

CASE STATEMENT



Institute for Responsible Nutrition

**MISSION  
and  
STRATEGY  
BRIEF**





## Processed food is making us sick.

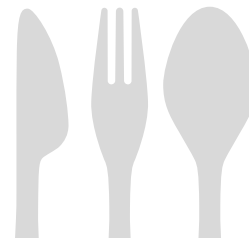
**F**ood-related diseases are corrupting our health and bankrupting our health care system. Chronic conditions like type 2 diabetes, heart disease and fatty liver disease have been firmly linked to processed foods and added sugars. With over 75% of U.S. health care spending going towards managing chronic conditions, it's clear that we can no longer afford the high cost of cheap, processed foods.

These food-related diseases are preventable. But, thanks to clever food-industry marketing and decades of misinformation, most American consumers don't know the connection between processed foods and illness. It's time for a national conversation about food and health. It's time to change how food is made and marketed. It's time to reclaim our health.



## Our Mission

The Institute of Responsible Nutrition (IRN) exists to shape the way food is produced, marketed and distributed so we can end food-related illness and promote good health.





## We fight food-related disease and promote healthy living

**A**s a leading source of science-based information on nutrition, IRN uses a rigorous scientific approach to investigate the role of diet and health. Unlike subsidized scientists, we are not beholden to industry or private interests. We believe that public health is far more important than any organization's financial gain.

IRN uses education, advocacy, and action to reduce food-related illness and promote a healthy society. By highlighting the dangers of high levels of added sugar in our diet and galvanizing a public groundswell, the IRN empowers “everyday people” to make lifestyle changes while simultaneously influencing key decision-makers who help change how food is made and marketed.

• Vitamin E 25% • Thi  
% • Pantothenic Acid 2  
m 35%

(CORN SYRUP, INVERT SUGAR  
SEED GUM, BETA-CAROTENE  
AVOR), CORN SYRUP, ACACIA  
SPHATE, SALT, **VITAMIN AND**  
S FUMARATE, PYRIDOXINE HYD  
IN).  
**EGGS, TREE NUTS AND WHE**

IRN has already impacted  
how food is labeled

In addition to educating millions of consumers and expanding the reach of numerous like-minded organizations and professionals, IRN is a leader in the movement to end food-related disease. We pursue key milestones such as:

- *having (added) sugar included on all nutrition facts labels,*
- *having fructose removed from the GRAS (Generally Regarded as Safe) list,*
- *and labeling (added) sugar as an additive, not as a food.*

# IRN's ongoing strategic initiatives: advocacy through public awareness

We are a major and respected contributor to the Healthy Eating Movement. By providing science-based insights and translating them into actionable terms, we are fundamentally changing the national conversation about nutrition.

IRN has developed and is implementing initiatives that target the mass market; by growing this groundswell of public support, IRN is influencing the food industry and triggering changes in public policy.

## Target Populations

	Awareness	Action	Advocacy
<b>General Public/Consumers</b> <ul style="list-style-type: none"> <li>• Willfully informed/healthy eating enthusiasts</li> <li>• Interested when information is presented</li> <li>• Indifferent, but not hostile</li> <li>• Hostile</li> </ul>	Absorb, learn and understand information	Make personal decisions about shopping and eating	Influence and/or organize friends, business and government
<b>Influencers</b> <ul style="list-style-type: none"> <li>• Health &amp; wellness companies</li> <li>• NGOs, organizations</li> <li>• Professionals in related fields</li> </ul>	Have the most accurate up-to-date scientific information	Modify their methodology or messaging to include reducing added sugar and carbohydrate consumption	Actively advocate for lower added sugar consumption.
<b>Marketers</b> <ul style="list-style-type: none"> <li>• Growers/producers &amp; manufacturers</li> <li>• Health food/premium food industry</li> <li>• Broader food industry</li> </ul>	Become aware of the opportunity	Offer options	Actively promote the options
<b>Policymakers</b> <ul style="list-style-type: none"> <li>• Legislators</li> <li>• Regulators</li> </ul>	Become aware of issues and public support in the area	Align themselves with the movement	Propose and lead change in policy and regulations
	Awareness	Action	Advocacy

## Impact



## Primary goals for 2016-2019

1

**Create public awareness and establish a groundswell of support.** Our primary focus will be to position IRN and the movement for future success by developing and implementing strategic initiatives that create public awareness and establish a groundswell of support.

2

**Inspire individual action and public advocacy.** We will concentrate our efforts primarily on public education and awareness, with the goal of inspiring both personal action and public advocacy.

3

**Build on a foundation of widespread public awareness and support.** As we seek to end food-related illness and promote good health, we will advocate for change and continue to influence the food industry, marketplace, public policy and regulation.

To meet these goals,  
IRN will employ the  
following four-pronged  
approach...

# IRN'S FOUR-PRONGED APPROACH

## **1. Target the consumer mass market with high-impact educational initiatives. IRN will enable individuals and communities to take action and be more effective advocates by:**

- a. Establishing and leveraging partnerships with organizations that have the proven capacity to create effective tool kits and successfully expand media content.*
- b. Taking advantage of cost-efficient ways to inform and influence the general public, such as new books and articles authored by IRN leadership and other mass media opportunities cultivated and leveraged by IRN. A recent example includes the national PBS series, produced at minimal cost to IRN.*
- c. Creating a Real Food Approved brand, built on science-based standards. This brand will empower consumers with simple, helpful and easy-to-understand guidelines.*

## **2. Target key constituencies, sectors and influencers.**

- a. Develop special events, workshops and conferences that energize key influential audiences.*
- b. Produce technical communications and educational programs for key influential sectors.*
- c. Build community by creating and supporting networks of individuals actively engaged in IRN and the broader healthy eating movement.*

## **3. Create a robust online education and communications campaign. IRN will create awareness and inspire action in the general public as well as the key constituency areas by:**

- a. Building a robust online education ecosystem, including website, social media, newsletter, etc.*

- b. Developing and promoting long form, short form and viral content targeted to specific audiences.*
- c. Creating engaging, interactive online events such as hangouts, webinars, Q&A events, etc.*
- d. "Gamify-ing" education for kids with animated shorts, mobile media (phones and tablets), etc.*

## **4. Build IRN's organizational and strategic intelligence capacity, including Board and staff in the following areas:**

- a. Science knowledge: to ensure IRN is abreast of the most up-to-date research, and is pursuing up-to-date strategies and tactics.*
- b. Technology: to build and support IRN's online programs and other IT needs.*
- c. General administration: to support staff, Board of Directors, and volunteers and ensure solid fiscal management.*
- d. Fundraising: staff and systems.*
- e. Policy expertise: to maximize educational initiatives and impact on legislatures and regulators.*

*A more detailed list of strategies and tactics is available upon request. For more information, please contact:*



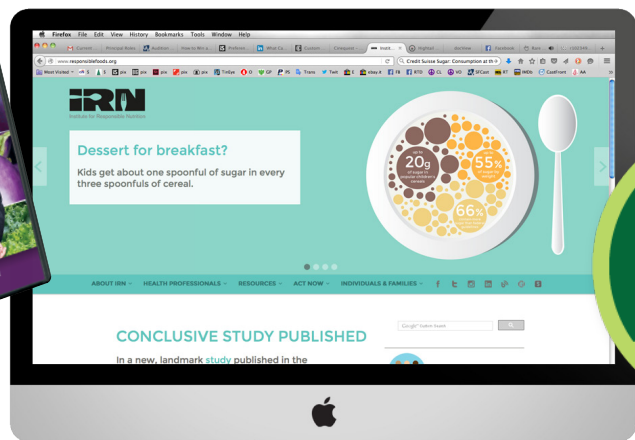
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# HIGHLIGHTS OF IRN ACCOMPLISHMENTS

## High Impact Mass Market Education & Communications Campaigns

- **Sugar is Killing Us**, animated video. Collaboration with Fred Water resulted in 493,000 views to date and is supported by a Facebook page with over 17,000 followers, and counting.
- **Sugar Hiding in Plain Sight**, Ted-Ed animated video. Has 305,000 views to date.
- **Sweet Revenge: Turning the Tables on Processed Foods**: One-hour PBS program, partnership with Advise & Consent reached over 1 million people on 400 PBS stations. Spanish translation *Dulce Venganza* is being produced for distribution. A national PBS series was inspired by these efforts.
- **IRN Online Ecosystem**. Robust website (funded by Marcus Foundation) and media channels (NationBuilder, Scoop.it, Facebook, Twitter, Instagram, YouTube, LinkedIn, etc.) have accumulated over 100,000 followers. The IRN Scoop.it



platform has attracted 320,000 views to date. IRN's website is averaging 20,000 page views per month.

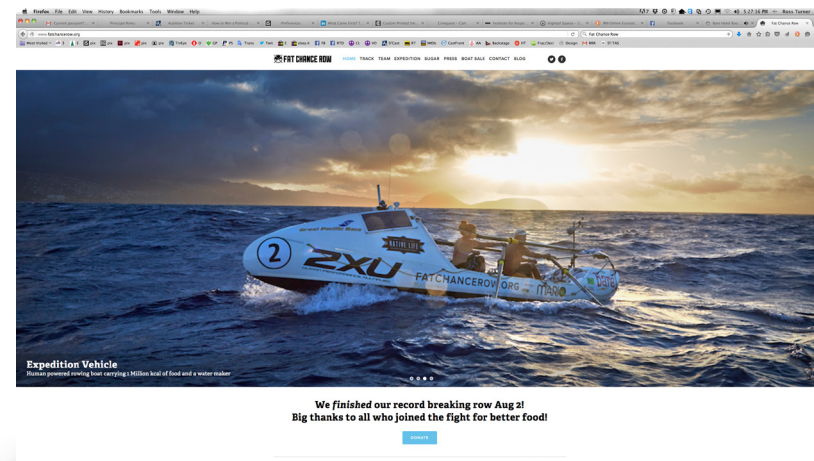
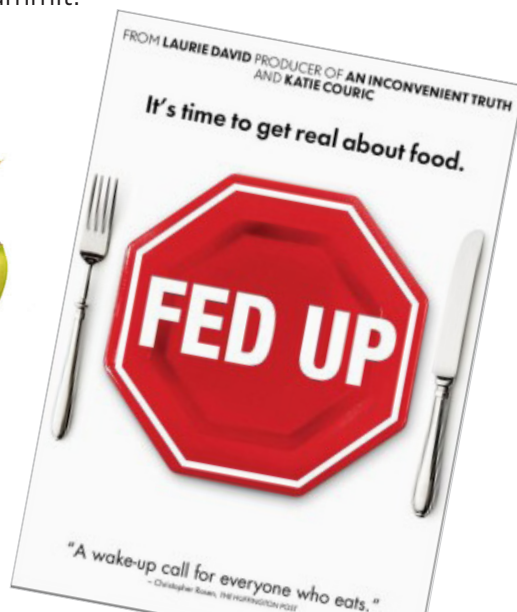
- **Sugar Coated**. Hosted U.S. premiere, collaboration with The Cutting Factory. 1.5 hour documentary began distribution in the U.S. in the Fall of 2015.
- **Collaborative Communications and Consultations**. Produced or collaborated on a wealth of innovative educational resources, online media, webinars, podcasts, newsletters, reports, op eds, blogs, infographics, online interviews, etc. Supported Michele Simon's exposé on the School Nutrition Association and key reports by the Union of Concerned Scientists. Provided consultations for Credit Suisse investors in Europe, following up on their major report, *Sugar: Consumption at the Crossroads*.
- **Forged Real Food Program/Campaign**, and partnering with MyFitnessPal to bring a Real Food Challenge to 85 million members (Began Mid-September 2015, now "evergreen").



# HIGHLIGHTS OF IRN ACCOMPLISHMENTS

## Targeted Educational Events & Programs

- **Hosted Educational & Community Building Events** on the East and West Coasts, including two house parties and dozens of private luncheons.
- **Hosted premiere of *Fed Up*** in San Francisco, and the U.S. premiere of *Sugar Coated* in Berkeley.
- **Supported the Fat Chance Row** that leveraged \$250,000 in donations.
- **Participation in conferences and forums** around the U.S. – Chicago, Miami, New York – involving food system change, food security, and nutrition.
- **Escorted low-income youth and community leaders** from the East Bay (Wellness City Challenge) to Washington, D.C. to support their efforts to educate legislators and the USDA about school nutrition. Co-Presented the efforts of these youth at the Stanford Food Summit.



- **Partnered with U.C. Hastings** to produce a Legal & Policy Summit on Sugar.
- **Working with Wellness City Challenge** to organize a regional event focused on real food & health.

## Capacity Building

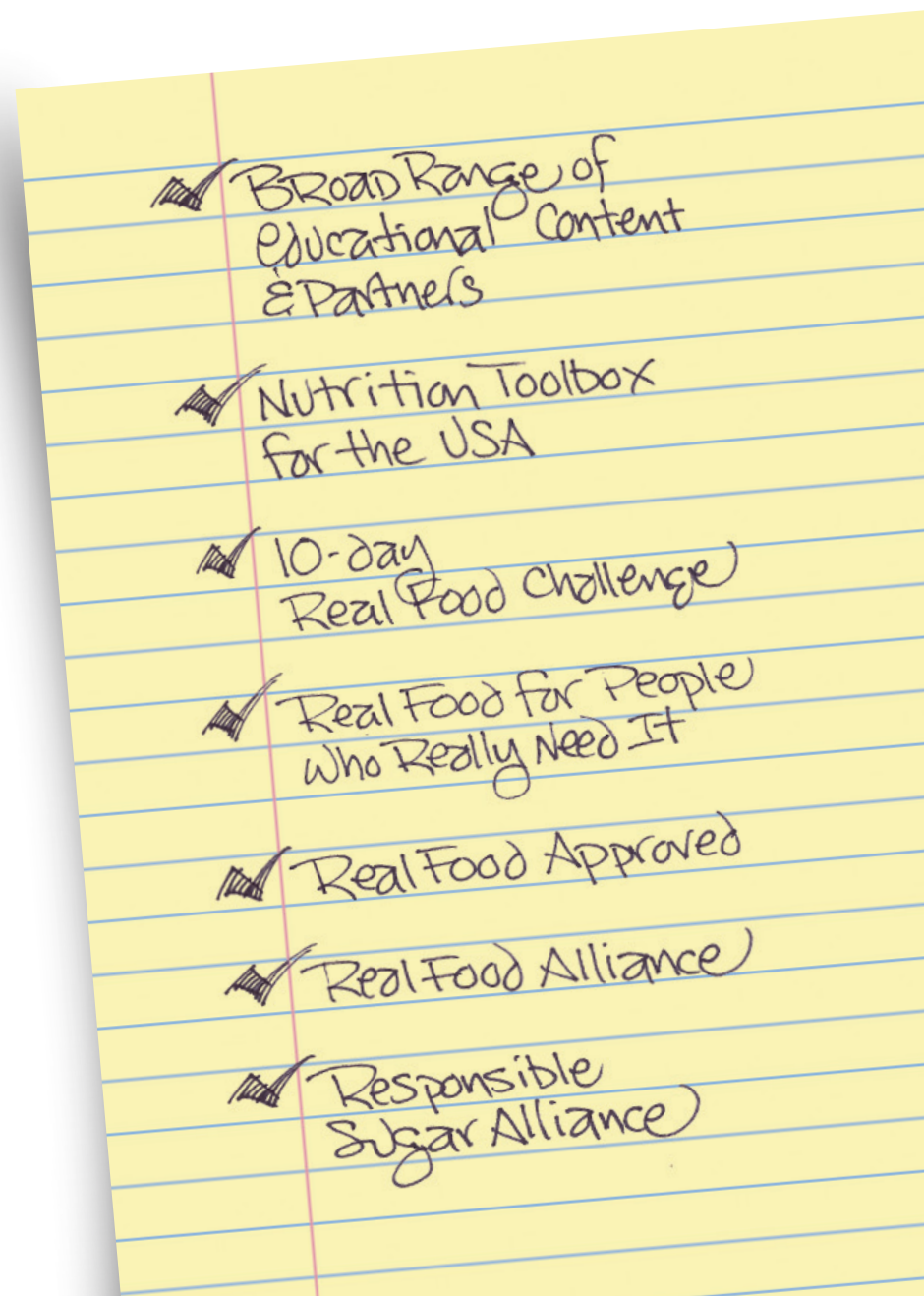
- **Completed all legal and fiscal steps** for IRN to be a fully functioning 501(c)(3) nonprofit organization.
- **Established a fully engaged team** of Board of Directors & Staff, Volunteers & Interns, Advisors, and Consultants. Developed website to serve as a powerful tool for engaging key constituencies.
- **Secured Morrison Foerster and Pillsbury Law** as the Pro-Bono Legal Sponsors for the IRN.

Budget Summary 2016-2018

<b>Market Research &amp; Analysis</b>	\$300,000
<b>Impacting the Mass Market with High Impact Education</b> • New & existing media • Real Food Approved	\$1,100,000
<b>Targeting Key Sectors, Constituencies &amp; Influencers</b> • Events & Network/Community Building • Technical Communications & Education Programs • Curriculum Development & Learning Strategies	\$1,200,000
<b>Online Education &amp; Communications</b>	\$2,000,000
<b>Build IRN's Organizational Capacity</b>	\$4,700,000
<b>TOTAL</b>	<b>\$9,300,000</b>

Gift Chart

Gifts Level Over 3 Years	Total No. of Donors	Total \$	No. of Donors	\$	% of Total Giving
\$2,000,000	1	\$2,000,000	1	\$2,000,000	35%
\$1,000,000	2	\$2,000,000	3	\$4,000,000	57%
\$500,000	3	\$1,500,000	6	\$5,500,000	71%
\$250,000	4	\$1,000,000	10	\$6,500,000	80%
\$100,000	7	\$700,000	17	\$7,200,000	85%
\$50,000	12	\$600,000	29	\$7,800,000	90%
\$25,000	20	\$500,000	49	\$8,300,000	92%
Subtotal Major Gifts	49	\$8,300,000	49	\$8,300,000	92%
Community Campaign	Many	\$1,000,000	Many	\$9,300,000	100%
<b>TOTAL</b>	<b>Many</b>	<b>\$9,300,000</b>	<b>Many</b>	<b>\$9,300,000</b>	<b>100%</b>



✓ Broad Range of Educational Content & Partners

✓ Nutrition Toolbox for the USA

✓ 10-day Real Food challenge

✓ Real Food for People who Really Need It

✓ Real Food Approved

✓ Real Food Alliance

✓ Responsible Sugar Alliance



Help IRN end food-related diseases.

**Donate today.**

We multiply the impact of every dollar you give us. Your donation helps us reach more people, influence more institutions, and transform more lives. Together, we can transform the food system.

To donate, simply complete the enclosed remittance envelope or visit **[responsiblefoods.org/donate](https://responsiblefoods.org/donate)**.

The Institute for Responsible Nutrition is a nonprofit organization. The Federal Tax ID / Employer Identification Number for the IRN is 46-5297470.



Institute for Responsible Nutrition

