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To: Open Philanthropy Project
From: Bruce Friedrich, Executive Director
Cc: Clare Bland, Development Director
Re: Proposal for Funding, Innovation Department
Date: August 19, 2016

I. The Good Food Institute Thesis & Overview

Every time someone chooses to consume alternatives to animal products, their choice has a positive effect on our climate, sustainability, human health, and animals. While advocacy and outreach about the impacts of animal product consumption is important, GFI believes that efforts to significantly reduce consumption of meat, dairy, and eggs will be most successful if alternatives are as inexpensive, delicious, and convenient as possible.

Thus, GFI is focused on accelerating the market expansion of affordable and appetizing plant-based and clean alternatives (grown outside of animals, eliminating the need for slaughter) to animal-based meat, dairy, and eggs.

We sincerely appreciate your invitation to present our funding request, and respectfully invite Open Philanthropy Project to consider a grant of up to \$200,000 to underwrite the work of our Innovation Team.

II. Grant Proposal

Launched in February 2016, GFI is a 501(c)(3) nonprofit organization powered by philanthropy. Gift support is vital to our mission to transform the current course of global food production and advance a new course that is healthy, humane, and sustainable. We will achieve this through our four programs:

- **Fostering Innovation:** Outreach to top universities for entrepreneurship, synthetic and plant biology, and tissue engineering—to create private and public sector activity focused on advancing plant-based and clean products.
- **Supporting Innovation:** Working with the most transformational plant-based and clean companies on communications, regulatory work, business plans, venture capital support, and all aspects of their success—to mobilize markets and food technology for maximum transformation from animal-based products.
- **Corporate Engagement:** Creating collaborative relationships with restaurants, grocery stores, and foodservice companies to maximize the quality, quantity, and promotion of plant-based alternatives.
- **Institutional Outreach:** Educating large grant-making institutions, corporations, and governments about the value of R&D in this field as a critical component in

addressing sustainability, climate change, and global hunger—to divert tens of millions of dollars in government and foundation grant money toward plant-based and clean alternatives to meat, dairy, and eggs.

Visit GFI.org/our-team to meet our team.

Due to the nature of our work, GFI's largest budget item is staff salaries and associated program costs.

- Your grant of \$100,000 would underwrite all activities of our Innovation Manager, who will oversee GFI's work to encourage and foster entrepreneurs, scientists, and others interested in pursuing plant-based and clean meat, dairy, and egg companies and related projects. This includes all program expenses to foster and support fledgling companies; salary and benefits; and travel to meet with entrepreneurs and scientists.
- Your grant of \$200,000 would support all the above items, plus our Business Analyst position salary and associated program costs. This staffer will promote the technological advancement, public promotion, and commercial success of plant-based and clean products.

The Innovation Department has significant capacity for the effective expenditure of additional funding; roles and responsibilities for six additional positions within the department are articulated below. We will be happy to provide full position descriptions and additional budget information on request.

III. Reports

GFI will provide you with monthly reports that will include both highlights related to all organizational activities as well as a more detailed breakdown of activities related to the innovation department. A detailed annual report on the impact of your support will also be provided. If you would like an annual (or more frequent) in person briefing, we are happy to provide that as well.

IV. GFI's Innovation Department

GFI's innovation department is one half of the heart of GFI—the “markets” half of our focus on “markets and food technology.” Specifically, our innovation department is creating new companies, helping the companies that exist be successful, and creating direct competition with conventional meat, dairy, and eggs—thereby driving millions of dollars into this sector.

GFI's innovation staff will be laser-focused on two principal activities:

- **Creating New Companies**

GFI's innovation department is focused on moving the best and most successful entrepreneurs, tissue engineers, synthetic biologists, plant biologists, and others from their

current focus into plant-based and clean food technology—both as founders of new and disruptive technology and as workers at the companies that are being founded.¹ For example, we have a list of “white space” (i.e., there is nothing there at the moment) companies for which we are actively recruiting founding teams. To find 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 green chemistry, plant biologists who may have been planning a career focused on drought resistance, and so on—and we educate and encourage these individuals to use their skills on behalf of food technologies that will transform our system away from conventional animal products and toward plant-based and clean alternatives.

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

We also work to ensure that good food companies succeed in the marketplace. For example, we work with both startups and established companies on all aspects of their success, including writing and editing business plans, conducting market research and branding exercises, and mentorship on all aspects of starting and running a company. We also work with the rest of the GFI departments to help startups with regulatory issues, public relations, scientific questions, and more.

GFI’s Innovation Department is critical to GFI’s mission (the bottom line).

GFI’s innovation department will create companies and motivate exceptional innovators, entrepreneurs, tissue engineers, and synthetic and plant biologists to work on plant-based and clean alternatives to animal agriculture. Additionally, it will work to ensure the success and transformational nature of the companies with which it works. For the price of two staff and expenses, millions of dollars (and soon tens of millions) will be unleashed to compete with conventional animal products. In short, GFI’s innovation department is essential to the success of GFI’s vision of a world in which all meat, dairy, and eggs are plant-based or clean.

Innovation Team Proposed Staff Expansion (6 potential roles)

- **Director of Innovation:** This position will be integral to the department as the number of staff grows and the scope of the work continues to expand. This person will focus primarily on the day-to-day operations of the Innovation Department to ensure the work is progressing, that all staff are supported in meeting their goals, and that tasks are completed as effectively as possible. This individual will also ensure that the department is collaborating effectively with the rest of the organization.
- **Second Entrepreneur in Residence:** A second staff person will enable us to seed companies more quickly, support the work of more start-ups and entrepreneurs, and

¹ GFI’s Science & Technology Team is also creating academic laboratories focused on plant-based and clean technologies.

ensure that we provide high-quality and consistent support to those developing plant-based and clean products and businesses.

- **Second Innovation Manager:** This staff member will work with companies, scientists, entrepreneurs, and academics to expand our innovation outreach activities.
- **Director of Marketing:** As our ideas for plant-based and clean food companies quickly move from concept to reality, this person will be responsible for ensuring that we develop excellent consumer-facing marketing campaigns that will help usher new products into the marketplace. S/he will work with GFI's partner companies and the Communications team on name and logo development, branding, consumer testing, messaging, media campaigns, and social media marketing—everything related to bringing new products to the consumer market successfully.
- **Corporate Attorney:** Legal issues are often abundant when starting a new business, and GFI's Corporate Attorney will be vital in supporting start-ups as they navigate legal issues and requirements. S/he will draft and review contracts, assist with the development of business plans, and empower the companies we support to move ahead smoothly without being bogged down by legal problems.
- **Director of Finance:** This individual will be uniquely positioned to evaluate the financial prospects of the companies that GFI supports, including reviewing and improving business plans, suggesting opportunities for financial development, and ensuring solvency. S/he will also be integral to GFI's overall financial health and will assist the Executive team with budget-related tasks.

V. Conclusion

We hope you will agree that funding our innovation department will be an especially effective way to help the environment, improve the sustainability of the food production system, ameliorate global health, and protect farmed animals. Thus, we respectfully request your consideration of a two to three-year grant of up to \$200,000 annually.

Please let us know if you would like more information on this proposal. We would be happy to discuss any and all aspects of it, and we would also be happy to share the job descriptions for our innovation positions.

The Good Food Institute's efforts have the potential to be transformational in achieving a more just food system. On behalf of the entire GFI team, we sincerely appreciate your consideration, and look forward to our partnership.