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**2016**

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CITIZEN FOUR

Food Chains

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SHOT DOWN

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**CELEBRATING THE**  
**DOCUMENTARY FILMS THAT**  
**HAVE MADE THE GREATEST**  
**IMPACT ON SOCIETY**

# HOT DANG



The Doc Impact Award 2016 is presented by:



**We are so proud to share with you the story of the five remarkable winners of the Doc Impact Award 2016.**

To qualify for the Doc Impact Award, excellence in filmmaking is not enough. Doc Impact Award films must also have created significant and measurable social impact.

Since 2011 this annual prize has been celebrating the power of film as a driver of change. **Our aim:**

- To help build new fans for the films
- Create new partners for the campaigns
- To share best practice for the whole community

Read on to learn about the campaign strategy & impact achievements for *Food Chains*.

To read all five case studies and see previous winners go to [www.docimpactaward.org](http://www.docimpactaward.org) and follow the conversation online at [#docimpact](https://twitter.com/docimpact)

Backing the  
farmworkers  
taking on the food  
super chains.



**WINNER:**  
**FOOD CHAINS**



# FOOD CHAINS

## The Film

***Food Chains* is an exposé, following an intrepid group of Florida farmworkers as they battle to defeat the \$4 trillion global supermarket industry through their ingenious Fair Food program, which partners with growers and retailers to improve working conditions for farm laborers in the United States.**

*Food Chains* reveals the human cost in our food supply and the complicity of large buyers of produce like fast food chains and supermarkets. Fast food is big, but supermarkets are bigger – earning \$4 trillion globally. They have tremendous power over the agricultural system. Over the past three decades they have drained revenue from their supply chain leaving farmworkers in poverty and forced to work under subhuman conditions.

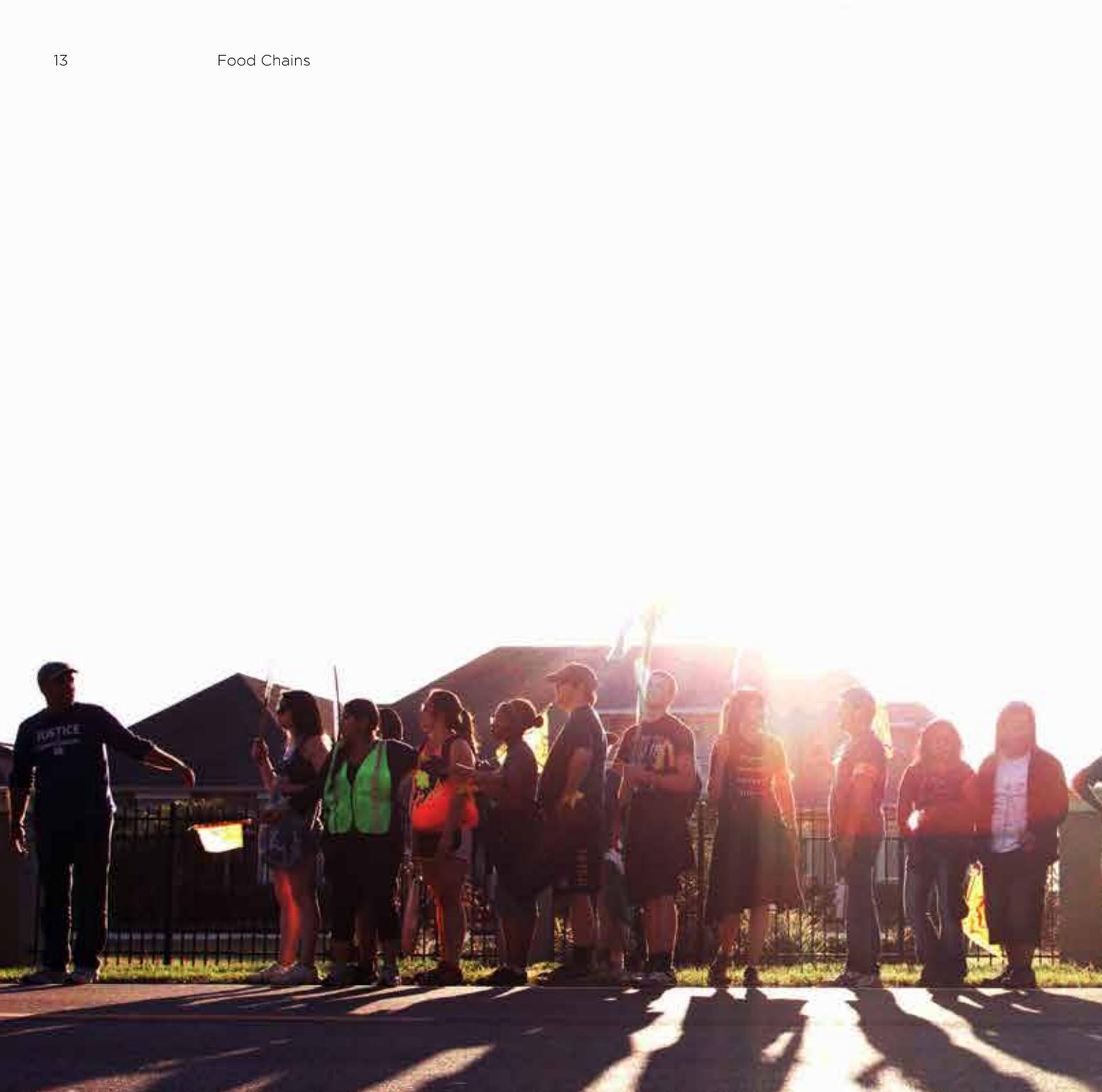
The narrative of the film focuses on an intrepid and highly lauded group of tomato pickers from Southern Florida—the Coalition of Immokalee Workers or CIW—and their campaign against Publix, a Floridian supermarket chain that is one of the largest in the world. The film follows the CIW as they undergo a grueling six-day fast in the hope of beginning a dialogue with the executives of the retail giant. The CIW are bringing to Publix a proven method for stopping wage theft, sexual harassment and modern-day slavery in the fields. Their story is one of hope and promise for the triumph of morality over corporate greed – to ensure a dignified life for farmworkers and a more humane, transparent food chain.

## Critical Acclaim

**“However you look at it, “Food Chains” is a mouthful. Gathering at least three films under one rousing umbrella — the fair-wage struggle of tomato pickers in Florida — this emphatic and empathetic documentary presents the plight of our farm laborers as modern-day slavery. It’s very hard to disagree.”**

—  
Jeannette Catsoulis  
NY Times





# THE CAMPAIGN



## CONTEXT

**The history of exploitation in farm work in the United States dates back to slavery.**

**While groups like the UFW (United Farm Workers) achieved historic successes for farmworker justice, farm labor today remains one of the most difficult and most underpaid jobs in America. Farmworkers are generally paid by the piece rather than strictly by the hour, a system that is a direct legacy of slavery. Forced to work at a brutal pace in order to earn the equivalent of minimum wage, farmworkers live well below the poverty line. An average farmworker earns about \$12,000 a year providing the goods that enable large retailers to make billions in annual profits.**

In the most extreme cases, farmworkers have been held in debt bondage or modern-day slavery. These are not rare occurrences, but rather, a by-product of an agricultural system that relies on the desperately poor.

The CIW was formed in 1993 in Immokalee, Florida, the epicenter

of the state's \$600 million tomato industry. The group's organizing philosophy is based on principles of popular education and leadership development. One of the CIW's first accomplishments was to establish a cooperative to sell staple foods and other necessities at cost in order to combat price gouging by local merchants.

Between 1995 and 2000, the CIW organized several major actions to protest declining real wages for tomato harvesters, as well as frequent violence from supervisors towards field workers. This period included community-wide work stoppages in 1995, 1997 and 1999; a 30-day hunger strike undertaken by six members in 1998; and a 230-mile march from Ft. Myers to Orlando in 2000. By 1998, these protests "won industry-wide raises of 13-25% (translating into several

million dollars annually for the community in increased wages). Those raises brought the tomato picking piece rate back to pre-1980 levels (the piece rate had fallen below those levels over the course of the intervening two decades), but wages remained below poverty level and continuing improvement was slow in coming."

The *Food Chains* campaign strategy was developed in partnership with the CIW to

ensure that the film would serve as a focal point and inspiration to farmworkers outside of Immokalee, Florida. Through extensive grassroots organizing and action, the campaign aligned with CIW's ongoing movement to pressure industry powerhouses such as the Publix and Stop and Shop supermarket chains and the fast food giant Wendy's to adopt the Fair Food Program, an innovative system to monitor and enforce humane conditions in Florida's tomato industry.



## THE CAMPAIGN



### How the Campaign Worked

Supporting the work of the CIW, the *Food Chains* impact campaign targeted those ultimately responsible for the low wages and poor working conditions of farmworkers. The campaign developed strong partnerships that resulted in extensive grassroots organizing. Protests, use of high profile celebrity media events, key influencer/legislative screenings and social media all contributed to successfully promoting the Fair Food program, which was ultimately adopted by large corporations, such as Wal-Mart.

Rather than attempting to reach a broad audience as a means to mass mobilization, the campaign adopted the CIW's theory of change, creating the perception of a larger movement; The campaign's goal was to work with CIW to recruit 5,000 motivated viewers and then marshal them into pressuring supermarkets to adopt the Fair Food Program. Using screenings as a focal point for activism, audiences (key influencers and activists) were challenged to do what was in their realm of influence (from policy to protest) to change the way farmworkers are treated across the US.

### Pre-Release Strategies

During production of the film, several high profile executive producers came on board, notably actress Eva Longoria and author Eric Schlosser. The team worked with Longoria to leverage her 'public pulpit' to motivate supermarket and fast food chain non-signatories to sign onto the Fair Food Program.

The campaign also leveraged the resources of the CIW to promote the film while in production and build excitement within their network through constant production updates on their website and social media. By the time the film was released, a strategic screening strategy was in place that served to mobilize and expand the CIW base.

The campaign used the theatrical premiere as a spark

**“Food Chains is viscerally moving, it shows a true lens into the lives of the very people who pick our food.”**

— Venerated chef and farm-to-table pioneer, Alice Waters

on social media to bring mass awareness to the Fair Food Program. One month before the film's release, the campaign hosted a Food Day (October, 2014) Twitter Chat, which reached one million people within an hour. *Food Chain's* co-producer Barry Estabrook, was the most retweeted individual, reaching 658,000 people. In the ensuing weeks, Executive Producer, Eva Longoria, and her 7 million followers were a Twitter force, as were Forest Whitaker, Thandie Newton, Michael Pollan and Alice Waters. Simultaneous to the Food Day Twitter Chat, a Thunderclap was released, simultaneously reaching 731k people. Working with CIW and additional partners, there were 63 million Twitter impressions before the theatrical release.

 **Eva Longoria**  
@evalongoria

**I'm sooooo proud of this documentary! #FoodChains**

The campaign strategically held influencer screenings prior to the release of *Food Chains* to mobilize support. In NYC, the campaign focused on the progressive media community and engaged Katrina

vanden Heuvel, Editor of *The Nation* to host a screening. Human rights activist Kerry Kennedy hosted a screening at the *NY Times* Headquarters.

In addition, CIW worked with the film's team to organize farmworker screenings. After a series of screenings, resources were secured to dub the film into Spanish to make the film accessible for a larger proportion of the workforce.

### Post-Release Strategies

To energize existing activists and reach potential new activists, the filmmakers secured a nationwide theatrical distribution deal to place the film in most of the top 20 US markets. To maximize the November 2014 premiere, the film was released day and date on iTunes with a launch on Cable VOD shortly thereafter. In 2015, Netflix began streaming the film, allowing community and labor activists to view *Food Chains* with ease.

Targeting youth was essential to the campaign's goal of creating new Fair Food activists. Working with the CIW, the film was screened in colleges and universities across Florida and surrounding states. Additionally, screenings at conferences like

the politically progressive NetRoots Nation served to build the volunteer base for CIW.

The campaign also made the film available at no charge to all worker groups seeking to use the film for their own campaign goals. These included the Milk with Dignity movement, the Sakuma Berry Workers, and the Rural and Migrant Ministry.

#### Protesting Retailers

The campaign worked with local farm labor activists to organize protests alongside key strategic screenings. Pre-made signs were available to audience members who then walked with the labor activists to protest local supermarkets or fast food chains. Over 2,500 protesters participated in the marches during the film's opening weekend.

Alongside the protests, the 'Ask the Right Question' campaign encouraged consumers to expand the market for fair labor goods by pressuring large retail buyers of goods. This would ideally promote preferential treatment within the supply chain. This strategy evolved from pre/post-screening surveys collected at early screenings.



**BREAKING!!! National call-in to Wendy's leadership set for Wednesday, Jan. 27th ... Go to the CIW website for call in details + sample script. Take 10 seconds and make the call - please! Thank you!**

#### Press and Social Media

The aggressive use of press opportunities and social media were essential tools of this campaign. The filmmakers provided background sources and archival footage for a dozen pieces in major publications. The campaign worked with Associated Press (televised and print) to reach larger news networks by providing contacts and footage for stories in progress on farmworker conditions. Over 1 million viewers tuned into *CBS Sunday Morning* in August 2015 for a feature story on the CIW featuring clips from *Food Chains*.

#### Supermarket and Food Chain Screenings

Once the film launched, in-house supermarket and food service screenings proved essential to building support and morale towards the Fair Food Program



in signatory companies. Screenings were organized as positive (as opposed to protest) events as a way to 'put a face' on the Fair Food Program and the improved conditions for farmworkers that the Program represented.

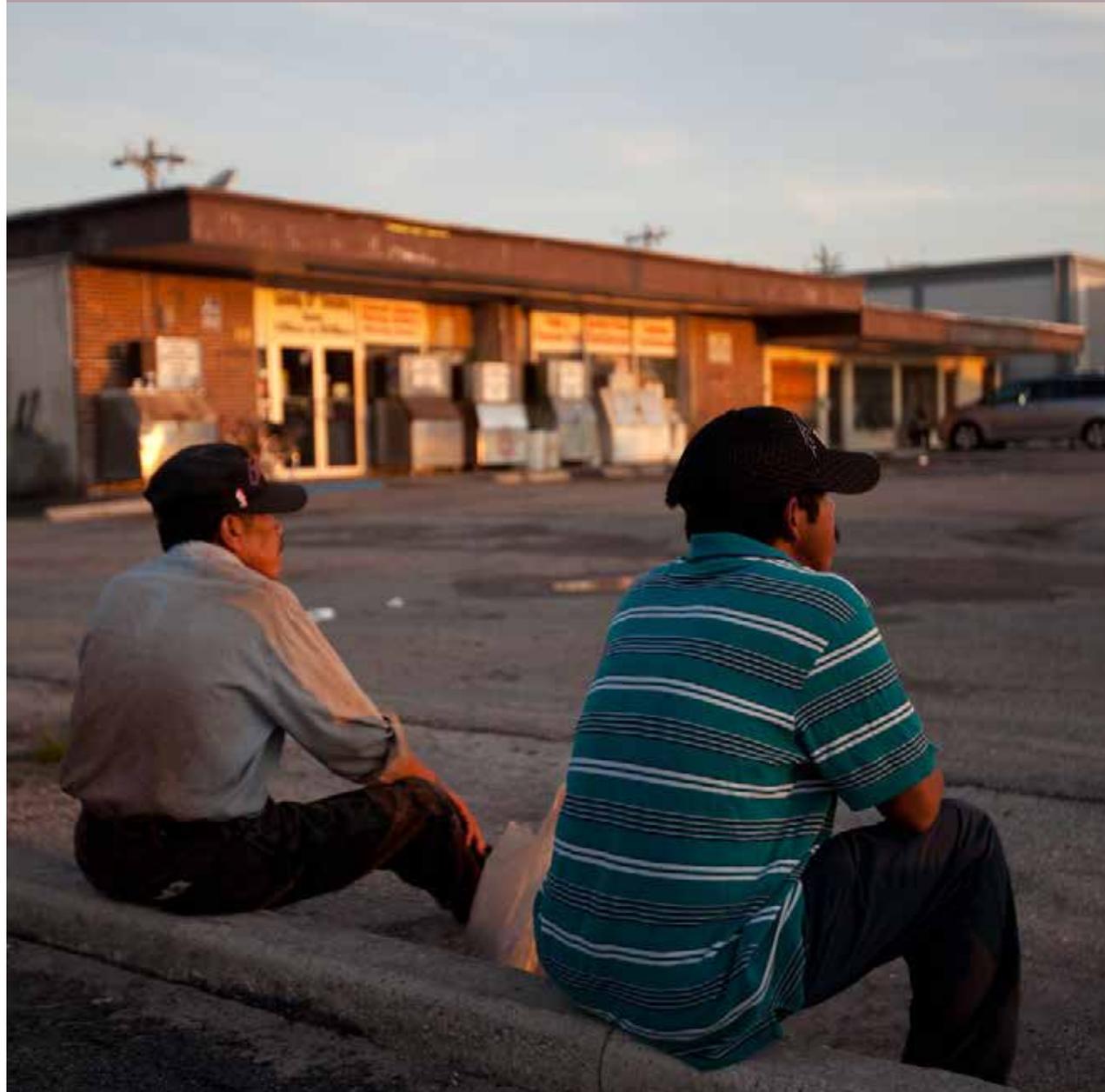
#### Legislature Screenings

Throughout 2014-15, the campaign strategically sought opportunities with legislators from states with large agricultural industries, such as California, New York,

Washington, Arizona and Florida. The campaign also developed relationships with federal government food procurement officers from the USDA and the Department of Defense. The successful reception of the film at these screenings led to an invitation to screen *Food Chains* at the US Council of Mayors conference in 2015.

**“We need to thank and respect the hard working hands that feed us and to show respect and gratitude through fair wages and safe working conditions. Without these unsung heroes this nation would collapse.”**

—  
Follower from *Food Chains*  
Facebook Page



## IMPACT DYNAMICS AT WORK

As a tool for analyzing campaign strategies, BRITDOC uses what we call the Four Impact Dynamics; broad categories for the kinds of change you can make in the world. This has been developed by studying the films that we have worked with as well as working with NGOs and activists to understand how they conceptualize their campaigns. More information on the impact dynamics can be found at [impactguide.org](http://impactguide.org).

Here we apply the Impact Dynamics to the goals of *Food Chains*.

### CHANGING MINDS

*Mass awareness and understanding – creating a shift in public attitudes.*

**Use the film to inspire empathy, the campaign sought to increase the understanding of farmworker conditions.**

**Target Audience:** CEOs and corporate decision-makers of grocery and food chains.

### CHANGING BEHAVIOURS

*Actively mobilizing people to do different, not just think different – whether that's to buy or boycott, donate or volunteer.*

**Understanding that most audiences will not become politically involved, the filmmakers created a 'Ask the Right Question' campaign to encourage the public to practice preferential treatment for companies that treat workers well, in turn, creating a stronger market for fair label foods.**

**Target Audience:** US consumers

### BUILDING COMMUNITIES

*Grassroots – providing the focal point around which people come together.*

**Use the film as the focal point to organize and inspire farm labor activists and others to action.**

**Target Audience:** Farm laborers, student activists, faith communities and educators.

### CHANGING STRUCTURES

*Top down change whether in politics or business, directly influencing law and policy to change the context.*

**Pressure non-signatory companies (supermarkets and fast food chains) to adopt the Fair Food Program.**

**Target Audience:** CEOs and corporate decision-makers of national supermarkets.

**Influence legislation (local and national) related to farmworkers rights and government food procurement policies.**

**Target Audience:** Government procurement decision-makers at the federal and state levels.

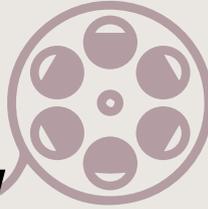
# WHO SAW IT?

### Cinema

# 42 CITIES IN US

### Community Screening Tour

# 400+ COMMUNITY EVENTS



### Festivals

- Berlin Film Festival
- Tribeca Film Festival
- Guadalajara International Film Festival
- Transatlantyk Film Festival, Poland
- Valladolid Film Festival, Spain
- Beirut Intl. Film Festival
- Rome Independent Film Festival
- Vancouver International Film Festival
- Abu Dhabi International Film Festival

### Awards



### Online Platforms

**Netflix**  
**Amazon**  
**iTunes** (Ranked in the top 10 documentaries on iTunes for the 3 weeks after release. Ranked #1 during a 99-cent promotion during National Farmworker Awareness Week (March, 2015)  
**Cable VOD** in the US and Canada

**Trailer Views**

**203,000**

Teaser: [vimeo.com/40126039](https://vimeo.com/40126039)  
**99k views**

Trailer: [youtube.com/watch?v=lqZLrXVAde4](https://youtube.com/watch?v=lqZLrXVAde4)  
**100k views**

**Facebook**  
facebook.com/FoodChainsFilm

**9,000**  
Likes

**1.6m**  
Impressions

**71m** **2,891** **4,821**

Impressions      Retweets      Mentions



# IMPACT & ACHIEVEMENTS

# ***FOOD CHAINS***

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# **TIMELINE**

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## 1900s—2012

**POST-SLAVERY:**

Hundreds of thousands of poor African Americans continue to work in the fields in the South. In the west, Mexicans, Chinese, Japanese and migrants from the Dust Bowl populate the fields.

**1962:**

Cesar Chavez and Dolores Huerta found the United Farm Workers union, which achieves historic gains for workers, mainly in California

**1993:**

Coalition of Immokalee Workers is founded in Florida

**2004:**

CIW conducts Hunger Strike and numerous protests against Taco Bell to bring attention to poor working conditions of farm laborers. Taco Bell signs on to the Fair Food Program. 10 other companies join in the ensuing years.

**2011:**

The Florida Tomato Growers Exchange finally signs on to the Fair Food Program, allowing the CIW to implement this system to enforce the rights of workers in Florida's tomato industry.

**APR, 2012:**

*Food Chains* filmmakers arrange panel at Southern Methodist University in Texas, bringing Walmart chief decision-maker to meet CIW personally

WORLD EVENTS

THE FILM

THE CAMPAIGN

IMPACT & ACHIEVEMENTS

# 2014

**JAN, 2014:**  
Walmart adopts Fair Food Program

## WORLD EVENTS

**FEB, 2014:**  
*Food Chains* has world premiere at Berlin Film Festival

**APR, 2014:**  
*Food Chains* has domestic premiere at Tribeca Film Festival

**MAY, 2014:**  
Clinton Global Initiative nominates CIW for annual award after attending screening of *Food Chains*

**SEP, 2014:**  
Entertainment Weekly promotes *Food Chains*

**NOV, 2014:**  
—Theatrical premiere in 26 markets. Sold out celebrity-hosted screenings in New York  
—Ranked in the top 10 documentaries on iTunes

## THE FILM

**APR, 2014:**  
Front-page story in *NY Times* featuring the CIW

**JUL, 2014:**  
NetRoots Nation features *Food Chains* at annual conference

**NOV, 2014:**  
—Eva Longoria promotes the film & Fair Food Program on *The Colbert Report* and *Real Time with Bill Maher*  
—Large protests following sold out film screenings in major US cities  
—National chains conduct in-store screenings of *Food Chains* across the country

## THE CAMPAIGN

**DEC, 2014:**  
Richard Marosi's ground-breaking LA Times 4-part series on US farmworker conditions

## IMPACT & ACHIEVEMENTS

**SEP, 2014:**  
CIW receives the annual award from the Clinton Global Initiative

**NOV, 2014:**  
63 million Twitter impressions around theatrical release

**NOV, 2014—APR 2015:**  
Press mentions of CIW increase by 400%

**JAN, 2015:**  
Secretary of State John Kerry presented the CIW with 2014 Presidential Medal for Extraordinary Efforts at ceremony featuring *Food Chains*

**FEB, 2015:**  
College students boycott Wendy's (fast food chain), and use film as tool to pressure on-campus restaurants after screenings on campuses across the country

**MAR, 2015:**  
8 million Twitter impressions during National Farmworker Awareness Week

**MAY, 2015:**  
*Food Chains* wins James Beard Award for Best Documentary

**JULY, 2015:**  
US Conference of Mayors passes historic resolution supporting the Fair Food Program and recognizing the influence of *Food Chains* to bring awareness to farm labor conditions

**AUG, 2015:**  
*Food Chains* and CIW featured on news show CBS Sunday Morning resulting in several corporations beginning behind-the-scenes negotiations with the CIW

**SEP, 2015:**  
Legislation discussed requesting the Department of Defense to adopt the Fair Food Program

# 2015

**FEB, 2015:**  
CIW launches national campaign against Wendy's fast food chain

**MAR, 2015:**  
National Farmworker Awareness Week

**MAR, 2015:**  
#1 documentary on iTunes

**APR, 2015:**  
—Released on Netflix  
—Wins James Beard award

**FEB, 2015:**  
—Roots of Change organizes screening in Sacramento, CA for 500 local advocates followed by legislative visits to promote the Fair Food Campaign  
—Compass Groups Vice President of Communication participates in a panel at the Rand Institute

**MAR, 2015:**  
—One hundred college and university screenings  
—Bon Appetit arranges 20 screenings for executives & staff

**APR, 2015:**  
Screening at the US State Department and US Department on Agriculture

**Throughout 2015:**  
Whole Foods arranged 15 screenings in its own stores in 2015 to promote its support of the Fair Food Program

**JUN, 2015:**  
—Compass Group expands the Fair Food program into new crops and new states  
—Agreement between Migrant Justice in Vermont and Ben & Jerry's to implement the CIW inspired Milk with Dignity Program in Ben & Jerry's supply chain

**JULY, 2015:**  
Grocery giant Ahold (Giant/ Stop and Shop/Peapod) adopts the Fair Food program

**SEP, 2015:**  
Screening on Capitol Hill, Washington DC

# IMPACT & ACHIEVEMENTS

## Use Of Press And Social Media

The campaign was successful in coordinating significant elements that leveraged one another: the growth of the Fair Food Program, the launch of the Fair Food Label at Whole Foods, the premiere of the film and Eva Longoria's growing activism. As a result, for six months after the film released, there were over 120 stories in the press, many with film mentions (as a comparison, for three months prior to the film's release, there were just 18 stories related to the CIW). Food Chains was successfully amplifying the presence of the CIW and Fair Food Program nationally.

The NY Times published a front-page story from noted labor reporter Steven Greenhouse, further maximizing the coordinated campaigns. The film team provided contacts and background information to Greenhouse during the story development. The campaign also drove multiple news features against non-signatories of the Fair Food Program - Publix, Kroger

and Wendy's - forcing them to react publicly. When the film and CIW were featured on the news show *CBS Sunday Morning*, the reaction from viewers across the country was instantaneous and overwhelmingly positive, triggering a flood of emails, posts and tweets from consumers asking where they could find the Fair Food label.

 **Susan Marquis**  
@susanlmarquis

When should we have done this? 150 years ago. So says Jon Esformes. @ciw The growing demand for "fair food"

Youth-targeted news programs like *The Colbert Report* and *Real Time with Bill Maher* invited Executive Producer Eva Longoria to publicly launch the Fair Food Label program. With a Fair Food tomato in hand, she passionately articulated the plight of farmworkers and the positive work of the CIW, exhorting

viewers to find out where their food comes from (comedian Steven Colbert asked, "It doesn't just come from my refrigerator?").

## CIW and Film Campaign Crash Publix Twitter Chat!

Prior to Thanksgiving, November 2014, the campaign 'crashed' Publix's Thanksgiving Twitter Chat. The chat was meant to offer customers shopping and cooking tips, but when CIW activists joined, they challenged Publix around their resistance to adopt the Fair Food Program. This and other online social activism against Publix was so swift and sudden that the company was forced to hire a crisis management firm.

 **Publix**  
@publix

We're ready to get cooking. Our Thanksgiving Twitter party starts in just a few minutes. #PublixPilgrims

 **DC Fair Food**  
@DCFairFood

Hey @Publix! Where do your tomatoes come from? Join the @FairFoodProgram! #PublixPilgrims

## Energizing Activism

The national 'Ask the Right Question' community campaign reached over 150 cities in 2014/2015. To gauge the success of the film to not only change minds, but to inspire activism, the team conducted a series of exit polls. Results from 635 surveys revealed positive shifts:

### 1. Were you aware of the farmworker abuse before the screening?

61% WERE UNAWARE OF ABUSES PRIOR TO VIEWING THE FILM (EVEN FEWER AT UNIVERSITY SCREENINGS).

### 2. Were you aware of the Fair Food Program solution before the screening?

THE MAJORITY OF RESPONDENTS WERE NOT AWARE OF THE FFP.

### 3. Would you be willing to participate in an action to support farmworkers?

A FULL 96% OF AUDIENCE MEMBERS RESPONDED POSITIVELY.

The manifestation of the survey results was demonstrated in the

willingness of audiences to move straight from theaters to the lobby to pick up protest signs and march with the filmmakers, CIW and labor organizations to local supermarkets or fast food restaurants. During the opening weekend, there were over 60 protests spread across 200+ theatrical screenings. As the film continued to screen in communities and educational settings, the number of protests significantly increased.

In 2015, the campaign partnered with Roots of Change, which screened the film for an audience of 500 local advocates, legislative staffers and Representatives in California's state capital, Sacramento. The following day, advocates went door-to-door at the Capitol to educate staffers about pending legislation related to food policy.

As the film screened at conferences and communities across the country, other labor activists began using the film to promote their own campaigns. Examples include the Vermont dairy workers and Washington strawberry workers who screened the film and in the case of the dairy workers, brought the CIW in to assist them in organizing for fair worker conditions.

### Increased Support for the CIW

The filmmakers were instrumental in presenting the CIW's candidacy to the Clinton Global Initiative for the Clinton Global Citizens Award. Staffers from President and Secretary Clinton's Foundation attended *Food Chains* at the domestic festival premiere at the 2014 Tribeca Film Festival. The CIW were subsequently awarded the 2014 Clinton Global Citizen Award – celebrating people who have proven that diverse sectors of society can work together successfully for positive, lasting social change. The trailer was later screened at the Clinton Global Initiative's annual gala for Heads of State, CEOs and other influencers and thought leaders

As a result of the Clinton prize, the CIW were given a *lifetime* pass to the annual CGI conference. This level of recognition served to bring significant new resources to support the work of the CIW, which allowed them to bring their model into other farmworker communities. A short summary of gains include:

- Over 700 people signed up to volunteer for the CIW during campus screenings, through

the Student Farmworker Alliance (CIW's campus subsidiary).

- One Executive Producer of Food Chains donated \$150k to CIW.
- One funder of both Food Chains and the CIW committed a mid-seven figure gift, spread over 5 years.
- The CIW ran a crowd funding campaign at the time of the theatrical release and raised \$25k.
- The CIW student advocacy group organized 2 tours of over 24 campuses to use the film to protest the Wendy's food chain.

### Influence Legislation (Local And National)

The campaign was designed to remain flexible and reactive to take advantage of legislative opportunities that arose during theatrical and community screenings. Key legislative outcomes resulted from targeting the 2015 US Conference of Mayors as a means to reach local political leadership. Mayor Paul Soglin of Madison hosted a breakaway session on farm labor with



Damara Luce of the Alliance for Fair Food. In addition to the mayors in attendance, some of the most influential food policy experts in the country attended the main sessions as well as former Secretary of State and presidential candidate Hillary Clinton. The film and subsequent panel left quite an impression. As the Conference drew to a close, the mayors voted unanimously to adopt a resolution recognizing the incredible impact of the Fair Food Program and the power of Food Chains to spark public conversation as well as action. The first sentence of the resolution reads:

*“Whereas, the film Food Chains brought the strife of Florida tomato pickers to the attention of the country by documenting the poor conditions of labor; and the film also demonstrated the brave efforts of a community-based organization in Southwest Florida, called the CIW, to improve wages and working conditions by taking the fight to retailers.”*

The campaign also held select screenings on Capitol Hill to pressure the Department of Defense and the USDA (both departments represent large-scale food procurement for federal agencies, e.g. military, schools, etc.). These screenings resulted in the consideration of

legislation mandating that the Department of Defense adopt the Fair Food Program. These screenings also resulted in a commitment to bring the film to at least 20 US embassies in 2016. This work continues.

In January 2015, Secretary of State John Kerry awarded the CIW the Presidential Medal for Extraordinary Efforts to Combat Human Trafficking in Persons during the 2015 White House Forum on Human Trafficking. Secretary Kerry's staff, who had all seen Food Chains, worked with the filmmakers to curate a 7-minute selection of scenes from the film for presentation during the



White House ceremony. The citation the CIW received reads: *“For its extraordinary efforts to combat human trafficking by pioneering the Fair Food Program, empowering agricultural workers, and leveraging market forces and consumer awareness to promote supply chain transparency and eradicate modern slavery on participating farms, we award this Presidential Medal.”*

#### Increased Corporate Acceptance of Fair Food Program

While many of the corporate screenings were strategically organized by the film team, many others hosted events to serve as a local call to action. One such event was hosted by activist and chef Alice Waters. Waters hosted a pre-release event for 250 people that included the Napa Valley Vintners Association, local grocery store executives, and food justice activists. Her call-to-action was to encourage the audience to develop markets for Fair Labor goods. As a result of her screening, the local grocery store, Buy-Rite, pledged to start preferential purchasing from farms that had existing systems in place for fair wages.

## CASE STUDY: WALMART

After author Michael Pollan made an initial introduction between Walmart executives and the CIW in early 2012, Walmart began its inquiry of the Fair Food Program. To accelerate the process, the filmmakers of *Food Chains* convened the first meeting between the CIW and Walmart decision-makers at a panel at SMU with Eva Longoria in the Spring of 2012.

During the early stages of negotiations between the CIW and Walmart, the filmmakers were invited to make their case for the Fair Food Program directly to Walmart. They also brought key influencers—from politicians to investors—to discuss the importance of the fair food program with Walmart’s c-suite.

The filmmakers served from time to time as trusted intermediaries between the CIW and Walmart and were given the embargoed news of the pending signing. The filmmakers were the only documenters of the actual signing ceremony.

#### **Additional corporate activities included:**

- Whole Foods hosted 15 in-store screenings to promote their support of the Fair Food Program.
- Bon Appetit arranged screenings at 20+ cafeteria locations during National

Farmworker Awareness Week. Executives participated in panels during the theatrical launch in San Francisco.

- The Compass Group’s VP of Communication participated in a panel at the Rand Institute, leading her to bring the film to their executives in Charlotte, NC. Soon after, they announced

plans to expand their commitment to the Fair Food Program within their supply chain. As a part of their new Sustainability Platform, Compass Group declared that they would “extend the [Fair Food] Code of Conduct and penny-per-pound premium to crops other than tomatoes and beyond Florida” by 2020.

- Most of the corporations that are part of the Fair Food Program were active in the promotion of the film through their own social media campaigns.
- Chipotle, already a FFP signatory, screened the film for its corporate executives to continue to promote the Fair Food Program within their organization.

#### **Work Left to do: Wendy’s and Publix**

Wendy’s has long been a target of the CIW to become a FFP signatory. After seeing Food Chains at the Berlin Film Festival, James Scurlock (Ridenhour prize-winning journalist and noted documentary filmmaker) divested 50,000 shares from Wendy’s. In a letter to Wendy’s he outlined his displeasure in their refusal to join the Fair Food Program. This action inspired the filmmakers to focus their New York City theatrical premiere on Wendy’s. Protests were organized daily to march audience members to local Wendy’s chains. In early 2015 CIW and their student advocacy groups launched a nationwide boycott of Wendy’s, which remains active today. In winter 2015 multiple copies of the film were delivered to the office of the Chairman of Wendy’s Board.

The CIW also continues to use the film to motivate action against Publix for refusing to take responsibility for its role in creating harsh conditions for farm laborers in Florida. The film is currently being used on North Carolina, Tennessee and Florida college campuses to boycott existing stores and prevent new stores from being opened near campuses.



## CONCLUSION

The *Food Chains* Impact Campaign was based on a deep partnership between the subject of the film, the Coalition of Immokalee Workers and the creators of the Fair Food Program. The film championed the work of the CIW and their impact on farmworker labor conditions. Using screenings and resulting opportunities that arose, the campaign inspired protests and activism, increasing pressure against grocery and fast food chains. Over a thousand students took to the streets after local screenings, demanding that local supermarket, food service and fast food companies adopt the Fair Food Program. Through a strategic press and social media campaign, the film's campaign was able to increase legislative and corporate awareness of the Fair Food Program. Since launching the *Food Chains* campaign, high profile companies such as Walmart, Stop and Shop, Giant, Peapod, and Fresh Market have adopted the Fair Food Program while new labor activists embrace the program in efforts to expand into new food labor markets (berry pickers; dairy workers, etc.).

“Corporate action is where this film really shines, and where it was really aiming for impact. The decision about how to shift the narrative to increase the film’s potential usefulness to the CIW and its advocacy is particularly interesting and challenging to think about.”

— Review Panel

## WATCH THE FILM

NETFLIX, ITUNES, VOD IN SELECT MARKETS

## WEBSITE

FOODCHAINSFILM.COM

## TRAILER

YOUTUBE.COM/WATCH?V=LQZLRXVADE4

## FOLLOW

FACEBOOK.COM/FOODCHAINSFILM

## CONTACT

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# THE TEAM



## THE FILMMAKERS



### SANJAY RAWAL

#### Director

Sanjay spent 15 years as a human rights and agricultural consultant in the nonprofit and government sectors, working in over 45 countries on a wide array of projects. After consulting on Abby Disney and Gini Reticker's acclaimed documentary *Pray the Devil Back to Hell* (2008), he was bitten by the film bug. His first short, *Ocean Monk* (2010), took the Best Short Doc Prize (online) at the 2010 St. Louis Film Festival. His second film, *Challenging Impossibility* (2011), premiered at the Tribeca Film Festival and played in 75 more, winning a number of awards. *Food Chains* is his first feature. He is currently working on a film on indigenous rights told through the eyes of long-distance Native runners.



### SMRITI KESHARI

#### Producer

Smriti is a film producer, shooter and storyteller with a roster of notable projects, which have explored lands, stories or issues not heavily reported. She has a keen eye for choosing narratives that offer underrepresented perspectives and inspire social action. She has produced several short documentaries as well as the television series, *Surfing 28 States: India*. She has also contributed to ESPN original content (ESPN Films, X Games, E:60) and has had her photography showcased in several publications.

#### Other Key Members of the Team

**Producer**  
Hamilton Fish



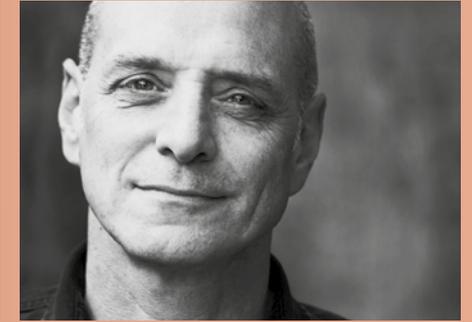
### EVA LONGORIA

#### Executive Producer

Eva is best known for her role on the hit series *Desperate Housewives* and is also a noted activist on Hispanic issues. She has been honored with countless awards for her achievements, including 'Philanthropist of the Year,' 'Latina Visionary and Community Empowerment Award' and the 'Cesar Chavez Legacy Award.' Her last documentary, *The Harvest*, which chronicled the plight of child farmworkers, won a number of awards at film festivals.

#### Executive Producers

Bob Leary, Lekha Singh, David Damian Figueroa, Alisa Swidler, Alfonso Montiel, Abigail Disney, Mayra Hernandez Gonzalez



### ERIC SCHLOSSER

#### Executive Producer

A renowned labor activist, author (*Fast Food Nation*) and filmmaker (*Food Inc.*), Eric appeared in *The Nation Magazine's* food issue in 2011, writing "I hope that the food movement will continue to grow and thrive. More important, I hope that it will become part of a larger movement with a broader vision—a movement committed to opposing unchecked corporate power, to gaining a living wage and a safe workplace and good health for the millions of Americans who lack them."

#### Director of Photography

Forest Woodward

#### Editor

Erin Barnett



## PARTNERS THAT ACTIVATE

### **Coalition of Immokalee Workers**

The CIW was central to the planning and implementing of the campaign. They shared and coordinated all their resources behind the film and participated in screenings across the country.

### **Roots of Change**

The impact team partnered with Roots of Change who screened the film for an audience of 500 local advocates, legislative staffers and Representatives in California's state capital, Sacramento. The following day, advocates went door-to-door at the Capitol to meet with staffers who attended the film the night before to promote the Fair Food program.

### **The Clinton Global Initiative**

Staffers from the Clinton Global Initiative attended the film's domestic festival premiere and nominated CIW for the 2014 Clinton Global Citizen award (which they

received alongside Leonardo DiCaprio). The Clinton Global Initiative continued to promote the film and support the work of CIW.

### **Student Farmworker Alliance and Student Action with Farmworkers**

The Student Farmworker Alliance and the Student Action with Farmworkers organized screenings and protests at over 20 college campuses across the US.

### **California Rural Legal Assistance (CRLA) and Farmworker Association of Florida (FAF)**

CRLA and FAF were essential partners of the film team in researching story lines and building trust amongst potential subjects to film the plight of farmworkers in California and Florida.

### **Organizations that promoted screenings and partnered on social media campaigns:**

- Alliance to End Slavery and Trafficking (ATEST)
- Bon Appetit (BAMCO)
- Center for Science in the Public Interest (CSPI)
- California Rural Legal Assistance (CRLA)
- Chipotle
- City Harvest
- Dolores Huerta Foundation
- Earthjustice
- Food Chain Workers Alliance
- Food Policy Action
- Giant and Stop & Shop
- Interfaith Action
- International Justice Mission
- James Beard Foundation
- Jobs with Justice
- MALDEF
- Purpose // Food Stand
- Nexus Working Group on Human Trafficking and Modern Slavery
- Southern Foodways Alliance
- Sojourners
- Sustainable Food Trust
- T'ruah: The Rabbinic Call for Human Rights
- Whole Foods

# ORGANOGRAM

## TRADITIONAL DISTRIBUTION

Publicity;  
Media Strategy:  
**Fat Dot**

North America  
Theatrical bookings  
International and  
Domestic Distribution  
DVD Sales  
**Screen Media / Visit Films**

Educational  
Distribution:  
**RO\*CO**

Website:  
**theabc.net**

## IMPACT CAMPAIGN

In-House Consultants:  
**Eric Schlosser**  
**Barry Estabrook**  
**Coalition of Immokalee Workers**

Community  
Outreach Strategy:  
**Film Sprout**

Strategy Development;  
Fundraising;  
Project Management;  
Development and Management  
of Partnerships;  
Social Media;  
Tool Development:  
**Sanjay (Director)**

Project Management;  
Development and Management  
of Partnerships;  
Social Media;  
Translator:  
**Smriti (Producer)**

Social Media;  
Impact Production  
Community Hosted Screenings;  
Development and Management  
of Partnerships:  
**Rebecca Stern**  
**Picture Motion**

Community-hosted screenings:  
**Tugg**

## PRODUCTION BUDGET

\$913,000

### Production Funders

#### Foundations:

- Bertha Foundation
- Humanity United
- The Fledgling Fund
- Public Welfare Foundation
- New World Foundation
- Discount Foundation
- Panta Rhea Foundation
- Schooner Foundation
- Cordes Foundation
- LEF Foundation
- Small Planet

#### Corporations:

- The National Insurance Board
- Grossman Roth Law Firm

#### Individuals:

- Bob Leary
- Lekha Singh
- Eva Longoria
- Abigail Disney
- Mayra Hernandez
- Stephanie and Hunter Hunt
- Alisa Swidler
- Chris Canavan
- Bruce Wrobel
- Lester Coney
- Sara Blakely
- The Raghavan Family
- Smaller individual donors and a Kickstarter campaign

## IMPACT CAMPAIGN

BUDGET \$320,000

### Impact Campaign Funders

- 11th Hour Project
- Ford Foundation/JustFilms
- The Fledgling Fund
- Bertha BRITDOC Connect
- Neda Nobari Foundation
- Barbara Dobkin Family Foundation
- Pvblc Foundation
- Humanity United
- Panta Rhea

**“This film is not about oppression. It’s a film about change and how change really works.”**

—  
Eva Longoria  
Actress and Activist





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## 'Food Chains': Film Review

10:55 AM PST 11/24/2014 by Frank Scheck



Forest Woodward

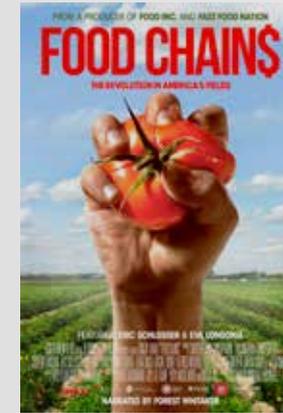
### THE BOTTOM LINE

*This impassioned call to action will hopefully inspire greater consumer awareness and action*



Sanjay Rawal's documentary chronicles the plight of migrant farm workers, specifically tomato pickers in Southern Florida

At one point in **Sanjay Rawal's** documentary about the oppressive conditions faced by migrant farmworkers, clips are shown from **Edward R. Murrow's** landmark 1960 documentary, *Harvest of Shame*, about the same subject. It's a sobering reminder of how little has changed in the more than half-century that has elapsed, a point that *Food Chains* repeatedly makes in compelling fashion.



Executive produced by, among others, actress **Eva Longoria** and author **Eric Schlosser** (*Fast Food Nation*), both seen in on-camera interviews, the documentary narrated by **Forest Whitaker** concentrates on the plight of tomato pickers in Immokalee, Fla., who have banded together to form the Coalition of Immokalee Workers (CIW). Their goal: to induce their product's major purchasers, specifically the ubiquitous Florida supermarket chain Publix, to simply pay one penny more per pound of tomatoes, a rate increase that would result in an extra cost to consumers of a mere 44 cents a year. Currently receiving an average of \$42 a day for their strenuous efforts – which adds up to some \$10,000 to \$13,000 annually – the workers estimate that the increase would essentially double their salaries. To publicize their cause, they engage in a six-day hunger strike not far from the company's headquarters.

The film well documents the difficult conditions faced by the workers. "We live like animals in cramped houses," says one, who somehow manages to pick some 4,000 pounds of tomatoes a day. Complicating their situation is the fact that most of them are undocumented, and that many of the female workers face pervasive sexual harassment, with a slavery ring being uncovered in 2007.

**Read More** [Berlin: Eva Longoria Pushes 'Food Chains' to Raise Awareness](#)

**THE**  
*Hollywood*  
**REPORTER**

### Food Chains': Film Review

10:55 am PST 11.24.2014  
by Frank Scheck



## Eva Longoria Talks Farmworkers Rights, New Documentary *Food Chains*

By Andy Bellatti  
on November 24, 2014



**EVA LONGORIA**  
Actress, Farmworker Advocate

Langoria on-camera in *Food Chains*.

## Eva Longoria Talks Farmworkers Rights, New Documentary 'Food Chains'

By Andy Bellatti on November 24, 2014

Filed Under: [Food and Farm Labor](#)

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Most people know Eva Longoria as an actress, but she has also become a fierce advocate for our nation's farmworkers.

Longoria also has cred in both food and politics. She owns Beso, a restaurant which opened in in Hollywood in 2008, and she is an active democrat. As co-chair of President Obama's fundraising committee, Longoria [created](#) the [Latino Victory Project](#), which raises funds for Latino candidates.

civileats.com/2014/11/24/eva-longoria-talks-farmworkers-rights-new-documentary-food-chains/

Along with Eric Schlosser, Longoria served as the executive producer of *Food Chains*, a documentary that focuses on the brutal conditions farmworkers face, and shines a light on migrant tomato pickers in Immokalee, Florida. The film, which opened Friday in select theaters, brings the story of the [Coalition of Immokalee Workers](#) (CIW), a group at the center of the current struggle in Florida, to a wider audience.

The documentary debuted to positive reviews. *The New York Times* [described](#) it as "emphatic and empathetic," while *The Village Voice* [recognized](#) that "the film fosters a very human connection to these [tomato] pickers." We spoke with Longoria over the phone on the eve of *Food Chains*' release.

**It seems like the issues that migrant farmworkers face in the United States has been an interest of yours for a while. You also produced 2011's *The Harvest* [a documentary on agricultural child labor in America]. Where does that interest come from?**

I have always been interested in this issue because I eat food. We all eat food. Agriculture is the backbone of our country. We are now at a time where people are so aware of what they eat. People are gluten-free, soy-free, dairy-free, but we forget who makes our food. The human cost of our food isn't really discussed.

**I first heard about *Food Chains* in 2012 when [director] Sanjay Rawal was raising funds via Kickstarter. At what point in the process did you jump on as executive producer and what led to that decision?**

Sanjay had been filming for about a year when he showed me some of the footage. I thought it was such a powerful story. The CIW went on a hunger strike for six days in 2012 and it set up a really great narrative for the film with a middle, beginning, and end. A lot of times, documentaries miss out on the emotion and humanity of the issue, but *Food Chains* tells a very powerful story.

***Food Chains* touches on a harrowing topic, but it's fair to say there are some glimmers of hope, right?**

Absolutely. The great thing is that CIW's [Fair Food Program](#) is working. Sure, it is one harvest and one state, but it is totally scalable and applicable. And, it brings economic benefits to any company that adopts it. Farms that are part of the Fair Food Program have lower turnover and people like working there because they are paid and treated fairly. It makes economic sense and that's the bottom line. It's not a matter of: "Is the program going to work?" We know it does.

**I don't think people realize the degree of abuse some of these migrant farmworkers have experienced.**

Oh, the abuse was awful. It ran the gamut from physical abuse to sexual assault and rape. There were [lawsuits](#) [PDF] involving farmworkers who were chained and others who were not paid for work. It was slavery. One thing *Food Chains* shows is how this abuse has been eradicated from Florida tomato farms. These guys [CIW] are doing it right.

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**ECONOMY**

# 'Food Chains' Will Change the Way You Eat

The Eva Longoria-produced documentary serves up an indictment of the U.S. agricultural system.

BY GRAHAM WINFREY *Staff writer, Inc.* @GrahamWinfrey

f t g+ in reddit vk e

WRITE A COMMENT



IMAGE: Courtesy Company

Who is responsible for paying America's farmworkers a [fair wage](#), the farmers that



**'Food Chains' Will Change the Way You Eat**

The Eva Longoria-produced documentary serves up an indictment of the U.S. agricultural system.  
By Graham Winfrey



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**See the movie.  
Join the movement.**

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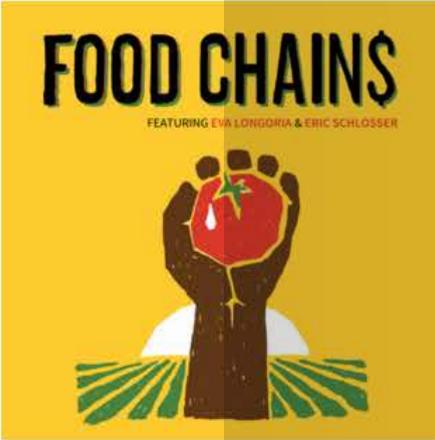
## See the movie. Join the movement.



Food Chains - Trailer

The national release of "Food Chains" – the powerful documentary that chronicles the CIW's long history of hope and resistance – was a smashing success! Thousands packed theaters across the country and took to the streets to bring the message of dignity and justice for farmworkers straight to Wendy's and Publix's doorstep! As the Campaign for Fair Food continues to gain momentum with "Food Chains" screenings and actions springing up around the nation, find out how you can watch the film or bring it to your community, college campus, or place of worship!

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MOVIES | INSIDE MOVIES

## Eva Longoria explores 'Food Chains' in new documentary from 'Fast Food Nation' writer

BY LANFORD BEARD @LANFORDBEARD

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(Forest Woodward)

Posted September 3 2014 — 2:00 PM EDT

As executive producer Eva Longoria points out in her new documentary *Food Chains*, the hands that sort much of America's food are themselves often forced to live hand-to-mouth due to

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2 people type



Eva Longoria explores *Food Chains* in new documentary from 'Fast Food Nation' writer

September 3 2014  
2:00 PM EDT

By Lanford Beard  
@LanfordBeard



Graffiti art by Victor Ving

# HUGE CHEERS

**Huge cheers to all our partners who have worked together over the past year to realise this program.**

**In particular we would like to recognise the significant work invested in the Impact reports which were produced by Erin Sorenson in collaboration with the team at BRITDOC and then lovingly designed by Involved Design in London.**

**The Impact Award trophies which were designed and manufactured by Susan Banks, Professor at New World School of the Arts in Miami and photographed by Arion Doerr in New York.**

**Finally the graffiti art made for this year's announcement was created by Victor Ving, working on location at the Container Yard in Los Angeles. In a film concept devised by BRITDOC and executed by Director and DOP Dallas Sterling and Producer Shelby Hill.**

**Thank you one and all.**

**docimpactaward**