



SAFETYCHAIN **SUMMIT 2025**

New Orleans, LA



“A SEAT AT THE TABLE”



BILL BRODEGARD, J.D.
Food Safe Production Systems



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Food Safe Production Systems

15 years of experience across R&D, regulatory, quality, and production.

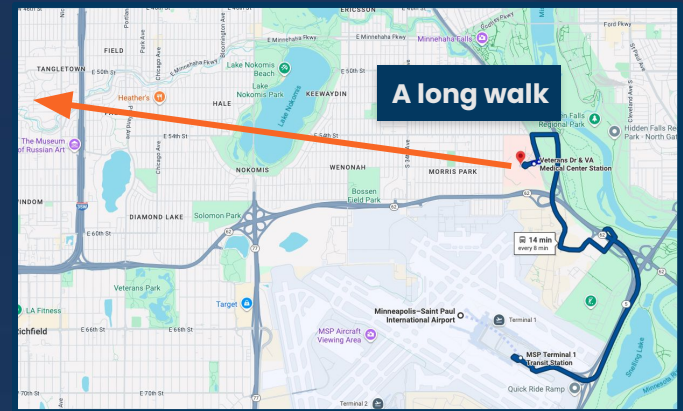
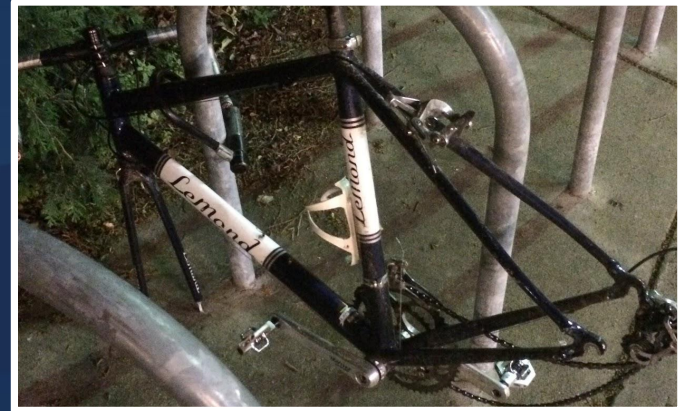
VP of Food Safety at Driscoll's and VP of Safety and Quality at Ajinomoto Foods.

Led compliance and food safety for CJ Schwan's.

Now I help food companies build robust safety and quality programs.

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CONSUMER TRUST

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graph TD; A[CONSUMER TRUST] --> B[MORE RECALLS]; A --> C[MORE ILLNESS]; A --> D[LESS OVERSIGHT]; B --> B1[• 10% increase to LY]; B --> B2[• Led by allergens]; B --> B3[• Pathogens]; C --> C1[• Double number of hospitalizations]; C --> C2[• Double number of deaths]; D --> D1[• Reduce pathogen testing]; D --> D2[• 20% reduction in force]; D --> D3[• 20% reduction in budget];
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MORE RECALLS

- 10% increase to LY
- Led by allergens
- Pathogens

MORE ILLNESS

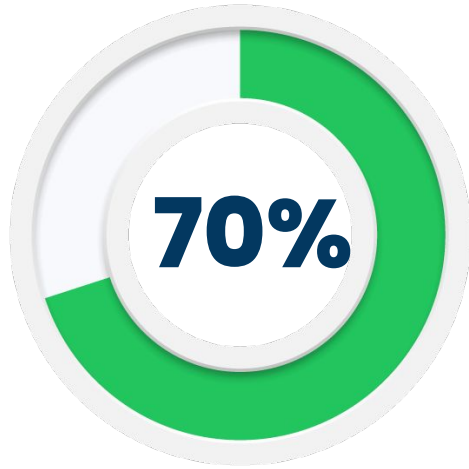
- Double number of hospitalizations
- Double number of deaths

LESS OVERSIGHT

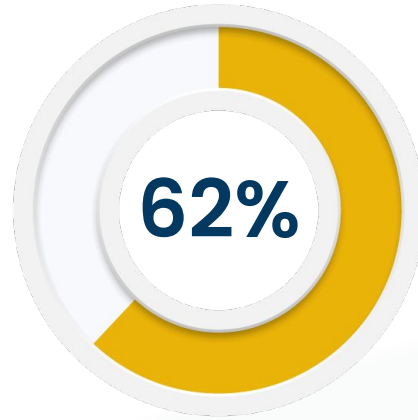
- Reduce pathogen testing
- 20% reduction in force
- 20% reduction in budget

Consumer Confidence 23-25

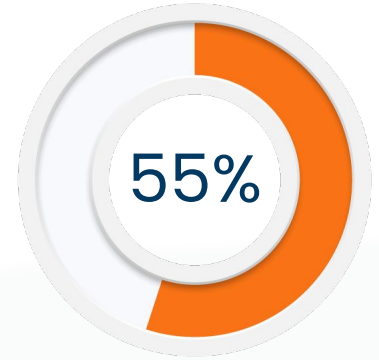
International Food Information Council, 2025



2023



2024



2025

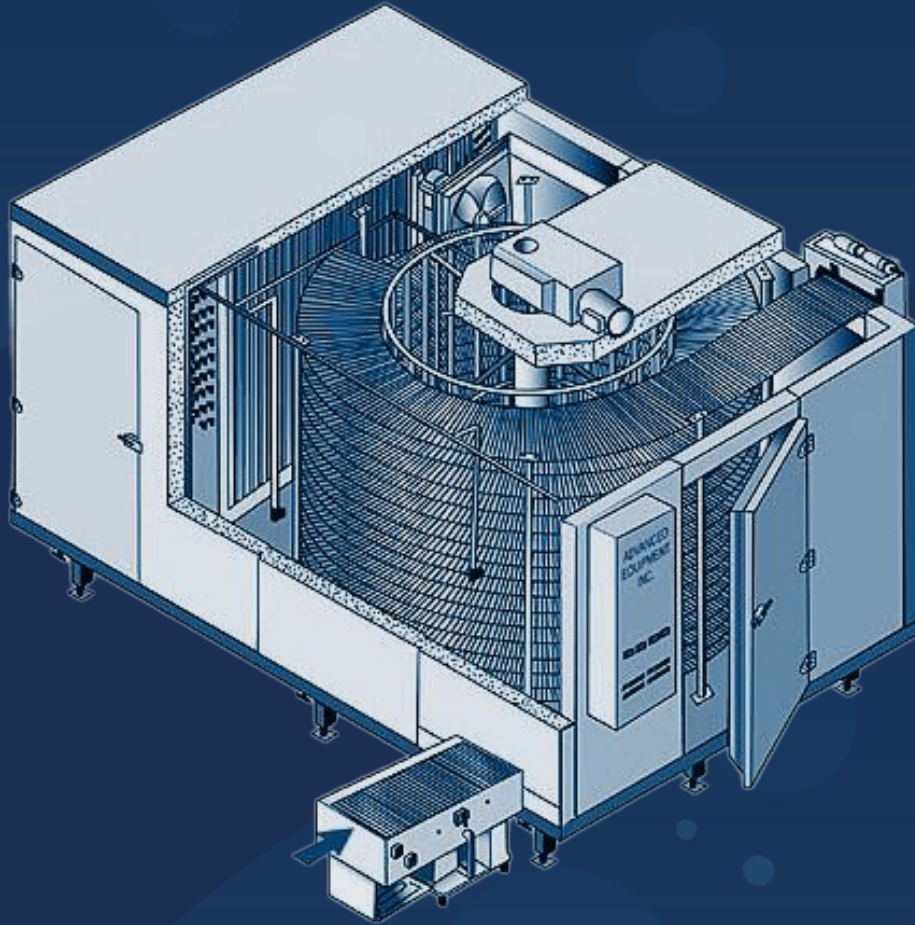
"THERE HAS GOT TO BE A BETTER WAY"



Hurricane Harvey, Houston, 2017

SafetyChain Customer Summit





The issue is
coming from
the spiral freezer.”

- Facility Quality Manager
Early 2017

QUESTION:

WHY DID IT TAKE A YEAR TO
MAKE THE CHANGE?

An interesting study about turning off lights.

“A qualitative study of users’ engagement with real-time feedback from in-house energy consumption displays”

–Science Direct, 2013

Providing DATA is not enough:

1. Engagement
2. Ownership
3. Context

“A Seat at the Table”



Things **OPERATORS** need to change behavior:

1. **Engagement** – What is my motivation for change?
2. **Ownership** – did I help make this?
3. **Context** – Does this help me specifically?

Things **Leadership** need to change policies:

1. **Engagement** – does this solve a problem that is important to me?
2. **Ownership** – does this come from my team?
3. **Context** – where does this fit among all of the issues?

LEVEL 1

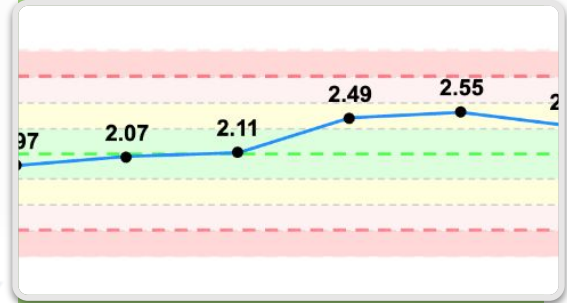


LEVEL 2

Employee Data

ID No.	First Name	Last Name	Gender	Dept	Salary	Location	Date Hire	Years of Service	Profit Sharing
000028	Jay	Adamson	F	Accounting	\$45,000	Boston	21-Oct-87	31.0	Yes
000034	Gene	Pruitt	M	Engineering	\$75,000	Chicago	15-Sep-90	18.0	Yes
000262	Lance	Bird	M	Human Resources	\$21,100	Boston	13-Aug-97	21.0	Yes
000307	Robert	Bjorkman	M	Engineering	\$25,000	Chicago	24-Feb-90	20.0	Yes
000191	Michael	Bryant	M	Administration	\$30,440	Santa Rosa	01-Feb-91	27.0	Yes
000139	William	Cobb	M	Human Resources	\$27,500	Boston	28-May-91	17.0	Yes
000141	Angela	Dickinson	F	Engineering	\$23,900	Detroit	13-Mar-96	22.0	No
000174	Cindy	Edwards	F	Accounting	\$21,500	San Francisco	16-Aug-95	33.0	No
000220	Jack	Edwards	M	Engineering	\$32,200	Atlanta	14-Feb-97	21.0	Yes
000307	Arnanda	Fletcher	F	Human Resources	\$26,100	Boston	03-Jan-99	19.0	No
000315	Dave	Grogan	M	Information Service	\$47,500	Seattle	03-Apr-90	20.0	No
000185	Rebecca	Johnson	F	Human Resources	\$60,200	Boston	04-Feb-96	22.0	No
000211	Stuart	Johnson	M	Engineering	\$60,200	Seattle	29-Dec-90	18.0	No
000118	Jawel	Kaplan	F	Engineering	\$34,000	Boston	22-Jun-91	27.0	Yes
000222	Mary	King	F	Accounting	\$38,000	Detroit	10-Mar-97	21.0	No
000146	Edward	Krauss	M	Administration	\$86,200	Chicago	13-Jul-99	19.0	Yes
000162	Kimberly	Lerner	F	Human Resources	\$34,900	Chicago	28-Jun-99	19.0	No
000210	Victoria	Morin	F	Engineering	\$40,700	Seattle	20-Dec-96	22.0	No
000284	Miriam	Morse	F	Engineering	\$29,600	Chicago	02-Nov-97	21.0	No

LEVEL 3



THE CONTINUUM OF INFORMATION AVAILABILITY

**DATA ALONE
CANNOT
CHANGE
BEHAVIOR.**



“This has got to work”

WE ARE ALL IN THIS TOGETHER

Keys to changing behavior:

1.Engagement

2.Ownership

3.Context

- Quality
- Operations
- Sanitation
- EHS
- Maintenance
- Supply Chain
- R&D
- Warehouse

A HOPEFUL STORY ABOUT FISH



TO CREATE CHANGE:

1. Data alone is not enough
2. We are all in this together
3. Small improvements create huge change over time

**WHAT
HAPPENED TO
YOUR BIKE?**



HOP ON THE TRAIN.

QUESTIONS?