BUILDING CONSUMER TRUST

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

This quote, often attributed to Theodore Roosevelt, sums up what The Center for Food Integrity (CFI) learned in what is now a peer-reviewed and published model for building trust in today’s food system. Research sponsored by CFI and conducted in partnership with Iowa State University shows that confidence (shared values) is three to five times more important than competence (skill and expertise) in building consumer trust. Specifically, our study measured what drives consumer trust in the areas of food safety, nutrition, worker care, the humane treatment of farm animals and environmental protection.

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

For more information, visit foodintegrity.org.
Once lost, either through a single event or a series of events that reduce or eliminate stakeholder trust, social license is replaced with social control. Social control is regulation, legislation, litigation or market mandates designed to compel the organization to perform to the expectations of its stakeholders. Operating with a social license means more flexibility and lower cost. Operating with a high degree of social control increases costs, reduces operational flexibility and increases bureaucratic compliance.

Every sector of the food system whether farmers, manufacturers, branded food companies, grocery stores or restaurants is under ever-increasing pressure to demonstrate they are operating in a way that is consistent with stakeholder values and expectations. Groups opposed to today’s food system are pursuing litigation, pressuring branded food companies, and initiating legislation to change how the system operates.

Historically when under pressure to change, the industry has responded by attacking the attackers and using science alone to justify current practices. Too frequently the industry confuses scientific verification with ethical justification. Not only are these approaches ineffective in building stakeholder trust and support, they increase suspicion and skepticism that the food industry is worthy of public trust.

As consumer values change, the food system needs to evaluate and potentially modify current practices and fundamentally change the way it communicates in order to maintain consumer trust. Meaningful stakeholder engagement and effective values-based communication with consumers is essential to maintaining the trust that protects social license.

Building a truly sustainable food system requires balance. Maintaining public support requires our practices to be ethically grounded and consistent with the values of our stakeholders. Objective, independent data is essential to evaluate progress and support scientific claims of improvement. Reasonable profitability is essential to assure economic viability. It is only by balancing these sometimes competing interests that we can have a food system that is truly sustainable and supported by our stakeholders and the rational majority of consumers.

In our subsequent qualitative research we learned that consumers trust farmers because they believe farmers share their values. Unfortunately, consumers aren’t sure today’s agriculture still qualifies as farming. Why? Generational and geographic distance between farmers and consumers, technological advances in farming, and changes in farm size and structure. We see consumer alienation from agriculture and the food system expressed through concerns about nutrition, food safety, affordability, environmental sustainability, animal welfare and other issues.

Some argue that maintaining public trust is a worthy goal, but not relevant to success in business. This outdated notion fails to recognize the financial benefit of maintaining the trust of stakeholders who can determine the level of social license or social control an organization enjoys. A social license is the privilege of operating with minimal formalized restrictions (legislation, regulation or market mandates) based on maintaining public trust by doing what’s right.

Every organization, no matter how large or small, operates with some level of social license. Organizations are granted a social license when they operate in a way that is consistent with the ethics, values and expectations of their stakeholders. Stakeholders include customers, employees, the local community, regulators, legislators and others who have an interest in how the organization impacts them. Maintaining the public trust that protects your social license to operate is not an act of altruism; it is enlightened self-interest.

Earning and Maintaining the Social License

Confidence

Trust

Value

Similarity

Competence

Social License

Influential Others

Freedom to Operate

Trust is the keystone by which confidence is built and competence is maintained. Social license is earned by earning trust. Building trust requires effort to address the concerns of others and to demonstrate competence in understanding and providing solutions. Building social license requires continual efforts to build trust by demonstrating competence in understanding and addressing concerns.
2011 CONSUMER TRUST RESEARCH

CFI’s ability to track consumer attitudes over time allows us to monitor how perceptions change on important food system issues. The pages that follow provide a snapshot of consumer attitudes, some that we’ve been tracking for five years. Much more can be learned from the detailed study, and a wealth of additional information is available with CFI membership.

ALIGNING GOALS WITH EXPECTATIONS

Any time there is a gap between performance and expectations there is the potential for conflict. The principle holds true for parents and children, employers and employees and farmers and consumers. If consumers expect farmers are operating in a way consistent with expectations then they are more likely to support farming activity. On the other hand, if consumers don’t believe farm operations are consistent with their priorities and expectations they will be less supportive and ask for more social control.

Our 2011 research identified consumer priorities related to food and then measured what consumers believe farmer priorities are and what they believe farmer priorities should be.

We also wanted to measure if there is a difference in how consumers perceive different types of farms. Because consumers have little context in which to consider the size of various types of farms, we defined farms based on structure and decision-making processes. The two types of farms tested in our 2011 study are “family farms” and “commercial farms” as defined below.

FAMILY FARMER — A farming operation that is owned and operated by a family. All decisions on how to operate this farm are made by the family members and carried out by family members or employees.

COMMERCIAL FARMER — A farming operation that is owned by a company and operated by employee farmers. All decisions on how to operate this farm are made by managers of the company and carried out by employees.

We began the process of measuring alignment by asking consumers to rank their priorities for the food system. The results are shown on page 8.

We need consumers to understand that while our systems have changed and our use of technology has increased, our commitment to do what’s right has never been stronger.
Not surprisingly consumers ranked safe, affordable and nutritious food as their top priorities, and farm profitability and productivity at the bottom.

We then asked them to specifically rank what they believe the priorities are and what they should be for both family farms and commercial farms. When analyzing the table on priority goals on the next page, it is important to look for alignment between what priorities are and what they should be for each type of farm.

What you will notice is that there is relatively good alignment between the columns for family farmers. Consumers believe family farmers’ “real and ideal” priorities are well aligned. Unfortunately the same cannot be said for commercial farmers.

Consumers believe farm profitability is the second highest priority for commercial farmers but they believe it should be second to last. There is also significant misalignment on farm productivity and to a lesser degree environmental sustainability, the humane treatment of farm animals and nutritious food.

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<tr>
<th>Priority Goals Driving Consumer Food Choices</th>
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<tr>
<td>Safe food</td>
<td>21.57</td>
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<tr>
<td>Affordable food for me and my family</td>
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<td>Nutritious food</td>
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<td>Food is grown in ways that reduce the use of herbicides and pesticides</td>
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<td>Human treatment of farm animals</td>
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<td>Food is grown in ways that conserve the use of soil and water resources</td>
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<td>Environmental sustainability on the farm</td>
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<td>Food is grown in ways to help farmers feed the world</td>
<td>4.68</td>
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<td>Food is grown in ways to help farmers be profitable</td>
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ATTITUDES ABOUT THE FOOD SUPPLY

Survey participants were asked to rate their agreement with these statements on a scale of 0 to 10.

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FEEDING THE WORLD?

A large segment of consumers do not believe U.S. farmers should be responsible for addressing global hunger. Our research found that 40 percent of those surveyed disagreed that, “the United States has a responsibility to provide food for the rest of the world.” Only 15 percent of the respondents strongly agreed with the statement.

Our study also shows that more than half the survey participants strongly agreed with the statement, “It is more important for the U.S. to teach developing nations how to feed themselves than to export food to them.”

“The U.S. has a responsibility to provide food for the rest of the world.”

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2011 Mean 4.23
“It is more important for the U.S. to teach developing nations how to feed themselves than to export food to them.”

Dr. Stephen Sapp, professor of sociology at Iowa State University, says to his knowledge this is the first large-scale, nationwide survey asking Americans their opinions about U.S. agricultural policies to help feed the world.

“If consumers don’t believe U.S. agriculture has a responsibility to feed the world then we can’t build consumer support for today’s farming simply by claiming we need to feed more people, unless we can build public support that feeding the world should be a priority.”

Charlie Arnot, CEO of CFI

ECONOMICS

“Food prices are a greater concern to me now than they were a year ago.”

After three years of decline, our 2011 research shows an increase in consumer concern about food prices. Fifty-three percent of the survey participants strongly agreed that food prices are a greater concern to them now than a year ago. Given the media attention on rising food costs, the results are not a surprise. The mean score of 7.4 on a 10-point scale is fairly high.

If consumers don’t believe U.S. agriculture has a responsibility to feed the world then we can’t build consumer support for today’s farming simply by claiming we need to feed more people, unless we can build public support that feeding the world should be a priority.
FOOD SAFETY

“I am confident in the safety of the food I eat.”

There was a slight decrease in the level of agreement with this statement from 2010 to 2011 after three years of increasing support. The low point occurred in 2008 after an undercover video investigation showing animal abuse at a California meatpacking plant resulted in the largest-ever meat recall.

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2010 Mean 6.42

“Today’s food supply is safer than it was when I was growing up.”

There was a significant decline in agreement with this statement, which should be a concern for the food system. The data shows a mean score of only five and a ten percent drop in those who “strongly agree.” Those involved in the food system know today’s system is safer than it was a generation ago, but clearly consumer perception is not in alignment.

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2010 Mean 5.74

“Food grown organically is more healthful than conventionally grown food.”

The notable rise in the mean score is primarily attributed to the drop seen in the zero-to-three (low level of agreement) scores on this statement. Significantly more people moved into the middle group even though the top box support was relatively constant.

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FARM ANIMAL WELFARE

“If farm animals are treated decently and humanely, I have no problem consuming meat, milk and eggs.”

Having 51 percent of the respondents strongly agree with this statement might be viewed as a positive until we review the data from previous years. While this number is 3 percent lower than in 2010, it is 12 percent lower than in 2007. If this trend line continues, fewer than half the respondents will strongly agree with this statement next year.

“I would support a law in my state to ensure the humane treatment of farm animals.”

It’s interesting to note that the level of strong support for this statement fell from 52 percent to 44 percent. Does this reflect a general frustration with government and the public’s fatigue with new laws? It’s the first time there’s been a drop in support for this statement over the five-year history of the survey.

CONNECTING WITH EARLY ADOPTERS
2011 CFI WEB USAGE STUDY

Winning public acceptance of a new product, process or system is more easily achieved with the backing of a segment of the population known as Early Adopters. That’s why CFI pays particular attention to them in our annual Consumer Trust research.

Everett Rogers’ model for the diffusion of innovation, developed in the 1960’s, shows that Early Adopters are society’s opinion leaders and the drivers of social change. Others look to them for advice. Early Adopters are more rational, intelligent and able to deal with uncertainty and change than others. The good news is that they are information seekers and they value information from sources they view as balanced and credible.

Our research indicates Early Adopters view academics and university research as credible sources they are likely to trust.

CFI’s research in 2010 revealed a noteworthy shift in the sources Early Adopters use for information on food issues. The data shows an equal 21 percent of Early Adopters surveyed in 2009 identified their local TV station and web sites as primary sources for information on food system issues. In 2010, nearly 30 percent of Early Adopters said the web was their primary source of information, while those naming local TV dropped to 14 percent. To better understand how Early Adopters use the web to seek information on food and food-related issues, we conducted additional research focused exclusively on Early Adopter web use. The results of this 2011 research provide guidance on where Early Adopters go for information and how we can better engage with them online.

ATTITUDES ABOUT THE FOOD SUPPLY

CONNECTING WITH EARLY ADOPTERS
2011 CFI WEB USAGE STUDY

In 2009, 21% said LOCAL TV was their top source for information on food system issues.

In 2010, 30% said WEBSITES were their top source for information on food system issues.

CENTER FOR FOOD INTEGRITY | 2011 CONSUMER TRUST RESEARCH

2011 Mean 7.20

2010 Mean 7.29

2011 Mean 6.72

2010 Mean 7.22
Tablet computer and Smartphone usage are trends that warrant monitoring as they are currently more likely to be used by younger segments of the population. Nearly half the respondents said they frequently visit Facebook and about one-third named YouTube as a frequent destination. Search engines are the first place Early Adopters go when they have a question and Google and Internet Explorer are the most popular search engines.

Nutrition and food safety are the topics Early Adopters most often research when looking for food information online and indications are that only about half of them feel they have access to all the information they need in order to make good decisions.

Three quarters of Early Adopters (75%) accessed the Internet several times per day with 23% reporting daily access.

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The data shows roughly 75 percent of Early Adopters said they go online several times daily, primarily using laptop or desktop computers.
Since 2009, CFI’s consumer research has tracked the attitudes of Early Adopting consumers whose influence can help drive social change. Our research measured specific attitudes and beliefs in the areas of nutrition, food safety, humane treatment of farm animals, and responsible use of technology in food production to determine what messages and programming elements had the greatest impact on the attitudes of Early Adopters.

In 2010, CFI developed Messages That Matter, a summary of messages and educational information that had a statistically significant impact on the attitudes of Early Adopters in each of the four topics tested. We also included overarching values-based messages on each topic based on the results of the research and the CFI trust-building model.

An effective message begins by articulating your values and commitment to responsible food production. Science and economics can then be used to support commitment and add credibility and expertise to the message. Remember, communicating confidence (shared values) is three to five times more important than demonstrating competence (skill and expertise) in building consumer trust.

Knowing how Early Adopters look for information online allows the food system to develop strategies that more effectively connect with the segment of consumers who shape the opinion of others and drive social change.

Over half of Early Adopters (52%) believed they have access to all information to make good decisions about food, while 21% felt they did not have access to all of the information they need. It is important to note that 27% were unsure.

Female Early Adopters were significantly more likely to believe they do not have access to all of the information they need to make good decisions, compared to males.
Following are summaries of Early Adopter consumer attitudes on the issues of Nutrition, Food Safety, Humane Treatment of Farm Animals and Responsible Use of Technology that experienced a statistically significant* positive change after reviewing relevant information from educational materials. Also included are overarching values-based messages on each topic developed by CFI based on consumer trust research results.

*Significance at a 90% confidence level or more, indicating there is at least a 90% probability the survey results are accurate across the entire population.

NUTRITION

CONSUMER ATTITUDES/BELIEFS MOST IMPACTED BY INFORMATION

| CONSUMERS ARE MORE LIKELY TO AGREE THAT... | WHEN PRESENTED WITH INFORMATION THAT...
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Malnutrition and obesity are related to not having the resources to purchase enough nutritious food</td>
<td>...includes USDA statistics reporting 22.5% of all children in the U.S. did not have the financial resources to have enough food, or the right food, in 2008</td>
</tr>
<tr>
<td>Malnutrition and obesity, symptoms of not having enough food or the right food, trap children in an intergenerational cycle of ill health and poverty</td>
<td>...details World Health Organization research saying malnutrition during childhood usually results in worse health and lower educational achievements during adulthood</td>
</tr>
<tr>
<td>Grocery stores are addressing obesity in the U.S. by offering more products with reduced fat, sodium and sugar</td>
<td>...according to the Grocery Manufacturers Association, food companies are offering more products with reduced fats, sodium and sugars; more products that provide at least 10% of recommended daily allowances of vitamins and minerals</td>
</tr>
<tr>
<td>Food processing includes fortification which makes it possible for both children and adults to achieve the daily recommended amounts of essential vitamins and minerals, helping them stay healthy and strong</td>
<td>...details how processing allows foods to be fortified with vitamins and minerals</td>
</tr>
</tbody>
</table>

Example: Humane Treatment of Farm Animals

Values-Based Foundation: “The proper care of animals is very important to me. My family and I have an ethical obligation to make sure the animals on our farm are well cared for.”

Science: “That’s why we use the latest technology on the farm to house our animals in a climate-controlled environment where they are protected from disease, predators and weather extremes, and fed a well-balanced diet for optimal health.”

Economics: “Treating my animals with the best care allows my family and me to help provide consumers with safe, nutritious and affordable food, and allows me to make a living so I can provide for my family.”

Example: Nutrition and Health

Values-Based Foundation: “Good nutrition is the foundation on which children build future achievement. We owe it to society to provide healthy food choices that are critical to the physical and intellectual development of children.”

Science: “U.S. government dietary guidelines, which recommend eating 5.5 ounces of meat daily, provide a roadmap for the nutritional balance needed for a healthy, productive lifestyle. Numerous scientific studies show no relationship between red or processed meat and colon cancer or significant differences in risk for cardiovascular disease.”

Economics: “Placing restrictions on food systems will increase the cost of food, further limiting the availability of healthy, affordable food choices for all of us – including those who can least afford it.”

ANATOMY OF VALUES-BASED MESSAGES

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Following are summaries of Early Adopter consumer attitudes on the issues of Nutrition, Food Safety, Humane Treatment of Farm Animals and Responsible Use of Technology that experienced a statistically significant* positive change after reviewing relevant information from educational materials. Also included are overarching values-based messages on each topic developed by CFI based on consumer trust research results.

*Significance at a 90% confidence level or more, indicating there is at least a 90% probability the survey results are accurate across the entire population.
MESSAGES THAT MATTER ABOUT NUTRITION

- The availability of healthy, affordable food is critical to the physical and intellectual development of children. Restricting the ability to produce the food we need will reduce food availability and increase food prices, which will negatively impact nutrition and obesity.

- A balanced diet including a variety of foods is a sound strategy for good nutrition. Government recommended dietary guidelines include a good mix of all food groups, including meat, milk and eggs.

- Food processing technologies such as canning, freezing and packaging allow a wide variety of foods to be available for U.S. consumers year-round. Maintaining a variety of food choices is essential to ensuring access to a balanced diet that helps children and adults remain healthy and strong.

- Good nutrition is the foundation on which children build future achievement. Restricting the availability of healthy, affordable food choices is detrimental to the physical and intellectual development of young people in the U.S. and abroad.

- U.S. food makers are offering more products with reduced fats, sodium and sugars in order to ensure access to a wholesome diet for U.S. consumers.

MESSAGES THAT MATTER ABOUT FOOD SAFETY

- Our food is safe, wholesome and nutritious thanks to advanced technologies and responsible practices used in today's food system. U.S. government data indicates 99.99 percent of all meals are consumed safely without incident.

- Inspection and training programs developed by government, food retailers, and restaurants emphasize responsible practices to ensure the safety of food consumed at home and in restaurants.

- The role of farmers in the U.S. food system includes an ethical obligation to grow safe, wholesome food. Only government-approved antibiotics can be used in animals raised for food, and training and certification programs emphasize the importance of working closely with veterinarians to assure safe food and proper animal care.
MESSAGES THAT MATTER ABOUT FOOD SAFETY

Because of strict government monitoring, the incidence of food-borne illnesses in the United States has decreased dramatically in the last 100 years. The responsible use of new farming advances helps ensure a safe, wholesome U.S. food supply.

The Food and Drug Administration’s Food Code assists health departments and food inspection entities at all levels of government by providing them a scientifically sound basis for regulating restaurants and grocery stores. Restaurants and grocery stores train employees and managers according to the Food Code in order to fulfill their ethical obligation to provide safe, wholesome food products for U.S. consumers.

CONSUMER ATTITUDES/BELIEFS MOST IMPACTED BY INFORMATION

In the next 40 years we need to double the amount of food produced on the same amount of land to protect the environment and preserve our natural resources.

Planting genetically modified corn and soybean seeds is a widespread farming practice in the U.S.

U.S. meat is derived from humanely treated animals.

Today’s farmers show their commitment to responsible food production by participating in training and certification programs that emphasize the importance of working closely with veterinarians to ensure animals receive proper care. On-farm verification by independent 3rd parties validates that these programs are properly implemented.

RESPONSIBLE USE OF TECHNOLOGY

CONSUMER ATTITUDES/BELIEFS MOST IMPACTED BY INFORMATION

The majority of the additional food needed for a growing global population will need to come from advancements in farming technology.

...details information from the U.N. that indicates 80% of future production growth must come from increased yields achieved through the responsible use of innovation and technology; 10-15% could be achieved from higher cropping density and 5-10% from expanded land use.

...proves that as world population has doubled in the last forty years, the area of land devoted to food production has remained virtually constant, because innovative agricultural technologies have enabled farmers to produce higher yields on less land, preserving ecosystems and biodiversity, according to a leading agricultural association.

...details how genetically modified seed has allowed farmers to increase crop yields, decrease pesticide and fuel use, and lower greenhouse gas emissions, according to an economic research firm.

...indicates that since 2008, 63% of all corn and 92% of all soybeans in the U.S. came from genetically modified seeds, according to USDA ERS.

MESSAGES THAT MATTER ABOUT HUMANE TREATMENT OF FARM ANIMALS

CONSUMERS ARE MORE LIKELY TO AGREE THAT...

Raising animals indoors is beneficial to the animal, protects them from predators, and protects them from weather extremes.

U.S. meat is derived from humanely treated animals.

HUMANE TREATMENT OF FARM ANIMALS

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Raising animals indoors is beneficial to the animal, protects them from predators, and protects them from weather extremes.

U.S. meat is derived from humanely treated animals.

MESSAGES THAT MATTER ABOUT HUMANE TREATMENT OF FARM ANIMALS

Farmers have an ethical obligation to make sure the animals on their farm are well cared for and scientific research shows raising animals indoors has resulted in improved animal health over the last 50 years.

Today’s farmers show their commitment to responsible food production by participating in training and certification programs that emphasize the importance of working closely with veterinarians to ensure animals receive proper care. On-farm verification by independent 3rd parties validates that these programs are properly implemented.
MESSAGES THAT MATTER ABOUT RESPONSIBLE USE OF TECHNOLOGY

- Food production must double on the same amount of land by 2050 in order to meet the basic needs of a rapidly growing global population. This will not happen without increased use of responsible technological advancements in farming.

- Although world population has doubled in the last forty years the amount of land devoted to growing food has remained about the same because of technological advances that allow today’s farmers to produce more with fewer resources. Scientific study concludes these more intensive farming methods are better for the environment and use fewer natural resources.

- Farmers’ commitment to the responsible use of technology has translated to lower food prices, fewer greenhouse gases and reduced use of agricultural chemicals.

RESPONSIBLE USE OF TECHNOLOGY
CONSUMER ATTITUDES/BELIEFS MOST IMPACTED BY INFORMATION

CONSUMERS ARE MORE LIKELY TO AGREE THAT...

- More intensive farming methods are better for the environment
- Using pesticides and herbicides helps farmers protect their crops from weeds and insects, which reduces the cost of production, increases yields and lowers food prices
- The use of herbicides and pesticides increases crop yields and crop quality, which means lower prices at the grocery store
- Food production must double on the same amount of land by 2050 in order to meet the basic needs of a rapidly growing global population. This will not happen without increased use of responsible technological advancements in farming.
- Although world population has doubled in the last forty years the amount of land devoted to growing food has remained about the same because of technological advances that allow today’s farmers to produce more with fewer resources. Scientific study concludes these more intensive farming methods are better for the environment and use fewer natural resources.
- Farmers’ commitment to the responsible use of technology has translated to lower food prices, fewer greenhouse gases and reduced use of agricultural chemicals.

WHEN PRESENTED WITH INFORMATION THAT...

- …includes World Wildlife Fund info that producing food has the largest impact of any human activity
- …includes WWF information that we need to produce twice as many calories on the same amount of land we use today if we want to protect the environment and preserve natural resources
- …Stanford University research indicates today’s more intensive farming methods are actually better for the environment than less productive methods. Researchers estimate that if not for increased yields, additional greenhouse gas emissions from clearing land for farming would have been equal to as much as a third of the world’s total output of GHG since the dawn of the Industrial Revolution in 1850
- …details how genetically modified seed has allowed farmers to increase crop yields, decrease pesticide and fuel use, and lower greenhouse gas emissions, according to an economic research firm
- …includes USDA ERS information that because of improvements in farming, food processing and distribution, people in the U.S. devote only 5.6% of total household expenditures on food consumed at home, compared to 9% in England, 14% in Japan, 24% in Mexico and 36% in India
- …details a 2008 study conducted at Great Britain’s Cranfield University that estimated that withdrawing 15% of pesticides from the market would increase the price of cereals by one-third and the price of potatoes by 25%; similar research indicates that without the use of insecticides, corn production would drop 28% and green bean production by 85%
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Delaware Soybean Board
Indiana Soybean Alliance
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...and say an additional thanks to the sponsors from the last five years.

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Midwest Dairy Association - Minnesota
Monsanto
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National Pork Board
National Pork Producers Council
National Turkey Federation
United Soybean Board

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American Farm Bureau Federation
Ag United for South Dakota
Foster Farms
Indiana Soybean Alliance
Midwest Dairy Association - Minnesota
Monsanto
National Pork Board
Smithfield Foods, Inc.

And those who supported state level research

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2010
American Farm Bureau Federation
Dairy Business Association
Foster Farms
Indiana Soybean Alliance
Iowa Farm Bureau
Minnesota Soybean Growers Association
Monsanto
National Pork Board
National Pork Producers Council
North Carolina Soybean Producers Association
Novus International Inc.
PennAg
United Soybean Board

2007
American Farm Bureau Federation
Indiana Farm Bureau
Midwest Dairy Association - Minnesota
Monsanto
National Pork Board
South Carolina Farm Bureau Federation