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National Food Institute



The National Food Institute focuses on public health in relation to human nutrition, food safety, food technology, environment and health. Activities include the aspects of food products throughout the entire food chain, from primary agricultural production and industrial processing to preparation in the consumer's home and evaluating the impact on human health. The main disciplines are nutrition, chemistry, microbiology, technology, toxicology and epidemiology. Our activities include research, scientifically based risk assessments and advisory services to Danish and international authorities and industry. We monitor food consumption patterns and the national food safety situation, and provide diagnostic and analytical services mainly based on accredited and standardised analysis methods. We are part of the national food safety contingency plan and are the national reference laboratory for chemical and microbial food safety.

<http://www.food.dtu.dk/english>

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TNO



To apply scientific knowledge with the aim of strengthening the innovative power of industry and government.. TNO is an independent research organisation whose expertise and research make an important contribution to the competitiveness of companies and organisations, to the economy and to the quality of society as a whole. TNO's unique position is attributable to its versatility and capacity to integrate this knowledge.

[https://en.wikipedia.org/wiki/Netherlands_Organisation_for_Applied_Scientific Research](https://en.wikipedia.org/wiki/Netherlands_Organisation_for_Applied_Scientific_Research)

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INRA



The Institut national de la recherche agronomique National Institute of Agricultural Research) is a [French](#) public research institute dedicated to [agricultural science](#). It was founded in 1946 and is a [Public Scientific and Technical Research Establishment](#) under the joint authority of the Ministries of Research and Agriculture.

INRA leads projects of targeted research for a sustainable agriculture, a safeguarded environment and a healthy and high quality food. Based on the number of publications in agricultural sciences/crops and animal sciences, INRA is the first institute for agricultural research in Europe, and the second in the world. It belongs to the top 1% most cited research institutes.

<http://www.inra.fr/en/Scientists-Students>

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Institute for Risk Assessment



"Identify risks - Protect health" - this is the guiding principle for the work of the Federal Institute for Risk Assessment (BfR) in the field of consumer health protection. The Institute was set up in November 2002 to strengthen consumer health protection. It is the scientific agency of the Federal Republic of Germany which is responsible for preparing expert reports and opinions on food and feed safety as well as on the safety of substances and products. In this context, the Institute plays an important role in improving consumer protection and food safety.

BfR reports to the Federal Ministry of Food, Agriculture and Consumer Protection (BMELV). It enjoys independence in respect of its scientific assessments and research.

http://www.bfr.bund.de/en/the_federal_institute_for_risk_assessment_bfr_572.html

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INSERM



Founded in 1964, the French National Institute of Health and Medical Research (Inserm) is a public scientific and technological institute which operates under the joint authority of the French Ministry of Health and French Ministry of Research. As the only French public research institute to focus entirely on human health, in 2008 Inserm took on the responsibility for the strategic, scientific and operational coordination of biomedical research.

Lastly, Inserm plays a leading role in creating the European Research Area and boosts its standing abroad through close partnerships (teams and partner laboratories abroad).

<http://english.inserm.fr/>

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Food Standards Agency



The Food Standards Agency is an independent Government department set up by an Act of Parliament in 2000 to protect the public's health and consumer interests in relation to food.

The Food Standards Agency is concerned with the whole food industry – from farming, food production and distribution, to retail and catering. It addresses food safety issues at every stage of the chain, providing information and guidance on best practice and legal requirements.

<http://www.food.gov.uk/>

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Food Safety Authority



The principal function of the Food Safety Authority of Ireland (FSAI) is to take all reasonable steps to ensure that food produced, distributed or marketed in the State meets the highest standards of food safety and hygiene reasonably available. The FSAI aims to ensure that food complies with legal requirements, or where appropriate with recognised codes of good practice.

<https://www.fsai.ie/>

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AGES



The Austrian Agency for Health and Food Safety (AGES) is responsible for several tasks in regard to nutrition for the Austrian government. The organization researches, analyzes and performs inspections according to the policy guidelines of Austrian Food Laws. The agency requires veterinary inspections and dedicates itself to the prevention and control of infectious diseases in the population.

<http://www.ages.at/en/healthy-life-for-humans-animals-and-plants/>

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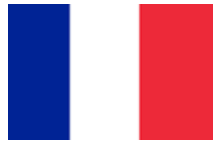
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ANSES



The French Agency for Food, Environmental and Occupational Health & Safety (ANSES) was created on 1 July 2010. It is an administrative public establishment accountable to the French Ministries of Health, Agriculture, the Environment, Labour and Consumer Affairs.

Anses is involved in all stages of the food chain and assess the health risks of primary production to the consumer's plate. The Agency shall assess the risks and nutritional benefits of foods and their components, the sanitary quality of water intended for human consumption, keeps track of eating habits and contributes to the development objectives and public health recommendations. It also develops diagnostic methods, conducts research, and conducts scientific risk assessment expertise on products, processes and / or practices. Finally, it ensures the missions of surveillance and vigilance in the field of nutrition.

<https://www.anses.fr/en/content/presentation-anses>

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FAO



The Food and Agriculture Organization of the United Nations (FAO; is an agency of the United Nations that leads international efforts to defeat hunger. Serving both developed and developing countries, FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy. FAO is also a source of knowledge and information, and helps developing countries and countries in transition modernize and improve agriculture, forestry and fisheries practices, ensuring good nutrition and food security for all. Its Latin motto, fiat panis, translates as "let there be bread". As of 8 August 2013, FAO has 194 member states, along with the European Union (a "member organization"), and the Faroe Islands and Tokelau, which are associate members.[1]X

<http://www.fao.org/home/en/>

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AAAS



American association for the advance of Science

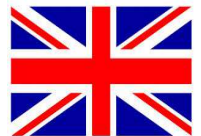
The AAAS seeks to "advance science, engineering, and innovation throughout the world for the benefit of all people." To fulfill this mission, the AAAS Board has set the following broad goals:

- Enhance communication among scientists, engineers, and the public;
- Promote and defend the integrity of science and its use;
- Strengthen support for the science and technology enterprise;
- Provide a voice for science on societal issues;
- Promote the responsible use of science in public policy;
- Strengthen and diversify the science and technology workforce;
- Foster education in science and technology for everyone;
- Increase public engagement with science and technology; and
- Advance international cooperation in science.

<http://www.aaas.org/>

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DEFRA



UK Department for Environment Food & Rural Affairs

"We are the UK government department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy. Our broad remit means we play a major role in people's day-to-day life, from the food we eat, and the air we breathe, to the water we drink. "

<https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs>

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EURINFLUENCE

Our goal: advise you, accompany you to reveal and develop your influence among your stakeholders

We are a consulting firm in influence strategy.

Our activities :

- **Audit:** analysis and diagnosis of existing and prospective situation and context, assessing issues,
- **Monitoring:** Collection and processing of information to help make decisions
- **Strategic development and formalization of tools:** modeling the positions of opinion leaders, mapping of the relevant actors
- **Implementation favoring relations and contacts:** a dialogue (formal or informal) with decision-making centers in the interests of service. (elected officials, administrations, businesses, unions, professional associations, scientists, academics etc.).

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ANSM



French National Agency for Medicine and health product safety

To support innovation in the field of medicines and health products and to ensure this innovation is readily accessible to patients in controlled and safe conditions, the ANSM authorised almost 1,800 clinical trials, granted 33 cohort Temporary Authorisations for Use (ATU in French) and developed the first 3 Temporary Recommendations for Use (RTU in French) in 2014. As part of national and European mutual recognition or decentralised procedures, 576 Marketing Authorisations (MAs) and over 6300 MA variations were authorised in France by the ANSM.

the ANSM makes a number of decisions (batch withdrawals, injunctions, MA suspensions, site closures, etc.) to guarantee the quality of products marketed in France and acted as a driving force with its European counterparts when the risks identified concerned medicines present in several countries.

[http://ansm.sante.fr/L-ANSM2/Une-agence-d-expertise/L-ANSM-agence-d-evaluation-d-expertise-et-de-decision/\(offset\)/0](http://ansm.sante.fr/L-ANSM2/Une-agence-d-expertise/L-ANSM-agence-d-evaluation-d-expertise-et-de-decision/(offset)/0)

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EFSA

ANS Working Group B Food Additives and Nutrient Sources



The Panel on Food Additives and Nutrient Sources Added to Food (ANS) evaluates the safety of chemical substances added to food and consumer exposure to them. The Panel's work mainly concerns substances evaluated by EFSA before their use can be authorised in the EU.

ANS Panel Members are scientists from across Europe with expertise

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EFSA

ANS Working Group A Food Additives and Nutrient Sources



The Panel on Food Additives and Nutrient Sources Added to Food (ANS) evaluates the safety of chemical substances added to food and consumer exposure to them. The Panel's work mainly concerns substances evaluated by EFSA before their use can be authorised in the EU.

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EFSA Panel Working Group B

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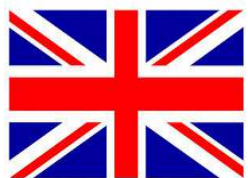
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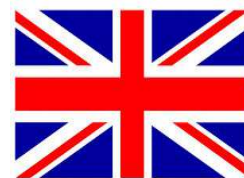
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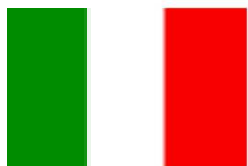
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 Working Group A & Working Group B

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 EFSA Panel Working Group A

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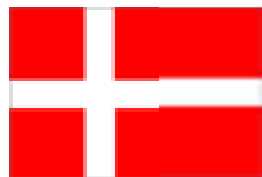


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National Health Council
Working Group on Botanicals
EFSA Panel Working Group B

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Stakeholder Theory and concepts ACTOR

An actor is **an individual** or **a group** within an organization and to a given situation of uncertainty, has a position to defend a role, the **need to mobilize external energies** or to **establish links** with other actors

Conscious or not

Real or potential

Economy Philosophy Ideology...

Adapted from Crozier M & Friedberg E- *Actors and Systems* (Chicago: University of Chicago Press, 1980).

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Stakeholder Theory and concepts OBJECT

The object of the stake is **a situation, a fact, an activity** that may **interact** with an individual, community, group or organization **directly or indirectly**

A formulation without links with actor & bet.

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Stakeholder Theory and concepts BET (Wager)

The bet (amount wagered) is a part or characteristic of the resources of the actor engaged in a subsystem and is exposed to the vagaries of the subsystem.

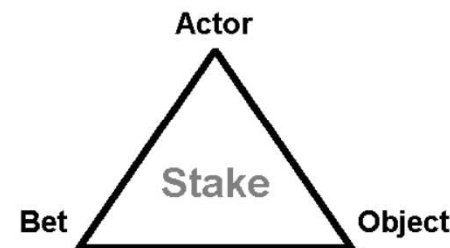
That's what the actor can hope or fear to win or lose because of commitment or not of its resources in a situation.

The stakes are more or less clear and conscious. they explain in part the behavior of individuals

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Stakeholder Theory and concepts STAKE



A stake is a combination of 3 components, It is a way to express the potential risk or gain for one actor involved in a situation of uncertainty,

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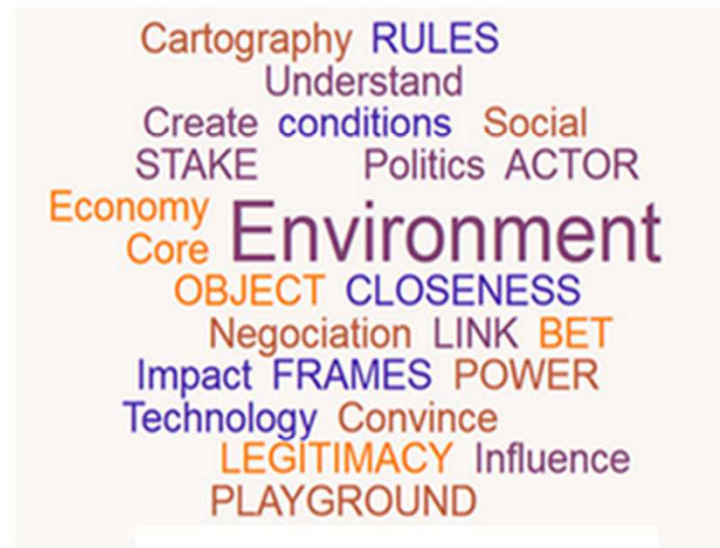
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Stakeholder Theory and concepts

PROXIMITY

The Proximity is the distance between the actors.
Sociology recognizes four types of proximity:

- **Cognitive** - sharing a vision of the situation
- **Organizational**- affiliation with a community
- **Spatial**- geographical distance
- **Temporal** -sharing a common era

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Stakeholder Theory and concepts

POWER

Power is the faculty or ability to have, to do or to receive. It can be assessed through the nature of its resources and through consequences:

- **The field**: the area in which control is exercised,
- **The subjects**: the elements upon which power is exercised
Means: power is expressed through actions or information.
- The **impact** is the consequence of exercising power on the "subjects".

3 potential consequences : Creation, modification, elimination or eradication.

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Stakeholder Theory and concepts

GROUND

They are real or virtual fields in which the actors position their stakes, their forces in order to modify their resources.

Economy Philosophy Geopolitics

.....

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Stakeholder Theory and concepts

Link		a link between ... and...
		in interaction with ...
Action		... is acting on
Control		... is controlled at least partially by....
Membership		is the property of at least partially....

*Cartography rules **

* Influence & Systems - Frezal B and J-C, Leininger-Frezal C, Mathia T.G and Mory B- A Provisional Introduction to the Theory of Influence and Manipulation – Ed L'interdisciplinaire Sep 2011211 p

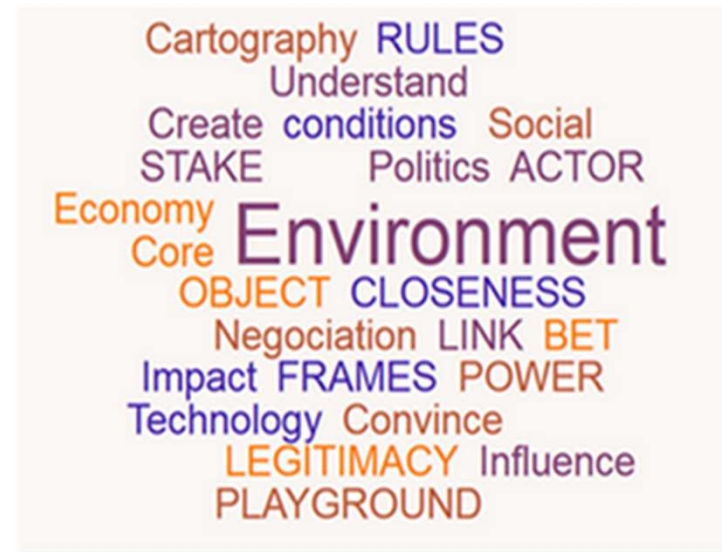
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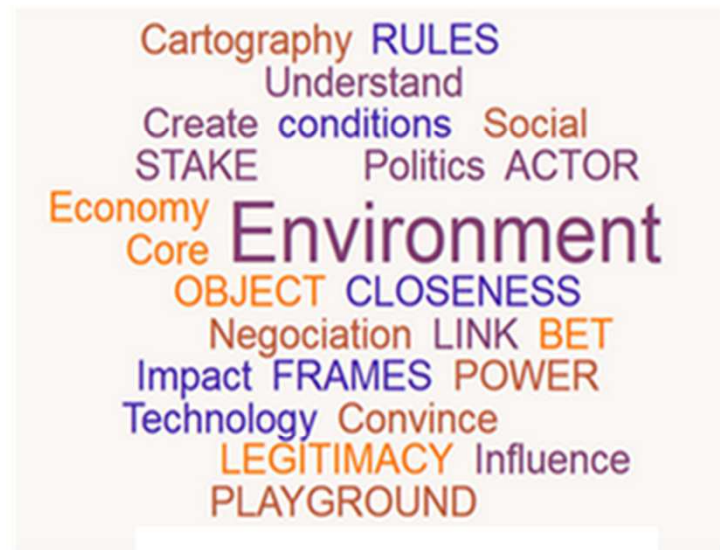
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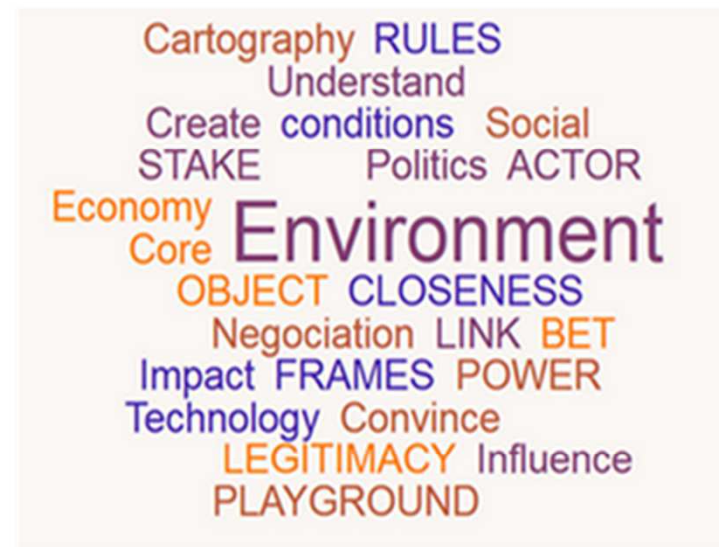
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Stakeholder Theory and concepts

Actors potential roles

- The **player** is interested in the bet.
- The **spectator** is interested in the game.
- **The arbitrator** is interested in respect for the rules.
- The **indifferent individual** is not involved in the game, but could become involved at a later time.

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Stakeholder Theory and concepts

Power consequences

Nature of power	Knowing	Owing
Impact of power		
Create or Kill	Power of nuisance	Power of life or death
Modification	Power of Influence	Power of Modification

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Stakeholder Theory and concepts

LEGITIMACY

Assessing legitimacy consists of defining the elements/actors connections in the recognition of legitimacy, and analyzing the reason for such recognition:

- The **institutional legitimacy** (law, regulating
- The **legitimacy of use** (a habit ...).
- The **delegated legitimacy** (political parties ..etc
- The **built legitimacy** (to change the law .. etc.).

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Stakeholder Theory and concepts

COMMITMENT

Only acts commit us. We therefore are not incurred by our ideas or our feelings, but by our acts. The **commitment** is the link between an individual and his actions. It is a phenomenon of adherence of the action to the acting person. We only are engaged by acts and decisions we have taken **with a feeling of freedom**, the only condition which can create the effects of commitment.

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Energizing drink

An energy drink is a type of beverage containing stimulant drugs, chiefly caffeine, which is marketed as providing mental and physical stimulation. After problems on the French market Red Bull did not get market approval in France at once. This market approval was challenged in the European Court of Justice and consequently lifted. Norway did not allow Red Bull for a time, although this restriction has recently been relaxed. Today, the new version of Red Bull is legal but in Norway, France and UK with a reduced quantity of B-vitamin and a warning against its consumption by children and pregnant women

by JC & B Frezal



FRANCE



CIFRE : Boost your performance by recruiting a PhD student

The CIFRE process has been initiated by the French Ministry of Higher Education and Research and run by the ANRT (National Agency for Technological Research). The CIFRE programme is a partnership between a French company, a laboratory and a graduate.

For over 30 years, the device CIFRE - Industrial Agreements for Training through research - subsidizes any company under French law that hires a doctoral student to place at the heart of a research collaboration with a public laboratory. The work will result in the defense of a thesis in three years.

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HORIZON 2020 Framework for SME's



Medium-sized Enterprises that are EU-based or established in a country associated to Horizon 2020 can now get EU funding and support for innovation projects .

- Business innovation grants for feasibility assessment purposes
- Business innovation grants for innovation development & demonstration purposes
- Free-of-charge business coaching
- Access to a wide range of innovation support services and facilitated access to risk finance

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Food Drink Europe professional union of beverages manufacturer



The Board of Directors is composed of 17 Directors, all of whom are CEOs of food and drink companies, including four from SMEs. FoodDrinkEurope coordinates the work of more than 700 experts through its Committees and Expert Groups around four themes: food and consumer policy (food safety and science, nutrition and health), environmental sustainability and competitiveness.

Through these Committees and Expert Groups, Europe's food and drink manufacturers contribute to FoodDrinkEurope positions on key issues

<http://www.fooddrinkeurope.eu/about-us/index/>

by JC & B Frezal

