

The Food Industry: Friend or Foe?

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Discover. Connect. Engage.

Disclosure: Building Trust Contributors



Health
Canada

Santé
Canada



International Life Sciences Institute
NORTH AMERICA



PEPSICO



CANADIAN PARTNERSHIP
AGAINST CANCER



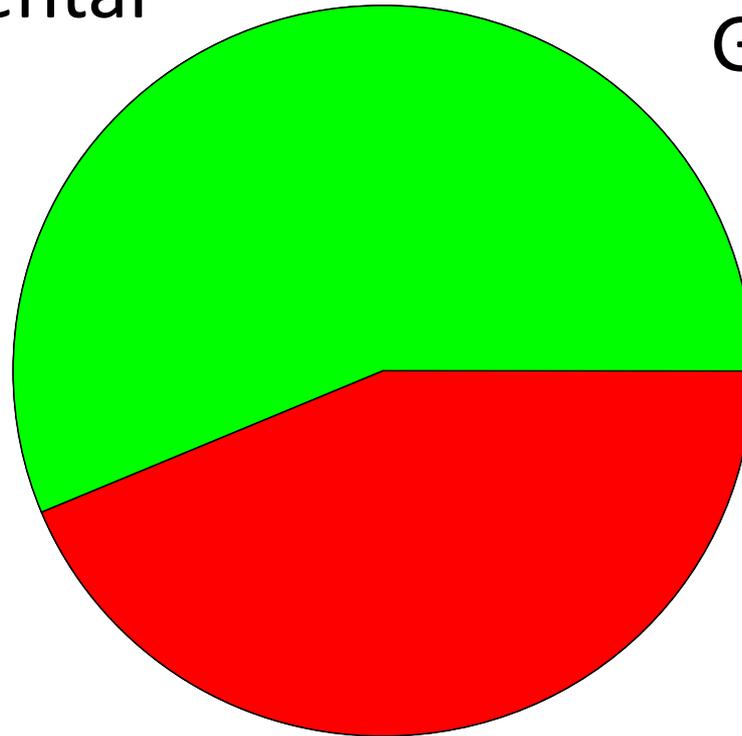
PARTENARIAT CANADIEN
CONTRE LE CANCER



Sector Contributions

Non-governmental
Organizations

Government



Private Sector

Total: Cash &
In-kind \$350,000

Poll: Is the Food Industry _____ ?

Friend

Foe

Some combination of the above

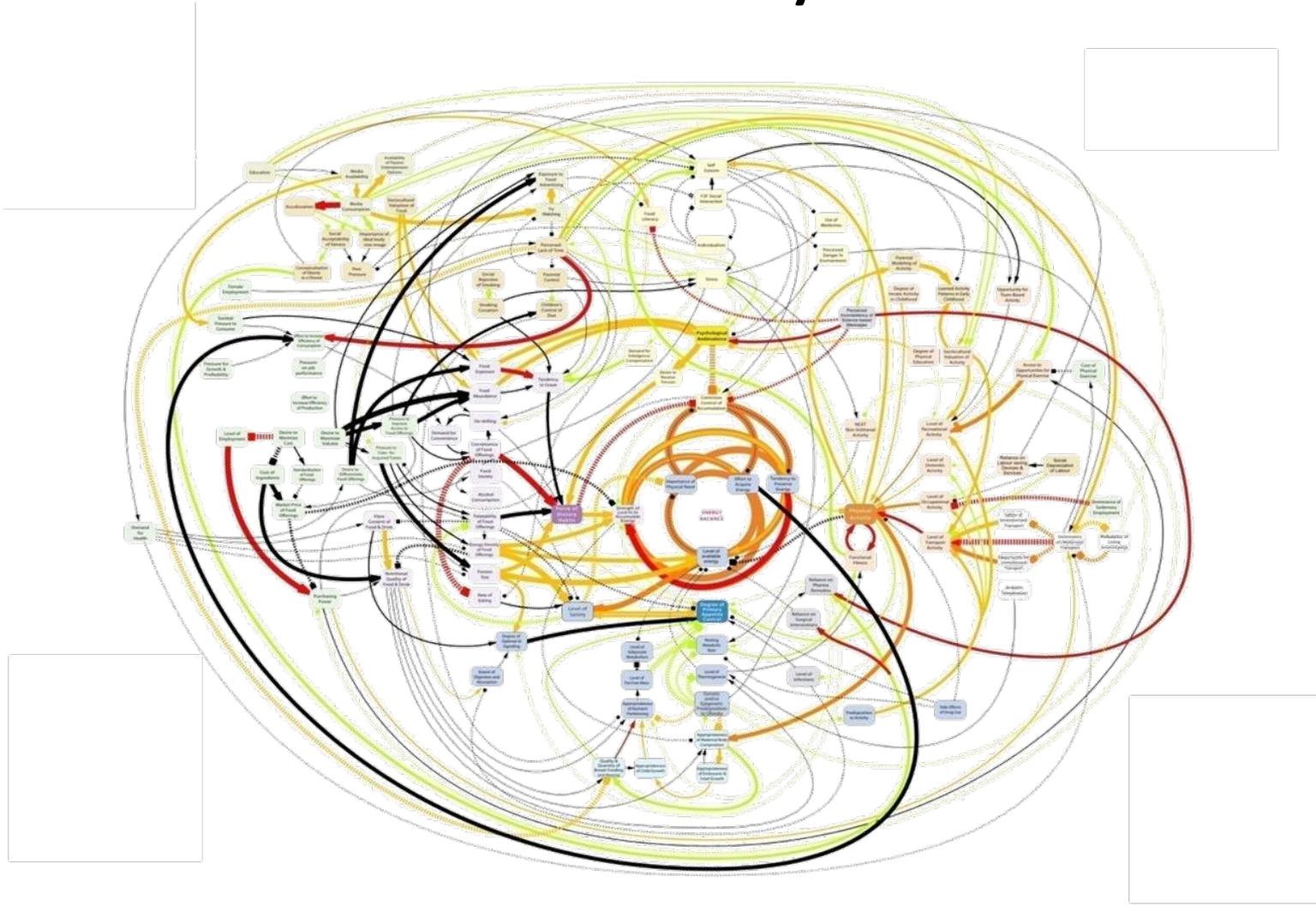
Key Messages

- The complexity of prevention means we need thoughtful “lines in the sand”.
- “Conflicts of interest” can also be “convergences of interests”
- Slinging “rocks and arrows” creates silos rather than safe spaces.

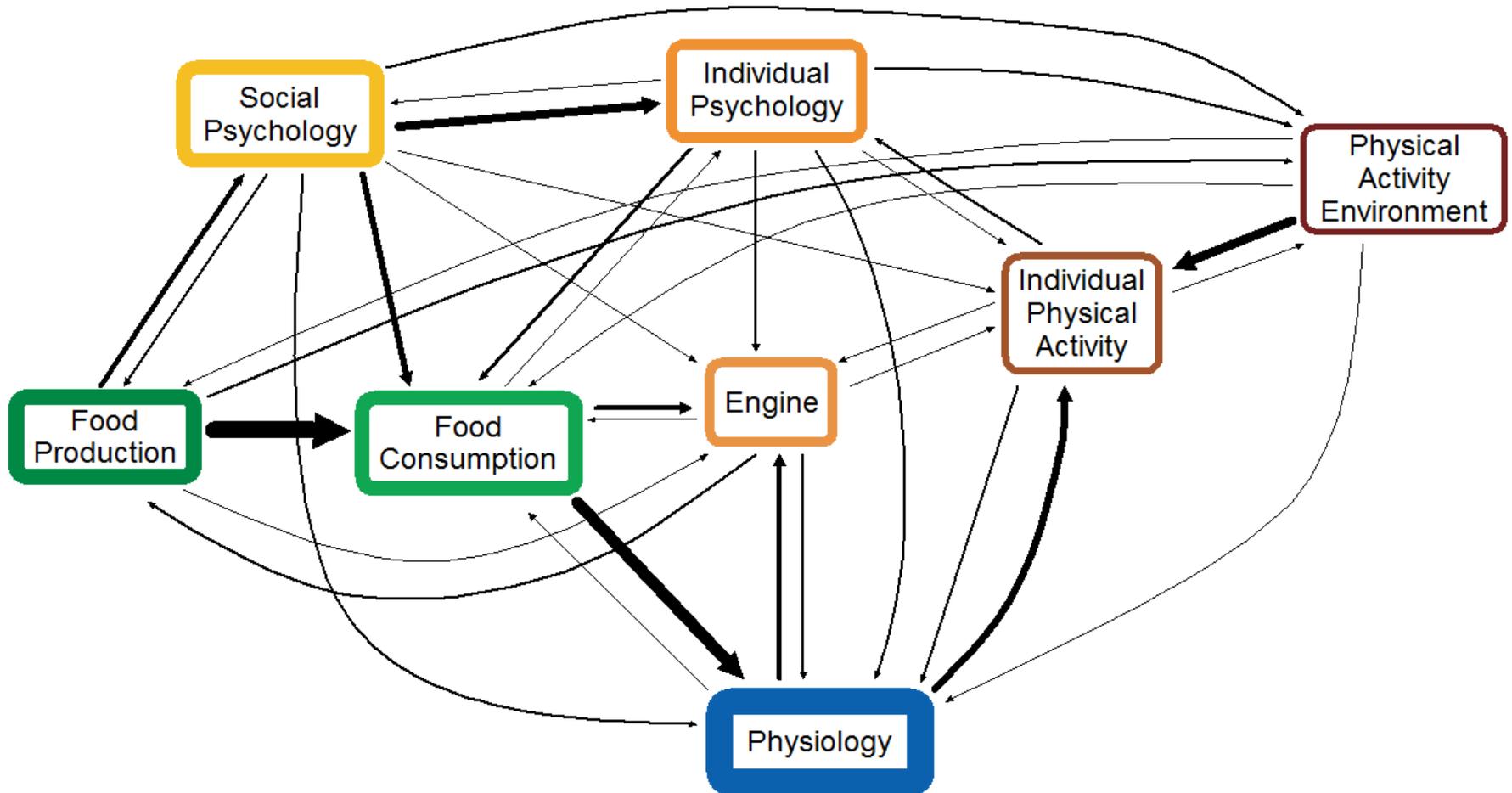
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Prevention System



Subsystems Map



Food consumption also drives food production



Campbell's adding salt back to its soups

CARLY WEEKS

The Globe and Mail

Published Thursday, Jul. 14 2011, 5:40 PM EDT

Last updated Thursday, Sep. 06 2012, 10:24 AM EDT

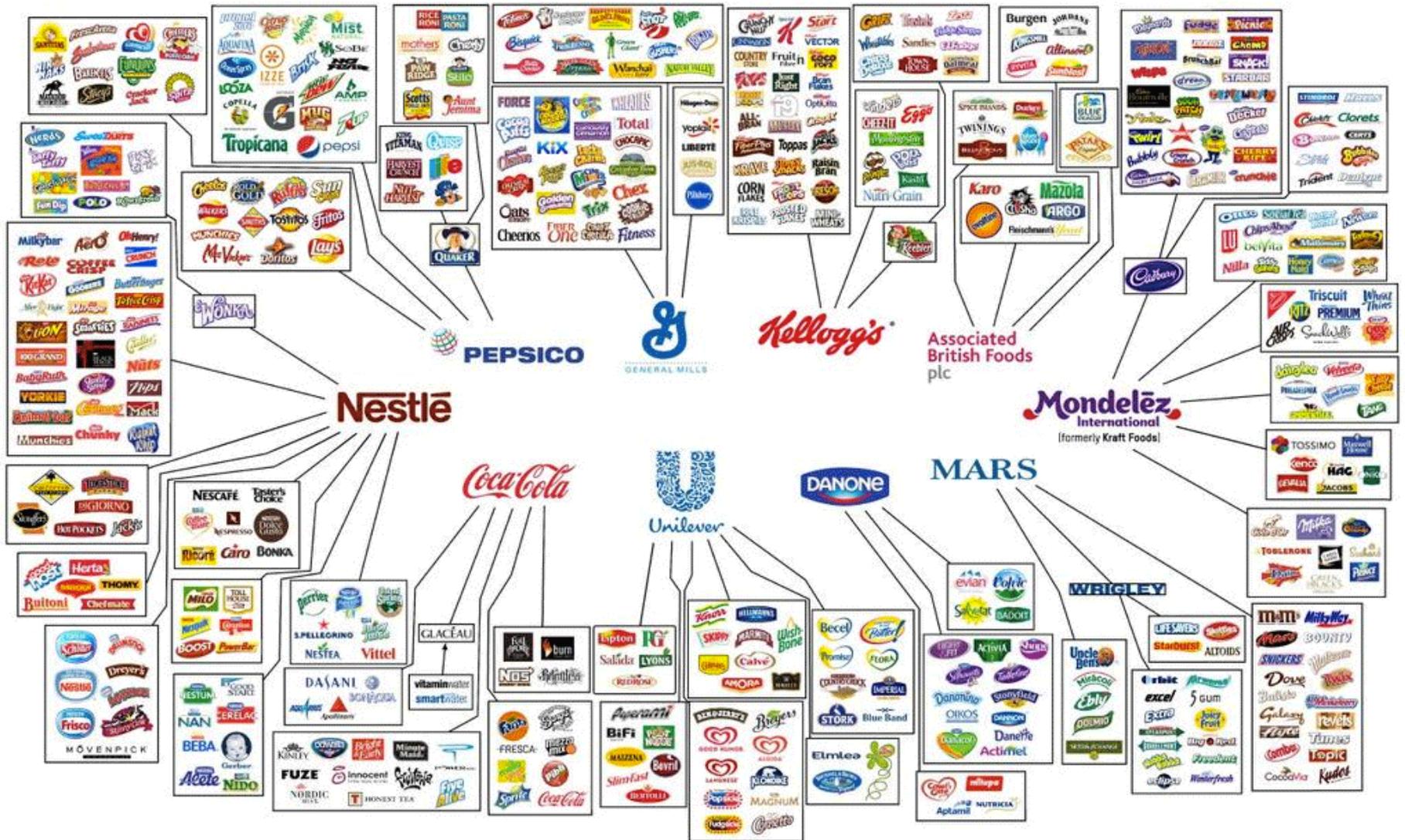
Campbell Soup Company, which has become synonymous with sodium reduction and even showcased its healthier ways in a commercial, announced a new sales strategy this week: add more salt back into its soups.

Incoming CEO Denise Morrison told an investor's meeting at company headquarters in New Jersey this week that Campbell's will boost the sodium content of its products in hopes of combatting sluggish sales.

Characteristics of Systems

Simple or Complicated Systems	Complex Systems
Homogeneous	Heterogeneous
Linear	Nonlinear
Deterministic	Stochastic
Static	Dynamic
Independent	Interdependent
No feedback	Feedback
Not adaptive or self-organizing	Adaptive and self organizing
No connection between levels or subsystems	Emergence

“Big Food” is heterogeneous



BEHIND THE BRANDS: FOOD COMPANIES SCORECARD

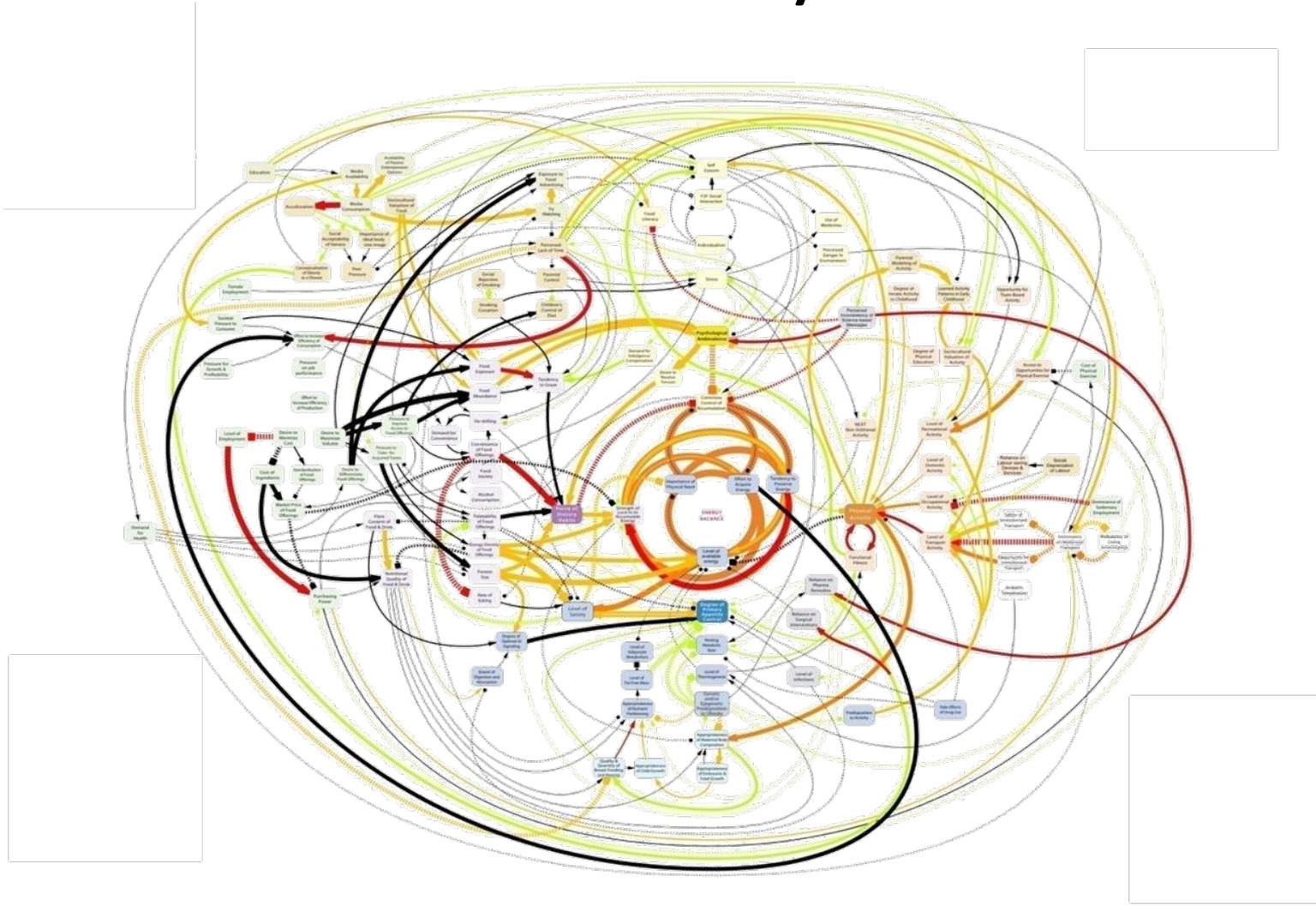
0 - 1 Very poor 2 - 3 Poor 4 - 5 Some progress 6 - 7 Fair 8 - 10 Good

Rank	Company	Score	Land	Women	Farmers	Workers	Climate	Transparency	Water	Total
1	Nestlé	64%	5	5	6	7	8	7	7	45/70
2	Unilever	63%	5	5	8	7	7	6	6	44/70
3	Coca-Cola	54%	7	6	2	6	6	5	6	38/70
=4	Mondelēz	33%	3	5	4	3	2	3	3	23/70
=4	PEPSICO	33%	2	2	3	3	6	3	4	23/70
=6	BANQUET	31%	1	1	2	3	5	5	5	22/70
=6	MARS	31%	1	4	4	3	4	4	2	22/70
8	Kellogg's	29%	2	3	1	1	4	4	5	20/70
9	Associated British Foods plc	27%	3	2	2	3	4	3	2	19/70
10	GENERAL MILLS	21%	2	1	2	2	2	2	4	15/70

Updated February 2014.

The latest version of this scorecard is available at <http://oxfam.org/behindthebrands>

Prevention System



Common Responses to Complex Problems

- Retreat
- Despair
- Believe the problem is beyond hope
- Assign blame, figure out who is responsible
- Simple solutions
- Galvanize our collective efforts and invest significant resources

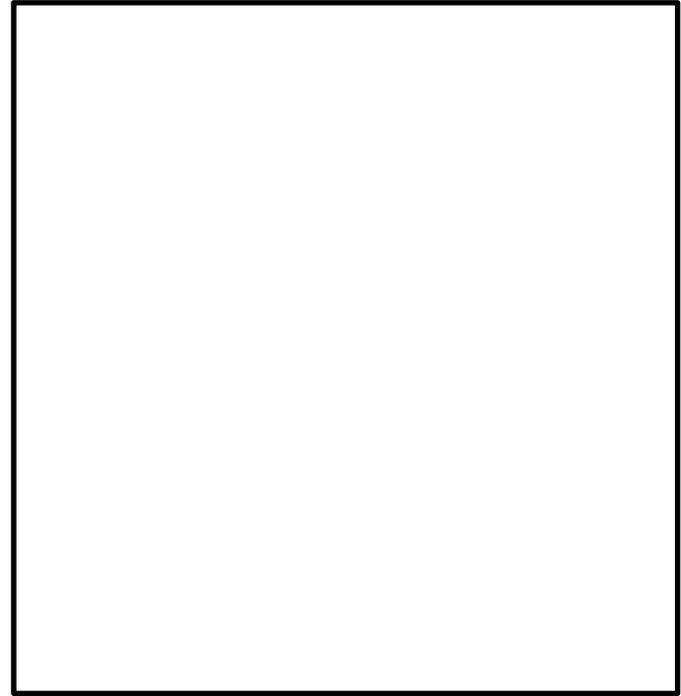
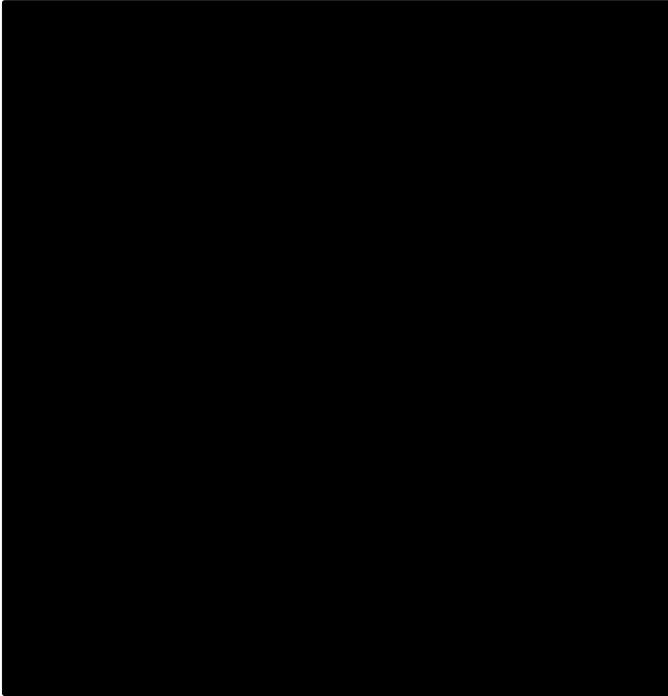
Solutions for Complex Problems

- A reductionist paradigm is not that helpful
- Move from attribution to adaptation
- Support individuals / individuals matter
- Match capacity to complexity
- Set functional goals
- Assess effectiveness
- Build shared measurement platforms
- Distribute decision, action, & authority
- Establish networks and teams
- Build authentic trust
- Utilize the relationship between cooperation and competition
- Act locally, connect regionally and learn globally
- “Help it” happen rather than “make it” or “let it” happen

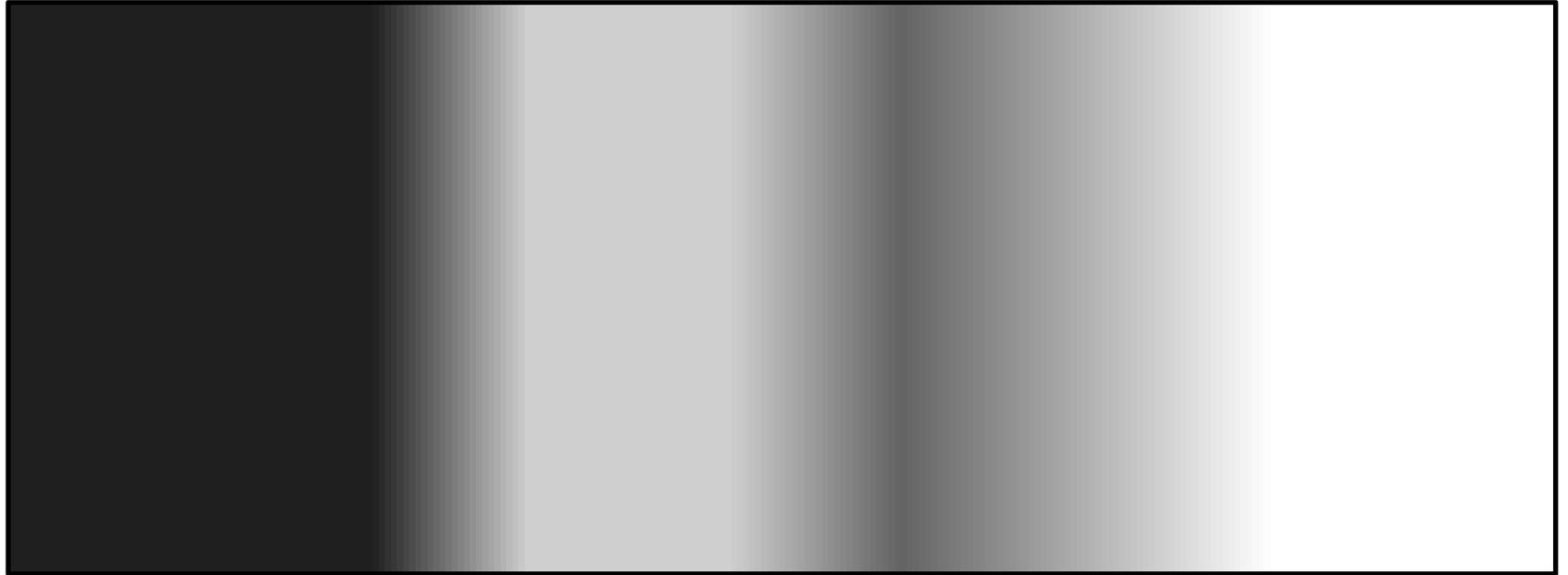
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The issues are not.....



Rather.....



Blind
Trust

Simple
Trust

Authentic
Trust

Cordial
Hypocrisy

Types of Trust

- **Simple Trust**
 - Trust taken for granted; devoid of suspicion
 - Demands no reflection, no conscious choice, no scrutiny no justification
 - Can't be recovered if it is lost
- **Blind Trust**
 - Exposed to violation and betrayal
 - Evidence for distrust rejected or denied
 - Requires self-deception

Types of Trust

- **Cordial Hypocrisy**

- Façade of goodwill and congeniality that hides distrust and cynicism
- Destructive to teamwork
- Makes honest communication impossible

- **Authentic Trust**

- Can't be taken for granted
- Mature, articulated, carefully considered
- Recognizes possibility of betrayal and disappointment
- Must be continuously cultivated

Trust Helps with Complexity

- Trust is a way of dealing with complexity.
- High trust societies are able to form wide-reaching and successful cooperative partnerships.
- Low trust societies tend to be economic disaster areas and terrible places to live.

Other challenging lines.....



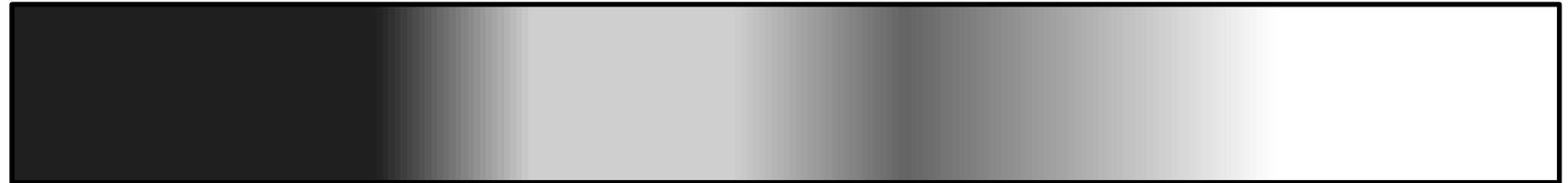
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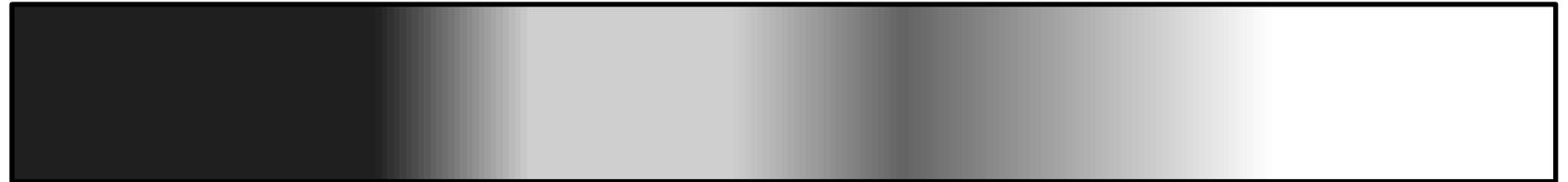
Cordial
Hypocrisy

Meta-analysis
of RCTs

Practice-based
evidence

“Science-
Ploitation”

Other challenging lines.....



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Advice from
clinical
professional

Health
Promotion

Food
marketing

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Case against collaboration

- The only interest of the private sector is profit.
 - Private sector partnerships with health orgs is only about buying credibility, positive emotions and consumer loyalty.
 - Risk of partnering with food industry outweighs any potential benefits.
 - Regulation and legislation are the only way to obtain the necessary changes to combat obesity.
- 

A Short Story of Convergence

Food company plans to insert > 1M pedometers in cereal boxes.
(Summer 2003)



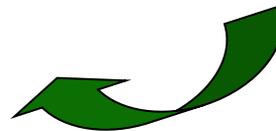
Identified as a “natural expt” with potential to impact health knowledge, awareness, behaviour.....



Supplement to CJPH published
(Spring 2006)



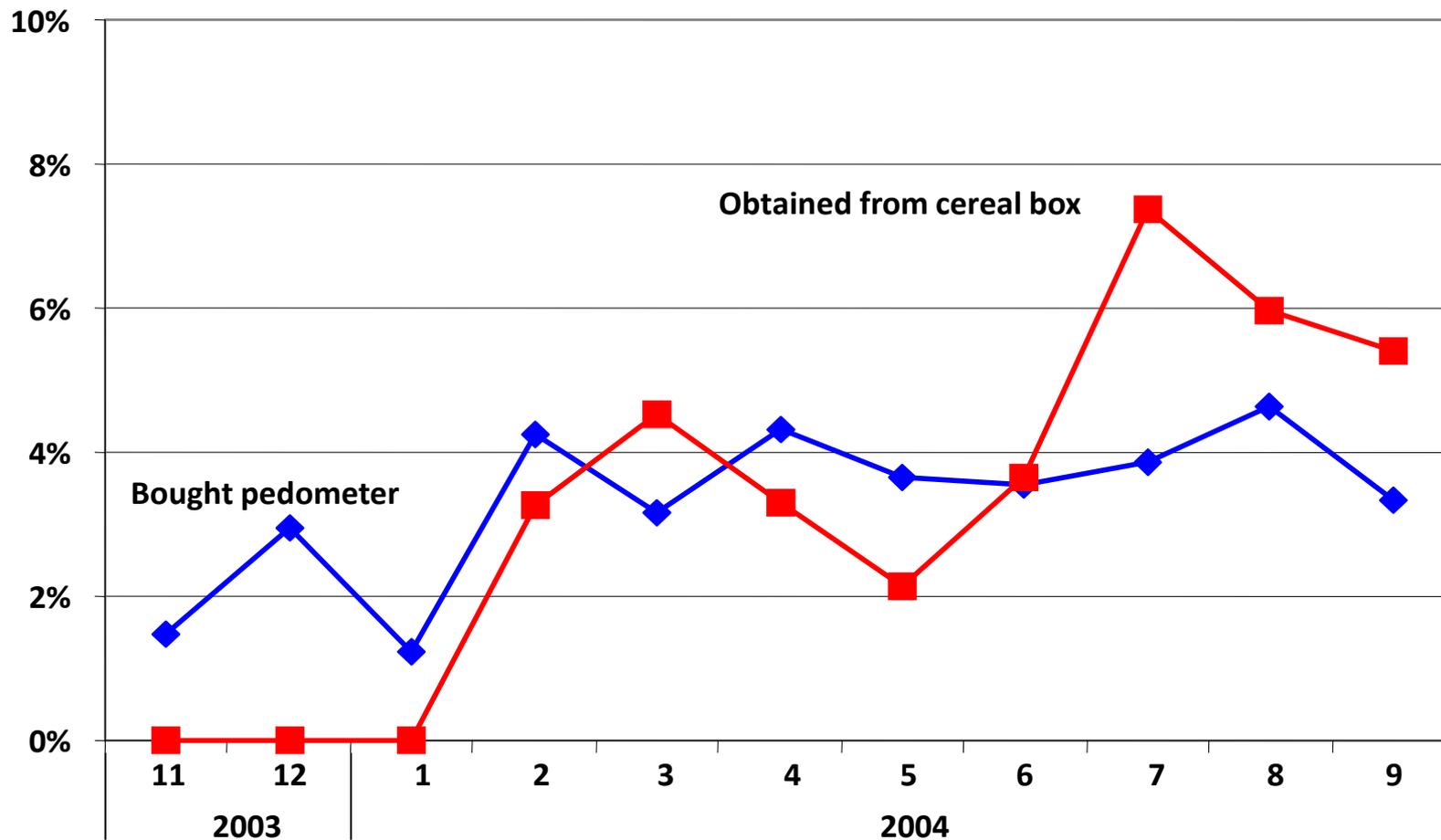
Canadians were invited to “donate their steps to health research” (January 2004)



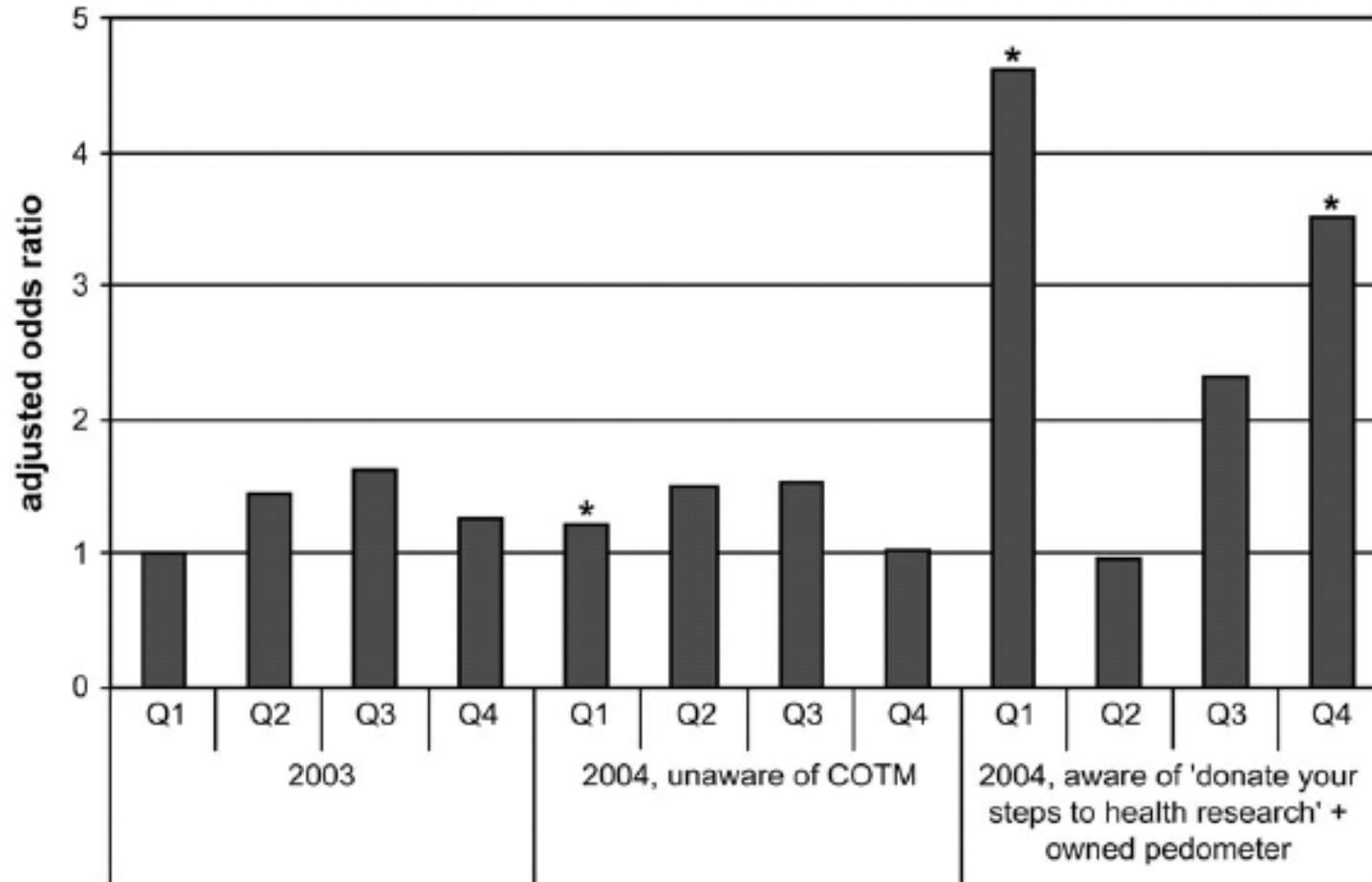
A Convergence of Interests?



Source of pedometer



Odds ratios of walking an hour per day (2003–04) in relation to COTM.



Q1, January-March; Q2, April-June; Q3, July-September; q\$, October-December

*Significant difference compared to the corresponding quarter of 2003, $p < .05$

Marketing vs Health Promotion



“Low sodium”
VS
“Hint of salt”



We have:

- Removed 6.4 trillion calories from the marketplace—400 percent over our initial goal
- Created a new coalition of diverse organizations committed to serious change
- Awarded over \$1 million in grants and prizes to schools with the greatest need
- Earned the trust of government and the public health community

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

Independent Evaluation

- Funded by Robert Wood Johnson Foundation
- Confirmed: 6.4 trillion fewer calories (−10.6%) in 2012 than 2007.
- Caloric sales from pledge brands declined by 78 kcal/capita/day

Am J Prev Med 2014;47(4):508–519

Could “convergence” improve quality of industry supported health promotion?



Not all “convergence” is a good idea



Types of “convergence”

Donation	Platforms for Discussion	Sponsorship	Alliances	Partnerships
Charitable financial or in-kind donations that enhance each partner’s brand image.	Platforms for discussion are often created for information sharing. They bring together different actors to map out strategies for addressing changes.	Any form of monetary or in-kind payment or contribution to an event, activity or individual that promotes a company’s name, brand, products or services.	Alliances are groups of organizations that combine forces to address specific public health issues. They create informal agreements to provide programs or services to the community.	A partnership is a mechanism based on shared decision-making that brings together a diversity of skills and resources of various organizations in innovative ways to improve specific outcomes.
<p>Lower-level of Complexity ←————→ Higher-level of Complexity</p>				

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Your children don't care about these:



Because corporations are allowed to brainwash them on tv and the internet.



Academics

Healthcare
Professionals

NGOs

Private
Sector



Deepest held beliefs about food messaging

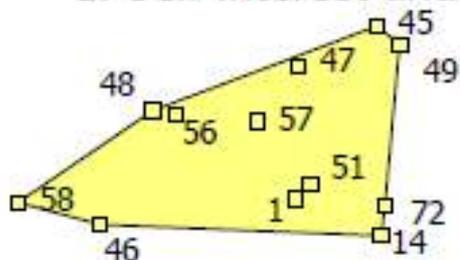
Academics	Health Care Professionals
Requires evidence; “science has the answer”	You can demonstrate causality
Knowledge = behaviour change	Need to provide healthy eating guidelines
Industry makes message confusing; consumers give up	Food messaging is an unwanted nuisance

Deepest held beliefs about food messaging

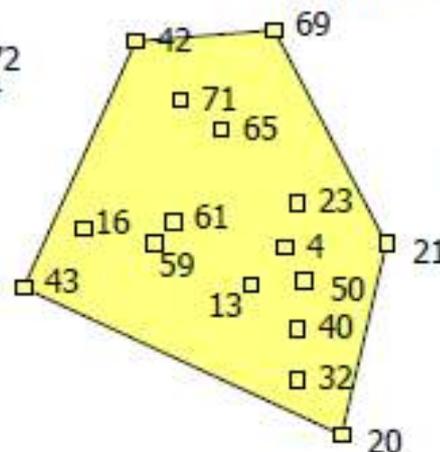
NGO	Private Sector
Educated consumers make healthier choices	Educated choice is a positive step
Uneducated consumers need healthy defaults	Bans don't work
Industry is part of the problem and potentially part of the solution	Industry knows best how to communicate to educate

Building Authentic Trust – Barriers Cluster Map

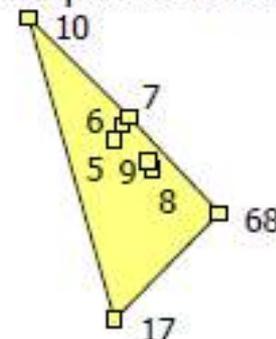
1. Self-interest and fear



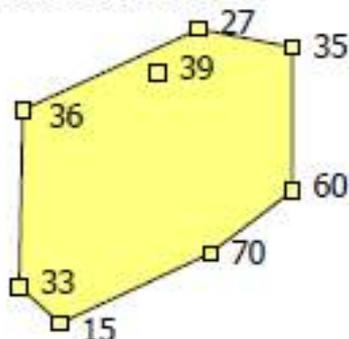
2. Non-constructive criticism & closed-mindedness



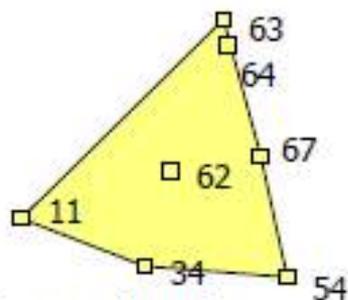
3. Stereotypes & Misrepresentations



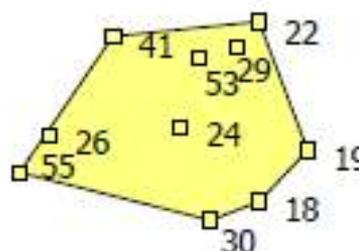
7. Cultural, organizational and individual rigidity



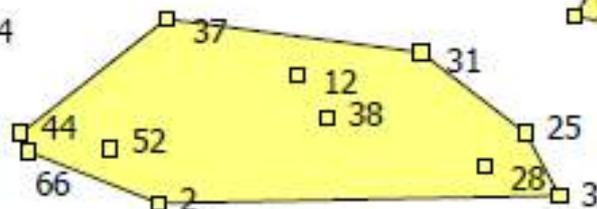
6. Competing/ Conflicting world views



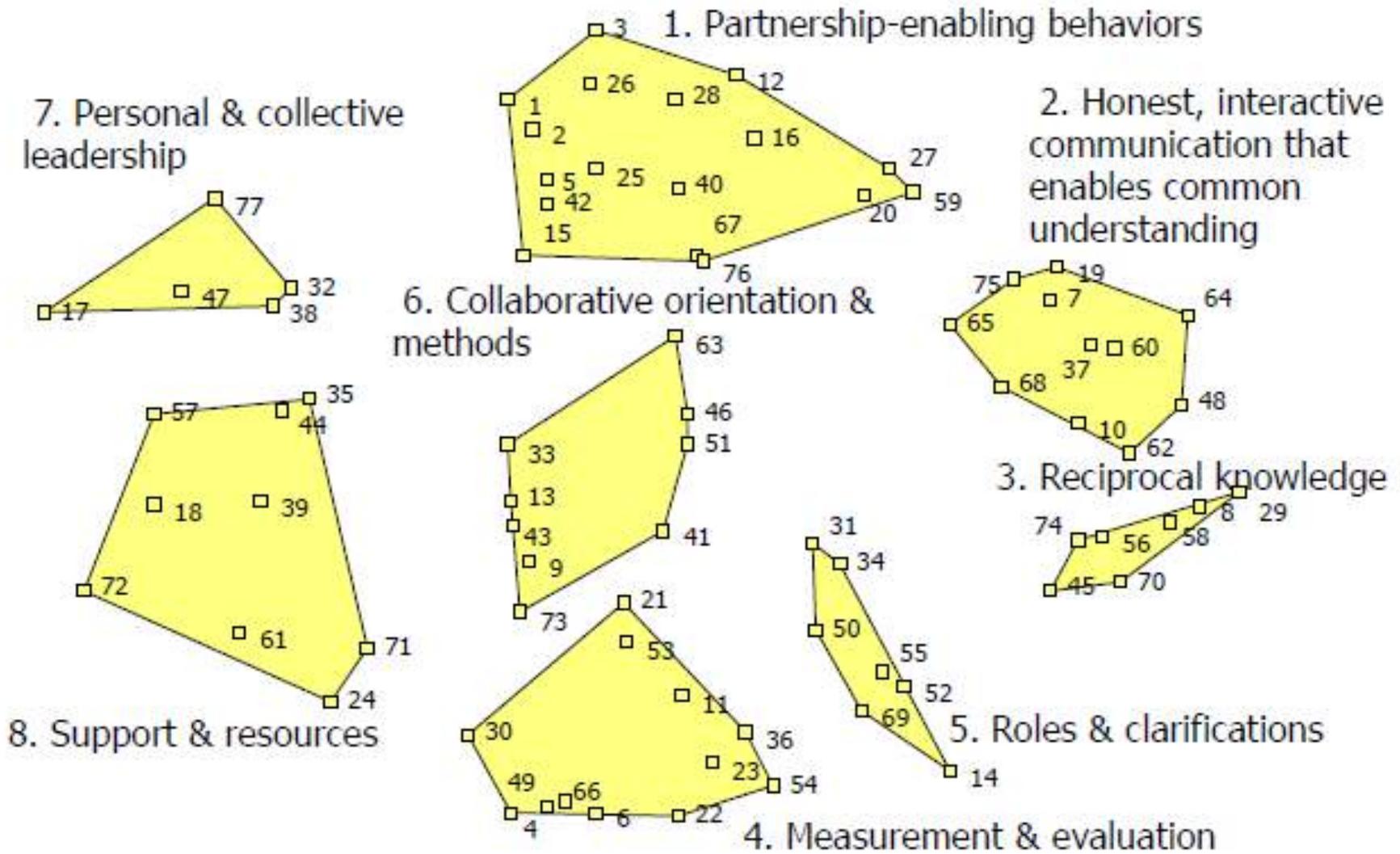
4. Awareness & manipulation of knowledge delivery



5. System Barriers



Building Authentic Trust – Strategies Cluster Map



Lessons Learned Through Building Trust Initiative

- Trust building to address obesity needs a safe space
- Regulation is needed when competition is undesirable; Regulation levels the playing field
- Within sector trust is more difficult to build than between sector trust (private sector, NGO, government, academia).

Benefits of Safe Space Discussions

- Catalyst for new collaborations
- Deepen understanding of other sectors
- Innovation/incubator/think tank
- Nurturing substrate
- Celebrate/communicate successes

Risks to Safe Spaces for Discussion

- Changes in leadership
- Stereotypes and assumptions about the motivation of others
- Betrayal by others in organization or sector
- Media influences

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- 

Criteria for successful cross-sector partnerships

- Alignment of strategy, mission and values
- Personal connections and relationships (leaders on either side)
- Trust and mutual respect
- Good governance practices (re representation, transparency and accountability)
- Acknowledge and respect partners' divergent interests

Criteria for successful cross-sector partnerships (2)

- Commitment of resources for carrying out partnership
- Strong project management with clear expectations of outcomes, benefits, roles and responsibilities
- Expectation management
- Vertical rather than horizontal relationships with equal power
- Built-in processes for review and evaluation