

# Crunch On: Snacking and Sustainability in North America

December 10, 2015





**Stacey Humble,  
Almond Board**

# Speakers

Stacey Humble, Almond Board (Moderator)

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Kate Thomson, Sterling-Rice Group







**Molly Spence,  
Almond Board**





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# The State of the Region: North America

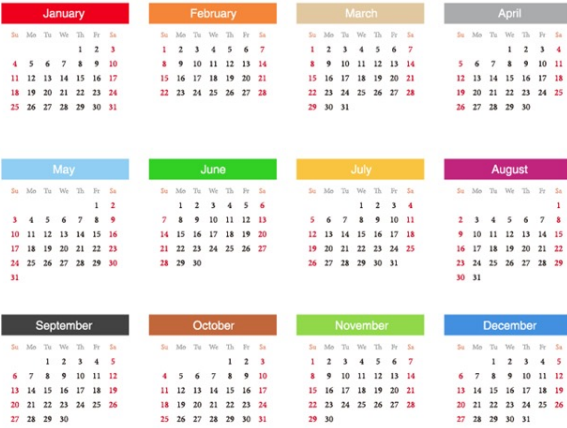
- Disruptions
  - In food patterns (snacking)
  - In consideration of where our food comes from (sustainability)
- New product trends in snacking and sustainability
- Consumers' attitudes toward snacking and sustainability related to almonds
- Looking forward...our opportunities in 2016 and beyond



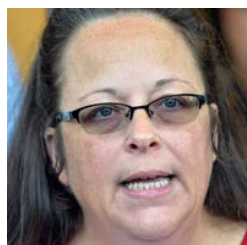


# 2015

It's December...that time when we look back on what made the news in 2015.

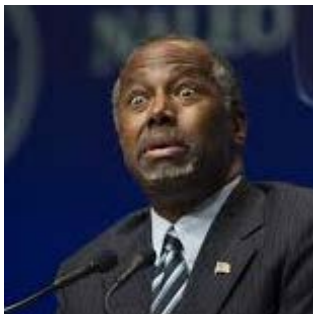


# Who was disruptive in 2015?





# Who was disruptive in 2015?



# Who was disruptive in 2015?





# Who was **disruptive** in 2015?



# Plenty of **disruption** in the conversation about our environment this year...





...including heated discussion about how to eat to be healthy *and* good for the environment.

> Special Report: The war on big food

> Local food still a top trend for chefs

> *F.D.A. Takes Issue With the Term 'Non-G.M.O.'*

> Vegetarians, divided: The rise of the flexitarian

> The Bad News About Bacon

> U.S. Organic food trend forecasted for growth through 2018



Scientific Report of the  
2015 Dietary Guidelines Advisory Committee

Advisory Report to the Secretary of Health and Human Services  
and the Secretary of Agriculture

> Is Your Diet Drought-Friendly?

> FDA seeks comments on 'natural' food claim

# The Dietary Guidelines debate all came back to meat.

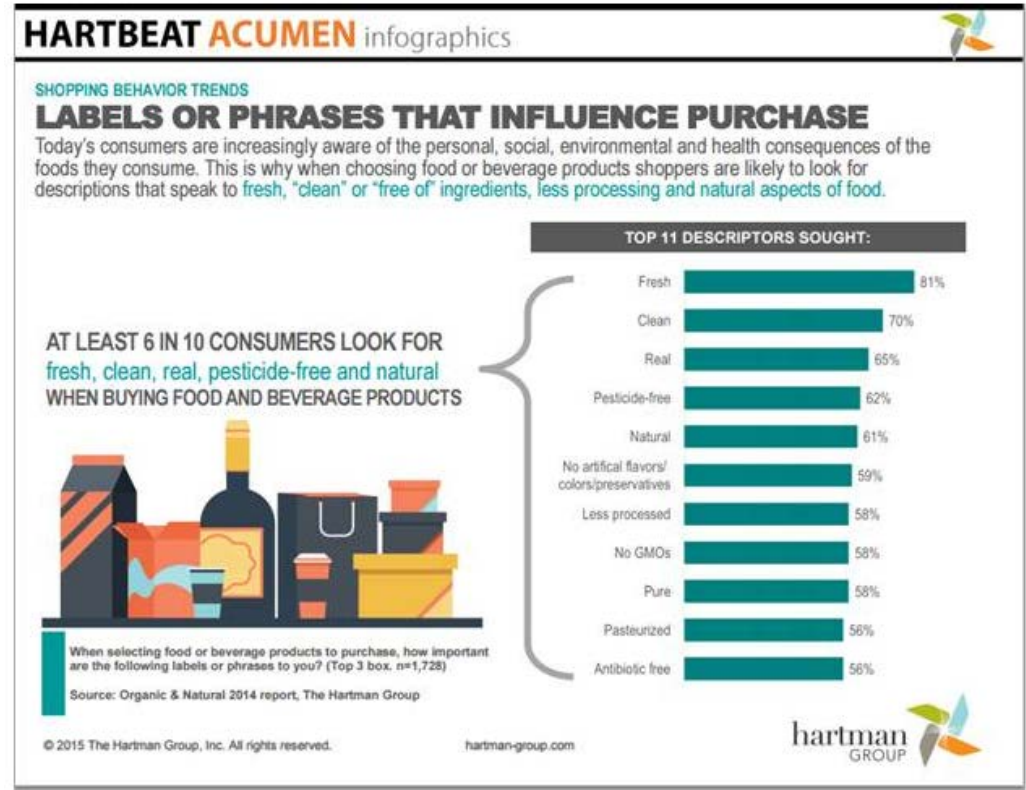


## Scientific Report of the 2015 Dietary Guidelines Advisory Committee

Advisory Report to the Secretary of Health and Human Services  
and the Secretary of Agriculture

# A common narrative cited by 6 in 10 U.S. consumers:

- “**Good**” = fresh, clean, real, pesticide-free and natural
- “**Bad**” = ‘big food,’ artificial and processed ingredients, pesticides





“This apple is ripened using ethylene.”



# Debate about labeling, with a nod to FDA's busy November.



➤ **FDA takes issue with the term 'non-GMO'**

➤ **Poll: 9-In-10 Americans Support GMO Labeling**

FDA News Release

➤ **FDA takes several actions involving genetically engineered plants and animals for food**

➤ **FDA Has Determined That the AquAdvantage Salmon is as Safe to Eat as Non-GE Salmon**

➤ **FDA seeks comments on 'natural' food claim**

Nutrition Facts	
Serving Size 1/2 cup (114g)	
Servings Per Container 4	
Amount Per Serving	
Calories (0)	Calories from Fat 0
Total Fat 3g	6% Daily Value
Saturated Fat 0g	0%
Cholesterol 0mg	0%
Sodium 300mg	12%
Total Carbohydrate 13g	4%
Dietary Fiber 3g	12%
Sugars 3g	
Protein 3g	
Vitamin A 270%	Vitamin C 10%
Calcium 2%	Iron 4%

\*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

	Calories	2,000	2,500
Total Fat	Less than	65g	80g
Total Fat	Less than	25g	65g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate	Less than	30g	45g
Dietary Fiber		25g	30g



# The war on science.

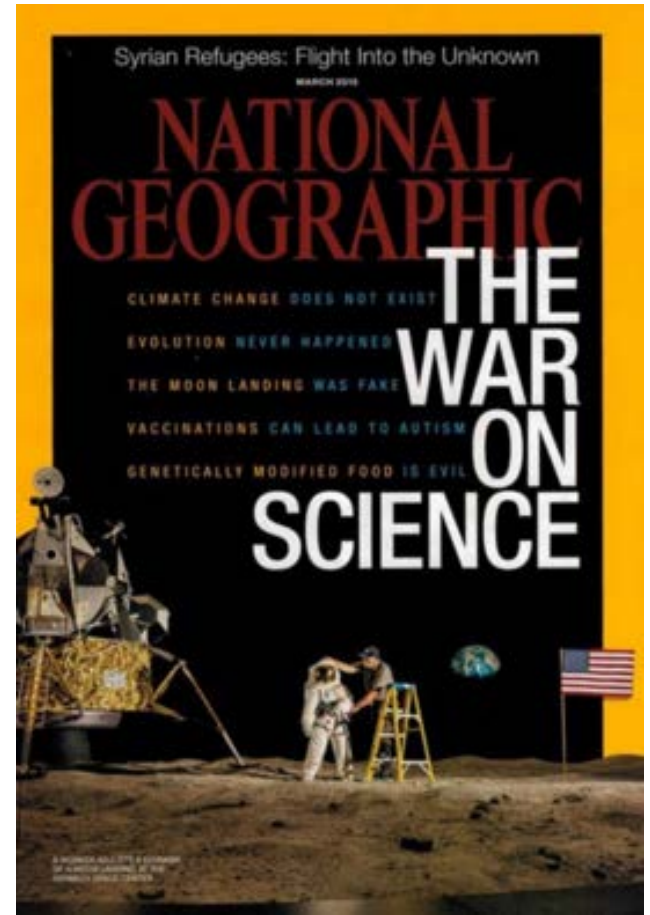


## Why Do Many Reasonable People Doubt Science?

We live in an age when all manner of scientific knowledge—from climate change to vaccinations—faces furious opposition. Some even have doubts about the moon landing.

“Science is not a body of facts. Science is a method for deciding whether what we choose to believe has a basis in the laws of nature or not.”

Marcia McNut, editor of Science





# So, we work on BOTH the science and the stories.

- Ways to help the industry continually improve its practices
- Ways to communicate most compellingly with consumers and the media

Now, onto snacking, as we continue to see **disruption** in traditional eating patterns.

- Millennials are driving snack sales growth & reshaping how Americans eat
- A SNACKING NATION: 94% OF AMERICANS SNACK DAILY
- Snacking: The New American Pastime



**Joanna Clifton,  
Innova**





# PRODUCT TRENDS IN SNACKING & SUSTAINABILITY

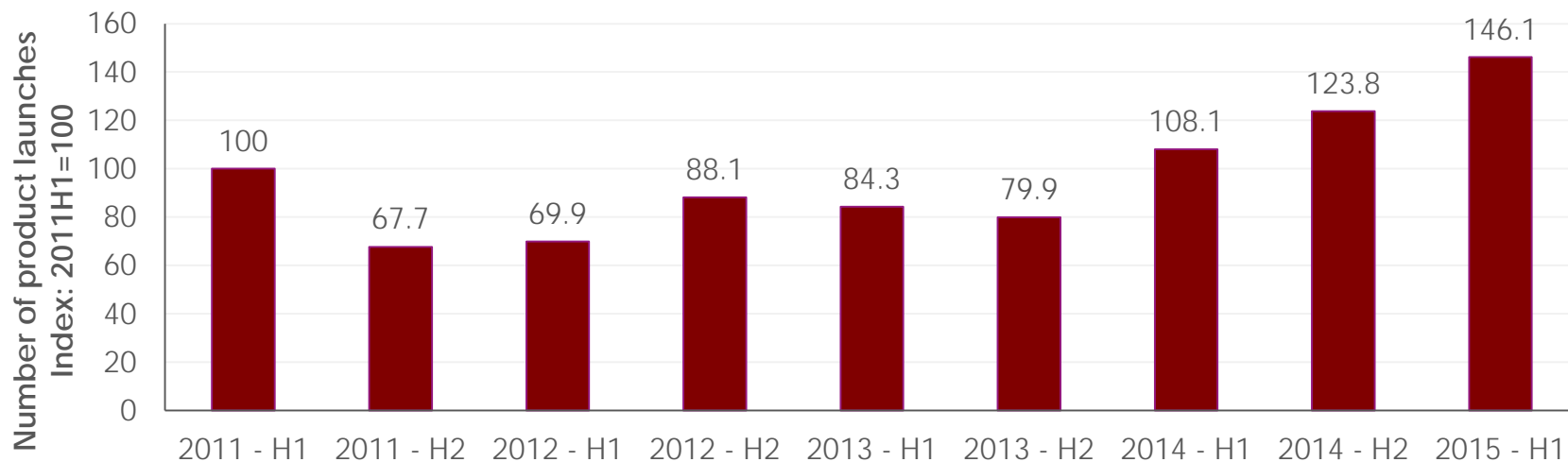
A close-up photograph of a hand holding a small pile of almonds. The hand is positioned at the bottom of the frame, with fingers slightly curled. The almonds are light brown and have a smooth, slightly wrinkled texture. A semi-transparent red rectangular overlay covers the middle portion of the image, containing the text 'LATEST TRENDS IN SNACKING' in white, uppercase, sans-serif font. The background is out of focus, showing a patterned fabric with green and red floral motifs.

## LATEST TRENDS IN SNACKING

## Acceleration in snacks launches since 2014

- In 2015H1, the number of product launches tracked in North America in the snacks category was 46% higher than during the same period in 2011.

Snacks launches tracked in North America 2011-2015  
Index: 2011H1=100

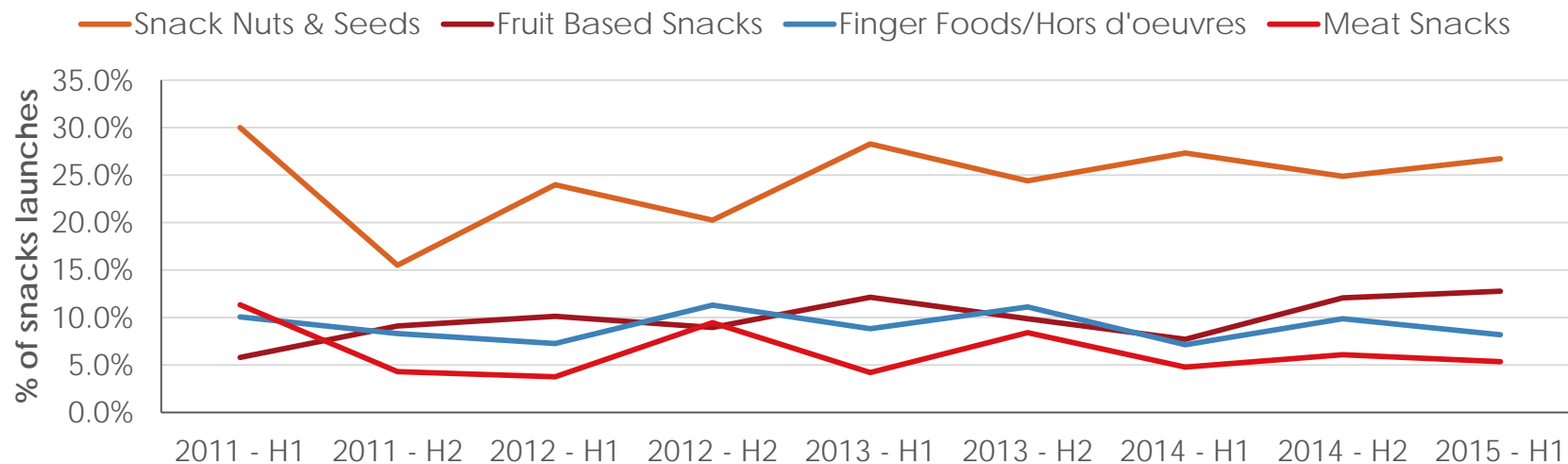




## Snack nuts & seeds show most growth

- After a dip, the snack nuts & seeds launches have recovered in terms of NPD activity and are gaining a growing share of total snacks launches.
  - Fruit based snacks witnessed significant growth too, but are coming from a smaller base.

Snacks launches tracked by sub-category  
(North America)



# Trending in snack nuts & seeds

Seeds



Go Raw Zesty Pizza Sprouted **Flax** Snax (United States, Jun 2015)

Peas



World Peas All Natural **Green** Pea Snack With Spicy Sichuan Flavor (United States, May 2015)

Flavored nuts



Lord Nut Levington Hot Buffalo Flavored **Peanuts** (United States, May 2015)

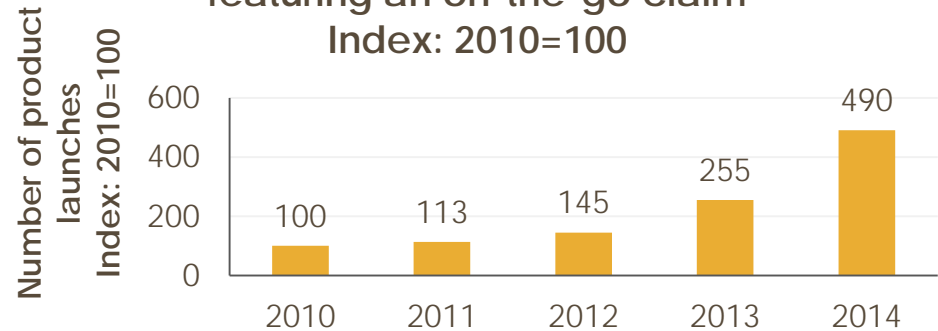
## The key trends relevant for snacks

- On the go
- From clean to clear label
- Texture claims
- More in store for protein
- Good carbs – natural sources of fiber

# On-the-go remains a key platform in NPD



Global food & beverages launches featuring an on-the-go claim  
Index: 2010=100





## Snacks is one of the key categories for on the go

- Globally, cereals represents the highest market share in total launches featuring an on the go claim, snacks accounts for 15%.
- The numbers show how snacks experience competition from other categories in on the go food.

Top 5 market categories in global product launches featuring an on the go claim (2013-2015-YTD)



## From clean to clear label

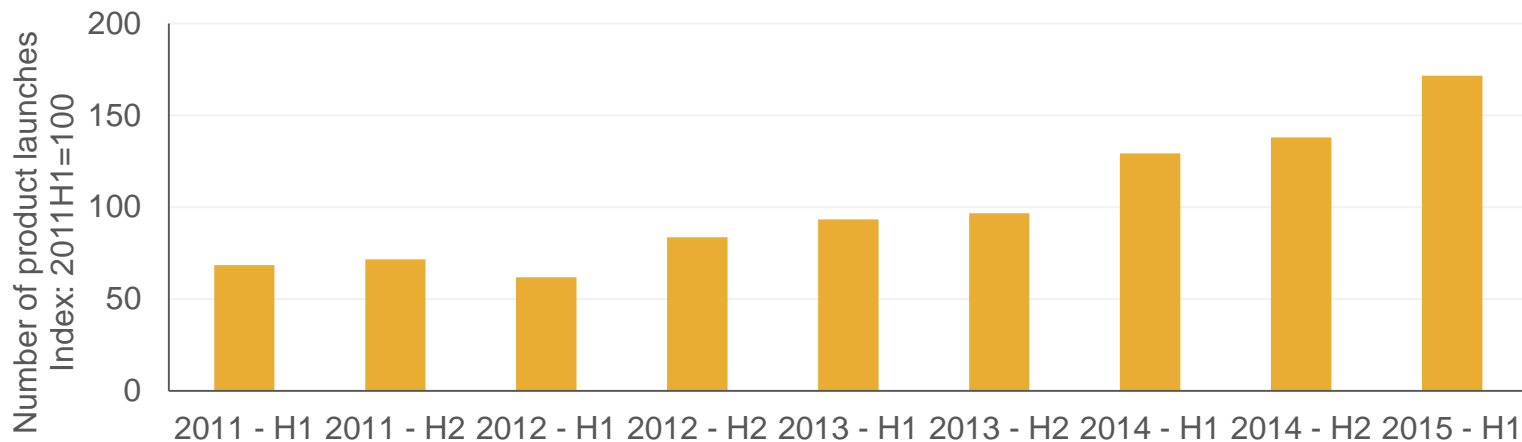
- Front of pack claims of what is (not) in the product
- Short ingredient lists
- Slowdown in natural claims, while growth in organic



## Crunchy snacks are on the rise

- Of the snacks product launches tracked in 2015H1, one in ten featured a crunchy claim. The number of products coming to market with a crunchy claim had increased by 72% in comparison with the same period in 2011.

### Snacks launches tracked featuring a crunchy texture claim (North America)



## More crunchy claims on snacks



Simply Protein **Crunchy** Whey Protein Snack: Banana, Caramel And Cashew Nuts (Canada, Jun 2015)



Somersaults Santa Fe Salsa **Crunchy** Nuggets Baked With Sunflower Seeds And Toasted Grains (United States, Jun 2015)



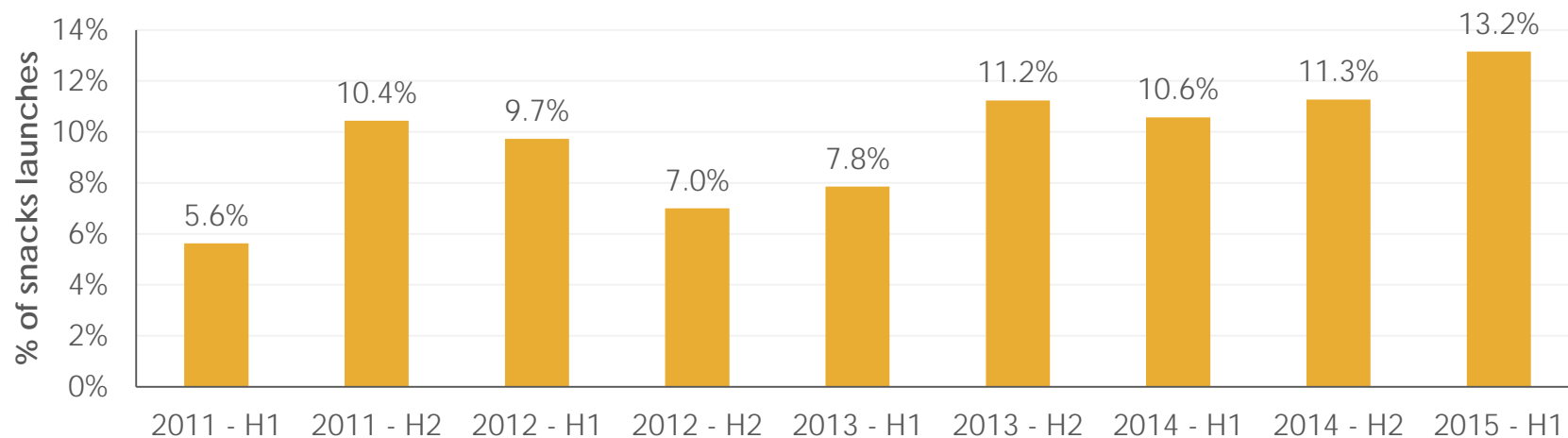
Cheetos Cheese Flavored **Crunchy** Corn Chips (United States, Jun 2015)



## More in store for protein

- A growing share of new snacks launches tracked in North America features a protein claim, representing 13.2% of total in 2015H1.

Snacks launches tracked featuring a protein claim  
(North America)



# Protein snacks made with meat, peas and nuts



Oberto All Natural Teriyaki Beef Jerky (United States, Jun 2015)

“high in protein”



Simply Protein Chips Herbes Croustilles: Herb Flavored Pea Protein Chips (Canada, Jun 2015)

“The **most protein for the least calories.** Per serving: 140 calories, 15g protein, 1g fiber and 2g sugar per serving.”

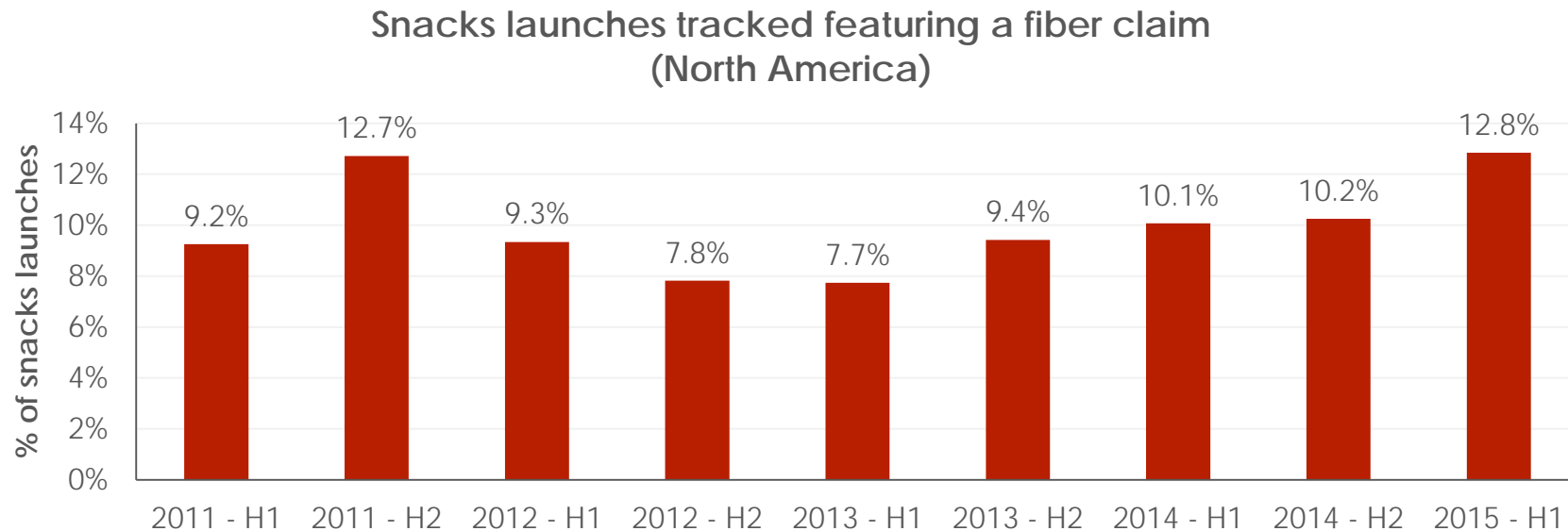


Simply Roundys Organic Roasted and Salted Whole Cashews (United States, Jun 2015)

“Good source of protein”

## Good carbs: natural sources of fiber

- In North America, snacks launches featuring a fiber claim gained a growing share since 2013.



## Natural sources of fiber: seeds, nuts and fruit snacks



**Garden Of Life Raw Organics Real Cold Milled Organic Golden Flax Seed (United States, Jun 2015)**

Claims/Features: Promotes **healthy digestion** and regularity promotes heart, breast and brain health, supports healthy, balanced hormones. High in omega 3's, lignans and **fiber**.



**Presidents Choice Biologique Amandes Naturelles: Organic Natural Almonds (Canada, Jun 2015)**


Claims/Features: **Very high in fiber**.



**Sunsweet Deglet Noor: Pitted Dates (United States, Jun 2015)**

Claims/Features: **Good source of fiber**.



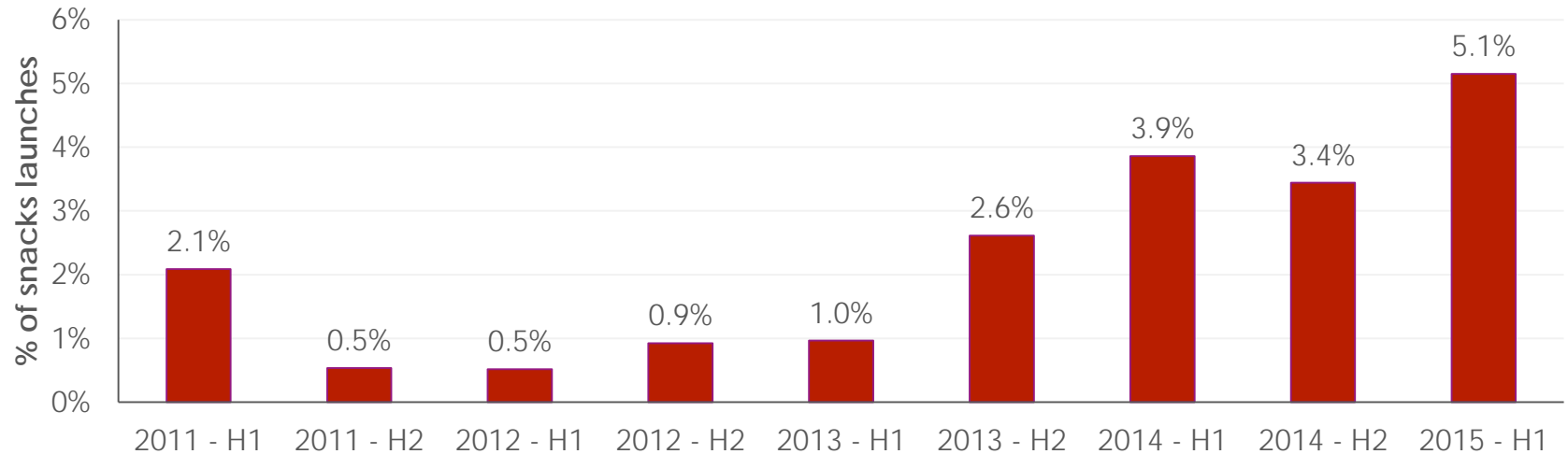
A photograph of a long, straight path lined with trees, with a red semi-transparent overlay in the center containing the text 'Trends in sustainability-related product claims'. The path is covered in fallen leaves, and the trees are dense on both sides, creating a canopy effect. The lighting is soft, suggesting an overcast day or late afternoon. The red overlay is a solid, semi-transparent band that spans the width of the image and is positioned in the middle vertically.

## Trends in sustainability-related product claims

## A growing share of snacks has an ethical claim

- 5% of snacks launches tracked in 2015H1 featured an ethical claim, relating to different topics within social and environmental sustainability and animal welfare.

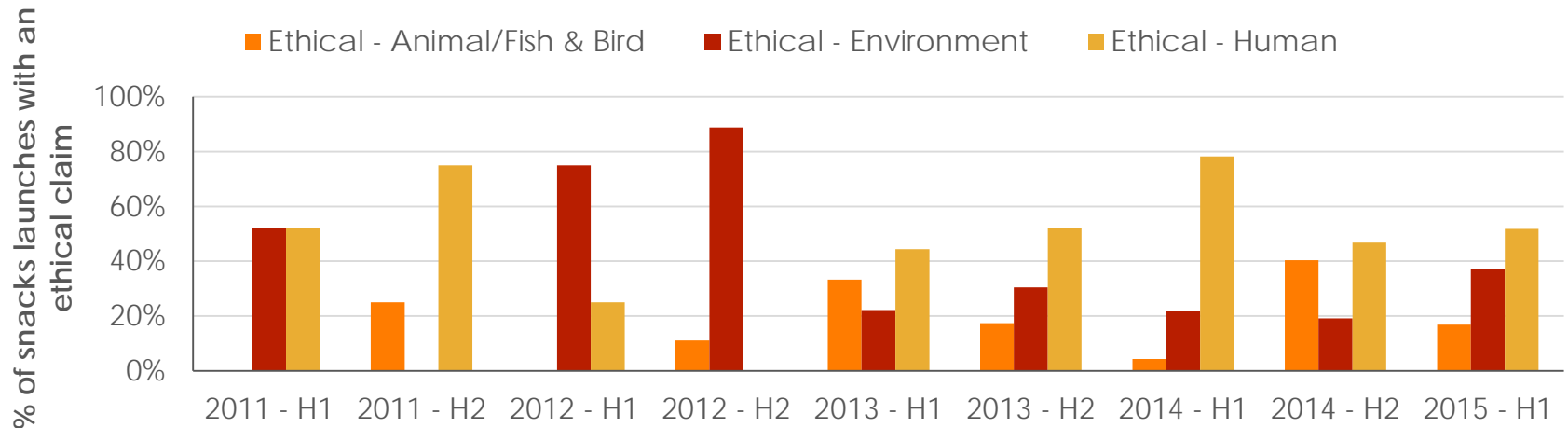
Snacks launches tracked featuring an ethical claim  
(North America)



# Social sustainability is currently the main platform in snacks with an ethical claim

- In 2015H1, the majority of snacks launches featuring an ethical claim had an human ethical (i.e. social sustainability) claim.
- Environmental sustainability claims were key in 2012, slowed down, but are now coming back.

Selected claims on % of snacks launches featuring an ethical claim  
(North America)



## Social sustainability: from far away to close to home

- Most human ethical claims relate to fair trade, a certification guaranteeing the farmer of the produce has received at least a fair level of income, and are found on exotic fruits and ingredients.
- Other human ethical claims focus on supporting local markets or community initiatives, and can be found on savory snacks.



Helping farms thrive by addressing issues such as land use, education and federal policy



World Peas promoted world peace by donating a portion by profits to youth education around the world.



Fair trade. Ethically sourced from Ugandan farms. Fair for life.



## Environmental sustainability is back with organic

- After a few years during which human ethical claims were gaining more attention, environmental claims seem to be back in snacks in 2015.
- Organic and environmental sustainability go hand in hand and is often seen.
- Specified claims focus on limited use of natural resources and limited footprint.



devoted to producing wholesome foods while optimizing the productivity of the agro-ecosystem, the soil, crops and livestock, **in a manner that is sustainable and harmonious with the environment.**



Wholesome Goodness snack chips are **made in a facility that is protective of natural resources through energy savings, water efficiency, CO2 emissions reduction and improved indoor environmental quality.**



The inks used on the packaging are **lower in Volatile Organic Compounds (VOC) than solvent based inks.**

## Animal welfare focuses on antibiotic free upraising

- Animal welfare claims are used on meat snacks and (organic) cheese based snacks.
- Most claims refer to the responsible raising of the animals: produced without antibiotics, synthetic hormones or other growth stimulants.



Cheese: made from rBST and antibiotic free milk from NW cows



No antibiotics added. No growth stimulants. U.S. inspected and passed by Department of Agriculture.

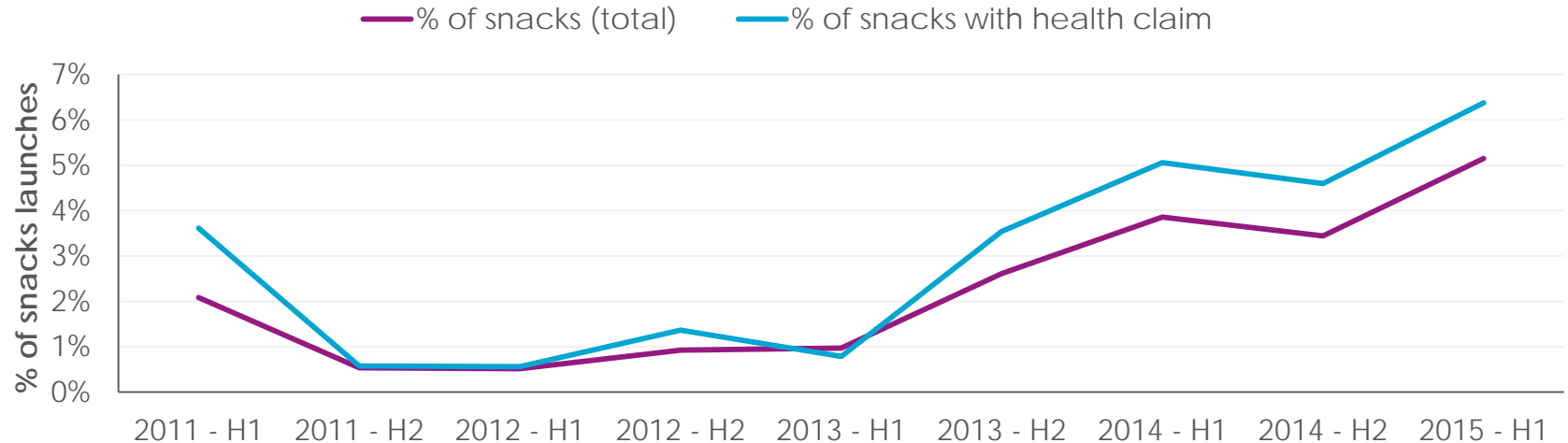


Produced without antibiotics, synthetic hormones or persistent pesticides.

## Health foods more likely to take on ethical positioning

- The share of launches with an ethical claim is relatively higher when narrowing the market down to snacks with a health positioning. The differences are small however.

Snacks launches tracked featuring an ethical claim  
(North America)



# Better for the environment and better for you



## Organic Traditions Sprouted Chia & Flax Seed Powder (United States, Jan 2015)

Claims/Features: **A high source of fiber with 4g per serving. 3grams of Omega 3 per serving. A source of calcium. ...**  
**Organic Traditions are committed to supporting farmers who are dedicated to the principles of sustainable and fair trade agriculture.**



## Woodstock Roasted and Salted Cashews (United States, Jan 2015)

Claims/Features: **5g protein per serving. Good source of iron.**  
**Save the Land - Proud supporter of American Farmland Trust.**



A pair of hands is shown from a top-down perspective, cupped together and holding a large quantity of almonds. The almonds are arranged in a circular pattern, with the top layer being light-colored (possibly blanched) and the bottom layer being dark brown. A semi-transparent yellow rectangular overlay is positioned horizontally across the middle of the image, partially covering the almonds. The word "Highlights" is written in a dark, sans-serif font, centered within this yellow overlay. The background is a soft, out-of-focus teal color.


Highlights

# Key points

- **Recent trends in snacks**
  - **On the go** continues to be a growing platform for snacks.
  - More and more '**clear label**' products, with claims of what is (not) in the product
  - **Texture claims**, and in particular crunchy, claims are added on the packaging to support the indulgence positioning.
  - Nuts, seeds and fruit snacks are positioned as healthy snack by adding **source of fiber and protein claims**.
- **Sustainability**
  - Sustainability claims are tracked on less than 10% of launches in 2015H1, but they are **growing**.
  - **Social responsibility received most attention in 2015**, touching on both fair trade certification for the sourcing origin as well as local community initiatives.
  - **Environmental sustainability and animal welfare** represent less than 5% of snacks NPD and are mostly seen on products with an **organic** positioning.



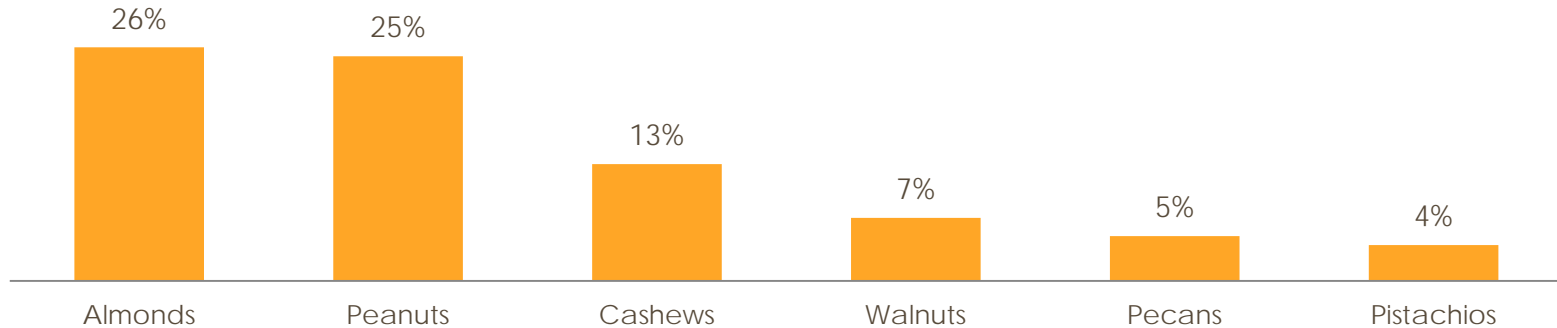
**Kate Thomson,  
Sterling-Rice Group**



# How Snacking & Sustainability Trends Relate to Almonds

# Almonds are the nut that comes to mind first among U.S. consumers

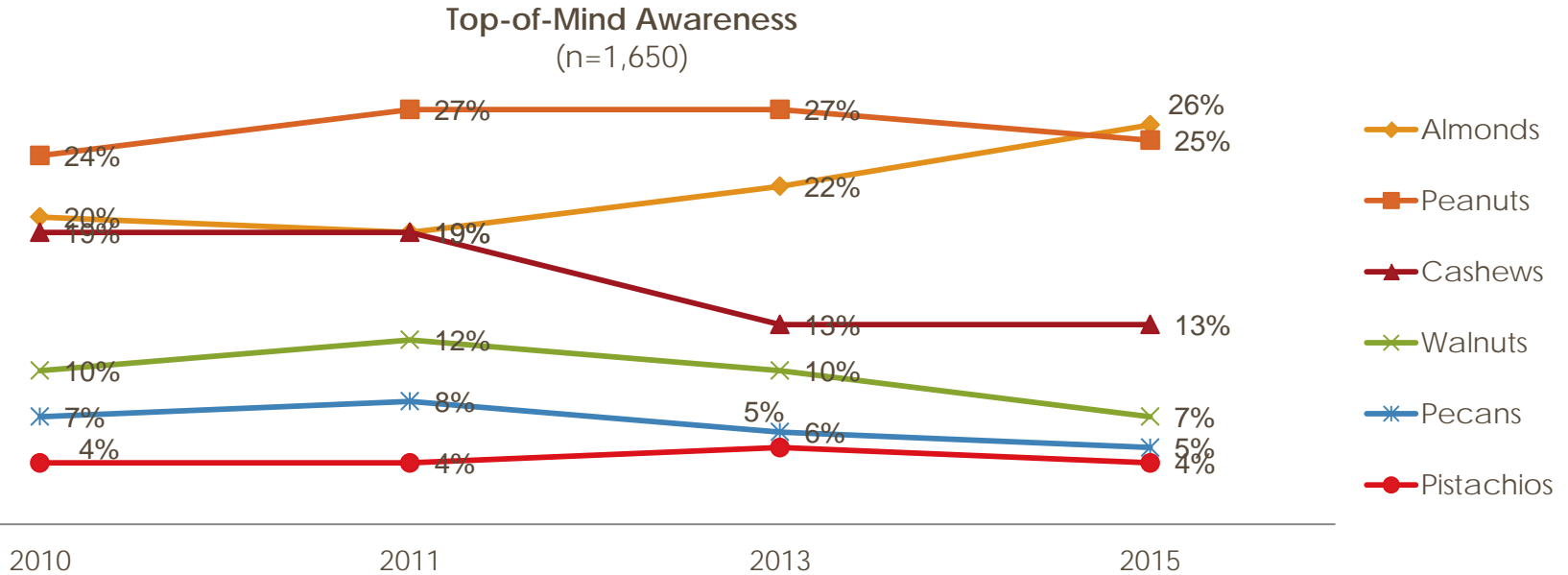
Top-of-Mind Awareness: First Mentions  
(n=1,650)



Q1: When you think of nuts, which nuts come tot mind? (Open-end)

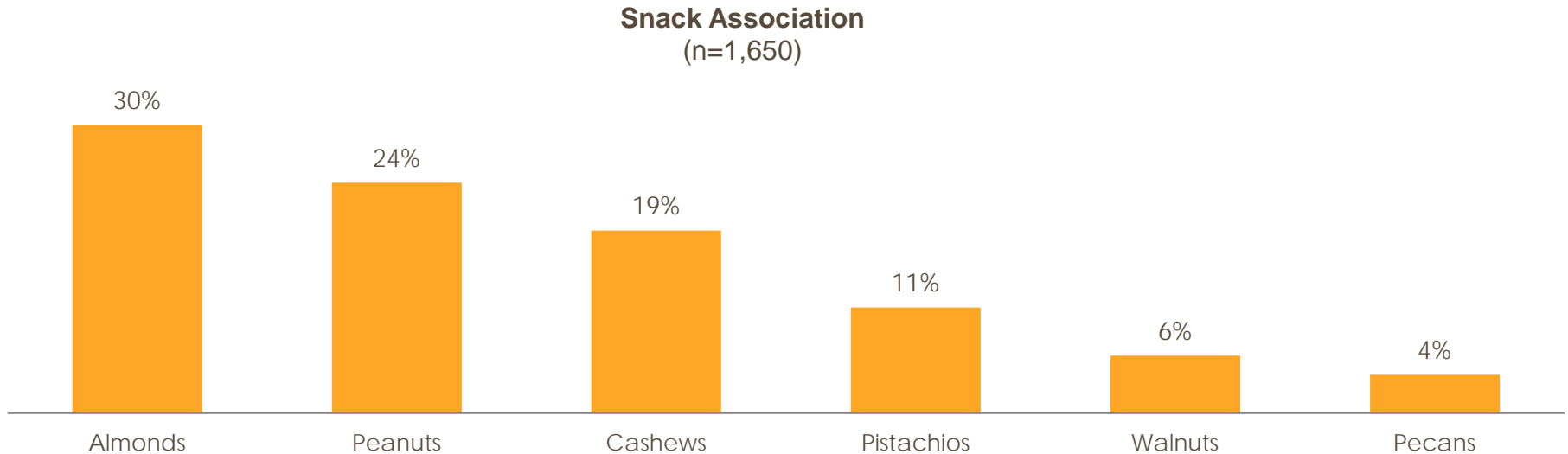


# Almonds overtook peanuts in 2015 for top of mind awareness



Q1: When you think of nuts, which nuts come tot mind? (Open-end)

# And almonds are the nut most likely to be associated with snacking



Q2: Now, think for a moment about nuts as a **snack** (i.e. a food eaten between meals or instead of a meal), as a whole nut. When you think about eating whole nuts by themselves apart from a meal, what one type of nut FIRST comes to mind?

# Almonds lead other nuts across key attributes

Nut Best Described by Attribute  
(n=1,650)

	Almonds	Cashews	Hazelnuts	Macadamias	Peanuts	Pecans	Pistachios	Walnuts	Don't Know
Healthy	33%	7%	3%	3%	10%	4%	8%	8%	17%
Nutritious	31%	8%	4%	3%	12%	5%	7%	8%	17%
Heart healthy	29%	7%	4%	3%	10%	5%	7%	9%	21%
Less greasy	26%	6%	4%	4%	9%	5%	9%	7%	23%
Provides vital nutrients	26%	7%	3%	4%	10%	4%	7%	8%	24%
Helps with weight management	26%	6%	3%	2%	8%	3%	7%	6%	31%
Provides energy	25%	9%	3%	3%	17%	4%	7%	6%	21%
Has a great crunchy texture	25%	10%	3%	4%	16%	6%	8%	8%	13%
Good as a snack	24%	15%	2%	3%	21%	4%	11%	5%	10%
Can be used in a variety of ways	24%	6%	4%	3%	21%	9%	4%	11%	13%
Is a super food	24%	7%	3%	3%	9%	4%	8%	7%	27%
Perfect snack for me	24%	16%	3%	3%	16%	4%	12%	4%	12%
High in protein	23%	9%	2%	2%	19%	4%	7%	6%	22%

Q18: Which of the following nuts fits best with the statements below?

# The AVQ is at an all-time high in the U.S.

## Almond Value Quotient:

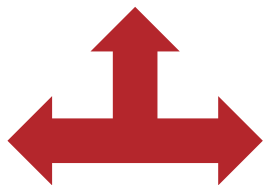
2011: 42%

2012: 43%

2013: 47%

2014: 45%

2015: 48%



## Almond Eaten as a Snack:

2011: 21%

2012: 25%

2013: 25%

2014: 24%

2015: 29%

## Almond Health Ratings:

2011: 62%

2012: 60%

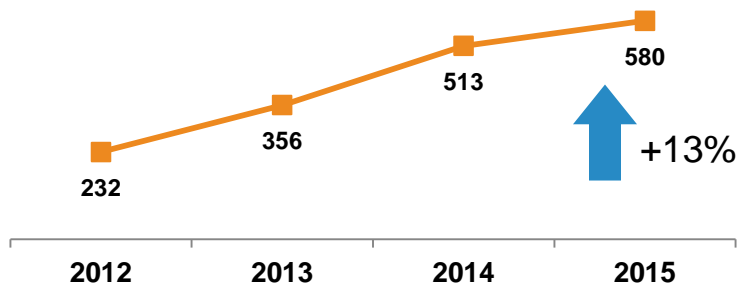
2013: 68%

2014: 65%

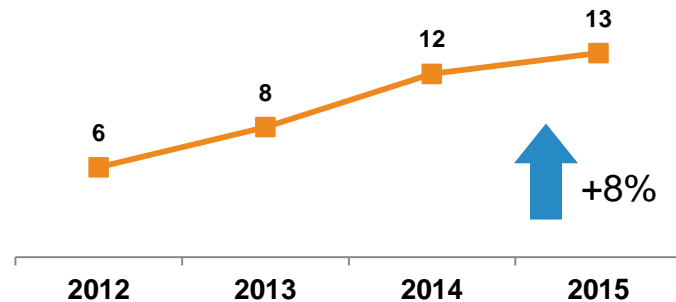
2015: 66%

# And almonds continue to be a “thing”

**Almond Milk**  
(in Millions of Quarts)



**Almond Butter**  
(in Millions of Pounds)





A vibrant collage of fresh fruits including a large red and white apple, clusters of purple grapes, several bright orange citrus fruits, and two yellow-green bananas. A semi-transparent yellow banner is centered across the image, containing the text "WHAT ABOUT OTHER SNACK FOODS?".

WHAT ABOUT OTHER SNACK FOODS?

# Introducing the Product Attribute Mapping Study

- Inspired by Myer's Briggs Type Indicator (MBTI) assessment
- Maps the snack food competitive set by physical and usage/situational attributes

## Product Attribute Pairs

*Crunchy vs. Smooth*

*Salty vs. Sweet*

*Dry vs. Juicy*

*Healthy vs. Indulgent*

## Usage Attribute Pairs

*On-the-Go vs. Sit & Eat*

*Just for Me vs. To be Shared*

*Ready-to-Eat vs. Prep. Required*

*New/Different vs. Familiar/Go-To*



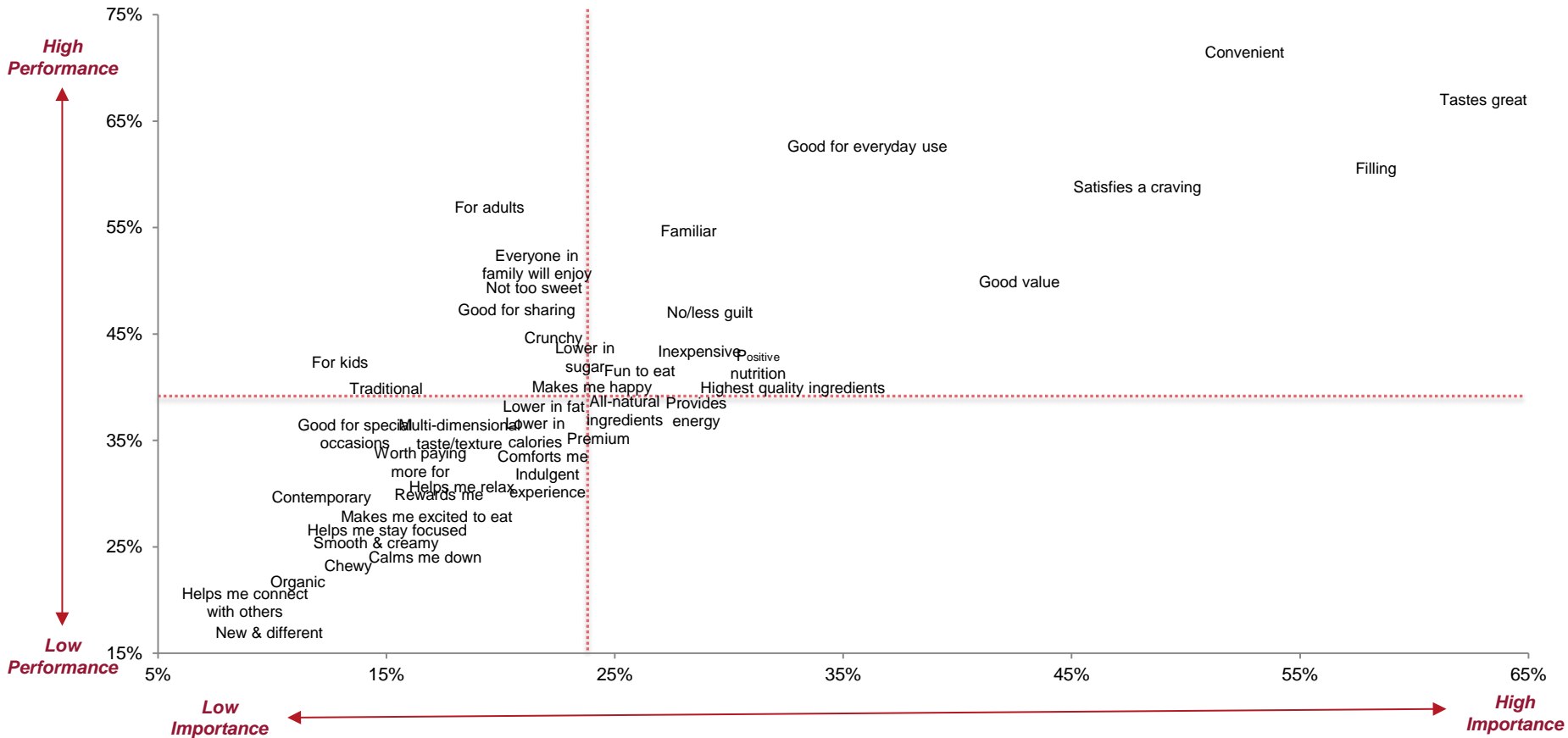


# Desired snack product attributes vary by need state

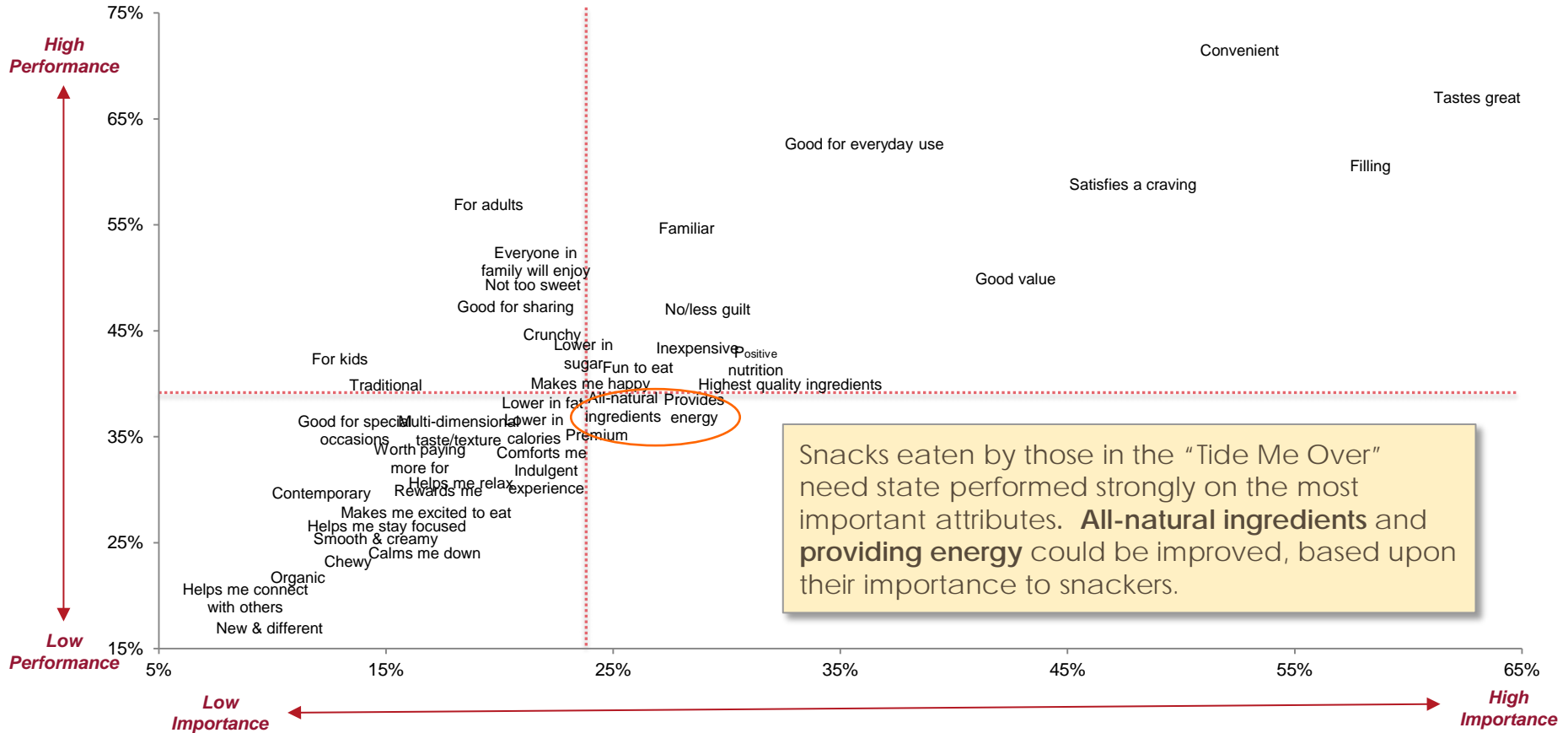
<b>1</b> <b>TIDE ME OVER</b> Something to tide me over until the next meal because I'm just plain hungry (29% incidence)	<b>ENTERTAIN ME</b> Something to relieve boredom or to give me something to do during an activity like watching TV
<b>2</b> <b>INDULGE</b> Something special, enjoyable, and fulfilling that is just for me (15% incidence)	<b>SOOTHE</b> Something to comfort and soothe me when I'm feeling down or just a bit "off"
<b>3</b> <b>NOURISH ME</b> Something to help nourish my body, replenish my spirit, and just do something good for myself (12% incidence)	<b>FOCUS</b> Something to help me clear my mind and refocus on the task at hand; a <u>mental</u> boost
<b>ENERGIZE</b> Something to give me a <u>physical</u> energy boost, to keep me going from one task to the next	<b>REWARD</b> A reward for getting through a challenging day or task
<b>RELAX</b> Something to help me unwind and relax during the day or at the end of a busy day	<b>CONNECT</b> Something to help me connect with others and to enhance our time together



# Average snack food performance in the Tide Me Over need state:

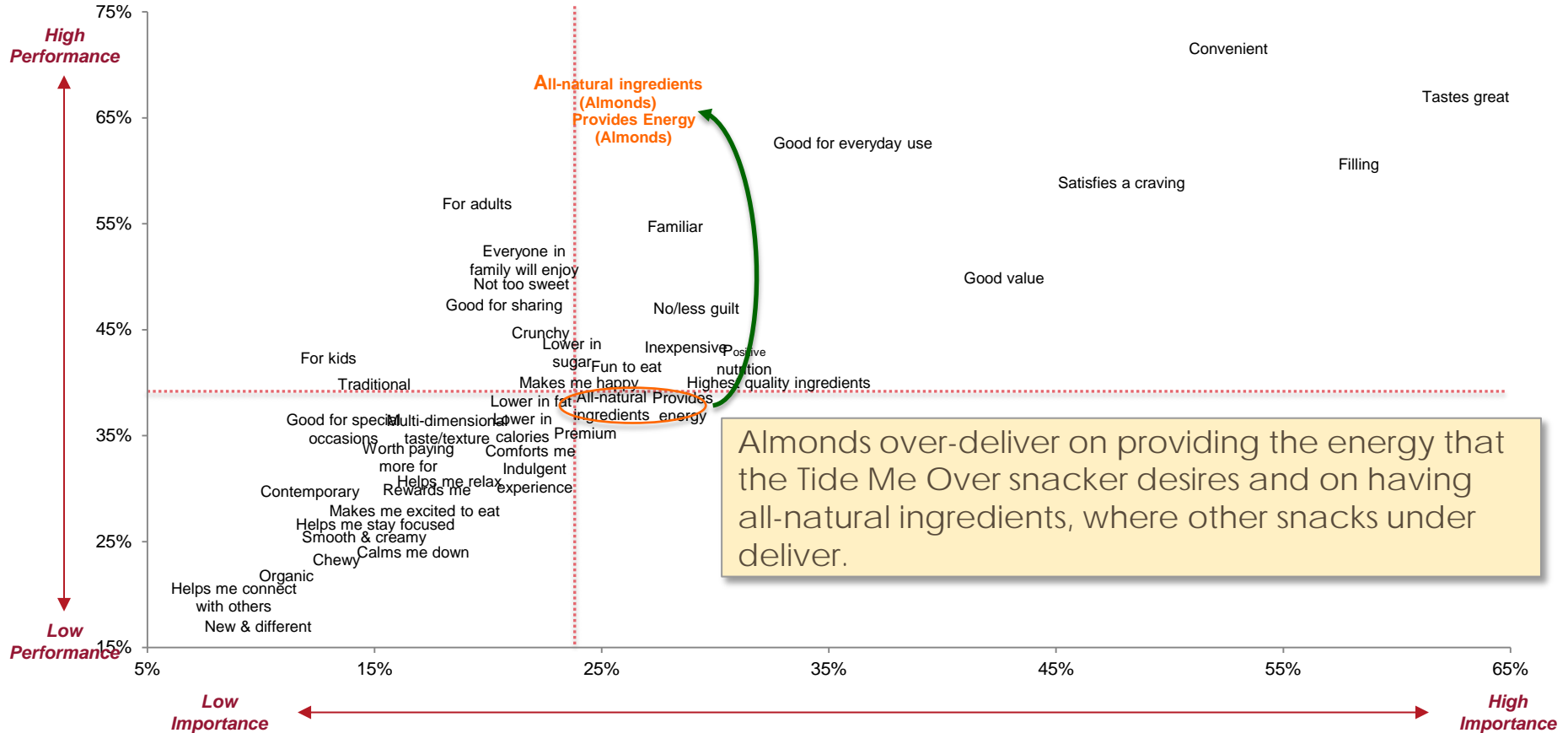


# Average snack food performance in the Tide Me Over need state:



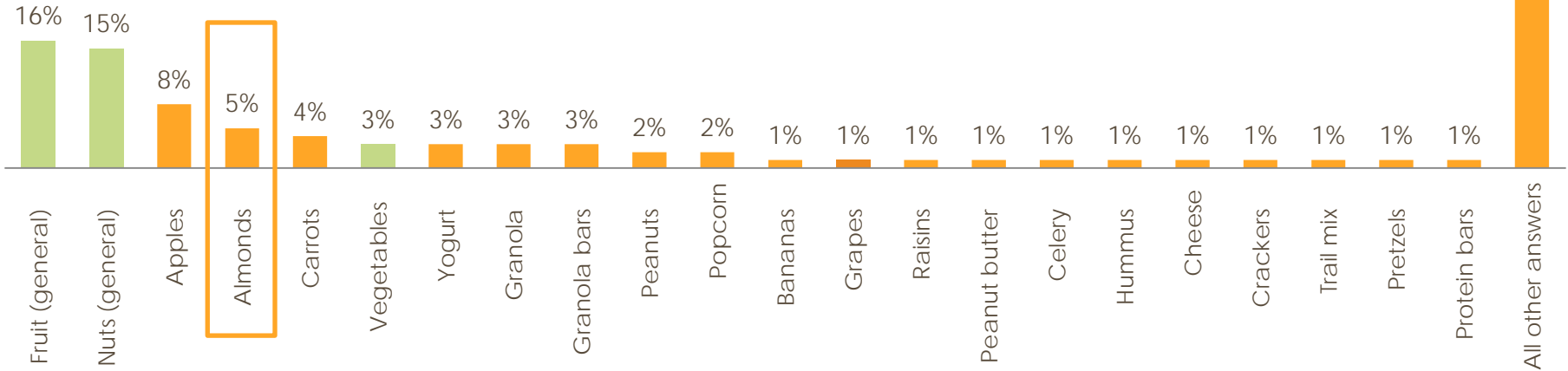
Snacks eaten by those in the "Tide Me Over" need state performed strongly on the most important attributes. **All-natural ingredients** and **providing energy** could be improved, based upon their importance to snackers.

# Average snack food performance in the Tide Me Over need state:



# Almonds are second only to apples as a specific food thought of for a “healthy snack”

Top-of-Mind Awareness: Healthy Snack First Mentions  
(n=1,650)



Q1a: What specific foods come to mind when you think about “healthy snacks”? You may list up to five (5) foods. (Open-end)



Second image in Google image search for "healthy snacking" on 12/4/15



# Like with other nuts, almonds dominate key attribute associations

Snack Food Best Described by Attribute  
(n=1,650)

	Almonds	Apples	Bananas	Carrots	Crackers	Granola/ Cereal Bars	Pita Chips	Popcorn	Potato Chips	Pretzels	Other	Don't Know
High in protein	42%	5%	6%	3%	2%	13%	2%	3%	3%	2%	2%	17%
Can be used in a variety of ways	34%	16%	9%	7%	5%	5%	2%	4%	2%	3%	2%	11%
Heart healthy	32%	18%	9%	9%	2%	6%	2%	3%	2%	2%	1%	14%
Is a super food	32%	10%	9%	6%	2%	6%	2%	3%	2%	3%	2%	23%
Has a premium image	29%	8%	6%	4%	3%	8%	6%	4%	5%	3%	2%	22%
Provides energy	28%	10%	11%	5%	3%	21%	2%	3%	2%	2%	1%	12%
A source of antioxidants	28%	13%	9%	7%	3%	6%	2%	2%	3%	2%	2%	23%
Convenient/easy to eat	28%	11%	11%	5%	4%	12%	3%	5%	8%	6%	1%	6%
Has a great crunchy texture	27%	9%	4%	8%	6%	8%	4%	5%	11%	9%	1%	8%
Perfect snack for me	27%	10%	10%	5%	4%	9%	2%	8%	8%	5%	2%	10%
Nutritious	26%	19%	11%	11%	2%	9%	2%	3%	3%	2%	1%	11%
Provides vital nutrients	26%	16%	11%	11%	3%	9%	2%	3%	2%	3%	1%	13%
Is satisfying	26%	12%	10%	4%	4%	12%	3%	7%	8%	5%	2%	7%

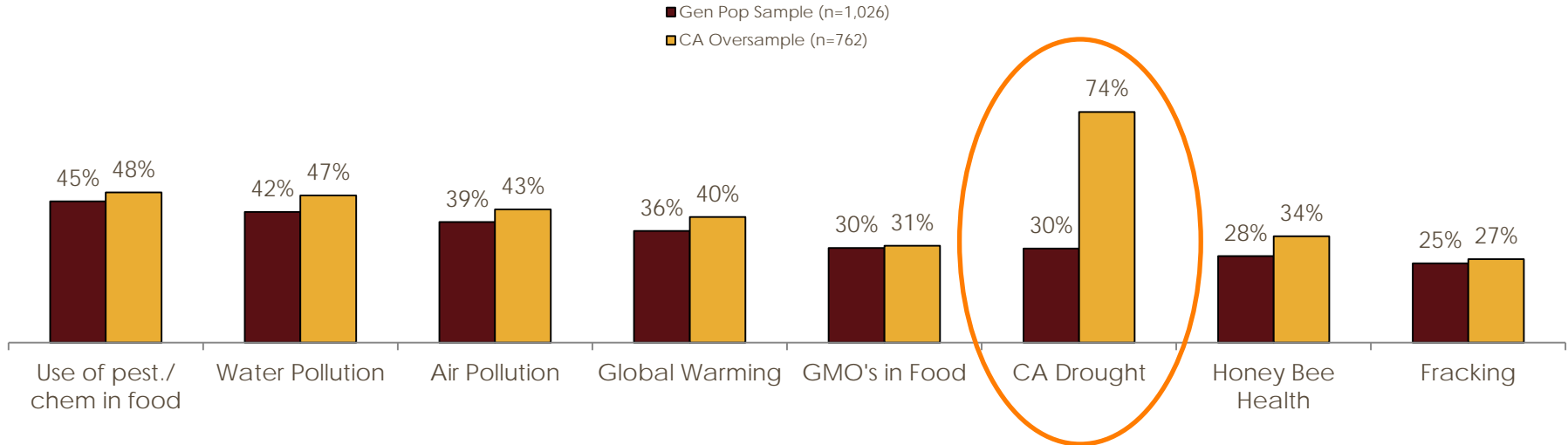
Q20a: Which of the following snack foods fits best with the statements below?



# SUSTAINABILITY

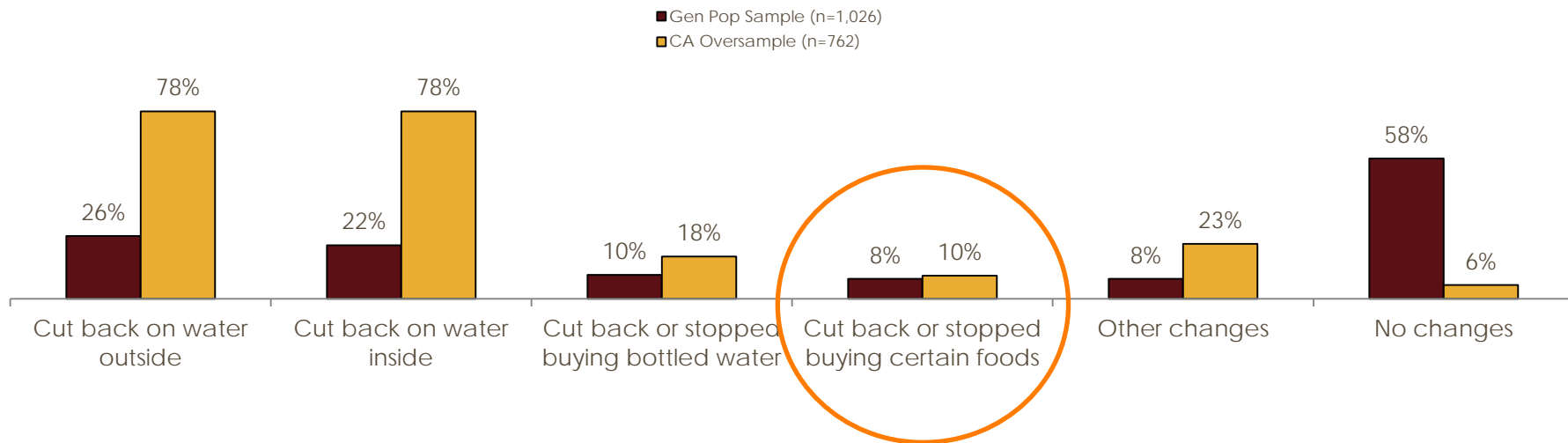
# About one in three U.S. consumers are very concerned about the drought in CA

% Very Concerned on Specific Environmental Issues



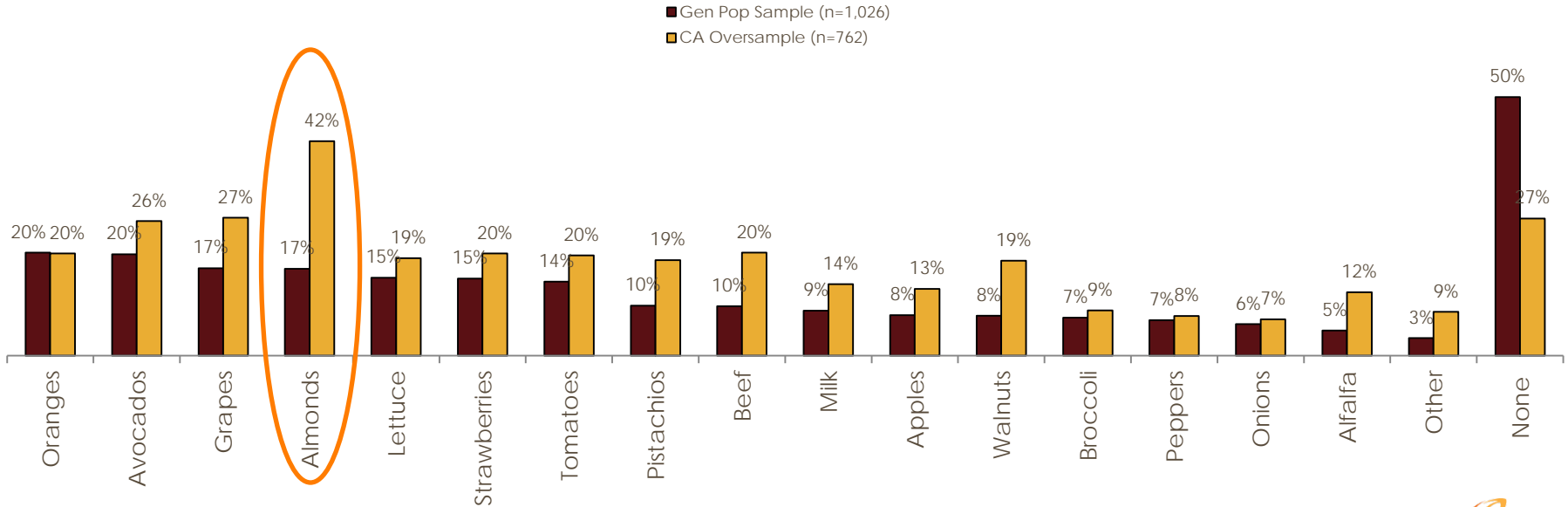
# Less than 10% of U.S. consumers have cut back on or stopped buying certain foods as a result of the drought in CA

Changes Made to Behavior Because of CA Drought



# About one in five have heard almonds mentioned in relation to the drought, as for grapes, avocados and oranges

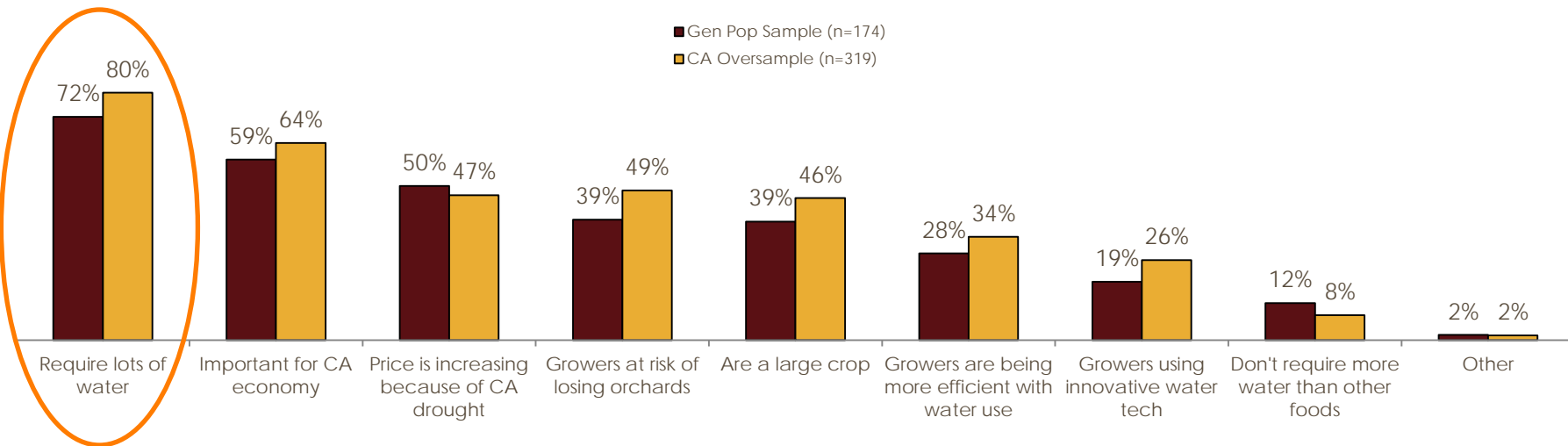
Which Specific Foods Have People Heard Mentioned in Direct Relation to the CA Drought?





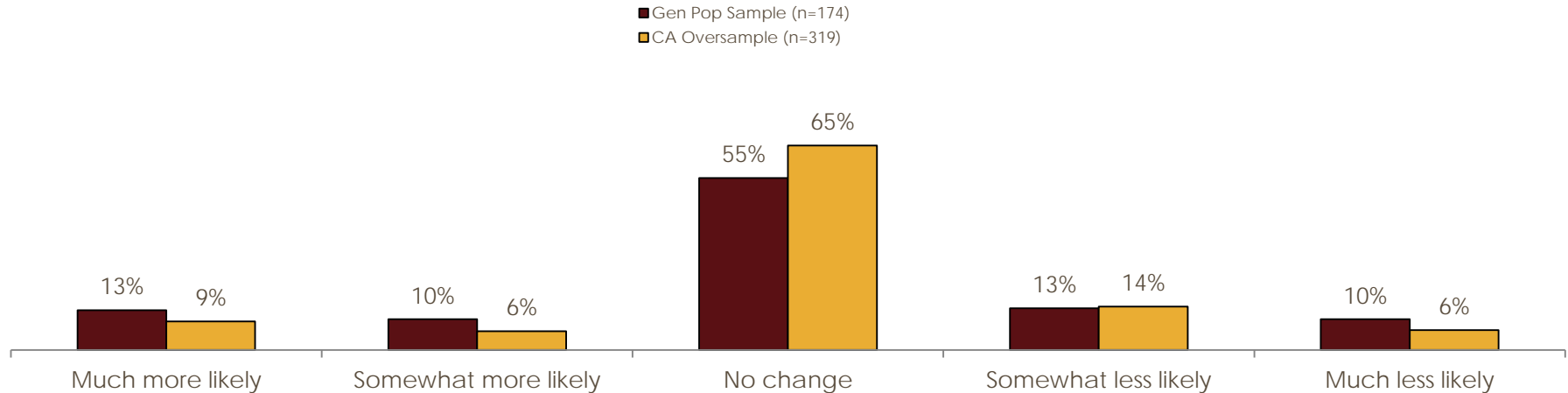
# Of those who have heard about almonds in relation to the drought, nearly three quarters report hearing almonds require a lot of water

What have they heard specifically about Almonds? (Among those indicating having heard something relating Almonds to the CA Drought)



# Only 10% are much less likely to purchase almonds based on what they've heard in relation to the drought

Impact of Messaging on Future Likelihood to Purchase Almonds



## However, the likelihood that water footprint concerns will impact almond purchases is growing

Sustainability Issues – Impact on Future Purchase Likelihood of Almonds  
(Among those very concerned about issue in relation to almonds)

	Overall concern % Very/ Somewhat	Change vs. YAG	Almonds Concern, % Very Concerned	Almonds Concern, Chg vs. YAG	Impact on Almonds PI, % Much Less Likely	Impact on Almonds PI, Chg vs. YAG
Water footprint	53%	7.4	31%	10.4	15%	8.3
Organic / organic ingredients	53%	5.2	29%	9.4	8%	(0.6)
GMOs	59%	5.0	28%	5.2	30%	2.6
Food safety	81%	(0.2)	25%	4.5	11%	(1.1)
Bees (i.e., honey bee health, etc.)	67%	8.6	25%	5.3	12%	1.5
Local sourcing/farming	62%	4.4	23%	5.2	10%	(3.7)
Recyclable/envir. friendly packaging	65%	7.4	20%	1.3	11%	3.4
Farmworker safety & equitable treatment	60%	6.0	20%	0.4	12%	4.2
Carbon footprint	58%	7.6	20%	4.5	14%	3.6
Social responsibility	54%	6.2	18%	9.3	8%	(1.1)

## Getting to know Savvy Snackers:



“I probably snack about six times a day.”

“I plan my snacks more than I plan for my meals.”

“I try to eat natural foods, but it’s about 50/50 natural and processed snacks.”

“Ultimately, I’m going for balance in my snack choices.”

# For many Savvy Snackers, almonds are *the* go-to snack

“Almonds are just about the healthiest thing you can eat.”

“I don't look forward to eating carrots; I look forward to eating almonds!”

“Almonds are my favorite nut.”

“Almonds are a snack you can trust. So many things are good for you one day, and the next day they're not. With almonds, you know they're healthy.”



## However most have very little understanding of how almonds are grown

- Without knowing anything about how almonds are grown, negative stories about almonds (and specifically almonds' water use) start to **erode their confidence** in choosing to snack on almonds

“I don't know if I'd stop eating almonds, but I might not feel as good about it.”



## Even basic information about how and where almonds are grown is seen in a positive light

“I had no idea how big and important the almond industry is to the economy.”

“It’s cool that we [the U.S.] are growing a product that so many people around the world are eating.”

“I really like that they use all the parts of the almond so that there’s very little waste.”



Information



Appreciation



Confidence







# LOOKING FORWARD





# The "Crunch On" campaign



## But our opportunity continues.

- Savvy snackers love almonds.
- But they know very little about how almonds are grown.
- So when they hear something bad about how almonds are grown, it erodes their good feelings.
- When they hear facts we may think are commonplace, they are surprised and pleased, and feel even better about eating almonds.
- We have the opportunity not only to work to continually improve our industry's sustainability for the future, but also to more pointedly share what's currently happening.





# USA Today ad in NYC, DC and LA – Dec 4-6



## Can growing almonds fight climate change?

When you eat almonds, you're choosing more than just a highly nutritious food. A recent study in the *Journal of Industrial Ecology* found that almond trees in California **absorb and store significant amounts of greenhouse gas** throughout their lifespans.

And as the almond community continues and does even more to use its coproducts from producing and harvesting almonds—like hulls, shells and other tree biomass—they'll further contribute to becoming **carbon neutral, or even carbon negative** if policy changes and production advancements work hand in hand.

To learn more, visit [almondsustainability.org](http://almondsustainability.org).



Ellen Hanvinney, Alissa Kendall, Sonja Brodt, Weixuan Zhu, Life Cycle-based Assessment of Energy Use and Greenhouse Gas Emissions in Almond Production, Part B: Uncertainty Analysis Through Sensitivity Analysis and Scenario Testing, *Journal of Industrial Ecology*, 2016, 10, 181 (Dec. 12):111.

Good news about almonds and heart health. Scientific evidence suggests, but does not prove, that eating 1.5 ounces per day of most nuts, such as almonds, as part of a diet low in saturated fat and cholesterol may reduce the risk of heart disease. One serving of almonds (2.8 grams) has 15 grams of unsaturated fat and only 1 gram of saturated fat.

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This relates to some **disruptive** trends in business...



## **Why Transparency Is The New Marketing**

by NEIL PATEL on JANUARY 12, 2015



## ***Corporate Social Responsibility IS The New Norm.***

# Examples that gained attention in 2015.



ICONS OF ENTREPRENEURSHIP

## Starbucks' CEO Sent an Extraordinary Email to Employees During the Stock Market Chaos

Did you notice your Starbucks barista was even nicer than usual yesterday? Here's why.



Fab.



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# And the fact is...

TOP 10 LIST FOR		Salty Snacks	Week ending Oct. 24, 2015
RANK	SALES COUNT (UNITS)	TITLE	
1	192,511,296	Lay's	
2	104,846,791	Doritos	
3	83,326,107	Cheetos	
4	79,366,930	Tostitos	
5	50,176,607	Pringles	
6	46,810,330	Fritos	
7	45,191,761	Ruffles	
8	44,372,722	Jack Link's	
9	36,019,299	Utz	
10	30,598,319	Snyder's Of Hanover	

# Video