



A New Conversation About Food

Creating a new narrative to
build trust



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FOOD INTEGRITYSM

NOPA

NATIONAL OILSEED
PROCESSORS ASSOCIATION

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Today's Objectives

- How did trust in ag and food become compromised?
- What we've learned about building trust
- Now what? How do we start a new conversation?



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A grayscale photograph of a man and a woman sitting at a table, looking at a laptop screen together. The man is on the left, wearing glasses and a striped shirt. The woman is on the right, wearing a patterned top. The background is blurred, showing what appears to be an outdoor setting with trees and a fence. The text is overlaid in the center of the image.

**How did trust in ag and
food
become compromised?**

Today's Food System

Safer

More available

More affordable

Consumers are more skeptical and concerned.



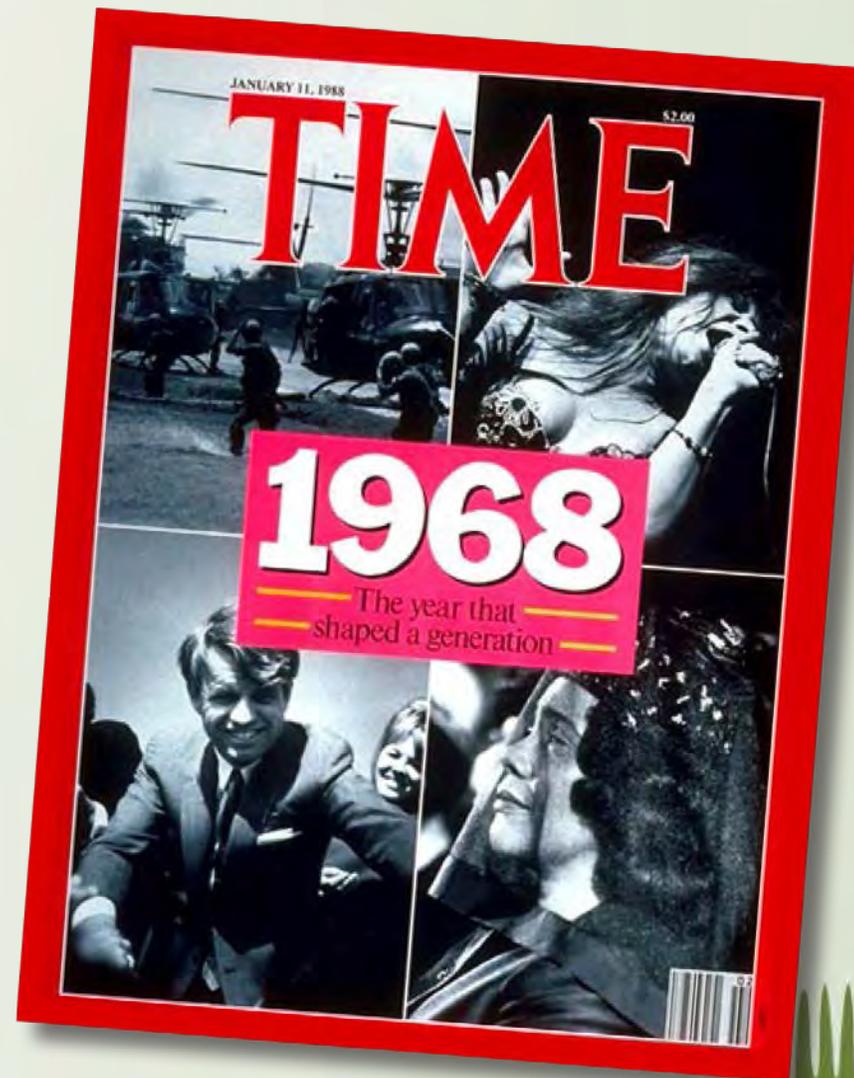
How did that happen?



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1968

THE YEAR THAT
SHAPED A
GENERATION.



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50 Years of Violations of Public Trust



IRAN CONTRA - 1986



THREE MILE ISLAND - 1979



EXXON VALDEZ - 1989



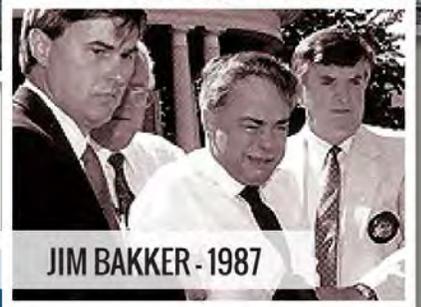
CLINTON SCANDAL - 1998



ENRON - 2000



JIMMY SWAGGERT - 1988



JIM BAKKER - 1987

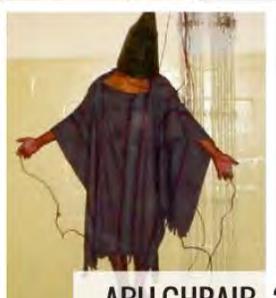
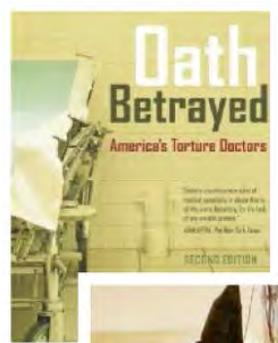


ARTHUR ANDERSEN - 2002



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50 Years of Violations of Public Trust



ARIEH HOCHMAN - 2008



JOHN EDWARDS - 2008



TIGER WOODS - 2009

LEHMAN BROTHERS BANKRUPTCY - 2008



March 14, 2008 12:02 P.M. ET

Bear Stearns bailout

J.P. Morgan and N.Y. Fed provide funds to strapped Wall St. broker



ELIOT SPITZER - 2008

“ MORTGAGE FRAUD FLOURISHED IN AN ENVIRONMENT OF COLLAPSING LENDING STANDARDS AMID LAX REGULATION. - FINANCIAL CRISIS INQUIRY COMMISSION



BP'S HAYWARD APOLOGIZES: "I'D LIKE MY LIFE BACK"

BP OIL SPILL - 2010



PENN STATE - 2011



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The Decline of Trust

The frequency and visibility of
violations of public trust

have been consistent enough to breed
public skepticism

about whether government, businesses and other institutions
are

worthy of trust.



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Consolidation, Integration and Industrialization



Then vs. Now

THEN

--Authority is granted primarily by office

--Broad social consensus driven by white males

--Communication was formal, indirect (mass communication)

--Progress is inevitable

--“Big” is respected

NOW

--Authority is granted primarily by relationship

--No single social consensus, great diversity, many voices

--Communication is informal, direct (masses of communicators)

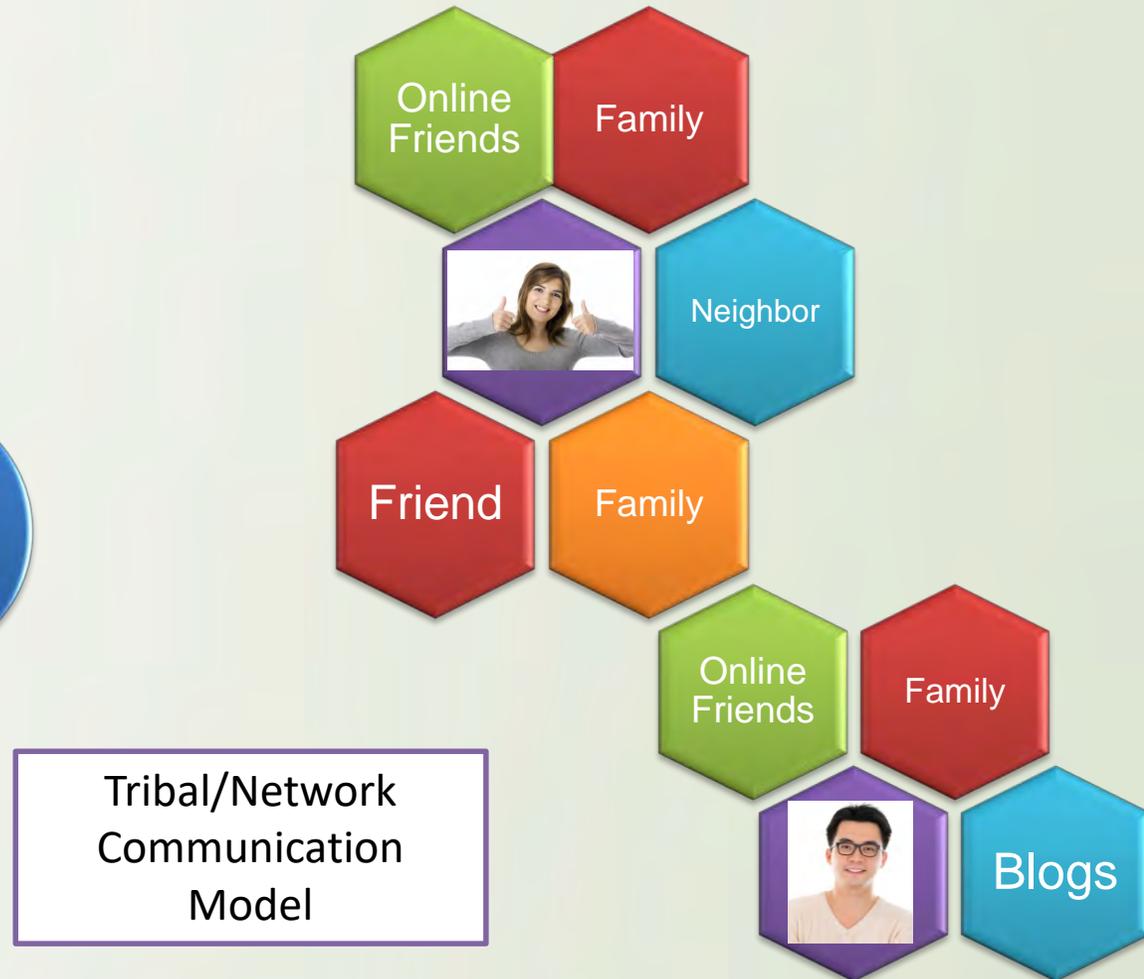
--Progress is possible

--“Big” is bad



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Traditional Communications are Less Effective Today



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The “Mom Tribe” Consumer Panel

What information sources have you used to come to your conclusions that GMOs are dangerous?

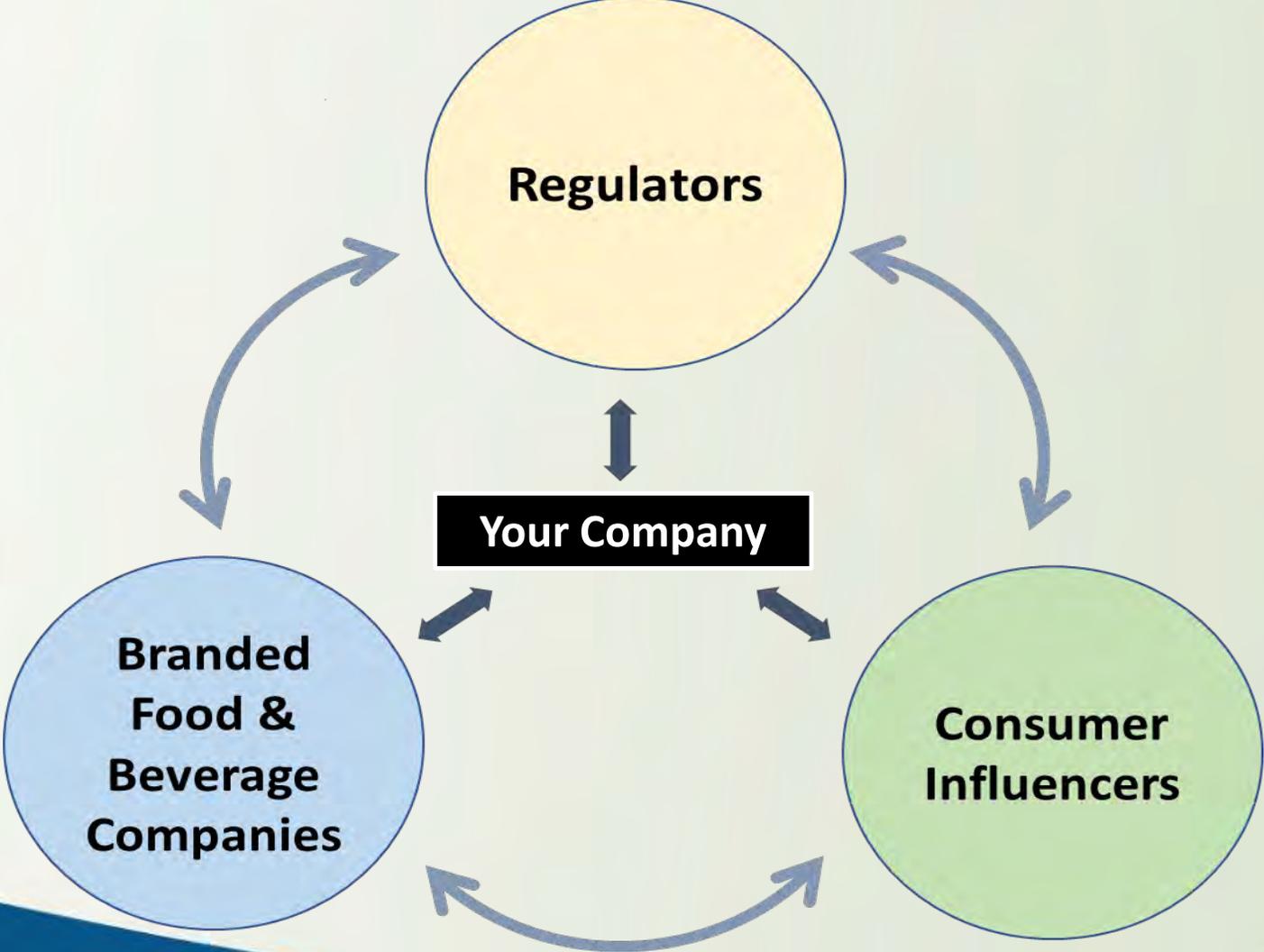


Heidi: “I’m part of a moms group. When there is a big consensus, I think ‘there’s something here.’ You don’t need doctors or scientists confirming it when you have hundreds of moms.”



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Cycle of Continuous Influence



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Consumer Trust Research Highlights



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What we've learned
about building trust



Trust Model (Sapp/Look East)

SOCIAL LICENSE



FREEDOM TO OPERATE

Trust research was published in the
December 2009 *Journal of Rural Sociology*



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Social License

- The privilege of operating with minimal formal restrictions based on maintaining public trust.
- Public trust is based on a belief that your activities are consistent with social expectations and the values of your stakeholders.



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The Social License To Operate

Social License

Flexible
Responsive
Lower Cost

Guided by...

- Ethics
- Values
- Expectations
- Self regulation



Tipping
Point



Single triggering event
or cumulative impact

Social Control

Rigid
Bureaucratic
Higher Cost

Guided by...

- Regulation
- Legislation
- Litigation
- Compliance



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Social License Challenge: Biotechnology

DANNON COMMITS TO TRANSPARENCY
AND NON-GMO FEED FOR ALL ITS COWS



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Social License Challenge: Public Health



HARVARD

SCHOOL OF PUBLIC HEALTH

Powerful ideas for a healthier world

Eating Red, Processed Meat Raises Your Risk of Early Death



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Social License Challenge: Animal Welfare, Environment



Walmart Pork Supplier Allegedly Caught Abusing Pigs In Graphic Undercover Video



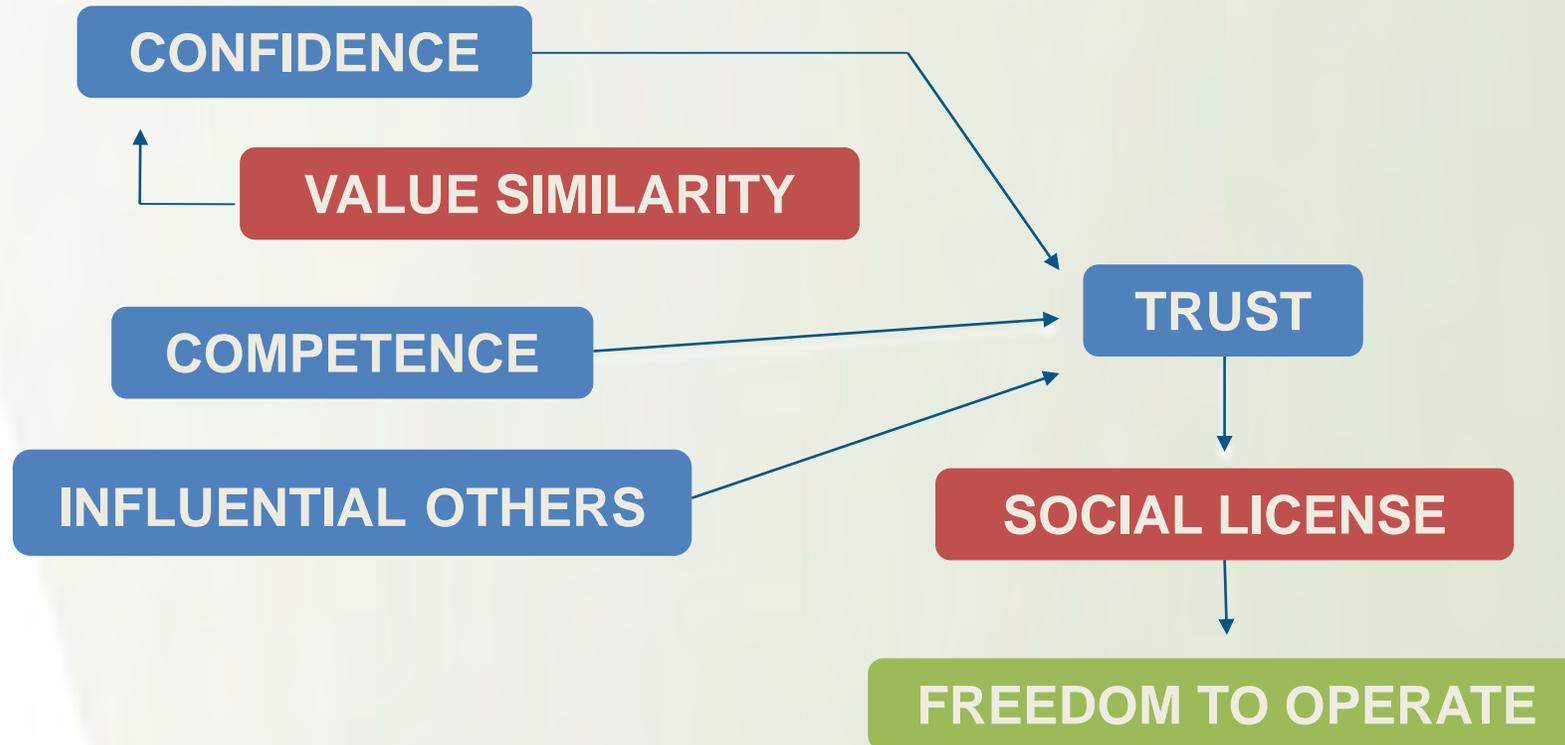
INTERNATIONAL BUSINESS TIMES

When Pigs Fly: Drone Captures Rarely Seen Images of NC Pig Farms





Trust Model (Sapp/Look East)

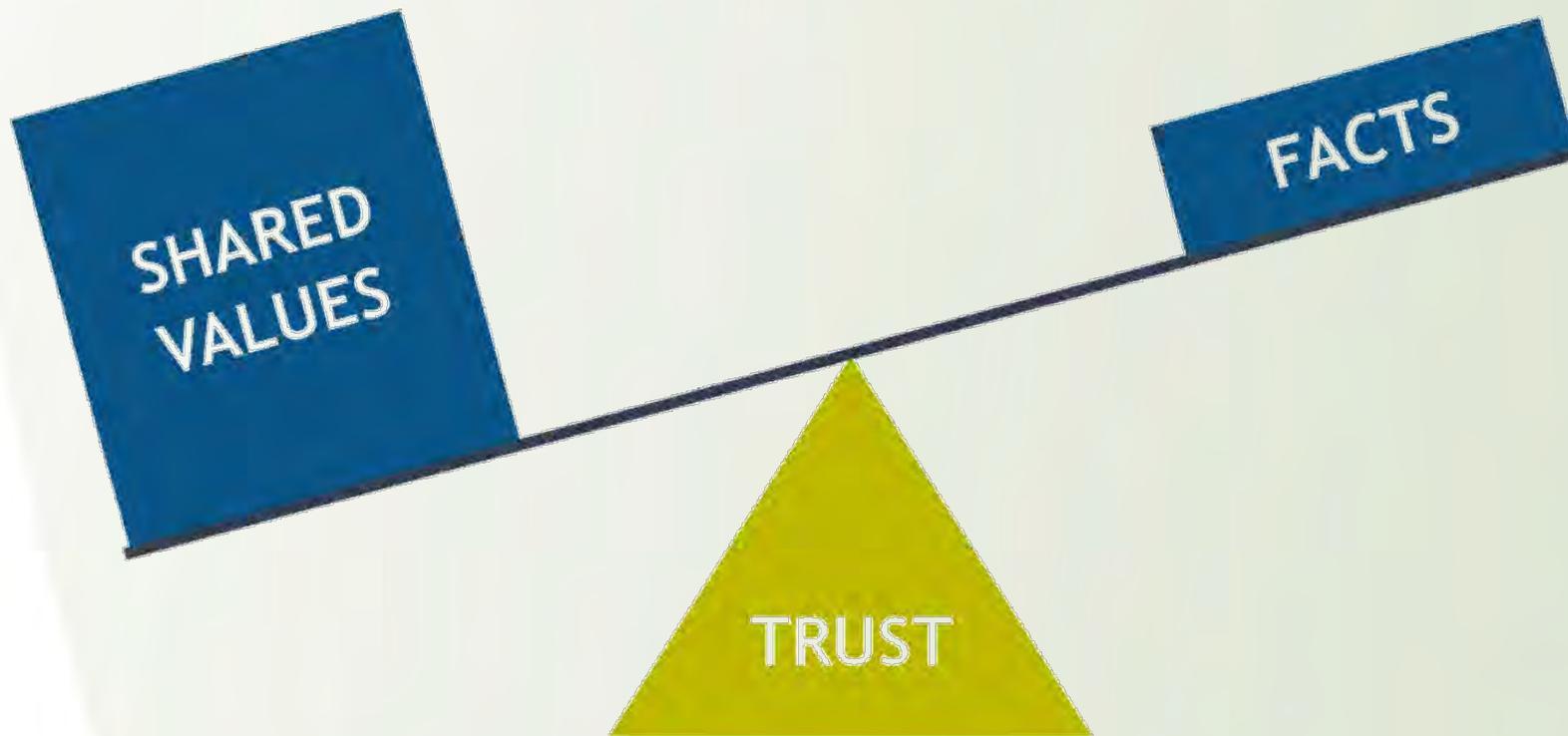


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What Drives Consumer Trust?



Shared values are 3-5x more important to building trust than sharing facts or demonstrating technical skills/expertise



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**“No one cares how much you know,
until they know how much you care.”**

- Theodore Roosevelt

Sustainable Balance



Knowledge



Knowledge



**Feelings
Belief**



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Historical Approach: Science and Economics



Research/science proves
it's ok to do this...



It improves productivity,
efficiency...



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Answering the Wrong Question

Science Question



Ethical Question



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Don't abandon science and facts



Lead with Shared Values
to Build Trust

A New Conversation About Technology

OLD

- Biotechnology helps increase yield, improving efficiency
- Disease-resistant GMO crops increase profitability for farmers
- Biotechnology helps U.S. farmers feed a growing world
- Biotechnology helps scientists keep pace with constantly evolving microbes

NEW

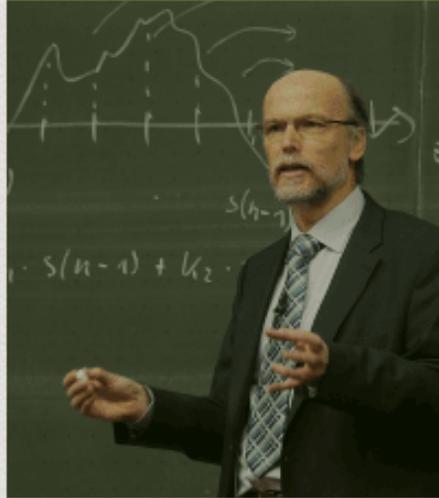
- Apples that don't brown and potatoes that don't bruise reduce waste
- Modifying plants to consume less water helps conserve natural resources
- Canola oil with Omega-3 will be healthier, and alleviate pressure to harvest wild fish
- Pigs that are resistant to one of the deadliest, incurable swine diseases, will suffer less and fewer will die



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Scientific



Philosopher



Follower



Wishful Thinker



Existentialist



Connecting with Consumers in a Post-Truth Tribal World? Starting a New Conversation

Download Research Summary at FoodIntegrity.org

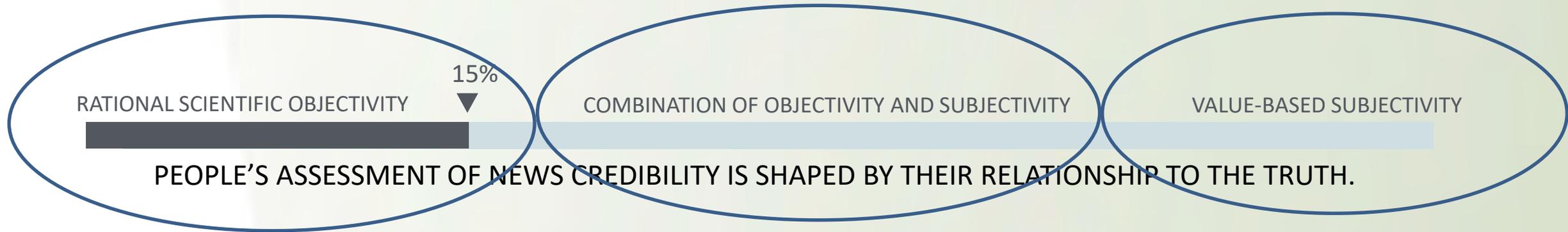


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The Belief Spectrum



On the left of the spectrum are people who understand truth as objective: a knowable fact that can be best observed through the scientific method.

On the right of the spectrum are people for whom 'truth' is subjectively determined (regardless of whether they realize it). For them, what makes information credible is more about what "feels true for me" based on deeply held beliefs.

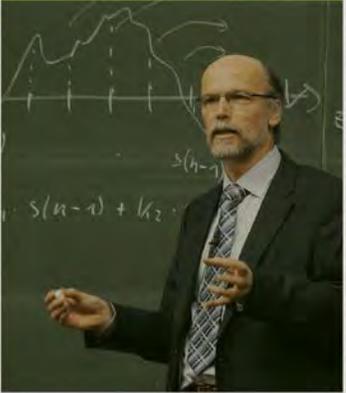
In the middle are people for whom truth is both objectively and subjectively determined. These consumers are often confused by the amount and the often contradictory nature of information, so they seek guidance from others to determine credibility.



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Food news is symbolic of...

Scientific



Complexity:
They love it, because they know nothing is simple or black and white.

Philosopher



Ethical rationality:
Seeing rational arguments in ethics, and what they consider being morally right – their opinion positions them on the “right” side of morality.

Follower



Confusion: It causes stress and anxiety and threatens one’s sense of being and self.

Wishful Thinker



Underlying aspirations: It confirms their dreams and hopes, and makes an objective seem attainable – e.g. Ongoing happiness.

Existentialist



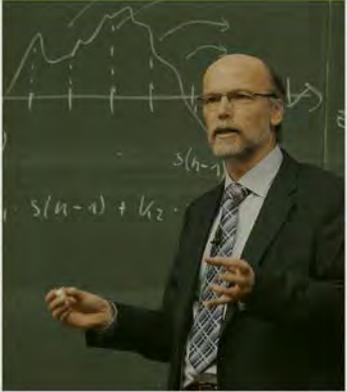
The ideological battlefield: It either prepares them when it confirms their ideas, or threatens them when it opposes.



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What makes food information credible?

Scientific



Scientific evidence, reasoned argument, complex discussion, citation of scientific studies, tentative conclusions.

Philosopher



Broadly held social and ethical opinions along with citations of scientific studies, discussion of environmental, social and/or political context of the study or findings, acknowledgment of bias or shortcomings, independence (from food/agriculture lobbies).

Follower



Simple and clear messages, authoritative and official looking, actionable recommendations, personal or personified (i.e.: they can connect to the person giving the information).

Wishful Thinker



Big and promising claims and answers to problems, personal testimony, connection to spirituality, challenges to the status quo. News that plays on their fear or worries is also effective.

Existentialist

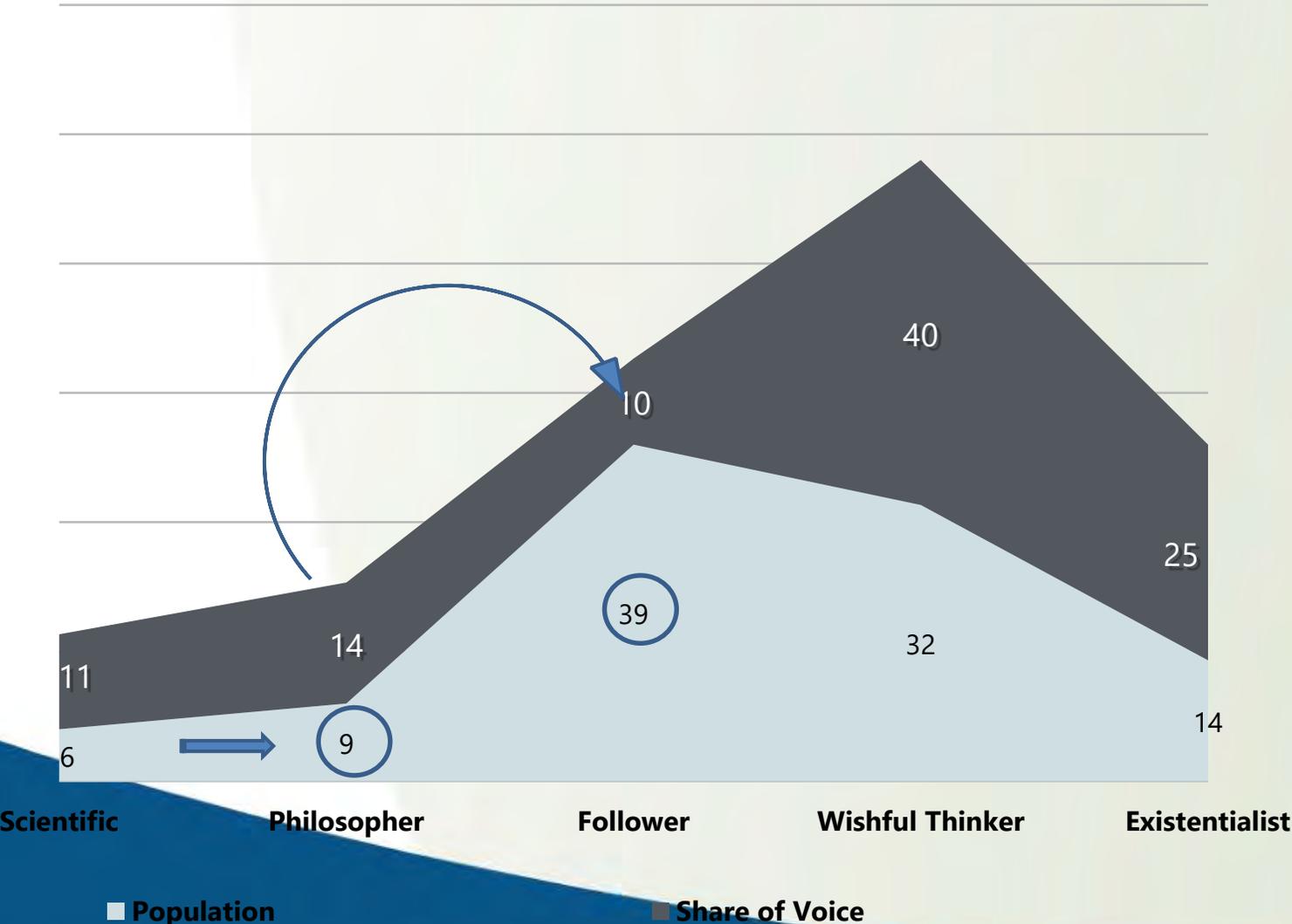


Information that validates their existing preconceptions about food, health, as well as the broader social/ political landscape. News and information (often from niche sites) that is shared by their virtual communities of like-minded people.



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Influence



Scientifics are the technical information pioneers in food news. They drive the standard of scientific claims that others evaluate. They are technical pioneers, but not the culture creators. Their lack of clarity and inability to simplify conversations limits their influence to Philosophers.

Philosophers represent the culture creator in the category.



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Chasm Analysis

How the culture of food news and information is changing.

Ideology \longrightarrow Vulnerability

SCIENTIFIC PHILOSOPHER FOLLOWER

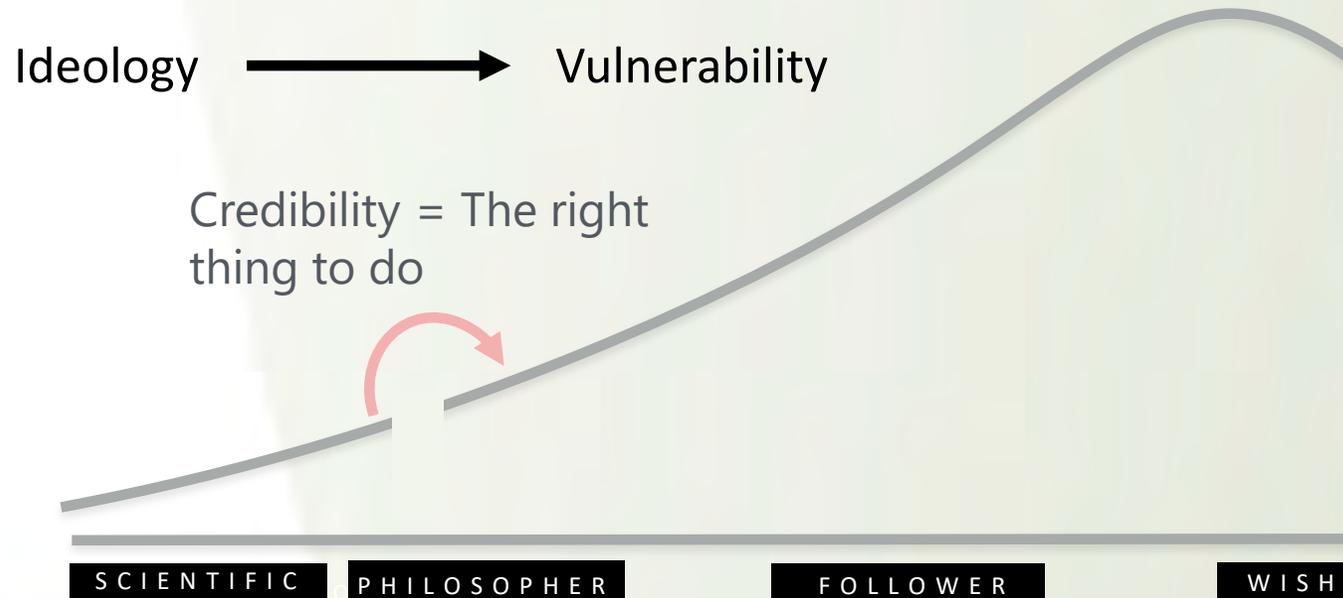
The Scientific is the ideological one in the context of food news credibility. They take a dogmatic approach to deducing knowledge from information – outcomes are complicated, and often lie in grey zones. This isn't relatable to mainstream consumers like the Followers, who are already feeling overwhelmed and anxious about the amount and complexity of information and news around food.



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Chasm Analysis

How the culture of food news and information is changing.



Philosophers assess evidence through a simple, clear ethical lens. This influences the Follower.

Followers fear doing the wrong thing, and jeopardizing the health of their families. They look towards Philosophers, and other Followers, for advice that's simple to understand, and that *feels* right – because it's ethically or morally the right thing to do.



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Strategic Opportunities

- **Inputs: Guide Our Strategy**

- Four factors that make our information relatable to the Follower.

1. Knowing that the source is knowledgeable yet “I can understand them.”
2. They clearly tell me what I should do, given my life’s situation.
3. They themselves have similar responsibilities (family, community, maybe the environment).
4. Their guidance just *feels* like the right thing to do – is ethically and/or morally sound advice.



Follower



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Strategic Opportunities

- **Inputs: Guide Our Strategy**

- Approach: Ethical rationality.
- Opportunity to leverage other parents, farmers, wives and husbands to deliver ethically rational arguments.

(Academics who are relatable have the advantage of credible expertise – not a company or trade association – and the ability to connect.)

Follower



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Strategic Opportunities

- **Outputs: What We Deliver**
 - Simple and easy to understand.
 - Visualizable arguments.
 - How-to or what-to-do.

Most important: You're giving Followers the comfort of knowing that they are doing the right thing.

Permission to believe



Followers



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Three-Step Formula for Evolving Beliefs

1. The messenger needs to be an expert Followers trust.

(Relatability = shared values + competency)

2. The message should be unambiguous and deliver a simple solution.

3. The message should address a specific vulnerability of the Follower. Followers fear they will miss something or do the wrong thing, thereby jeopardizing the health of their families or themselves.



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Tools for a New Conversation

learnmore@foodintegrity.org



Coalition for
Responsible Gene
Editing
in Agriculture



A Clear View of Transparency

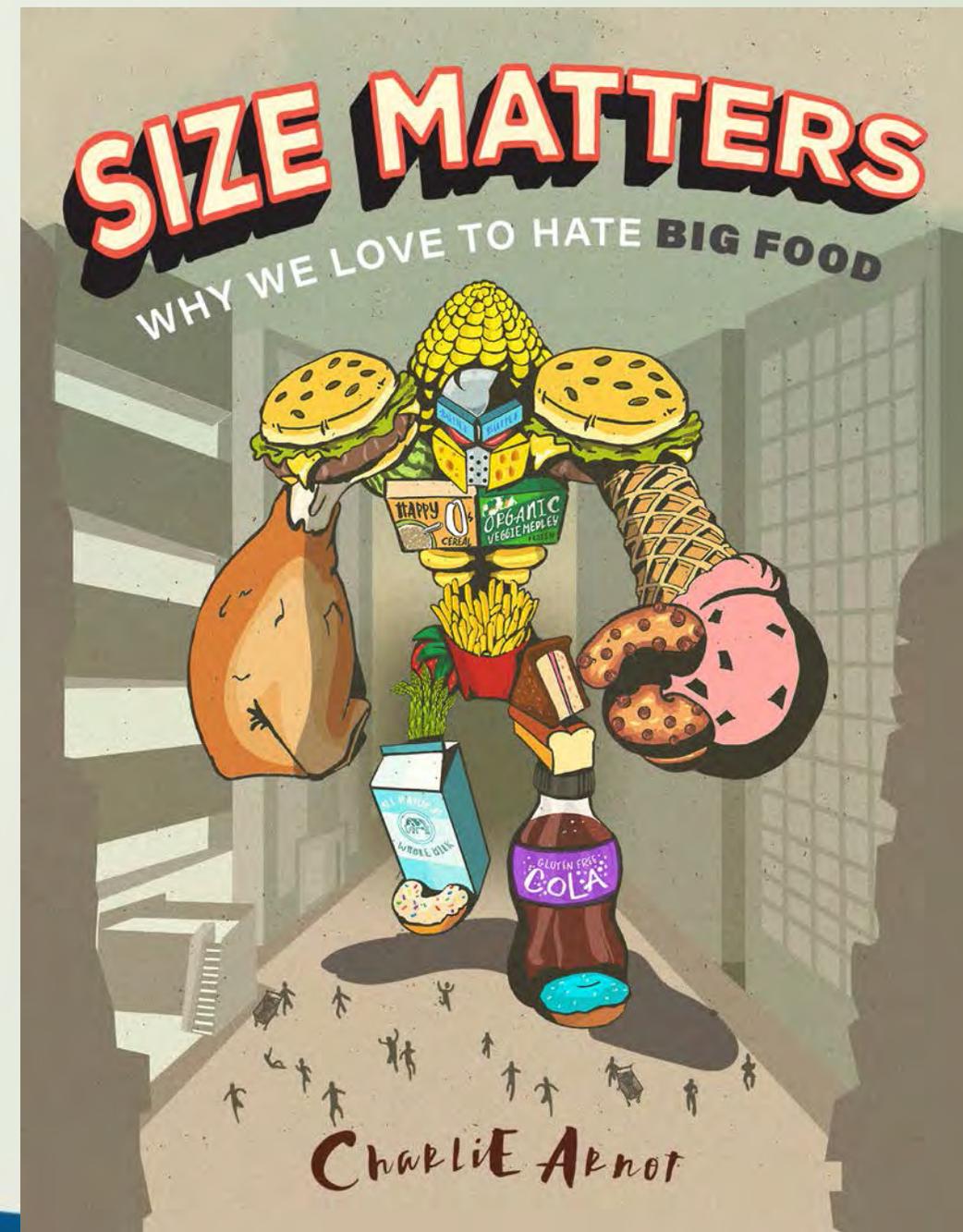


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Shameless Self-Promotion

Despite food being safer, more affordable and more available than at any time in human history, consumers are increasingly skeptical and critical of today's food system. In *Size Matters*, Charlie Arnot provides thought provoking insight into how the food system lost consumer trust, what can be done to restore it, and the remarkable changes taking place on farms and in food companies, supermarkets and restaurants every day as technology and consumer demand drive radical change.

Print and digital editions available later this spring





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