

# CHIPOTLE'S SEVEN DEADLY SINS

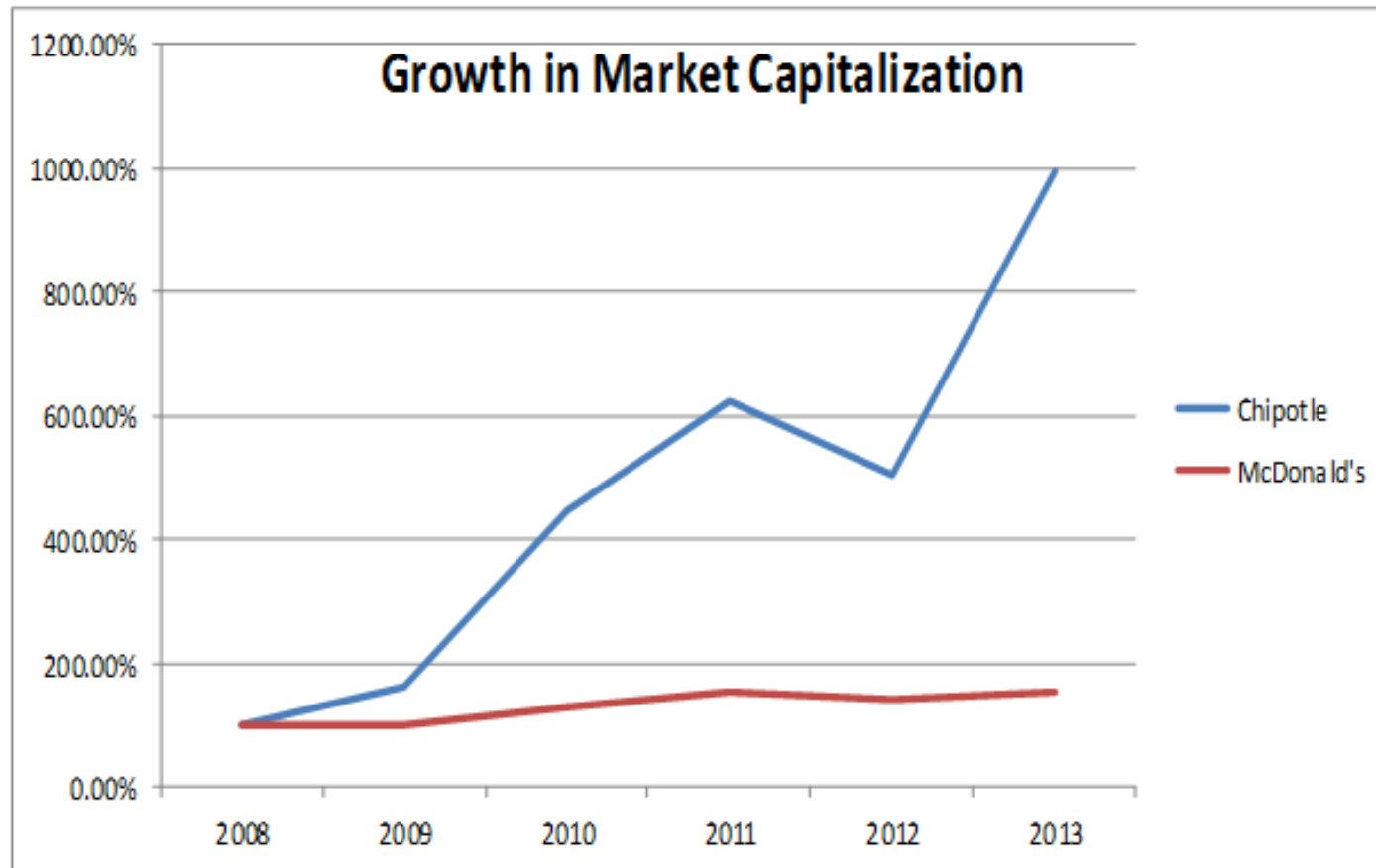
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## Plan of the Talk

1. The Seven Deadly Sins
2. The Campaign: Strategy, Goals, and Achievements
3. The Path Forward

**DIRECT ACTION  EVERYWHERE**

# 1. Chipotle is one of the largest and fastest-growing animal killers in the world.



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- \$17.19 billion company
- Third largest publicly traded restaurant company
- Hundreds of millions of pounds of meat sold



# Why does it matter?

- Large size presents opportunities for large impact.
- Stop Chipotle's growth → **105,000,000-800,000,000 fewer animals slaughtered** for the company
- That is equivalent in impact to creating approximately **313,400 vegans** (31 million leaflets, under most optimistic scenarios for leafleting)
- Equal to **ten years of operation** by most effective vegan groups
- Even larger impact if we don't just stop but reverse Chipotle's growth.



## 2. Chipotle is lying to the public.

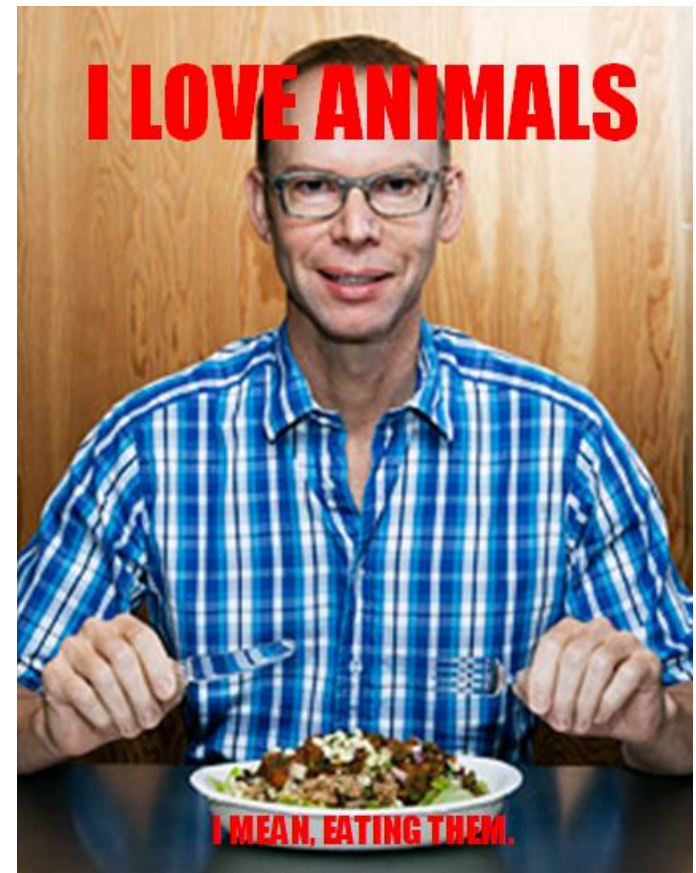


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- Steve Ells, CEO
  - “*Food with Integrity* is our commitment to always look closer, dig deeper, and work harder to ensure that our actions are making things better, not worse. It’s our promise to run our business in a way that doesn’t exploit animals”
- Salon
  - “Everyone’s raving about the fast food chain’s new commercial -- but watch more closely and it’s rife with chicanery.”
- James McWilliams
  - “Right now, Chipotle is undertaking a campaign to promote “humane” farming through tactics taken right out of the Big Tobacco playbook.”
- Recent class action litigation



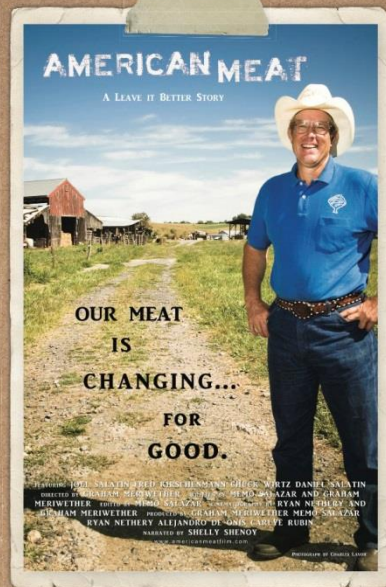
# Why does it matter?

- Consumer fraud helps Chipotle sell more meat.
  - Chipotle sold twice as many carnitas after switching to so-called “natural” supplier.
  - Branded the “marketing master” by advertising watchdog, Media Magazine.
- Consumer fraud reinforces cultural acceptance of killing animals.





### 3. It's a leader in pro-meat propaganda.



CHIPOTLE & WASHINGTON UNIVERSITY DINING SERVICES PRESENT A SCREENING OF

**AMERICAN MEAT**

WEDNESDAY, OCTOBER 17TH  
MAY AUDITORIUM IN SIMON HALL  
WASHINGTON UNIVERSITY

5:30 PM Welcome BBQ featuring Rain  
Crow Ranch grass-fed beef

6:00 PM Film screening followed  
by a panel discussion

All attendees will get a free burrito card from Chipotle. For more information, visit [americanmeatfilm.com](http://americanmeatfilm.com) or [diningservices.wust.edu](http://diningservices.wust.edu). From Forsyth heading west, turn right on Wallace and continue straight into the Danforth U. Center garage. Simon Hall is the next building west of DUC. Cost is \$1/hour. Questions 314-935-4620.



“*American Meat* plays on the heartstrings of meat-eaters (and fair-weather vegetarians) by exemplifying the history of meat production in the U.S., especially its innovations, and by arguing that the industry is essential to the sustainability of our civilization.”

- Village Voice

### 3. It's a leader in pro-meat propaganda.



From the Cultivate Keynote Speech:

“We’re mixing the chicken and the pork... I love all animals the same, so I want to use both of them!”

“The chicken? Free range, farm pasture, happy chickens. No antibiotics, slow grilled!”

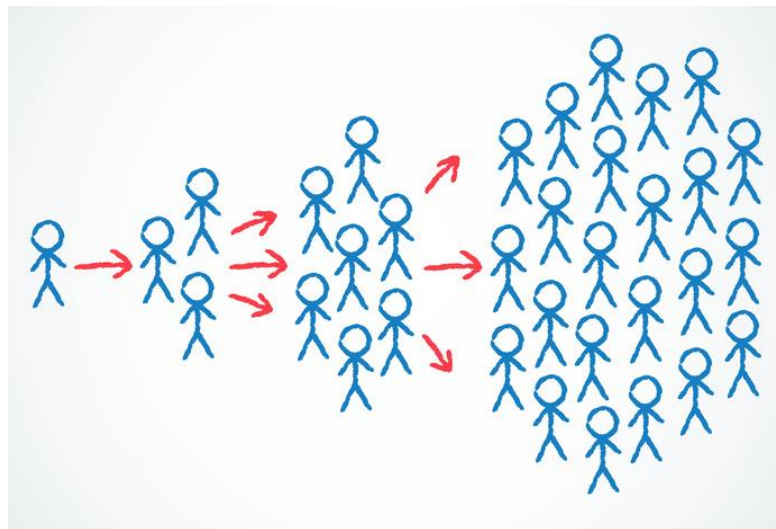
“We’re just making sausage here. We’re not saving lives.”

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# Why does it matter?

- Ideas shape our social environment, which shapes our behavior.
  - Christakis on smoking
  - North/Fogel on development
- Chipotle is leading the world in spreading violent ideas – even McDonald’s is learning from it -- but we can exploit the attention they create to tell a different story. (Animal Equality)



## 4. It tries to buy off activists... and often succeeds.

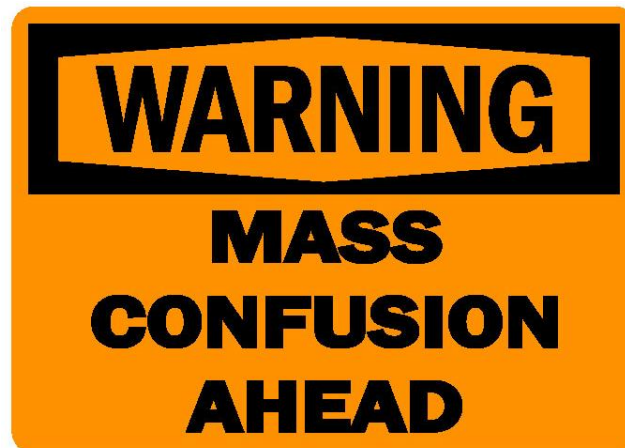
PR firm Mongoven, Biscoe & Duchin (MDB) set out this plan to the Cattleman's Association in 1991:

- 1) Isolate the radicals
- 2) "Cultivate" the idealists and "educate" them into becoming "realists"
- 3) Co-opt the opportunists into agreeing with industry.



## 4. It tries to buy off activists... and often succeeds.

- List of animal rights organizations that have praised or collaborated with Chipotle on animal programs
  - PETA (Libby Award for companies that “love animals”)
  - MFA (promoted their products and miniseries, described them as “taking on Big Ag”)
  - Vegan Outreach (shared Chipotle post on “vegans and carnivores unite”; blog post on how they hope Chipotle gets “great sales.”)



## 4. It tries to buy off activists... and often succeeds.

“I assume you are referring to this Direct Action Everywhere assault of Chipotle. I don't think they could be more mis-guided in what they are doing. I usually don't speak out directly against others in the movement, because I think we should all practice advocacy in our own ways and not interfere in others, but this one is WAY off base.”

“Chipotle going out of business= bad for animals. We should be supporting and encouraging them, not protesting them. I want to meet the CEO so I can give him a hug.”



# Why does it matter?

- Biggest animal rights organizations are praising the fastest growing animal killer, and attacking grassroots campaigns.
- Falling victim to exactly the strategy laid out by MBD in 1991.





## 5. It has the most progressive and animal-friendly customers... and it preys on their ethical instincts.

- Corporate motto: “Food with Integrity”
- Chipotle’s target demographic is young adults in the 18-49 bracket.



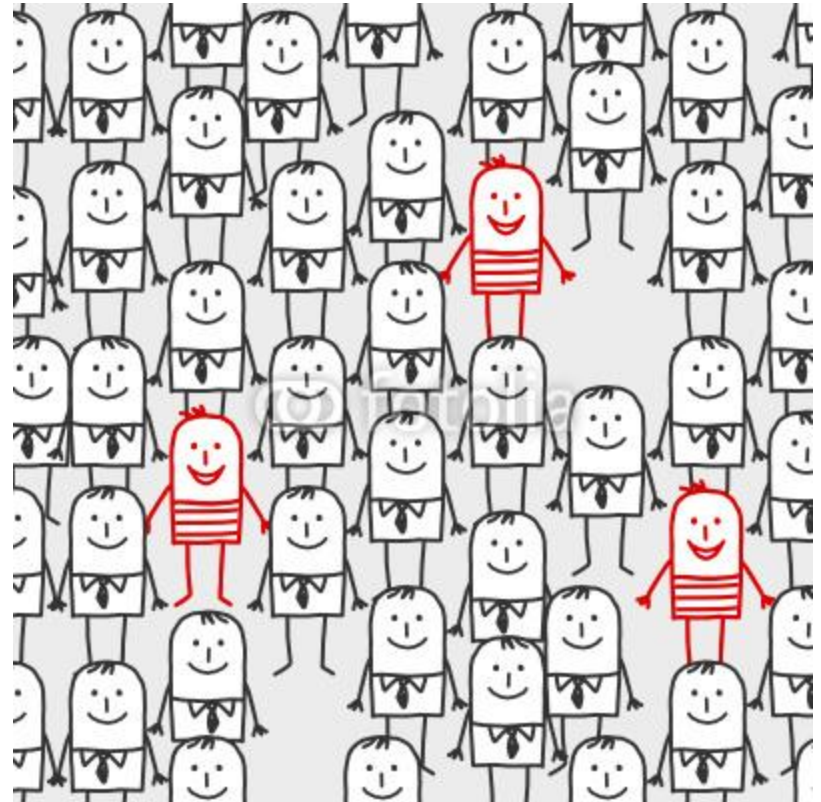
5. It has the most progressive and animal-friendly customers... and it preys on their ethical instincts.



“[Chipotle ads] preach that it’s all good meat, friendly for the environment and friendly for animals. But they say they’re lying. I’ll have to research it because I can’t take a side until I know.”

# Why does it matter?

- Chipotle hopes to lure in price insensitive buyers with great press... and keep them there.
- Chipotle pulled exactly the same strategy before: the Gardein fiasco of 2010.



## 6. It makes killing animals more profitable.



\$3.50



\$7.00

## 6. It makes killing animals more profitable.

- Fastest earning growth in the industry.
- Carnitas sales doubled after move to “humanely raised.”
- New York Times: “Demand Grows for Hogs That Are Raised Humanely Outdoors.”



# Why does it matter?

- Greater profits will lead to:
  - Larger investments in animal killing
  - More and better pro-meat advertising



# 7. It's framing the debate as one of "food choice."

- Research shows that economic choice framing undermines empathy.
  - “decreases the compassion that individuals express to others in need, that this effect is mediated by dampened feelings of empathy...” (Grant and Margolis, 2012)
- Foie gras campaign: reversed survey results depending on framing.



## 7. It's framing the debate as one of "food choice."

- Steven Pinker's "Humanitarian Revolution"
  - Triggered by perspective shifting, not economic factors
- Robert Fogel's moral cascade against slavery
  - Alternative production models were not the cause of the growth in antislavery





# Why does it matter?

- How you frame an issue often determines the outcome.



# Campaign Goals and Successes

- Three Categories
  - The Company
    - Slow or stop Chipotle's growth
    - Force a public response
    - Stop humane washing
  - The Public
    - Press coverage
    - Create "buzz"
  - The Movement
    - Create a strong network
    - Redirect course of movement back toward "honest" messaging

# Campaign Goals and Successes

Slow or stop Chipotle's growth

- 1000% growth over the past 5 years
- 8% growth over the past 5 months
- One tenth of what we'd expect



# Campaign Goals and Successes

- 24 cities and 5 countries participating
- Steady increase in number of activists
- Press coverage in multiple cities
- Empowered network of activists (Yanagizawa-Drott and Shoag, Harvard)

# Campaign Goals and Successes



# Summing Up: Why Chipotle Campaign?

- Equal to **ten years of operation** by the most effective animal rights groups in the world.
- Stop a campaign of **consumer fraud** and **pro-meat propaganda**.
- Prevent **co-opting of movement** by corporate interests.
- **Direct most progressive customers** toward genuine concern for animals, rather than humane consumerism.
- Prevent industry from finding new and explosive ways to **profit from violence**.
- Set a **strong and honest** framing of the issue.

We've already seen incredible success, but **this is just a beginning**.

**DIRECT ACTION**  **EVERYWHERE**

# The Path Forward

- Continue building our international network
- Assist each local chapter in building stronger local communities
- Create social and mainstream media tools
- Create an inspirational public dialogue
- Tell compelling stories

**DIRECT ACTION  EVERYWHERE**