Organization types and their business activities on the Internet
Organization Types and Their Business Activities on the Internet
DECLARATION

I certify that this Thesis contains no material that has been accepted for the award of any other degree or diploma in any institute, college or university. To the best of my knowledge and belief, it contains no material previously published or written by another person, except where due reference is made in the text of the thesis.

Tang Ruo-Wen

February 1998
Abstract

The Internet was developed in the United States in 1960s for protecting from nuclear war with Russia originally. With development of the information technology, more and more people enjoy going on the Internet, which is no longer privilege specifically for academic, government, and research communities. There are potentially vast opportunities for business.

Organizations doing business has been growing dramatically since 1995. The trend keeps going fast. The thesis surveyed directly on the Internet over a period of 3 months on a fortnightly basis, which started from 2/12/1996, and ended on 10/2/1997. The thesis focused on the questions as stated below.

- What types of organizations are doing business on the Internet?
- What types of business activities are being carried on the Internet?
- How are the organizations the their business activities evolving over time?

Based on the organization types classified by the Australian Bureau of Statistics, management theory of business activities, and trendline drew from the Internet, grades were set up. The higher the grade the greater the increase in relative activity over time and the greater the promise for the organization type / business activity in terms of being a pointer for establishing a successful Internet presence.

Due to the period limitation the thesis surveyed, further study could be done, such as difference of Marketing with or without the Internet, orders directly from the Internet, improvement of financial activities on the Internet, effectiveness of Human Resources on the Internet, etc.
Acknowledgement

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1. Introduction

It is said that business has only discovered the Internet since 1995, despite the Internet and the whole area of electronic communication having grown dramatically over a long period (Schrader 1996). Organisation and individual access has been growing at a phenomenal rate worldwide. As the Internet continues to grow, so will the services associated with it - services like videoconferencing, live audio feeds, real-time video, and interactive gaming. For instance, it is now possible for any organisation and any individual connected to the Internet to undertake many activities associated with information seeking. The Internet makes communication possible within and between organisations from many different fields.

The Internet began as a way to link academic, government, and research communities for the exchange of information and for access to remote computing, but the arrival of the World Wide Web fundamentally changed perceptions about what the Internet is and how it can be used. The Internet has a vast potential for delivering commercially viable services to business, the home, and the academic community. This recognition has led to explosive, uncontrolled growth in the Internet’s usage. The resources that are available to businesses with today’s Internet services and enterprise wide connectivity enable unlimited opportunities for large and small organisations alike.

In the past, big companies created wealth through their ability to marshal resources for their advantage. Today, smaller, swifter companies gain market share through responsiveness to their customers (Mohta 1996). Many areas can be identified where organisations pioneer the use of technology to gain strategic advantage. The relatively low price of high-technology gadgets allows millions more to participate. Inexpensive data will allow, those who master the technology, the ability to substantially improve their marketing efforts.
1. Introduction

The Internet is ripe for online database usage of almost all kinds. A number of factual database providers are offering their products on the Internet, with ready reference resources being of great use to both the information professional and the general public. The Internet has the ability to provide the services with the greatest global outreach. Recent developments have also used the Internet’s capability for internal company communications, as well as online customer access.

Along with other developing information technologies, including multimedia, workflow systems, integrated world wide financial systems, the Internet and the World Wide Web are evolving new technologies which support and complement each other. So much so, that the Internet revolution has the ability to change the nature of communication from internal, organisational and private, as it is now, to external, constituent-based and public.

To what extent will the Internet be able to provide for this business future? Can some measure of understanding be obtained by analysing current growth patterns? These questions can be asked about the growing numbers of organisations using the Internet. What types of organisation are using the Internet for business? What type of transactions are these organisations undertaking on the Internet? What are the trends of business Internet usage?

The Internet is becoming part of mainstream business activity, to the extent that it is beginning to be used in formulating business decisions (Siegel et al. 1996). By examining the rates of growth over time of business oriented usage of the Internet, it is possible to see what types of business and which types of business transaction are meeting with some success.

This thesis attempts to first determine an appropriate taxonomy of business Internet usage, and then, using the categories, track the level of Internet activities over time.
1. Introduction

This should provide some insight into the areas of successful business Internet activities now, and into the future.
2. Literature Review

2.1 Development of Technology Growing on the Internet

The Internet was developed in the United States in 1960s. After its formal launching in 1969, it was adapted by the US army (Banaghan 17 June 1997). The threat of nuclear war with Russia resulted in the Advanced Research Projects Agency (ARPA) taking charge of finding the best way to interconnect various computer sites, with the goal of building a fail-safe national communications network. The original Internet, the ARPAnet, was funded as a research project in computer networking. The researchers quickly started using the network for exchanging information. Its decentralised design meant that if some computers failed, the rest would still carry on the activities of the network.

In the 1970s, the ARPA project developed into the first packet-switched computer network in the United States. Packet switching solved the difficulty of creating a network that could survive attack while providing the greatest communication flexibility. Four universities were originally connected to ARPAnet. They were the University of California at Los Angeles, the University of California at Santa Barbara, the Stanford University and the University of Utah in Salt Lake City. This was the embryo Internet.

By 1972, there were 40 different sites attached to ARPAnet (Kelly 1994). Simple applications, such as sending small text files between individual users electronically (e-mail), control of a remote computer over the network (remote login), and large text and data file transfers between computers (File Transfer Protocol (FTP)), were in use. The core Internet technologies were in place.

In 1974, the Transmission Control Protocol and the Internet Protocol (TCP/IP) were released (Kelly 1994). Communications protocols are rules that govern the way one
machine communicates with another. TCP/IP defines the way in which messages are passed among computer networks on the Internet. The use of TCP/IP exclusively for Internet participation is the main reason for the subsequent success of the Internet.

In the early 1970s, two things were important to the development of the Internet. One was a powerful operating system, UNIX, another was a low-cost minicomputer, Digital Equipment Corporation (DEC) (Kelly 1994). In 1976, UNIX-to-UNIX Copy Program (UUCP), a software package, was created. With UUCP, any UNIX computer with a modem could call any other UNIX computer with a modem and transfer files. DEC provided a breakthrough in relatively low-cost computers, compared with the large mainframes from IBM and Control Data that cost hundreds of thousands or even millions of dollars. The UNIX/DEC combination illustrated that an affordable computer could run an operating system that had built-in support for networking. Networking was no longer an esoteric act performed on expensive, government-sponsored computer facilities. The UNIX/DEC made possible a very large, casual network of computers running over the public telephone systems.

At that time, ARPAnet was serving a number of research centers that were connected over their high-speed dedicated network. In 1979, Computer Science Research Network (CSnet) was funded by the National Science Foundation, which allowed slower telephone lines and computers with UUCP to join the Internet (Kelly 1994). In 1980, gateways using TCP/IP were installed, which could link ARPAnet and CSnet each other (Verity, et al 14 November 1994). Toward the end of the 1970s, networks were starting to pop up everywhere, and they ran on all kinds of computers. By 1982, researchers could dial into CSnet to read and send e-mail to sites within CSnet and to sites within ARPAnet. Thus the physical implementation of the Internet was ready (Kelly 1994).

At the same time, Usenet, an electronic newspaper, was published. Usenet’s function was to provide a network that would enable any user to summit an article that would be routed to all computers on the network. The hierarchies used in Usenet formed a
logic grouping of messages. Usenet news is an integral and still powerful part of the Internet user's tool set now. The Usenet and its ideas were incorporated into the Internet.

By 1983, Bitnet also had emerged (Kelly 1994). Under Bitnet operation, articles can be routed to a user via e-mail when the user subscribed to the appropriate Listserv, a mechanism within Bitnet. In the same year, a personal computer bulletin-board system called FidoBBS came out. The software rapidly grew in popularity across the US. The following year, FidoNet was born, which was a networking package that could link all the different FidoBBS via modem and telephone line. By 1987, the UUCP was ported to the IBM PC and its clones (Kelly 1994). From then on, PCs and their clones could be used worldwide, linking all kinds of users. Networks were cropping up everywhere.

In the mid-1980s, the Internet started experiencing exponential growth, which continues to this day. Universities and other users began placing information services such as library catalogues and systems online. Quickly people discovered that they could no longer easily find the information they sought on the Internet. For the remainder of the 1980s, and even through to 1991, the situation was still not too bad. A handful of electronic guides appeared during the end of this period to help users find what they were looking for from the Internet. These guides were just an electronic equivalent of a paper list.

In the late 1980s, fearing erosion by foreign competition, the National Science Foundation Network (NSFnet) was created, which linked a handful of supercomputer centers across the United States (Kelly 1994). The purpose of NSFnet was to provide the highest quality computing services to researchers nation-wide, NSFnet continues to be in place today, providing an overall administrative capacity.
NSFnet has replaced ARPAnet. ARPAnet was removed by 1990. Some networks merged or closed down, such as Bitnet, CSnet. Some new, independent networks emerged, such as CompuServe, Prodigy, America Online, and more.

In 1991 the US High Performance Computing Act established the basis for the National Research and Education Network (NREN) (December, et al 1995). NREN’s goals are to establish and maintain high-speed, high-capacity research and education networks, while helping to develop a commercial presence on the Internet. Previously, if an organisation wanted to become a member of the Internet, it had to seek sponsorship from a US government agency. In 1990, the Federal Networking Council dropped the requirement, allowing any organisation to apply for membership without justifying the connection.

In 1990 and 1991, new ways to provide information on the Internet, such as the Wide Area Information Servers (WAIS), Gopher, and World Wide Web (WWW), emerged (December, et al. 1995). These systems enable many Internet users to easily make information accessible on the Net (an informal term for the Internet). Meanwhile, tools, such as Archie, Veronica, and Jughead came out to help people search for information. The first major electronic hypertext guide to Internet resources - Hytelnet - became available at the end of 1990. Since then, several of the earlier guides have been discontinued.

In 1992, the National Science Foundation (NSF) made the Acceptable-Use Policy (AUP), which was ambiguous about using the Internet commercially (Kelly 1994). The AUP suggested that any firm sending an advertisement over NSFnet was engaged in unacceptable use of the network. On the other hand, the AUP allowed use by for-profit organisations “engaged in open scholarly communication and research” (Kelly 1994, p 28). These limitations outlined by the AUP applied only to traffic from the NSF, which meant that users could use the Internet to do anything at will. With the implementation of the network, most of the old assumptions about Acceptable Use came under scrutiny. It is inconceivable that current AUPs would continue to curtail
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commercial activities. The AUP has changed somewhat, but more importantly the Internet has taken on different forms and different policies. Although it's not actually stated anywhere, commercial activity is now very much accepted on the Internet (December, et al 1995).

What is more, the collapsing of communism in Eastern Europe in the early 1990s broke down many political barriers. The fear of nuclear war for which the networks was set up originally is not as relevant as before. With the maturing of networking technology, using the Internet commercially became possible, offering great trading opportunities.

2.2 Development of Socialisation on the Internet

Many tools for information gathering have been created before the World Wide Web, these include e-mail, Usenet, FTP, Telnet, Archie, Gopher, Veronica, WAIS, and more. The basic commands for e-mail, Telnet, FTP, Archie, WAIS, etc., are powerful but non-intuitive, which means that their interfaces are not-so-friendly. Now that the Internet has emerged as a huge, rich source of information, there is a strong need for effective search tools. The rapid growth of the Internet’s user base has resulted in an increasing number of users who have neither the patience nor the desire to learn the intricacies of cumbersome interfaces. Easier systems can result in greater productivity. The World Wide Web hyperlinked, graphical user interface is just such a tool.

The World Wide Web (WWW) refers to all the documents on all Web servers worldwide. In a broader sense, the Web can be used to refer to all accessible hypertext-linked documents (December, et al 1995). And each of which displays on the screen a visible link to at least one other document in the set.

In March 1989, Tim Berners-Lee of Geneva’s European Particle Physics Laboratory (CERN, base on the laboratory’s French name) circulated a proposal to develop a
2. Literature Review

“hypertext system” for the purpose of enabling efficient and easy information-sharing among geographically separated teams of researchers in the High Energy Physics community (December, et al 1995).

The three important components of the proposed system were the following (December, et al 1995):

- A consistent user interface,
- The ability to incorporate a wide range of technologies and document types,
- Its “universal readership,” that is, anyone sitting anywhere on the network, on a wide variety of different computer, could read the same document as anyone else, and could do so easily.

Over a year later, in October 1990, the project was presented anew, and two months later the World Wide Web project began to take shape. By early 1994, the Web/Mosaic combination had begun to attract the sort of media hype that can both make and break a technology.

The basic difference between these principles and those of the original WWW project is that they are not specifically aimed at one research community, but actively encourage commercial support and development (December, et al 1995).

The concept of hypertext is simple: Use the computer’s storage and searching capacity to link documents together and thus enable users to jump instantly from one piece of information to the next. In a hypertext computer environment, selecting a link in one document moves users directly to the other. With hypertext, each of the series of documents displaying on the screen is a visible link to at least one other document in the set. The link is usually highlighted. The user “navigates” through a hypertext by selecting these links by using either the keyboard or the mouse. The link
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leads to another document, which in turn offers links to additional documents, and so on.

The World Wide Web is based on a combination of HyperText Markup Language (HTML) and the Universal Resource Locater (URL). Any text can be quickly coded in a word processor or a specialist HTML processor by the addition of HTML pointers, markers and style tags. This information is later used by the user’s WWW software to interpret layout, style and to make internal and external links. URL addresses enable HTML to link to any available resource around the Internet. The Web contains the technologies necessary to give the Internet a pretty face. Web browsers that take full advantage of these technologies make the Internet easier to use. The WWW offers the Internet to the masses. No longer do people have to master the vagaries of FTP and Archie and WAIS searching, and as the Web develops it will fully incorporate e-mail, newsgroups, Telneting, and other technologies.

Businesses started utilising the Web purposes such as marketing, customer service, product information, and ordering. Today, commercial activity on the Web has increased to the point where new companies are adding Web pages daily. Business activity on the Web is exploding. Already, the Web has begun to change the face of marketing, customer service, business transactions, education, travel, publishing, information dissemination, and collaborative research (http://www.yahoo.com/Business_and_Economy 2 June 1996).

2.3 Development of Commercialisation on the Internet

In January 1993, the US National Center for Supercomputing Applications (NCSA) introduced Mosaic, a Web browser. Almost immediately it became the most popular software of its kind (Banaghan 17 June 1996). Because that documents can be linked everywhere on the Internet, there are no geographic bounds. Now the whole globe is one marketplace.
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The Web grew exponentially when business started to enjoy the ability to connect worldwide over the one network, thereby offsetting costs, with content becoming more relevant to the general public. The free distribution of standards and software brought about soaring growth in the Web throughout 1994 and 1995 (Banaghan 17 June 1996).

In early 1996, The US Congress rewrote the US' telecom laws into a new, far-reaching bill, aimed at giving consumers a wider choice for cable TV and local and long-distance telephone services (Bhawani March 1996). Significantly, the new bill allows broadcast and telephone companies to move into each other's businesses. It also includes controversial provisions to curb indecency on the Internet and other mass media.

In February 1996, President Clinton signed the sweeping Telecommunications Act of 1996, ending government rules that have maintained barriers between local and long-distance calling, cable TV, broadcasting, and wireless services (Arnst, et al 8 April 1996). The short-term effect was to unleash a frenzy of restructurings, mergers, and deal making. From all this deal making will emerge a new crop of super-carrier companies that either on their own or through alliances will offer a full menu of electronic communications, a telebazaar with everything from video phones to Internet services to a single phone number that will follow people wherever they go.

In early 1995 it was estimated that there were 22 million Internet users in the US. Its revised estimate was 10 million. Current estimates of the number of users in Australia range from 500,000 to more than one million. Some estimates see that a new World Wide Web site is opened every minute that there are 30 million users and 50 million Web pages now as it is said (Banagha 17 June 1996, p 51).

The newly developed activities were so intense that in a New Yorker cartoon, they describe "... two dogs can connect each other on the Internet and nobody would recognise they are dogs." (Kelly 1994, p 741)
2. Literature Review

The Internet has changed so much, in fact, that during the first half of 1994 the number of domain names for commercial organisations (the comma domain) overtook those for educational institutes (the de domain). In the month ending June 25, more than 1,300 new commercial (comma) names were registered with the Internet, and the following month saw an additional 1,700. That’s a 30% jump in one month. By January 1995, the number of commercial domains had risen past 30,000, with a monthly growth rate of over 10% (December, et al 1995, p 12).

For business, computing and networking technology is quickly becoming an absolute necessity. Computers are already populating many offices by providing tools such as word processors, data bases, and spreadsheets. Networking technology is racing towards a future of instant global communication. Using the Internet commercially is the fastest growing activity on the Internet, says David Cole, former CEO of Ashton-Tate Corp., a PC software pioneer and now an Internet entrepreneur, “I haven’t seen this much excitement since the early days of the PC industry in 1981,” (Verity 14 November 1994).

Even the most conservative decision makers in business are acknowledging that a remarkable shift is occurring in how people choose to entertain and educate themselves, and how they shop and conduct business, and in many emerging markets, the global network of networks that forms the Internet is rapidly encroaching on established means of communications - from the TV to the telephone. “The Internet is clearly emerging as the new mass medium.” (Plunkett 19 August 1996, p 44)

Companies are now eager to play a role on the Internet, ranging from AT&T down to tiny operations. The commercial power users of the Internet are in a broad scope of industries, including high-technology manufacturers, computer-related industries, oil companies, pharmaceutical companies, health-related industries, financial services, and banks (Kelly 1994, p 727).
2. Literature Review

Many small companies and individual entrepreneurs use the Internet through inexpensive access service providers. In fact, access services have increased and expanded rapidly in the last year (Kelly 1994). They provide a full range of Internet services to individuals, small and medium-sized businesses.

The Internet revolution has induced millions of global citizens to wander through cyberspace. While technical people can go straight to the Internet, executives, professionals, and small-businesses owners are turning to the user-friendly online services as a pathway to the Internet.

Originally, the Internet's main goal was to provide data services to education and research, particularly research for the public good - medical, defence, and so forth. Now the mid-level networks have started out as service providers to the educational sectors that were originally non-profit entities. Commercial entities are offered lower-level services by these same mid-level providers. It is these networks that are providing much of the Internet access for businesses (Kelly 1994).

In 1993, the United States government funded the Internet Network Information Center (InterNIC) to help user Internet access and information gathering. Now people are talking about a world where distance doesn't matter any more. With the Internet, the whole globe is one marketplace. Organisations can reach everywhere through the Internet. Louis V. Gerstner Jr., IBM's CEO, even described that: "In 21st century business, networks would become the lifeblood of corporations and the principle means of commerce. Eventually, electronic commerce will extend to home shopping and other consumer transactions too" (Sager 30 October 1996, p 40). Current business activities show that the Internet is no longer just a tool for circles of education and research. Business activities are taking more and more important positions on the Internet.

A report from Forrester Research Inc., a market researcher in Cambridge, says that the Internet access market will grow from $123 million in 1996 to more than $4 billion in
2000 (Sager 5 June 1995, p 55). The numbers not only reflect organisation casual activities on the Internet, but also reflect organisations expectations future usage of the Internet, which means that organisations have realised and confirmed the validity of the Internet for their businesses.

### 2.4 A New Way of Doing Business

There are various definitions of the Internet. Some typical definitions are:

> *The Internet can be thought about in relation to its common protocols, as a physical collection of routers and circuits, as a set of shared resources, or even as an attitude about interconnecting and intercommunication (Krol 1993, p 4).*

> *The Internet is a conglomeration of thousands of computer networks utilising a common set of technical protocols to create a worldwide communications medium (Shah 23 August 1995, p 1).*

> *The Internet is a global system of networked computers that allows user-to-user communication and transfer of data files from one machine to any other on the network (John December, et al 1995, p 6).*

These three definitions of the Internet represent characteristics defined from different perspectives. The first definition was written when many business users were first becoming aware of the Internet. This definition paid attention mainly to the physical links, which regarded business transactions as many other normal transactions similarly the protocols, the routers, and the circuits were focused on internal communications. Business didn’t even make a mention. Definitions and thoughts at that time were technical in nature with connectivity the main issue.
The second definition was coined at a time when the Internet was becoming very popular. It emphasises the worldwide convergence of networks, admitting that the Internet is a communications medium, with the implication that the Internet could be used as a new business tool.

The third relates to the World Wide Web as an information resource. With the Web, worldwide databases are linked as one network. This definition indicates that the Internet is not only a global network, but a freeing up of systems for user-to-user and machine-to-machine interaction. On the Internet, many users can transfer data, seek information and publish their own information. This has opened the door for businesses to interact anywhere and at anytime.

It is the nature of business to seek fast and accurate information, communicate with remote customers, and seek new business opportunities worldwide. These characteristics relate to the demands of business development. In the modern competitive environment, to achieve business goals, many organisations are seriously considering the Internet for their business.

Until recently, the Internet access market has been wide-open to just about anyone setting up shop. All a user has to do is to get an Internet node, a simple engineering workstation, with a few modems, arrange a link with a regional or national segment of the Internet, and the user is operational as an Internet server. Today, hundreds of companies buy Internet capacity in bulk and resell in smaller chunks, similar to so-called aggregators in the long-distance phone market (Sager 5 June 1995, p 55).

Generally, the Internet widens business scope, speeds business processes, and offers business new tools. The main features of these tools include (Kelly 1994, p 733-740):

(1) Global communications

The Internet offers a business the opportunity for rapid communications with people and organisations across the globe, enlarging the visibility of a
2. Literature Review

business a thousandfold. Due to inexpensive access, the Internet is connecting even small, rural industries. Good communications enable more global corporate management control, aiding in consistency of results. Companies can be in touch with suppliers, branches, and subsidiaries in an effort to exert more control over variables. Companies can establish, negotiate, and maintain standards online.

(2) Rich information resource
Corporations need up-to-date information of all kinds, and many businesses rely on scientific and/or governmental information for their operations. This information abounds on the Internet in sites all over the world. On the Internet, people usually speak for themselves, rather than from stations of rank, title, or status. This conduct makes the network a rich environment for the exchange of information. Because of the diversity, users can find material and ideas that may stretch or challenge their own ideas.

(3) Strong competition
The ability to have the latest information about a marketplace and awareness of the state-of-the-art in industry allows users to keep competitive edge. Learning what other companies are doing, knowing the kinds of information available, and discovering new markets can assist a company in maintaining a competitive vantage. The Internet is a two-way knowledge conduit, versus the one-way knowledge conduit of video or paper-based publications. The exchange of public information is crucial for meeting the needs of customers, business partners, and collaborators, as well as the general public. People can join existing conversations in the form of discussion lists focusing on marketing, accounting, public relations, and so on. Even they can open their own discussions on the Internet. Companies can use the Internet to search for successful practices of corporate and product improvement.
In particular, the Internet establishes new relationships between business and customers, business with suppliers, business with collaborators, and rivals (Kelly 1994, p 733-740):

(1) Focused marketing research
Companies can use the Internet for marketing services and products. By observing Internet activities and participating in discussions, companies can create a sharper marketing focus for themselves. Businesses can carry out marketing research online, create and support actual sales distribution channels, search demands of customers, understand the actions from rivals, while setting up its own image in the world.

(2) Efficient customer services
Because the Internet is the anywhere-anytime network, employees, suppliers, customers, and others can keep in touch more efficiently. Businesses can maintain communications by the way in which both parties do not need to be online or in the same place at one time; rather, parties can exchange mail and information across time and distance freely. With discussions on the Internet, a user can read or post messages any time, and new people can join in, depending on their knowledge and interest. Information can be processed, stored, forwarded, and retrieved at user’s convenience.

(3) Virtual collaboration and development
The Internet facilitates the collaboration for product design, open vendor communication channels, research and development. The Internet can be maintained by companies, organisations, government units, or collaborative arrangements to comply with government rules, regulations, executive orders, or laws. Businesses using the Internet can build internal and external links, creating a virtual community.
(4) Extended vendor support and networking

With its global scope, the Internet can help businesses locate new suppliers and keep in better touch with them. In addition, small suppliers are able to network with and compete with larger, more well known suppliers. The Internet even assists companies to maintain zero inventory systems due to the speed of communications.

The Internet is growing so rapidly that estimates of the "size of the Internet" are obsolete long before they can be published. However, one thing is sure that the Internet is one of the most successful large-scale distributed systems businesses ever undertaken. The degree of development was clearly not anticipated by the original architects of the Internet. The Internet is not likely to replace many existing businesses in the world, but it will certainly add to the potential means of conducting global and local commerce.

2.5 Intentions of Organisations on the Internet

To achieve its promise, the Internet must be worth using, Internet services allow many businesses to reach international markets immediately and inexpensively. Companies can build their brands and "connect" with customers in more direct and individual ways.

There are many examples of the growing interest of businesses in using the Internet as a business tool.

Case 1. The Computer Reseller News Magazine reported, in February 1996, resellers expect booming sales of Internet-related software in the coming months. 91% of resellers felt that sales would rise at least 6% in just the next three months. Two-thirds of those felt that sales growth would exceed 10%. If this pace were maintained for a full year, annual sales growth would exceed 40% (Robers 18 March 1996).
Case 2. The Australian men's wear retailer Lowes is not waiting for secure transaction technology to be available, and has started selling online. During its first week, with minimal marketing of its site, Lowes attained 25,000 "hits" and six purchases. The transactions are not secured, but as associate director Tony Standley says: "We offer the same level of security as Myer Direct." In Myer, the well-known department store, people fax in or communicate their credit card details over the phone. In this way, Myer is making a lot of sales. On the Internet, sales can be done more quickly, and a clear warning sign will come up on the computer screen before purchasing to let a customer cancel if he is worried. Tony says that because of the low costs associated with electronic commerce, prices in the Lowes Internet shop will be lower than those in retail stores (Banaghan 17 June 1996, p56).

Case 3. After a year and a half of testing, General Electric (GE) has started to move its purchasing activities to the Internet. In June, it went live with a setup called the Trading Process Network, which helps match buyers throughout the company with suppliers of everything from refrigerator handles to printer paper. GE expects to purchase at least $1 billion worth of its goods this way in 1996, and 50% of the total by 2000. The payoff, according to Orvile A. Bailey, manager of purchasing and supplier productivity solutions, is that GE can select from a broader base of suppliers as well as cut its purchasing costs. The setup will help GE, already famous for getting price concessions from suppliers, to drive an even harder bargain by pooling orders from across its units and winning higher volume discounts (Smart 5 August 1996, p 41).

Case 4. Hale and Dorr, a Boston-based law firm which is a technologically sophisticated law firm, spends, in technology, a total of $2 million to $3 million annually. After setting up a home page on the Internet, revenues per lawyer were $460,000 in 1995. It was just $250,000 in 1987 (Mike, et al 18 April 1996).
Case 5. One year ago, Europe seemed so uninterested in the Internet that it risked falling light-years behind market developments in the US. Suddenly, though, Europe is awakening to the Internet and its vast commercial potential was warp speed. Business all across the Continent are racing to get wired and to flood the Internet with new services. Some Northern European countries are moving so rapidly that they may serve as test sites for 21st-century cyber-business. Indeed, the number of European computers linked to the Web will grow from 4.2 million last year to 9.6 million by the end of 1996. Business is the driving force behind the changes (Edmondson, et al 26 August 1996, p18)

The cases illustrate that:

(1) Software companies were the early areas of the Internet for business purpose. What they are talking about is not how to access the Internet, or how to get information from the Internet, or how to set up home pages on the Internet, but how to make money from the Internet. In fact, selling software on the Internet has been one of the most successful businesses on the Internet.

(2) General businesses have started thinking of obtaining real benefits from the Internet, and are not just satisfied with node access to the Internet. Companies like Australian men’s wear retailer Lowes have promoted selling online, even though there were only 25,000 “hits” and six purchases during their first week of business. Lowes hasn’t just jumped onto the Internet bandwagon. They considered many of the problems, such as credit card fraud along with the benefits, such as low cost electronic commerce, and on balance were very positive about using the Internet for business transactions.

(3) More and more organisations are joining the Internet, including traditionally conservative law firms, banks, financial institutions, and others. As Louis V. Gerstner Jr., IBM’s CEO, says: “The Internet or networked world will put extreme pressure on traditional providers of financial services.
2. Literature Review

We have no interest in going into the banking business. But we do have an interest in working with a series of banks in which we will provide networking capability through the IBM Global Network and networking applications that we will build.” (Sager 30 October 1995, p 49) These organisations cover a wide area, including the US, Australia, Europe, and Asian countries. This illustrates the scope of types of organisations on the Internet is growing.

(4) Some companies’ Internet activities have been tested, studied and planned before going onto the Internet. General Electric (GE) have tested for a year and a half, and only began then to move its purchasing activities onto the Internet.

(5) The trading items are various, including items as trivial as refrigerator handles, printer paper, etc. When organisations do business without using the Internet, they have to consider price, security, cost, suppliers’ selection, etc. Now doing business with the Internet, these business procedures still have to be considered, but not to the same extent. The Internet offers a more effective delivery service to organisations.

To become a good player in the dawning world of networked computing and electronic commerce, communications is the key. Organisations have become so active on the Internet that even their executives are attracted, even though this may be for curiosity value only. Franklin Collins, one of the largest Internet training companies in the US, reports solid growth in its introductory courses, particularly in enrollments of executives. The company’s chief executive, Bruce Grant, says: “By far the main uptake of our courses has been non-IT company executives wanting to gain Internet knowledge fast.” (Banaghan 17 June 1996, p 51).

There are many other similar cases. These cases indicate that organisations have turned from going onto the Internet by just setting up a node to doing something to
attain real commercial benefits from the Internet. “It is said, if the first generation of computer profits came from hardware, and the second from system software, the third will be from the Internet.” (Kawasake, et al 18 December 1995, p 280).

2.6 Organisations and Business Activities on the Internet

With the mad rush to do Internet business, it is not surprising that much of the activity is unstructured and ad hoc. There are many commercial opportunities for business on the Internet. On the other hand, it is its “anarchical” nature that makes it difficult to establish, and control business activities.

Many categories of business activity are not clearly defined on the Internet. Business organisations using the Internet come from a broad scope of industries, including computer-related industries, oil companies, pharmaceutical companies, health case-related industries, financial services, banks, and so on (http://www.yahoo.com/Business_and_Economy 2 June 1997). A method to make the search easier is to use pre-defined sub-categories. These sub-categories have arisen in an ad hoc fashion and are loosely based on the general usage of the Internet/World Wide Web. No uniform categories are based on business theory. It appears that as long as there is access, any organisation can be part of the Internet revolution.

Categories as they exist on the Internet are best illustrated by an analysis of Internet search engine categories.

According to Yahoo, one of the most popular Internet search engines, the total number of organisations on the Internet on 2, July 1996 was 85091 within 112 categories (http://www.yahoo.com/Business_and_Economy/Companies 2 June 1996). This list can be divided into three groups: the maximum number of companies to the 10th most number of companies, the middle range from the 51st to 60th, the bottom range from the 100th to the minimum amount of companies.
2. Literature Review

On yahoo.com (2/6/1996) the numbers of companies are listed below.

<table>
<thead>
<tr>
<th>Range</th>
<th>Numbers</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10</td>
<td>42351</td>
<td>50%</td>
</tr>
<tr>
<td>51-60</td>
<td>3045</td>
<td>4%</td>
</tr>
<tr>
<td>100-112</td>
<td>151</td>
<td>0.18%</td>
</tr>
</tbody>
</table>

Figure 2.1

In the top range, dominating organisations were services for recreation such as music, books, travel, arts and crafts, sports, etc. Among the top range companies, computer companies were 18367 in number, financial services 3824 and Internet Services 3238 (25% of the total).

In the middle range, starting from companies of information to aerospace, companies labelled high-technology, such as information aviation, biomedical, aerospace, and companies related to basic economy, such as agriculture, energy, and transportation, are very noticeable.

In the bottom range, the bulk of the organisations appear to be services or relatively lower technology companies.
2. Literature Review

The numbers of organisations on the Internet was got from the Yahoo in Business and Economy sector. The category of organisations is based on the selection of Yahoo its own. An example is shown below.

![Image of the Yahoo Business and Economy directory]

Figure 2.2

However, the other search engines have a different set of categories, such as those in excite, Infoseek, Lycos, etc (http://www.netscape.com/home/internt-directory.html 17 March 1997).
Lycos is a trademark of Carnegie Mellon University. It contains 11 million regular users and a worldwide distribution channel. It is one of top 3 Web sites anywhere on the Internet. The business categories in Lycos are listed below.

Figure 2.3

Excite is owned by Excite Inc. It contains 50 million Web pages, 60,000 categorised Web site reviews, and thousands of recent Usenet postings. The business sector on the Excite is shown below.

Figure 2.4
2. Literature Review

Infoseek is home page of Infoseek Corporation. Infoseek's search and news services are among the most popular information search services available on the Internet, processing millions of information requests a day. The business category in Infoseek is listed below.

![Figure 2.5](image)

Those are just a portion of the many catalogues available on the Internet. There are also various Internet search engines and services, which display various categories. Using the existing categories on the Internet leads to a variety of results. It is as Mr. Willis, an ordinary keen player of the Internet, says that advertising a business on the Internet has been a bit like printing thousands of brochures, dumping them on the corner of Swanston and Bourke streets and hoping that people will pick them up (Saunders 19 April 1996).

2.7 Questions Raised from the Literature Review

The Internet is set for explosive growth as a result of its untapped commercial potential. Taking advantage of the rich information resources on the Internet, commercial ventures are finding a place in cyberspace, a place where they can reach customers, promote their products, and provide information to others.
2. Literature Review

However, to what extent this is happening is unclear at this stage. Questions with regards to this, such as:

- What types of organisation are doing business on the Internet?
- What types of business transaction are being carried on the Internet?
- How are these evolving over time?

come to mind. The basis for this thesis is to attempt to resolve, empirically, some of these questions.
3. Aim

New technologies such as the Internet offer new opportunities for business. For most businesses, the Internet can open up another new global marketplace.

In the past two years, many organizations and individuals have become aware of the Internet, with a large number of organizations posting information based World Wide Web sites (Hayes 9 September 1996). Now, many forward-thinking organizations are pushing Internet technology further by making it a critical part of their business operations. Many organizations are building various forms of Internet to exploit the advantages of communications on the Internet, creating important links between the Internet and vital business applications, and exploring ways to conduct business-to-business transactions over the Internet. Many organizations are finding that the Internet can help improve communications among their divisions scattered throughout the world. The commercial use of the Internet is just the beginning of a technical revolution - one that a business must join if it is to survive (Ryan 1996).

The move towards converging traditional research and new business provides organizations with the opportunity to assess what the Internet can do for business. Information systems managers leverage the Internet as a global strategic information systems tool. As Prakash, an author in Information Technology, said, “The global nature of the Internet, its low cost of access and its composite set of services make it an ideal tool. In an age when sophisticated communications and computers provide organizations with a new information-based universe, the overriding objective should be a total commitment to advancing the frontiers of business.” (Prakash 1996, p 42)

The Internet is aimed toward supporting this objective. It is not unusual that a quick scan of the Internet indicates that there are thousands of organisations within just one category. There now appears to be a long-term commitment to electronic commerce that is conducting transactions across data networks, both business-to-business and
business-to-consumer. Internet developers - hardware vendors, software developers, networking equipment manufacturers, content creators and service providers - are ready to take the plunge. It is predicted that the Internet will become more popular when the key technologies finally reach a critical mass (McCarthy 15 January 1996).

Businesses need to have some quick, easily obtained methods for determining the value of their Internet presence. It was the mission of this thesis to track the change of the organisations and their Internet activities over the recently past.

The specific purposes of this thesis was to survey:

1) what types of organisations are doing business on the Internet,
2) what actions they are undertaking,
3) how these organisation types and actions are evolving over time.

The thesis undertook a systematic study of doing business on the Internet, showed a snapshot of organisations doing business on the Internet, and tracked their commercial usage of the Internet over time.
4. Methodology

4.1 Tools Used in the Thesis

At present, millions of pieces of information are available on the Internet in a variety of formats. The network is growing so fast that methods of finding information have quickly become obsolete. The quickly changing nature of the Internet means that the tools used must be the ones which can allow users to get information accurately, relevantly, conveniently, at the least cost and at the least amount of time.

(1) Using Netscape as the Browser

A WWW browser is a piece of software, which is also known as a World Wide Web client. It is the browser's task to display WWW documents and allow the selection of hyperlinks by the user. Different front ends to the Web will compete for user's attention. Currently there are a lot of Web browsers, but the principle will remain the same. Link the information, let the users follow whatever path they choose, and when they reach their destination, let them do with the information whatever they please.

The commercial browsers have been released and are increasingly available. There are browsers for UNIX clients, Apple Macintosh clients, Microsoft Windows clients, and other platforms. The browsers can be further divided as text mode or graphical mode. A few browsers exist that require only text-based display, the most popular of which is the UNIX program Lynx. Most, however, run atop graphical user interfaces, such as X Window, Macintosh, Microsoft Windows, and NeXTStep. The most popular browser released to date is Netscape (December, et al 1995).

Netscape exist for the three most important platforms: XWindows, the Apple Macintosh, and Microsoft Windows, which is almost sufficient to explain their
4. Methodology

popularity. Some have even used the label “killer app” for Netscape, the immensely popular program (December, et al 1995)

Netscape brought with it two important factors. First, it was easy to use, and easy to configure. Second, it was designed by the same person and team who designed Mosaic, a previous graphical Web browser, giving it instant credibility.

Netscape took the Web several steps further. Modem users finally have a product that obviously dealt with their slower access problems. HTML authors saw the browser as an opportunity to design pages with much greater sophistication. And Web surfers saw these designs grow increasingly impressive by the week, reaching the point when all pages on the Web finally stopped looking alike. Netscape turned into a design arena, and suddenly Web publishing took on a different dimension. In the process, it added greater capability to read and post newsgroups, a somewhat better connection to e-mail, and stronger support for other Internet function such as Gopher and FTP.

(2) Using hyperlink as the information location method

It is not easy to find the information people are looking for, although there are plenty of facilities available on the Internet. Some tools do not cover everything within their domain. Others attempt to cover everything, but do not provide fine grain searching. Today, all information location methods exist in parallel. Each method has its strengths and weaknesses, but all are useful in their own way. The different information location methods are: serendipity, resource guide, browsing, searching, and hypertext (December, et al 1995, p434).

Serendipity is the original method of finding information on the Internet because at that time no better tools existed. Serendipity means discovery by accident. It can never predict what he is going to find or when he is going to find it using serendipity. Worse, a user will not find what he is looking for at all.
4. Methodology

Later when the Internet developed a bit further, resource guides came out to help people find information. Usually resource guides were formatted as lists, menus, numbers, and the like. In the past, a user even had to use serendipity to find resource guides. Now resource guides of resource guides are available still in a more sophisticated form.

Browsing is similar to walking into the library or bookstore and directly perusing the shelves. A user can start at Science Fiction, but eventually end up scanning the shelves in the Philosophy section. In this way, a user could have more selections on the Internet as he wishes.

Searching is the same as looking at an index or a card catalogue. On the Internet, searching usually works by picking a searching tool and then entering some keywords to search for.

Hypertext might be thought of as a special form of browsing. Browsing is usually a menu-driven system. In a hypertext document, words, phrases, or even pictures contain links to another document. Hypertext is just a more advanced electronic form of browser.

Before the development of search mechanisms, the Web was a tangle of links, branching and forking, an inscrutable mesh. To find resources, users of the Web had to use hand-crafted lists and indexes, which were not always reliable, current, or complete. The situation now is ripe for the development of automated mechanisms to index the Web’s information spaces. The searching mechanisms on the Web are more varied and complex than those for FTP and Gopher, and the variety of searching tools and resources, which gives a user a range of more effective ways to search for resources that the user wants (Kelly 1994).

The searching methods can be like that: making use of hierarchically-arranged subject catalogues and tree, utilising keywords, using lists servers in information
spaces via lists of Web sites arranged by geography, and searching directories of people in home page. A user can search by hyperlink, which is to utilise techniques, resources, and tools to help locate new or unusual Web information.

(3) Using AltaVista as the search engine

A search engine is a form of Internet software. It allows a user to create queries that “search” the Internet for documents that are related to the search query.

The need for searching tools to access the World Wide Web is increasing as the Web itself continues its explosive growth. Link www.100hot.com is copyrighted by Web21, which was the first online service to rank the top 100 Web sites by the number of hits and links. Today, the 100hot Web Sites is one of the most popular guides to the hottest content of the World Wide Web (http://www.net101.com 11 January 1997). It compiles this objective, complete listing of the top 100 Web sites by analysing Web traffic at strategic points on the Internet.

There are various search engines on the Web, and they change all the time. Users can never get the same set of search engines over a period of time.

During the period that the thesis was surveying, the first 10 popular Web search engines were: Yahoo, PathFinder, America Online and WebCrawler, GeoCities, ESPNet Sportszone, Ziff Davis and HotFiles, Real.com and Timecast, AltaVista, Excite, and Disney Entertainment (http://www.100hot.com 11 January 1997).

Within the Web directory community, Yahoo is a well known search engine even though it was developed by a pair of Stanford University students in April 1994. Yahoo offers a global Internet navigational service of information on the Web. Yahoo is a very large collection of Web links arranged into a hierarchical hotlist. Yahoo is a very useful index to Web documents. However, Yahoo asks business people to register for its service.
4. Methodology

On the other hand, AltaVista is established by Digital Equipment Corporation (DEC). It provides access to the largest Web index of about 30 million pages found on 225,000 servers, and three million articles from 14,000 Usenet news groups. It is accessed over 12 million times per weekday (http://altavista.digital.com 31 May 1996). And AltaVista does not ask business people to register for its service. Therefore, AltaVista has links to a greater number of business organisations.

The thesis needs large amounts of data from the Internet. It requires that the data be selected under proper categories, cover a larger scope of organisations and business activities, and is up-to-date. The AltaVista Web-wide search engine accessing huge frequently updated database resources, and integrated with the Yahoo search engine is an appropriate choice as a research tool.

4.2 Classified Category Methodology of Organisation Types

Doing business on the Internet is a recent phenomenon. There is no unified method for classifying the types of organisations doing business on the Internet. To obtain a general picture of the types of organisations doing business on the Internet, consideration has to be given to the types of organisations found in the general business world as a starting point.

Over the years, the Australian Bureau of Statistics (ABS) has expanded greatly the scope and sophistication of its classification systems and methods. The Australia and New Zealand Standard Industrial Classification (ANZSIC) has been produced by the publication of statistics in the two countries for the production and analysis of official industry statistics (Australian Bureau of Statistics August 1993). Australian statistical classifications are either integrated or closely aligned with international standards.
The ABS classification organisations could be grouped as follows:

- Agriculture
- Mining
- Construction
- Electricity, Gas, and Water Supply
- Manufacturing
- Accommodation, Cafes and Restaurant
- Communication Services
- Cultural and Recreation Services
- Finance and Insurance
- Personal and Other Services
- Property and Business Services
- Retail Trade
- Wholesale Trade
- Education
- Government Administration and Defence
- Health and Community Services

This method of classification from ANZSIC is close to basic economics theory. No matter what search engine is used, the various organisations can be set into relevant categories, with confidence that the basis of categorisation is supported by conventional business theory.

4.3 Management Theory Based Categories of Business Activities on the Internet

The physical system of an organisation is a closed-loop system in that it is controlled by management, using feedback information to ensure that the objectives are met. The organisation is also an open system in that it interfaces with its environment. An
organisation takes resources from its environment, transforms those resources into products and services, and returns the transformed resources to its environment.

There are eight environment elements, that have either a direct or indirect influence on the organisation. These elements are suppliers, customers, labour unions, financial community, stockholders, competitors, government, and local community. The organisation is connected to these environmental elements by means of resource flows. Not all resources flow between the organisations and all environment elements. The only resource that connects the organisation with all of the elements is information. Competitive advantage can be achieved by means of using information gain leverage in the marketplace.

Business firms traditionally have been organised in terms of the tasks, or functions, that are performed. Mainly, functional information systems (IS) in organisation are those of Marketing IS, Manufacturing IS, Financial IS, and Human Resource IS. The executive IS sits atop the functional systems (McLeod 1993).

Marketing managers have a variety of resources with which to work. The objective is to develop strategies that apply these resources to market the organisation’s goods, services, and ideas. Once the decision has been made, it is the responsibility of the manufacturing function to produce the products to meet customers’ wants and needs. The tasks of the Financial information system are to identify future money needs, assist in the acquisition of those funds, and control their use. Human resources perform recruiting and hiring, educating and training, managing employee related data, termination and benefit administration.
Therefore, the activities of organisations doing business on the Internet could be grouped as follows (McLeod 1993):

**Marketing:**
- Marketing Product
- Distribution
- Promotion
- Market Report
- Market Research
- Market Intelligence

**Manufacturing:**
- Product
- Quality
- Cost
- Job Report
- Industrial Engineering
- Manufacturing Intelligence

**Finance:**
- Financial Forecasting
- Funds Management
- Financial Control
- Accounting Report
- Internal Audit
- Financial Intelligence

**Human Resources:**
- Personnel Planning & Administration
- Compensation & Government Legislation
Many studies have been done in manufacturing, entertainment, federal agencies, software vendors, export, financing, marketing, advertising, banking, brokerage firms, medical services, to determine the activities in these areas. However, there are few studies concentrating systematically on organisations doing business on the Internet, and business activities on the Internet.

This thesis is trying to study the types of organisations, combined with their business transactions on the Internet.

4.4 The Steps of Research Methodology

The survey in this thesis is closely linked with the Internet. The steps to be used in searching organisations and their business transactions on the Internet are:

(1) Set up a two dimensional table
The thesis' task is to survey what organisation types and what business activities are on the Internet over period. The organisation types and business activities can be combined to establish a two dimensional table.
A portion of the table is shown below.

<table>
<thead>
<tr>
<th></th>
<th>Agriculture</th>
<th>Mining</th>
<th>...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Product</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distribution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Manufacturing:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industrial Engineering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Finance:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Forecasting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Audit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human Resource:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Planning &amp; Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation &amp; Government Legislation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruiting &amp; Benefits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety, Labour Relations, Payroll</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Records</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources Research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.1
(2) Set up queries

AltaVista ranks the results of queries based on a scoring algorithm, documents with a higher score appear at the head of the ranking list. Among hundreds of thousands of organisations on the Internet now, using the automatic database ranking on the Internet engine is a good way to get typical information about the current situation. Documents matching more of the keywords will have a higher rank than those matching less, documents matching words found in the Title are ranked higher than those found in its Body or Universal Resource Locator (URL), categories matching higher up in the AltaVista tree hierarchy are ranked higher than those deeper in the hierarchy. The thesis will use the AltaVista ranking methodology to obtain the relevant information about the mass organisations on the Internet in business fields.

The thesis will use the "rule of thumb" that if 80% of the results of a query fit the category cell, then the query is an accurate description of the cell category.

Queries could be set up by specifying keyword(s) based on the cells in the table. For example,

- agriculture distribution
- agriculture "market report"
- mining product
- mining "industrial engineering"

When there are two or more words that need to be put together, the words have to be circled with double quotes.

Data obtained directly from AltaVista will come out as whole number, such as 10000, 30000, 478000. Data obtained from AltaVista, but through Yahoo, the number will come out as real number, such as 10031, 34654. Since the later is
more precisely related to the real world, the queries will use the Yahoo query box, which always uses the AltaVista search engine. After the query is settled, it will be used to periodically gather time series numbers for each category. The data will be plotted for each cell over a period of 3 months initially on a fortnightly basis. The time series dates are: 2/12/1996, 16/12/1996, 30/12/1996, 13/1/1997, 27/1/1997, and 10/2/1997.

(3) Start searching
Open the Yahoo page first, then select the portion aside the query box, select a search method on “Matches on all word (AND), select a search area on “Web Sites”, and leave “Find only new listings added during the past 3 years” as it is.

The search options in Yahoo is shown below.

Figure 4.2
(4) Get the number of hits from the Internet

After clicked the search button, Yahoo will start searching its database for keyword matching. The first page returns a list of matching Yahoo Categories followed by a list of matching Yahoo Sites. If no matching Yahoo Categories and Sites are found, Yahoo will automatically perform a Web-wide, full-text document search using the AltaVista search engine. This study will always use the AltaVista search engine from Yahoo, and get the number of hits from there. An example is shown below.

![Search Result Screenshot](image)

**Figure 4.3**

Summary of steps of getting data from the Internet is explained below.

- Getting original hits from the Internet,
- Making trend line charts based on the hits,
- Getting the equation numbers from the trend line charts,
- Setting up grade categories from the equation gradients using standard deviation and average number,
- Classifying the development rates from the grades.

With this methodology, what type of organisations and what business activities organisation are taking on the Internet a over certain period can be summarised in a
4. Methodology

series of tables, which can offer insights into how organisations would be involved when considering developing business using the Internet.

4.5 The Steps of the Analysis

(1) Collect data of combined organisation types and business activities over a period

The survey is divided into four main areas: Marketing, Manufacturing, Financial, Human Resources, and 28 categories of organisation types. The survey data was collected on 2/12/96, 16/12/96, 30/12/96, 13/1/97, 27/1/97, 10/2/97, a fortnightly basis over twelve weeks.

A sample of the data is listed below. The remainder is found in Appendix A.

1. Agriculture

<table>
<thead>
<tr>
<th>Marketing:</th>
<th>2/12/96</th>
<th>16/12/96</th>
<th>30/12/96</th>
<th>13/01/97</th>
<th>27/01/97</th>
<th>10/2/97</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Product</td>
<td>6824</td>
<td>7724</td>
<td>7894</td>
<td>8750</td>
<td>8780</td>
<td>8800</td>
</tr>
<tr>
<td>Place (distribution)</td>
<td>267005</td>
<td>267085</td>
<td>267340</td>
<td>721260</td>
<td>722210</td>
<td>722640</td>
</tr>
<tr>
<td>Promotion</td>
<td>265308</td>
<td>265648</td>
<td>265972</td>
<td>570110</td>
<td>571840</td>
<td>573270</td>
</tr>
<tr>
<td>Market Report</td>
<td>8706</td>
<td>8946</td>
<td>9299</td>
<td>22280</td>
<td>22300</td>
<td>22300</td>
</tr>
<tr>
<td>Market Research</td>
<td>40011</td>
<td>40810</td>
<td>43629</td>
<td>98230</td>
<td>98420</td>
<td>98600</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>7812</td>
<td>8062</td>
<td>8359</td>
<td>10890</td>
<td>10910</td>
<td>10930</td>
</tr>
</tbody>
</table>

Figure 4.4

(2) Make Trendline charts from the data

From this data plots of the hits shown above, Linear trendlines were then created for organisations and their business activities over a certain period, which fitted to each category. Normally trendlines are used to analyse problems of prediction. By using this analytical method, data can be extended in a chart forward or backward beyond the actual data to show a trend.
4. Methodology

A sample of the Trendline chart is shown below:

![Trendline Chart](image)

Figure 4.5

The linear calculates the least squares fit for a line represented by the following equation:

\[ y = mx + b \]

where m is the slope and b is the intercept.

Having done that, the gradients of the Trendlines were then extracted. Here a positive number means an increasing rate, a negative number means a decreasing rate, and a zero trend gradient means steady state.

(3) Set up Grades

Using the gradient figures for all the categories, the mean and standard deviation of the gradients were calculated. The mean is the average trend gradient and measures central tendency. The standard deviation is a measure of how widely values are
4. Methodology

dispersed from the mean. These data will give a relative measure of each category type’s progressive rate over time.

The numbers of Average and Standard Deviation getting from the data in the survey are listed below.

\[
\begin{align*}
\text{Average} & \quad = 22000 \\
\text{Standard Deviation (S.D.)} & \quad = 86000
\end{align*}
\]

The number of Average is used as the mean number, which together with the Standard Deviation were then used to establish grade categories as shown below.

Grade 1: \( > (3 \times 86000 + 22000 = 280000) \)
Grade 2: \( > (2 \times 86000 + 22000 = 194000) \)
Grade 3: \( > (1 \times 86000 + 22000 = 108000) \)
Grade 4: \( > 22000 \)
Grade 5: \( > (-1 \times 86000 + 22000 = -64000) \)
Grade 6: \( > (-2 \times 86000 + 22000 = -150000) \)
Grade 7: \( > (-3 \times 86000 + 22000 = -236000) \)

The levels by which organisation types and their business activities are measured have been calculated by using ± multiples of the S. D. from the mean. The grade categories classifications are used to separate the activities into groups. The higher the grade grouping the greater the increase in relative activity over time and the greater the promise for this organisation type / business activity in terms of being a pointer for establishing a successful Internet presence. On the other hand the lower the grade grouping the less likelihood of being successful pointer.
4. Methodology

(4) Analyse organisation types and their business activities based on the Grades

Having got the original data, the trendlines and the grades, this study examines two aspects:

- from the point of view in organisation types,
- from the point of view of business activities the organisations are undertaking on the Internet.

Since the grades are derived from the trendlines gradient, the numbers of trendlines gradient and the grades are put together, which are all in a descending order. Therefore, differences among organisation types and their business activities can be sorted out, so the organisations and their activities can be compared. Samples are shown below.

Example of sorting by organisations type:

<table>
<thead>
<tr>
<th>Agriculture</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>...</td>
<td>... 4</td>
<td></td>
</tr>
<tr>
<td>Market Research</td>
<td>14868</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>3458</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>762</td>
<td>5</td>
</tr>
<tr>
<td>...</td>
<td>...</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.6

Example of sorting by organisation activities:

<table>
<thead>
<tr>
<th>Marketing Product</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Health Service</td>
<td>1973</td>
<td>5</td>
</tr>
<tr>
<td>Other Service</td>
<td>1928</td>
<td>5</td>
</tr>
<tr>
<td>Personal Service</td>
<td>1485</td>
<td>5</td>
</tr>
<tr>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
</tbody>
</table>

Figure 4.7
4. Methodology

From the trendlines gradient and grades, the study will sort out the organisations and their activities by looking over the marketing, manufacturing, financial and human resource as a whole. The study will then compare and analyse the performance of organisation types, and their activities on the Internet over time.
5. Results and Analysis

The analysis of the survey results is applied by sorting out organisation types and their business activities separately, then get different level of performance in organisation types, and compare the grades in activities. Therefore a dimensional picture along with time changing can be drawn out.

5.1 Marketing

Organisations seem to rush to set up their positions on the Internet that will list their products and the value-added services they perform. Some also link customers directly by Distribution, Market Research, and so on.

The survey in marketing on the Internet is listed follow.
5. Results and Analysis

Sorting by organisation types in marketing:

<table>
<thead>
<tr>
<th>Agriculture</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>117071</td>
<td>3</td>
</tr>
<tr>
<td>Promotion</td>
<td>78929</td>
<td>4</td>
</tr>
<tr>
<td>Market Research</td>
<td>14868</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>3458</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>762</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>397</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.1

<table>
<thead>
<tr>
<th>Mining</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>53717</td>
<td>4</td>
</tr>
<tr>
<td>Market Research</td>
<td>12861</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>4012</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>153</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>-187</td>
<td>5</td>
</tr>
<tr>
<td>Distribution</td>
<td>-45494</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.2

<table>
<thead>
<tr>
<th>Construction</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>527233</td>
<td>1</td>
</tr>
<tr>
<td>Promotion</td>
<td>78961</td>
<td>4</td>
</tr>
<tr>
<td>Market Research</td>
<td>15079</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>3634</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>1076</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>740</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.3

<table>
<thead>
<tr>
<th>Electricity</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>33847</td>
<td>4</td>
</tr>
<tr>
<td>Distribution</td>
<td>20118</td>
<td>5</td>
</tr>
<tr>
<td>Market Research</td>
<td>15522</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>4466</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>-1169</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>-1196</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.4

<table>
<thead>
<tr>
<th>Gas</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>136442</td>
<td>3</td>
</tr>
<tr>
<td>Promotion</td>
<td>78193</td>
<td>4</td>
</tr>
<tr>
<td>Market Research</td>
<td>12112</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>2597</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>-31</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>-617</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.5
## Results and Analysis

### Water Supply

<table>
<thead>
<tr>
<th>Business Activity</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Research</td>
<td>4175</td>
<td>5</td>
</tr>
<tr>
<td>Promotion</td>
<td>4047</td>
<td>5</td>
</tr>
<tr>
<td>Distribution</td>
<td>1947</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>1654</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>-1875</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>-1878</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.6

### Manufacturing

<table>
<thead>
<tr>
<th>Business Activity</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>204694</td>
<td>2</td>
</tr>
<tr>
<td>Promotion</td>
<td>78665</td>
<td>4</td>
</tr>
<tr>
<td>Market Research</td>
<td>12541</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>2607</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>525</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>101</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.7

### Accommodation

<table>
<thead>
<tr>
<th>Business Activity</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>63286</td>
<td>4</td>
</tr>
<tr>
<td>Distribution</td>
<td>62404</td>
<td>4</td>
</tr>
<tr>
<td>Market Research</td>
<td>14845</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>4731</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>969</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>563</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.8

### Cafes

<table>
<thead>
<tr>
<th>Business Activity</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Research</td>
<td>10380</td>
<td>5</td>
</tr>
<tr>
<td>Distribution</td>
<td>8934</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>3114</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>690</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>476</td>
<td>5</td>
</tr>
<tr>
<td>Promotion</td>
<td>-45429</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.9

### Restaurant

<table>
<thead>
<tr>
<th>Business Activity</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>179842</td>
<td>3</td>
</tr>
<tr>
<td>Promotion</td>
<td>133422</td>
<td>3</td>
</tr>
<tr>
<td>Market Research</td>
<td>14240</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>3131</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>897</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>510</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.1.10
5. Results and Analysis

<table>
<thead>
<tr>
<th>Communication Service</th>
<th>Trend Gradient</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Research</td>
<td>6836</td>
<td>5</td>
</tr>
<tr>
<td>Market Report</td>
<td>791</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>711</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Product</td>
<td>603</td>
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Table 5.1.15
5. Results and Analysis

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Table 5.1.20

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Organization Types and Their Business Activities on the Internet
## 5. Results and Analysis

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5. Results and Analysis

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Table 5.1.28

For Marketing, the greatest activity in most types of organisation, except Mining, Communication Service, Cultural Service, Recreation Service, Other Service, Property Service, Wholesale Trade, and Government Administration, were:

Distribution
Promotion
Market Research
### 5. Results and Analysis

Sorting by organisation activities in Marketing:

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Table 5.1.30
5. Results and Analysis

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## 5. Results and Analysis

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Table 5.1.32

Organization Types and Their Business Activities on the Internet
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5. Results and Analysis

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Table 5.1.34

The summary of grades based on business activities in Marketing is listed below.

Distributions were rated in grade 1, 2, 3, 4 and below,
Promotions were rated in grade 3, 4 and below,
One Market Research was rated in grade 3 and below.

The rest of the activities got in grade 5 and below, but Health Service in Distribution got grade 6.

The results seem to suggest that organisations have begun to realise that to attract attention to their customers, companies have to start buying advertising, placing
5. Results and Analysis

banners, and doing some Market Researches using the Internet. Organisations are
finally realising the importance of the Internet as a total information delivery system
now.

It is an opportunity to interact with customers, to talk about the company's online
presence or even its nonelectronic products on the Internet. Online marketing
represents the new generation of advertising, and smart marketers are already using
the Internet as a powerful new way to create consumer awareness, to stimulate trial,
even to sell their products and services.

This practice leads to the question of whether such advertising is effective. Marketers
have been trying to find the answers by applying traditional principles of market
research to the new medium. That might be one of the reasons why Distribution,
Promotion, and Market Research are increasing faster than other actions in Marketing.

5.2 Manufacturing

With information technology development, an ever-larger number of industrial
software alternatives offer the manufacturer a huge amount to study and choose. The
newest technology to find use in manufacturing is the Internet. The Internet will
allow integration of the enterprise. It is the Internet that makes it possible for
manufacturing companies to coordinate operations ranging from product, cost,
inventory, job report, etc. in a worldwide and real-time way as shown in the survey.
5. Results and Analysis

Sorting by organisation types in manufacturing:

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Table 5.2.5

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Table 5.2.8

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5. Results and Analysis
5. Results and Analysis

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Table 5.2.10

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<tr>
<td>Product</td>
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<tr>
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Table 5.2.11

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Table 5.2.12
### 5. Results and Analysis

#### Recreation Service

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Table 5.2.13

#### Finance

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<td>Quality</td>
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<td>3</td>
</tr>
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Table 5.2.14

#### Insurance

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Table 5.2.15

#### Personal Service

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Table 5.2.16
5. Results and Analysis

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Table 5.2.17

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Table 5.2.18

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Table 5.2.19

<table>
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Table 5.2.20
5. Results and Analysis

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Table 5.2.21

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<td>Cost</td>
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Table 5.2.22

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Table 5.2.23

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Table 5.2.24
### 5. Results and Analysis

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Table 5.2.25

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Table 5.2.26

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Table 5.2.27

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Table 5.2.28
5. Results and Analysis

Surveying in the Manufacturing, except a bit difference in Cultural Service, Recreation Service, Other Service, Government Administration, and Health Service, the greatest activities were:

- Quality
- Cost
- Product
- Inventory
- Industrial Engineering
5. Results and Analysis

Sorting by organization activities in Manufacturing:

<table>
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Table 5.2.29
## 5. Results and Analysis

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5. Results and Analysis

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Table 5.2.31

Organization Types and Their Business Activities on the Internet
### Organization Types and Their Business Activities on the Internet

#### 5. Results and Analysis

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Table 5.2.32
### 5. Results and Analysis

#### Organization Types and Their Business Activities on the Internet

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5. Results and Analysis

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Table 5.2.34
A summary of grades based on business activities in Manufacturing is:

Product, Quality, and Cost were in grade 1, 2, 3, 4 and below,

Inventories were in grade 3, 4 and below.

The rest of activities were in grade 5, except Health Service, which in Product, Quality, and Cost has only got Grade 7.

The survey means that manufacturers, manufacturing vendors, and integrators are planning to use the Internet to link customers and suppliers. Manufacturers are taking ultimate advantage of electronic communication by facilitating the matching of vendors and businesses, speeding the traditionally slow, paper-based procedure by
5. Results and Analysis

electronically automating processes, maximising communications, and providing cost-effective solutions for growth.

Product, Quality, and Cost are ranged at high level in Manufacturing in the survey. These are the items that most close to customers and suppliers.

5.3 Financial

Financial information can help manager to achieve the objective of maximizing the value of the organization. Information technology is even more fundamental to financial services in particular.

More than in any other area of activities, the growth of international communications, the development of the data-processing capability of the big computer and the personal desk-top facility and the arrival of the day of commerce on the Internet have revolutionized the way in which finance is transacted.

However, the results in Financial surveyed directly from the Internet are not so high as the sections, such as Marketing, Manufacturing, Human Resource.
5. Results and Analysis

Sorting by organization types in financial:

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Table 5.3.5
## 5. Results and Analysis

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### Manufacturing

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Table 5.3.8

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Table 5.3.9

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5. Results and Analysis

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Table 5.3.20
## 5. Results and Analysis

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Table 5.3.25
5. Results and Analysis

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Table 5.3.28

The outstanding performances in Financial in the table of Trend Gradient and Grade were:

- Internal Audit
- Financial Control
- Funds Management

except in Cultural Service, Recreation Service, Other Service, Property Service, and Government Administration.
5. Results and Analysis

Sorting by organization activities in Financial:

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## 5. Results and Analysis

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## 5. Results and Analysis

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Organization Types and Their Business Activities on the Internet

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5. Results and Analysis
5. Results and Analysis

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Table 5.3.34

The grade in Financial all were 5.

Although electronic commerce cannot yet support secure financial transactions, the Internet can be used to obtain global information updates - often at no charge, as the alternative financing market grows.

However, the financial services both inside and outside the firm allow owners to monitor the behavior of managers. This strengthens the organization's governance structure, forcing managers to pay closer attention to owners' interests. Financial information provides the central core around which decisions affecting the future of
5. Results and Analysis

the organization are based. The Internet, acting as an on-going method of financial monitoring and control, is used prudently in Financial judging from the survey.

Normally, business requires close scrutiny by persons from other sections. Such internal audits may play a regular part in the firm’s system of control, with each area being investigated in turn. Audits can vary in size and scope, from those instituted by operational managers in order study a particular aspect of operations, to those instituted by top management for entire departments or divisions. That could be used to explain the outstanding performance of Internal Audit in Financial on the Internet.

5.4 Human Resources

As automation creeps into every business process, even corporations are turning to electronic databases to track potential employees, government legislation, safety, labour relations, payroll and other human resource administrative tasks. Organisations that have automated routine human resources administration result in a reduction of human resource headcounter, as well as freeing up functional resources for attention to more strategic matters.
5. Results and Analysis

Sorting by organisation types in human resources:

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5. Results and Analysis

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### 5. Results and Analysis

#### Recreation Service

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Table 5.4.13

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5. Results and Analysis

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Table 5.4.24
## 5. Results and Analysis

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Table 5.4.25

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Table 5.4.26

### Health Service

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Table 5.4.27
The well-performed actions in Human Resources in the table of trend gradient and grade were:

- Administration
- Compensation
- Benefits
- Safety
- Payroll
- Recruiting

5. Results and Analysis

Sorting by organisation activities in Human Resources:

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Table 5.4.29

Organization Types and Their Business Activities on the Internet
5. Results and Analysis

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Table 5.4.30
## 5. Results and Analysis

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Table 5.4.35
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Organization Types and Their Business Activities on the Internet
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Table 5.4.40

The summary of grades in Human Resource is shown below:

- Administrations were in grade 1, 2, 3, 4, and below,
- Benefits and Safety were in grade 2, 3, 4, and below,
- Compensations were listed in grade 4 and below.

In the rest of activities was in grade 5 and below. Storage and Agriculture in Personnel Planning, Health Service in Benefits got grade 6. And Health Service in Administration got grade 7.
5. Results and Analysis

The survey showed that human resources had been automating as many transaction processes as possible and making them available to line managers and employees online. By doing so, human resource appear to have been able to significantly reduce the time spent on routing administrative tasks and eliminate many of the positions formerly needed to perform these tasks.

Until recently, most human resource information systems (HRIS) have been developed in-house on mainframe computers in order to automate the most basic human resources functions such as payroll and benefits administration. Nowadays the Internet is a useful tool that will enhance human resources administration.

The bottom line of all this is that increased competition is forcing organisations, and their human resources functions, to be more responsive to customers and at the same time cut operating expenses in order to be more price competitive while still maintaining attractive margins. The thesis indicated that technology market in Human Resources was moving quickly to replace the paper and administrative contacts that caused bottlenecks and delays in Administration, Safety, Benefits, Recruiting, and other routines.
6. Conclusion

6.1 A general picture directly taken from the Internet

The expansion of business activity on the Internet, stems from the changes in business environments in the 1990s, and the development of information technology.

Two very powerful world-wide changes have altered the environment for business. The first change is the emergence and strengthening of the global economy. The second change is the transformation of industrial economies and societies into knowledge, and information based service economies (Laudon, et al 1993). The changes have broken the bars of industries, geographical areas, and speed up the process of doing business. The Internet, as a network of networks, has as its greatest strength the ability to enable global communications.

This study has shown a portion of development that organisations doing business on the Internet. It seems from the survey that organisations are searching for successful ways of improving products and services and the organisations themselves. Thus more organisations will take more business activities on the Internet to gather the most up-to-date information about the marketplace hence bestowing competitive advantage.
6. Conclusion

From the survey, current high development pathway categories (grade 1 - 4) are:

Grade 1

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<tr>
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<td></td>
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<td>Construction</td>
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Figure 6.1

Grade 2

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<td></td>
<td>Quality:</td>
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Figure 6.2

Grade 3

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<td>Transport</td>
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Figure 6.3
6. Conclusion

Grade 4

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Figure 6.4

Note: No Financial category is found in any Grade above 4.

By summarising the survey data in each of the Marketing, Manufacturing, Financial, and Human Resource categories, it is possible to display a general picture of Internet activities. Knowing this, an organisation is able to decide whether an Internet presence is likely to be successful. Any grade higher than the mean (grade 1, 2, 3, and 4) indicates a sound development pathway category. Of course, the higher the grade the better the development pathway. If on the other hand the gradient is less than the mean (grade 5, 6, and 7), special attention needs to be given to any investment within this pathway category.
6. Conclusion

A chart summary of the Marketing, Manufacturing, Financial, and Human Resources groups as a whole is shown below:

![Chart Summary]

Figure 6.5

The Financial group has shown the lowest level of activity as shown in the Figure 6.5, and the Grades in Financial are all listed as Grade 5 (refer to chapter 5.3). Within the Financial group, the low activity indicates that organizations are pretty prudent with their actions on the Internet. The reason could be related to the nature of finance. At the national or global level, financial systems are extremely complex and extremely volatile. Finance is so vulnerable to economic variability that they are tightly supervised and regulated. Changes in the flows of financial activities can greatly affect the financial well-being of entire national economies. Since the Internet is a huge enormous open world, it is necessary to undertake financial activities on the Internet very cautiously.

Surprisingly the Manufacturing group has shown high activities in Figure 6.5. In Manufacturing, organisations have seen the valuable opportunities in the Internet because they see that their activities are linked with factors which are closest to customers and suppliers, that is Product, Inventory, Quality, and Cost (refer to chapter
5.2). Normally, manufacturing is a conversion process which is based on technical relationships between inputs and outputs. Knowledge of the technical relationships is a prerequisite for deriving operation costs. Organisations are therefore developing Internet technology try to put their organisation as activities into the public domain thereby competing on the basis of a better implementation of those business applications. These results are indicated by the high level of Manufacturing activity.

Similarly, it seems Marketing organisations are keen to expand their presence on the Internet. They do a lot of work in Distribution and Promotion (refer to chapter 5.1). On the other hand, Market Research is graded pretty high following Distribution and Promotion, which displays that organisations are taking advantage of the huge information resources on the Internet to know their customers, supplies, and market through the Internet.

The Internet is a global system of networked computers that allows user-to-user communication and transfer of data files from one machine to any other on the network. It is a convenient tool for Human Resources (refer to chapter 5.4). The survey indicates that the functions of Administration, Benefits, Safety, Payroll, Recruiting are performed better than any other factors in Human Resources. There are more organisations graded from 1 to 4 in Human Resources than in other categories. This situation shows that organisations are trying to get more information about labour markets, employment resources on the global Internet to make tedious routine human resource work easier.

6.2 Limitation the survey

It is a period of major economic change, an era of turbulence and volatility, in which economic life in general is being restructured and reorganized both rapidly and fundamentally. One of the most significant sets of innovations is in the sphere of communication, with the most notable being the Internet. The progression of organizations doing business on the Internet is ever increasing. It is hard to say at
what stage this development is. This study was on attempt to find out the current state of development of Internet business activity. There are some limitations in the survey.

- The period surveyed is surely too short (six weeks only). It needs to be followed over a longer period of the survey.

- Although the survey used the classification of organization types from the Australia Bureau of Statistics, there is no uniform classification for organization types on the Internet. Some organizations could be missed out in the survey.

6.3 Potential topics for further study

Certainly, the amount of organisation types and their business activities are still growing enormously. From this survey, further questions can also be pursued as below:

- Since organisations have already done a lot of work in distribution, promotion, and market research (refer to chapter 5.1), what are the differences when using the Internet versus when not using the Internet?

- Manufacturing has used the Internet widely by using the huge information resources on the Internet to link customers and suppliers through manufacturing product, quality, and cost (refer to chapter 5.2). What tangible benefits can organisations get from the Internet, such as receiving orders directly from the Internet?

- Are there any other considerations that make the organisations undertaking financial activities on the Internet in such a cautious way
6. Conclusion

(refer to chapter 5.3)? How can these organisations improve their financial activities on the Internet?

- Human Resources on the Internet are doing plenty of work and at a relatively high level (refer to chapter 5.4). Is it possible to make Human Resources activities on the Internet more effective?

There are many open questions on how to get benefits from organizations doing business efficiently on the Internet. A study of business usage patterns over time will be useful for organizations that wish to join and benefit from “the Internet Revolution”.
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Appendix

This is the original data directly taken from the Internet during December 1996 and February 1997. The process, such as making trendline charts, getting the numbers of mean and standard deviation, setting up grades (refer to chapter 4.5), and the results analysis (refer to chapter 5) are all based on the data.
# Appendix

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Organisation Types and Their Business Activities on the Internet
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**Organisation Types and Their Business Activities on the Internet**
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**Organisation Types and Their Business Activities on the Internet**

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