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Earning Your Social License in the Age of Radical Transparency and Unbridled Social Media

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Today's Topics

- How did we get here?
- Ethics, values and science
- Trust building transparency



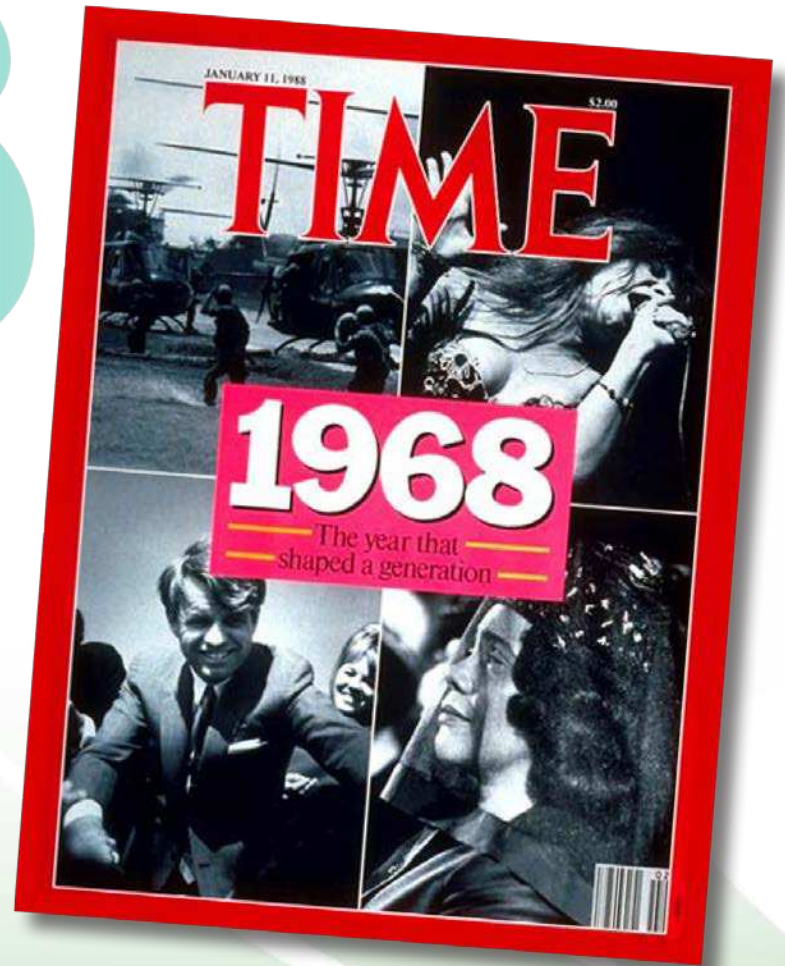
Today's Food System

- Today food is:
 - Safer
 - More available
 - More affordable
- And yet the very systems that created the safest, most abundant, most affordable food in history are challenged every day.
- How did that happen?

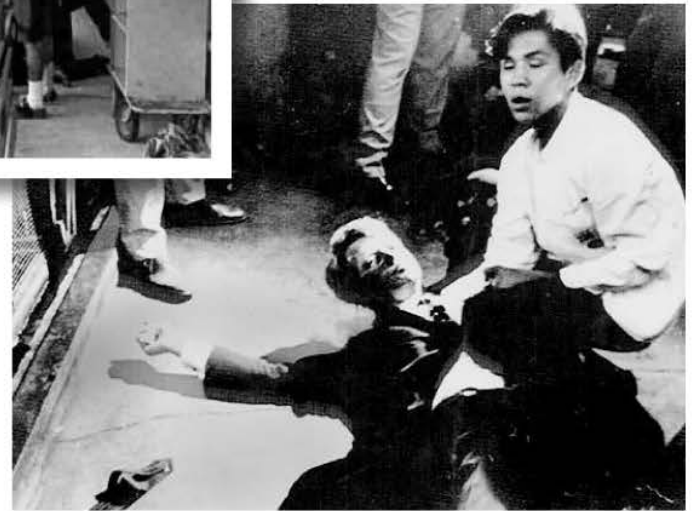


1968

THE YEAR THAT
SHAPED A
GENERATION.



1968 Events



1968 Democratic Convention



THE HAYMARKET September 5-10, 1968

THE BATTLE OF CHICAGO



Vietnam



Christmas Eve 1968 –

Greetings from Lunar Orbit



1970 - Kent State



4 Students Killed in Demonstration

UI Boycott
Schedu'd
Wednesday

National Guardsmen Fire
On Kent State Protesters



'He's Dead!'
A dead student as a classroom line that had down on the campus of Kent State University, Kent, Ohio, followed. Guardsmen fired into a crowd of demonstrators on the fourth day of protests at the campus. Four persons were killed. See news photos on page 1.

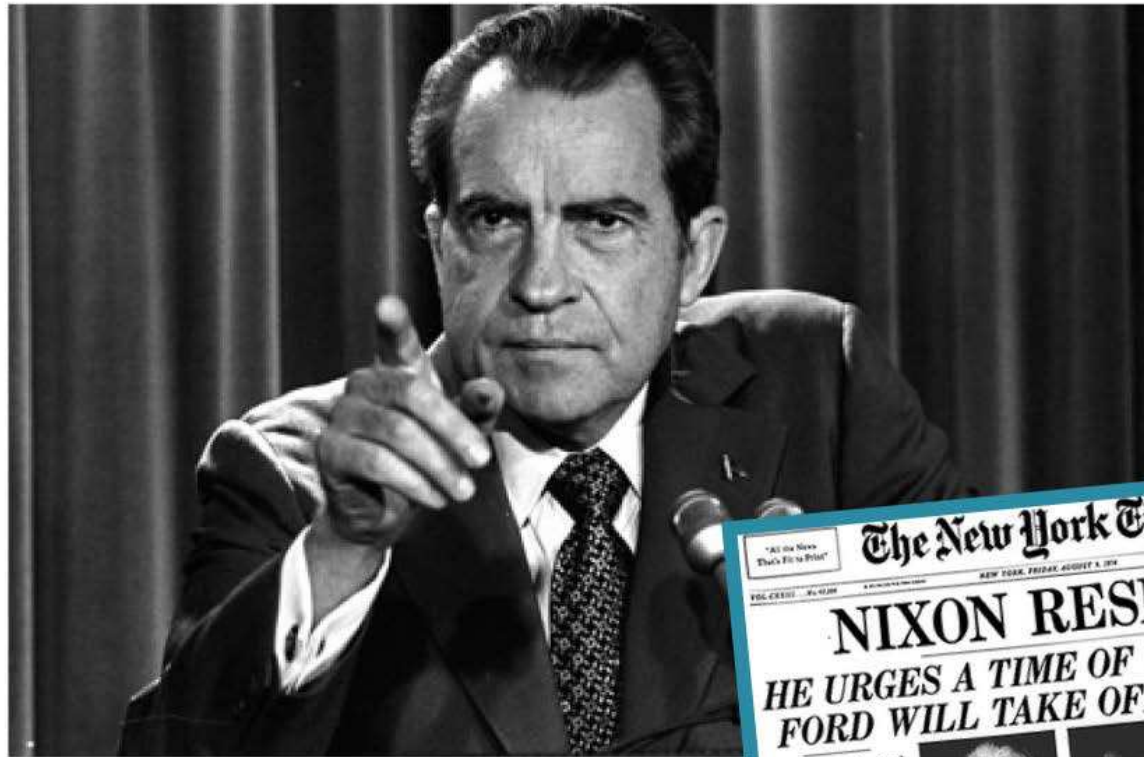
KENT, Ohio (AP) — Four students in a crowd pelting National Guardsmen with bricks and rocks were shot to death at Kent State University Monday when the troops opened fire during an antiwar demonstration. Two of the dead were men, two were women.

Only Kent State's 12,000 students and 10,000 faculty and staff were in a building when the shooting began. The guardsmen fired into the crowd from a line of 100 troops. The shooting was the first time since the Vietnam War that the U.S. military had fired on a crowd of civilians.

The Daily Iowan
Serving the University of Iowa and the People of Iowa City



1972 – Watergate Break-In



'70s-'80s Events



IRAN CONTRA - 1986

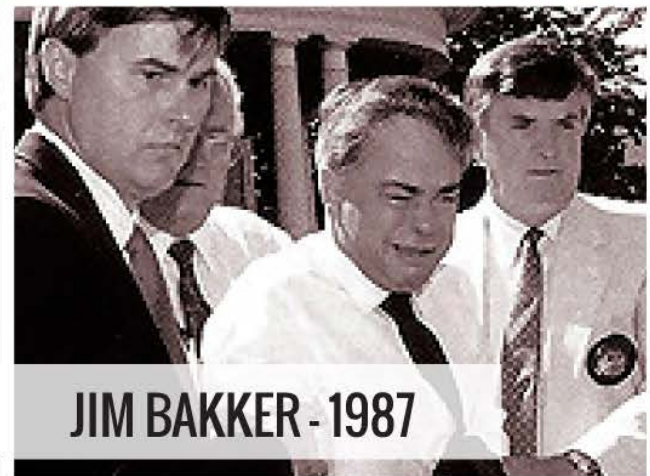
THREE MILE ISLAND - 1979



EXXON VALDEZ - 1989



JIMMY SWAGGERT - 1988



JIM BAKKER - 1987



'90s – 2000s Events

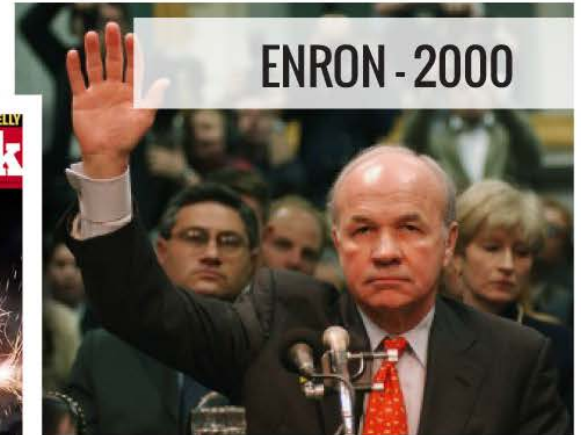
The Columbus Dispatch Clinton impeached



CLINTON SCANDAL - 1998



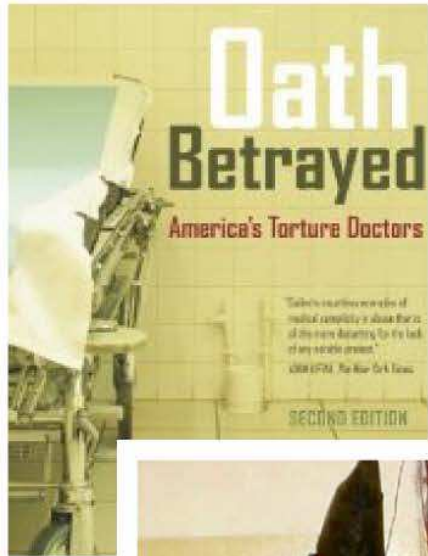
ENRON - 2000



ARTHUR ANDERSEN - 2002



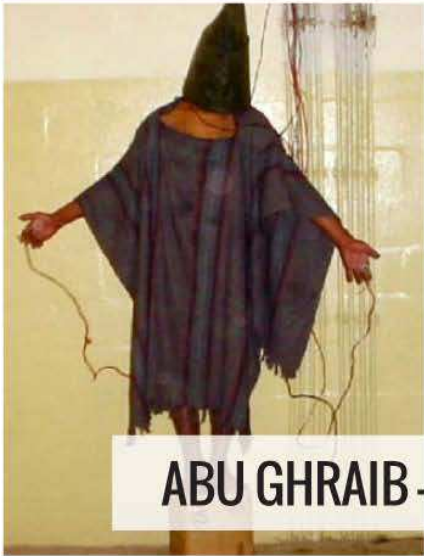
2000s - Events



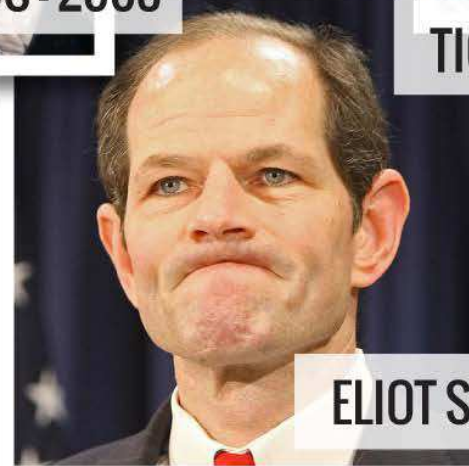
JOHN EDWARDS - 2008



TIGER WOODS - 2009



ABU GHRAIB - 2004



ELIOT SPITZER - 2008



Subprime Mortgage Crisis

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

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



2000s – More Events



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

BP OIL SPILL - 2010



PENN STATE - 2011



Food is personal...



We need it for survival



Food is personal...



We feed it to our children



Food is personal...



It's part of our culture/celebrations



Consolidation, Integration and Industrialization



Significant Social Shifts:

THEN

- ▶ Authority is granted by office
- ▶ Broad social consensus driven by WASP males
- ▶ Communication is formal, indirect (mass communication)
- ▶ Progress is inevitable

NOW

- ▶ Authority is granted by relationship
- ▶ No single social consensus, great diversity, many voices
- ▶ Communication is informal, direct (masses of communicators)
- ▶ Progress is possible



Trust in Today's Food System



Right Direction/Wrong Track

42% **34%**

Right Direction

27% **28%**

Unsure

30% **38%**

Wrong Track

Early Adopters

36%

believe the
food system is
on the wrong
track

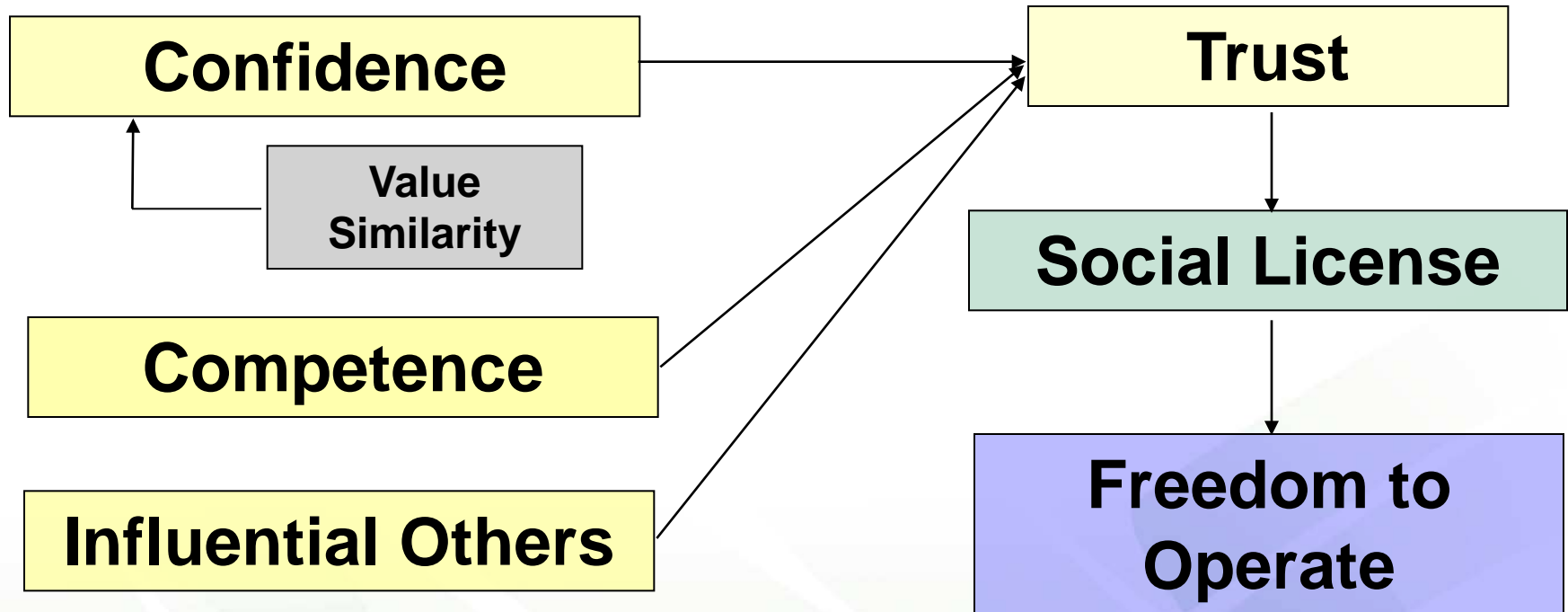


48%
Right
Direction

32%
Wrong
Track



Earning and Maintaining Social License (Sapp/CMA)



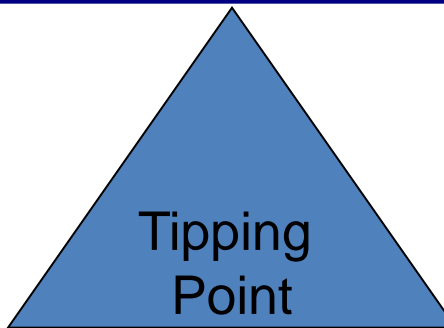
Trust research was published in December, 2009 – *Journal of Rural Sociology*

The Social License To Operate

**Flexible
Responsive
Lower Cost**

Social License

- Ethics
- Values
- Expectations
- Self regulation



Single triggering event
Cumulative impact

**Rigid
Bureaucratic
Higher Cost**

Social Control

- Regulation
- Legislation
- Litigation
- Compliance



Growing Challenges: Climate Change

SCIENTIFIC
AMERICAN™



How Meat Contributes to Global Warming

Producing beef for the table has a surprising environmental cost: it releases prodigious amounts of heat-trapping greenhouse gases

Thursday 4 September 2014

If you really care about climate change you'll stop eating burgers

If we don't alter the way we eat and farm, the food industry will cause an environmental disaster

To Avoid Global Warming, Stop Eating Meat and Cheese



Fredrik Hedenus is an assistant professor at Chalmers University of Technology, Sweden. He is a co-author, with [Stefan Wirsenius](#) and [Daniel Johansson](#), of a [study](#) on meat and dairy consumption in the journal "Climate Change."

APRIL 1, 2014



Daily **Mail**.com

Eating meat is causing 'dangerous climate change', claim scientists

Growing Challenges: Public Health

AJC.com

Are meat and dairy as unhealthy
as cigarettes?



Debunking The Milk Myth:
Why Milk Is Bad For You And
Your Bones

MARK
HYMAN, MD
EIGHT-TIME *The New York Times* BEST SELLING AUTHOR

Dairy: 6 Reasons You Should Avoid It at all Costs



AUTHORITY NUTRITION
— An Evidence-Based Approach —

Is Dairy Bad For You, or Good? The Milky, Cheesy Truth

Growing Challenges: Public Health



HARVARD

SCHOOL OF PUBLIC HEALTH

Powerful ideas for a healthier world

Eating Red, Processed Meat Raises Your Risk of Early Death



Growing Challenges: Animal Welfare



Growing Challenges: Video Investigations



Walmart Pork Supplier Allegedly Caught Abusing Pigs In Graphic Undercover Video

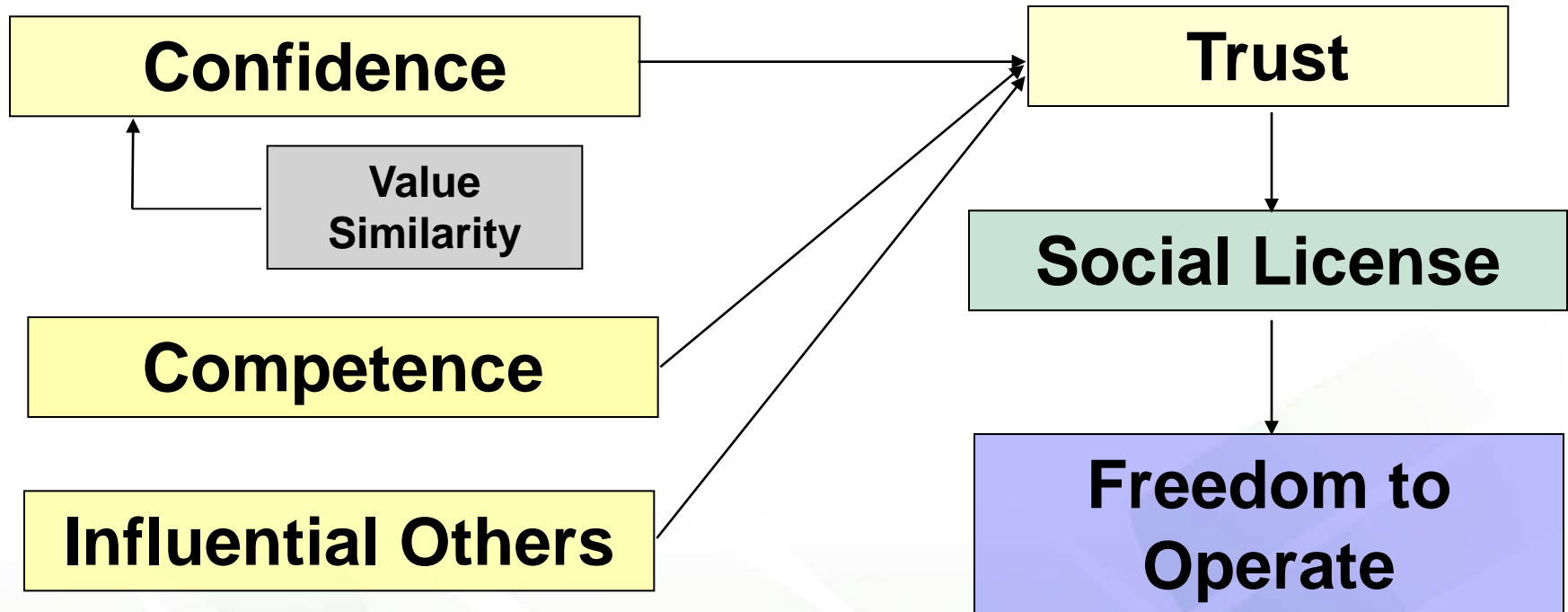


INTERNATIONAL BUSINESS TIMES

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

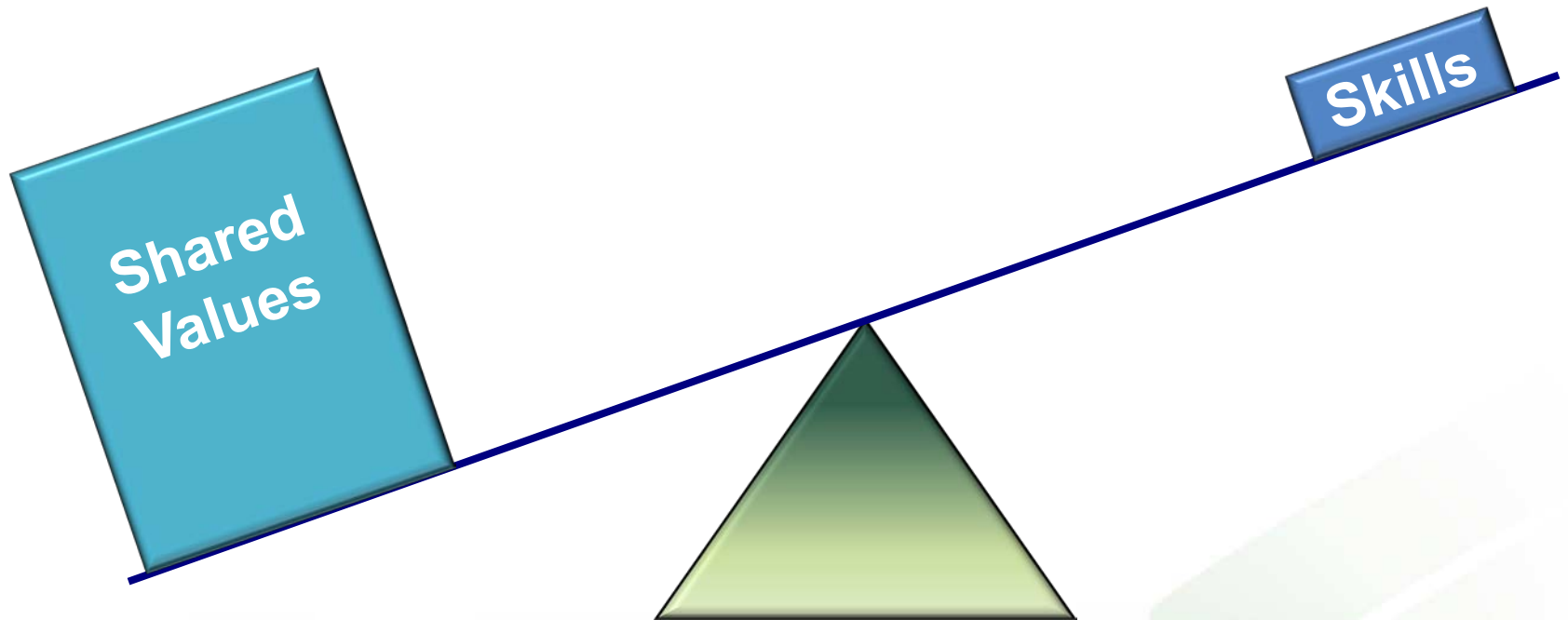


Earning and Maintaining Social License (Sapp/CMA)



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

What Drives Consumer Trust?



Shared values are 3-5X more important in building trust than demonstrating competence



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Kohlberg's Moral Hierarchy

Three Levels – Six Stages

1. Pre- Conventional
 - Direct impact on me
2. Conventional
 - Societal expectations
3. Post-Conventional
 - Principle driven



Lawrence Kohlberg, 1927 - 1987



Kohlberg's Moral Hierarchy

**Post
Conventional**
Principle driven

**Universal ethical
principle orientation**

**We have an ethical obligation
to people, animals and the
planet to farm responsibly
and keep food safe**

**Social contract
orientation**

Conventional
Societal
expectations

**The “law & order”
orientation**

**We comply with all
environmental and food safety
laws and regulations**

**The “good boy / nice
girl” orientation**

Pre-Conventional
Direct impact on
me

**Personal rewards
orientation**

**We take care of the land and
animals because that
maximizes productivity and ROI**

Punishment-Obedience



Kohlberg's Moral Hierarchy

**Post
Conventional**
Principle driven

Universal ethical
principle orientation

NGOs

Social contract
orientation

Conventional
Societal
expectations

The “law & order”
orientation

The “good boy / nice
girl” orientation

Pre-Conventional
Direct impact on
me

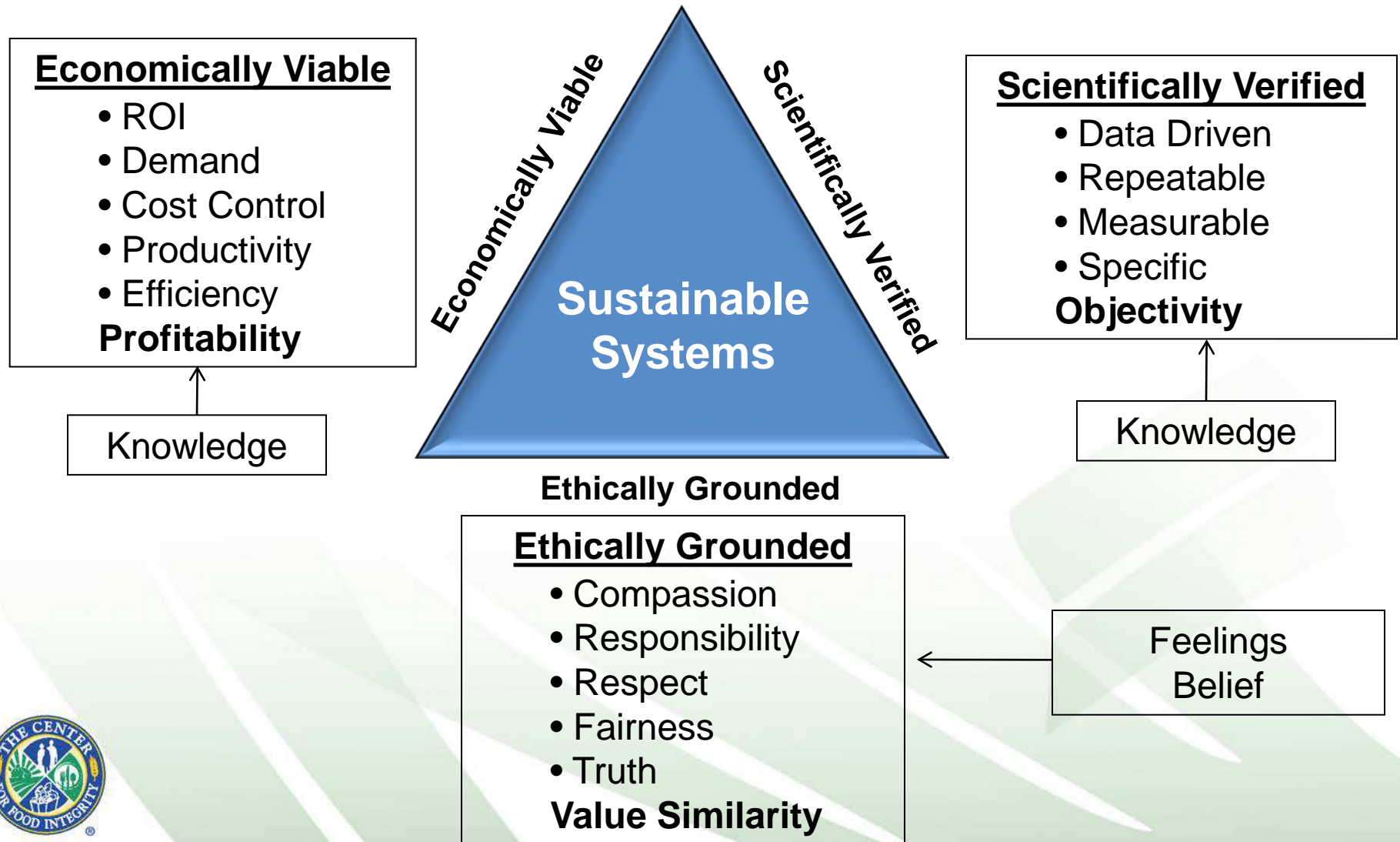
Personal rewards
orientation

Business

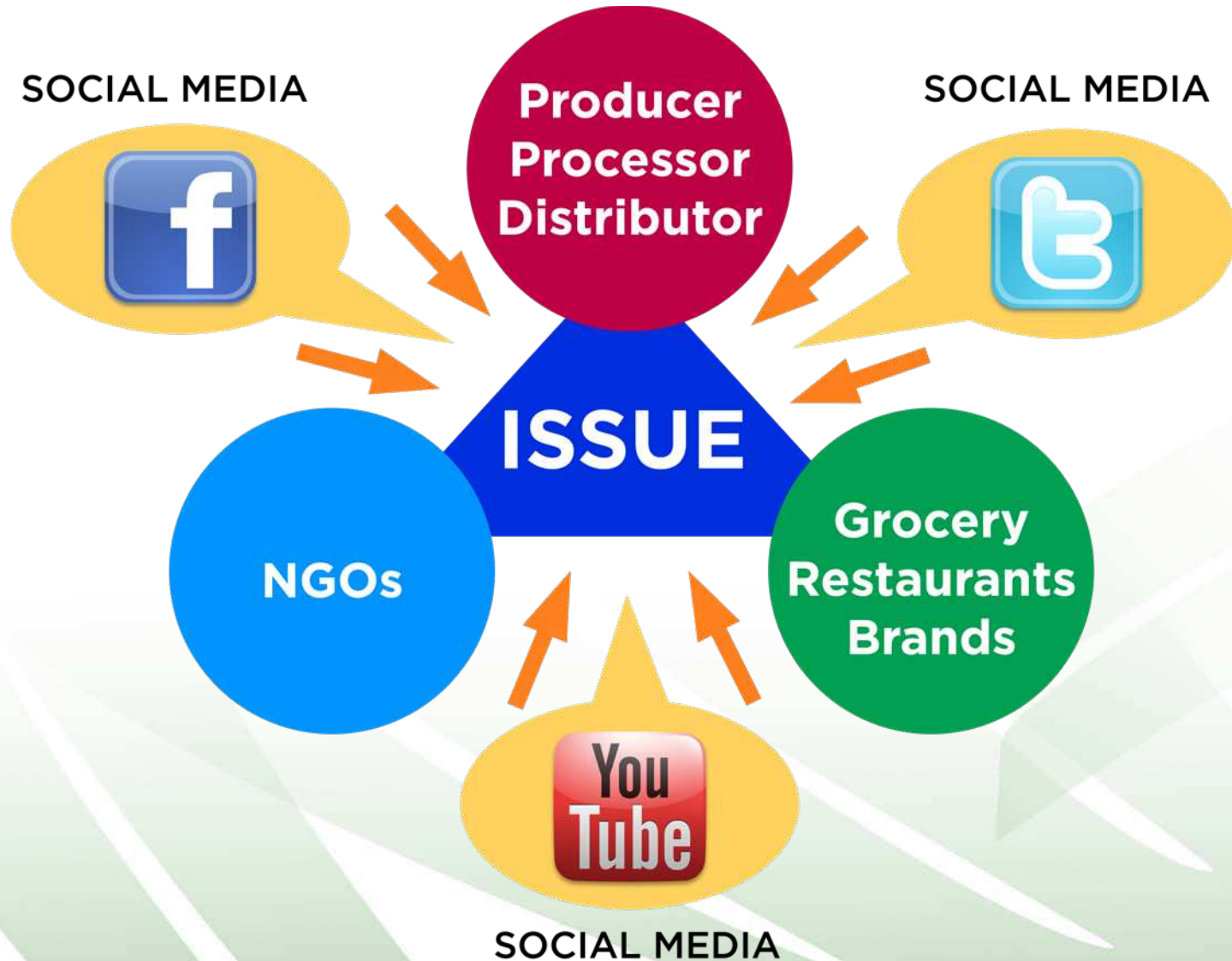
Punishment-Obedience



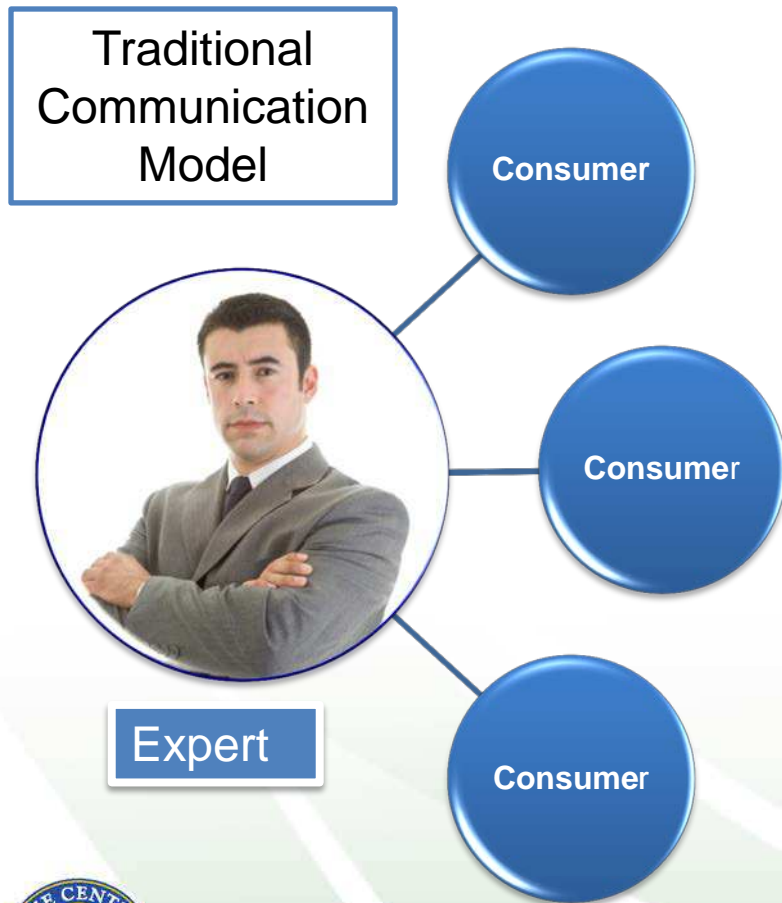
Sustainable Balance



Radically Transparent Environment



Traditional Communication Model is Less Effective in Today's Environment



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.”



Tribal Shunning



Lisa: “I think mom guilt is a huge factor. If someone is telling you something is dangerous, for example fructose, and you hear the message more than once you owe it to yourself to research it or quit consuming it. I can’t keep giving my kids fructose if there’s a potential problem. We have to do our best job.”



Food Babe

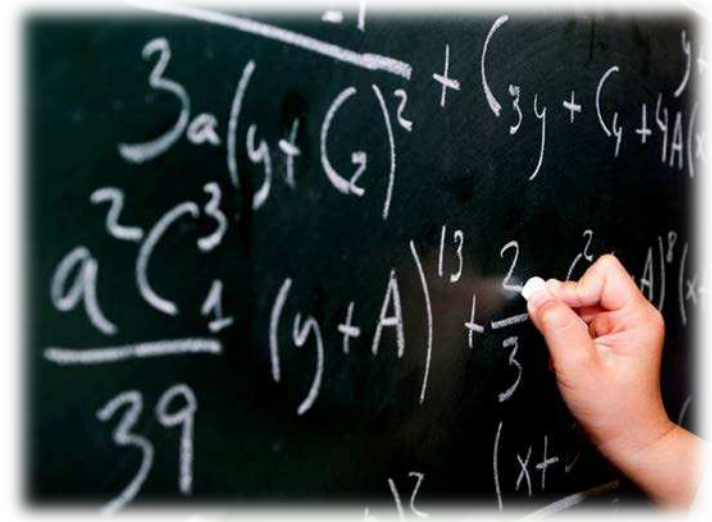


"I am just a regular everyday person like you. Don't let anyone ever tell you, you have to be a nutritionist or scientist to figure this out. We all have the ability to change our bodies, our health and the world once we find out what's really in our food."



We are All Exposed to Complex Issues We're Not Qualified to Evaluate

- We make decisions and process information based on bounded rationality (our access to information, our cognitive ability to understand the information and the time we allocate to the information/decision process).
- This leads to confusing correlation with causation, drawing conclusions from anecdotes, etc.
- Not being expert does not preclude having a strong opinion



Confirmation Bias

- We tend to look for information that supports our existing belief structure from “people like me” or credentialed individuals I trust.
- Overcoming the bias is more challenging on issues with a strong emotional connection and those integrated into personal identity, i.e. being a good mom, a foodie, etc.

Liberal





Trust Building Transparency

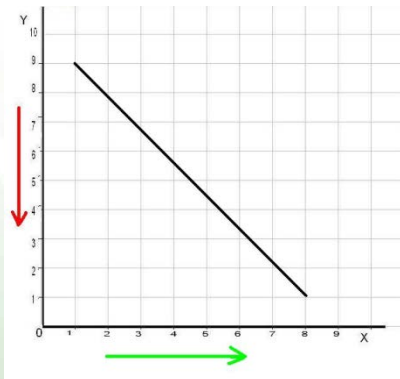
Overcoming the Bias Against Size



Shared Values = Trust



Big is Bad

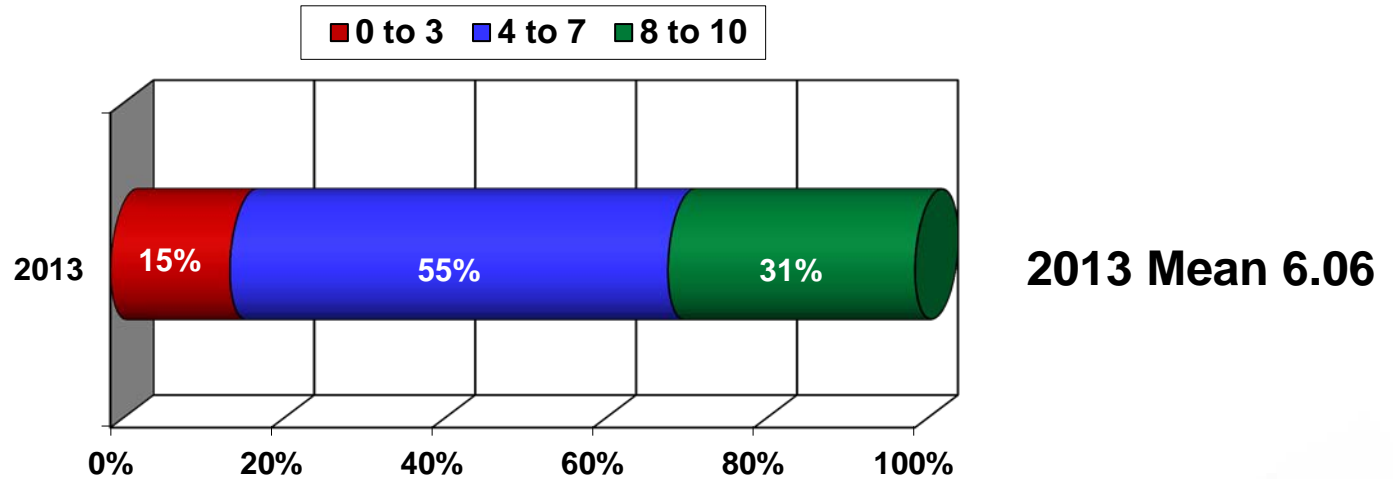


Inverse relationship between size and the perception of shared values

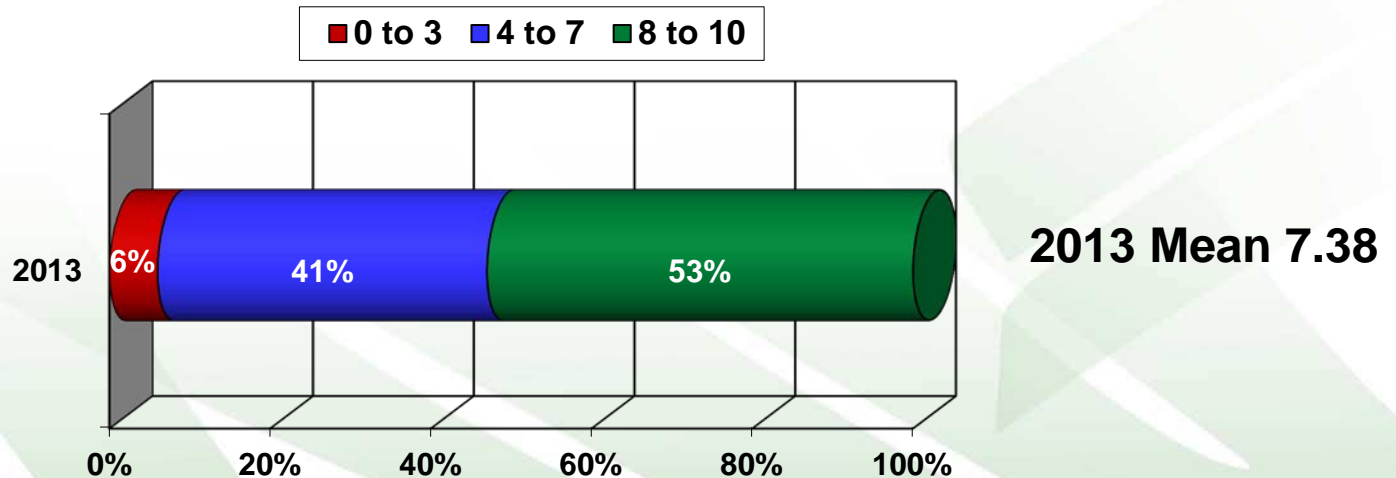


“I believe (size) food companies are likely to put their interests ahead of my interests.”

Small

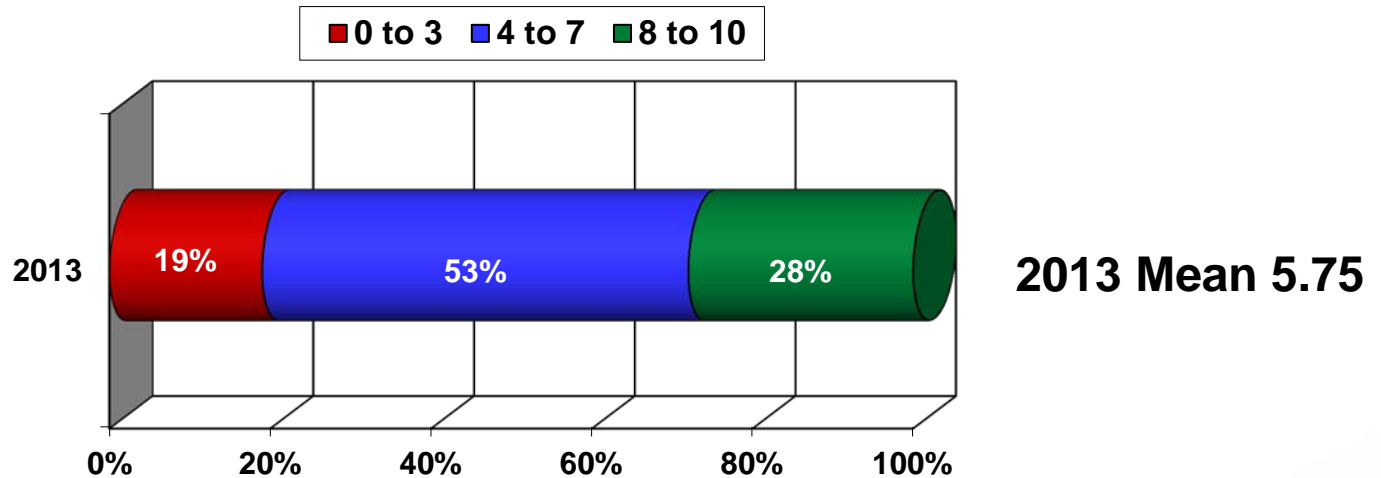


Large

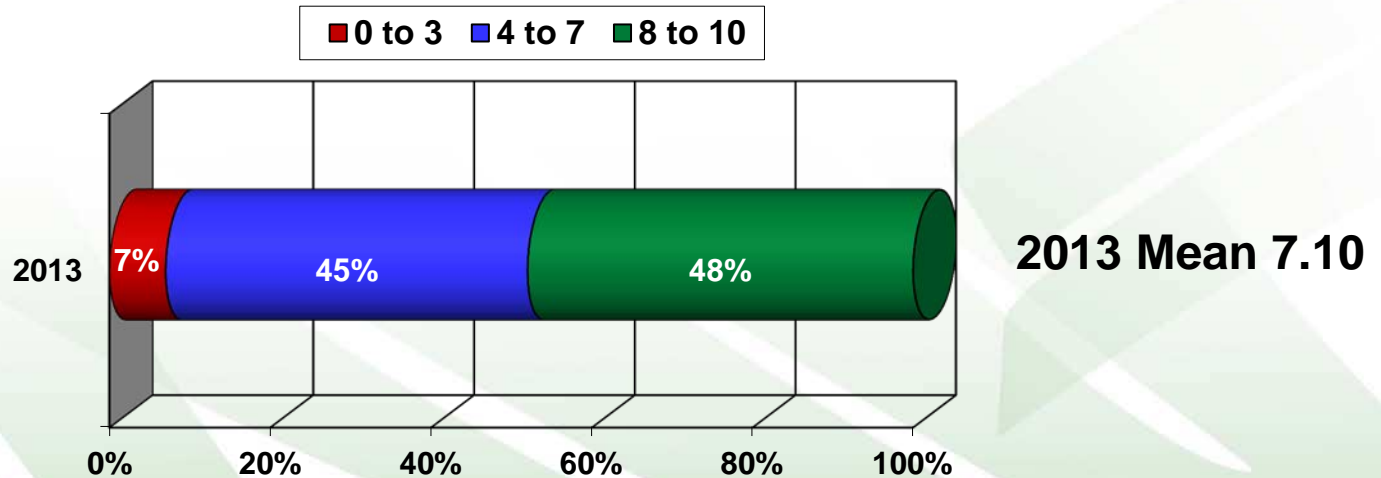


“(Size) farms are likely to put their interests ahead of my interests.”

Small



Large



Elements of Trust Building Transparency



Trust Building Transparency



Motivations



Disclosure



Stakeholder
Participation

1. **Motivation** – Act in a manner that is ethical and consistent with stakeholder interest. Show you understand and appreciate issues and take action that demonstrates you put public interest ahead of self-interest.
2. **Disclosure** – Share information important to stakeholders, both positive and negative, even if it might be damaging. Make it easy to find; helpful in making informed decisions; easy to understand and timely.
3. **Stakeholder Participation** – Ask those interested in your activities and impact, for input. Make it easy to provide; acknowledge it has been received and explain how and why you make decisions.



Trust Building Transparency



Relevance

4. **Relevance** – Share information stakeholders deem relevant. Ask them. Show you understand.



Clarity

5. **Clarity** – Share information that is easily understood.



Trust Building Transparency



Credibility

6. **Credibility** – Admit mistakes; apologize; accept responsibility; engage critics; share plans for corrective action. Demonstrate you genuinely care and present more than one side of controversial issues.



Accuracy

7. **Accuracy** – Share information that is truthful, objective, reliable and complete.



Elements of Trust Building Transparency



Our New Reality

- The social decision making process is complex and multidimensional
- Decisions are not made on facts and rational thought alone
- Mistrust of institutions has become the social norm
- Growing trend of questioning the motives and data of experts
- Tribal communication and “relational expertise” influences trusted sources and messages



Implications for You

- Who you are is as important as what you know
 - Communicating shared values makes technical information more relevant and accessible
- Embrace skepticism – It's not personal, it's a social condition
 - Skepticism is the fuel for scientific discovery
- The public wants information from academics but not academic information
 - Learn to speak the language of social media
- Transparency is no longer optional
 - Authentic transparency is the path to building trust in today's food system



Three Things You Can Do

1. Begin your public engagement using shared values
 - *“People don’t care how much you know until they know how much you care.” T. Roosevelt*
2. Open the digital door to today’s food system
 - Find ways to make what you do transparent to illustrate your commitment to do “what’s right”
3. Commit to engaging online, in person and through your company.
 - Your voice, your knowledge and your credibility matter. You can make a difference in building public support for today’s food system





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