

Transparency Roadmap for Food Retailers: Strategies to Build Consumer Trust



Content:

Introduction: Retailers and Skeptical Consumers2

How Transparency Drives Trust.....3

Key Consumer Transparency Needs4

Transparency Within and Beyond Products5

Genuine Retailer Commitment Is Crucial6

Food Industry Efforts to Date7

Retailers Pursue Specific Initiatives8

Growing Role Of the Supplier.....9

The Case Of Health And Wellness 10

Which Retailers Lead in Transparency 11

The Need for a Transparency Index 12

The Index in Action..... 14

Supporting a Multi-Year Transparency Journey 15

Next Steps for Retailers 16

Key Resources 17



Introduction:

Retailers and Skeptical Consumers

Food industry companies are increasingly asking a crucial question for their businesses: 'How much do our customers trust us?'

For years food retailers didn't need to be overly concerned with this question. Surveys consistently showed that U.S. consumers trusted their supermarkets. However, while supermarkets still retain the confidence of customers, it's no longer a certain thing. In recent years stakeholders across the food supply chain – from farmers to manufacturers to retailers -- have faced a barrage of questions and skepticism from a new breed of customers, about everything from ingredients to food safety. The focus of inquiries has increasingly extended beyond ingredients to include areas such as animal welfare, business practices, and environmental impact.

Retailers have a special place in this turmoil. They are a key point of connection between consumers and the food system. They are increasingly on the hook with consumers as brand owners in charge of their own private label supply chains.

This white paper aims to put trust on the front burner for retailers. It makes a direct link between trust and the need for greater transparency. It emphasizes the importance of genuinely embracing and communicating ethical practices throughout the supply chain as the best way to build consumer trust. Moreover, it provides specific guidance to retailers on best ways to accomplish this type of transparency.

The content takes a wide-ranging look at the topic, including through consumer research from Food Marketing Institute (FMI) and The Center for Food Integrity (CFI). The paper spotlights transparency efforts to date from the industry and from individual retailers; the important role of suppliers; and approaches to operationalize transparency.

New consumer demands haven't emerged all at once. They have advanced a bit each year. And it isn't just younger consumers like Millennials seeking answers; a range of generations are getting into the act.

Retailers who are not paying enough attention will likely find that a lack of transparency negatively impacts their business. They risk losing touch with customers, giving up share to more progressive retail competitors, alienating investors, and even attracting unwanted publicity for less than optimal practices. That's why this paper focuses on transparency as a highly effective way to overcome these challenges, do the right thing, and enhance trust.



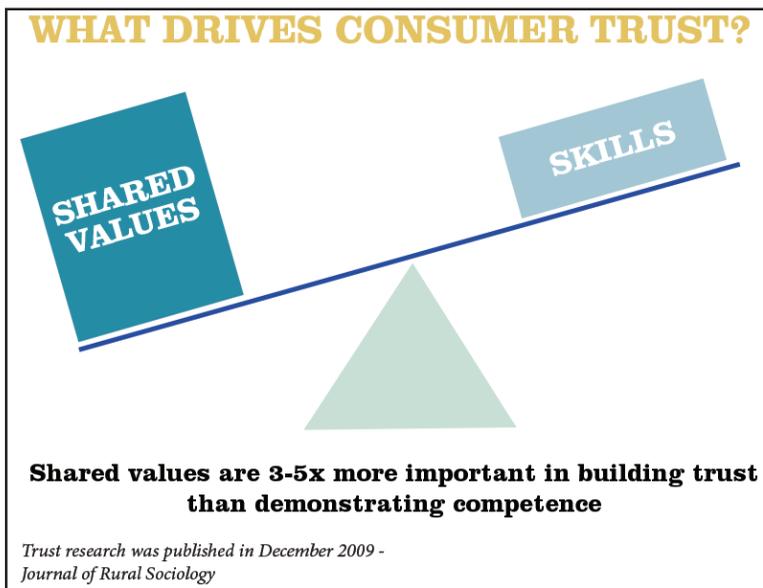
How Transparency Drives Trust

Retailers aren't unique in having to worry about customer trust; all organizations need to be concerned. CFI has been a pioneer in exploring how organizations can build trust. It has spotlighted this topic through extensive consumer "Trust Research" that includes quantitative and qualitative approaches.

Consumers appear to hold food manufacturers and farmers chiefly responsible for transparency, CFI has found. However, food retailers are increasingly in the spotlight as they place more focus on their own-label lines. Retailers have embraced their own brands as a way to build customer loyalty and affinity. Increased loyalty also comes with increased expectations. As brand owners, retailers are held to higher standards for transparency.

CFI identified a major consumer bias against big organizations when it comes to trust. It found an inverse relationship between the size of an organization and consumer perceptions of shared values. Stated another way, the larger an organization, the more skepticism from consumers.

A typical perception is that big companies are focused more on profits than the needs of their customers. Extensive CFI research has found that transparency is the key to building trust and overcoming the 'big-is-bad' bias.



CFI research indicates trust-building transparency is no longer optional, but rather a basic consumer expectation. Consumers are most likely to trust organizations that share their values. Values are more important than facts in promoting trust. CFI's peer reviewed research shows that communicating facts and science are three to five times less important than relaying shared values.

How does an organization communicate values? Embracing transparency is a crucial step. Being more open about an organization's practices, for example, shows values in action.

It meets the growing expectations of consumers. Moreover, it can actually be a competitive tool to help build a loyal base of shoppers in an omni-channel environment.



Key Consumer Transparency Needs

FMI's *U.S. Grocery Shopper Trends 2017* research devoted a full chapter this year to transparency. The content leveraged a range of research methodologies, including a national survey of consumers, one-on-one consumer interviews, and additional analysis that used sources such as Hartman Group research into eating and shopping.



The *Trends* report explains transparency this way:

Transparency is the currency of trust in the digital age. In an era when information moves fast, access is at our fingertips and feedback happens instantaneously, "transparency" is emerging as a fundamental consumer demand.

The report pointed out that that consumers don't typically use the word transparency, but rather refer to "openness," honesty, "clear," "public," "visible," "not hidden."

Source: FMI U.S. Grocery Shopper Trends 2017

"These associations suggest amplified expectations of businesses to be open and honest about their products and practices," according to Trends. "They reflect shoppers' ideals about how companies and the food industry should operate."

Given all this input, how can we define transparency in the retail-food context? The following is a useful working definition:

Transparency is the rational offering of honest information that has the emotional appeal of inviting confidence and authentic connection.

FMI research has identified various dimensions of transparency, including providing access to relevant product information; applying quality standards; being proactive and accountable; treating employees well, and being open about business practices.

Each dimension has an impact on a consumer's willingness to patronize a retailer, according to consumer responses in FMI's Trends research. For example, on the topic of ensuring easy access to product information, 69 percent of consumers said they would be more likely to shop a store that made it easy to find information about sourcing of fresh produce. On the subject of applying quality standards, 77 percent of respondents said they would be more likely to shop a store that imposes strict food safety standards on suppliers. And related to the area of open business practices, 54 percent of respondents wanted retailers to make public the standards that guide business practices.



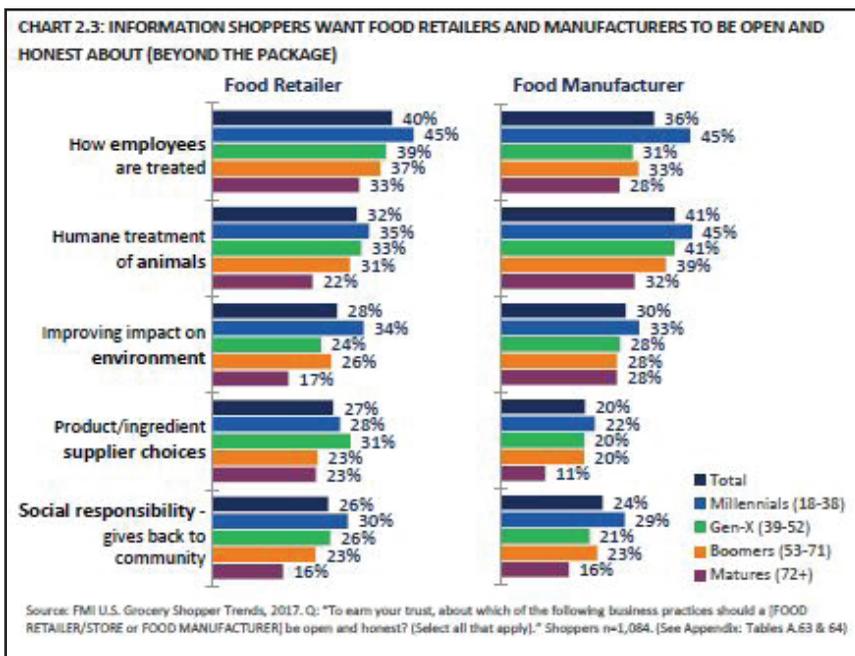
Transparency Within and Beyond Products

There are distinct generational differences in terms of prioritizing various aspects of transparency. Boomers (53-71 years old) and Matures (72 years plus) put more of a premium on transparency related to ingredients, production and sourcing, according to *Trends*.

The picture is different when it comes to Millennial shoppers. They give greater weight to aspects that go beyond merely what's in food products. This includes fair treatment of employees, animals and the environment. It also involves business ethics and sustainability practices.

“You may say this isn’t how we normally think about transparency,” said David Emerson Feit, vice president, Strategic Insights, at The Hartman Group, in a presentation during a recent FMI webinar that provided insights about the Trends research. “That’s because today’s Millennials have new views.”

Over a multi-year period, FMI’s Trends research has found steady growth in consumer interest in transparency topics that go beyond just food ingredients. This includes areas such as fair labor practices and animal welfare. Consider by way of comparison the dramatic increase in consumer concern about health and wellness issues over the past two decades. It didn’t happen overnight, there was steady growth in awareness over a period of time.



Source: FMI U.S. Grocery Shopper Trends 2017

According to a Trends presentation document, “Demonstrating a commitment to employees, animals and the environment helps create a halo that drives trust and credibility. For these elements that extend BEYOND what is tangibly inside of food products, retailers are held just as accountable as manufacturers.”

These aspects of transparency play a big role in differentiating retailers at a time when consumers are increasingly interested in elements beyond food ingredients.



Genuine Retailer Commitment Is Crucial

Retailers are increasingly getting the message about the need for greater transparency. According to FMI’s The Food Retailing Industry Speaks 2017 report, some 80 percent of survey respondents have quantified goals and implementation time frames for diversity in hiring, 62 percent for food waste reduction, 46 percent for supply chain transparency, 45 percent for responsible sourcing, and 30 percent for animal welfare.

Even as retailers step up, they need to understand an important point. Companies should be authentic in their pursuit of transparency initiatives. They need to embrace transparency in their cultures, and do it for the right reasons. Consumers these days are very good at sniffing out marketing ploys or other non-genuine efforts.

Consider this quote from a skeptical, 32-year-old male who was part of FMI’s ethnographic interviews for its Trends research:

“Food companies aren’t interested in being transparent. They’re interested in giving the appearance of transparency.”

Retailers certainly don’t want to give the impression they are pursuing transparency as a marketing device. That kind of approach would be ultimately counterproductive. On the other hand, transparency as an authentic means of connecting the consumer to food is a loyalty booster.

To meet consumer expectations, it’s important to start business decisions and conversations by grounding them in values. This is why transparency is key in building trust. An organization’s pursuit of transparency based on ethical business practices confirms for consumers that a company’s values are aligned with theirs. It lets them see into a retailer’s supply chain. If you’re transparent, consumers can tell. If you’re not, it implies you have something to hide, or you don’t have a good story to share. In fact, just making the effort to be genuinely transparent often builds a level of trust, even if the consumer never digs deeper into the information being offered.

Transparency is a moving target. Consumer needs change over time. As companies become more transparent, they often encounter even more consumer questions in the short term. When companies begin their transparency journey, it may get worse before it gets better. Not to worry. The best approach is to engage in ongoing dialogue with consumers. That’s how to establish a relationship that leads to ongoing trust.

Does your company have quantified goals and implementation time frames for:	Yes, in place	No, but working on it	No and no plans
Energy usage reduction	90.5%	7.1%	2.4%
Food waste reduction	61.9%	26.2%	11.9%
Green energy usage	54.8%	19.0%	26.2%
Package waste reduction	52.4%	28.6%	19.0%
Sustainable sourcing for seafood	45.2%	33.3%	21.4%
Water usage reduction	33.3%	19.0%	47.6%
Supply chain transparency	29.3%	48.8%	22.0%
GMO labeling	27.5%	30.0%	42.5%
Sustainable sourcing of high-impact commodities	26.2%	31.0%	42.9%

Source: FMI U.S. Grocery Shopper Trends 2017



Food Industry Efforts to Date

The concept of transparency already has a raised profile across the food industry. For example, when the industry news site Food Dive presented “Seven Trends That Will Define Grocery Retail in 2017,” one of those cited was “Transparency Throughout the Supply Chain.”

“A growing number of product certifications, health claims and icons on food packaging point to the food industry’s efforts to boost product transparency,” read this article. “New tools, including mobile applications,” and the SmartLabel digital transparency initiative “also push for increased product and supply chain transparency.”



SmartLabel is a prime example of the food industry stepping up to the need for transparency. The initiative was created by Grocery Manufacturers Association and FMI under the industry’s Trading Partner Alliance. SmartLabel provides information to consumers on hundreds of attributes that could never fit on a package label. By mid-2018, this platform is expected to cover some 40,000 food, beverage, personal care, household and pet care products according to stated SmartLabel goals. The number of products and participating brands are expected to grow substantially in the coming months and years.

SmartLabel covers ingredients and nutrition information, but also much more. This includes, for example, information on allergens, biotechnology (GMO) status, and ingredient origins. It can include a range of other information, including how animals were treated, and environmental impact.

Currently most of the participating companies are brand manufacturers, but already a few retailers are involved. SmartLabel information can be accessed in multiple ways, such as online, via smartphone scans of products using QR codes, and through toll-free phone numbers.

The focus on QR codes brings up the question of how this technology can best be deployed for consumers. Trends research delved into this question with instructive findings for the food industry:

- Millennials show the strongest interest in scanning QR codes.
- The industry will need to ensure that scan-able labels are relevant and easy to use.
- Shoppers willing to scan QR codes are most interested in finding information beyond what’s in products, including where ingredients are sourced, how products were manufactured, and how animals were treated.



Retailers Pursue Specific Initiatives

Retailers are pursuing a wide range of initiatives related to transparency. These include efforts on ingredients, food waste, ethical sourcing, food safety, and human rights. Some companies communicate their efforts as part of detailed social responsibility reports, while others relay programs as individual efforts.

Here are some examples of initiatives, based on company announcements and media reports.

- **Ingredient Transparency:** Participating in the food industry's SmartLabel transparency initiative to provide information such as product biotech (GMO) disclosures, and certifications such as USDA Organic and Kosher.
- **Ethical Sourcing:** Directing suppliers to follow ethical sourcing policies, which include providing retailers information on third-party audits of their supply chains.
- **Packaging Reduction:** Committing to products that involve less packaging and more recyclable packaging.
- **Food Waste:** Advancing company commitments to reduce food waste, including by generating less waste, donating items and recycling.
- **Food Safety:** Pursuing a range of efforts to help ensure food safety, including the use of technologies that trace foodborne illnesses.
- **Environmental Impact:** Lowering potentially damaging refrigerant emissions, reducing leakages, and reducing carbon emissions in general.
- **Human Rights:** Working to combat human rights violations, including by complying with California's disclosure law that focuses on human trafficking and slavery in the global marketplace.

These are all useful programs that are important in addressing consumer concerns. However, it's the communication of these programs that creates genuine transparency. Organizations need to have credible programs that clearly demonstrate a commitment to doing "what's right," but it's the integration of the programs to address issues of concern with the communication of them that creates the foundation of a meaningful transparency effort. Communication should involve a strategy to assure that consumers are aware of the programs and that retailers are encouraging feedback on efforts to address consumer concerns.



Growing Role Of the Supplier

One of the challenges of retail sector transparency is that retailers don't have all the information consumers want. In many cases it's their suppliers who possess that information.

Retailers are increasingly working with suppliers to obtain information for greater transparency. This is especially important for retailers that are brand owners with growing private label lines.

This increased role of suppliers was underscored in the procurement and supply chain blog *Spend Matters*. The author interviewed Brian Miller, vice president of services at Intesource, a provider of e-sourcing solutions for the grocery retail industry. Among Miller's points:

- Retailers are working to make sure food suppliers are complying with global food safety standards, and have the ability to provide visibility into the ingredients being used.
- Requests for this type of information used to be only "occasional," but "now, they are all the time."
- Retailers are also conducting more regular audits of suppliers in order to achieve greater transparency into the supply chain.



This points to a crucial role for suppliers in the transparency dynamic. They need to closely cooperate and collaborate with retailers on this journey.

Charlie Arnot, chief executive officer of CFI, said the need for more involvement from suppliers is playing out across the food industry, from retail to foodservice.

"Brand owners are accountable for the products, services and information they provide their customers," he said. "They are requesting additional information from their supply chains to meet the increasing information needs of their customers. Suppliers need to answer questions on source verification, labor practices, food safety, animal care, and other topics."

The onus, however, is not only on suppliers, but also on retailers.

"It's important for the retailer to communicate to the supplier in a clear way," Arnot added. "That means telling the supplier exactly what is needed."



The Case Of Health And Wellness

Health and wellness is an important topic that can serve as a case in point for transparency in action.

“The health and wellness avenue is a great way for retailers to enter into a transparency relationship,” said David Fikes, FMI’s vice president, Community/Consumer Affairs, during the previously cited FMI webinar on *Trends*. “Consumers want you to inform, curate, and inspire.”

There’s a lot of existing data on what consumers want related to healthy eating, and how retailers are responding. FMI’s Trends report points to the kinds of information shoppers are seeking:

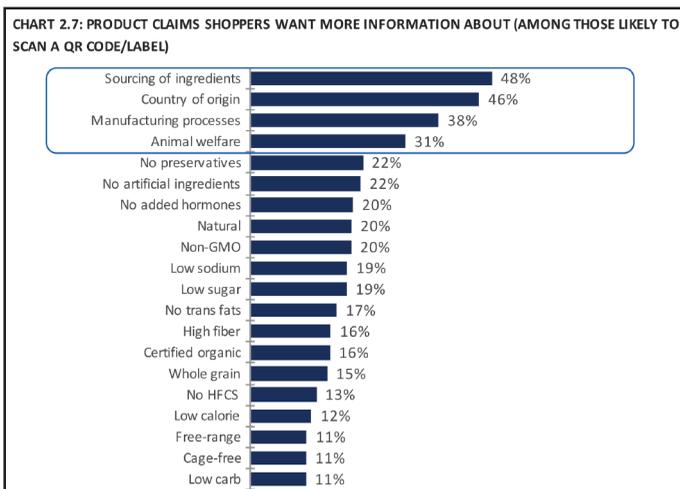
Shoppers, for the most part, believe that packaging satisfies their needs for seemingly concrete facts about what is WITHIN products—fiber, sugar and sodium content, calories and other nutritional elements. However, shoppers want stores to provide more information and clarity about the meanings and implications of what lies BEYOND products. Complicated notions of product sourcing and animal treatment that speak to ethical practices and fuzzy definitions of product purity (e.g., non-GMO, “natural”) that communicate minimal processing are areas where packaging tends to fall short

One of the areas of opportunity for retailers is Center Store. Shoppers seek out free-from products that tout the absence of certain ingredients, including preservatives and artificial substances. They also seek out certain claims such as low sugar, low sodium, whole grain, and high fiber.

Retailers addressing consumer wellness needs “should turn to more precisely where and how stores can be allies,” according to Trends. “Providing shoppers with relevant information is essential. Beyond informing, however, retailers should strive to clearly communicate product standards, curate selections that exhibit a commitment to and competence in health and wellness, and enhance opportunities for shoppers to discover new products and find inspiration for healthy lifestyles.”

According to FMI’s 2017 *Contributions to Health and Wellness* report: “food retailers are hard at work beyond the aisles to educate consumers— and employees—on important health and wellness topics.”

- Some 96 percent of survey respondents said they have a dedicated food safety education plan.
- Retailer websites are becoming more important resources for health and wellness. Ninety-three percent of respondents have webpages dedicated to health and wellness.



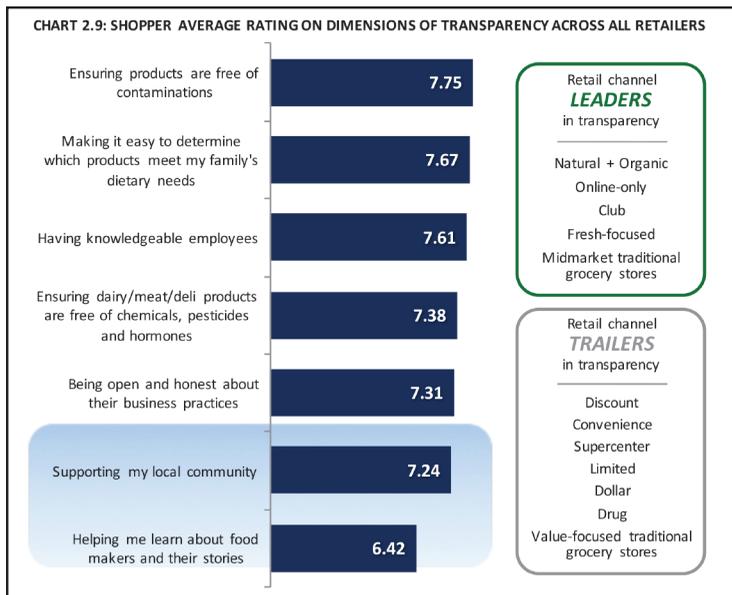
Source: FMI U.S. Grocery Shopper Trends 2017

- The majority of retailers — 71 percent — are publishing health and wellness blogs.
- Retailers are stepping up to the plate to provide consumer education in areas including menu labeling, biotech (GMO) labeling, Nutrition Facts Panel update, definition of healthy, definition on organic, and clean/clear labeling.



Which Retailers Lead in Transparency

Shoppers have definite opinions on how well retailers are doing with transparency.



Source: FMI U.S. Grocery Shopper Trends 2017

- **Leaders:** Retail channels that lead in transparency include natural and organic, online-only, club, fresh-focused, and midmarket traditional grocery stores.
- **Laggards:** Retail channels that lag include discount, convenience, supercenter, limited assortment, dollar, drug, and value-focused traditional grocery stores.

The *Trends* research found shoppers believe retailers are meeting transparency expectations for what is in the food they buy. However, the biggest opportunity for retailers lies beyond product composition. That's where retailers can really differentiate in the eyes of shoppers. This includes topics such as supporting local communities and helping shoppers learn about food makers and their stories. Retailers weren't graded as high in these areas.

So which types of retailers are doing the best – and worst – jobs with transparency? Shopper research led to identification of leaders and laggards.

Not surprisingly, the store types that scored highest for transparency also ranked best on how well they meet shoppers' overall needs.

The report concluded, "Transparency helps transform a retailer from 'just a store' to an ally."

Increasing transparency provides an important opportunity to differentiate in an increasingly complex and competitive retail environment, according to the report.

Grocery retailers have long strived to serve a diverse, mass American public in part through positioning the store as a relatively neutral environment in which shoppers can freely choose from a broad-ranging, unbiased product selection. But as shoppers become more discerning in their scrutiny and evaluation of retailers, there's no privilege of neutrality. Shoppers are quick to distinguish between stores that are "just places to buy things" and those they see as partners in their and their families' goals and aspirations.



The Need for a Transparency Index

Retailers are increasingly recognizing the need for transparency and launching related initiatives. These activities are to be highly commended. However, the current approach is fragmented and somewhat haphazard. Transparency efforts tend to be one-offs and programs that aren't supported by a larger industry-wide transparency framework that provides clear guidance and research-based insight on how to improve. For example, how do retailers know if they are focused on the areas of transparency most important to customers? How can they identify the most relevant practices to pursue? What are best practices for communicating transparency? And perhaps most important, how can they decide on specific transparency investments that will result in increased consumer trust and the resulting brand loyalty?

Retailers need more insight on these and related questions. There's a need for a framework to guide them through the transparency journey. FMI is partnering with CFI to build a Transparency Index that will meet consumer expectations and provide retailers with an easy-to-use tool to integrate transparency into their cultures and operations. This index will operationalize transparency by presenting activities that are correlated with trust, and helping retailers to prioritize them.

CFI has already created a draft index based on more than five years of qualitative and quantitative consumer research. This includes testing with food industry stakeholders such as manufacturers and retailers. The index involves steps that are measurable and quantifiable.

In devising the index, CFI has identified six specific transparency areas that are priorities for consumers and tied to trust. These six areas are:

- Impact of food on health
- Food safety
- Impact on environment
- Labor and human rights
- Treatment of animals raised for food
- Business ethics in food production

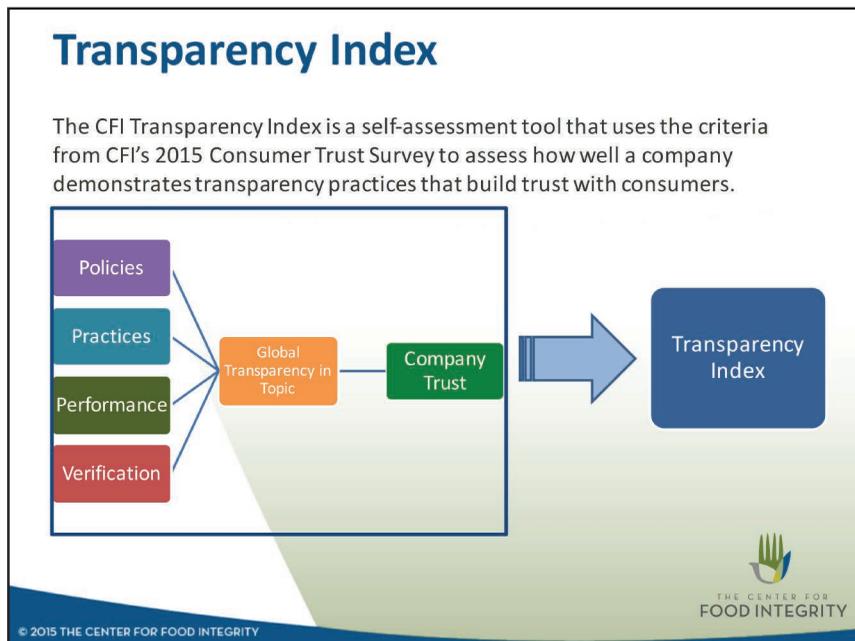


These topics are applicable to retailers and suppliers alike, although they manifest differently. What does it mean for organizations to be transparent in these areas? CFI has identified four areas where consumers look for transparency:

- 1-Policy: What companies say they are supposed to be doing
- 2-Performance: Documenting historical performance
- 3-Verification: Whether a third party is validating performance
- 4-Practices: What a company is actually doing

Consumers expect companies to be transparent in all four areas across the six priority topics. Policy, for example, tells consumers what to expect. Verification is especially important in areas such as food safety and animal treatment. As it turns out, being transparent about practices is the most important element in building trust. Practices are a demonstration of a company's values in action, according to CFI, and demonstrating shared values is the foundation of trust.

The index is designed to identify if a program exists, and in addition helps spotlight what is being done to communicate it.



Source: The Center for Food Integrity, 2015



The Index in Action

Let's take a deeper look at CFI's six transparency areas, from impact of food on health to treatment of animals. As mentioned, these have a significant bearing on consumer trust. CFI has identified the most important practices within each of these six areas. These are the practices that most closely support consumer trust.

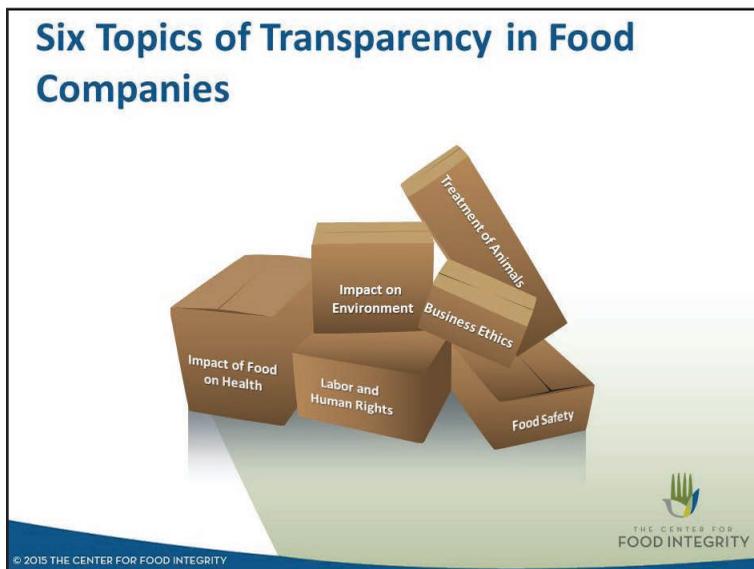
Taking a closer look at one of the six transparency areas will help illuminate how the index works. Let's explore the treatment of animals raised for food. CFI has identified a range of practices that help companies be more transparent in this area. It has also prioritized these practices by weighting them based on their correlation to building consumer trust. The weighting was established through quantitative consumer research and statistical analysis.

By far the most important practice (and highest weighted) is providing information via the website on how animals are raised. Next in line is providing a way to ask questions via the website about the treatment of animals raised for food. That is followed in importance by responding to consumer inquiries in easy to understand language, and providing information on animal care through the website. Finally, the need to provide website videos showing how animals are raised; information on animal care through a QR code on the product package; and results from independent third party audits on the company website.

The recommended practices and weightings differ by topic area. For environmental impact, as an example, there are practices relating to providing information on corrective actions taken, and also about the disposal of chemicals used in food production.

For each topic, CFI has weighted practices according to importance, so companies can prioritize activities. The recommendation is for companies to begin with the practices that receive the highest weightings to get the greatest return on trust for the investment in transparency.

The Trust Index impacts all parts of the food system, from retail to manufacturing to farmer. However, the specifics play out somewhat differently depending on the segment. CFI will be further customizing its concepts for the retail sector in concert with FMI and its retailer and associate members.. This will refine the index to make it even more relevant.



Source: The Center for Food Integrity, 2015

Take the example of transparency related to food safety. How can that be made more specific to retailers, let's say on the produce side? Consumers want to know, for example, are a retailer's suppliers GFSI certified? Is the retailer sharing that information? Is it being shared online? What about at the point of sale? Is the company telling the stories of the farmers? If so, how are they telling those stories?

It's not hard to see how the index's points can be further customized for maximum usefulness to retailers.



Supporting a Multi-Year Transparency Journey

Embracing transparency and adopting an index isn't a quick fix. It's a journey that can take years and even decades. The Transparency Index will be refined to continue to provide greater insight and value specifically for retailers. But even at this point it's possible to understand what a transparency journey would look like for a retailer using the index, including activities and resources. Here is a typical progression for a retail organization:

- **Make Commitment:** Begin by making an organizational commitment to transparency, understanding what that means, and learning about the tools. This includes examining the index as a tool to move down this path, and doing an early self-assessment so a company has an internal benchmark.
- **Start Small:** Next apply the index to one department -- for example produce, meat or bakery -- to see what can be learned about the organization's internal practices. Starting small allows you to learn from experience without becoming overwhelmed by the process. Starting with one department enables an organization to establish processes that can be applied in other areas. Even just a single department such as produce has a wide variety of SKUs and an expansive supply chain. Learning how to use the index for one department enables an organization to understand how to obtain and share information and successfully execute transparency in a way that builds trust.
- **Test at First:** In working with the first department, bring all six criteria into play, from impact of food on health to business ethics in food production. Let's say the first department chosen is produce. Apply each of the six areas to produce. It's best to begin with a beta program that avoids sharing information externally until the organization is comfortable with the process and information to be shared.
- **Gradually Expand:** Follow the initial test by expanding the process to another department or multiple departments. This gradual expansion improves the likelihood of success when the company rolls out the program across the store.
- **Validate Process:** At some point the company may decide to bring in a third party to help ensure it is proceeding in a credible way. A third party may find that a retailer is not quite as transparent as its own self-assessment might suggest.
- **Continue Journey:** The transparency journey will ultimately lead to increased consumer trust, brand loyalty and customer affinity. It will be a learning process, but the ongoing investment in transparency will help retailers differentiate and compete in today's environment.



Next Steps for Retailers

This white paper has spotlighted how transparency connects with trust, and how retailers can benefit by embarking on the transparency journey.

“Meeting consumer expectations for transparency requires commitment. Being transparent is not an event, it’s a continuous process,” CFI’s Arnot said. “Everyone can take steps to become more transparent and see the return on that commitment in increased consumer trust.”

Here are some next steps for retailers to begin to put the concepts and insights into action.

- Become more familiar with the concepts outlined here and share this widely within retail organizations.
- Consider how the use of the Transparency Index can support efforts, and how it might be implemented within an organization.
 - Create an internal working group at your company, similar to your crisis management team, to talk through the white paper and assess your own transparency protocols and initiatives.
- Discuss this topic with suppliers to make sure trading partners are aligned on the importance of transparency and how to best accomplish it.



Key Resources

1. FMI's 2017 U.S. Grocery Shopper Trends report resources
<https://www.fmi.org/our-research/research-reports/u-s-grocery-shopper-trends>
2. FMI webinar on Trends report
<https://www.fmi.org/events-education/webinars/webinar-recordings/view/webinar-recordings-public/2017/09/14/trends-with-a-view-the-promises-pains-and-pay-offs-of-transparency>
3. Center for Food Integrity Website Section on Trust-Building Transparency
<http://www.foodintegrity.org/about/who-we-are/trust-building-transparency/>
4. FMI 2017 Report on Retailer Contributions to Health and Wellness
<https://www.fmi.org/forms/store/ProductFormPublic/2017-report-on-retailer-contributions-to-health-wellness>
5. FMI's The Food Retailing Industry Speaks 2017
<https://www.fmi.org/our-research/research-reports/food-retailing-industry-speaks>
6. SmartLabel website
<http://www.SmartLabel.org/>
7. SmartLabel white paper
<http://www.gmaonline.org/file-manager/GMA-069B%20SmartLabel%20White%20Paper.pdf>
8. Role of Suppliers in product transparency
<http://spendmatters.com/2016/04/14/food-retailers-working-with-suppliers-to-increase-transparency/>
9. Seven Trends to Define Grocery Retail
<https://www.fooddive.com/news/grocery-retail-trends-2017/433345/>



