

European Nutrition Leadership Platform

Training, inspiring & connecting food and nutrition leaders in Europe

ANNUAL REPORT 2018





ENLP – European Nutrition Leadership Platform

ENLP is a dynamic network of food and nutrition professionals that makes a difference through improving non-scientific, transferrable skills such as communication, influencing and leadership.

In the early 1990s, a group of academics in Wageningen University had a view to create a leadership programme for PhD students in nutrition sciences in Europe, to provide training in specific skills which were needed to secure their first post-doc position after obtaining a PhD degree. Consultations were held with colleagues at other universities and in relevant industry, and in 1994, a new leadership programme, named the ENLP was started in Luxembourg – the first of its kind! With no university (or nutrition department) at the time, Luxembourg was chosen as the venue to be a neutral location for every participant.

This first initiative – now known as the Essentials Programme – was designed to help recently graduated food, nutrition and dietetic professionals build their skills in this area and start to build relationships with fellow professionals across Europe. Since 2010, the 3-day ENLP Advanced leadership training programme is designed to provide skills in the specific areas of most relevance to mid-career food, nutrition and dietetic professionals. Today, as well as the two annual training programmes, ENLP also consist of the ENLP Network that organizes sessions in conferences, events and local circles. Former participants keep the network engaged through active working groups related to Networking and Visibility.

Mission and Vision

ENLP is the network of leaders in nutrition in Europe. Our vision is to solve the world's nutrition and health problems to improve the quality of life. Our mission is to establish the most powerful, independent and sustainable network of leaders in nutrition worldwide to train, educate and inspire the next generation and ensure a strong impact on nutrition and health.

With ENLP you can:

- Leverage the support of a community of food and nutrition professionals with wide ranging experiences
- As well as benefiting from specific soft skills development programmes
- So that your work can have an impact it deserves on today's nutrition and health issues

Since the ENLP began, other Nutrition Leadership Platforms (NLPs) have been established in Africa, South-East Asia and Latin-America. We all share a common understanding of leadership which is the "ability to lead from where you stand". The core concepts for all NLP programmes include team building, leadership training, effective communication, and team work. NLP's objective is to empower nutrition professionals to achieve our goals and to inspire individuals to lead others to attaining their goals. Since we started over 1,100 nutrition and health professionals have been trained with in-depth life-changing leadership skills.



A Recap on 2018 – A Year of Change

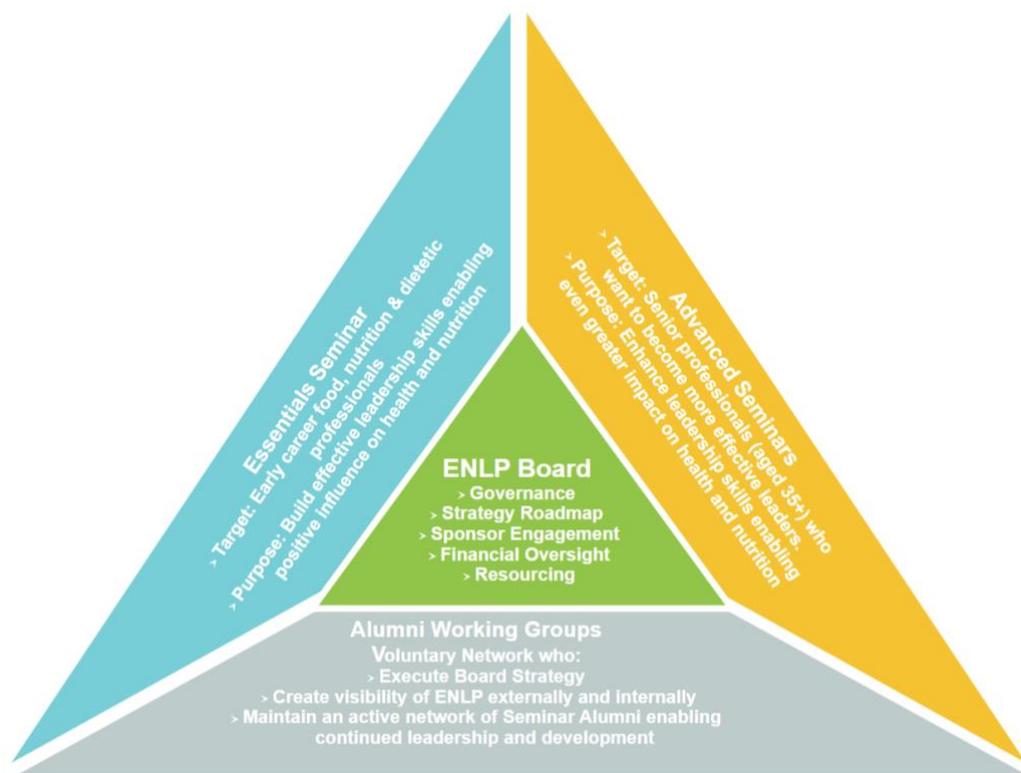
In the midst of challenging financial circumstances, the ENLP Board has taken the opportunity to reassess the operating model of ENLP, implementing an entirely new approach to seminar funding, sponsor retention and engagement, as well as stepping up expectations of board members.

Beyond securing a sustainable financial situation, specific objectives were to produce the first ENLP annual report and set up an ENLP legal entity (foundation). These efforts have been fruitful. By bringing new sponsors on board, increasing revenue from seminar participation and implementing more stringent financial controls the sustainability of ENLP has been strengthened. Yet more must be done to secure its future. The Board are committed to continuing the transformation of ENLP - sharpening its strategic roadmap and implementation.

The ENLP team thank the sponsors for their continued trust, particularly during these times of uncertainty, and their commitment to the ENLP journey moving forward.

ENLP Governance Model

The ENLP Board governs the ENLP. Laura Fernandez, after three years of dedicated work, has handed over the reins to Raymond Gemen as Board representative for the Network activities, and Triantafyllos Pliakas, who agreed to remain on the Board for an additional year, will be handing this role to Majella O’Keefe from November 2018.



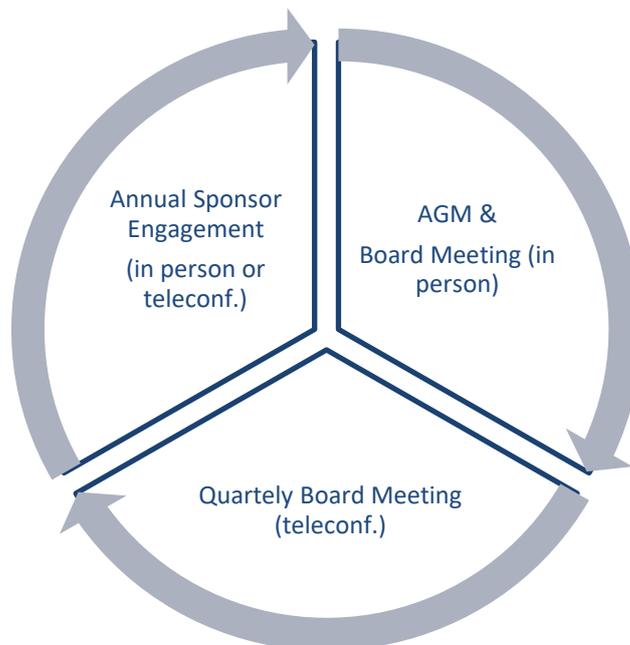


The Board has the following composition as of September 2018:

- **President** - Alison Gallagher
- **Coordinator** - Vanessa McConkey
- **Treasurer** - Renger Witkamp
- **Representative Training** - Milka Sokolovic / Sarah Vaudaine
- **Representative Visibility** - Triantafyllos Pliakas
- **Representative Network** – Raymond Gemen
- **Sponsor Representative** – Nicolas Gausserès
- **Secretariat (Board)** – Kirsty Pourshahidi
- **Secretariat (Seminars)** – Cornelia van Bree-Evers

Moving forward into 2019 a new governance model and meeting schedule will be implemented providing enhanced accountability, strategic direction and engagement.

New Meeting Schedule for 2018/19

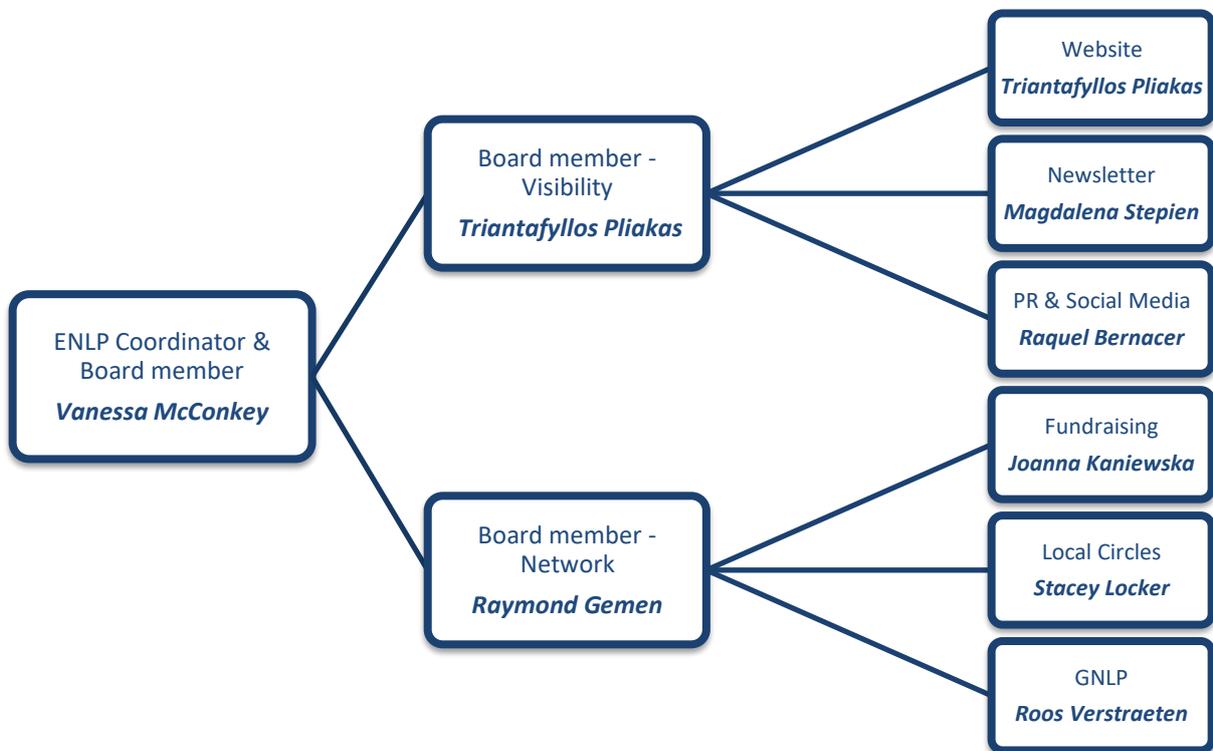




Outside of the Essentials and Advanced Seminars, which are well established, the ENLP strategy is delivered via an active Alumni volunteer network across six working groups.

As past participants of ENLP seminars these groups have first-hand experience of the leadership insights and value gained from ENLP participation.

This makes them an ideal cohort to champion the strategies agreed with the ENLP Board.





ENLP Seminars

Essentials 7-day programme early-career researchers	Advanced 3-day programme for senior professionals
<ul style="list-style-type: none"> • Outdoor training • Team working • Communication and presentation skills <ul style="list-style-type: none"> • In-depth self-analysis • End of seminar case study (Application of the lessons learnt) <p>Focuses on leadership, not capacity building in nutrition science</p>	<ul style="list-style-type: none"> • Introduction to INSIGHTS personality tool <ul style="list-style-type: none"> • 360 review process • Leadership & emotional intelligence <ul style="list-style-type: none"> • Strategic influencing strategies • Handling difficult conversations • Strategies to achieve win-win negotiations <p>Focuses on non-scientific / soft-skill challenges such as leadership, interpersonal and strategic influence</p>

Selection process

All ENLP applications are received via online application forms, the administration of which is handled by the Secretariat (Seminars), Cornelia van Bree-Evers. All applications are reviewed by independent international selection committee and are scored against the individual programme requirements.

Successful applicants must meet the minimum requirements to ensure only excellent candidates are brought onto the programme. In addition, for the Essentials, the selection committee also try to consider a balance of participants in terms of nationalities and country of origin. As an overview of the last 5 years, the quality of the applicants has remained consistent:

- 42% receives a 'low' score (low quality) = rejected
- 8% receives a 'low' score (too early in career) = advised to apply again within 1–3 years
- 4% receives a 'moderate – good' score = 3-4 may be considered for reserve list
- 17% receives a 'good' score = majority selected
- 29% receives a 'high' score = automatically selected

Since creating the fully online application process in August 2015, efficiencies in the selection process have been noted and these processes are reviewed every year at the April Board meeting by the seminar co-directors.

2018 seminars

The 24th ENLP Essentials and 7th ENLP Advanced leadership Seminars were attended by 47 early-career leaders in food and nutrition, representing 14 nationalities, working in 9 different countries in- and outside Europe. The participants have experienced the Seminars **highly satisfactory**, with respective scores of **4.8/5.0** and **4.6/5.0** for the Essentials and Advanced Seminar respectively.

It is noteworthy that because of financial uncertainties in 2017/18, the application process was delayed which as a result impacted on the overall number of applications received for the 2018 seminars. However, all candidates selected were of a high standard.



Essentials Wed 21 – Thurs 29 March 2018		Advanced Wed 21 – Sun 25 March 2018	
<p>39 applicants (for 30 places) -15 applicants than last year Average no. applicants in last 5 years = 63 (for an average 31 places)</p>		<p>21 applicants (for 17 places) -4 applicants than last year Average no. applicants in last 5 years = 20 (for an average 15 places)</p>	
<p>30 attendees Academic, 22 Industry (Gold sponsor), 7 Other, 1</p>		<p>17 attendees Academic, 11 Industry (Gold sponsor), 5 Other, 3</p>	
Average age, 31 years (range 25-36 years)		Average age, 42 years (range 30-52 years)	
<p>Working in 11 countries</p> <ul style="list-style-type: none"> Denmark, 2 France, 1 Germany, 1 Greece, 2 Ireland, 2 Singapore, 1 Spain, 1 Sweden, 1 Switzerland, 2 The Netherlands, 7 UK, 10 	<p>15 nationalities</p> <ul style="list-style-type: none"> Romanian, 1 Swiss, 2 French, 2 German, 1 Greek, 2 Irish, 4 Spanish, 1 Polish, 1 Chilean, 1 Zimbabwean, 1 Dutch, 7 British, 5 Chinese, 1 Jordanian, 1 Portuguese, 1 	<p>Working in 8 countries</p> <ul style="list-style-type: none"> Belgium, 1 Germany, 1 South Africa, 1 Singapore, 1 Spain, 1 Switzerland, 1 The Netherlands, 5 UK, 6 	<p>11 nationalities</p> <ul style="list-style-type: none"> Italian, 1 Ukrainian, 1 South African, 2 Portuguese, 1 Spanish, 1 Swiss, 1 Dutch, 5 American, 1 British, 3 Irish, 1 Malawian, 1
<p>Organisations represented: Academic Medical Center, University of Amsterdam Agricultural University of Athens Aristotle University of Thessaloniki BioAnalyt GmbH Chalmers University of Technology Danone Research / Danone Nutricia Research / Early Life Nutrition UK Fundación Instituto de Investigación Sanitaria de Aragón Zaragoza King's College London Nestlé Research Center Netherlands Nutrition Centre Newcastle University Newcastle University – Singapore Campus Parker Institute, Copenhagen University Hospital Plymouth University Queen's University Belfast University College Cork University College Dublin University College London University of Copenhagen, NEXS University of Reading University of Sheffield Vrije Universiteit Amsterdam VU University Medical Center Amsterdam Wageningen University and Research Yakult UK Ltd</p>		<p>Organisations represented: Academic Medical Center, University of Amsterdam BioAnalyt GmbH Danone Global Alliance for Improved Nutrition (GAIN) JG Nutrition and Regulatory Consultancy Ltd Nestlé Research Center Newcastle University – Singapore Campus Nutricia Research Queen's University Belfast Research Executive Agency, Belgium Ulster University Unilever University of Bath University of Navarra Wageningen University and Research</p>	



2018 Seminar Evaluations

Essential Seminar rated 4.8 out of 5.0

Key words to describe the seminar:
Helpful | Inspirational | Challenging | Unique |
Motivating

Quotes participants:

- unique feeling of being in a safe place, intense but great to be pushed out of your comfort zone, gave confidence to try new opportunities
- totally different to other courses/training both on a personal & professional level, composition makes the ENLP experience so unique
- well structured, good balance between theory & practice, equips you with tools for future career
- you benefit so much from hearing other's stories throughout the week
- Faculty all fantastic!
- keep up the good work

Advanced Seminar rated 4.6 out of 5.0

Key words to describe the seminar:
Enjoyable | Useful | Purposeful | Multicultural |
Dynamic

Quotes participants:

- excellent facilitators
- exceeded expectations
- people from all over the world sharing the same passion, bringing different angles to the discussion
- open and friendly atmosphere, encourages sharing without pushiness
- personal and intense
- specific to nutrition with relevant examples across the sectors

Essentials 2018



“The seminar provides a safe environment. I will take those lessons that I have learned and use them every day.”

Advanced 2018



“What a priceless self-time! By the end of day one I knew it was worth every mile.”



ENLP Working Groups

Alumni Leadership Team

In Fiscal Year 2018 (FY18) the alumni consisted of 17 active volunteers supporting the 6 above mentioned working groups across the ENLP priorities of **Visibility** and **Networking**. Besides teleconferences there has been a face-to-face meeting in Luxembourg – 9 attendees – on Saturday 24 March 2018.

Working Group Updates

As of April 2018, a number of Alumni leadership positions have rotated. Replacing Raymond Gemen as leader of the Fundraising working group is Joanna Kaniewska. Magdalena Stepien has taken over the leadership of the Newsletter working group, and Raquel Bernacer has taken the lead of a newly established PR & Social Media team.

Networking

The Networking activities are coordinated by Raymond Gemen and consist of the following teams:



Fundraising - In FY18, a priority has been to re-assess the ENLP funding model and securing sponsorship for FY19 and beyond. The importance of this activity was accelerated due to the retirement of two long standing sponsors Unilever and Mondelez, creating a funding challenge in FY18. This has resulted in a new funding model as well as a revised participant fee structure (see “Building a sustainable model for ENLP”)

Using a newly developed and approved ‘pitch’, concrete sponsorship conversations with 6 companies/organisations – Sabri Ülker, PepsiCo, Kellogg’s, Yakult, Abbott Nutrition, and EFAD – have been initiated by the Fundraising working group, encouraging seminar participation and sponsorship. Some are still ongoing (Yakult & EFAD). We are delighted to announce that the **Sabri Ülker Foundation** and **PepsiCo** have been secured as a new ‘Gold’ sponsors of the ENLP.

Beyond sponsorship, the Sabri Ülker Foundation has also contributed by organising an after-dinner speech at the 2018 Seminars by **Professor Gökhan Hotamışlıgil**, Chair of the Department of Genetics and Complex Diseases and Sabri Ülker Center, Harvard University)

Local Circles –The objective of the ENLP Local Circles is on the one hand to keep the network alive by continuous leadership development of the alumni, and on the other hand to increase visibility and attract future applicants to the Seminars. The Local Circles are organised by a group of active alumni in the respective countries and combine leadership training with networking. An additional aim is to provide opportunities to the Fundraising team to showcase ENLP to potential funders.



Three active local circles exist across Spain, the Netherlands and the UK operating under a self-funding model, whereby attendees pay for or generate funds to support maintenance of the alumni network.

Spain Circle: An ENLP networking session was held at the 1st Spanish Academy of Nutrition and Dietetics Conference in Zaragoza. Securing a 30-minute slot on the official program, alumni were able to share the ENLP experience with attendees and promote future participation. Leaders of the Spanish local circle are planning to create an online leadership course in Spanish which would increase the visibility of ENLP.

The Netherlands Circle: The Dutch alumni ambition is to hold one event per year in an open workshop style. The FY18 networking event centred on the topic of Benedictine leadership, was hosted by Unilever in Rotterdam and delivered complimentary by Hanne van Ballegooijen. 18 alumni attended the one-day event and was evaluated as ‘good’ or ‘very good’ by all participants. The Dutch local circle also has strong links with The Dutch Academy of Food Sciences, with this organisation part funding Dutch local circle events in the past, which raises the profile of ENLP in the Netherlands.

UK Circle: In the past year, two networking events have been held in London with a total of 21 alumni attendees. Each event consisted of a dinner followed by a talk from a nutrition leader, focused on their career path. The nutritionist from Yakult UK attended one of the events and talks are ongoing with Yakult about future sponsorship. In addition, Stacey Locker presented a session to the UK Nutrition Society Student Conference promoting the ENLP and seminar applications. This resulted in at least one successful application to the 2018 Essentials seminar.

Global Nutrition Leadership Platform (GNLP) - The GNLP is a collaborative initiative with NLPs based in other regions around the world, working together to enhance NLP visibility and foster a globalised network.

21st IUNS, Argentina

Initiated and driven by this ENLP work stream, a scientific symposium entitled ‘Towards global leadership in nutrition’ was hosted jointly by the Nutrition Leadership Programs and the IUNS Task Force - Capacity Development in Nutrition. **Funding of \$14,038 was secured externally**, ensuring 100% cost recovery.

Speaker	Topic
Dr. Jef Leroy International Food Policy Research Institute, USA	Joint Chair
Prof. Catherine Geissler Secretary General of the International Union for Nutritional Sciences (IUNS), United Kingdom	Joint Chair
Dr. Lawrence Haddad Global Alliance for Improved Nutrition (GAIN), Switzerland	Nutrition leadership in academic research: the challenge of cross-disciplinary collaboration
Fernanda Martins Unilever, The Netherlands	Global nutrition leadership: perspectives from the corporate sector
Prof. Anna Lartey President of the International Union of Nutritional Sciences (IUNS). Director of Nutrition at the Food and Agriculture Organization of the United Nations (FAO), Italy	The need for global nutrition leadership to meet the SDGs
Dr. Roosmarijn Verstraeten ENLP, Belgium	Towards a Global Nutrition Leadership Platform
Prof. Johann Jerling North West University, South Africa	Discussion



Young Scientist Award

The Young Scientist Award is a joint NLP initiative, hence not an ENLP sponsored activity, where scientists submit their vision for nutrition leadership. The applications (53) for this 3rd Young Scientist Award were reviewed by NLP leaders from Europe, Africa and Oceanic networks and the winner was announced during the IUNS Lifetime award session: **Neha Khandpur** from the Centre for Epi Research in Nutrition and Health, Sao Paulo. The €1500 award is donated by the Dr. Judith Zwartz Foundation/La Fondation Dr Judith Zwartz, Wageningen, the Netherlands.

Visibility

The Visibility activities, coordinated until October 2018 by Triantafyllos Pliakas, consist of the following teams:



As noted previously, Majella O’Keefe will take over this role from November 2018.

Website - The website (www.enlp.eu.com) continues to be the front face of the ENLP, providing updates on the annual seminars and enabling applications to be made directly online. In the past year the social media live feed from Twitter has been integrated to the website and a **7% increase in unique users** (#3713 total) was achieved across the year.

PR & Social Media - A newly established Social Media team will put in place a **digital communication strategy to increase the ENLP visibility** on social media platforms. This is part of a more overarching strategy to increase awareness of the ENLP, as well as a response to sponsors’ request to increase visibility.

Newsletter - The Newsletter work stream has not been active in FY18 due to the absence of a leader to coordinate content development and publishing. Magdalena Stepien has taken on this role for FY19 providing confidence in our ability to bring this important Alumni communication vehicle back to life. Importantly, the format of the newsletter will change, with shorter and more frequent stories, feeding into the Social Media strategy as well.



Building a Sustainable Model for ENLP

Moving towards a sustainable model for the ENLP included a number of key objectives for 2019, and will need continuous monitoring and fine-tuning, to ensure the ENLP keeps delivering on its objectives and sponsor expectations.

An important aspect is to lessen the dependence on the sponsors and be more self-sustainable, mainly through a better cost-covering participant fee structure.

Assessing where to save costs and setting up a legal entity (foundation) – foreseen for Q4 2018 – to receive other kinds of funding (e.g. donations) are also important objectives.

New ENLP Funding Model

1. Company Sponsorship

A new approach to sponsorship was developed and implemented in FY18 resulting in an improved financial position for ENLP and enabling the continuity of the 2018 Seminars. Introducing ‘Gold’ and ‘Friend’ categories creates a tiered approach which allows for flexibility when engaging potential new sponsors.

With the two newly recruited sponsors, the ENLP has now five sponsors: Danone, Nestle, DSM, Sabri Ulker, and PepsiCo. As yet no ENLP Friends have been recruited but we see this new category building.

Sponsor benefits

	ENLP FRIEND	ENLP GOLD SPONSOR
Use of ENLP Network (high-profile food & nutrition experts)	✓	✓
Participation as ENLP faculty member (observer, mentor, after-dinner speech)	✓	✓
Highest (Gold sponsor) / high (Friend) visibility	✓	✓
Reduced fee for attending ENLP seminar (higher discount for Gold sponsor)	✓	✓
Full representation at ENLP board (feedback on ENLP programme & strategy, case-study)		✓
Co-directorship of the seminar		✓
Priority candidate (priority if places are limited)		✓
2 candidates for free/year with 3-year commitment		✓

2. Seminar Costs

Like the sponsorship model, a new fee structure was developed and implemented in FY18. This new model, shown below, aims to have a contribution from the participants closer to the actual cost of the Seminars, still allowing for a more accessible fee for representatives from academia.



Overall, this creates a more viable and sustainable financial situation for the ENLP, with a lower dependence the sponsorship.

Adjusted seminar participant fees (€)

	A Academia, research organisations, public institutions, NPO/NGO, charity	B Industry Gold Sponsor (SMEs, self-employed)	C Industry ENLP Friend	D Industry Non-B or C
ENLP Essentials (7 days)	1,750	3,700	5,300	6,250
ENLP Advanced (3 days)	1,750	2,950	4,450	5,250



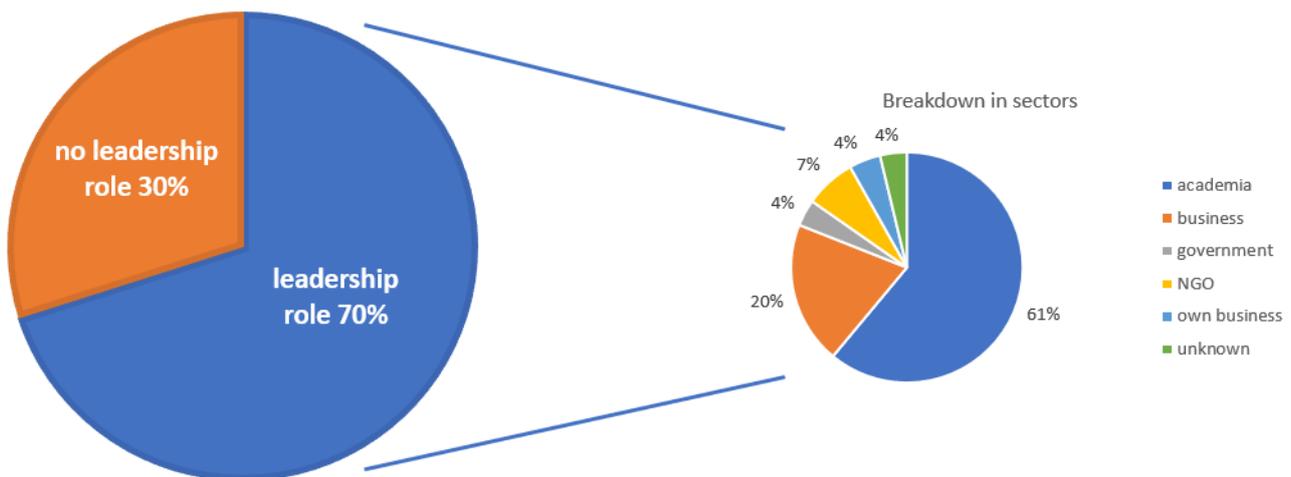
ENLP Impact

The ENLP is unique, the only one in its kind, training, inspiring and connecting (future) leaders in food and nutrition. Since 1994 there have been 24 ENLP Essentials and 8 Advanced Seminars; and the network currently counts 799 alumni, who are spread around Europe and beyond.

The impact of the ENLP, i.e. to what extent both the leadership Seminars and the active network contribute to one's personal and professional development, acceleration of careers, and fruitful/tangible collaborations and/or developments, is assessed by a number of indicators, including the proportion of ENLP alumni in leadership positions and more qualitative personal testimonies of alumni and sponsors.

Leadership Roles

ENLP generated data from 2018 shows that out of the alumni who participated in the ENLP Seminars 10+ years ago (n=421) **70% are in a leadership position**, of which 81% acquired that position after (on average 4.8 years) attending the ENLP Seminar.



Most alumni (61%) work in academia, followed by food industry (20%) and NGO (7%). Causality may be difficult to measure, but even in case of no causal relation between attending/being part of ENLP and obtaining a leadership role, it is clear that the ENLP successfully connects these food and nutrition leaders from different sectors.

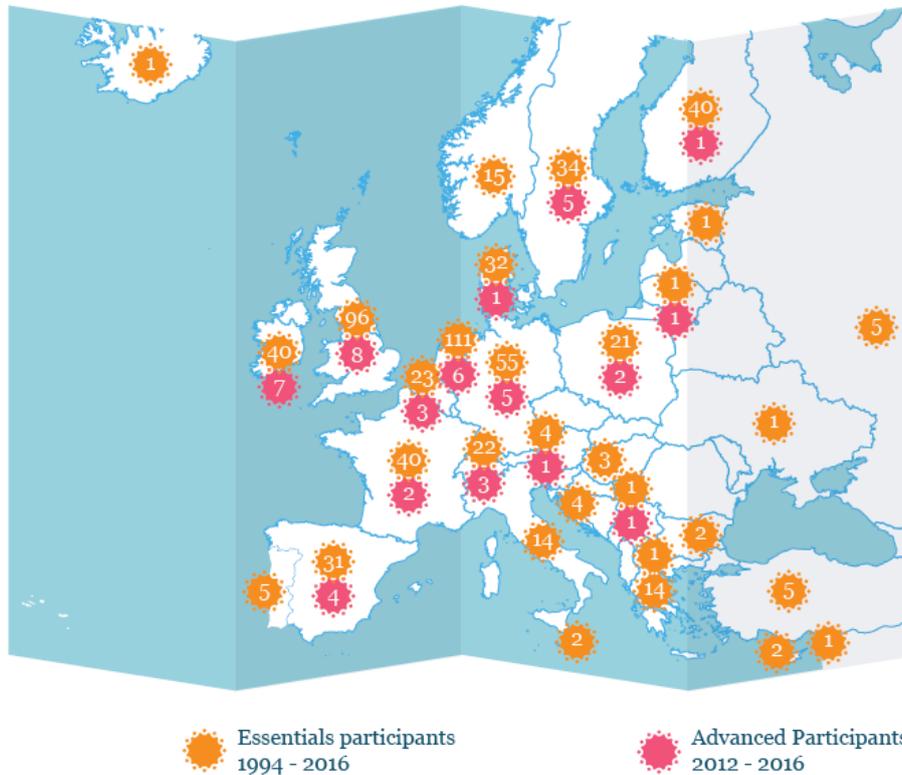
The Network

Data from 2016 shows that the ENLP network has a good geographical spread, although some countries – e.g. the Netherlands, UK, France, Germany and Spain – have higher numbers.

The network is mainly active through the **listserv mailing list on which vacancies, (scientific) events, requests for expertise/collaboration, and announcements of ENLP get-togethers at conferences** are being shared, with a frequency of ~4-6 times/month.



 PARTICIPANTS COME FROM ALL OVER EUROPE



Testimonials

ENLP Alumni

Antonis Vlassopoulos (Essentials 2014)



The 1-week Essentials training was a truly unique experience. I never thought that in such a short time I could learn so much about myself and change so many things in the way I work with others. ENLP took place in a moment of transition in my life, moving from academia to industry, but it has followed me through my career ever since. Through the network I identified almost all my training courses, I set up a couple of research collaborations, recruited new colleagues for the company I was working for and finally made a successful return to academia and Greece. There is nothing similar to it in Europe. The return on investment is high both in the short term (new skills) and in the long term (career progression and infrastructure resilience)



Alison Gallagher (Essentials, 1997; Advanced 2010)

I can safely say that being a part of ENLP has been one of the greatest pleasures of my career. I was fortunate to participate in the Essentials seminar in 1997 and I have remained involved with ENLP ever since. In addition to leadership training, as someone working in academia, the opportunity to connect and work with the ENLP alumni network is unique and does not exist elsewhere– this is what ENLP delivers. In 2018, I was honoured to be one of the Co-Directors of the Essentials seminar and I witnessed (again) first-hand how ENLP supports nutrition professionals in making a difference in their work through becoming more effective at managing non-scientific ‘soft-skill’ challenges, such as communication, interpersonal skills, leadership and strategic influence. To progress the major health issues facing us today, we need increased cross-disciplinary and multi-sectoral working and (future) leaders in food and nutrition need to work together across academia, food industry, public health, non-governmental and third sector organisations – ENLP grows these leaders!



ENLP Sponsors



Nicolas Gausserès, Global Nutrition Director at Danone

I feel that my company has a responsibility to contribute to identify and support future leaders in nutrition, it’s a long-term investment.

Begüm Mutus, General manager & Board Member at Sabri Ülker Research Foundation (Advanced 2017)

We all seek to communicate clearly and understandably such that all can benefit from the latest nutrition knowledge. The ENLP is just right for the future leaders in this field.

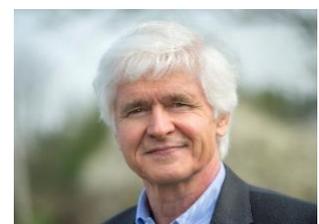


Undine Lehmann, Expert Scientist Nutrition at Nestlé Research (Advanced 2016)

This educational platform brings together academia, industry and other entities with different points of view to help developing future leaders in nutrition, embracing the bigger picture.

Peter Weber, Corporate Science Fellow at DSM

We really appreciate the leadership and networking platform that the ENLP provides to those early in their career within the nutrition field.





Other Measures of Impact

The wide interest and recognition of the ENLP is a measure of its impact and the extent to which it has established a unique and highly regarded position in leadership development for food and nutrition professionals.

An example is the upcoming presence at the European Federation of the Associations of Dietitians – EFAD – annual European conference in Rotterdam, where the ENLP will be one of the two pre-conference half-day workshops for dietitians.



📌 A taste of ENLP leadership



Dietitians are uniquely placed in the public health and clinical practice arena. They are trained to use the most up-to-date scientific research on food, health and disease to promote healthy lifestyles and healthy eating. They may, however, benefit from training on non-scientific skills such as leadership and strategic influence, to be empowered to become leaders in their fields and ensure a strong impact on nutrition and health.

Join the European Nutrition Leadership Platform for an interactive pre-conference workshop where you will learn more about emotional intelligence and different leadership styles and how you can become an effective leader. We look forward to seeing you there!

For more information, please contact raymond.gemen@eufic.org.

What's Next?

Establish:
New Legal
Entity
(Foundation)

Enhance:
Sponsor
Engagement
& Retention

Engagement:
Reinvigorate
Newsletter &
Blog

Excellence:
2019 Seminar
Programmes