References

- AP press release. July 1, 1999. "Meatpacker Changes Pricing Structure Because of New Law."
- Barzel, Y. "Measurement Costs and the Organization of Markets," *Journal of Law and Economics*, Vol. 25, 1982, pp. 2748.
- Boggs, Donald L. and Robert A. Merkel. 1979. *Live Animal Carcass Evaluation and Selection Manual*. Dubuque, Iowa: Kendall/Hunt Publishing Company.
- Casau, A. "When Pigs Stress Out," The New York Times, October 7, 2003.
- Cravens, J.W. July 8-9, 1997. "The Role of Pork Quality in Export Marketing." *Proceedings of Pork Quality Summit*, Des Moines, IA: National Pork Producers Council in cooperation with the National Pork Board, pp. 17-24.
- Cravens, J. July 11-12, 2000. "International Quality and Safety Concerns." *Proceedings of Pork Quality & Safety Summit*, Des Moines, IA: National Pork Producers Council, pp. 5-11.
- Dimitri, C. *Contracting in Tobacco: Contracts Revisited*, TBS-254-01. U.S. Department of Agriculture, Economic Research Service, June 2003.
- DiPietre, D. May 1, 2000. "Packer-to-Packer Competition." *National Hog Farmer*, Accessed 14 May 2004 at: *nationalhogfarmer.com/mag/farming_packertopacker_competition*.
- Duewer, L.A., K. Bost, and G. Futrell. "Revisions in Conversion Factors for Pork Consumption Series," *Livestock and Poultry Situation and Outlook*, January 1991.
- Eisenhardt, K.E. "Control: Organizational and Economic Approaches." *Management Science*, 31(1985):134-49.
- Eisenhardt, K.E. "Agency Theory: An Assessment and Review." Academy of *Management Review*, 14(1989):57-74.
- Forrest, J.C., M.T. Morgan, and D.E. Gerrard. July 11-12, 2000. "Predicting Pork Quality." *Proceedings of the Pork Quality and Safety Summit.* Ed. Jeff Ward. Des Moines, Iowa: National Pork Producers Council, pp. 263-69.
- Goldberg, V.P., and J.R. Erickson. "Quality and Price Adjustment in Long-Term Contracts: A Case Study of Petroleum Coke." *Journal of Law and Economics*, XXX(1987):369-98.
- Goodwin R. and L.L. Christian. April 6, 1994. "Genetic Variation of Pork Quality." *Pork Chain Quality Audit*. Eds. David Meeker and Steve Sonka. Progress Report prepared for the National Pork Producers Council. Des Moines, IA: National Pork Producers Council in cooperation with the National Pork Board, pp. 115-23
- Grandin, T. April 6, 1994. "Methods to Reduce PSE and Bloodsplash." *Pork Chain Quality Audit*. Eds. David Meeker and Steve Sonka. Progress Report prepared for the National Pork Producers Council. Des Moines,

- IA: National Pork Producers Council in cooperation with the National Pork Board.
- Grimes, G., and S. Meyer. January 2002. "U.S. Hog Marketing Contract Study," University of Missouri and National Pork Board. accessed April 30, 2003 at: www.agebb.missouri.edu/mkt/vertstud.htm.
- Grimes, G., R. Plain, and S. Meyer. January 2003. "U.S. Hog Marketing Contract Study," University of Missouri and Paragon Economics. accessed July 10, 2003 at: www.agebb.missouri.edu/mkt/vertstud03.htm.
- Grimes, G., R. Plain, and S. Meyer. January 2004. "U.S. Hog Marketing Contract Study," University of Missouri and Paragon Economics. accessed June 30, 2004 at: www.agebb.missouri.edu/mkt/vertstud04.htm.
- Hallwood, C.P. 1990. "Measurement Cost and the Organization of Exchange in the Oil Gathering Business." *Journal of Institutional and Theoretical Economics*, Vol. 146, No. 4, pp. 576-593.
- Hayenga, M.L., B.S. Grisdale, R.G. Kaufman, H.R. Cross, and L.L. Christian.May 1985. "A Carcass Merit Pricing System for the Pork Industry."American Journal of Agricultural Economics, Vol. 67, pp. 315-19.
- Hayenga, Marvin L., John D. Lawrence, V. J. Rhodes, and Glenn A. Grimes.February 1996. "Vertical Coordination in Hog Production,"Concentration in the Red Meat Packing Industry. U.S. Department of Agriculture, Grain Inspection, Packers and Stockyards Administration.
- Hennessy, D.A., and J.D. Lawrence. 1999. "Contractual Relations, Control, and Quality in the Hog Sector." *Review of Agricultural Economics*, Vol. 21, No. 1, pp. 52-67.
- Hobbs, J.E. 1996. "Transaction Costs and Slaughter Cattle Procurement: Processors' Selection of Supply Channels," *Agribusiness*, Vol. 12, No. 6, pp. 509-523.
- Hobbs, J.E., W.A. Kerr, and K.K. Klein. 1998. "Creating International Competitiveness through Supply Chain Management: Danish Pork," *Supply Chain Management*, Vol. 3, No. 2, pp. 68-78.
- Holmstrom, B. and P. Milgrom. 1991. "Multitask Principal-Agent Analyses: Incentive Contracts, Asset Ownership, and Job Design," *The Journal of Law, Economics, & Organization*, Vol. 7, Special Issue, pp. 24-52.
- Hueth, B., E. Ligon, S. Wolf, and S. Wu. 1999. "Incentive Instruments in Fruit and Vegetable Contracts: Input Control, Monitoring, Measuring, and Price Risk," *Review of Agricultural Economics*, Vol. 21, No. 2, pp. 374-89.
- Huskey, L. June 23, 2000. "Measuring for Producer Communication," *Proceedings of the pH and Pork Quality Symposia.* Accessed July 29, 2003 at: www.meatscience.org/meetings/RMC/porkph/Default.asp.
- Iowa Attorney General. Farm Division. *Contracts*. Accessed January 7, 2002 at: www.state.ia.us/government/ag/ag_contracts/index.html.
- Kaufman, R.G., R.D. Warner, and S.T. Joo. April 6, 1994. "One Step Closer to Providing Ideal Pork Quality for Consumers in 1994." *Pork Chain Quality Audit*. Eds. David Meeker and Steve Sonka. Progress Report pre-

- pared for the National Pork Producers Council. Des Moines, IA: National Pork Producers Council in cooperation with the National Pork Board.
- Kelley, T. "Packer Matrices Revisited," Pork, January 2003.
- Kelley, T. "The Spot Market Continues Its Slide," Pork, April 2001.
- Kelley, T. "What's Up with PSE," Pork, August 2003.
- Kenyon, D. and W. Purcell. December 1999. "Price Discovery & Risk Management in an Industrialized Pork Sector," Research Institute on Livestock Pricing, Research Bulletin 8-99. Department of Agricultural and Applied Economics, Virginia Tech.
- Kenyon, D., J. McKissick, and K. Zering. "A Comparison of Carcass Value Pricing Systems of Southeast Hog Plants," Paper presented at NC-134 Conference on Applied Commodity Price Analysis, Forecasting, and Market Risk Management in Chicago, Illinois, April 24-25, 1995.
- Key, N., and W. McBride. 2003. "Production Contracts and Productivity in the U.S. Hog Sector," *American Journal of Agricultural Economics*, Vol. 85, No. 1, pp. 121-33.
- Kinsey, Jean. 1994. "Changes in Food Consumption from Mass Market to Niche Markets," *Food and Agricultural Markets: The Quiet Revolution*. National Planning Assoc. Rpt. No. 270. Eds. Lyle P. Schertz and Lynn M. Daft. Washington, DC, pp. 19-43.
- Kinsey, J. July 17, 2000. "Food Choices Moving Toward Global market," *Feedstuffs*.
- Lafontaine, F. and S.E. Masten. "Contracting in the Absence of Specific Investments and Moral Hazard: Understanding Carrier-Driver Relations in U.S. Trucking," Paper #02-002, John M. Olin Center for Law & Economics, University of Michigan, March 2002.
- Lautner, B. April 30, 1999. "What Does 'Quality-Assured Pork' Really Mean?" *National Hog Farmer*, accessed May 14, 2004 at: nationalhogfarmer.com/mag/farming_qualityassured_pork_really.
- Lawrence, J.D. February 2004. Personal communication.
- Lawrence, J.D., V.J Rhodes, G.A. Grimes, and M.L. Hayenga. 1997. "Vertical Coordination in the U.S. Pork Industry: Status, Motivations, and Expectations," *Agribusiness*, Vol. 13, No. 1, pp. 21-31.
- Lawrence, J.D., T.C. Schroeder, and M.L. Hayenga. 2001. "Evolving Producer-Packer-Customer Linkages in the Beef and Pork Industries," *Review of Agricultural Economics*, Vol. 23, No. 2, pp. 370-385.
- Marbery, S.[a]. June 5, 2000. "Challenge for Pork Industry Goes Beyond Lean Hog," *Feedstuffs*.
- Marbery, S.[b]. June 5, 2000. "Fresh Pork Revolution Results in Emerging Battle of the Brands," *Feedstuffs*.
- Marbery, S. January 24, 2000. "Iowa Premium Pork Soliciting Memberships for Hog Co-op," *Feedstuffs*.

- Marion, B.W. (compiler). 1985. *The Organization and Performance of the U.S. Food System.* Lexington, MA: Lexington Books.
- Marketing Intelligence Service, Ltd. Productscan Online, 2003.
- Marriott, N.G., M.W. Schilling. 1998. "Utilization of Pale, Soft, Exudative Pork." National Pork Board, Des Moines, IA.
- Martin, Laura L. "Production Contracts, Risk Shifting, and Relative Performance Payments in the Pork Industry." Journal of Agricultural and Applied Economics 29(1997):267-78.
- Martinez, S.W. *Vertical Coordination in the Pork and Broiler Industries: Implications for Pork and Chicken Products*, AER-777. U.S. Department of Agriculture, Economic Research Service, April 1999.
- Martinez, S.W. *Vertical Coordination of Marketing Systems: Lessons From the Poultry, Egg, and Pork Industries*, AER-807. U.S. Department of Agriculture, Economic Research Service, April 2002.
- Masten, S.E., ed. *Case Studies in Contracting and Organization*. New York: Oxford University Press, 1996.
- McCoy, J.H. and M.E. Sarhan. 1988. *Livestock and Meat Marketing*. New York: Van Nostrand Reinhold Company.
- McKean, J.D. July 11-12, 2000. "In Plant HACCP and Its Effects on Production." *Proceedings of the Pork Quality and Safety Summit.* Ed. Jeff Ward. Des Moines, Iowa: National Pork Producers Council, pp. 238-42.
- Messenger, J. "Marketing Shift From Cash To Contracts Intensifies," *Pork*, April 2000.
- Messenger, J.[a]. "Making Better Bacon," Pork, March 2004.
- Messenger, J.[b]. "Thin Is In Or Is It?" *Pork*, March 2004.
- Meisinger, D. J. "Assessing Packer Information," Undated presentation conducted by the National Pork Producers Council under contract to the National Pork Board, accessed January 9, 2004 at: www.porkscience.org/documents/Other/Assessing%20Packer%20Information.pdf.
- Meisinger, D. June 15, 2001. "Factors in Fresh Pork Quality," *National Hog Farmer*, accessed November 7, 2002 at: *nationalhogfarmer.com/ar/farming_factors_fresh_pork/index.htm*.
- Meisinger, D. July 11-12, 2000. "Predicting Composition Fat-Free Lean Index," *Proceedings of the Pork Quality and Safety Summit.* Ed. Jeff Ward. Des Moines, Iowa: National Pork Producers Council, pp. 131-33.
- Miller, D. January 15, 2004. "Audit Outlines 10-Year Pork Quality Shifts," National Hog Farmer, accessed September 10, 2004, at www.nationalhog-farmer.com/mag/farming_audit_outlines_year/.
- Miller, M. "TQA Complete the Three-legged Stool," Pork, July 2002.
- Miller, M. "Napole's Time is Up," Pork, December 2001.
- Miller, M. "U.S. Pork is Rising in Japan," *Pork*, February 2003.

- Morgan, J.B., G.C. Smith, J. Cannon, F. McKeith, and J. Heavner. April 6, 1994. "Pork Distribution Audit Report." *Pork Chain Quality Audit*. Eds. David Meeker and Steve Sonka. Progress Report prepared for the National Pork Producers Council. Des Moines, IA: National Pork Producers Council in cooperation with the National Pork Board.
- Nunes, K. "Premium Standard Farms: Facing the Risks and Rewards of Innovation," *Meat & Poultry*, June 1999.
- Paterson, B. "Tools and Methods to Improve Pork Quality." *National Hog Farmer*, August 2000.
- Perry, J. June 2004. Personal communication.
- Pfaff, D. "Customized Pork Pleases Japan," AgExporter, December 1998.
- Poppo, L., and T. Zenger. August 2002. "Do Formal Contracts and Relational Governance Function as Substitutes or Complements?," *Strategic Management Journal*, Vol. 23, No. 8, pp. 707-25.
- Pork. July 2004. "Halothene Sensitive Pigs Still Exist," p. 26.
- Purcell, W.D. and W.T. Hudson. 2003. "Risk Sharing and Compensation Guides for Managers and Members of Vertical Beef Alliances," *Review of Agricultural Economics*, Vol. 25, No. 1, pp. 44-65.
- Rhodes, V. James. 1978. *The Agricultural Marketing System*. Columbus, Ohio: Grid Publishing Company.
- Robenstein, Rodney G., and Walter N. Thurman. 1996. "Health Risk and the Demand for Red Meat: Evidence from the Futures Markets," *Review of Agricultural Economics*, Vol. 18, pp. 629-41.
- Roy, Rob. March 28-29, 1995. "Consumer Preferences." Proceedings of the *Pork and the U.S. Consumer Conference*, National Pork Producers Council, Des Moines, Iowa, pp. 190 -226.
- Ryall, M.D. and R.C. Sampson. 2003. "Do Prior Alliances Influence Contract Structure? Evidence from Technology Alliance Contracts," Financial Research and Policy Working Paper No. FR 03-11, The Bradley Policy Research Center, University of Rochester, February 2003.
- Sapp, S.G. and C.L. Knipe. 1990. "Japanese Consumer Preferences for Processed Pork," *Agribusiness*, Vol. 6, No. 4, pp. 387-400.
- Schroeder, T.C. 1993. "An Evaluation of Hog Carcass Merit Pricing Systems," *Agribusiness*, Vol. 9, No. 4, pp. 339-50.
- Shane, S. "Foodborne Pathogen Crisis: Your Business at Risk!," *Broiler Industry*, Sept. 1999.
- Simmons, N. July 14-15, 1998. "The Effect of Electrical Stunning on Pork Quality." Proceedings of the *Pork Quality and Safety Summit*. Ed. Jenny Felt. Des Moines, Iowa: National Pork Producers Council in cooperation with the National Pork Board and *PORK* '98 magazine, pp. 260-67.
- Smith, K.E. 1999. "Three Essays on Quality, Measurement Costs, and the Organization of Exchange in Livestock Markets." Ph. D. dissertation, Dept. of Econ., North Carolina State University.

- Smith, R. March 22, 2004. "Cash Hog Sales Continue to Slip," Feedstuffs.
- Smith, R. November 24, 2003. "New Study Suggests that Larger Leaner Hogs Must be Managed for More Normal Pork," *Feedstuffs*.
- Smith, G.C. and K.E. Belk. July 14-15, 1998. "International Perspective on Food Safety." *Proceedings of the Pork Quality and Safety Summit*. Ed. Jenny Felt. Des Moines, Iowa: National Pork Producers Council in cooperation with the National Pork Board and PORK '98 magazine, pp. 11-27.
- Smithfield Foods, Inc. 1994. Annual Report. Smithfield VA.
- Smithfield Foods, Inc. 2001. Form 10K, filed with the Securities and Exchange Commission, July 30, 2001.
- Summerour, J. "The 50-Year Itch," Progressive Grocer, June 1, 2002.
- United States Department of Agriculture, June 1996. Animal and Health Inspection Service, Veterinary Services. *Part II: Reference of 1995 U.S. Grower/Finisher Health & Management Practices*.
- United States Department of Agriculture[a]. Economic Research Service. *Livestock, Dairy, and Poultry Outlook.* Selected issues.
- United States Department of Agriculture[b]. Economic Research Service. 1995 and updates. *Red Meat Yearbook*.
- United States Department of Agriculture[c]. Economic Research Service. Farm Structure Briefing Room: accessed June 15, 2004 at: www.ers.usda.gov/briefing/FarmStructure/Data/poultryeggprod.htm.
- United States Department of Agriculture. Grain Inspection, Packers and Stockyards Administration. October 1998. *Packers and Stockyards Statistical Report: 1996 Reporting Year.*
- United States Department of Agriculture. Grain Inspection, Packers and Stockyards Administration. November 2001. *Packers and Stockyards Statistical Report: 1999 Reporting Year.*
- United States Department of Agriculture. Grain Inspection, Packers and Stockyards Administration. September 2003. *Packers and Stockyards Statistical Report: 2001 Reporting Year.*
- Unnevehr, L. 2003. "Food Safety: Setting and Enforcing Standards," *Choices*, First Quarter.
- Unnevehr, L.J., M.I. Gomez, and P. Garcia. 1998. "The Incidence of Producer Welfare Losses from Food Safety Regulation in the Meat Industry," *Review of Agricultural Economics*, Vol. 20, No. 1, pp.186-201.
- Unnevehr, L.J. and H.H. Jensen. 1999. "The Economic Implications of Using HACCP as a Food Safety Regulatory Standard," *Food Policy*, Vol. 24, pp. 625-35.
- Unnevehr, L. and H.H. Jensen. "Industry Compliance Costs: What Would They Look Like in a Risk-Based Integrated Food System?" Working Paper 01-WP 278, Center for Agricultural and Rural Development, Iowa State University, June 2001.

- Vigoda, R. December 5, 1997. "Hatfield Exports Babcock Pork to Japan," *The Philadelphia Inquirer*.
- Williamson, O.E. June 1991. "Comparative Economic Organization: The Analysis of Discrete Structural Alternatives," *Administrative Science Quarterly*, Vol. 36, pp. 269-96.
- Williamson, O.E. September 1983. "Credible Commitments: Using Hostages to Support Exchange," *American Economic Review*, Vol. 73, pp. 519-40.
- Williamson, O.E. 1985. *The Economic Institutions of Capitalism*. New York: The Free Press.
- Williamson, O.E. September 2000. "The New Institutional Economics: Taking Stock, Looking Ahead," *Journal of Economic Literature*, Vol. XXXVIII, pp. 595-613.
- Winter, G. July 20, 2002. "Beef Processor's Parent No Stranger to Troubles," *The New York Times*.
- Zering, K. and A. Beals. April 1990. "Swine Production Contracts: Description and Financial Characteristics," *Journal of the American Society of Farm Managers and Rural Appraisers*, pp. 43-53.