

## Chapter IX

# Creating and Sustaining Online Communities: Web-Based Services Meeting the Diverse Needs of Regional and Rural Australia

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### ABSTRACT

*This chapter explores the challenges of establishing and sustaining online communities and regional portals. Theory relevant to online communities, particularly in a regional and rural context, is introduced to provide a context for the MainStreet Regional Portal case study. The author hopes that the dissemination of information on the critical learnings from this project will assist in informing others about the diverse factors which can impact on creating and sustaining online community initiatives, long after initial seed funding has been expended.*

### BACKGROUND

Electronic commerce has been hailed as the business revolution of the information age with promises of new market opportunities, productivity improvements and efficiencies that can maintain or enhance competitiveness (Earl,

2000; Vigo & Arnold, 2000). However in a regional and rural context the availability of practical assistance is limited, and when combined with little local knowledge and experience, the valuation of electronic commerce benefits is often difficult (Ashford, 1999; Papandrea & Wade, 2000; Pattulock & Albury Wodonga Area Consultative Committee, 2000).

Adoption has been promoted on the basis that electronic commerce can eliminate the constraints of time and distance, and provide new marketing, buying and selling opportunities for all kinds of products and services (Crawford, 1998; Alliance for Global Business, 1999; National Office for the Information Economy, 1999; Vigo & Arnold, 2000). Adoption has also been linked to enhancing community well-being (Steinfeld & Whitten, 1999; Brumby, 2001; Local Government Association of Tasmania and Trinitas Pty Ltd, 2001; McGrath & More, 2002; National Office for the Information Economy, 2002). In this context it has been argued that online capabilities can help to stimulate and reinvigorate both geographic communities and communities of interest. Online technologies provide a tool for individual advancement, whether through greater learning opportunities, greater social interaction or greater access to information and services (Department for Information Technology and the Arts, 1998, #310).

In Australia, there has been a vision for portals to be used to open up regional communities to the rest of the world. Government support has been seen "...as enhancing the competence levels of local economies and communities so they become strong enough to deal equitably in an increasingly open marketplace" (McGrath & More, 2002, p. 40).

Two programs managed by the National Office for the Information Economy (NOIE) provide examples of the support available. The Information Technology Online (ITOL) program aims to accelerate Australian adoption of business-to-business e-commerce and encourage collaborative industry-based projects (McGrath & More, 2002). The complementary, five-year, \$250 million program, Networking the Nation, is designed to help bridge gaps in telecommunications services, access, and costs between urban and non-urban Australia. Both programs have provided a funding source for portal initiatives, variously termed as online communities, comprehensive gateways and regional Web sites (Department of Communications Information Technology and the Arts, 2001).

While no formal evaluation of the NTN program has been published, anecdotal evidence suggests that many portal initiatives have struggled to meet their project aims. Some have produced 'static' or 'fixed' solutions. Others have attracted funding without a sufficient understanding of Web portals, online aggregation and/or local needs. Some initiatives have stalled when perceived as a competitive threat to the local IT and Web development industry. Others have experienced delays in implementation and lost momentum because of less time and other resources available to promote the actual use of portal services when delivered. Finally, in terms of ongoing sustainability, it is rare to find examples of portals that have 'life' after funding. Most fail to develop sufficient revenue

streams or systems that can support the project staff, portal content, and infrastructure beyond the seed-funded period.

The recent evaluation of the ITOL program explores the notion of online communities and reports on the success of portal projects (McGrath & More, 2002). Findings indicate that most are not fully meeting original objectives (McGrath & More, 2002, p. 34). Unforeseen challenges during the course of project implementation have included technological problems; delays in legal agreements; slowness of industry and/or project beneficiaries to respond to the e-commerce initiative; and an underestimation of the time and effort required (McGrath & More, 2002, p. 33). For most, the plan to provide full online e-commerce capabilities (for example, online ordering and payments) will not be achieved. Survey respondents have indicated that funding constraints may limit full realisation of future plans for their projects. There is also the suggestion by some project teams that they might modify their project management structure to accommodate funding and personnel constraints (McGrath & More, 2002, p. 34).

McGrath and More observe that these potential online communities are 'evolving rather than having arrived'. Further, that despite the rise of interest in online communities these alliances are not "magic bullets or quick-fix solutions for SMEs or even larger organisations, communities, or industries" (McGrath & More, 2002, p. 67). However "...where commitment, compatibility, [and] shared strategic intent are at the heart of collaborative relationships, success and learning is much more likely to occur" (McGrath & More, 2002, p. 68).

The objective of this chapter is to explore the challenges of establishing and sustaining online communities. This will be achieved by disseminating some of the learning from the implementation and outcomes of the MainStreet.net.au Regional Portal project. This project and subsequent initiatives had their origins in a NTN funded regional portal initiative, which was designed and implemented by the University of Ballarat, Centre for Electronic Commerce and Communications.

While a number of factors are highlighted, the most successful and unique aspect has been the development of a replicable portal framework. It has been this capability that has been leveraged to cause increase in 'buy-in', participation, and ongoing investment in regional Web-based services. Members of 'geographic communities' and 'communities of interest' are able to work with CECC to design and implement sophisticated Web-based services, customized to meet their specific communication, promotional and/or e-commerce needs. Initiatives are then sustained by putting community members in charge of the management of their online community. Local ownership and the sustainability of infrastructure and technical support services have been achieved by effectively aggregating regional demand for portal services.

To provide a context for the MainStreet case study, the next section introduces some theory relevant to virtual communities and portals. The concept

of 'online communities' is introduced and then literature reviewed to identify factors which are important in the success of online community and portal initiatives.

## **THE CONCEPT OF 'ONLINE COMMUNITIES'**

The term 'online community' means different things to different people (Preece, 2000). In early definitions, the term described communication facilitated through bulletin boards. In 1994, for example, Howard Rheingold described virtual communities as "...cultural aggregations that emerge when enough people bump into each other often enough in cyberspace... a group of people who may or may not meet one another face to face, and who exchange words and ideas through the mediation of computer bulletin boards and networks" (Rheingold, 1994, pp. 57-58).

More recent definitions, however, reflect the expansion of Web-based technologies and often link 'online communities' with concepts of regional communities and local strengths (Local Government Association of Tasmania and Trinitas Pty Ltd on Behalf of all Councils in Tasmania, 2001).

NTN describe 'online communities' as 'regional portals' and in the Funding Priorities and Principles identify 'regional portals' as "...one strategy for encouraging regional participation in the information economy." According to NTN, a 'regional portal' can achieve the online aggregation of potential and existing regional presence into a comprehensive portal, gateway or regional Web site. Preference has been given to projects that offer "...inclusive regional aggregation of business, government and community services and which provide interactive services to clients both in and external to the region..." (Department of Communications, Information Technology and the Arts, 2001).

The ITOL program describes 'online communities' as 'portals' in a definition that captures both 'communities of interest' and 'communities of location'. Portal projects are designed to encourage an industry or a region to move online by providing a facility for communication and information sharing among members (McGrath & More, 2002).

Australia's largest telecommunications provider describes 'online communities' as 'community portals'. According to Telstra, 'community portals' are a focal point for the provision of local regional information, a directory with local news services, local weather, community organisations and features such as bulletin boards, discussion forums, a calendar of events and transaction services conducted (Telstra Country Wide, 2002).

In regional Australia many portal initiatives have been premised on fear of external e-commerce ventures badly affecting local industry (McGrath & More, 2002, p. 50). Media and government reports have reinforced notions that those

who ignore the adoption of electronic commerce will do so at their peril (Department of Communications, Information Technology and the Arts, 2000). Recent research, however, identifies a movement beyond the “starry-eyed fascination with, and high expectations of, technology per se,” with the focus now more pragmatically on how ICT can enable enhanced business processes and effective organisational relationships (More & McGrath, 2003).

Various issues require consideration in achieving optimum online collaboration. These include notions of communities, trust and commitment, processes and structure, knowledge management, learning and collaboration (More & McGrath, 2003, p. 1). Some specific factors that have been identified as important in the success of online community and portal initiatives are presented in the next section.

## AREAS OF CHALLENGE AND SUCCESS

In forging and managing online collaboration, people issues rather than technological ones have been identified as the most challenging. “Certainly across a broad range of projects, many have come to realise that managing people, relationships and business processes is harder than managing technology” (McGrath & More, 2002, p. 66). It is easy to underestimate the amount of planning and effort that is needed to build and sustain an online community; therefore care should be taken to avoid miscalculations. In particular “... overlooking the key role of the human facilitator is perhaps the greatest reason that online communities fail to meet the expectations of their designers” (Bernal, 2000, p. 4).

For many projects, collaboration is the key to survival, renewal and growth, especially in regional areas “... where the threat of global competitive dynamics often drove alliances” (McGrath & More, 2002, p. 67). Initiatives, however, with a broad geographical focus can “... encounter difficulties in establishing and maintaining cooperative relationships across multiple communities in their regions” (Simpson, 2002, p. 8).

“Many projects that have adopted a ‘build it and they will come’ approach have been doomed to early failure” (Simpson, 2002, p. 4). Developers need to work with community members to ensure that the goals of the site owner and the needs of community members meet (Preece, 2000). Good online services provide multiple levels of entry, many-to-many relationships, and rapid movement between the services and content of disparate providers (Local Government Association of Tasmania and Trinitas Pty Ltd, 2001).

Community members will need compelling reasons to use and return to an online community again and again. There will be a need to balance supply side investment (access, technical platforms) and demand side investment (content

and services) (Local Government Association of Tasmania and Trinitas Pty Ltd, 2001).

*“If you get this right — if you can identify and fill a need in the lives of your community members — you can go a long way on very little technology. If you miss this, no amount of technology is going to make you successful as a online community” [Amy Jo Kim, The Online Community Report cited in Bernal (2000, p. 3)].*

Engaging and relevant content are vital to increase uptake and sustained use of the Internet. Portal content management strategies should be ‘bottom-up’ in their approach. This can be achieved by providing multiple opportunities for interaction and by providing permission-based access to software that allows members to produce content for their online community (Brumby, 2001; Telstra Country Wide, 2002).

Soft technologies are essential in building user confidence and comfort with new technology. “Individualised awareness raising...training activities, and learner support are key elements in creating within the community the desire, motivation and enthusiasm to trial and take up the technology” (Simpson, 2002, p. 7).

This review has highlighted a selection of factors which can impact on the success or otherwise of portal type initiatives to provide a context for the MainStreet case study, which is presented in the next section.

## MAINSTREET CASE STUDY

In the Central Highlands and Western Regions of Victoria (Australia) there has been a strong recognition of the need to work in partnership to promote electronic commerce adoption. In May 1999 the Golden West Regional Forum, the Central Highlands Area Consultative Committee, and a collective of regional stakeholder organisations engaged the University of Ballarat, Centre for Electronic Commerce and Communications (CECC), to research the requirements and make recommendations on how the region could capture greater advantages from new information and communications technologies.

Around 13,500 businesses operate within the region across ten local government areas. The region extends from Bacchus Marsh through the regional city of Ballarat, and west through the centres of Ararat, Stawell, and Horsham through to the South Australian border. It also extends north and south including the communities of Nhill, Donald, Warracknabeal, Ouyen, Edenhope and Daylesford.

The study identified that although many organisations had developed business practices that worked well in the ‘off-line’ world, they would require

assistance in identifying new processes and practices which could be adopted to overcome obstacles to successful electronic commerce. The research, documented in *Victoria's Golden West Portal Project Business Case* (Thompson, 1999) involved a number of different stages. These included confirming existing regional Web content, examining community portal developments, identifying portal tools, researching potential revenue streams, conducting focus group sessions, and continuing with stakeholder consultation.

The research report described how an environment could be established that would be conducive to the widespread adoption of electronic commerce. Specific recommendations included the following.

- Establishing a membership-based, regional association with a specific focus on electronic commerce.
- Establishing the infrastructure for a manageable and economically-sustainable Internet presence in a way that would encourage and facilitate communities of interest and trading communities, as well as the enhancement of community service.
- Through a regional portal, achieve better Web content coordination, provide a valuable information source for residents, reduce or eliminate potential frustrations for users in finding Web-based information and services, and also enhance efforts to promote all the attributes of the region.
- Support regional businesses that were still at the elementary stage of electronic commerce uptake by providing access to easy-to-use Web-based products and services.
- Provide mentoring services to businesses that were ready to integrate electronic commerce with their particular operations and business plans.

Consultation during the research period, through presentations, focus groups, and briefing sessions, produced some unanticipated benefits and challenges. While consultation acted to increase awareness of what a regional portal was and how such an initiative could be implemented to support economic and social development, it also prematurely raised expectations. Secondly, it introduced both the importance and challenge of achieving 'a local flavour'. Focus-group participants did not identify themselves as belonging to a single region. How then could a regional portal be developed to be 'the region's' first point of electronic contact?

## **ORGANIZATIONAL STRUCTURE AND FUNDING**

The Chamber of Electronic Commerce Western Victoria Inc. (the Chamber) was established to facilitate the advancement of electronic commerce,

promote leadership on electronic commerce issues, facilitate new business development initiatives using electronic commerce and implement the MainStreet portal project.

The fifteen founding members were the organizations that had provided financial contributions to the initial research. Funding applications were prepared, and in November 1999 the MainStreet project secured funding of AUD 274,000 through Networking the Nation, with a further AUD 135,000 approved in May 2000. The Chamber would manage the project through a committee of management. CECC would be contracted to implement the project because they had the specialist skills necessary to develop the portal infrastructure and services. Affiliations would be strengthened with the region's Community Enterprise Centres, businesses in the IT sector, and with organizations such as regional-development bodies, VECCI, and Australian Industry Group.

By June 2000 membership of the Chamber had been increased to fifty with representation across semi-government/utilities (10), local government (9), business (7), education (6), businesses in the IT sector (6), Regional Connectivity and Community Enterprise Centres (5), business associations (3), and professional services (4).

## **CHOOSING WHETHER TO BUY OR BUILD**

Many portal projects produce 'static' or 'fixed' solutions. Applicants secure the funding, call for tenders, have the portal built, and then encourage the target community to use it. The MainStreet model, with the inclusion of a technical team as a critical element, was different, but the decision to have this team was significant in determining how the MainStreet project would evolve. The technical officer and part-time programmers would develop a portal framework based on the core services identified during the preliminary study. All tools would be selected or developed with non-technical end users in mind. The initial toolset would include event calendars; news publishing tools; online registration, payment, and product systems; and access to Web wizards and other Web publishing tools. This would be achieved by incorporating a range of in-house developments with some integration of externally-sourced products.

The core services would create capacities to link regional Internet information and services, construct searchable directories, dynamically generate content like news and weather, distribute publishing and authoring rights, and promote community news and events.

## **IMPLEMENTATION**

During its first year, the MainStreet project was well-promoted with networking and briefing sessions and presentations to stakeholder organizations

and through regular media coverage at the local, regional, and state level (Barker, 1999; Delahunty, 2000; Hodges, 2000; Litras, 2000a; Litras, 2000b; Toia, 2000; Verdon, 2000). These activities were important, as they helped to maintain interest in the project while technical developments proceeded behind the scenes.

The project attracted its first major client early in 2000. The success in securing the Ararat Online project (<http://www.ararat.asn.au>) was attributed to involving regional stakeholders right from the project's beginning. Ararat's Economic Development Manager had participated in a range of activities, meetings and focus group sessions. Through these activities he developed a strong understanding of how MainStreet offered Ararat something different that could be applied immediately to benefit his local community.

Ararat was already more advanced than most communities with regard to its e-commerce uptake, and wanted to stay in that position. Ararat Online (Stage 1) had evolved from a partnership between the Ararat Council and the Ararat Community College in early 1999, with students developing simple Web pages for local businesses and community groups. But there were some limitations: there was a lack of site consistency, no searching capabilities, some quality problems, and an inability to easily update sites. Businesses also had no way of progressing to a higher level of e-commerce activity (Thompson, 2000).

The Ararat Advertiser gave front-page coverage to the announcement that Ararat Online (<http://www.ararat.asn.au>) would upgrade its existing site through MainStreet (Verdon, 2000). The project would include a range of elements, all of which would be delivered through the University of Ballarat's CECC. More than eighty businesses and community groups would directly benefit from an upgrade of their Web presence. They would also be given the opportunity to undertake training so that each organization would gain the skills to manage its own site. A further opportunity would be available for six businesses through an e-commerce mentoring program. Selected businesses would be assisted in the implementation of e-commerce initiatives developed to match their particular business needs.

The value derived for CECC from the Ararat Online project was substantial. First, although the project did not represent a significant 'bottom-line' contribution in the context of the overall project budget, the investment of AUD 8,000 in a regional e-commerce context represented a significant buy-in in the MainStreet product. Second, the Ararat Online project provided an opportunity to showcase the full CECC product suite, the technical capabilities of the Web products, and the training and consulting services. Third, the project would help to address one of the early barriers: people in the target region had a very limited understanding of what a portal was. The Ararat Online project would provide a 'real' example, which it was hoped could be used to demonstrate the value and benefits that were associated with the efficient linking of Internet-based

information and services in an easily searchable form. In other words, the Ararat Online project would establish the first ‘before’ and ‘after’ images. This proved to be a very powerful marketing mechanism for the project.

The project’s technical team (however) had their task doubled — they were now expected to build not one, but two portals and to deliver these within very short periods. They had been working to develop the portal framework already described in this paper. But would it be possible to mirror the MainStreet functionality through sub-communities? To their credit, the technical team took on the challenge enthusiastically, first achieving and then exceeding expectations. They developed a way to replicate the MainStreet functionality, and demonstrated what the results could be — initially through Ararat Online (<http://www.ararat.asn.au>) and then Birchip Cropping Group (<http://www.bcg.org.au>).

The original goal had been to establish MainStreet as the “point of first electronic contact for the region” (Thompson, 1999, p. iv). The vision was that people would find MainStreet, and from there be able to search and access information about a particular region or locate services of a particular type. What was now understood was that ‘communities’ would be more motivated if the functionality of MainStreet could be delivered at a much more local level with local Web addresses and branding. Information could then be filtered up to the MainStreet umbrella so that client communities could be either accessed directly or through MainStreet. While this turned the original concept upside down, there was a strong indication that communities in the region were prepared to pay for both the establishment and the maintenance of such a service.

This replicable portal framework was a ‘product’ that had the potential to generate a significant revenue stream, one which was not identified in the original projections. Through projects like Ararat Online, credibility was established by delivering tailored solutions within very tight time-lines. Completed projects were used as examples to attract further projects, first with Birchip Cropping Group with funding through Multi Media Victoria, and then with local councils who secured funding through the Victorian e-Commerce Early Movers program.

A week of activities marked the official launch of the MainStreet portal in July 2000. The major MainStreet portal launch was held in Ballarat. In Nhill and Ararat, local portals Nhill.com and Ararat Online were launched, and in the Pyrenees and Moorabool regions information sessions were held to promote the opportunity to join local working groups for portals at the very beginning of development (Han, 2000; Lynch, 2000; Vida-Douglas, 2000).

The portal infrastructure and tools have since been replicated to suit a range of different clients. This approach has proved to be a very effective way of getting people actively engaged online. Appendix 1 contains a selection of URLs for clients including local governments, town-based communities, membership-based organizations, industry groups, and small and medium enterprises.

## OUTCOMES

NTN asks funding recipients to measure their progress in addressing a range of barriers to accessing telecommunications infrastructure and services. The following section provides a review of how the MainStreet project contributed in each area to the advancement of ICT and e-commerce uptake.

### **Enhanced Telecommunications Infrastructure and Services**

The replicable portal framework which was developed through the MainStreet portal project is a regional asset which is providing communities with access to a range of tools which make it easier to coordinate and create Web-based information and services.

Tools accessible through CECC have assisted many individuals and communities in advancing their uptake of electronic commerce as they update their own sites, publish event information and news items, or show others how to build simple Web sites. The level of functionality and services accessed is high and, because clients have strong ownership of their online activities, maintain their own Web-based information, and are committed to annually investing to maintain the portal infrastructure and services, the services can continue to be delivered after the initial seed funding period.

### **Increase Access to, and Promote Use of, Services Available through Telecommunications Networks**

The MainStreet project has delivered a variety of training and mentoring initiatives that have promoted the use of Web-based services. Examples include: a 'train the trainer' program delivered to council employees, community enterprise centres, neighbourhood houses, and others; Web wizard training for three-page and ten-page, template driven sites delivered to individual business operators and representatives of community groups; and training delivery and Web site document production to ensure that organizations that developed comprehensive Web sites understand and utilise the full features, and can expand, update, and maintain their own sites. Furthermore, e-commerce mentoring projects were conducted in the Ararat, Pyrenees, and Moorabool Shire regions. In total, 18 businesses were assisted in planning and implementing electronic commerce initiatives developed to meet their particular needs.

The MainStreet project has also supported and encouraged a staged uptake of electronic commerce. Repeat business has become a significant source of development work, which is a strong endorsement of the CECC product. This experience strengthens the view that the best way to increase interest and investment in e-commerce is to demonstrate for a particular community or

organisation the benefits they can immediately receive. Implementing these activities should be the first step with clients who are investing both dollars and time, even if the initial investment is small. This ensures the clients have ownership of the outcomes. The next step is to make sure clients know how to use the services that have been developed. Training needs to be provided so they can quickly gain experience and confidence. The last step is to offer clients new opportunities to assess whether they are ready to build on their earlier electronic commerce activities. This stage tends to involve a combination of both consultancy and technical services, because activities need to be tailored to the particular business needs of the client.

A number of clients have been assisted through these stages with them becoming increasingly confident in both selecting and investing in electronic commerce solutions. Birchip Cropping Group, Ballarat A Learning City, and the Regional Connectivity Project are all examples of CECC clients who have come back for further development.

The Ararat region also provides a number of examples. Ararat Online was the first MainStreet sub-community. When this site was launched it was showcased across Australia and beyond. But as CECC's technical team replicated the framework for other clients, a refined and enhanced version of the original model evolved. So, less than six months after the re-launch of Ararat Online, this client was prepared to re-invest to further upgrade their site. Ararat Rural City (<http://www.ararat.vic.gov.au>) then established a comprehensive council Web site. The Ararat ABCD ([http://www.ararat.asn.au/skills\\_audit/Web site/](http://www.ararat.asn.au/skills_audit/Web_site/)) project accessed development and consulting services to support aspects of its community-building activities, and a further project provided assistance to six of the Ararat's small town communities to launch Web sites that are linked through the community section of Ararat Online.

## **Reduce Disparities in Access to Services and Facilities**

Under most models, the costs to establish (and sustain) a local portal have been substantial, and therefore prohibitive, for small towns and community groups. The CECC portal infrastructure has been developed in such a way that it can be replicated and delivered to both small groups such as Birchip Cropping Group, and to larger communities such as Moorabool, Ararat, and the Pyrenees Shire regions.

The portal tools have been designed so that anyone with an interest can register and publish content on their local sites. These tools are both low-cost and easy to use, thus reducing the two most significant barriers to participation that were identified in the original 'Business Case'.

## CONCLUSION

Through the MainStreet project NTN funding has played a catalytic role in ensuring that regional and rural communities have a greater ability to build on local strengths and capitalize on the opportunities that are provided by electronic commerce and ICT.

The distinguishing feature has been the development of the replicable portal framework. CECC continues to provide clients with access to sophisticated, shared ICT infrastructure, technical and other support services. Clients have strong ownership of their online activities, maintain their own Web-based information, regularly review, upgrade and invest to expand their online offerings, and are committed to annually investing to sustain the portal infrastructure and the services they access. It is for these reasons that services continue to be delivered and sustained long after any initial seed funding has been expended.

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## APPENDIX 1

### **University of Ballarat URL**

University of Ballarat [www.ballarat.edu.au](http://www.ballarat.edu.au)  
CECC [www.cecc.com.au](http://www.cecc.com.au)

### **MainStreet portal URL**

Mainstreet.net.au [www.mainstreet.net.au](http://www.mainstreet.net.au)

### **Geographical portal URLs examples**

Ararat Online [www.ararat.asn.au](http://www.ararat.asn.au)  
Moorabool Online [www.mconline.com.au](http://www.mconline.com.au),  
Pyrenees Online [www.pyrenees.com.au](http://www.pyrenees.com.au),

### **Membership based communities URLs examples**

Birchip Cropping Group [www.bcg.com.au](http://www.bcg.com.au)  
Young Australian Rural Network [www.yarn.gov.au](http://www.yarn.gov.au),  
Rural Regional Research Network [www.cecc.com.au/rrrn](http://www.cecc.com.au/rrrn),  
Pyrenees Hay Processors [www.exporthay.com.au](http://www.exporthay.com.au),

### **Comprehensive Web site URLs examples**

Ballarat A Learning City [www.ballaratlearningcity.com.au](http://www.ballaratlearningcity.com.au)  
Central Highlands Area Consultative Com. [www.chacc.com.au](http://www.chacc.com.au)  
Pyrenees Shire [www.pyrenees.vic.gov.au](http://www.pyrenees.vic.gov.au)  
Regional Connectivity Project [www.regionalconnectivity.org](http://www.regionalconnectivity.org)