E-COMMERCE FOR DIRECT FARM MARKETERS:
An Overview of CSA E-commerce Software and Case Studies of CSA Operations in Tennessee
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Foreword

In 2016, the Center for Profitable Agriculture received a grant from the Southern Risk Management Education Center (SRMEC) and the USDA National Institute of Food and Agriculture (Award Number 2015-49200-24228) to conduct the extension program, Growing Digital: Advanced Online Marketing Strategies for Tennessee Farmers. The project included the development of training materials and educational workshops in three program areas:

1) e-commerce software options for direct sales of farm products,
2) advanced social media marketing, and
3) video content creation and marketing.

E-commerce, in particular, is an emerging tool for direct farm marketers. The e-commerce educational program aimed to give direct farm marketers a better understanding of the basic concepts of e-commerce, software options for online sales, potential software uses and the benefits and challenges associated with each e-commerce platform. E-commerce For Direct Farm Marketers: An Overview of CSA E-commerce Software and Case Studies of CSA Operations in Tennessee was developed as a result of the Growing Digital project and supplements the training materials created for the e-commerce educational program.

This publication is for educational purposes only and is not an endorsement of any product or service.
Introduction

Until recently, the growth of e-commerce has primarily been driven by sales of non-consumable products and services, such as clothing, electronic appliances, tickets and digital goods. Online shopping for perishable fruits, vegetables and meats is a relatively novel concept for food retailers and food service providers. However, with the growing popularity of online grocery shopping and direct delivery food services that target the convenience-driven, health-conscious, values-based (i.e., local, sustainable, etc.) consumer, direct farm marketers are presented with a unique opportunity to incorporate e-commerce into their marketing activities and take advantage of emerging added-value food markets. A recent study conducted by the Food Marketing Institute (FMI) and Nielsen estimates that by the year 2025, online grocery shopping could account for as much as 20 percent of total grocery sales.

Due to continual advancements in information technology and the availability of user-friendly e-commerce software, direct farm marketers do not need extensive knowledge in computer programming to add e-commerce to their businesses. While there are numerous e-commerce software options available, several have been designed specifically for direct farm marketers. Relative to more general e-commerce software, the advantages of farm-specific software are that they facilitate the sales, communications and delivery of products to local food customers, are easy to implement and use, and are economically priced. These software usually integrate various components of an enterprise’s administrative activities — inventory management, product order forms, distribution reports, product labeling, data analysis tools and to-consumer communications. The technical support staff often have real-world farming experience, and therefore, have a good understanding of the producer’s business model.

Among the farm-specific e-commerce software, some have been developed for enterprises selling and managing community supported agriculture (CSA) shares. CSA e-commerce software currently used by direct farm marketers across the United States includes Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software. An increasing number of direct farm marketers are incorporating these and other e-commerce technologies into their operations to provide added convenience to their customers and achieve greater marketing, managerial and logistical efficiencies within their CSA businesses. As the scale and scope of CSA operations expand, the adoption of e-commerce may become an important component to competitively market and manage CSA enterprises.

Prior to subscribing to any e-commerce software, producers should carefully analyze whether these software address their business goals, meet the needs of their target market, and have potential to positively impact farm profitability. To help direct farm marketers assess whether CSA e-commerce software could benefit their enterprises, this publication provides a general overview of Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software by examining these software’s primary features, potential uses, software costs, benefits and challenges. After the software description, three case studies are presented to illustrate how direct farm marketers in Tennessee are using CSA e-commerce software to benefit their businesses and connect many of the concepts and tools discussed in the software overview. Tables 1 and 2 in the Appendix provide a summary comparison of the three CSA e-commerce software discussed.

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Primary Features of CSA E-commerce Software

All three CSA e-commerce software — Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software — are quite similar in terms of their primary features and capabilities, though their software costs and fees for accepting online payments vary. The primary features of the three CSA e-commerce software are generally described in terms of their ability to help enterprises sell and manage CSA shares, accept flexible online payments, and create an online store to sell individual products to CSA and non-CSA members. Each software's costs and transaction fees for online payments are outlined later in the publication.

CSA Share Sales and Management

In general, CSA e-commerce software are designed to streamline the sign-up and management of CSA members, and thereby lessen the managerial and logistical challenges associated with this direct marketing business model. The software are particularly appropriate for enterprises scaling up their CSA membership or increasing the number of share types, product add-on options, or delivery locations. Customer sign-up, payment and share management are done online through the farm’s CSA e-commerce software. In turn, many of the administrative tasks are automated and handled by the CSA e-commerce system.

All three software are equipped with a box builder application that allows the farmer to create and customize CSA shares each week according to crop and product availability, share type, and delivery location. Using the crop and product data that the farmer has allocated to CSA shares in the box builder application, the software automatically generate harvest, order, and distribution reports for each CSA share type the enterprise is managing. The reports are specific to the customer’s name and pickup location, facilitating share fulfillments on delivery day. To help the enterprise track its performance over time, the software also produce various reports for membership sign-ups, sales and deliveries. The reports can be exported into spreadsheet format for further analysis in third-party business accounting software.

Member Sign-up and Member Accounts

All three CSA e-commerce software — Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software — integrate with the enterprise’s webpage. When potential customers click on the “Join Now,” “Join CSA” or “Sign Up” icon of the producer’s website, they are routed to the CSA member sign-up page, powered by the CSA e-commerce software. Customers are then prompted to choose their share type (Figure 1), delivery location (Figure 2), and payment plan and provide contact information to complete the sign-up process. CSA e-commerce software enable direct farm

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Figure 1. CSA e-commerce software facilitate the member sign-up process for CSA shares and subscription programs by allowing customers to conveniently choose and pay for their order online. Potential customers can click on the product image to read the details about each share option. This local food marketer located in Memphis, Tennessee, uses the Farmigo CSA e-commerce software. (Source: Bring It Food Hub, bringitfoodhub.com)
marketers to sell multiple share types and sizes with varying price and distribution schedules in the same season. Enterprises can also provide multiple share pickup location options to their customers, including direct home delivery. In addition to listing the available pickup locations, CSA operations can geographically map pickup locations, allowing customers to search for the nearest delivery location by ZIP code or by clicking pickup locations in the interactive map.

Each customer creates a member account through the producer’s CSA e-commerce software when they sign up for the farm’s CSA program. The online member accounts may reduce management time for the farm, as producers invest less time in manually maintaining individual customer accounts using spreadsheets, notebooks, note cards, etc. In their online account, CSA members are able to update certain aspects of their CSA share information, such as contact and payment information and preferred delivery location. Producers can allow customers to modify the contents of their box or put their delivery on hold during weeks in which they are unable to pick up their share. Any changes made to customer accounts regarding their pickup location or box contents are automatically updated in the farm’s harvest, order and distribution reports generated by the software. Enterprises can set up automated messages to inform members of upcoming share pickups, pending payments or special add-on product offers. Individual customer accounts and automated messaging capabilities help establish more efficient farm-to-customer communications.

**Payment Methods and Payment Plans**

By using e-commerce to operate their CSA, enterprises can provide customers with a variety of payment options and plans, as customer sign-up and payment is electronic. All three CSA e-commerce software have online payment options for:

- Credit/debit cards.
- Electronic checks (e-checks).
- PayPal.

The technical support staff from each CSA e-commerce software will assist direct farm marketers in setting up the electronic payment options that they choose to accept. Producers can accept payment in full for CSA shares and offer customers more flexible online payment methods, including installment payment plans and automatic, recurring payments. Alternatively, enterprises can allow customers to order products online and pay in-person.

With installment payment plans, customers pay for their share over the course of the CSA season, as opposed to one large upfront payment. Producers can give customers the option of paying weekly, monthly or in multiple installments (e.g., two, three, four, etc.) (Figure 3). CSA members often benefit from installment payment plan options, as upfront payment is not always affordable. Several payments dispersed over the course of the delivery season may be a more financially feasible payment option to customers with greater budget constraints.

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**Figure 2.** Customers have the option of choosing the most convenient pickup location and delivery day. Customers can search for their pickup location by day of the week or by ZIP code when clicking on the “Map” tab of the sign-up page. (Source: Bring It Food Hub, bringitfoodhub.com)
In the same way that many customers routinely pay for their telephone, cable, water and electric bills, recurring payments is an electronic transaction method in which CSA members securely store their credit card information in their member accounts to make automatic payment for each share delivery. The recurring payment feature is particularly ideal for products intended to be delivered on a repeating basis, as is the case for CSA shares. For instance, in selecting an installment payment plan option, customers may find it convenient to set up recurring payments in their member accounts, whereby each payment installment is made automatically, eliminating the need to manually make payments for each delivery. The recurring payments feature provides convenience to customers and saves the farm time in sending payment reminders to customers with unpaid balances.

Producers should consider the advantages and disadvantages of accepting multiple payment plans. Flexible payment methods, such as installment payment plans and recurring payments, may be preferred methods of payment for many potential customers. However, these payment plans may also appeal to more price-sensitive, and therefore, less loyal customers, who may have different expectations for service and product amounts and quality. Upfront payment provides farms with operating capital early in the planting and growing season, while flexible payment methods provide a steady source of income over the course of the market year.

Online Store

In addition to facilitating the payment and management of CSA shares, all three CSA e-commerce software options enable producers to create an online store for the sale of individual products. Producers can create multiple, customized store departments; categorize items by product type; and upload pictures and product descriptions. Customers can choose among the product listings as they would in an online farmers market by adding products to their shopping cart, choosing their preferred pickup location and paying online. Purchases made through the online store are automatically tracked in the farm’s inventory management system of their CSA e-commerce software and subsequently included in the harvest, order and distribution reports for the following CSA share delivery day.

Enterprises have the option of making the online store available to non-CSA members or only CSA members. CSA members can use the online store to purchase product add-ons for their CSA share deliveries. Popular add-on products might include flowers, meats, eggs, cheese and other value-added food products. For enterprises offering customizable, you-pick CSA shares, the online store is used by CSA members to customize their share. More information on customizable, you-pick CSA shares is provided in the following section.

Farmers market patrons, buying club members, restaurant chefs and other wholesale customers can also purchase products from the online store if the enterprise grants online store access to non-CSA members. In their CSA e-commerce software’s user interface, the enterprise would create a password-protected private
store department for non-CSA members. Non-CSA members could then create a user account through the farm’s CSA e-commerce software to order through the online store.

**Potential Uses of CSA E-commerce Software**

CSA e-commerce software provide basic tools to market and manage traditional CSA shares and also include advanced e-commerce functionality to support customizable CSA shares and open-ended subscription programs. CSA e-commerce software may allow direct farm marketers to more easily offer and manage multiple share types, product add-ons, delivery schedules, pricing options and pickup locations.

In the traditional CSA model, members sign up to receive a pre-determined box of produce at a specific pickup location, usually every week or every other week, for a fixed length of time. All three CSA e-commerce software allow direct farm marketers to market and manage traditional CSA shares. However, because customers increasingly value choice, convenience and flexibility, many CSA operations are interested in offering customizable, you-pick CSAs and open-ended subscriptions.

Subscription programs sometimes allow customers to freely sign up or discontinue share deliveries at any point in the market season. Customers are granted the flexibility and convenience of choosing the length of their delivery cycle (e.g., one month, two months, etc.), which helps reduce risk for commitment-averse customers reluctant to sign up for a full season of deliveries. However, producers assume higher marketing risk in this model, as CSA membership fluctuates throughout the season in a subscription program. Due to differences in software cost structures, of the three CSA e-commerce software described in this publication, subscription programs can only be implemented using LocalHarvest’s CSAware and Farmigo’s CSA Management Software.

You-pick CSA shares allow customers to decide which items are included in their boxes prior to each scheduled delivery. All three CSA e-commerce software options highlighted in this publication allow producers to sell customizable, you-pick CSAs. While enterprises add value to their CSA program by allowing customers to interactively choose the products in their shares, customizable you-pick CSA shares may entail greater administrative costs. As a result, enterprises implementing you-pick CSAs may need to consider charging a higher price for these shares relative to traditional CSA shares in order to reflect the added management, record-keeping and logistical costs of share customization.

The buy-down and build-your-own CSAs are two you-pick CSA models commonly offered by direct farm marketers using e-commerce. While the general concept of both CSA business models is to allow CSA members to customize their share prior to each delivery period, their respective implementation using CSA e-commerce software varies. The following sections describe in detail the buy-down and build-your-own CSA models and outline how CSA e-commerce software facilitate the management of these alternative CSA business structures.

**Buy-Down CSA Model**

A buy-down CSA allows members to use their share payment as running farm credit during the market season. In the buy-down CSA model, members purchase items throughout the year until
their share balance reaches zero dollars. Members normally have flexibility in terms of how and when they spend their credit in the buy-down CSA model. Many farms offering a buy-down CSA may only require that customers spend all of their credit by the end of the market season, allowing them to skip some weeks and spend more of their credit in others. Tracking and managing members’ expenditures and account balances in a buy-down CSA can be challenging for enterprises using a manual record-keeping system.

However, using CSA e-commerce software’s advanced electronic record-keeping system to take orders and track customers’ balances saves management time and ensures accounting accuracy for direct farm marketers administering a buy-down CSA program. When implementing the buy-down CSA model with CSA e-commerce software, customers purchase their share online in the form of deductible store credit. CSA members can then log in to their account through the farm’s online store and choose the items for their next share delivery. As customers purchase products, their account balances are automatically updated to reflect their expenditures in the online store. Electronic ordering is an added convenience for customers, as they simply click products into their shopping carts. After checkout, each member’s customized order is recorded in the harvest, order and distribution reports for delivery day. The software also generate labels and packing slips for each member’s order to ensure that shares are correctly prepared for delivery.

Build-Your-Own CSA Model

The build-your-own CSA model is similar to the traditional CSA model whereby members pick their share type, share size and delivery schedule, but the build-your-own CSA adds value to the CSA experience by giving customers the ability to customize the contents in their shares. Without the online store feature and automated harvest and order reporting available with CSA e-commerce software, the build-your-own CSA model would be a less feasible CSA model for direct farm marketers.

For each delivery period (usually weekly), members are sent an automated email correspondence via the producer’s CSA e-commerce software reminding them to build their next CSA share. Members then have the opportunity to log in to their user account and customize their next CSA share delivery in the producer’s online store. In managing the build-your-own CSA, enterprises can stipulate additional buying parameters in the online store when customers build their shares. For example, enterprises may specify maximum order amounts in terms of the economic value of the share’s contents or in terms of the number of items per box.

After each member customizes their share, the CSA e-commerce software generate harvest and distribution reports specific to CSA members’ pickup locations, assisting management in preparing and packing shares for delivery. Because CSA members’ shares are customized, printable labels and packing slips available through the e-commerce software help ensure that customers’ shares are correctly prepared for delivery.
Cost of CSA E-commerce Software and Fees for Online Payments

In considering whether to adopt CSA e-commerce software, producers should evaluate the software’s potential impact on farm profitability. In addition to the actual software costs and fees, producers should calculate the cost of their personal labor and staff’s labor associated with learning, setting up and maintaining the software. These costs could be compared with the value of labor saved from adopting the software rather than continue with current management practices. In their cost-benefit analysis, producers should also analyze how using these software might affect — positively or negatively — CSA membership size and retention, sales from product add-ons, and overall customer satisfaction with the CSA program. Producers may also consider whether alternative e-commerce software not designed specifically for CSA operations could satisfy their business needs at a lower cost.

Despite their similarities in terms of features and potential uses, Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software have differing software costs and fees for accepting online payments from customers. Because software costs and fees vary according to the CSA operation’s scale and are subject to change, producers should contact software providers for the most up-to-date software cost and fee information.

The following sections summarize the software cost and fee information for each CSA e-commerce software at the time of publication. Table 2 in the Appendix provides information about the software costs and fees for each of the three software providers.

Cost of Small Farm Central’s Member Assembler

Small Farm Central’s software cost is based on the number of CSA members in the farm’s largest CSA season (e.g., Spring, Summer, Fall, Winter). In some cases, producers may not be able to anticipate the size of their CSA membership for each season. Therefore, farms are given some flexibility in choosing a plan type, upsizing or downsizing the plan, if needed. For a CSA operation of less than 25 members, the Member Assembler software is free with the caveat that users will not be able to create an online store. Because the free plan does not have online store capabilities, producers cannot sell add-on products to CSA customers or offer the buy-down and build-your-own CSA plans that allow customers to choose the items in their boxes.

Software payments are made monthly, but the contract period is annual. Because contract length is one year, producers operating for only portions of the year may have to pay for the Member Assembler service during months in which the farm is not making share deliveries. With the exception of canceling service due to software malfunction, there is a three-month cancellation fee whereby farms discontinuing their use of the software must pay for three additional months after cancelation. For more information on Small Farm Central’s Member Assembler cost, producers can reference smallfarmcentral.com/plans.

Because CSA members’ shares are customized, printable labels and packing slips available through the e-commerce software help ensure that customers’ shares are correctly prepared for delivery.
Cost of Farmigo’s CSA Management Software

At the time of publication, Farmigo charges a 2 percent transaction fee for monthly deliveries valued at or below $75,000. For monthly deliveries surpassing $75,000, Farmigo offers reduced payment rates. Producers can contact Farmigo to request quotes for reduced rates when monthly deliveries surpass $75,000. Enterprises only pay for the months in which deliveries are conducted. There is no contract length associated with software use, and there are no cancellation fees. For more information on the cost of Farmigo’s CSA Management Software, producers can reference farmigo.com.

Cost of LocalHarvest’s CSAware

Similar to Farmigo, the software cost for LocalHarvest’s CSAware is based on the value of monthly deliveries and is scaled so that farmers pay a lower percentage rate per month as the volume of sales increase. For deliveries valued below $5,000 per month, farms pay a $100 per month minimum fee. Farms with monthly delivery levels ranging from $5,000 to $75,000 are charged a 2 percent transaction fee based on the total value of monthly deliveries, while sales ranging from more than $75,000 to $100,000 per month are charged a 1.5 percent transaction fee. Monthly deliveries valued greater than $100,000 have a one percent transaction fee. Farms pay only for the months in which deliveries are conducted.

LocalHarvest’s CSAware requires a nonrefundable $300 down payment, which is credited toward the farm’s initial months of software costs. There is no contract length associated with software use. However, farms canceling within the first three months will lose the $300 down payment. For more information on the cost of LocalHarvest’s CSAware, producers can reference csaware.com/how-it-works/pricing.

Transaction and Monthly Service Fees for Online Payments

In addition to software costs, enterprises will pay monthly transaction fees for accepting online payments from customers. Each electronic payment option (i.e., credit/debit cards, electronic checks and PayPal) has a separate transaction fee. The costs incurred for electronic payment transaction fees will depend on the producer’s electronic payment options accepted and their customers’ preferred method of electronic payment. Electronic payment transaction fees are typically based on a combination of a percentage of sales and the number of transactions per month. On average, producers can estimate electronic payment transaction fees of approximately 3 percent of sales. Table 2 in the Appendix section provides the transaction fee rates, at the time of publication, for each electronic payment option accepted.

To accept credit/debit cards, enterprises will need to create a merchant account with a merchant service provider and an account with the electronic payment processor, Authorize.net. All three CSA e-commerce software options have recommended merchant service providers. Each merchant service provider has a unique set of transaction and monthly service fees. Producers can alternatively solicit quotes from other merchant service providers, such as their local bank, to seek the lowest possible monthly transaction and service fee.

Electronic payment processors often charge additional transaction and monthly service fees during the months in which the enterprise receives online payments from customers. Enterprises should remember to temporarily “pause” their accounts with payment processors during months of business inactivity to avoid unnecessary fixed monthly service fees.

To accept electronic checks (e-checks), enterprises will typically need to create an account with an e-checks payment processor recommended by their CSA e-commerce software. Transaction and monthly service fees for payments conducted with e-checks also vary according to the payment processor used. Likewise, to accept credit/debit card payments via PayPal or accept payments from customers with PayPal accounts, enterprises will need a PayPal business account. At the time of publication, PayPal charges a standard 2.9 percent of sales plus $0.30 per transaction fee.
Benefits and Challenges

There are several potential benefits inherent to using CSA e-commerce software tools, both for direct marketing enterprises and CSA members:

▶ Communication between CSA members, producers and farm employees is streamlined. CSA members can update contact and payment information or change their pickup location through their online account. Farms can send personalized or automated messages to customers using the software's record-keeping and messaging tools. Farm employees have access to important harvest, order and distribution reports in preparation of share delivery.

▶ The added convenience of online sign-up, share management and the availability of flexible payment plans for CSA shares, such as installment and recurring payments, has promise to add value to CSA customers' experience and broaden the CSA membership base to more price-sensitive consumer segments.

▶ Transitioning from in-person payment and manual record-keeping systems to automated sign-up and management may decrease the enterprise's marketing and administrative costs. The automated harvest and distribution reports, record-keeping and communication tools are designed to increase the enterprise's business management efficiencies. CSA membership information, harvest and distribution reports, packing labels, delivery schedules, and data analytics are consolidated in one system, facilitating the overall management and evaluation of the enterprise's performance.

▶ Online ordering and share management automatization enable enterprises to more easily operate and manage multiple CSA share types and/or subscription programs during the same season, allowing members to customize their box orders and choose from multiple share types, delivery locations and payment plans.

▶ For producers who choose to offer a variety of share options, potential customers may make a more informed decision when selecting the CSA share that most adequately fits their needs, as customers can click on product icons to view the details of each share or plan during the sign-up process.

On the other hand, there are also several challenges for direct farm marketers using e-commerce software. Challenges to consider before adopting these software include:

▶ Using these software will require that enterprises incur additional operating costs. Each software has its own cost structure, and conducting sales online involves monthly service and transaction fees.

▶ While CSA e-commerce software grant producers the ability to more easily offer a wide variety of share types, share sizes, product add-on options and pickup locations, these products and services entail additional on-farm management, record-keeping and logistical costs.

▶ Producers should consider the time commitment and learning curve associated with system setup and management of CSA e-commerce software. It is important for enterprises to plan and develop their e-commerce system in advance of the CSA marketing season to ensure that customers have a smooth sign-up and account management experience during their CSA membership.

▶ While providing flexible payment options, such as installment payment plans and recurring payments, has the potential to broaden the CSA membership base to more price-sensitive consumer segments, season-to-season retention may be lower among these customers. In turn, producers' marketing costs could increase, as they allocate additional resources to replacing less committed customers.

▶ Producers have minimal flexibility in adding features and services not already included in the software.

▶ These software do not integrate with other third-party e-commerce or accounting applications, though reports can be exported into spreadsheet format for further use and analysis in third-party business accounting software.
Conclusions

The growing trend in online grocery shopping and direct delivery food services could make the adoption of e-commerce an attractive market diversification strategy for direct farm marketers. The advances in information technology, coupled with the development of farm-specific e-commerce software facilitate local food producers’ adoption of e-commerce technologies. Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software are three e-commerce software designed specifically to address the complex marketing, managerial and logistical needs of CSA operations.

In addition to improving the managerial and logistical efficiencies of CSA operations, CSA e-commerce software give customers the added convenience of online sign-up and account management. The online ordering systems and automated management tools available through CSA e-commerce software allow operations to more feasibly offer multiple share types, share sizes, product add-on offerings and delivery options during the CSA marketing season. These software’s tools support the transition from traditional CSAs to more flexible CSA business models, such as open-ended subscription programs and customizable CSA shares. Electronic payment methods enable enterprises to provide customers with more flexible electronic payment options, including installment and recurring payments. Multiple payments dispersed throughout the CSA season, as opposed to one upfront payment, could have a positive impact on CSA membership levels, though more flexible payment options may also be associated with lower season-to-season retention rates.

Enterprises considering CSA e-commerce software for their operation should contact all three service providers to discuss their specific business needs and determine the software option that best suits the farm’s objectives and system design preferences. Prior to selecting a specific software, enterprises should conduct a thorough cost-benefit analysis to assess the feasibility of software adoption. Farms can typically pilot test software and receive an online video tour from the software’s technical support team prior to committing to a particular software. Small Farm Central offers a 14-day free trial period in which farms can test the Member Assembler software. Farmigo and LocalHarvest provide free online video and live screen-sharing tours to help producers decide whether their e-commerce platforms suit the needs of the farm enterprise. All three software options have staff with specialized knowledge and experience in direct marketing local foods who can respond to producers’ software questions and provide technical support.
Case Studies

To increase producers’ awareness of their e-commerce software options, several direct farm marketers and managers in Tennessee were interviewed about their experiences using e-commerce software. The following case studies describe how three direct marketing enterprises — Colvin Family Farm, Bring It Food Hub and Athena’s Harvest Farm — use CSA e-commerce software to help operate and manage their CSA and subscription programs.

The case studies help connect real-world examples with many of the concepts and tools discussed in the software overview and provide added insight as to how CSA e-commerce software impacts the marketing, managerial and logistical efficiencies of CSA operations. The case studies highlight the benefits and challenges associated with the adoption of CSA e-commerce software, as well as identify other e-commerce opportunities for direct marketing business models.

The first case study describes how the Colvin Family Farm uses Farmigo to scale up their CSA membership while improving many of their CSA operation’s administrative efficiencies. The second case study illustrates how the Bring It Food Hub leverages Farmigo to operate the complex logistics of a multi-farm subscription program. The third case study explains how Athena’s Harvest Farm utilizes Small Farm Central’s Member Assembler to operate their nascent CSA program.

The case studies are intended to illustrate real-world applications of CSA e-commerce software and are not aimed to promote any particular program. Relative to Farmigo and Small Farm Central’s Member Assembler, fewer enterprises in Tennessee are using LocalHarvest’s CSAware to sell and manage CSA shares at the time of publication. There are many examples of farms outside of Tennessee that leverage CSAware for their operations, however.
Introduction

The Colvin Family Farm, located on the Cumberland Plateau in Spring City, produces fruits, vegetables and meats for the Knoxville, Chattanooga, Crossville and Nashville areas. Their market channels include a CSA program, farmers markets and wholesale transactions to local grocers and restaurants. The Colvins use Farmigo’s CSA Management Software to integrate member sign-up, delivery logistics and farm employee communications for their CSA program. With multiple farm employees, pickup locations and delivery trucks, Farmigo has helped the enterprise improve the planning and coordination of their harvest schedule and deliveries for their 150-member CSA program.

The Colvins were in the process of scaling up their farming operation in 2010 when they transitioned to the Farmigo system. The Colvins tried several of the competing CSA e-commerce software and participated in free online video tours with software providers before deciding that Farmigo was the best e-commerce solution for their goals and had the most intuitive user interface.

Customer Sign-up and Payment Process

In addition to word-of-mouth promotion at local farmers markets, the Colvins use multiple digital marketing strategies to inform potential customers about their CSA program, including social media, local foods listing services and their business website. Several of the Colvins’ CSA members learned about the CSA through their listing with LocalHarvest.org, for example.

The CSA sign-up process begins through the farm’s website by clicking the “Join Now” button of their website’s CSA page where customers are directed to the Colvins’ Farmigo sign-up page (Figure 4). Because signing up members through their Farmigo account is convenient for customers and efficient for the farm, the Colvins require that all CSA members sign up online.

In their Farmigo sign-up page, customers are prompted to choose their pickup location, share type and payment plan. Customers can choose from 11 pickup locations dispersed throughout Middle and East Tennessee, many of which are on the same day and time (Figure 5). The Colvins have multiple delivery trucks and farm employees to make CSA share deliveries. They offer three CSA share options to customers: 1) fresh produce and herbs, 2) pastured poultry and 3) forest-raised pork.

The Colvins provide customers with two payment plan options: payment-in-full and installment payment plans. With the payment-in-full plan, customers pay for the CSA share’s full value up front. Installment plans allow customers to either pay in monthly installments or two, mid-sized payments. Once customers choose their payment plan, they are prompted to elect their preferred payment method. The Colvins accept credit/debit cards, PayPal and electronic check.

Figure 4. Colvin Family Farm website’s “Join Now” link to its CSA sign-up page powered by Farmigo. (Source: Colvin Family Farm, colvinfamilyfarm.com)
By providing more flexible payment plans, the Colvins have been able to expand their CSA membership. Up-front payment for many customers was not financially feasible. Installment payment plans were an attractive option for customer segments unable to pay up-front. Offering installment payment plans to customers was facilitated by using Farmigo, as customers could set up recurring payments in their Farmigo account by securely storing their credit card information with the farm's payment processor.

Since adopting the Farmigo system in 2010, the Colvins have noted an increase in customer satisfaction with the CSA program. Customers have valued choosing their pickup location and share types online.

In addition to the convenience of setting up their CSA membership online, farm-to-customer communication has significantly improved by using the CSA e-commerce software. Each CSA member can log in to their Farmigo account and manage certain aspects of their CSA share, including their pickup location, and contact and payment information. Customers often send the Colvins messages from their member accounts to notify them that another person will be picking up their share for the week. The Colvins communicate with members through automated email notifications in the Farmigo software, reminding CSA members to pick up their next CSA share delivery. As a result, the Colvins’ communication efficiencies with customers have improved since adopting the Farmigo software. When customers change their CSA pickup location or place a box hold for their next share delivery, the Farmigo software automatically updates these changes in the following harvest, order, labeling and distribution reports. Customers no longer need to call the Colvins to make these changes.

CSA Share Management and Logistics

The Colvins have leveraged the box builder tools in Farmigo to decrease their administrative costs. While carrying out farming tasks in the field, the Colvins log in to Farmigo with their smartphones to plan their CSA boxes for each week using the box builder application. After they build their CSA boxes for the next delivery, the box builder tool generates harvest lists and distribution reports indicating the exact quantities of produce (i.e., units, heads, bunches, etc.) to gather for each delivery site.

The Colvins use Farmigo to enhance employee communications for all administrative tasks of the farm’s CSA program — harvesting, packing and distributing. Since transitioning to Farmigo, the Colvins have experienced fewer employee miscommunications in preparing shares and coordinating delivery logistics. Each farm employee can log in to the Farmigo account to view upcoming harvest lists and deliveries. Because there are 11 pickup locations on different days of the week with multiple delivery vehicles and farm employees, they use Farmigo’s distribution reports to ensure that the correct number of shares is delivered to each pickup location. The Colvins also use Farmigo’s distribution reports to track when CSA share contents of one delivery location are slightly different from the share contents of another location.
Benefits

The Colvins have seen positive impacts to farm profitability and CSA management efficiencies since adopting Farmigo’s CSA Management Software. Benefits from using the software include:

- Farmigo allowed the Colvins to more smoothly scale up their enterprise by increasing their CSA membership and offering multiple share types, which in turn translated into increased farm revenue.
- The Colvins’ CSA administrative costs have decreased, as customers can sign up and manage their accounts online and farm employees have instant access to important harvest and distribution reports.
- Customers have valued the convenience of online CSA sign-up and flexible payment options.

Challenges

The Colvins have had several challenges during their time with Farmigo:

- Converting their CSA sign-up and management processes to a digital platform like Farmigo required learning, persistence and patience.
- The initial setup of the Farmigo software took several days. The Colvins needed to add information related to pickup locations, share types, product descriptions, pictures, payment plans and payment methods. Further, to accept online credit or debit card payments, the Colvins were required to set up business accounts with online payment processors.
- Needed software improvements sometimes take significant time to be implemented or updated. For example, the farm waited several seasons before the software’s user interface became mobile responsive (i.e., smartphone friendly). As farmers’ needs have changed, the software has also evolved over time.

Other E-commerce Tools Used

In addition to using Farmigo’s CSA Management Software, the Colvins have incorporated other e-commerce tools into their direct marketing strategy. First, they operate an online store through their website in which customers can purchase poultry and pork meat baskets and refillable CSA Farm Cards for product purchases at their farmers market stands (Figure 6). They also help manage an online farmers market using the Locallygrown.net software. This multi-channel e-commerce strategy has allowed them to increase farm revenue by expanding their customer base and increasing total sales. However, the Colvins did not see instant results after implementing these e-commerce tools. For example, sales of the CSA Farm Cards were particularly low in their first year, but sales doubled in the second year as more customers became aware of the program, and the farm began marketing cards as gifts during the holiday season.

Conclusions and Advice for Enterprises Using E-Commerce

As a result of their experience with Farmigo and experimenting with other e-commerce software, the Colvins recognize that with most e-commerce tools, market development requires a significant time investment. Farms interested in incorporating e-commerce into their direct marketing strategy should thoroughly analyze their e-commerce goals and have patience in achieving their objectives, as results are usually not immediate. The Colvins highlight that choosing e-commerce tools is similar to the way in which farms select farming equipment. Producers should ask:

1. What does the tool do?
2. What are the enterprise’s goals?
3. Will the tool help the enterprise reach its goals?

Figure 6. The Colvins sell CSA farm cards and poultry and pork meat baskets through their webstore. (Source: Colvin Family Farm, colvinfamilyfarm.com)
Introduction

Bring It Food Hub is a program of Memphis Tilth, a nonprofit organization in Memphis, Tennessee. Bring It Food Hub assists local farmers in aggregating, distributing and selling their products to larger retail and wholesale customers. The organization currently uses the Farmigo CSA Management Software to operate a multi-farm subscription program that averages 350 members per season. Subscription bags contain fruits, vegetables, flowers, eggs, cheese and meat from approximately 24 producers located within a 150-mile radius of Memphis. Although Bring It Food Hub does not represent an individual farm enterprise, its use of the Farmigo CSA Management Software to offer open-ended subscriptions illustrates a unique application of CSA e-commerce software.

The food hub initiated activities in 2013 relying primarily on spreadsheets to manage its administrative and logistical tasks. When the organization began scaling up, it needed a tool to offer more pickup locations, share types and payment plans. The Farmigo CSA Management Software has been integral in the food hub's growth and assisting local farms in marketing their products.

Customer Sign-up and Payment Process

While the food hub markets and promotes its program through numerous community organizations, businesses and local events, the food hub's website is the primary medium through which customers receive information about subscription plan options, delivery locations, payment methods, subscription policies and participating farms. After clicking the “Sign Up” button on the organization's website, customers are directed to the food hub's Farmigo sign-up page.

In the sign-up page, customers are first directed to choose their pickup location for their share (Figure 7). With almost 30 delivery locations throughout the year, the food hub's staff relies on Farmigo's distribution reports and truck routing maps for efficient deliveries. Providing multiple and convenient delivery locations has been a highly valued service among the food hub's customer base. Bring It Food Hub's grassroots outreach in the Memphis community has allowed it to designate delivery sites at several local churches, schools, businesses and other institutions. Customers also have the opportunity to open their own delivery site if they can recruit five or more customers. Home delivery is available to customers in the midtown Memphis area.

After choosing their pickup location, customers select their share type. As opposed to the conventional CSA model in which customers are required to sign up for the entire season, the Bring It Food Hub gives customers the option of signing up for the full season or subscribing to only a portion of the season (i.e., one month, two months, three months, etc.) (Figure 8). Bring It Food Hub offers subscription shares of...
varying types, sizes and distribution lengths. Selling its shares online permits the food hub to implement the multi-share, open-ended subscription model because the entire sign-up process is automated in the Farmigo system.

Bring It Food Hub accepts customer payments with credit/debit cards and requires that customers pay up-front for all subscription types. Allowing customers to choose their subscription length is greatly facilitated with their CSA e-commerce software because customers can set up automatic payments in their Farmigo account by securely storing their credit card information with the food hub’s payment processor. Therefore, for each month in which customers renew their subscriptions, payment is made automatically, as opposed to re-entering the customer’s credit/debit card information.

The subscription program and the availability of automatic payments have contributed to the expansion of the food hub’s customer base. Some customers may be reluctant to pay up-front for a full-season share due to economic constraints or scheduling conflicts. Offering partial subscription plans has diversified the food hub’s clientele by making shares more accessible to households with tighter budgets. Customers preferring the monthly subscription plans over full-season shares have also valued the greater flexibility in choosing when they receive deliveries.

CSA Share Management and Logistics

The food hub has multiple pickup locations for share deliveries dispersed over the course of the week, and the food hub’s staff coordinates with dozens of farms to ensure that they can fill customer orders on each delivery day. Farmigo is essential in coordinating the food hub’s complex distribution model. Farmigo’s packing and distribution reports help the food hub’s staff pack customer orders throughout the week, as the reports indicate which products to include in shares according to the delivery day and location. The reports particularly help the food hub pack shares when subscriptions are delivered on different days of the week and contain different products in each share. On delivery day, food hub staff use Farmigo’s distribution reports and truck routing map to locate the next delivery site and view customer orders.

At any point in the delivery season, customers can add value-added food products to their next share delivery by purchasing products from the food hub’s online store (Figure 9). The Farmigo system displays add-on products in customers’ order history and automatically updates the next distribution reports so that the food hub staff will know to pack add-on products. Without Farmigo, coordinating add-on product purchases for hundreds of subscriptions would not be feasible for the food hub and producers.

The food hub’s staff utilize Farmigo’s business analytics reports for a historical comparison of customer sign-ups by month and year. Because subscription counts change monthly and seasonally, the food hub staff believes there are efficiencies in integrating customer sign-up and data reports in Farmigo. The food hub can also track individual customer’s order history, delivery location and payment status.

The e-commerce component of the subscription model has facilitated the food hub’s communication with customers and helps the organization connect subscription members with the farms that supply their produce. The food hub uses Farmigo’s e-mail database to send messages customized according to the customer’s pickup location, delivery day and share type. Each week, food hub staff sends subscription members a newsletter containing recipes and a list of farms contributing produce.
for the week. The inclusion of recipes with local food items provided in share deliveries has contributed to customers' satisfaction with the subscription program.

Customer service is a high priority for Bring It. The food hub's staff note that customers value the ability to log in to their online accounts to change their pickup location and review their order history to help them make future purchasing decisions. On occasions, customers request to hold or cancel their next share delivery.

Benefits

E-commerce with Farmigo has provided multiple benefits to Bring It Food Hub, its collaborating producers and its customers.

- With streamlined customer sign-up, improved management of distribution logistics and data analysis, Farmigo has helped the organization increase the scale of its operations, and in turn, provide local producers with larger market opportunities.
- Open-ended subscription plans and automatic payment options have diversified the food hub's customer base.
- Customers have valued the convenience of online sign-up, multiple delivery choices, flexible subscription and payment plans and more control over their accounts through online access.
- Digital communication between the food hub and its customers has allowed the organization to more effectively connect customers with the collaborating farms.

Challenges

While the benefits of using Farmigo have outweighed the costs, the food hub's adoption of the software was not always smooth. The food hub encountered several challenges in incorporating Farmigo to its enterprise, including:

- Setting up the food hub's Farmigo account required a significant time investment.
- Managing all aspects of the software — customer sign-ups, payments, updating share availability, uploading new add-on products, viewing delivery reports, etc. — requires seven to eight hours per week.
- Learning about the more complex features of the Farmigo system, such as how to set up automatic payments or send customer coupons, involved considerable time perusing Farmigo Support pages.
- Although Farmigo assists the food hub in many facets of its business, there are additional challenges associated with managing a multi-farm subscription program that the software does not address. For example, although the food hub uses Farmigo for its multi-farm subscription program, the software does not allow for multiple producer accounts, and therefore, participating growers cannot upload their available products directly to the food hub's Farmigo software. As a result, food hub staff needed to adopt alternative e-commerce software to help them procure products for the subscription program.

Other E-commerce Tools Used

The food hub looks to add to its online sales portfolio with Farmigo by offering produce subscriptions during all four seasons of the year and adding a meat share subscription option. The food hub has adopted additional e-commerce tools, such as the Local Food Marketplace, an e-commerce software designed primarily to sell to wholesale customers that can also be used by online farmers markets and buying clubs. The food hub uses this software to purchase items for the subscription program and help local farms sell their products to area schools, restaurants and other institutions.

Conclusions and Advice for Enterprises Using E-Commerce

As experienced users of Farmigo, Bring It Food Hub advises other direct farm marketers to thoroughly consider their e-commerce options by testing various software prior to choosing a particular e-commerce tool. Enterprises should consider the customers' point-of-view in their online shopping experience and conduct mock sales using cellphones, tablets and computers to ensure that the order and payment processes works seamlessly on all mobile devices.
Introduction

Athena’s Harvest Farm is a diversified fruit and vegetable operation located southwest of Nashville. Its market channels include a growing CSA program, farmers markets and wholesale transactions through restaurants and a local food hub. In its second year of direct marketing and first year offering CSA shares, Athena’s Harvest needed a dual-purpose website and e-commerce solution. A website would allow them to better connect with their customer base while the e-commerce capability would facilitate online sales and logistics of their CSA shares. After a thorough review of its options, Athena’s Harvest elected Small Farm Central’s Site Builder to create its website and the Member Assembler CSA e-commerce software to manage their CSA program.

Customer Sign-up and Payment Process

Athena’s Harvest uses its Site Builder website to inform customers about the farming enterprise, including information about the farm’s history, production practices, farming activities, produce availability, market outlets and photos (Figure 10). The farm actively promotes its social media presence on Instagram, Facebook and Twitter through its website. Integrating the website with its social media accounts has helped Athena’s Harvest develop deeper relationships with customers and has had a positive impact on its farmers market sales and CSA program.

The farm’s website provides customers with details about the farm’s CSA program – share types, season length, share cost, pickup locations and CSA membership policy. Customers initiate the CSA sign-up process through the Member Assembler e-commerce system by using the “Click Here” button on their CSA program’s webpage. In the sign-up page, customers are prompted to choose their share type and pickup location, provide contact information, and elect their preferred payment plan (Figure 11). The farm offers full- and half-share CSA boxes and provides CSA members with four pickup locations, including on-farm pickup.

Small Farm Central has a diverse range of website development and e-commerce tools for producers with varying levels of digital technology expertise. Athena’s Harvest valued the farm-themed website templates and the user-friendly website design features of Site Builder. The organization also valued that the Member Assembler CSA management software could be integrated seamlessly with its website to facilitate CSA share sales. Athena’s Harvest perceived that these software provided the opportunity to expand online marketing efforts as its customer base grows.

Figure 10. Athena’s Harvest’s website is designed using Small Farm Central’s Site Builder. (Source: Athena’s Harvest Farm, athenasharvest.com)
Athena's Harvest allows customers to pay in-person or online using their credit/debit cards, PayPal or electronic check. For online payment, CSA members have two payment plan options: payment in full and monthly installments. The payment-in-full option requires members to pay up-front for the share's total value. Installment payment plans are available to customers paying with credit or debit cards. Customers are able to make five monthly payments over the course of the CSA season. Implementing installment payment plan options is only administratively feasible for Athena's Harvest because the farm uses e-commerce to sign up CSA customers. Customers arrange their payment plan through the Member Assembler software by securely storing their credit card information with the farm's payment processor.

Athena's Harvest credits online payment and monthly installment payment plans as key factors in encouraging the majority of customers to commit to the farm's CSA program in its first season. The availability of the installment payment plan allowed the farm to recruit customers who may not have joined the CSA if they had only accepted up-front payment during the sign-up process. The farm's younger customer base particularly preferred the installment payment plan, as up-front payment for the full season required a larger immediate financial commitment that was not economically feasible.

Athena's Harvest estimates that approximately 90 percent of customers paying online chose the monthly installment payment plan, while the remaining 10 percent of customers paid in full up-front. For some farms, this income imbalance between installment payments and up-front payments may create cash-flow problems early in the planting season and lower season-to-season customer retention rates. However, Athena's Harvest believed that the consistent income source from monthly payments throughout the CSA season was also advantageous.

**CSA Share Management and Logistics**

Athena's Harvest uses Small Farm Central's Member Assembler software to manage CSA member accounts and CSA share deliveries and to communicate with CSA members. Farm management invests three to four hours each week preparing emails to inform CSA members about the next CSA share delivery, reviewing delivery reports, verifying account balances, and answering member emails. Prior to delivery day, Athena's Harvest uses Member Assembler's automated order and distribution reports to prepare CSA member boxes for each pickup location.

The e-commerce component of the Athena's Harvest CSA program has helped them achieve more efficient communications with CSA members. CSA members send email messages directly to the farm using their online accounts in the Member Assembler system. Members use their accounts to update their contact and payment information, or change the name of the person who will pick up their share for the following share pickup. Likewise, the farm has leveraged the CSA management software's customizable email...
messaging capabilities to automatically notify members about upcoming share deliveries, farming activities and special events.

Because the farm’s CSA membership is still relatively small, Athena’s Harvest can manage most of its harvest and packing tasks without many of the more advanced CSA management tools of Member Assembler. In its first year operating a CSA program and using the Member Assembler software, Athena’s Harvest limited its program to 25 members. As a result, the farm is able to leverage Small Farm Central’s free Member Assembler plan for CSA operations. Under this Member Assembler plan, Athena’s Harvest cannot build an online store to sell add-on products or provide customizable shares. However, management anticipates scaling up to the larger Member Assembler accounts as the farm’s CSA program expands in membership.

Benefits

Athena’s Harvest has experienced multiple benefits in developing its e-commerce marketing strategy with Small Farm Central’s Site Builder and Member Assembler software.

▶ The website presence enables the farm to more efficiently and effectively communicate and connect with customers, which in turn, reduces the farm’s marketing costs. Management believes that their farmers market sales have increased as a result of their digital marketing efforts via the farm’s website.
▶ Online sign-up, flexible payment plans and multiple electronic payment methods have helped recruit most of the farm’s CSA members and particularly younger customers who were reluctant to pay for the entire share up-front.
▶ The CSA e-commerce software has decreased the farm’s administration costs through online sign-up and management of member accounts. The farm can more effectively communicate with CSA members, update membership information, and obtain harvest and packing reports for each delivery location.
▶ Small Farm Central’s website design tools and CSA management software are sufficiently robust to allow for enterprise growth in the long run.
▶ The Small Farm Central’s support team has practical knowledge about direct marketing enterprises’ needs and are quick to respond in providing technical support.

Challenges

Athena’s Harvest’s primary challenge as it relates to e-commerce is in balancing its time dedicated to farming and updating its website and CSA management software.

▶ Creating the farm’s website and configuring the Member Assembler account required several days of set-up time. Updates of the farm’s website, CSA e-commerce software and social media accounts require approximately three to four hours per week.
▶ It is difficult to find time to consistently blog, upload photos and fully explore the more advanced features of Small Farm Central’s web design toolkit and CSA management software.
Conclusions and Advice for Enterprises Using E-Commerce

Athena’s Harvest Farm has created business cards and fliers and attended CSA fairs to promote its farming enterprise. However, the digital marketing and e-commerce presence have been the key stimulus to converting potential customers to CSA members and increasing farmers market sales. Athena’s Harvest predicts that providing customers with the option of online payment and management for CSA shares could lead to a higher retention rate of its CSA members. Athena’s Harvest understands that today’s customer demands and expects a high level of online communication and interaction. Therefore, finding ways to further connect digitally with customers will be an integral part of the farm’s future operations.

Because choosing the right e-commerce software can be challenging, Athena’s Harvest recommends farmers to begin analyzing their e-commerce options in the winter months when they have more downtime from farming tasks. By beginning the selection process early, farmers should have time to experiment with multiple software options and take advantage of free trials to better determine the optimal e-commerce software for the operation.

Digital marketing and e-commerce presence have been the key stimulus to converting potential customers to CSA members and increasing farmers market sales.
Appendix

Table 1. Summary of CSA E-commerce Software Options: Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software

<table>
<thead>
<tr>
<th>Software</th>
<th>Potential Uses</th>
<th>Payment Methods</th>
<th>Flexible Payment Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Online Store: Add-ons, Buying Clubs, Pre-farmers market sales</td>
</tr>
<tr>
<td>Small Farm Central Member Assembler*</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Farmigo CSA Management Software</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>LocalHarvest CSAware</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

*Customizable CSAs and online store capability are not available using the Free Member Assembler plan (e.g., ≤ 25 members).
Table 2. Summary of CSA E-commerce Software Costs and Fees: Small Farm Central’s Member Assembler, LocalHarvest’s CSAware and Farmigo’s CSA Management Software

<table>
<thead>
<tr>
<th>Software</th>
<th>Recommended Merchant Service Provider and/or Payment Processor</th>
<th>Electronic Payment Transaction and Service Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Farm Central Member Assembler</td>
<td>By # of CSA members; Annual contract, billed monthly.</td>
<td>Transaction Fees</td>
</tr>
<tr>
<td></td>
<td>≤ 25 members — Free, 1-50 members — $38/mo., 51-100 members — $75/mo., 101-150 members — $110/mo., etc.)</td>
<td>1.3% for debit cards; 2.22% for credit cards; Surcharges of 0.97% and 1.32% +$10 for certain rewards cards</td>
</tr>
<tr>
<td></td>
<td>Three-month cancellation fee.</td>
<td>Service Fees</td>
</tr>
<tr>
<td></td>
<td>For more information: smallfarmcentral.com/plans.</td>
<td>$15 (Total Merchant Services)</td>
</tr>
<tr>
<td>Total Merchant Services and Authorize.net</td>
<td>Dwolla</td>
<td>$5 (Authorize.net)**</td>
</tr>
<tr>
<td>Farmigo CSA Management Software</td>
<td>2%/mo. for sales ≤ $75K/mo.</td>
<td>Transaction Fees</td>
</tr>
<tr>
<td></td>
<td>Discounted quote for sales ≥ $75K/mo.</td>
<td>2.09% + $0.25</td>
</tr>
<tr>
<td></td>
<td>No cancellation fee.</td>
<td>$20 Service Fees/ Mo.</td>
</tr>
<tr>
<td></td>
<td>For more information: farmigo.com</td>
<td>Service Fees</td>
</tr>
<tr>
<td></td>
<td>Powerpay and Authorize.net</td>
<td>$10 (Powerpay)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$10 (Authorize.net)****</td>
</tr>
<tr>
<td>LocalHarvest CSAware</td>
<td>2%/mo. for sales ≤ $75K/mo.</td>
<td>Transaction Fees</td>
</tr>
<tr>
<td></td>
<td>1.5%/mo. for sales between $75K and $100K/mo.</td>
<td>Approximately 2% + $0.20</td>
</tr>
<tr>
<td></td>
<td>1%/mo. for sales &gt; $100K/mo.</td>
<td>Service Fees</td>
</tr>
<tr>
<td></td>
<td>Minimum fee — $100/mo.</td>
<td>$10 (Dharma Merchant Services)</td>
</tr>
<tr>
<td></td>
<td>No cancellation fee after first three months of service.</td>
<td>$15 (Authorize.net)***</td>
</tr>
<tr>
<td></td>
<td>For more information: csaware.com/how-it-works/pricing</td>
<td>Transaction Fees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.9% + $0.30</td>
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<tr>
<td></td>
<td>Dharma and Authorize.net</td>
<td>Service Fees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>None</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$10 (Dharma Merchant Services)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$10 (Authorize.net)****</td>
</tr>
</tbody>
</table>

*Producers should verify with each software provider for the most up-to-date pricing information. All prices are subject to change.
**Additional fees may apply in certain circumstances. Consult with your merchant service provider for more details.
***Additional fees may apply in certain circumstances. Consult with your merchant service provider for more details.
****Must accept credit/debit cards with Dharma in order to accept e-checks. Monthly service fees of $10 are in addition to the monthly service fees for credit/debit card processing.
This material is based upon work supported by USDA/NIFA under Award Number 2015-49200-24228.