



**The Good Food Institute  
Strategic Plan v.4 (Updated: July 2018)**

*I believe that in 30 years or so we will no longer need to kill any animals and that all meat will either be clean or plant-based, taste the same and also be much healthier for everyone.*

[Richard Branson](#)

**I. The Good Food Institute: Creating a healthy, humane, and sustainable food supply**

The Good Food Institute operates as, essentially, an accelerator and think tank for the entire plant-based and clean meat market sectors.

Every time someone chooses to consume alternatives to factory-farmed animal products, their choice has a positive effect on our climate, food security, human health, and animals. Studies consistently show that the primary factors in any consumer's eating choices are **taste**, **price**, and **convenience**. Thus, the Good Food Institute is laser focused on accelerating the market expansion of affordable and appetizing alternatives to industrially produced animal products.

We are taking ethics off the table for consumers and removing animals from industrial systems by making the sustainable and humane choice the default.

**A. The Problem We Address—Industrial Animal Agriculture**

Industrial animal agriculture is at the root of many of the most pressing global issues of our time, from environmental degradation and food insecurity to global public health threats and the mistreatment of farm animals. The following is a distillation of the four key challenges GFI was created to address:

- **The Environment:** United Nations' scientists state that raising animals for food is "one of the major causes of the world's most pressing environmental problems, including global warming, land degradation, air and water pollution, and loss of biodiversity." According to UN scientists, almost 15% of global climate change is attributable to industrial animal agriculture.
- **Food Security:** Growing crops to feed them to farm animals is vastly inefficient, driving up the price of grains and legumes, entrenching global poverty, and diverting nutritious foods away from direct human consumption. The most efficient land animal is chicken, and yet chicken requires 9 calories of feed for every 1 calorie of meat produced. We cannot feed more than 9.7 billion people by 2050 using such an inefficient system.

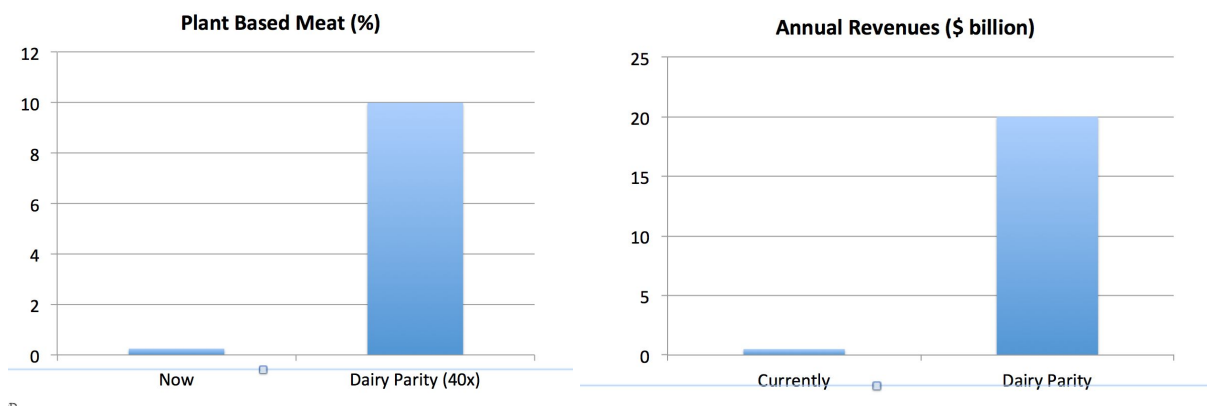
- **Human Health:** The vast majority of antibiotics produced in the United States are administered to farm animals. This steady stream of antibiotics contributes to the development of antibiotic-resistant bacteria that could spell the end of working antibiotics. Meanwhile, foodborne pathogens on meat sicken millions of Americans annually and send tens of thousands to the hospital.
- **Animal Protection:** Each year, industrialized animal agriculture subjects tens of billions of thinking, feeling animals to lives of extreme confinement, emotional trauma, painful mutilations, and inhumane slaughter.

## B. GFI’s Solution—Markets & Food Innovation

Market-based alternatives to industrially produced meat, eggs, and dairy have received increasing attention in recent years. Bill Gates called Beyond Meat “the future of food”; Li Ka-shing (Asia’s richest man) has invested heavily in Hampton Creek, Perfect Day, and other startups; Google founder Sergey Brin funded the first clean meat burger; and Alphabet CEO Eric Schmidt declared that plant-based meat could improve life for humankind at least tenfold in the near future by mitigating climate change and global poverty.

But the plant-based and clean meat industries are still in their infancy, and both require significant public and private sector research and development to compete with entrenched industries and reach their full potential as quickly as possible.

While plant-based milk commands 10 percent of total milk sales, plant-based meat weighs in at less than one-quarter of 1 percent. Proportionately, that’s about one-fortieth the market share of plant-based milk. Simply closing that gap would create a \$20 billion market that does not currently exist, and it would have a significant positive impact on our environment, food security, global health, and animals. This change would spare almost 1 billion land animals and even more sea animals annually.



GFI uses markets and food innovation to transition society away from industrial animal agriculture. The rise of plant-based milk from a tiny fraction of 1 percent of the milk market in 1990 to roughly 10 percent in 2016 was not a function of ethical considerations or education; it

was a function of innovation in both product and strategy that greatly expanded the market for these once niche products.

## **II. GFI's Nine Departments**

GFI exists to catalyze the success of alternatives to animal products so that they equal and then far surpass the success of plant-based milks. GFI has formed four programmatic departments to accomplish this task: Science and Technology, Innovation, Policy, and Corporate Engagement. And then we have two departments that serve as force multipliers, taking the work of our programmatic departments into the rest of the world and into the public consciousness: International Engagement and Communications. Finally, we have three support departments: Operations, Development, and Finance.

### **A. Science and Technology Department**

*So far, we've only explored about 8 percent of the world's plant proteins as potential meat alternatives... Remaking meat is one sector of the food industry that is ripe for innovation and growth.*

—Bill Gates

**GFI's science and technology (SciTech) department** develops and promotes the science of alternative technologies. GFI's scientists are the global experts in this sector and work to ensure that a roadmap exists for plant-based and clean meat alternatives; that the best scientists are engaged in plant-based and clean meat R&D; and that significant funds are directed toward scientific endeavors to transform agriculture away from the industrial farming of animals.

GFI's SciTech staff are focused on three principal activities:

- **Analyzing the State of Innovation-Based Alternatives**

Thus far, there is no one-stop source for the latest information on any aspect of innovative alternatives to industrial meat, dairy, and eggs. This means that anyone interested in these fields must dig through volumes of literature—much of it of dubious quality, outdated, or paywall-restricted—and cannot access a comprehensive, reliable overview of the science.

Therefore, GFI is creating white papers, industry overviews in the form of mind maps, and industry-level evaluations of technologies and research projects needed to support the clean and plant-based product industries. These are published as open-source resources on our website, heavily publicized, and continually updated.

Our Technology Readiness Assessments (TRAs) provide information on the product-level readiness to launch a company (i.e., Technology Readiness Levels, or TRLs), as well as industry-level information on new technologies, research, and companies needed to support the market as a whole. TRA and TRL evaluations also determine the highest-priority areas for applied academic research and in depth analysis by the SciTech Department's scientists. For

example, we will publish and vigorously promote papers on the state of animal-free media for clean meat and on the expansion opportunities for utilizing more types of plant-based proteins. GFI also performs thorough literature reviews on an ongoing basis in order to remain up-to-date on all publications related to plant-based and clean alternative technologies—both work directly related to food and work in other fields that are applicable for our purposes, such as advances in biomedicine that can be translated to clean meat.

The SciTech team works with our communications department to disseminate this information through relevant channels (webinars, blogs, interviews, etc.) to generate excitement in the science community and a better understanding of the need to develop alternatives to meat, dairy, and eggs.

Finally, the SciTech Department is creating an advisory board comprised of industry and academic experts in plant-based and clean meat research and adjacent disciplines to evaluate the industry, identify novel opportunities for research, and provide guidance on the strategy and goals of the SciTech team.

These efforts allow both GFI and the rest of the world to fully understand the state of the science and engineering with regard to innovative alternatives to animal products and direct further research and development accordingly. This work ensures that more scientists get involved in these fields and that duplicative work is minimized.

- **Mobilizing Funding for Academic Research and Early-Stage Commercialization**

The SciTech Department works to generate additional scientific work in alternative food technologies among academic research institutes and start-ups by seeking out funding opportunities to support these endeavors. Specifically, the scientific foundations liaison identifies funding opportunities from top governmental grant-making agencies (National Science Foundation, U.S. Department of Agriculture, Department of Energy, etc.) and private foundations (Gates Foundation, Packard Foundation, Foundation for Food and Agriculture Research, etc.). Because they are deeply immersed in alternatives research, our scientists are well-positioned to handpick the best possible researchers to apply for these opportunities, leveraging funding for the questions we want answered.

Additionally, the SciTech Department identifies public and private funding organizations whose missions align with one or more of GFI's goals to reduce global poverty, combat climate change, and improve human and farm animal health and well-being. The scientific foundations liaison develops relationships with these organizations to provide education on the direct positive impacts of alternatives to animal agriculture and the critical need for additional research and development in these fields. The goal of these activities is to increase the number of funding agencies providing grant opportunities focused on advancing plant-based and clean alternative technologies.

GFI uses the federal government's Small Business Innovation Research (SBIR) program, which provides approximately \$2 billion annually to small businesses focusing on innovative research

with commercialization potential, to identify funding for entrepreneurs. GFI ensures that entrepreneurs are aware of these and other grant opportunities, creates and disseminates resources detailing the process for applying, and advises entrepreneurs throughout the grant application processes.

GFI also helps venture capital groups better understand opportunities in the plant-based and clean meat industry. As an example of this work, GFI staff met with and presented to more than 25 of the leading U.S.-based venture capital groups, including the Gates Investment Group, DFJ, KBW, Cargill, and more, with regard to either emerging opportunities in the clean meat field or Memphis Meats specifically. Following these meetings, Memphis Meats raised \$19 million (\$2 million into the Seed and \$17 million into the Series A). In the future, these relationships are critical for securing significant venture capital for other alternatives companies as well.

Finally, led by GFI's scientific foundations liaison, GFI is mobilizing funding to launch two novel research centers: one for clean meat research and one for plant-based product innovation. The locations of these centers will be selected based on the research portfolios of top U.S. research universities and their commitment to food system innovation.

- **Advancing the Research and Commercialization of Plant-Based and Clean Meat, Dairy and Eggs**

GFI offers entrepreneurs and startups guidance, direct expertise, connections to funding opportunities, and access to external experts to aid in the scientific development of their products. GFI scientists support entrepreneurs in early stages of company development with technical information and direction. For example, the SciTech Department assists entrepreneurs in formulating and articulating the scientific aspects of their company proposals to make them suitable for approaching potential scientific co-founders and venture capitalists.

GFI's scientists also work closely with innovation incubators and with leading food industry partners to scout technologies that address barriers in bringing plant-based and clean alternative products to market. The SciTech Department is developing relationships with major food manufacturers and ingredient suppliers to determine these needs and thus serves as a bridge to food innovation and biotechnology incubators with unique insight into plant and clean alternative technologies.

Right now, there is limited awareness of plant-based and clean meat technologies at the top schools and companies researching food science, tissue engineering, and synthetic biology. While thousands of students and researchers work in these fields, most are not yet aware of the potential to use their expertise to address global problems by creating affordable and sustainable alternatives to industrial animal agriculture.

To increase the number and quality of academic researchers focusing on plant-based and clean agriculture research, GFI is creating a comprehensive academic researcher database. The database will contain faculty from all 115 R1 (i.e. "highest research activity") universities in the U.S. whose technical expertise is relevant to the plant-based and clean meat fields. The SciTech

Department systematically reaches out to the most promising of these academic scientists to introduce GFI, explains how their current research expertise could be beneficial for the advancement of plant-based and clean meat research, and informs them of funding opportunities to support this research.

The SciTech Department, in collaboration with universities and plant-based and clean meat, dairy and egg companies, is developing on-campus and online courses and workshops to educate students in the science and techniques required to develop the next generation of alternatives to animal-based foods.

Finally, to inspire industry professionals with relevant skills (medical biotech, chemical engineering, etc.) to work in the plant-based and clean meat industries, GFI holds networking events for scientific professionals and webinars on scientific and entrepreneurial opportunities.

## **B. Innovation Department**

GFI was conceived because we saw the success of Impossible Foods and Beyond Meat in creating the next generation of plant-based alternatives and expanding the market for these products. These two companies, which did not even exist a decade ago, are now valued at more than \$2 billion (combined) and have raised more than \$400 million in just the past five years. All this money has gone into competing with the products of industrial animal agriculture, and of course none of that money would have otherwise been put into protein diversification efforts. The opportunity to create and foster more such companies—thereby bringing millions of private sector dollars to the cause of combatting factory farming—was the impetus behind creating GFI. So our innovation department is creating new companies and helping existing companies appeal to more consumers and become more successful, thereby generating direct competition with industrially produced meat, dairy, and eggs.

GFI's innovation staff are focused on two principal activities:

- **Inspiring the Next Generation of Innovators**

GFI's innovation department is focused on moving the best and most successful entrepreneurs, tissue engineers, synthetic biologists, plant biologists, and others into alternative protein technologies—both as founders of new and transformative startups and as employees at plant-based and clean meat companies.

To this end, GFI reaches out aggressively to premier schools for business and entrepreneurship. GFI staff deliver presentations in classes, departmental symposia, and student forums with the goal of markedly increasing the number and caliber of entrepreneurs working on alternatives to animal products.

Furthermore, we have a list of “white space” companies representing opportunities that have not been capitalized upon, for which we are actively recruiting founding teams. To recruit these founders, we reach out to tissue engineers who may have been planning to work in the medical

field, synthetic biologists who may have been planning to work in chemicals, plant biologists who may have been planning a career focused on creating new designer plants, and so on. We then educate and encourage these individuals to use their skills on behalf of food technologies that will transform our food system away from industrially produced animal products and toward alternatives.

- **Supporting the Most Innovative Plant-Based and Clean Companies**

GFI is committed to the success of good food companies in the marketplace. For example, we work with both startups and established companies on all aspects of their progress, including writing and editing business plans, conducting market research and branding exercises, recruiting top talent, and mentoring on all facets of starting and running a company. We also collaborate with the rest of the GFI departments to help startups with regulatory issues, public relations, scientific questions, and more.

### **C. Policy Department**

The regulatory landscape remains unclear for alternatives to industrially produced animal products, and current statutes and regulations put these alternatives at a disadvantage in the marketplace. **GFI's policy department** is focused on creating a clear pathway to market for clean meat and a level playing field for alternatives to industrially produced animal products.

GFI's policy staff are focused on three primary and a variety of secondary initiatives:

- **Creating a Clear Path to Market for Clean Meat**

Essential to the success of clean meat is ensuring that it can come to market without unnecessary regulatory hurdles. Our policy department works to map the precise path forward for clean meat and to coordinate a regulatory strategy among the companies in the space. This involves researching and plotting a path forward with regard to premarket approval authority, labels, inspections, and recalls. Because there are many different countries in which clean meat could launch into the marketplace, we also work with legal interns and pro bono attorneys to delineate the regulatory pathway for clean meat in countries outside of the U.S.

- **Demonstrating the Environmental Benefits of Clean and Plant-Based Meat**

GFI's policy department produces original research, builds scientific partnerships, and meets with impact investors and policymakers to push back against the serious environmental consequences of industrial animal agriculture and the effects of these harms on human health and well-being. We develop and deliver presentations for a number of policy-relevant contexts that present plant-based and clean meats, eggs, and dairy as a key solution to pressing global problems. We write reports that provide a scientific foundation for legislative and regulatory recommendations and testify before governmental bodies on how plant-based and clean versions of animal products have lower environmental impacts than conventional production methods.

- **Leveling the Playing Field for Plant-Based Products**

Our policy department works with the Food and Drug Administration and supportive members of Congress to ensure that plant-based meat, dairy, and eggs are competing on a level regulatory playing field with their animal-based counterparts.

On the labeling front, we work to ensure that plant-based products can be labeled using terms like “milk” and “cheese”—as long as these labels are clear and unambiguous to consumers. To that end, we filed several Freedom of Information Act requests focused on finding out the nature of FDA oversight of these labels and then sued the FDA for inadequate production, which resulted in a settlement in October 2017. We also filed a 40-page petition for rulemaking under the Food Drug & Cosmetics Act and the Administrative Procedure Act, asking the agency to issue a regulation clarifying that commonly used compound names such as “almond milk,” “cashew cheese,” and “soy yogurt” are acceptable and permissible statements of identity. Additionally, we actively oppose the dairy industry’s attempt to prohibit terms like milk, yogurt, cheese, and ice cream on plant-based products, through, for example, the Defending Against Imitations and Replacements of Yogurt, milk, and cheese to Promote Regular Intake of Dairy Everyday (Dairy Pride) Act. We regularly engage with House and Senate offices to bolster bipartisan opposition to such blatant attempts to quash plant-based competition.

As to regulatory approval, we work with the FDA to advocate for fair and efficient regulatory oversight of novel ingredients, such as new formulations of plant proteins, used in plant-based and clean food products. One issue of concern is the agency’s current policy on safety testing, which requires the use of animals. We have met with the FDA to urge the agency to rethink this approach and to get insight into what alternatives would be available to companies that want to avoid animal testing. We have also reached out to companies in this space, offering to work with them to help move the FDA away from animal testing in its review of specific ingredients.

- **Additional Policy Initiatives**

In addition to our primary goals, key priorities include:

**Appropriations:** Our policy department meets with congressional offices to communicate the vital need for federal agencies to direct discretionary funding into research and development for plant-based and clean meat alternatives (e.g., characterizing underutilized plant proteins for functionality, optimizing cell culture media, developing agriculturally relevant cell lines). The U.S. government spends billions of dollars each year on a wide range of scientific pursuits; unfortunately, in the agriculture and food sphere, much of that money currently goes toward perpetuating the status quo—e.g., researching livestock production and animal disease. Very little goes into food science and innovation despite the urgent need to reform our food system. Federal agencies such as the National Institute of Food and Agriculture and the National Science Foundation, which award millions of dollars in competitive grants each year to scientists, academics, and research institutions, are particularly well-positioned to ensure that taxpayer money is being wisely invested in areas that will improve and safeguard our food supply, in addition to promoting food security and global health.



**Checkoff Programs:** Our policy department works with other NGOs and supportive members of Congress to advocate for reform of checkoff programs that promote animal products. Under federal law, farmers of certain commodities are required to pay a percentage of their sales into a checkoff fund, which may only be used to pay for advertising campaigns and research on the nutritional quality of particular foods. However, records produced under FOIA have revealed that checkoff funds have been used in an anti-competitive manner that may even be illegal. For example, The American Egg Board checkoff program was found to be using funds to influence regulators at the FDA and organize a public relations campaign against Hampton Creek Foods, the creator of the egg-free product, Just Mayo. GFI is supporting a bill co-sponsored by senators Mike Lee and Cory Booker that would explicitly require checkoff funds not be used in a way that could become anti-competitive against alternatives and would require greater transparency in checkoff programs. GFI's efforts to support this legislation have thus far included substantial use of FOIA and the filing of a lawsuit against the USDA's Agricultural Marketing Services for its inadequate response.

**Synergistic Alliances:** Our policy department develops relationships with other nonprofit organizations, including those focused on environmental, global hunger, consumer rights, and food safety issues, to build alliances and support for alternative technologies. For example, we are a member of The National Alliance for Nutrition and Activity (NANA) and an affiliate member of the Plant Based Foods Association (PBFA). Engaging the NGO community on supporting regulatory approval of clean meat is an essential part of our regulatory strategy to bring it to market, and a piece that GFI is uniquely qualified to lead. We also work with partners, as resources allow, on related topics such as prioritizing plant proteins and clean meat innovation in the Farm Bill, getting plant-based foods into the National School Lunch Program, ensuring that the Dietary Guidelines for Americans are science-based and include sustainability, and ending subsidies for conventional animal agriculture.

#### **D. Corporate Engagement Department**

*Plant protein is growing faster than animal protein. For us, we want to be where the consumer is.*

—Tom Hayes, CEO, Tyson Foods

The animal protection community has been wildly successful in convincing restaurant and grocery chains to make positive strides related to animal welfare. **GFI's corporate engagement department** works to replicate that success with plant-based alternatives to animal products by developing relationships with top executives at the most successful chain restaurants and grocery stores, as well as with major food companies and key manufacturers of plant-based alternatives to conventional meat, dairy, and eggs. Our goal in all cases is to increase the quality and quantity of plant-based meats that are available in the marketplace and to prepare corporations for clean meat as another protein alternative in the years ahead.

GFI's corporate engagement staff are focused on four principal initiatives:

- **Plant-based Manufacturer Outreach**

The Corporate Engagement Department cultivates relationships with all manufacturers of plant-based meat, dairy, and eggs, and stays abreast of product availability and distribution networks to advise on stay apprised at all times of the best options. We have excellent relationships with all of the exclusively plant-based manufacturers, and it is exceedingly valuable to have one central contact—our director of corporate engagement—for all of these relationships.

Finally, our corporate engagement department works with GFI's SciTech department to evaluate opportunities to replace industrially produced meat, dairy, and egg ingredients in pre-made or processed foods. This strategy has the potential to place plant-based meats in schools, prisons, and hospitals via foods such as lasagna, enchiladas, sloppy joes, pulled "pork," and macaroni and "cheese", and plant-based milk and eggs via cookies, crackers, and snacks that may contain milk or eggs as standard ingredients.

- **Big Food & Meat Company Outreach**

GFI has been encouraged by the response of the meat industry to the introduction of plant-based and clean meat alternatives. One key goal of our corporate engagement department is to develop relationships with senior leadership at all of the top food companies in the world. Already, we have good working relationships with a wide variety of companies and have presented on plant-based and clean meat to some of the largest food processors in the world.

- **Restaurant Outreach**

When one chain restaurant with 1,000 locations adds a plant-based entrée where previously there was none, that is a significant victory for the environment, food security, global public health, and animals.

Our corporate engagement department is developing relationships with corporate executives at the top restaurants across the country in order to increase the quality, quantity, and promotion of their plant-based entrées. We will engage in direct outreach and attend conferences for restaurant professionals. In order to make the transition to plant-base entrées easier, we will offer up our plant-based meat, dairy, seafood, and egg product database to all restaurants and offer to make connections to product manufacturers.

Of the top 100 chains, 67% do not have a single plant-based entrée. We intend to engage all 100 to ensure that as many as possible have an excellent plant-based entrée as quickly as possible.

Our first annual Good Food Restaurant Scorecard was released in October and ranked the top 100 chain restaurants according to a proprietary rubric which evaluated their menus and promotion of plant-based eating. Media promotion of the report card will commence by January

2018. We will appeal to top chains to improve their offerings of plant-based options and we will promote the chains that excel in this area.

- **Grocery Outreach**

Today, plant-based meat is where plant-based milk was 15 years ago: Most grocery chains in the U.S. have acceptable plant-based meat options, but they are inevitably placed in their own—often secluded—section of the store, and they are rarely promoted. As a result, only customers who specifically seek out these types of products are able to locate and purchase plant-based meat. This merchandising approach unnecessarily limits the market to dedicated vegetarian and vegan consumers, yet we know flexitarians and meat-reducers are a larger market for plant-based meat. We will use this information, along with primary research, sales data, and consumer insights to influence retailers' placement of plant-based meats, recommending that they are merchandised adjacent to conventional meat. Ultimately, our goal is emulate the success that the plant-based milk category experienced when it moved to the refrigerated case for the plant-based meat category. We will also work to determine and promote the ideal placement of other plant-based alternative categories, such as plant-based cheese.

We know that certain marketing language can expand the market for plant-based products by appealing to a wider range of consumers. We will work with grocery stores to ensure that they understand how to most effectively promote plant-based products in-aisle, online, and in their marketing materials. We will also seek greater promotion of the category to increase awareness among flexitarians and meat-reducers, such as the inclusion of plant-based meat in grilling-themed store flyers.

Following the success of the Good Food Restaurant Scorecard, we will release a report on the grocery sector evaluating retailers on their plant-based product assortment and innovation; merchandising, marketing, and promotion of plant-based products; and policy commitments to increasing plant-based food options.

## **E. International Engagement Department**

*[The Good Food Institute] is about to up the ante in the effort to get more people eating plant-based and [clean] meat. With a staff that will soon exceed 30, [GFI] is expanding its attention from the United States to the entire world.*

Chase Purdy, Quartz.com

The U.S. represents 4.25 percent of the global population, and meat consumption is accelerating outside of its borders, particularly in the developing world. **GFI's international engagement department** is focused on reversing that acceleration by building on the most successful work from the Innovation, Science and Technology, Policy, and Communications Departments. Thus, on a global basis, more scientists will focus on plant-based and clean meat; policy and regulatory progress will be accelerated; more companies will be generated and those that are created will be more successful; and more stories about plant-based and clean meat innovation will be written. While GFI has an international mandate even without an international department, our

international engagement department ensures that the rest of the world is given significantly more attention than it would otherwise.

- **International Government Relations (Policy/Research & Development)**

GFI has met with government leaders in Singapore, Canada, the United Kingdom, the EU, and New Zealand who would like to help with regulatory questions related to both clean and plant-based meat, and we are meeting with entrepreneurs who have similar connections in various other areas of the world. We are also working with GFI's policy department to find pro bono counsel in other parts of the world, and we are actively seeking additional similar assistance elsewhere. GFI's international department oversees these relationships, meets with our advocates and volunteers, and proactively cultivates more of both.

- **International Science and Technology**

There are many plant-based and clean meat scientists in the U.S., and excellent work in this and related fields is also happening overseas. Although GFI's science and technology department will remain the primary contact for scientists, our international engagement department is able to meet in person with scientists overseas more regularly than our U.S.-based scientists, creating deeper relationships for GFI and ensuring a deeper involvement in alternatives to industrially produced animal products worldwide.

- **International Innovation**

GFI's international engagement department focuses on helping internationally located plant-based and clean meat companies be successful by providing guidance and research support as well as by working with GFI's other departments to assist these companies with scientific and regulatory questions and media support.

- **International Communications**

GFI has already fielded media inquiries from across Europe, Brazil, China, and Israel, and such media interest will increase as our visibility grows. Although most media work can be done online, relationships with media representatives can be the difference between a story and no story—as well as inclusion or non-inclusion in a story—and large stories are worth hundreds of thousands of dollars each in earned media influence.

- **International Corporate Engagement**

The purchase of WhiteWave by the French company Danone for \$10 billion and Quorn by Philippines-based Monde Nissin for \$832 million is an indication of how global the plant-based market has become. Although we will initially do much less corporate engagement work overseas than innovation, science and technology, policy, and communications work, there will nevertheless be significant value to our international team's capacity to meet with the corporations that create the most innovative products, wherever they happen to be based. These

relationships may well serve our innovation department when companies we support enter into acquisition talks with some of these companies. If so, these relationships will prove invaluable to accelerating the plant-based and clean meat market sectors.

## **F. Communications Department**

**GFI's communications department** works to ensure that GFI's work across the other programmatic departments achieves maximum impact. Our communications team secures media attention for mission-aligned companies, for the science of plant-based and clean meat generally, for GFI's regulatory and statutory work, and for our corporate engagement efforts—thereby supporting the work of our entire organization and bringing maximum exposure to world-changing food innovation. Additionally, we drive the conversation about innovative alternatives to industrial animal agriculture on social media, insert GFI experts into the conversation at key conferences, and maintain a website that serves as the web's central hub for information related to plant-based and clean meat research and innovation.

GFI's Communications staff are focused on three primary goals:

- **Manage GFI's agency voice across paid, owned and earned media channels**

Traditional media coverage is critical to all of our goals since it creates excitement among key GFI target communities, reaches potential donors who are not yet following us on social media, can influence investors to put more money into key companies that we support, pressures legislators and regulators to take action, influences corporations to add and promote plant-based products, and provides excellent social media content. In short, one good story in the media can be worth hundreds of thousands of dollars in earned media value for our cause.

Social media is critical to the success of both nonprofit and for-profit endeavors. Along with communicating to constituents and supporters, our social media outreach in 2019 and beyond will be even more focused on creating followers who are 1) tissue engineers; 2) synthetic biologists; 3) plant biologists; 4) innovation entrepreneurs; and 5) dietary influencers. Consequently, what we post is focused on generating excitement for alternatives to industrial animal agriculture among experts in key fields.

GFI's blog and related bi-weekly e-newsletter is the main way that GFI communicates timely and relevant updates about the plant-based and clean meat sectors. Our e-news is the main driver of individuals clicking back to our website and it's a key source for many journalists in their reporting. We publish several blogs most weeks.

GFI's communications team also supports a number of staff members who speak at industry conferences to raise the issue of innovative alternatives to animal agriculture among key stakeholders. We have been invited many times to speak at top business schools about plant-based and clean meat innovation. We are also hosting the inaugural Good Food Conference in September at the University of California Berkeley in conjunction with the Sutjarda Center for Entrepreneurship & Technology and Dr. Mark Post.

GFI's website serves as a news hub for developments in plant-based and clean meat innovation. Not only does our communications department collect and comment on relevant media, but we also use our online space as a place to communicate the employment needs of companies we support, along with academic and funding opportunities for aspiring researchers. GFI's website is a one-stop shop for anyone interested in learning more about, or getting involved in, the success of these burgeoning market sectors.

- **Develop and implement integrated marketing/communications campaigns to support the priority projects of GFI's programmatic departments**

The GFI Communications team works as an in-house creative and strategy agency to execute on the programmatic priorities of the other departments. Examples include: editing, design and layout support for publishing thought leadership reports, policy fact sheets, and third-party media placements.

We create and maintain the organization's suite of general collateral which seeks to tell the powerful story of GFI's mission and impact. Documents such as the [2017 Year in Review](#) provide a compelling entry point for new supporters to the issues and our work.

We are creating and executing exciting campaigns to engage target audiences and build our followership across social media. Examples that we are currently supporting include creation of the first MOOC on plant-based and clean meat; creating and launching a digital portal for entrepreneurs in the good food space (a companion to the 100-page *Startup Manual*), and supporting the launch of the [2017 Good Food Restaurant Scorecard](#) and subsequent updates.

- **Support plant-based and clean meat startups**

In the early stages of operation, many of the companies GFI supports do not have the bandwidth for adequate in-house media promotion and branding efforts. Our communications department serves as a consulting arm for these startups as they hone their messaging, begin engaging in promotional efforts, and identify the appropriate media channels. In addition to providing this programmatic support, GFI uses its influence on social media to highlight the work of start-up companies and assist with sending out press advisories to relevant contacts in traditional media outlets.

### **III. GFI Annual Reviews**

[GFI Year in Review 2017](#)

[GFI Year in Review 2016](#)

## IV. Culture, Transparency, & Strategy

### A. Culture

At GFI, we take the work of Daniel Pink in his book *Drive* very seriously. Pink asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world—autonomy, mastery, and purpose. That’s what GFI strives to deliver to all staff, that every member of our team will feel that she has autonomy and purpose and is working toward mastery. We actively encourage feedback to ensure that all staff are as happy and fulfilled vocationally as possible.

All staff are encouraged to:

- take “deep work” days. Everyone is encouraged to block their Fridays for projects, and we encourage people to take mornings for projects as well. During these times, staff are not available on email or for meetings, other than emergencies.
- turn off email for most of the day and instead schedule times to deal with it (e.g., 9 a.m. and 5 p.m.). There is overwhelming evidence that each time you check email and take a moment to reply to something, it kills your productivity. No one can multi-task; every diversion requires multiple transfers of mental energy and is bad for productivity.

We are a remote team, so we make an extra effort to build in regular times to share updates, solicit advice, and bond. We start our week off with a Monday all-staff meeting to go over operational issues, discuss ways to improve our organization, and catch up on events in each other’s non-work lives.

On Wednesdays, we convene again to listen to department-specific updates, with one or two departments presenting on a current project each week. This gives a chance to learn in depth about what everyone else is working on, ask questions, and see if there are ways we can help each other.

Finally, on Fridays, we compile a weekly report consisting of three highlights (we try to keep this brief—the three most exciting or interesting things from each staff member’s week) and a step-back thought (What’s working? What’s not? What should we be doing that we’re not? Blue sky ideas?) from each person.

Twice a year the whole team gathers in one place for a staff retreat, where we focus on bonding with our team and tackling big-picture questions and strategic planning. We meet in smaller groups more frequently when team members attend the same conference or simply cross paths while traveling.

## B. Transparency

GFI is committed to transparency, starting with the [FAQ](#) that we send to all job applicants. Additionally, much of GFI's work is detailed in real time on our [blog](#) and in the resources section of our website. Additionally, everyone on GFI's staff creates monthly reports, and GFI's executive director creates and distributes monthly highlights to anyone who would like to receive them. By allowing for free and open access to all of our resources, including scientific white papers and industry data, we eliminate duplicative efforts and accelerate the work of new industry entrants.

Similarly, GFI has provided our strategic plan and all of our fundraising documents to nonprofit organizations in Israel and Australia, with the goal of helping them to set up robust organizations focused on promoting plant-based and clean meat in their areas of the world. GFI co-founder and executive director Bruce Friedrich sits on the advisory boards of both of these organizations, [The Modern Agriculture Foundation](#) and [Food Frontier](#).

## C. Strategy

GFI was founded explicitly as an effective altruist organization. As such, we will not take on any project that we do not believe to be very high leverage; additionally, we look for activities that can have exponential impact, like helping organizations in other countries, producing documents that can serve as the foundation for many researchers and start-ups, and plotting the path to regulatory approval of new products.

Every GFI employee creates quarterly and annual goals, beginning about a month after they start at the organization. Everyone is focused on a specific high level key performance indicator (KPI): removing as many animals as possible from industrialized animal agriculture. Our key metrics fall into three main categories:

- The highest-level metrics address the outcomes we want to see in the world: plant-based and clean meat market shares, number of conventional meat meals offset by plant-based or clean meat, etc. Ultimately, such metrics are all we care about, but it is costly, if not impossible, to determine causality for them.
- The next set of metrics defines mission-level goals for each of our departments: number of companies started, number of top 100 restaurants carrying plant-based entrees, number of scientific grant dollars moved to plant-based and clean meat research, etc. We believe these metrics are useful because they are linked to our ultimate outcomes via a sound theory of change.
- Finally, we take an active interest in operations-level metrics that can provide rapid feedback on the efficacy of our approaches: number of entrepreneurs consulting us, rate of hiring, number of major newspaper articles covering our work (and reach from same), etc.

As a part of our commitment to staff autonomy, staff work on their own sections of the strategic plan and also write their own quarterly and annual goals, metrics, and expansion plans.



## V. Conclusion

The entire GFI staff is committed to being among the most cost-effective nonprofit organizations in the world; we strive to ensure that every dollar we spend is focused on decreasing the number of animals farmed, thereby making a positive impact on climate change, food security, global health, and animal welfare. As of July 2018, our team is comprised of 48 staff, three senior advisors who dedicate time every week to GFI’s mission on a pro bono basis, a slate of top-notch pro bono lawyers, an advisory board of 31 high-profile, highly respected leaders in their fields, and a constant rotation of interns. See [gfi.org/our-team](http://gfi.org/our-team) for details.

After completing a rigorous evaluation of GFI’s programs, systems of project evaluation, leadership, and staff, independent research organization Animal Charity Evaluators named GFI as one of the three most effective animal charities in the United States. You can read their full review of GFI across their seven criteria of effective nonprofits at [AnimalCharityEvaluators.org](http://AnimalCharityEvaluators.org) (click on “top charities”).

Transformational and permanent change in our global food system will require that we create and promote choices for consumers that will outcompete industrially produced animal foods on the basis of price, taste, and convenience—the primary factors that determine what consumers purchase.

We are actively seeking philanthropic support for each of our six core programmatic areas: Science & Technology, Innovation, Corporate Engagement, Policy, International Engagement, and Communications—as well as unrestricted funds which give us the flexibility to stay nimble and apply funds to the areas of greatest need.

Please contact Development Director Clare Bland ([ClareB@gfi.org](mailto:ClareB@gfi.org)) or Executive Director Bruce Friedrich ([BruceF@gfi.org](mailto:BruceF@gfi.org)) for further information or discussions.

**We warmly welcome your partnership in creating a healthy, humane, and sustainable food supply.**