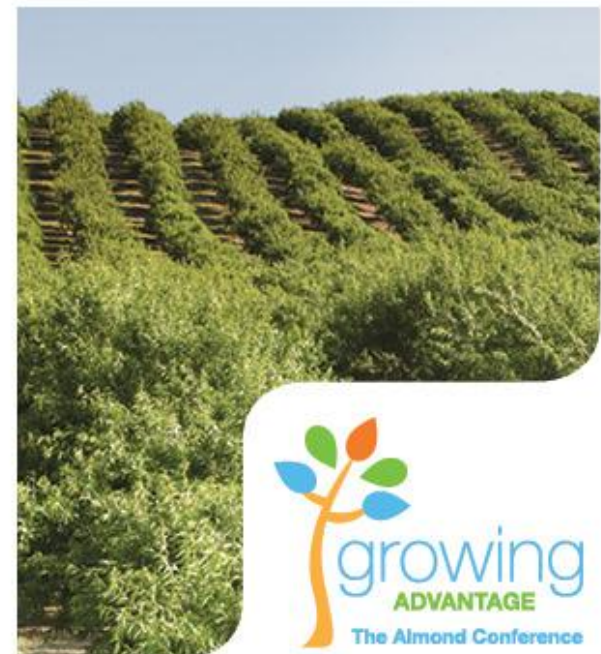




California Almond Supply: Ensuring its Future





California Almond Supply: Ensuring its Future

**Jerry Hagstrom
Hagstrom Report**



Values, Trust and Science

Building Public Support
in an Age of Radical
Transparency and
Unbridled Social Media

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**Freedom to
Operate**

Social License

Social License



Definition: The privilege of operating with minimal formalized restrictions (legislation, regulation, or market requirements) based on maintaining public trust by doing what's right.

Public Trust: A belief that activities are consistent with social expectations and the values of the community and other stakeholders.

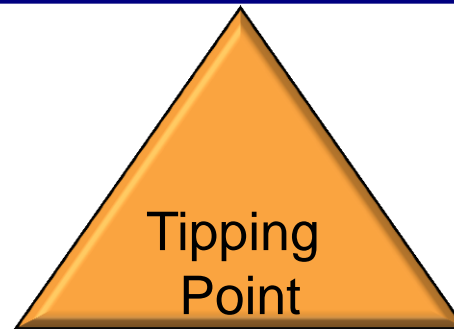
The Social License To Operate

**Flexible
Responsive
Lower Cost**

**Rigid
Bureaucratic
Higher Cost**

Social License

- Ethics
- Values
- Expectations
- Self regulation





Single triggering event
Cumulative impact

Social Control

- Regulation
- Legislation
- Litigation
- Compliance

Groundwater Contamination

KMPH Special Report: What's Really In Your Water?

 Recommend  Be the first of your friends to recommend this.

Posted: Nov 08, 2012 12:24 PM CST

By Ashley Ritchie - email



The Problem Is Clear: The Water Is Filthy



Jim Wilson/The New York Times

Students at Stone Corral Elementary in Seville, Calif. The school budgets \$100 to \$500 a month for bottled water.

By PATRICIA LEIGH BROWN

Published: November 13, 2012

Study sets off flurry of new concerns and regulations aimed at farmers

Food Safety Concerns Remain Constant

Roseanne Harper

Oct. 23, 2012



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COMMENTS



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“Today’ s consumer is aware their health is in the hands of commercialized businesses that may not have you best interest at heart.”

Western Growth Trends: Pressure on People and Resources

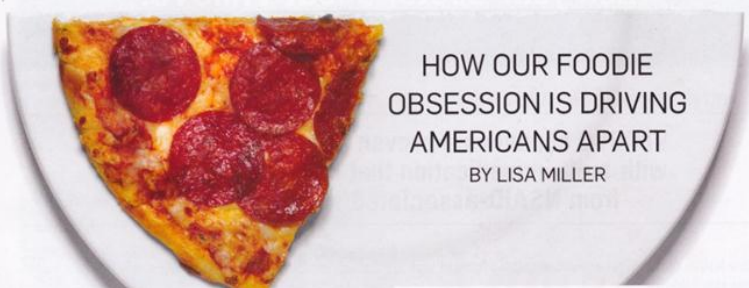


California's Water:
A CRISIS WE CAN'T IGNORE.

“Water scarcity, population growth, energy competition, and a growing urban-rural divide pose enormous challenges to the human and natural resources of the West.”



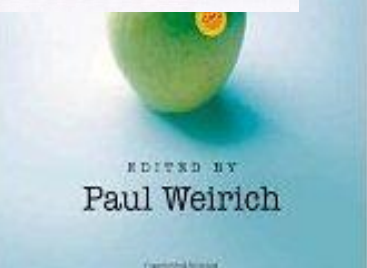
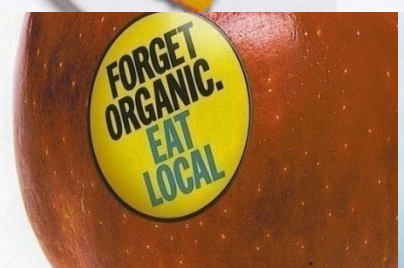
The Dinner Divide



HOW OUR FOODIE OBSESSION IS DRIVING AMERICANS APART
BY LISA MILLER



BY MICHAEL GRUNWALD
Politicians and Big Business are pushing biofuels like corn-based ethanol as alternatives to oil. All they're really doing is driving up food prices and making global warming worse—and you're paying for it



Earning and Maintaining the Social License

(Sapp/CMA)



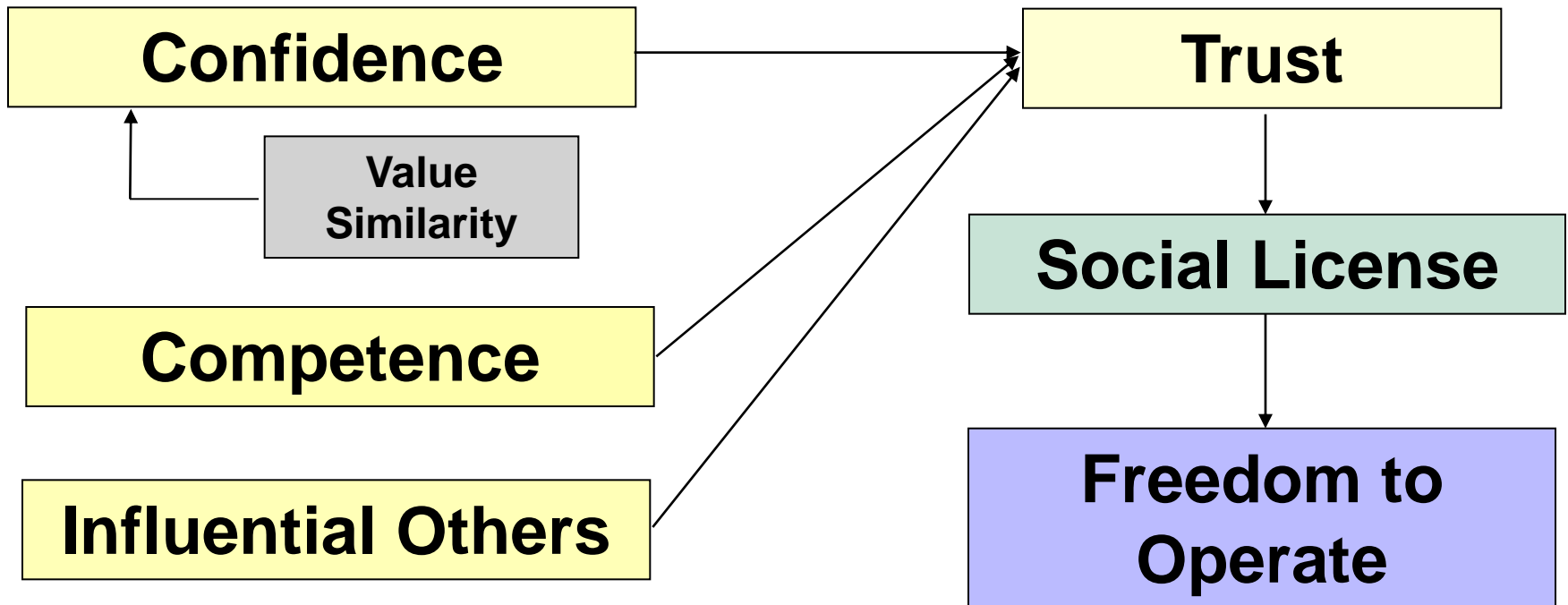
Social License



Freedom to Operate

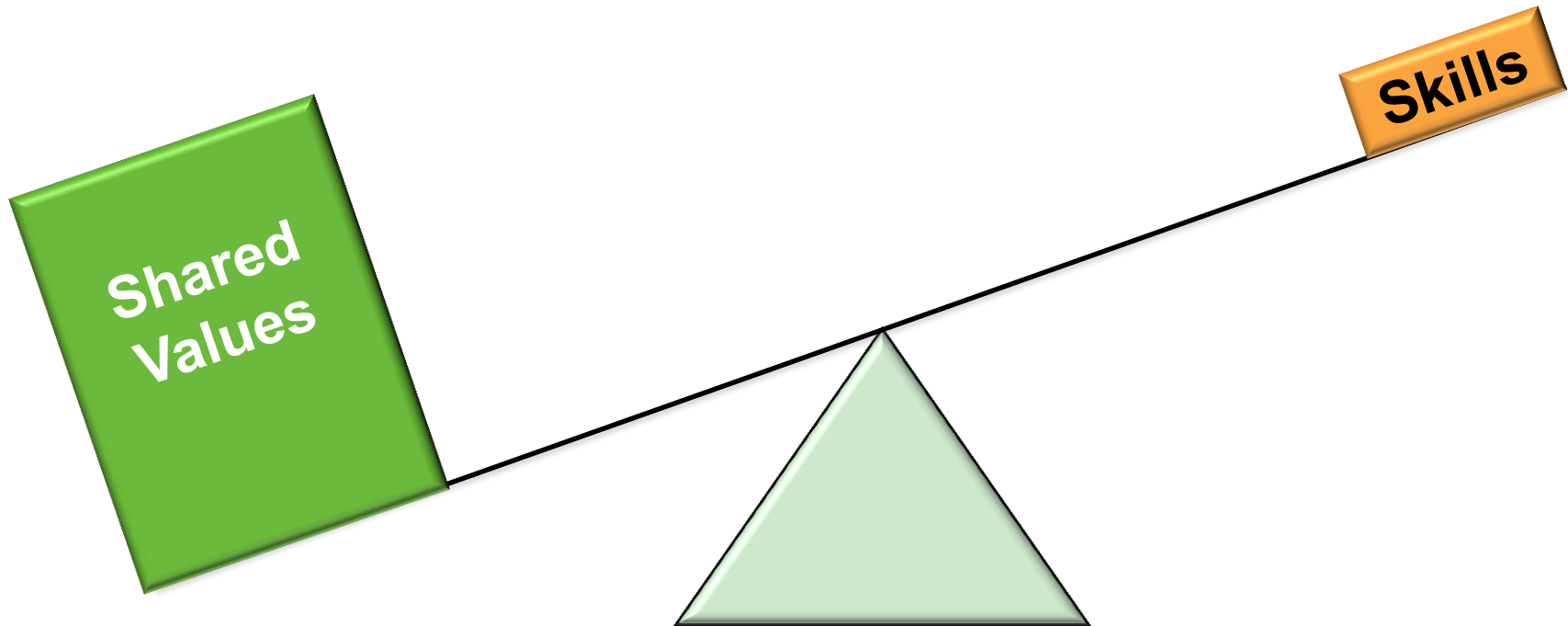
Trust

Earning and Maintaining the 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

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

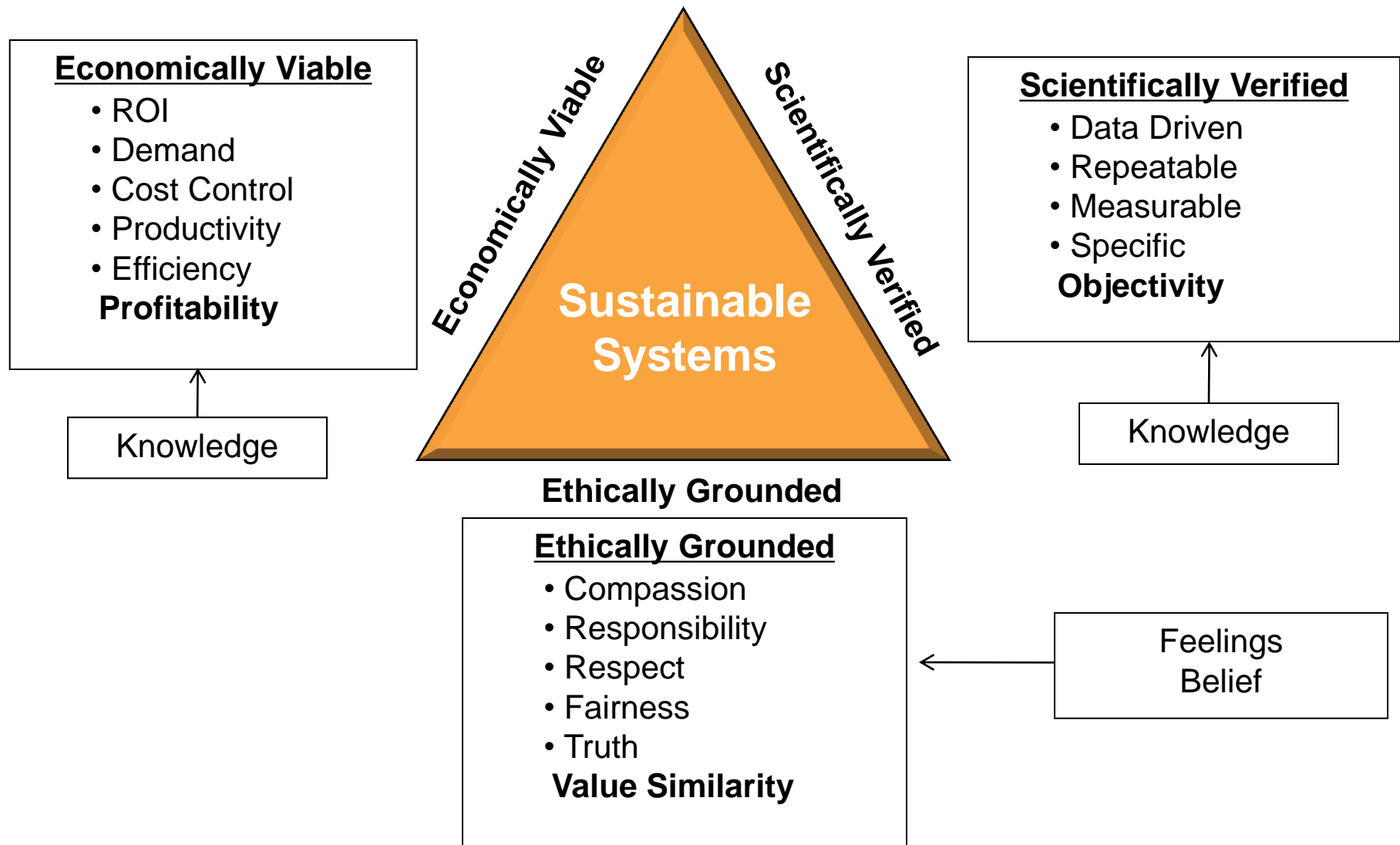
What Does It Mean?



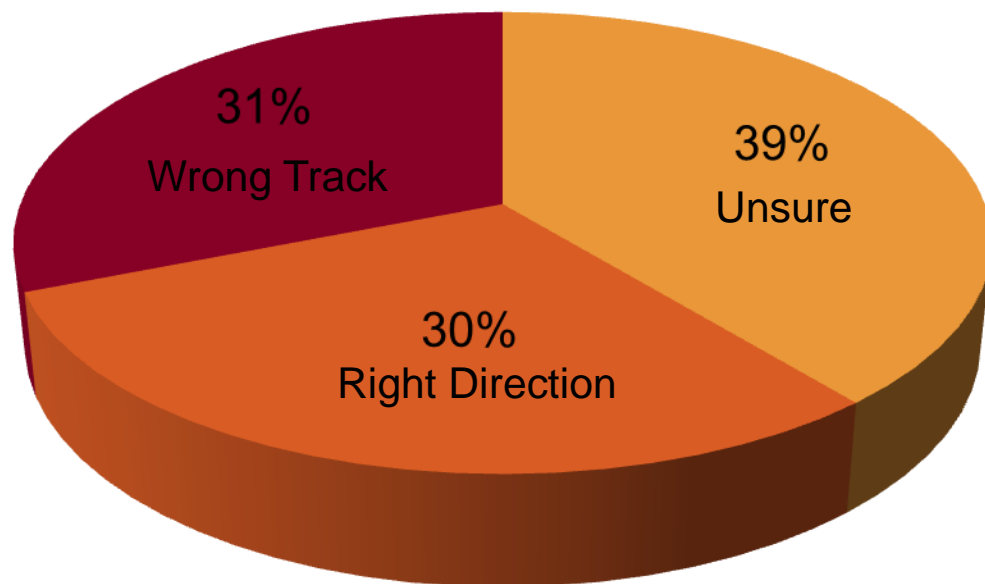
*“They don’t care how much
you know until they know
how much you care.”*

- Theodore Roosevelt

Sustainable Balance



Food System Right Direction/Wrong Track



N=2001
2012 Consumer Research



EARLY ADOPTERS

Roughly 40% believe
the food system is on
the wrong track



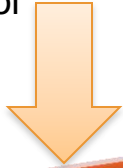
California Consumer Concerns About Life and Current Events



6 out of 7 Most Concerning Life Issues are Beyond the Consumer's Direct Control



Some Degree of Control



Food System Concerns*

- Imported Food Safety (55%)
- Food Safety (53%)
- Crop Chemical Residue (52%)
- Enough to Feed U.S. (48%)
- Environmental Sustainability in Farming (47%)
- Humane Treatment of Farm Animals (45%)
- Enough to Feed People Outside U.S. (31%)

Lowest concern was for having enough food to feed people in developing countries (31%)

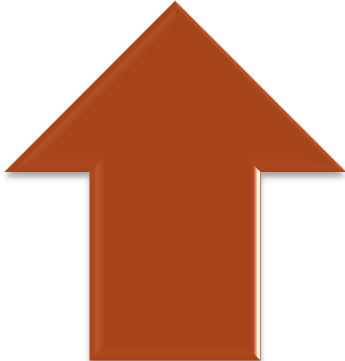
EARLY ADOPTERS

Earlier Adopters were more concerned about most issues than later adopters


*Top Box ratings (8-10)

Levels of Concern About the Food System are Growing Faster than Other Concerns

Change in Top Concerns 2011-2012



U.S. Economy (+2%)
Rising Health Care Costs (+2%)
Rising Cost of Food (+2%)
Rising Energy Costs (+1%)

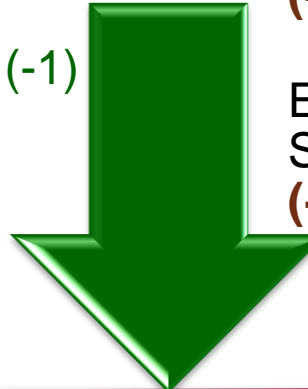


U.S. Unemployment (-1)
Personal Financial Situation (-1)

Change in Food System Concerns 2011-2012



Safety of Imported Food (+4%)
Food Safety (+5%)
Enough to Feed U.S. (+2%)
Humane Treatment of Farm Animals (+2%)
Enough to Feed OUS (+2%)



Environmental Sustainability in Farming (+5)

Actions Taken by California Consumers When Questions Arise About Food Safety



Consumers Search Online for Info and Talk to Family and Friends when Food Safety Question Arises



Action Taken (Top Mentions)	% Likely*
Search for more info online	46%
Tell friends and family	43
Look online at independent expert web site	38
Look online at traditional news media web site	42
Immediately stop buying product until learn more	38
Seek info from friends and family	34
Look online at product mfg. web site	35
Look online at government web site	34
Look online at advocacy web site	33

Most likely actions

EARLY ADOPTERS

1. Search for more info online
2. Look online at independent expert web sites
3. Tell friends and family
4. Look online at traditional news media web site

*Top Box ratings (8-10)



Transparency No Longer Optional

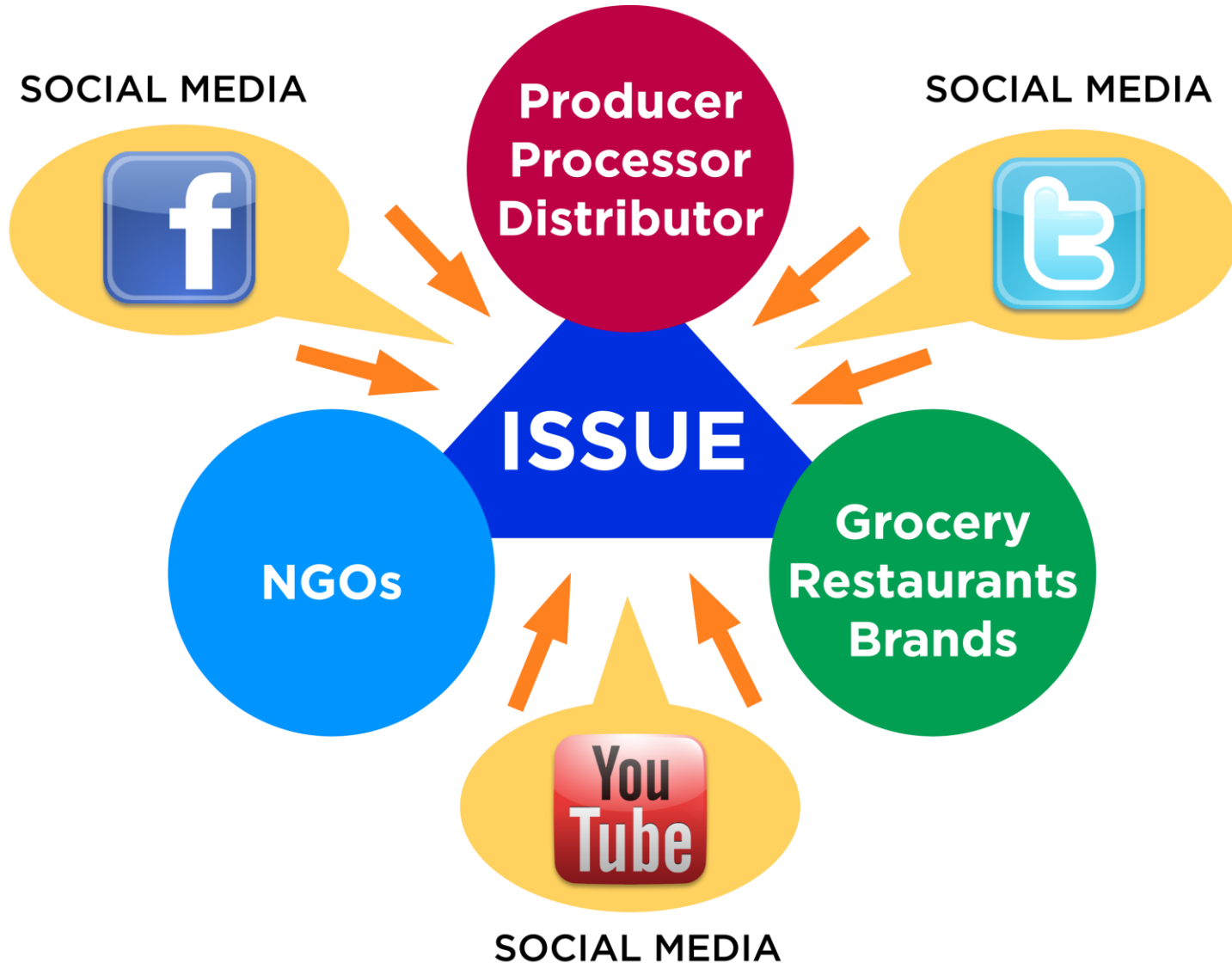
**Someone is watching
everything you do
all the time**

An Age of Radical Transparency



- Employees, consumers, customers, bloggers, social media food communities, activists, NGOs and others can all directly influence the public conversation about almonds at the speed of Twitter.
- The question is no longer, “will you be transparent?” but “*how will you manage your reputation in an age of radical transparency?*”

Today's Integrated System

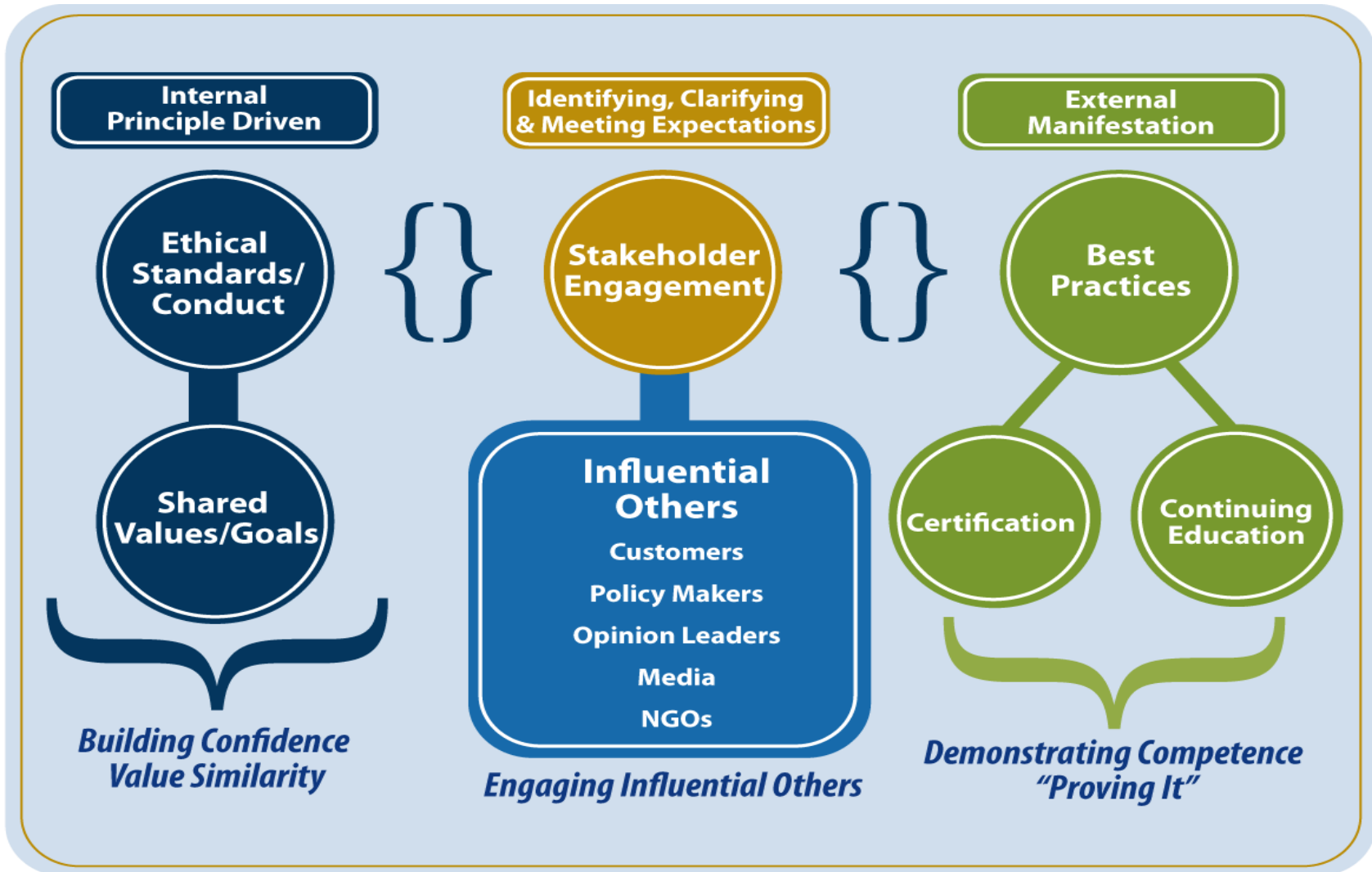


Creating Alignment



Radical transparency demands authentic alignment

Integrated Trust Model





Values, Trust and Science

Building Public Support
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Transparency and
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Questions