

Business Plan

SNF Swedish Nutrition Foundation

2018-2020

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Summary

SNF is a national centre for evidence-based knowledge about nutrition/food and health providing a link between research and society outside of academia. There are many possibilities available to address societal challenges within the area of food and health if all good forces collaborate. SNF makes a significant contribution to enabling such collaborations. The primary tool that will help to achieve this over the next few years is the knowledge web portal nutritionsfakta.se.

Vision

A society where science-based knowledge about healthier and sustainable eating habits is accessible to all.

Mission

SNF makes nutrition research available in order to facilitate increased knowledge, evidence-based discussion in society and further innovations in the area of food-related health – to enable good public health.

SNF has a unique network that includes leading researchers within the field of nutrition, which means that the activities offered by SNF are of excellent quality and high credibility.

In the period 2018-2020, the primary core activity of SNF will be the knowledge web portal **nutritionsfakta.se**. Other core activities will be the specialised journal **Nordisk Nutrition**, the scientific open access journal **Food & Nutrition Research** and **conference activities**.

The focus during this period will be on further establishing and developing nutritionsfakta.se, where other activities will support the web portal (Figure 1, page 7). Articles in *Nordisk Nutrition* provide an important basis for nutritionsfakta.se. SNF's conferences also generate material for the portal as do articles in *Food & Nutrition Research*.

The development of nutritionsfakta.se will depend on the level of resources available. To enable the future development of nutritionsfakta.se, SNF is looking to collaborate with a wide range of commercial and non-commercial actors. Universities/colleges, regions and county councils are of high priority. This work will continue throughout the whole period. Depending on the outcome of this work, nutritionsfakta.se may be further developed beyond the goals specified in this business plan.

Background

Lifestyle-related diseases such as diabetes, obesity/overweight and cardiovascular diseases are among the greatest challenges for society. Increased knowledge about the impact of food on health and quality of life is of considerable importance.

Research in this area is expanding, rapidly generating an enormous number of new findings that make it increasingly clear that the connection between food and health is extremely complex. This new knowledge creates possibilities for the innovative development of products and services within the food industry, but also presents challenges.

In Sweden, there is a well-established research base working on the connection between food and health at a number of universities. It is important for the whole of society that new knowledge emerging from such research is communicated to as many people as possible that are active in the area of food and health.

Access to leading researchers is a pre-requisite for the work of public authorities and for research and development within companies, as well as for an informed discussion in society about food and health.

SNF is a national centre for evidence-based knowledge about nutrition/food and health providing a link between research and society outside of academia. There are many possibilities available to address societal challenges within the area of food and health if all good forces collaborate. SNF makes a significant contribution to enabling such collaborations. The primary tool that will help to achieve this over the next few years is the knowledge web portal nutritionsfakta.se.

SNF – a unique knowledge bridge

SNF, the Swedish Nutrition Foundation, is a non-profit organisation (formerly Stiftelsen Svensk Näringsforskning) that was founded in 1961 on the initiative of the food industry with the aim of promoting nutrition-related research and its practical application. Since then SNF has contributed to the development, dissemination and utilisation of knowledge concerning food and health.

SNF provides a bridge between nutrition research and other actors within society who are active in the area of food and health, not least the food industry.

SNF has a unique network of leading researchers in the field of nutrition, which means that the activities offered by SNF are of excellent quality and high credibility.

The activities of SNF are impartial with regard to both commercial interests and areas of research. The board has defined guidelines for the activities that ensure neutrality and scientific objectivity (<http://snf.ideon.se/verksameto-snf/riktlinjer/>).

Based on this starting point and with the ambition to make the focus of SNF's activities over the coming years clear, in the fall of 2017 the board developed this business plan, which includes a vision and a new business model for the period 2018-2020.

Vision

A society where science-based knowledge about healthy and sustainable eating habits is accessible to all.

Mission

SNF makes nutrition research available in order to facilitate increased knowledge, evidence-based discussion in society and further innovations in the area of food-related health – to enable good public health.

Strategies

SNF will realise the mission through the following strategies, which ensure that the activities are of high quality, credibility and relevance.

- SNF is seeking a wide range of members and collaborators, comprising both commercial and non-commercial actors, representing all parts of and all stages in the food production chain/system and associated research and innovation systems as well as the public sector.
- SNF involves and supports a unique research network of leading researchers within food and nutrition research, representing all research areas that are relevant to SNF.
- SNF supports and is active through open and easily accessible communication channels, primarily nutritionsfakta.se.
- SNF offers a platform for collaboration and exchange of knowledge.
- SNF staff have a high level of scientific competence.
- SNF's activities are neutral with regard to both commercial interests and areas of research.
- SNF's activities are transparent with regard to guidelines and financing.

SNF's role and tasks 2018-2020

Increasing knowledge

There is a great need within society for evidence-based knowledge concerning food and health. The knowledge generated by researchers needs to be communicated. The intensive discussions about food and health that occur at times in society are often simplified and polarised. Many of the myths about food and health that flourish do so because research results are interpreted and disseminated by people who lack the necessary expertise.

SNF contributes competence-enhancing knowledge for professionals within the area of food and health, for example those employed in the food industry, dietitians, and catering managers in schools or other public catering sectors. These in turn use this knowledge in products and services for the public. The activities of SNF are also valuable for researchers within food and nutrition and related areas who want to keep up to date with issues not only in their own specific area of research but also in the broad field of nutrition.

Material from SNF is also used by higher education institutions in courses on nutrition and food-related subjects.

Over the period 2018-2020, the activities of SNF will, to an even greater extent, facilitate the work of the food industry, researchers, the public sector, public authorities and other actors within the area of food and health, with the ambition of taking partial responsibility for promoting healthy eating habits and good public health.

SNF will work during this period to increase the inclusion of a nutritional perspective in processes related to sustainability.

Collaboration

In the investments made by society in research and innovation, demands are increasingly being made for collaboration. SNF offers to play an even greater role in providing a meeting place for collaboration between the food industry, researchers in the field of nutrition and other actors, with the aim of initiating research and innovation in the field of food and health.

Swedish nutrition research

High quality research in food and health at Swedish universities is crucial for companies, industry organisations and public authorities working in the area of food and health, and for society as a whole. Access to leading researchers is a pre-requisite for the work of public authorities and for research and development in companies, as well as for an informed discussion in society about food and health.

Nutrition research at Swedish universities is also needed to generate new knowledge about the impact of food on health relevant to a Swedish context.

Through its activities, SNF contributes to the promotion of research on food and health at Swedish universities, not least by disseminating knowledge which leads to increased status for the field and confidence in researchers and their research.

Conditions for and financing of SNF's activities

Since it was founded in 1961, the activities of SNF have been based on two equally important factors: financial support and involvement from a wide range of member companies and industry organisations, and strong and essentially non-profit involvement from leading researchers within various areas of expertise in the field of nutrition. A broad involvement from both industry and researchers is a pre-requisite for SNF to play its role as an impartial bridge between academia, industry and society in general.

In the period 2018-2020, the foundations will be laid for a long-term broader range of members and collaborators, both commercial and non-commercial, in order to further clarify SNF's neutrality, raise the impact of SNF's activities and create opportunities for an increased budget.

To enable increased collaboration with non-commercial actors, there may be a need to adjust SNF's statutes and governing documents. This work will be a priority at the start of this period.

The activities in 2018-2020, as described in this business plan, are based on a stable budget that continues at the same level as for 2018 throughout the whole period. Decisions regarding the budget for the coming year are taken at the annual general meeting in April.

Activities 2018-2020

The primary core activity of SNF for the period 2018-2020 will be the knowledge web portal nutritionsfakta.se.

Other central activities will be:

- The specialised journal **Nordisk Nutrition**
- The scientific “open access” journal **Food & Nutrition Research**
- **Conference and seminar activities.**

The primary focus of SNF’s activities will be on further establishing and developing nutritionsfakta.se, where the other activities will support the web portal (**Figure 1**).

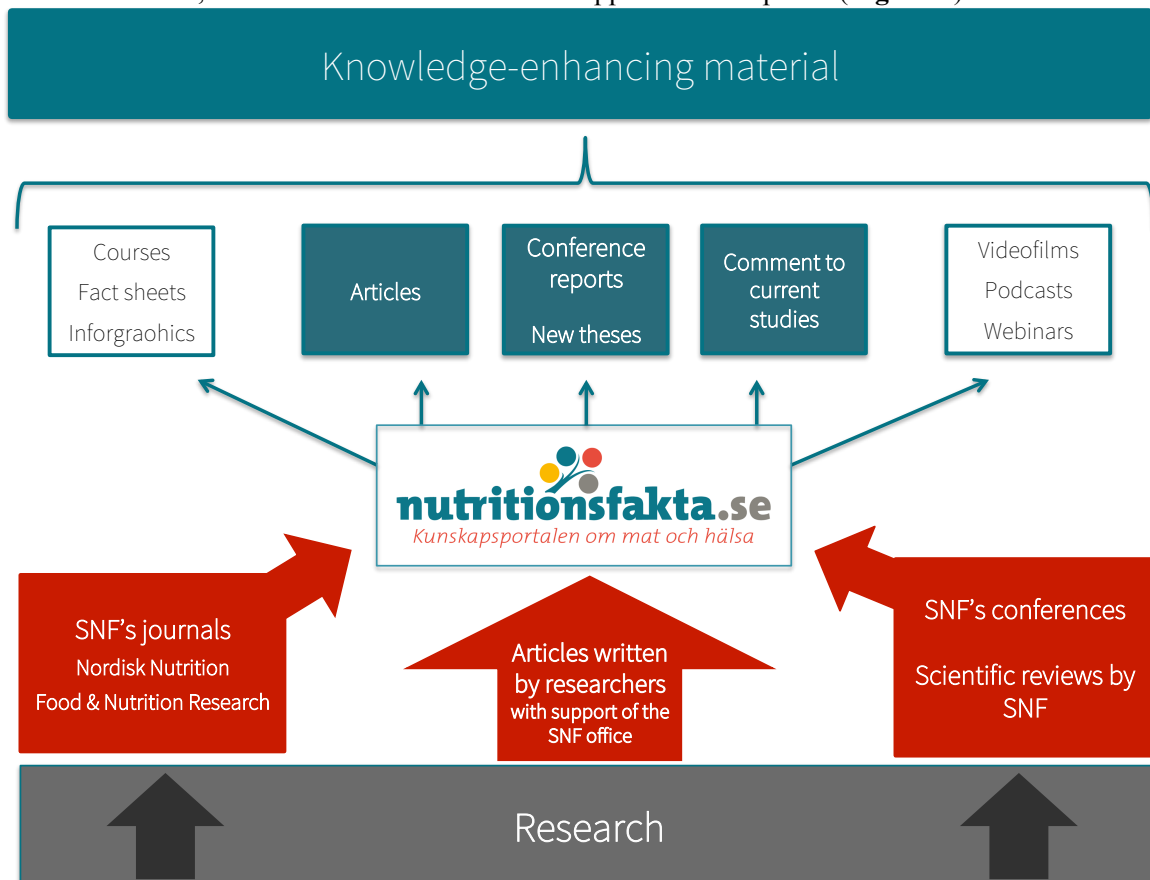


Figure 1. Diagram showing how the different aspects of SNF’s activities support nutritionsfakta.se. The blue boxes are examples of existing types of material, the empty boxes are examples of possible areas for development.

Depending on the availability of resources, SNF sets aside funds for **specific activities to promote research**, for example research funding to doctoral students.

SNF carries out scientific **reviews** (sv. utredningsprojekt) if specific financing can be ensured.

SNF offers a **meeting place for collaboration and exchange of knowledge**, with the aim of initiating research and innovation within the field of food and health.

Nutritionsfakta.se

nutritionsfakta.se was launched in June 2016 and, since then, has been further established and positively developed, as can be seen from the regular monitoring of the growth of the portal. During 2017, nutritionsfakta.se received about 3000 new visitors per month, each one staying on the site for about 2 minutes. Articles published on nutritionsfakta.se are further distributed via Facebook and Twitter, with each post on Facebook usually reaching 3000-12,000 feeds. Articles on nutritionsfakta.se have, on several occasions, provided the source material for newspaper articles and researchers who have written for nutritionsfakta.se have been contacted by journalists for follow-up interviews.

Nutritionsfakta.se is a knowledge portal that:

- offers unique knowledge-enhancing material written in Swedish/Nordic languages by researchers, freely available to all
- explains what new findings mean and how they relate to previous knowledge
- is a credible source for anyone who wishes to respond to questions coming from consumers and patients, or arising from media debates and dietary trends
- gives an overview of active researchers in the field of nutrition in Sweden and the Nordic region
- is a broad communication channel, complementing government agencies, industry organisations and communication agencies
- has the potential to strengthen confidence in the food industry, researchers, the public sector, public authorities and other actors within the area of food and health by contributing to a more knowledge-based discussion in society
- provides a knowledge base which contributes to work on innovation in the field of food and health.

Target group

nutritionsfakta.se is the knowledge portal for “communicators” (sv. vidareinformatörer), for example those working in medical, health and dental care, catering managers/foodservice managers in schools and other public catering sectors, employees of companies active in the area of food and nutrition, and researchers and students. Journalists, teachers, decision-makers and health-conscious consumers are other important groups who can benefit from nutritionsfakta.se.

Goals 2018-2020

The development of nutritionsfakta.se will depend on the resources that are available. The goal for the period 2018-2020, as shown in the table below, assumes a stable budget that continues at the same level as for 2018 throughout the whole period.

For nutritionsfakta.se to be maintained and developed in the future, SNF is seeking to collaborate with a wide range of commercial and non-commercial actors. Higher education institutions and also regions and county councils are of high priority in this work. Patient organisations are also an example of other relevant actors to initiate a dialogue with. Depending on the outcome, it is possible that the portal could be developed further, beyond the goals specified below.

| Material/activity | 2017 | 2018 | 2019 | 2020 |
|--|------|------|------|------|
| Articles | 50 | 60 | 60 | 60 |
| Newsletters | 10 | 12 | 12 | 12 |
| Complementary communication materials (eg online courses, videofilms, podcasts, infographics) | - | 3 | 3 | 3 |
| Popular scientific summaries | - | - | - | - |
| Fact sheets | - | - | - | - |
| Q&A | - | - | - | - |

Website

www.nutritionsfakta.se

Nordisk Nutrition

Articles in Nordisk Nutrition provide an important basis for nutritionsfakta.se, since they are made available on nutritionsfakta.se about six months after publication in Nordisk Nutrition. The goal of the journal is to provide science-based information about current issues in the field of nutrition.

Nordisk Nutrition is a printed journal which is distributed to members and paying subscribers. There is an ongoing discussion about whether the journal should be published in a printed or electronic format. The conclusion is that, for the time being, it will continue to be published in a printed format.

Nordisk Nutrition primarily publishes *theme issues* in Swedish/Nordic languages that give an in-depth account and insight into current issues within nutrition. By publishing theme issues, Nordisk Nutrition can be used for example to enhance the knowledge of those active in the field of food and nutrition and also provide material for university students wanting to further their knowledge of current nutrition issues. Those who write for Nordisk Nutrition are primarily researchers or writers with scientific expertise in the field of nutrition.

Articles that are first published on nutritionsfakta.se are later published as a supplement to Nordisk Nutrition. In this way, the articles are given a formal publication number which makes the article easier to reference, something that is important from an academic perspective and makes writing for nutritionsfakta.se more attractive.

Target group

Like nutritionsfakta.se, Nordisk Nutrition is aimed primarily at “communicators” (sv. *vidareinformatörer*), for example those working in medical, health and dental care, catering managers/food service managers in schools and other public catering sectors, employees of companies that are active within the area of food and nutrition, and researchers and students. Journalists, teachers, decision-makers and health-conscious consumers are other important groups who can benefit from Nordisk Nutrition.

Goals 2018-2020

- Increased number of subscribers within prioritised target groups
- Stronger connection with nutritionsfakta.se
- Continued publication in printed format, 4 numbers per year
- Regular editions to also be published electronically (pdf)
- Supplement with previous year’s publications on nutritionsfakta.se

Website

www.nordisknutrition.se

Food & Nutrition Research

During the period 2018-2020, the work with Food & Nutrition Research (FNR) will focus on increasing the synergy with nutritionsfakta.se and Nordisk Nutrition. FNR’s nutritional focus will be made clear and the journal will be targeted at authors in the Nordic countries who will also be invited to write about their research in nutritionsfakta.se.

FNR is a scientific electronic journal in the field of nutrition with “open access”, that is all articles that are published are freely available on the journal’s website. In recent years, FNR has undergone rapid development, publishing a hugely increased number of articles and having a good impact factor, a quality measurement based on how often the articles in a journal are cited by other authors. In 2016 the impact factor of FNR was 2.039.

Target group

FNR is aimed at researchers and others who are active within research and development, with scientific expertise in the field of nutrition.

Goals 2018 – 2020

Stable and regular publication of at least 50 high quality scientific articles per year.

Website

www.foodandnutritionresearch.net

Conference activities

Conference activities makes SNF more visible and provide a variety of material for nutritionsfakta.se (for example articles, video films) and articles for Nordisk Nutrition. Conferences provide an important interface with members and other interested parties, not least the target group for nutritionsfakta.se.

Conferences are an important activity for SNF, including both meetings of a highly scientific nature and meetings involving a broad professional target group aimed at making research more accessible and summarising current knowledge about topical issues within nutrition. During the period 2018-2020, SNF will prioritise conferences and seminars where research can be made available to a extensive target group which corresponds to that of nutritionsfakta.se.

SNF's conferences provide an important meeting place with opportunities for exchange of knowledge and experience between researchers and, for example, those active within the food industry, public authorities, the public sector and other interested parties within the area of food and health.

SNF's conferences are open to all, normally with a participation fee. An annual half-day seminar is usually organised in connection with the annual general meeting in Lund in the spring, and a full day conference is held in the fall.

Activities promoting research

All of SNF's activities promote research and contribute to raising the status of and confidence in and demand for researchers' expertise. As part of the measures taken to balance the budget for 2018, the research grant activities have been put on hold. During the period 2018-2020, the ambition is to once again discuss possible alternatives for future research promoting activities, for example an annual research grant to doctoral students, prizes to young scientists and/or a forum for meetings between researchers and representatives from industry and the public sector within the area of nutrition. In order to be able to provide these activities, a stable budget needs to have been achieved.

Scientific reviews (sv. utredningsprojekt)

Scientific reviews (sv. utredningprojekt) generate unique summaries of knowledge that can be transferred to articles in Nordisk Nutrition as well as other types of material for nutritionsfakta.se, for example articles, fact sheets, infographics and "questions & answers".

Reviews aiming to clarify scientific knowledge regarding current nutrition issues will be carried out if financing and persons to carry out the work are available.

Membership

Legal entities may be members of SNF.

SNF provides scientifically-based knowledge within the area of food and health.

SNF provides opportunities for dialogue and exchange of knowledge with actors from various sectors of society: research, the public sector, public authorities, interest organisations and industry.

Through membership, the company contributes to all the activities of SNF as previously described. Membership of SNF is thereby a means for companies to take corporate social responsibility (CSR).

Membership includes the possibility to contact the SNF office for discussions concerning nutrition and scientific issues.

Representatives from member companies can benefit from reduced participation fees at conferences and other activities organised by SNF.

Organisation

The highest decision-making body is the annual general meeting where all members have a vote. SNF's annual general meeting appoints the management board and its chairman, and member representatives for the nutrition council..

Nutrition council and research board

The nutrition council is a forum for the exchange of knowledge between members and academia. The nutrition council consists partly of representatives appointed by the general annual meeting and partly the research board.

The research board constitutes SNF's scientific council and comprises representatives who are active within academic research in the field of nutrition. The representatives on the research board are appointed by SNF's management board. The research board deals with scientific questions relevant to SNF's activities and also acts as the scientific editorial board of nutritionsfakta.se.

The nutrition council and the research board normally meet twice a year and act as advisors for SNF's activities.

SNF office

SNF's main office is located in Lund. The board appoints a director and decides on the recruitment of staff to the SNF office. In January 2018, the staff consists of a director (80%), a scientific officer (100%), and a financial officer/administrator (75%). The director and the scientific officer serve also as editor-in-chief for *Nordisk Nutrition* and nutritionsfakta.se respectively. To support the director, the SNF board also appoints a scientific president who can, if necessary, be supported by a scientific advisor. The scientific president and the scientific advisor are active researchers at one of the institutions of higher education in Sweden, and are usually employed by SNF at a level corresponding to about 10-20% of full time.