

**Table 5 Combined Case Summary Checklist**

Strategy	Typical Costs	Typical Benefits	Panda Ranch	OBE	ABP	Agricore
Improve horizontal coordination Establish & develop producer group	Increased administration expenses associated with...					
	Running seminars to attract new members	Increased volume of supply	✓	✓	✓	✓
	Offering price premiums to members	Increased volume of supply	✓	✓	✓	✓
	Implementing quality assurance <ul style="list-style-type: none"> <li>• Consultancy fees</li> <li>• Accreditation expenses</li> </ul>	<ul style="list-style-type: none"> <li>• Quality control</li> <li>• Increased customer satisfaction</li> <li>• May reduce costs over long term</li> </ul>	✓	✓	✓	✓
	Regular reports to members	Informed producers	✓	✓	✓	✓
	Conducting educational trips	<ul style="list-style-type: none"> <li>• Team approach</li> <li>• Enhanced market knowledge</li> </ul>	✓	✓		
	Encouraging members to network & share knowledge <ul style="list-style-type: none"> <li>• Holding meetings and disseminating information</li> </ul>	<ul style="list-style-type: none"> <li>• Improved production efficiencies</li> <li>• Greater sense of teamwork</li> </ul>	✓	✓	✓	
	Close communication with members	Accurate production estimates	✓	✓	✓	✓
	Accurate & prompt member payment	Increased member goodwill	✓	✓	✓	✓
	Coordinating transportation	<ul style="list-style-type: none"> <li>• Reliable delivery</li> <li>• Improved logistical efficiency</li> </ul>	✓	✓	✓	✓
Improve vertical coordination Establish & maintain vertical relationships	Increased administration expenses associated with...					
	Negotiations with potential partners	Identification of appropriate partners	✓	✓	✓	✓
	Strong and open communication with intermediaries <ul style="list-style-type: none"> <li>• Time and effort</li> <li>• Phone/travel expenses</li> </ul>	<ul style="list-style-type: none"> <li>• Develops trust</li> <li>• Enhances information flow</li> <li>• Improves market responsiveness</li> <li>• Reduces potential for conflict</li> </ul>	✓	✓		
	Strong and open communication with customers <ul style="list-style-type: none"> <li>• Time and effort</li> <li>• Phone/travel expenses</li> </ul>	<ul style="list-style-type: none"> <li>• Price stability</li> <li>• Reliable demand</li> <li>• Longer planning horizon</li> </ul>	✓	✓	✓	✓
	Offer greater margin to intermediaries where appropriate	Reduces risk to partner & increases commitment		✓	✓	
	Investment in relationship-specific assets	<ul style="list-style-type: none"> <li>• Demonstrates commitment</li> <li>• Basis for increased margin</li> <li>• Reinforces interdependencies</li> </ul>		✓	✓	
	Hosting on-farm customer visits	Increased customer satisfaction		✓		
Positioning	Establish brand identity <ul style="list-style-type: none"> <li>• Legal fees</li> <li>• Increased packaging/labelling costs</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to create selective demand</li> <li>• Build brand equity over long term</li> <li>• Increased referent power</li> </ul>	✓	✓		
	Promote regional identity	<ul style="list-style-type: none"> <li>• Brand image difficult to imitate</li> <li>• Enhances team mentality</li> </ul>		✓		
	Ongoing market research	<ul style="list-style-type: none"> <li>• Market responsiveness</li> <li>• More effective promotion</li> </ul>	✓	✓	✓	✓