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## **Kelly Page-Thomas**

Cardiff Business School

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### ***Electronic Marketing: The Bigger Picture***

*For the area of electronic marketing to develop into an area of marketing theory and management, we need to refrain from concentrating on specific electronic resources and their attributes (e.g., the Internet) and focus on the bigger picture. The bigger picture is concerned with the many and varied electronic resources available and how they can be used for the management and implementation of marketing activities. It is from this premise that the core objective of this paper is to 1) critically review the literature on the use of electronic resources for the management and conduct of marketing activities and 2) propose a framework that is structured in accordance with the marketing activities for which electronic technologies are used and not the electronic technologies themselves.*

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#### **Keywords:**

#### **Introduction**

Electronic marketing is about more than just the Internet or the World Wide Web. Electronic resources have altered how we respond to changing market conditions by providing many and varied tools and resources with which to conduct, support and manage marketing activities. However, increasingly we seem to be placing more emphasis on the characteristics of individual electronic technologies, such as SMS marketing (short message services) (Doyle, 2001; Barbieri, 2002; Griffiths, 2003), m-marketing (mobile) (Barwise and Strong, 2002), Internet marketing (Sheth, Eshghi, and Krishnan, 2001; Mohammed, Fisher, Jaworski, and Cahill, 2002), or historically, database marketing (Linton, 1995) etc. This view of electronic marketing is increasing the ambiguity and confusion about what electronic marketing is and how it should be positioned with respect to marketing management. The aim of this review is to provide increased insight into the 'bigger picture' of electronic marketing – electronic marketing activity management.

The term 'electronic marketing' (e-marketing), has become fairly common in both the popular press and academic literature. However it is applied in different ways, ranging from a narrow context such as the Internet or database technology (Robbins, 2000; Mort and Drennan, 2002; Cotter, 2002); through a broader perspective of electronic system usage such as information systems (IS) (Brady, Saren, and Tzokas, 2002); to an all encompassing view including media such as television, radio, and virtual computing systems (Peterson, 1997). This 'all encompassing' definition, views electronic marketing as 'the process of marketing accomplished or facilitated through the application of electronic

devices, appliances, tools, techniques, technologies and or systems' (Peterson, 1997: p6). This definition positions electronic marketing as 'activity-based' and as such views electronic marketing from the functional perspective of marketing. In consideration of the many and varied electronic resources being developed and having an impact on marketing, Peterson's, (1997) definition is used here to help profile and examine the use of electronic resources for the management and implementation of specific marketing activities.

There is a temptation to believe that traditional marketing concepts and frameworks are no longer useful in an electronic marketing environment (Butler et al., 1997). Further belief is evident that the changing business environment requires a set of new and/or adapted theories (Dholakia, Dholakia, Laub, and Hwang, 1999). In some cases this might be so, however it has been argued that changes in information technology is effecting the content, context, organisation and control of marketing, but not the marketing concept itself (Bruce, Leverick, Littler, and Wilson, 1996; Peattie and Peters, 1997). Thus those marketers who neglect the basic underlying principles of marketing, irrespective of the technology they might use, may be destined for failure. In support, Courtney and Van Doren, (1996: p2) stipulate that 'the most important aspect of technology is not how innovative and unique it is, but rather what it will allow you to do differently and more efficiently'. Ultimately, electronic technologies should be judged by how they help to more effectively and efficiently a) manage and/or b) implement various marketing activities. Thus there exists an inherent need to stick to marketing basics in the application of new and developing technologies. This will avoid technology getting over used in the name of its features and to improve the leverage of new tools for effective and efficient marketing management.

As such, this paper provides a summary of past research on the use of electronic resources in marketing, helping to develop a theoretical approach of *Electronic Marketing Activity Management (EMAM)*. This review is intended to help educators, researchers and managers in classifying the use of electronic resources for the management and conduct of marketing activities, independent of the electronic resource being used.

### **Marketing Management & Electronic Marketing**

Historically, Borden, (1964) and McCarthy's, (1960) 'marketing mix' or 4P model has dominated marketing management and strategic marketing decision making. Grounded in a mass marketing and transactional approach, the focus here is the product, its features and the facilitation of an exchange. Although not without use today, increasingly it is being argued that the marketing mix is not very well fitted to the competitive position and changing marketing landscape emerging in most industries in the western world (Grönroos, 1996). We are now seeing a move towards a resource-oriented approach to marketing. This approach focuses on the

management of core competencies and resources (as opposed to just the product) as the basis and foundation for successful market relationships (as opposed to just the facilitation of an exchange). This approach further places increased emphasis on marketing as a series of activities for fulfilling promises, moving away from a product-orientation. Four types of resources have been identified including, personnel, technology, knowledge and time (Grönroos, 1996). In this paper we focus on electronic technology as a resource requiring management for effective and efficient implementation of key marketing activities. The concept of *Electronic Marketing Activity Management (EMAM)* is introduced.

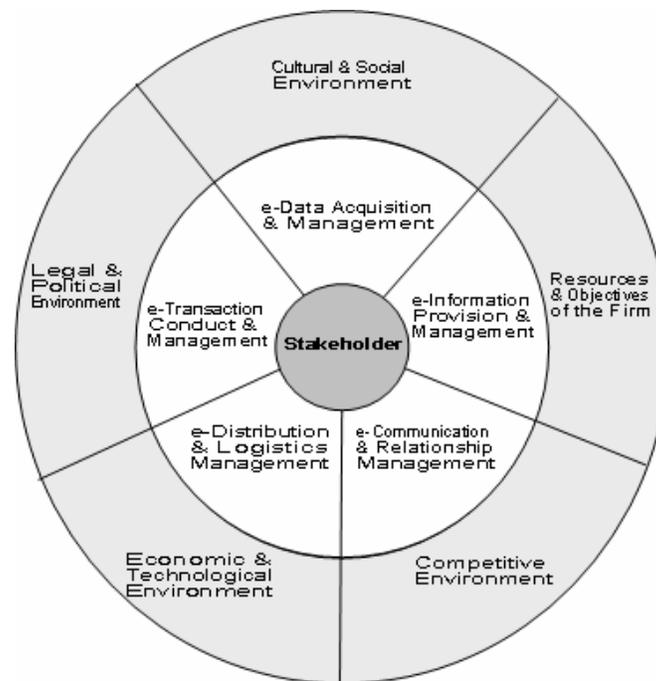
A review of the marketing and related literature reveals numerous examples of empirical research on the use of electronic resources to improve the efficiencies and effectiveness of marketing activities. However, there is yet to be developed a guiding framework that aids the classification of electronic resources. A number of frameworks have been proposed, however each is not without its limitations. For example, Angehrn, (1997) proposed the ICDT model, to classify Internet business strategies, however this model has a narrow technological context (i.e., the Internet), and its emphasis is on business strategy, as opposed to marketing activities. Another classification scheme is the Contemporary Marketing Practice (CMP) framework, first proposed by Coviello, Brodie, and Munro, (1997) and Brodie, Coviello, Brooks, and Litle, (1997). This framework suggests that a variety of marketing approaches exist in marketing practice (e.g., transaction, database, interaction and network marketing). Further developed by Coviello, Milley, and Marcolin, (2001), a fifth element was introduced, e-Marketing. However, this classification scheme specifies that 'e-marketing' is about a dialogue with and among identified buyers and positions database and electronic marketing as differing approaches. Given the limited strategic insight to e-marketing, and the rapid increase in the electronic resources available to marketers, here we conceptualise an 'activity centred' framework.

### **Electronic Marketing 'Activity' Management**

This *Electronic Marketing Activity Management (EMAM)* framework (See Figure 1) outlines five core marketing activities for which we use electronic resources in order to achieve our marketing objectives. Each of the activities specified has been derived from a review of past research (e.g., Angehrn, 1997; Coviello et al., 1997; Robins, 2000; Coviello et al., 2001; Attaran and Attaran, 2002, amongst others) and comprise both an implementation and management element. For example, electronic resources are used to both collect transactional data (e.g., optical mark scanners) and to manage the data once collected (e.g., databases). It is proposed that the content of these marketing activities; the context in which these activities occur; and the process of managing them will change based on the technology used, the objectives set down and other resources (e.g., personnel). Hence the task of interest here is the appropriate selection and use of technology for the activity at hand within

an environmental and market context for successful electronic marketing activity management.

The *EMAM* framework is based on one core development of McCarthy and Perreault's, (1993) marketing mix paradigm and the developing approach of relationship marketing. Here we position the stakeholder as the focal point, as opposed to the customer. This reflects a call for change in developing marketing theory as to the marketing concept. This change is a direct result of the growing use and importance of marketing strategy and marketing activities in the wider business environment. The term stakeholder is used to refer to all those who have a direct interest in or who are effected by the activities of an organisation. This includes management, employees, shareholders, customers, suppliers, distributors and even the community within which the organisation exists. Adopting a wider context for discussion is important as the use of electronic technologies to conduct and manage marketing activities may have an impact on any one or a number of these parties. For example, upgrading the marketing information system will have an impact on employees, and changing the organisations' extranet or EDI network will impact on suppliers and distributors. It is therefore important to identify all possible stakeholder groups that will be influenced by electronic marketing activities, not just the firm's customer.



**Figure 2. The Electronic Marketing Activity Management (EMAM) Framework**

**Table 1: Information Provision & Provision Management**

<i>Activity</i>	<i>Electronic Resource</i>	<i>Sample Sources</i>
Advertising	Task: To provide information impersonally (1-to-many) to stakeholders	
	Television	Krugman, (1965); Goodhardt, Ehrenberg, and Collins, (1975); Rubim, (1984); Barwise and Ehrenberg, (1988);
	Digital/Interactive TV	Pramataris, Papakyriakopoulos et al. (2001); Cowles, (1989)
	Radio	Herzog, (1944)
	Web sites	Dahlen, Rasch, and Rosengren, (2003); Dreze and Zufyden, (1997); Van Doren, Fechner, and Green-Adelsberger, (2000); Stern, Zinkhan, and Holbrook, (2002)
	Web/Internet-based advertising formats (i.e., banner ads, embedded multimedia ads, pop-up ads, interstitials, Web casting, animated cursors, sponsored sites, email ads, search engine listings)	Edwards, Li, and Lee, (2002); Riggins, (2002); Martin, Van Durme, Raulas, and Merisavo, (2003); Arnold, (2003); Greenspan, (2002); Hofäcker and Murphy, (1998); Kartik and Lee, (2003); Briggs and Hollis, (1997); Hoffman and Novak (1996); Berthon, Pitt, and Watson, (1996); Bush, Bush, and Harris, (1998)
	Extranets	Vlosky, Fontenot et al. (2000)
	Mobile Communications (SMS)	Barwise and Strong (2002); Barbieri (2002); Doyle (2001); Griffiths (2003)
	Electronic Kiosks	Tung, (1999)
	ATM's	Edwards (1999); Kessler (2000)
Public Relations	Marketing Information Systems (MkIS) and specialist analyst software	Cooley, (1999)
	Web site	Hurme (2001)
	Automated Internet monitoring and Web clipping services	Hurme, (2001); Murgolo-Poore, Pitt, Berthon, and Prendegast, (2003); Porter, Sallot, Cameron, and Champ, (2001)
Sales Promotions	Intranets	Murgolo-Poore, Pitt et al. (2003); Stoddard (2001)
	Databases (track, store & analyse stakeholder responses)	(Eskin, 1985); (Blattberg and Levin, 1987)
	Barcodes (postal entry forms), automated voice recognition data entry (telephone), web-based entry forms and SMS.	(Griffiths, 2003)
	Internet/Web promotions	Hamman, (2000)
	PC screen savers, CD-ROM/DVD, electronic business cards, customized electronic calculators, calendars, clocks for the desktop.	Feuer, (1999); Mullich (1993)
	Stakeholder databases	Fairlie, (1993); Linton, (1995); Peltier et al., (2003)
Direct Marketing	Call-centre technology, Internet/Web, Television	Tellis, Chandy, and Thanvanich, (2000); Verhoef and Hoeksstra, (2000); Edwards and La Ferle, (2000); Roman, (1995)
	Email	Strategies, (1999); Waring and Martinez, (2002); Martin, Van Durme et al. (2003); IMT (1999); Kelly, (2000);
Communications Mix	Task: To manage the impersonal provision of information to stakeholders	
	MkIS & Database systems	Eskin (1985); Blattberg and Levin (1987); Hamman (2000); Fairlie (1993); Li, McLeod, and Rogers, (2001); Linton (1995); Roman (1995); Peltier, Schibrowsky et al. (2003)
	Ad serving Technology	Hofäcker and Murphy (1998); Kartik and Lee (2003)

Past research on the use of electronic resources for the management and conduct for specific marketing activities is now reviewed. These activities include: data acquisition and management; information provision and management, communication and relationship management; transaction conduct and management and distribution and logistics management. This is by no means an exhaustive review, however provides a foundation upon which to build and develop our understanding of *Electronic Marketing Activity Management (EMAM)*.

### **Electronic Information 'Provision' Activities**

Electronic resources are having a deep impact on the way marketing information is delivered, or transmitted using impersonal (1-to-many) channels of information provision. Firstly, audiences are fragmenting due to the increased choice of media channels available (Kirkham, 1996; Gerhard, 2000); secondly, technological developments are resulting in the complication for marketers of convergence of information delivery systems (Woolmington, 2000; Roberts and Morrison, 2002; Borés, Saurina, and Torres, 2003); thirdly these changes are making it more and more necessary to adopt an integrated approach to information provision (IMC) (Kitchen and Schultz, 1999) with marketers requiring an increased understanding of the delivery channel, the message and the channel needs and behaviour of the target audience (Peltier, Schibrowsky, and Schultz, 2003).

In brief, as summarized in Table 1, developments in electronic technologies are providing marketers with many and varied electronic tools with which to manage and implement the numerous information provision activities.

No longer are advertising, direct marketing, public relations and sales promotions activities limited to a few electronic delivery options. They can now be delivered across a large number of electronic channels, used for effective and efficient achievement of information provision objectives (i.e., increase awareness, strengthen attitudes etc).

### **Electronic Data 'Acquisition' Activities**

With data acquisition and data management becoming increasingly sophisticated through electronic resource development, marketers are using some of the most powerful data gathering and analytical tools currently available (Anselmi, 1997). As summarised below (See Table 2), numerous electronic resources are enabling more effective and efficient acquisition of secondary and primary data and management of this data. These are providing marketers with an extraordinarily powerful way to acquire secondary data and track rich primary data to be used for marketing decision-making.

Table 2: Data Acquisition &amp; Data Management

<i>Activity</i>	<i>Electronic Resource</i>	<i>Sample Sources</i>
Task: To acquire secondary data and/or information about stakeholders		
Access secondary data	Web; CD-ROMs;	Forrest, (1999); Foy, (2003)
Distribute secondary data	Channel: Web; Email; Removable storage devices (i.e., Zip drives) Format: PDF, Word document, Excel spreadsheet etc.	Forrest, (1999); Foy, (2003)
Task: To acquire primary data and/or information about stakeholders		
Surveys	Telephone	Dillman, (1978),
	Facsimile	Dickson and MacLachlan (1996)
	Personal Computers ; Specialist Hardware & Software (e.g., CATI/CAPI)	Liefeld (1988); Couper (2000); Newman, Des Jarlais et al. (2002)
	Email	Oppermann (1995); Bachmann, Elfink et al. (1996);
	Web/Internet	Boyer, Olson, Calantone, and Jackson, (2002); Dillman, (2000); Foo and Hepworth, (2000); Forrest, (1999); Pope, Tam, Forrest, and Henderson, (1997)
Focus Groups & Depth Interviews	Video & Audio Equipment	Morton-Williams and Young (1987); Kirkup and Carrigan (2000)
	Computer hardware technologies (e.g., notebooks); Software technologies (e.g., word processing, database)	Couper, (2000); Liefeld, (1988); Newman et al., (2002).
	Chat Rooms, News groups	Sivadas, Grewal et al. (1998); Sweet (2001); O'Connor and Madge (2003)
	Conferencing Software	Curasi (2001)
Observation	People Meter	Baron (1995); Danaher and Lawrie (1998)
	Geographic Information Systems (GIS)	Byrom, Hernandez et al. (2001)
	Electronic turnstiles, traffic counters & Optical mark scanners	Berné, Cortiñas et al. (2004); Clarke (2001)
	Internet tracking software (cookies)	Clarke (2001)
	Promotion tracking systems & software	Gerhard (2000)
Task: To store, manage and/or analyse secondary and/or primary stakeholder data		
Data Management	Marketing Information Systems (MkIS)	Ashill and Jobber (2001); Li, McLeod et al. (2001) ; Kessler, (2003)
	Database or warehousing Systems	Shaw, Subramaniam et al. (2001); Alishawi, Saez-Pujol et al. (2003); Berné, Cortiñas et al. (2004); O'Connor, Galvin et al. (2004)
	Graphic Development Software (CAD)	Tay and Roy (2003)

### Electronic 1-to-1 Communication Activities

The development and adoption of electronic resources that facilitate 1-to-1 communication with and between stakeholders is quickly highlighting the importance of these electronic resources for transaction and relationship management. Relative to the Web and the Internet, Hoffman and Novak, (1996) termed 1-to-1 and many-to-many interpersonal communication mediated by computing technologies as person interactivity. Further, evident in Table 3 below, electronic-mediated communication systems are increasingly being used to mediate 1-to-1 communication between formal and informal sources of marketing information.

**Table 3. Stakeholder Communication and Relationship Management**

Activity	Electronic Resource	Sample Sources
Task: To interact interpersonally with stakeholders (1-to-1 &/or many-to-many)		
Customer Service	Telephone	Martin and Rouncefield, (2003); Costanzo, Keasey, and Short, (2003); Fraser, (2002)
	Internet/Web	Gianforte, (2000); Walsh and Godfrey, (2000)
	Email	Cravens, (1995); Stevens and Mc Elhill, (2000);
	Newsgroups, Chat & Instant Messaging	Van Dolen and De Ruyter, (2002);
Personal Selling	Notebook computers and personal digital assistants(PDA's)	Cravens, (1995); Rivers and Dart, (1999)
Internal Communications & Virtual Teams	Telephone & facsimile	De Bussy, Ewing, and Pitt, (2003);
	Email	De Bussy et al., (2003); Lipnack and Stamps, (1997); Kelly, (2000); McManus, Sankar, Carr, and Ford, (2002)
	Electronic conferencing (e.g., telephone, video-phone, web etc)	Lipnack and Stamps, (1997); Stough, Eom, and Buckenmyer, (2000)
Task: To manage the interpersonal interaction & relationship with stakeholders		
Communications Management	MkIS & Database systems	Schoenbachler and Gordon, (2002); Crosby and Johnson, (2001); Freedman and Sudoyo, (1999); Sheth, (2002)
	CRM software & systems	Zineldin, (2000),
	Extranets	Vlosky, Fontenot, and Blalock, (2000)

### Electronic Transaction Activities

When we talk about transactions here we are referring to the 'how, when and where' aspects of the transaction process and how both business and

consumer transactions have been influenced by developments in electronic technologies. These include but are not limited to: electronic payment systems (EPS); electronic data interchange (EDI); electronic funds transfer (EFT); electronic funds transfer at point of sale (EFTPOS); network systems such as VANS and IVANS; open buying on the Internet; Internet EDI (OBI); banking Internet payment systems (BIPS); Credit cards; stored value cards (SVCs); facsimile machines, telephones and of course, the Internet (Yu, Hsi, and Kuo, 2002; O'Connor, Galvin, and Evans, 2004). As summarised in Table 4, electronic resources are influencing both the conduct and the management of both B2C and B2B transaction activities.

**Table 4. Transaction Conduct & Management**

Activity	Electronic Resource	Sample Sources
<b>Task: To facilitate electronic transactions with and between stakeholders</b>		
Consumer Purchases	Electronic Funds Transfer at Point of Sale (EFTPOS)	Yu et al., (2002); BIS, (2003)
	Credit Cards & Store Value Cards (SVCs)	Yu et al., (2002); Mauri, (2003); Costanzo et al., (2003); Fraser, (2002)
	Internet/Web	Freeman, (1996); Liao and Tow Cheung, (2001); Alba et al., (1997); Eastlick and Lotz, (1999); Forsythe and Shi, (2003); Doherty, Ellis-Chadwick, and Hart, (1999)
	Interactive and Digital TV	Alba et al., (1997); Eastlick and Lotz, (1999);
Banking & Bill Payment	ATMs	Snee, Moutinho, Chien, Jozsal, and Goode, (2003)
	Telephone	Costanzo et al., (2003); Fraser, (2002); Bell and Gordon, (1999)
	Banking Internet Payment Systems (BIPS)	Yu et al., (2002); Liao, Shao, Wang, and Chen, (1999); Crane and Bodie, (1996); Freeman, (1996)
B2B Transactions	Network Systems (EDI/VANS/iVANS)	Yu et al., (2002); Ranganathan, (2003); Classe, (2003); Wade, (2003); Anderson and Lanen, (2002)
	Electronic Payment Systems (EPS)	Yu et al., (2002)
<b>Task: To manage stakeholder transactions</b>		
	Telephone networks & call centres	Freedman and Sudoyo, (1999); MacDonald and Smith, (2003)
	Data warehousing	Shugan and Desiraju, (2001)

Electronic technologies have increased the efficiency and effectiveness with which orders can be received, processed and executed. Orders can now be submitted in many ways: by mail, by telephone (Bell and Gordon, 1999), through salespeople supported by mobile technologies, or via a computer using the Internet, EDI or extranets (Anderson and Lanen, 2002). As such, electronic technologies have increased product ordering

speed, accuracy and efficiency, providing benefit to both producer and stakeholder.

### **Electronic Distribution & Logistics Management Activities**

In the last decade of the 20th century, electronic resources have revolutionized the management and conduct of distribution activities. Procedures and equipment for providing automatic data collection have progressed from punch card to modern bar-coding systems integrated with radio frequency data communications and hardware and software systems to form advanced company computing distribution systems (Yao and Carlson, 1999). Table 5 summarises a snapshot of the literature on the use of electronic resources for the conduct and management of distribution and logistics activities.

**Table 5. Product Offering Distribution & Logistics Management**

<b>Activity</b>	<b>Electronic Resource</b>	<b>Sample Sources</b>
<b>Task: To electronically distribute the product offering</b>		
Warehousing	Automated distribution Centres	Dadzie and Johnston, (1991)
	Data warehousing	Mason, Ribera, Farris, and Kirk, (2003); Alshawi, Saez-Pujol, and Irani, (2003)
Inventory Management	JIT systems combined with EDI/Extranets	Crowley, (1998); Yao and Carlson, (1999).
Transportation	Vehicle Tracking Technologies	Golob and Regan, (2001); Hesse, (2002); Dreier, (2003)
Electronic Distribution	Internet	Crowley, (1998); Doherty et al., (1999); Byers and Lederer, (2001); Hitt and Frei, (2002)
	Telephone	Costanzo et al., (2003); Byers and Lederer, (2001)
	ATMs	Byers and Lederer, (2001)
<b>Task: To manage the logistical and distribution activities</b>		
	Data warehousing	Mason et al., (2003); Alshawi et al., (2003)
	JIT systems combined with EDI/Extranets	Crowley, (1998); Yao and Carlson, (1999); Golob and Regan, (2001); Dreier, (2003)
	Web-based load matching systems	Gerber, Russ, and Klusch, (2003); Thomas and Eckert, (2003)
	Vehicle Tracking Technologies	Golob and Regan, (2001); Hesse, (2002)

These electronic resources have been further classified by Sum, Teo, and Ng, (2001) into three categories consisting of: 1) high-cost and revolutionary technology (e.g. robotics, automated material handling

equipment, automated storage and retrieval equipment); 2) medium-cost and medium-revolutionary technology (e.g. data handling hardware—barcodes, optical scanners, local area networks, handheld data entry devices; and software—EDI, direct product profitability, etc.) and 3) low-cost, incremental technology (e.g. software applied to inventory control—order selection, short interval scheduling; as well as other functions—sales forecasting, financial support).

## **Conclusion**

In conclusion, for decades, but in particular the past 25 years, electronic technologies have become a much more significant issue for marketers to consider. These technologies include older technologies such as the telephone and television, as well as more recent examples such as email, the Internet and mobile phones. Whilst some organizations will choose to market exclusively via electronic channels, some may choose not to use electronic channels at all. However as evident from the review presented in this paper, most marketing activities have been influenced by developments in electronic technologies. This brings us back to the increasing importance of effective marketing activity planning, management and implementation.

Given the rapid development of electronic resources, to avoid confusion about the role of technology within the marketing concept, we need to refrain from concentrating on specific technologies available or being developed (i.e., web marketing, SMS marketing, mobile marketing). As such we should be focusing on the activities for which we use these technologies, framed within the environmental and stakeholder context. In this paper, the EMAM framework was introduced to assist the classification of electronic resources when planning what electronic resources to use for certain tasks, in order to achieve certain marketing objectives. This framework does not represent a new approach for marketing strategy, but stems from the resources-orientated perspective. Under this approach we concentrate on the management of resources (i.e., electronic technologies) for effective and efficient conduct of marketing activities. This helps to position what electronic marketing is, what it entails and how educators, researchers and managers could approach the area as a selection of specific activities for which electronic resources are used.

In summary, electronic resources are having a profound impact on the environmental situation and stakeholder context within which we choose to compete. However, for marketing management, the implication lies not only in how our market responds to changing technological conditions, but also in how we as marketing managers respond. The implications of electronic resources for marketing management are therefore not just in their existence or development, or even the presence of new 'never been seen before' features. The implication lies in how they are used to improve the effectiveness and/or efficiency of the management and implementation of marketing activities. As stated by Napoleon Bonaparte:

'riches do not consist in the possession of treasures, but in the use made of them'.

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### About The Author

**Kelly Page-Thomas** is a Lecturer in Marketing at Cardiff Business School in the UK. Kelly has her Ph.D. from the University of New South Wales in Sydney, Australia which examined Stakeholder Knowledge and Perceptions of the World Wide Web. Prior to joining the school Kelly

worked in Sydney as a marketing consultant with The Leading Edge Research Group and developed and directed MBA modules on Electronic Marketing, Direct Marketing in Action and undergraduate programs on Marketing Communications. Her areas of current research activity include user knowledge, perceptions and use of electronic technology and electronic marketing strategy and implementation.