

The Challenges and Utilization of E-Commerce: Use of Internet by Small to Medium-sized Enterprises in the United Kingdom

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Abstract

The Internet is portrayed by the media, academia and IT professionals as a new frontier that will transform and revolutionise the way business is conducted globally. The contribution of small to medium-sized enterprises (SMEs) is extremely important to the economy of many countries and their contribution cannot be over emphasised. SMEs account for more than 50% of private sector employment in the UK and currently are contributing most of the private sector employment growth. Information technology, particularly the Internet has the potential to radically change the way business is conducted, offering a competitive edge and a gateway to the global marketplace. Although much has been claimed about the potential benefits of the use of the Internet in businesses, there appears to be little evidence at present to indicate the actual level of usage in SMEs. In order to address this, the paper presents the results from a survey of UK SMEs between March and June 1999. The survey gives a current picture of how SMEs are using the Internet and its technology, including the benefits, the issues and the impact of use on business activities.

Introduction

The introduction of new technology frequently presents unfamiliar problems as well as immense opportunities, the Internet is no exception. The Internet is already being put to a myriad of different uses: educational, recreational, commercial and so on. The Internet is used as a marketplace, a place to communicate and conduct business and share ideas.

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Research indicates that commercial activities now account for a large proportion of growth of the Internet, although primarily an information tool, it offers opportunities to businesses that transcend those of the traditional media, for example easy access to global markets (Chaudhury & Kuilboer, 2002; Lawrence, 2002; Spectrum, 1998).

The Internet is portrayed by the media, academia and IT professionals as a new frontier that will transform and revolutionise the way business is conducted globally (Bloch and Segev, 1996; Abell and Lim, 1996). The effective use of information and communication technologies (ICTs) is likely to be a major determinant of competitive advantage in the 21st century (Spectrum, 1998).

This paper investigates how SMEs currently use the Internet, the benefits which they perceive of using Internet, issues encountered in using the Internet and the impact of using the Internet on business activities. The paper is structured as follows. First, a brief discussion about the Internet and SMEs will be presented. This will be followed by a presentation of results from a field survey designed to assess the current usage of the Internet by SMEs in the UK. While the data cannot at this stage be considered representative of the entire SMEs community, it does appear to raise issues about some of the claims made by Internet researchers, as far as Internet use in SMEs in the UK is concerned. Finally, the paper presents some conclusions and indicates areas for future research.

Small to Medium-sized Enterprises

The Internet offers a suitable platform for SMEs to participate in global market, thanks to the flexibility of the Internet and the nature of SMEs businesses. Research shows (Lymer et al, 1997) that many SMEs have been unable to trade on a global basis due to the high costs associated with the Value-Added-Networks (VANs). The resulting high costs and the necessary lead times frequently create barriers to investment and widespread use of electronic commerce applications, and this inhibits the expansion of electronic commerce beyond large companies and their major trading partners (Neches et al, 1994). However, through the advent of Internet technology, SMEs can communicate, share and retrieve information on a global basis. One of the Internet's attractiveness to business stems from its flexibility, low cost, and its global reach. With the ability of the Internet to perform commerce anywhere at anytime, SMEs may be able to enter and participate at less cost and more efficiently in new markets, and larger firms may be able to evaluate, select and work with other companies more readily (Townsend, 2001).

At present, many SMEs participating in electronic commerce (EC) do so as a reactive measure in response to outside pressure from larger trading partners who are customers, and therefore provide the business imperative for SMEs to become EC compatible (Iacovou, Benbasat, and Dexter, 1995; Behredorff and Goldworthy, 1996; Tuunainen and Saarinen, 1997; Levy and Powell, 1998; Poon and Swatman, 1998; Department of Trade and Industry (DTI) – Spectrum, 1998). These large companies have access to resources and investment capital, which are not generally available to SMEs. Tuunainen and Saarinen (1997) show in their studies that usually small businesses have used electronic data interchange (EDI) in a way that was originally established by their (large companies) customers and they have not

used the technology because of the opportunities it offers them or as part of their business strategy.

SMEs are extremely important to many countries and their contribution to the economy can not be over emphasised. They account for more than 50% of private sector employment in the UK and currently are contributing most of the private sector employment growth (Spectrum, 1998). A survey conducted by Spectrum Strategy Consultants for the British Department of Trade and Industry (DTI) in 1998 regarding the level of ownership, usage and understanding of information and communication technologies (ICTs) by companies in five countries: UK, USA, France, Japan and Germany, shows that 39% of UK companies see ICTs as having a key impact on competitiveness.

SMEs face several major challenges in their effort to maintain an important position in the marketplace and meet the world-wide competition. Fundamental changes are taking place in economies throughout the world that distinctly favours the SMEs. The downsizing and outsourcing activity of large companies as they pursue restructuring and return to a core business and the emergence of a competitive global economy has created and continues to create many opportunities for SMEs. These changes require innovative answers, as Pigneur (1996) notes that for business to compete in today's global information-based and customer driven economy, they must be efficient, innovative, competitive and able to respond just-in-time and focus on quality. The Internet may allow SMEs to implement effective globalisation strategies, which would be otherwise impossible due to the complexity of doing business in foreign countries. The use of the Internet and its technology may enable SMEs to maintain full-scale after sale customer service at relatively cheap cost and to maintain contact with customers, for all aspects of business activities on a seven-day around the clock basis. It may also allow SMEs to establish an effective inter-business collaboration. This may be particularly useful for SMEs that normally lack the technical expertise to maintain online communication with their business partners but are desperately in need of establishing such expertise (Hsieh et al., 1998). Additionally, the use of Internet by SMEs may open up new markets and new opportunities that will facilitate business growth, contribute to their productivity and efficiency, and enable them to access global markets by eliminating the constraints previously imposed by geographic boundaries. Specific benefits include the rapid expansion of the Internet for electronic communication which has emerged as an important phenomena in the closing stages of the 20th century, particularly for SMEs, by providing cost effective and universal access to the global economy (Schech, 2002). The primary feature of the Internet, which favours SMEs, is that the Internet is based on non-proprietary technology and it is distance, location and time independent. The availability of universal and low cost access to the Internet is widely seen by SMEs as providing the basis for development of major global business opportunities. The ability of Internet to deliver cost effective on-line services for SMEs, and a low cost 24-hours a day, seven days a week access to the global IT infrastructure provides SMEs with world-wide email; on-line information sources on a global basis; facilities to market products and services to global audience and ability to transfer files between computer systems anywhere in the world.

The emergence of the Internet as a means of providing a low cost infrastructure offers new opportunities for SMEs to introduce electronic commerce into their business activities in a low risk environment. The Internet provides opportunities for new product diffusion, the

possibility of adapting product and services to meet local requirements, on-line book and music stores and niche products selling by SMEs. The Internet and its technologies have more to offer the SMEs than the established traditional environment for communication and information processing. The unique features of the Internet bear the potential to change businesses in more dramatic way than was previously possible with traditional way of doing business. Given the important role played by SMEs in many world economies, the success of SMEs gaining business leverage from the Internet is critical to the future of global economies (Poon and Swatman, 1998).

However, despite the identified benefits, opportunities and the success stories of the Internet, it still suffers from hype and other problems such as security of information and content control. A large number of authors and researchers including (Clarke, 1996, 1997; Neches et al, 1994; Schofield, 1997; Cerf, 1998; Lane, 1998) have expressed their concern regarding security issues in transacting business on the Internet. Clarke (1997) argues that the question of trust may be even more in the virtual world than it is in the real world. One of the barriers to the introduction and use of new technologies in SMEs business activities include the difficulties in quantifying future benefits when assessing the business case for using these technologies (Spectrum 1998).

Methodology

This section reports on a field study on the use of Internet in small to medium-sized enterprises. In this study Internet usage includes dealing with customers and suppliers, internal and external company uses (communication, administrative support, resource sharing, information gathering etc). The method used for the research is explained, followed by the result and analysis of the survey.

Fieldwork for this study of the use of Internet in SMEs was carried out using a survey research method. Survey research was chosen because of its ability to handle a large sample size and a large number of variables simultaneously (Galliers, 1992). During March and June 1999, the author conducted a survey to assess the usage of the Internet within SMEs in the UK. Drawing upon the results of previous surveys of Internet use in business (Abell and Lim, 1996; Spectrum, 1998) and the author's understanding of the issues surrounding Internet use in business, a questionnaire was constructed. SMEs were randomly selected from the financial analysis made easy (FAME) list, a database containing over 100,000 UK businesses across all industry sectors. The businesses were split between small businesses (being independently owned and managed; being closely controlled by owners/mangers who also contribute most, if not all, of the operating capital: having the principal decision making functions resting with the owner/manager; with total number of employees less than 50). And medium-sized enterprises (businesses that are larger than small business and smaller than large business with total employees less than 250). The questionnaire was targeted at individuals responsible for decisions regarding Information technology. The questionnaire was divided into five sections: The first section contained questions about the background of participating SMEs. The second section contained a series of questions designed to elicit information regarding the use of Internet for communication, marketing and to gain competitive advantage. The third section was concerned with the benefits of using Internet. The obstacle hindering Internet use was the subject of section four. While section five

contained questions regarding the impacts of Internet use on business activities. Respondents were asked whether they used the Internet in their company or not and the reason why they use the technology in their business. The draft questionnaire was tested and minor adjustments were made as a result.

A total of 400 questionnaires were distributed to participating SMEs across the whole of the UK, to elicit their response regarding the use of the Internet in business. In total, 100 completed questionnaires were returned representing (25%) of the total companies surveyed, out of these 8 questionnaires were returned unfilled (8%). This was primarily due to company policy not to complete questionnaires or the company have been bought by a larger company which falls outside the definition of SME or the company was no longer in business.

Findings

A brief background summary of the responding companies is presented first to put the data within a meaningful context. Respondents came from a wide variety of backgrounds (62%) of the respondents were in management roles (including business owners, partners, managing directors, managers and directors) and 20% were IT/MIS professional including technical support while 13% accounted for other roles in the company, see table 1 in appendix A.

The participating SMEs covered a broad range of business types and sizes. This broad pool of respondents allows us to look at the use of the Internet on a wide range of business activities. Less than one quarter (21%) identify themselves as primarily manufacturing companies, 8% were in construction, 26% were in other business, while 13% were primarily service businesses. The percentage distribution of SMEs from different industry sectors is illustrated in table 2 in appendix A.

Participants were asked to indicate the number of employees and their annual turnover. 20% of companies had annual turnover of greater than £1,000,000 while 54% had an annual turnover greater than £5,000,000. 41% of companies employed less than 50 employees while 54% employed over 50 employees. The answers were grouped into two categories (small companies with less than 50 employees and medium-sized companies with more than 50 employees), and compiled into an overall measure of size. The firm size percentage distribution is shown in table 3 in appendix A.

Discussion

Internet Usage

Internet use by the companies' surveyed was (79%) and the number of companies with their own web site was (78%) and (40%) of respondents had an Intranet. None of the companies surveyed acknowledged that they are using video conferencing. The survey results suggest that whilst the use of Internet for information gathering (including getting information from suppliers and customers), is still widespread than any other aspects of Internet use in business. However, the use of the Internet for communication (including email, Intranet

within and outside company) does not lag far behind.

Consideration of companies with 1-49 employees and 50-250 employees separately, the survey found that there were slightly different levels of use in each of these groups. For instance, (59%) of medium-sized companies indicated that they use Internet in their business while (41%) of small companies indicated that they use Internet in their business. 65% of medium-sized companies have web site while (35%) of small companies have web site. 66% of medium-sized companies advertise on the web and (59%) have Intranet while (34%) of small companies advertise on the web and (41%) have Intranet access.

Analysing the data according to company size shows that information gathering was the most cited use by all companies (86%) for medium-sized companies and (77%) for small companies, followed by communication (70%) for medium-sized and (63%) for small companies. Table 1 shows a breakdown of uses by company size. Medium-sized companies had higher levels for almost all the activities listed except for transaction (sending orders to suppliers and accepting customers' orders), customer service, administrative support and resource sharing, where small companies have a higher use than medium-sized companies.

Table 1: Usage of Internet by Company Size

Internet Uses	1-49 Employees		50-250 Employees	
	N	(%)	N	(%)
Information gathering (include getting information from suppliers and customers)	23	76.6	37	86
Communication (including email, Intranet within or outside the company)	19	63.3	30	69.7
Advertising	16	53.3	27	62.7
Market and product research (including feedback from customers)	10	33.3	16	37.2
Information distribution and dissemination (providing customer information)	9	30	16	37.2
To gain competitive advantage	9	30	13	30.2
Research/Development/Design and production	2	6.6	13	30.2
Transaction (send orders to suppliers, receive orders from customers)	9	30	6	13.9
Customer service	8	26.6	8	18.6
Administrative support	6	20	5	11.6
Business and strategic planning	1	3.3	5	11.6
Human resources/personnel	1	3.3	4	9.3
Other	0	0	1	2.3
Resource sharing	3	10	0	0
video conferencing	0	0	0	0

The survey findings show that over half of responses (54%) came from medium-sized companies with more than 50 employees while 46% of responses came from small

companies with less than 50 employees. This result is surprising, when compared with other recent surveys. Authors of a number of studies report more than 50% of their sample being composed of micro-sized small firms (Abell and Lim, 1996; Abell and Black, 1997; Poon and Swatman, 1997). The finding of this study contrasts sharply with the survey of business use of Internet in New Zealand conducted by Abell & Lim (1996) which found that smaller companies with less than 50 employees currently use the Internet the most. The findings in this study disputes the claims that many small firms participating in Internet commerce are micro-sized business, rather than the more familiar small-to-medium enterprises (Abell and Lim, 1996; Poon, Swatman and Vitale, 1996; Abell and Black, 1997).

Advertising and marketing

The use of the Internet for advertising purposes by the responding companies was fairly high (77%). 78% of respondents used web site to advertise their products or services. 46% of respondents see their web sites as being quite important part of their advertising and marketing effort. A web site is seen as a good way to reach and test new international markets. This is seen as one of the benefits that Internet can offer to SMEs particularly small companies that cannot afford to develop their business abroad through traditional channels. Web homepage was the most popular Internet resource used for advertising (84%) followed by advertisement or links on other companies web pages (29%).

Many of those using the Internet (29%) felt it had been effective in terms of product sales and only (11%) felt it had been effective in terms of increase in profit. However, many of those using the Internet for marketing commented that they were not sure of the effectiveness of Internet for marketing as the only evaluation method was keeping track of costs. This is not surprising as methods for measuring the effectiveness of the Internet are only just starting to appear (Poon and Swatman, 1997).

The results clearly indicate that expectations concerning business objectives related to sales and profits were very disappointing to respondents (as the high percentage of respondents indicated neutral (52%) in increase in product sales and profits (63%) respectively. This is in contrast to the earlier hype and speculations in the business literature and media reports (Cronin, 1994) that the Internet would help companies to advertise their products or services and achieve global exposure which will lead to increase in sales and profitability.

Competitiveness

The importance of the Internet to companies' competitiveness by the responding companies was fairly high. Over half of the respondents indicated that Internet was important to their competitiveness: 56% indicate 1 or 2 or 3 on a scale ranging from 1 to 5, with 1 being essential and 5 being not at all important. The survey results (see table 2) show that medium-sized businesses regard Internet as essential competitive tools (60%) than the small companies (50%), which place rather less significance on their importance. Medium-sized companies see themselves in more competitive environment, than small ones. This is partly a reflection of the fact that medium-sized companies are more likely to have the financial capability to invest in Internet technologies whilst small companies are more wary of committing their funds. The difference in attitude is related to the fact that small companies tend to be less aware of the benefits that can be derived from investing in IT.

Table 2: Importance of Internet to company's competitiveness by company size

Importance of using Internet for competition	Medium		Small	
	N	(%)	N	(%)
Quite important	15	34.8	9	30
Not very important	13	30.2	10	33.3
Very important	8	18.6	4	13.3
Not at all important	3	6.9	4	13.3
Essential	3	6.9	2	6.6

Communication

The survey results show that communication (Intranet, internal and external email) was the second most used after information gathering. Analysing the data according to company size shows that (70%) of medium-sized companies used communication while (63%) for small companies. The use of email is more prevalent in medium-sized companies than in small companies probably due to the fact that medium companies have more internal communications issues than small organisations. While small companies may derive benefits from having an external email service, the benefits of having an internal email system are fewer for small companies. Furthermore, analysing the comments from the questionnaire, respondents indicated that communicating over the Internet did not totally eliminate other means of communication (such as telephone or fax). Communication using Internet is regarded as additional means of communication, rather than substitute.

Benefits

The highest benefit of using the Internet is improved communication (77%) followed by improved information gathering (60%) and better awareness of business environment (26%). This finding is very much in line with other studies, such as the DTI survey on SMEs and the Internet. Other benefits included the ability to reach out to international markets, the availability of expertise regardless of physical location, creation of new markets and greater customer satisfaction. Most respondents see the Internet as a tool to advertise their products and services to the global audience and increase sales, rather than to restructure their business.

When results are broken down by company sizes, the differences between small and medium companies are still apparent, with the most uses and benefits claimed by medium companies. As can be seen from table 3, the largest proportion of responses was from medium-sized companies. Analysis of the result shows that these companies used the Internet in more ways, gained more benefits from its use, and were more likely to use it for advertising/marketing.

Table 3: Perceived Benefits by Company Size

Internet benefits	Small (1-49)		Medium(50-250)	
	N	(%)	N	(%)
Improved communications	22	73.3	34	79
Improved information gathering	14	46.6	30	69.7
Better awareness of business environment	4	13.4	15	34.8
Ability to reach out to international markets	4	13.4	11	25.5
Availability of expertise regardless of physical location	7	23.3	8	18.6
Creation of new markets	4	13.4	8	18.6
Better service and support from suppliers	5	16.6	8	18.6
Greater customer satisfaction	8	26.6	4	9.3
Easier entry into new market	4	13.4	4	9.3
Increased productivity	1	3.3	4	9.3
Lower cost of obtaining supplies	2	6.6	3	6.9
Reduced costs	4	13.3	2	4.6
Faster, more flexible delivery from suppliers	1	3.3	1	2.3
Increase in market share of your products or services	1	3.3	1	2.3
Other	1	3.3	0	0
Lower cost margin for your products or services	0	0	0	0

Table 3 shows that medium-sized companies claimed more benefits from the use of the Internet for improved communication (79%) and improved information gathering (70%) than small ones with (73%) for improved communication and (47%) for improved information gathering. This is probably due in part to the greater use of the Internet by medium-sized companies. None of the respondents indicated that they have benefited to lower their cost margin for their products or services. The survey result disputes the claims that small companies are able to reap significant benefits from the use of the Internet.

Issues hindering the use of the Internet

Security of both messages and internal networks were the main concerns of companies surveyed. Most of the issues identified include tempering with network messages, interception of network by unintended parties, unauthorised access to internal network, the reliability of network system (e.g. available when you need it and speed of access) and difficulty of finding information due to volume. This is important as it contrasts with the high value placed on the use of Internet for information gathering.

Many respondents stated that the security of data and information is the main issues that need to be tackled, if the use of Internet to transact business is to become widespread. Significant number of respondents agreed that lack of confidence in Internet transaction by customers, lack of protection when buying goods and the unclear liability issues are possible barriers to using the Internet. Comments from the questionnaire indicated that one of the main obstacles of using Internet is the lack of evaluation method to quantify benefits and insufficient understanding of the Internet and its technologies.

Impact on business

The survey shows that the most common areas that the use of Internet had “an important impact” or “a key impact” were communication (Intranet, email and communication with other branches, external communication with other companies) and information gathering (getting information from suppliers and customers)

Over 57% of the respondents felt that the use of Internet had “an important impact” or “a key impact” on communication. This finding is very much in line with the DTI survey on SMEs and the Internet. The study found that many of the SMEs interviewed by Spectrum indicated that the use of external email in this way was both one of the ways that ICTs have had a significant impact on their business. There is no evidence to support the claims made by media that the use of the Internet will drastically transform the way tasks are performed. Instead, the survey results suggest that tasks will evolve to include the Internet where it can have a positive impact on the business activities.

Comparison of the survey result with other recent studies

The finding from the study indicates that the small companies are lagging behind medium-sized companies in the use of Internet. The findings of a number of recent studies lend support to this result. The recent survey of Internet use by North American businesses (<http://www.ora.com/survey/business> - conducting business on the Internet, 1996, O'Reilly & Associates) found that the proportion of business (over 100 employees) connected to the Internet was several times greater than that of small companies.

Another recent study carried out by PFA research into the usage and uptake of ICTs by European SMEs cited in Spectrum (1998), found that there were significantly different levels of uptake in the use of Internet. For instance, 41% of companies with 50 employees and over were using the Internet while only 16% of companies with less than 50 employees used it.

However, these findings contrast sharply to the studies conducted in New Zealand and Australia. Poon and Swatman (1998) study of small business Internet commerce experience in Australia, found that many small firms participating in Internet commerce are micro-sized businesses, rather than the more familiar SMEs. Again, in the study of business use of Internet in New Zealand, Abell and Black (1997) found that smaller companies tend to use the Internet more. The reason for this disparity in both Australia and New Zealand studies may be because all the companies surveyed were almost considered small (less than 50 employees).

Summary of Findings

A summary of the key findings of this study is pertinent here: 79% of SMEs surveyed have Internet access. The Internet is primarily used for information gathering and communication (82%) and (68%) respectively, with e-mail use at (96%) and (77%) use it for advertising. The issue of security of information continues to be a concern to SMEs and their customers. The Internet is an important medium for SMEs to establish and tighten relationships with

their suppliers and customers. Communication (email) using Internet is regarded as additional means of communication, rather than a substitute. The Internet is seen by some of the respondents as transforming the way business is conducted, offering competitive edge and a gateway to the global marketplace. There is no evidence from the survey to support the claims made by business and the media of the “revolution” expected from the use of the Internet. However, the overall attitude of the surveyed companies toward the use of the Internet in their business is positive.

Conclusions

This article discusses the findings of a research study carried out on a sample of small to medium-sized enterprises in the UK. It is difficult to draw quantitative conclusions about SMEs and the use of Internet partly because many of the SMEs in the survey were new to the use of Internet. Despite this, there is evidence that SMEs are already experiencing limited success with the use of Internet in exposing their products or services to global audience and reaching new customers. The results demonstrate that Internet usage in SME is now widespread and is not confined to particular sectors of industry or business activity. The survey findings lend support to the earlier studies which revealed that many SMEs participating in Internet commerce activities do so in the hope of achieving marketing benefits, better global exposure and customer relationships (Abell and Lim, 1996; Poon et al, 1996; Hamil and Gregory, 1997). Analysis of the survey result reveals that medium-sized companies are still the most enthusiastic about the use of Internet in their business and the small companies the most uncertain. This is partly a reflection of the fact that medium-sized companies are more likely to have the financial capability to invest in IT whilst small companies are more wary of committing their funds. The difference in attitude is also related to the fact that small companies tend to be less aware of the benefits that can be derived from a small investment in Internet technologies. The study found that the use of Internet has not managed to fulfil the SMEs business objectives of increased sales and profits satisfactorily. Through the questionnaire sent to SMEs, it was discovered that the hype and speculation by business and media reports about what the Internet can do was not always right, sales increase and profitability were far lower than expected. However, the Internet was very useful in gathering information and communicating with suppliers or customers. The Internet is an extremely attractive method for SMEs to expand their markets and reach global audience. However, fruitful use is being hampered by concerns over security and whether target markets can be reached.

Further research is needed to develop effective cost-benefit techniques to apply to Internet use. For example, a checklist of criteria for success would help companies evaluate if their needs warrant the use of the Internet. Such techniques are essential for companies making decisions about Internet use and trying to monitor its effectiveness. It is thus proposed that the work outlined here may help develop a number of hypotheses including:

Hypothesis 1: Effective evaluation techniques will help SME’s understand whether the Internet can realise the expected benefits

Hypothesis 2: The media and industry hype about the Internet and its role in developing e-commerce economy is not borne out in the measures traditionally used by SME’s to measure success (eg. Increased sales, increased profits)

Hypothesis 3: The Internet can help SMEs achieve a global presence and reach new customers

The author plans to extend this survey work explore the hypotheses with follow up mini-cases in a cross-section of SME's to help establish a richer view of the internet usage phenomenon.

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Appendix

Table 4: Role in the Company

Role	N	(%)
Manager	26	28.3
Director/Managing director	25	27.2
Business analyst/IT/MIS/Technical support	18	19.6
Other	12	13
Owner/Partner	6	6.5

Table 5: Industry Sector of Responding Companies

Companies	N	(%)
Other	24	26.1
Manufacturing	19	20.7
Financial services/service industries	12	13
Wholesale/ Retail	8	8.7
Construction	7	7.6
Hospitality/restaurant	4	4.3
Telecommunications/IT	3	3.3
Health/medical	3	3.3
Transport/storage	3	3.3
Mining/quarrying	3	3.3
Utilities (electricity/Gas/Oil/Water)	2	2.2

Table 6: Number of Employees in Responding Company

Size	N	(%)
10-49	29	31.5
200-250	20	21.7
50-99	16	17.4
100-149	11	12
1-9	9	9.8
150-199	2	2.2