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The Good Food Institute Strategic Plan v.5, August 2019

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 sustainable, healthy, and just food system.

The Good Food Institute is working to make plant-based and cultivated meat the new normal. GFI is a nonprofit organization advancing bold, paradigm-shifting solutions to three of the most pressing questions of our time:

- How will we sustainably feed ten billion people in 2050?
- How will we mitigate climate change?
- How will we ensure that antibiotics remain effective in the treatment of human ailments?

A. The Challenges

Industrial animal agriculture is unsustainable: Mounting scientific evidence demonstrates that current methods of industrial meat production waste land and water and contribute to vast environmental harm. They are accelerating climate change, broad environmental degradation, and the rise in antibiotic-resistant infections. These events jeopardize human health and global food security.

Information alone does not drive behavior change: Despite increasing acknowledgment of these facts, per capita meat consumption continues to rise in the United States and globally. The Food and Agriculture Organization of the United Nations predicts that meat consumption will increase globally by 73 percent between 2010 and 2050.

B. Our Theory of Change

GFI harnesses the power of food innovation and markets to accelerate the transition of the global food system to plant-based and cellular agriculture. Taste, price, and convenience are consistently shown to be the most salient drivers of consumer choice. By producing meat, eggs, and dairy directly from plants (plant-based) or through cellular agriculture (cultivated), we can safeguard our global food supply while decreasing emissions; minimizing land, water, and antibiotic use; and eliminating unnecessary animal use.

To maximize our impact and the effectiveness of our supporters' contributions, the GFI team:

- **focuses on system-level solutions.** We stand to make the greatest impact by shifting the broader foodscape rather than by putting the onus for change on individual consumers.
- **employs a big-picture perspective**—across both the alternative protein industries, across the supply chain, sectors, and the next century. This approach allows us to help spot and address industry-wide challenges today, and forecast and avert future obstacles.
- **shares knowledge freely.** In a field where many innovators are seeking novel solutions to the same set of problems, GFI’s work is not hampered by IP laws or trade secrets. Our research, data, and insights are open-access and support the advancement of every innovator in this space.

We will make a sustainable, healthy, and just food system the status quo.

II. GFI’s Programmatic Departments: SciTech, Policy, & Corporate Engagement

GFI has three programmatic departments to accomplish this task: Science and Technology, Policy, and Corporate Engagement. Our Communications department serves as a force multiplier, taking the work of our programmatic departments into key spheres of influence. We have three vital support departments: Operations, Development, and Finance. Finally, our international affiliates (Brazil, Europe, India, Israel, and Asia Pacific) work closely with GFI’s Executive department to scale GFI’s programs globally.

A. Science and Technology Department

There has been little scientific R&D on plant-based or cultivated meat outside of private industry. Before GFI, no one had mapped the science of either method of producing meat, and all work was happening at the corporate (and thus IP-protected) level.

GFI’s Science and Technology (SciTech) department develops and promotes the science and commercialization of these technologies. GFI’s scientists and innovation specialists are the global experts in this sector and work to ensure that a roadmap exists for plant-based and cellular agriculture, that the best scientists and entrepreneurs are engaged in alternative protein R&D and innovation, and that significant funds are directed toward scientific endeavors to accelerate the transition of the global food system.

The SciTech department accomplishes these tasks through three principal activities:

- **Analyzing Current and Future Technical Challenges and Scaling Bottlenecks for Alternative Proteins**

GFI’s Science & Technology team conducts detailed technical analyses of the alternative protein industry, including identifying articulating the major technical challenges, forecasting anticipated future growth bottlenecks, and evaluating the cross-applicability of technologies from parallel sectors. The findings of this work are shared publicly in the form of white papers, peer-reviewed journal articles, and industry reports. When these analyses reveal research projects and commercialization opportunities that address knowledge gaps or white space in the commercial

landscape, GFI identifies researchers in academia and industry with the appropriate skill sets and expertise to address these gaps and supports their exploration of launching new research projects or commercial ventures in these areas. All of these analyses are published as open-source resources available through our website, and they are heavily publicized and continually updated, ensuring wide accessibility.

Some of our most notable recent publications include the January 2018 [cover story for *Food Technology*](#) (the flagship publication of the Institute of Food Technologists, the world's largest food science professional society). Following a conference presentation to leaders in the biopharma and cell therapy industry, GFI's SciTech team articulated translatable technological developments from the biomedical industry to the cultivated meat industry [in a peer-reviewed paper in *Biochemical Engineering Journal*](#). Subsequently, in 2018, we published primers for [plant-based egg alternatives](#) and applications of recombinant protein production to [cellular agriculture](#), triggering an influx of inquiries from entrepreneurs and established food companies exploring opportunities in these new ingredient categories. We also launched the [Sustainable Seafood Initiative](#) with the action paper publication *An Ocean of Opportunity*, outlining the unique challenges and opportunities in plant-based and cultivated seafood, in response to a noted lag in research and commercial focus on the seafood sector. Thus far in 2019, we have published a [six-page spread in *Food Technology*](#) about ingredients for plant-based meat, egg, and dairy products; authored a chapter on alternative proteins in the [Encyclopedia of Food Chemistry](#), a comprehensive >2000-page compendium for food scientists; and published an exhaustively cited series of articles delving into the technical advances and considerations of all aspects of cultivated meat, collectively called "[Cell-Based Meat 301](#)" and published initially on Reddit prior to submission to peer-reviewed journals.

GFI also performs literature reviews and industry interviews on an ongoing basis to remain current with recent advances within the field and in related but distinct disciplines with relevance to alternative proteins, such as advances in biomedicine that can be translated to cultivated meat. The SciTech team works with our Communications department to disseminate this information through relevant channels (webinars, blogs, interviews, etc.); our goal is to generate excitement in the science community and foster a better understanding of the need to develop alternatives to conventional meat.

Finally, the SciTech department has created a scientific advisory board comprised of industry and academic experts in alternative protein 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 scientists around the globe to understand the state of the science and engineering involved in innovative alternatives to animal products and to direct further research and development accordingly. This work is designed to inspire more scientists to devote their vocational lives to these fields and to ensure that duplicative work is minimized.

- **Mobilizing Funding for Open-Access Research and Early-Stage Commercialization**

The SciTech department generates additional scientific research in alternative protein food technologies among academic research institutes and start-ups by seeking out funding opportunities to support these endeavors. Specifically, we identify funding opportunities from top governmental grant-making agencies (National Science Foundation, The European Commission, U.S. Department of Agriculture, U.S. Department of Energy, etc.) and private foundations (Bill & Melinda Gates Foundation, Packard Foundation, Foundation for Food and Agriculture Research, etc.). Because they are immersed in analyzing the state of the alternative protein industries and identifying critical technical barriers, our scientists are well-positioned to handpick the best possible researchers to apply for these opportunities, leveraging funding for scientists focused on answering key scientific questions in plant-based and cellular agriculture.

Additionally, the SciTech department identifies public and private funding organizations from around the world 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. We develop 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. These activities aim to increase the number of funding agencies providing grant opportunities focused on advancing alternative proteins.

Finally, due to the overall shortage of open-access alternative protein research and the urgent need to catalyze this research, GFI has launched an internal research grant program. Since its inception in 2018, we have funded approximately \$3 million worth of research from eight countries around the world. Over the past 20 years, roughly \$1 million has been spent on open-source science for cultivated meat, so 1.25 million dollars that we granted for cultivated meat research more than doubled that amount with one funding round.

Leveraging SciTech's analysis work, technical expertise, and industry connections, GFI's scientists are uniquely positioned to identify critical technical barriers and "white space" research areas that, if addressed, are poised to accelerate the alternative protein industries. Anticipated positive impacts resulting from the grant support provided through GFI's Research Program include:

- Startups and established companies use the research to develop, produce, and sell high-quality products.
- Academia, governments, and multinational institutions apply the research to solve critical sustainable development, global health, and climate issues.
- Universities create alternative protein training programs and research institutes.

Together with GFI's Development team, we are working to secure funding that will solidify the continuity and expansion of this program in the absence of sufficient research grant opportunities from other funders. By mapping the existing alternative protein research funding landscape and comparing it to the funding levels required to meet our goal of replacing animal-based food products, we will create a strategy for coordinating internal (GFI-led) and external (government, etc.) funding activities to meet our desired research benchmarks identified through the industry analyses conducted by our SciTech team.

- **Inspiring the Next Generation of Innovators**

GFI is focused on moving the most successful entrepreneurs, tissue engineers, synthetic biologists, plant biologists, and others into alternative protein technologies—as founders of new and transformative startups, as employees at alternative protein companies, and as Ph.D. students, post-docs, and group leaders at top universities.

To this end, GFI reaches out to premier universities for science, engineering, business, and entrepreneurship. We currently have GFI fellows at six of the top business schools in the U.S., and we are recruiting fellows at other top schools. GFI has identified the top dozen universities for plant-based meat research and the top dozen for cultivated meat research. We actively engage researchers at these universities to encourage them to use their expertise for innovative plant and cultivated meat research projects. Our innovation specialists and scientists deliver presentations in classes, departmental symposia, and student forums to markedly increase the number and caliber of scientists and entrepreneurs working on alternative protein products.

In collaboration with universities and alternative protein companies, we are developing on-campus and online courses and workshops to educate students about the science and techniques required to develop the next generation of alternatives to animal-based foods. We supported the launch and ongoing development of a project-based engineering course on plant-based and cultivated meat at UC Berkeley, launched and continue to support and teach a course on the science of plant-based and cultivated meat at Stanford University, and launched a MOOC (massive open online course) with more than 2,000 participants in the fall of 2018.

The SciTech department also reaches out to experienced serial entrepreneurs and business people interested in entrepreneurship to inspire them to start new companies in the alternative protein spaces. We developed a list of “white space” company ideas 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 more healthy and humane alternatives.

GFI has been instrumental in the foundation of at least eight alternative protein companies and our programs and resources have helped many dozens more. GFI also founded two venture capital funds--New Crop Capital and Clear Current Capital--to provide funding, coaching, and other resources to plant-based and cellular agriculture companies.

To help entrepreneurs and startups develop impactful and successful businesses, GFI provides guidance, direct expertise, connections to funding opportunities, and access to external experts to aid in the scientific development of their products. GFI scientists and innovation specialists

support entrepreneurs in early stages of company development with technical information and direction.

GFI is also directly recruiting and supporting startups to fill critical B2B infrastructure roles in the industry. Such companies could provide key ingredients and process equipment capability to accelerate the growth of the industry and support the growth of consumer-facing companies.

In collaboration with the Corporate Engagement department, GFI's scientists also work closely with leading food industry partners to scout technologies that address barriers in bringing alternative proteins 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-based and cellular agriculture technologies.

B. Policy Department

Government policy can be the difference between success and failure for new technologies. Governments can incentivize technology through funding and supportive regulation, and they can also disincentivize with laws and regulations that make it harder to launch new businesses and innovative products. **GFI's Policy department** leverages public policy both to put government R&D resources into plant-based and cell based meat and also to remove hurdles that stand in the way of widespread adoption of plant-based and cellular agriculture.

- **Removing Hurdles to Plant-Based Meat & Dairy and Cultivated Meat**

Our initial focus has been to advocate for a clear and efficient path to market for cultivated meat and a level playing field for plant-based meat and dairy.

First, we ensure that cultivated meat can come to market without unnecessary regulatory burdens by briefing policymakers on its production process and relevant safety controls. Our Policy team and GFI's international affiliates use a briefing document that we adapt for key markets to encourage the establishment of a clear and efficient path to market that ensures consumer safety and confidence. Further, in coordination with the companies in this space, we testify at hearings and submit [formal regulatory comments](#) that respond to regulators' questions about the safety and fair labeling of cultivated meat.

Mindful that opposition to technology has been a major hurdle to innovation, we also work to develop relationships with other nonprofit organizations, including those focused on environmental, global hunger, consumer rights, animal welfare, and food safety issues, to help familiarize them with cultivated meat and neutralize potential opposition. Engaging the nonprofit community in this way is an initiative that GFI is uniquely qualified to lead; it also supports our other policy priorities.

Second, we help create a level playing field for plant-based meat and dairy by working with federal food agencies, members of Congress, and state legislatures to support common-sense

labeling rules that put plant-based products on equal footing with their animal-based counterparts. For example, we submitted a petition proposing a new federal regulation that would explicitly allow compound names such as “soy milk” and “veggie bacon,” and filed formal written comments on proposals by cattlemen and dairy groups and an amicus brief supporting the right of Blue Diamond to call its product “almond milk.” We lobbied Congress in favor of an amendment to the Senate appropriations bill that would protect plant-based milk labels and in opposition to the Dairy Pride Act. In 2019, we actively opposed bills in 25 states that would censor plant-based meat labels and secured victory in 13 states, including in the #1 and #2 cattle states in the country, Nebraska and Texas.

We also use strategic litigation to prevent the government from unduly restricting plant-based meat to the advantage of its competitors. In 2018, for example, we joined the American Civil Liberties Union of Missouri, the Animal Legal Defense Fund, and Tofurky in challenging a Missouri law that prevents food companies from using meat terms on their labels — like sausage or hot dog — unless the product is derived from a “harvested” animal. In 2019, we enlisted the national ACLU to join us in a lawsuit against the state of Arkansas for a similar law.

- **Leveraging Government Resources to Accelerate Progress**

Our Policy department is increasingly focused on leveraging government resources to accelerate progress for alternative protein, primarily through research. We meet with congressional offices to communicate the vital need for federal agencies to direct research funding into projects relevant to alternative proteins. Examples include characterizing underutilized plant proteins for functionality, optimizing cell culture media, and developing agriculturally relevant cell lines.

In 2018, GFI Director of Policy Jessica Almy spoke at the first-ever congressional briefing on cultivated meat research and development, sponsored by the House Research and Development Caucus and its chairs Rep. Barbara Comstock (R-Va.) and Rep. Bill Foster (D-Ill.). Additionally, in Fiscal Years 2018, 2019, and 2020, our senior policy specialists succeeded in getting congressional report language encouraging the U.S. Department of Agriculture (USDA) to direct funds to research in plant protein functionality.

In 2019, we hired additional team members to replicate this work at the state and local level. We are currently developing our strategy for encouraging states and cities to invest in open-access research critical to the robust growth of the alternative protein sectors.

C. Corporate Engagement Department

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

—Tom Hayes, former CEO, Tyson Foods

There is no shortage of examples of new and innovative products that have replaced their outdated counterparts--think kerosene replacing whale oil, refrigeration replacing ice blocks, cell phones replacing (or even leapfrogging) landlines, digital photography replacing physical film,

and cars replacing horses and buggies. While corporations may have motivations for change that include environmental and health concerns, all investments have to be profitable. **GFI's Corporate Engagement Department** works to replicate past market transformations by showing companies of all sizes, from startups to multinational corporations, how alternatives to animal products have the potential to be profitable while meeting their environmental, social, and governance (ESG) goals.

GFI's Corporate Engagement team is focused on seven principal initiatives:

- **Supporting the Most Innovative Alternative Protein Companies**

We work with both startups and established companies on all aspects of their work in plant-based and cellular agriculture, 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 other GFI departments to help startups with regulatory issues, public relations, scientific questions, and other areas where we believe we can add value that the companies would have trouble filling without us.

With the aim of accelerating the growth of the good food startup ecosystem, GFI creates and maintains a variety of high-impact resources to help aspiring entrepreneurs turn their ideas into high-growth and impactful companies. The first resources in this journey are the Startup Manual and the GFIdeas community. The Startup Manual is a highly detailed step-by-step guide to creating a successful company in the space. The GFIdeas community of entrepreneurs is a forum for founders to support each other and discuss challenges and solutions; since our founding, we have been bringing the GFIdeas community together for monthly phone calls, which usually involve presentations that will be useful to entrepreneurs and startups. Our SciTech team has a monthly call that is similar, but it is limited to cultivated meat companies.

The second group of resources are GFI's Talent Database and GFI's Supplier Database. The Talent Database helps growing startups find mission-aligned talent while the Supplier Database helps startups connect with partners essential to growing their business.

- **Big Food and Meat Company Outreach**

GFI has been encouraged by the response of the meat industry to the introduction of plant-based and cultivated meat. Our Corporate Engagement department develops relationships with senior leadership at the top food companies. We have solidified working relationships with a variety of companies, and delivered presentations on plant-based and cultivated meat to some of the largest food processors in the world.

Our Corporate Engagement department works with GFI's SciTech department to evaluate opportunities to replace industrially produced meat, eggs, and dairy 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.

Although most of this work is protected under NDA, one of our successes has been publicly noted: GFI worked with MorningStar to create a plan to remove all animal products from its entire supply chain by 2020.

- **Plant-based Manufacturer Outreach**

The Corporate Engagement department cultivates relationships with all manufacturers of plant-based meat, eggs, and dairy to help them stay abreast of opportunities and research that can help their businesses grow. We launched the Plant-based Insider newsletter in July 2018 to more efficiently communicate news and opportunities to the entire plant-based business community. We have excellent relationships with all of the exclusively plant-based manufacturers, and it is exceedingly valuable to have one central contact — GFI’s Corporate Engagement department — for these relationships.

- **Restaurant Outreach**

When one chain restaurant with 1,000 locations adds a plant-based entrée where previously there were 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 engage in direct outreach and attend conferences for restaurant professionals. In order to make the transition to plant-based entrées easier, we offer our plant-based meat, dairy, seafood, and egg product database to restaurants and offer to connect them to product manufacturers.

Our first annual Good Food Restaurant Scorecard was released in October 2017 and ranked the top 100 chain restaurants according to a proprietary rubric which evaluated their menus and promotion of plant-based eating. The third annual Scorecard is underway and will be released in January 2020. Media promotion of the scorecards appeals to the executives of the top chains to improve their offerings of plant-based options and promotes the chains that excel in this area.

Between our 2017 and 2018 rankings, the number of chains receiving a score of zero (for having no plant-based entrées) dropped from 55 to 45. Notable recent launches of plant-based meat in foodservice this past year include Burger King’s St. Louis test and immediate full US rollout of the Impossible Whopper, McDonald’s Germany and Israel’s launch of the Big Vegan burger, Little Caesar’s introduction of an Impossible Sausage pizza topping, Del Taco’s rollout of Beyond Meat beefy crumbles, and Qdoba’s new Impossible beef.

Testimonials have been conducted with many restaurants that have successfully added plant-based entrées and they are shared on the [Good Food Scorecard site](#) along with other resources.

- **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 products tend to locate and purchase plant-based meat. This merchandising approach unnecessarily limits the market to dedicated vegetarian and vegan consumers and the rare shopper who stumbles onto these products, yet data show that flexitarians and meat-reducers are a vastly larger market for plant-based meat. We 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 to emulate the success that the plant-based milk category experienced when it moved to the refrigerated case for the plant-based meat category. We also work to determine and promote the ideal placement of other plant-based 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. Our Corporate Engagement department offers guidance to grocery stores to ensure that they understand how to most effectively promote plant-based products in-aisle, online, and in their marketing materials. We 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 grocery sector report in 2020 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.

- **Industry-leading Market and Consumer Research**

GFI ensures that startups, established companies, and policy authorities are provided objective and impactful research to aid their understanding of consumers. By both conducting our own studies and coordinating the research of other academics and NGOs, GFI ensures that truthful and actionable information is available to support marketing and communication efforts, product and package development, and policy guidance.

GFI conducts market and industry analyses to understand the rapidly growing alternative protein industries. The [State of the Industry Reports](#) show a dramatic increase in investments, acquisitions, and the founding of new companies. Our analysis of [SPINS retail sales data](#) shows the size (\$4.5 billion in purchases in 2019) and growth of the plant-based food industry (dollar sales grew 31% over the past two years).

To provide these growing sectors with actionable insights, we conduct primary research studies on topics such as sociodemographic profiles of early adopters and effective plant-based product descriptors. Earlier this year we published a [peer reviewed study](#) of consumer perceptions of alternative protein in the US, India, and China. We also regularly partner with external researchers who offer pro bono work. For example, we worked with Mindlab International to test consumers' implicit preferences for plant-based language and product attributes. On the cell-based side, our work has focused on nomenclature. We published a [series of research studies on nomenclature](#) for cellular agriculture and followed up by forming a project group with Mattson and Memphis Meats to research and develop a [shared messaging strategy](#) for reaching non-technical audiences.

Our five working papers on consumer adoption of plant-based meat lay the foundation for understanding consumer purchase motivations, as well as determining the most compelling influence strategies to accelerate the rate of adoption. This series provides a practical resource to inform product development and marketing strategies for those working in the plant-based meat sector and also provides a “launching point” for actionable research to identify further strategies to promote consumer adoption. We've also developed a comprehensive set of priority research questions to guide the consumer research agendas of both GFI and external researchers. Along with these resources, we facilitate a Slack community and monthly researcher call to foster effective, collaborative research in this space. Collectively, our consumer research findings and researcher coordination efforts continue to distinguish GFI as a go-to partner and recognized thought leader in the PBCM consumer research space.

- **Sustainable Seafood Initiative**

A cross-functional initiative working across all of GFI's departments and housed in Corporate Engagement, the Sustainable Seafood Initiative (SSI) aims to accelerate the development and commercialization of plant-based and cultivated seafood. The SSI, which officially launched in 2019 with the hiring of its first full-time staff member, will implement scientific research to lower the barrier to entry for new plant-based and cultivated seafood companies, commence consumer research to better understand consumer trends and preferences unique to the seafood space, pursue corporate engagement with major seafood companies and investors in the US and around the world, and identify opportunities for policy engagement to support the success of both the plant-based and cultivated seafood industries. The team will grow to five full-time staff by the end of 2019.

III. GFI Communications

GFI's Communications Department works to ensure that GFI is a leading voice and go-to partner for the media, mission-aligned organizations, and a wide variety of stakeholders working to accelerate plant-based and cellular agriculture. Supporting the work of the entire organization and bringing exposure to world-changing food innovation, we're not only participating in the conversation, but we're helping to create a narrative that can pave the way for greater consumer acceptance in years to come. Our focus areas include publishing content and maintaining an

active presence across our owned media channels so that we're a primary hub for people in the space, establishing GFI's thought leadership on key topics through earned media, creating highly creative and impactful campaigns to support GFI initiatives, and producing the world's leading conference on the future of meat.

GFI's Communications team's focus areas include:

- **Maintaining our Status as a Content Publishing Powerhouse**

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. Our Essentials and audio/visual pages include both a 10,000 feet and deep dive into alternative proteins. And our Blog serves as a news service for developments in alternative protein innovation. Finally, we communicate the employment opportunities at companies in this space, along with academic and funding opportunities for aspiring researchers.

GFI's social media has become increasingly sophisticated with presence on Twitter, Facebook, LinkedIn, Reddit, and Instagram. Each channel has a unique audience and we curate and promote content accordingly. In particular, GFI is focused on reaching scientists, entrepreneurs, and corporate food executives.

- **Establishing GFI as a Thought Leader in 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, and influences investors to put more money into key technologies that we support. It also pressures legislators and regulators to take action, influences corporations to add and promote plant-based products, and provides meaningful social media content. In short, one impactful story in the media can be worth hundreds of thousands of dollars in earned media value.

In 2018, GFI's outsized media presence continued to grow, reaching 4,867 media hits, including stories in the *New York Times*, *Wall Street Journal*, *USA Today*, *New Scientist*, *Wired*, and *National Geographic*. This was up from 2,664 media hits in 2017, 579 in 2016, and 3 in 2015!

The media team within GFI's Communications Department works strategically to develop and enhance the reputation of GFI representatives as thought leaders and subject matter experts and to build GFI's presence and reputation in key science and top-tier media through a variety of tactics, including issuing media statements in response to breaking news, creating press advisories and releases to promote the work of GFI's programmatic departments, and pitching op-eds to top science and general media outlets that are written by GFI's experts.

In addition, the media team responds to dozens of inquiries weekly and takes a targeted approach to building trustworthy relationships with key media voices. In all cases, earned media efforts are leveraged across GFI's owned media channels as well.

- **Developing Integrated Marketing Campaigns that Support GFI’s Programmatic Departments**

The GFI Communications team works to focus attention on the programmatic priorities of the other departments. The department edits, creates design and layout support for reports, fact sheets, and third-party media placements, and develops and executes campaigns to engage target audiences. As a few examples, we produced and promoted the [Good Food Restaurant Scorecard](#), the [State of the Industry Reports](#), and [market research releases](#).

Communications also manages GFI speaker invitations, from the Wall Street Journal’s Global Food conference to Future Food Tech to SxSW to TED; GFI Executive Director Bruce Friedrich’s [TED Talk](#) was the most viewed talk the week it went live (May 2019), and views exceeded 1.5 million in the first 10 weeks after it was posted.

- **Hosting the World’s Leading Event Focused on Accelerating the Commercialization of Alternative Proteins**

The [Good Food Conference \(GFC\)](#) brings together scientists, entrepreneurs, investors, policymakers, and companies working on alternative protein and supporting technologies. The program presents cutting-edge research, strategies and insights for industry growth, and perspectives on regulatory issues. In 2018, the conference debut drew more than 50 world-class speakers, 500 attendees, and 4,400 live stream viewers. We anticipate 800 in attendance in 2019, with more than 7,500 viewing on the live stream.

The 2019 agenda includes the key players in plant-based and cultivated meat, plus major food and meat companies including ADM, Tyson Foods, JBS, and Perdue Farms; major meat customers including Kroger, Bon Appétit, and CKE Restaurants (Carl’s Jr); major investors including Obvious Ventures, ADM Ventures, and Tyson Ventures; key suppliers to the alternative protein sectors including Merck, Dupont, Benson Hill Biosciences and Wenger; critical NGOs including FAIRR, the Institute for the Future, and the Center for Biological Diversity; and other important supporting entities from the Culinary Institute of America to the market research firm SPINS. Panels will be moderated by reporters for *The New York Times*, *The Wall Street Journal*, *Wired*, the BBC, and additional outlets. Attendees will tastemeals courtesy of MorningStar Farms, Impossible Foods, Beyond Meat, and JUST.

IV. GFI’s Affiliates: The Race for Global Domination

GFI’s Executive department works with GFI’s affiliates in the Asia Pacific, Europe, India, Brazil, and Israel to build on the most successful efforts of our Science and Technology, Policy, Corporate Engagement, and Communications departments. Each of our International Affiliates has its own strategic plan and pitch deck; these are available upon request.

In short and across all regions, we leverage the expertise and resources developed by our U.S. team and devise new strategies and materials for local markets by taking culture, language, religion, and opportunities into account.

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

GFI meets with government leaders around the world to advocate for funding for alternative protein research and development funds and favorable regulations for alternative proteins.

We develop and deliver presentations for policy-relevant contexts that present alternative proteins as a key solution to pressing global problems. We also host summits and lead coalitions comprised of government officials, lawmakers, industry representatives, and NGOs to help advance favorable policies for alternative proteins.

The International team has worked with GFI's Policy department to draft reports providing scientific evidence of the environmental benefits of alternative proteins over conventional meat production methods. We also cultivate relationships with nonprofit organizations abroad, including those focused on environmental, global hunger, consumer rights, and food safety issues, to build alliances and support for alternative protein technologies. We develop and lead training programs for these other nonprofits to leverage our most effective programs and ensure publicly disseminated information on alternative proteins is scientifically accurate.

We engage counsel in key jurisdictions to help us strategize a clear path to market for cultivated meat and to analyze the applicability of current regulations in those markets.

- **International Science and Technology**

Although GFI's SciTech Department is the primary contact for scientists, our International team meets more regularly with scientists overseas than our U.S.-based team. These efforts create stronger relationships for GFI and generate increased engagement in research into alternatives to industrially produced animal products worldwide. Our International team is also spurring additional interest in alternative protein science by presenting at scientific institutions and conferences, connecting scientists with funds and research projects, and advocating for additional funds for research. To ensure that we capture and encourage international talent in this field, GFI awarded two-thirds of the \$3 million in funding under its competitive scientific grant program in 2018 to researchers outside of the United States, including those in the UK, Norway, Israel, China, Estonia, and Serbia.

In the fall of 2018, the Bill and Melinda Gates Foundation awarded GFI a grant to engage researchers in India in developing an open-access crop characterization database focused on several native high protein grains. This grant will help GFI advance the market for plant-based meat, egg, and dairy in India, and serve the Indian government's goal of improving the nutritional status of its low-income populations by increasing the availability of affordable plant-based protein products.

International Innovation

GFI's International team helps alternative protein companies across the globe by providing guidance and research support that furthers their understanding of both local and international markets. We also work across GFI's programmatic departments to provide these companies with business, scientific, and regulatory guidance. Additionally, we establish partnerships with business schools and other academic programs to increase the number and caliber of entrepreneurs working on alternatives to animal products.

GFI has been instrumental in advising some of the pioneering plant-based and cellular agriculture companies around the world. Notably, GFI Brazil played a key role in guiding Fazenda Futuro, a Brazil-based PBM startup in developing the Futuro Burger, a PB burger that has captured 25% of the meat and plant-based burger market at PBA, Brazil's largest retail group, within three months of its launch. Additionally, after hearing an interview with GFI Brazil's Managing Director, senior management at South America's largest egg producer, Grupo Mantequera, were inspired to develop [N.Ovo](#), the first consumer-facing egg replacement product in Brazil. GFI-Brazil has been working with them for the past two years, and the company credits our partnership with this exciting development. N.Ovo has received excellent media coverage and a warm initial reception in the market.

In India, GFI was instrumental in the founding of [Good Dot](#), the country's first plant-based meat company. We introduced the cofounders to each other and helped them conceive of their product. Good Dot successfully secured a large-scale, grassroots distributor named RCM, which has over 10 million agents across its areas of business. They are essentially the only game in town when it comes to plant-based meats, and are served widely in cafes and restaurants. The founder Abhishek stated they are selling 10,000-15,000 units a day. We continue to assist Good Dot with media and investor relations.

- **International Communications**

We are developing a local communications presence in each of our international locations to promote our work and increase international dialogue around alternative proteins. We prioritize developing relationships with reporters and social media influencers and providing them with meaningful content. By expanding our public presence internationally, we are able to generate greater enthusiasm among key GFI target communities, expand our reach to potential international donors, encourage greater global investment in the sector, pressure legislators and regulators across GFI's regions to support favorable legislation, and influence corporations to add and promote plant-based products. We are developing country-specific materials that take local culture, religions, food systems, and priorities into account. Similarly, we are developing websites for each of our international locations in order to create more of a local presence, share GFI resources, and establish GFI as the go-to experts in the field.

- **International Corporate Engagement**

Internationally, our corporate engagement priority is to work with the largest and most important meat, egg, and dairy companies whose funding, supply chains, connections, and power can meaningfully impact the development and commercialization of alternative protein foods. For

example, per the International Innovation section above, we worked with the largest egg producer in Brazil to develop a plant-based research facility, resulting in [N.Ovo](#), the first consumer-facing plant-based egg produced in Brazil. We are currently in talks with the largest food company in Korea about conducting alternative protein research. Both of these companies control enough resources and have sufficient capacity to have a large impact on the market.

In addition to accelerating the introduction of alternative protein products into the market, corporate relationships are vital to the development of regulatory policy. If large agribusinesses have a financial interest in alternative protein, they will want regulations favorable to their businesses. Many large companies have strong relationships with elected officials and some even have their own lobbyists. GFI can benefit from our corporate relationships to leverage their power and resources internationally. Like PHW in Europe, some corporate representatives also may be willing to serve on our Advisory Council, speak at conferences, or lend their names to our efforts, all of which increases the respect for and excitement about the vast potential of alternative proteins.

On a case-by-case basis, we work with large grocery stores and restaurant chains as this tailored engagement can have a large impact with minimal input.

V. Culture, Transparency, & Strategy

• Culture

At GFI, we have six organizational goals, and one of them is that “GFI is a satisfying and motivating place to work.” We take the work of Daniel Pink in his book *Drive* 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 team members, so everyone feels that they have autonomy and purpose and can work toward mastery. We actively encourage feedback to ensure that all employees are as happy and fulfilled vocationally as possible, and we have one staff member whose entire job is to maximize staff satisfaction.

All GFI team members 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. Team members are not available on email or for meetings during scheduled deep work times.
- turn off email for most of the day and instead schedule times to respond (e.g., 9:00 a.m. and 5:00 p.m.). There is overwhelming evidence that each time you check email and take a moment to reply, that reduces your productivity and increases your stress level.

We are a remote team, so we make an extra effort to build in regular times to share updates, solicit advice, and bond:

- Every other Monday, we host an all-staff video conference to go over operational issues, discuss ways to improve our organization, or hear updates from the program areas.

- We host a Virtual Happy Hour or Coffee Break every week on Tuesday, Wednesday, or Thursday to further encourage socialization and community building. These virtual spaces are designed as an opportunity to connect with team members and foster belonging.
- 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 us 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 at least one highlight (we try to keep this brief—the most exciting or interesting thing(s) from each team member’s week) and an optional Water Cooler section to share a personal update or a step-back reflection (What’s working? What’s not? What should we be doing that we’re not? Blue sky ideas?).
- In order to foster team bonding, we also have a book club, a cooking club, a culture club, an appreciation program, a sunshine committee (for team members who have suffered a loss), an anonymous reporting hotline, an onboarding buddy program for new staff, and remote office simulations.
- Twice a year, the whole team gathers for a team retreat, where we focus on bonding with our team and tackling big-picture questions and strategic planning. We also meet in smaller groups more frequently when team members attend the same conference or simply cross paths while traveling.

- **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. Everyone on the team creates a monthly report, and GFI’s Executive team curates 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 fundraising strategy documents to nonprofit organizations in Israel and Australia, with the goal of helping them to set up robust organizations focused on promoting alternative proteins 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](#).

- **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 impact; instead, 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.

GFI uses a custom-tailored variant of the OKR system to strategically align its efforts. This variant, which we call OKRAs, is specialized to optimize goal setting for a small remote organization. There are three layers of prioritization defined in the system:

- **Objectives** serve to define GFI's top 6 areas of focus and are written as future outcomes that the organization seeks to achieve.
- **Key Results** are measurable targets that demonstrate how the organization is progressing towards an objective. These are specific, time-bound milestones coupled with a measurement strategy.
- **Actions** encompass the tactical, granular projects that are required to achieve one or more key results. Each department is responsible for creating a collation of these actions into an action plan, and all actions have explicit owners and supporters.

Objectives and Key Results at GFI are set annually per major geographic market and are supplemented by quarterly action plans created by each department. All action plans are merged into a single master document in order to maximize inter-department collaboration and transparency.

Employees provide short weekly updates on actions they own within the OKRA framework. At the end of each quarter, departments collaboratively review and grade their actions and key results. These grades are used to drive ongoing prioritization decisions, highlight opportunities for collaboration, and deprioritize efforts that may not be maximizing GFI's overall impact.

VI. Conclusion

The entire GFI team is committed to GFI being among the most cost-effective nonprofit organizations in the world; we strive to ensure that every donated dollar is focused on maximum mission impact. As of August 2019, our team is comprised of 65 professionals in the U.S. and 20 across our five international affiliates, plus 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 council of 31 high-profile, highly respected leaders in their fields, and a constant rotation of talented interns. See gfi.org/our-team to meet the team.

We warmly welcome your partnership in creating sustainable, healthy, and just food system.