday in the public opinion	
	Issue an updated, state-of-the-art report about vegan eating and health (by 2018 we already had the most comprehensive veg dietary guide for professionals available globally in Portuguese language--here: <a href="https://bit.ly/2nYCS7n">https://bit.ly/2nYCS7n</a> )	
21 Day Meatless Challenge (joint program with MFA Brasil): By 2020 reach a total of 150,000 participants in the challenge (we had 43,000 as of July 2018)	Bring in five celebrities to participate and engage the public in the 21 Day Meatless Challenge	
	By the end of 2018, reach a total of 60,000 participants in the challenge	
	By the end of 2019, reach a total of 100,000 participants in the challenge	
	Conduct follow-up survey with participants after two months of completion of the challenge, to assess how many of them remained as vegans, vegetarians, and/or reducetarians (how much % reduction?)	
Media watchdog: Strive to get the right to reply at least 50% of biased or wrong information published in the main press channels	By early 2019, have a specific staffperson dedicating at least 25% of his/her time to make the "Secretariat" of our media watchdog program (identify stories, request contributions of SVB experts and partners, follow up with SVB's press manager)	

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wrong information published in the main press channels	Engage SVB's VegAction "army" in pressuring the most strategic media outlets to accept SVB's request to a right of reply when the situation arises	
Events: Put together an annual event (Vegfest Brazil) big enough to host at least 5,000 people and attract attention of main press channels (in 2017 we had 1,500) / Secure the space of other important veg events with SVB's participation	Hire a full-time staffperson for events	
	When getting closer to each Vegfest, hire at least one more full-time staffperson	
	Bring at least two keynote speakers from overseas in each Vegfest	
	Build a comprehensive, national media plan aiming for the growth of Vegfest and other events such as the Plant Based Conference Brazil	
Presence and relevance on the internet: By 2020, reach 500,000 followers on Instagram (we had 177,000 as of July 2018) and continue to grow Facebook organically (we had 164,000 as of July 2018)	Have at least five celebrities spontaneously post about SVB (e.g. by sending them packages with vegan certified products, SVB's member card and a welcome letter)	
	Produce & post potentially viral content, such as 1-minute videos about cruelty to animals and 1-minute vegan recipe videos	
	Do media stunts with partners who offer amazing vegan products or services (e.g. with restaurant chains participating in the Vegan Option program and/or certified vegan products)	
	Increase our interaction in celebrities' posts (a single well-made comment in a veg-friendly celebrity's recent post brought 400 new followers)	
VegAction: Engage 10,000 people in an online interaction army, targeting various decision makers (press outlets, industries, restaurant chains, celebrities, government officials, medical associations, etc.), using an effective, friendly, positive and unbranded approach	Publish requests and/or successes of right-of-reply requests made to big press outlets (media watchdog program)--high engagement	
	Launch the VegAction program publicly in August 2018 (DONE)	
	Hire a staffperson to coordinate the army and make sure most participants are taking action correctly	
	By the end of 2018, ensure one significant victory after pressure coordinated by VegAction	
	By 2019, reach a total of 5,000 members in the "army"	
	By 2020, reach a total of 10 significant victories after pressure coordinated by VegAction	
	Assess the impact of the actions collectively taken and redirect the efforts as needed	