

## ABSTRACT

This is a qualitative and multimethodological comparative study, which consists of two main parts: examining the development of new media and analysing and comparing the new media strategies of the three companies studied (Alma Media, Sanoma and the Finnish Broadcasting Company Yleisradio). The study includes the first large-scale review in Finnish of the development of new media, paying attention to the birth of the Internet as well as to mobile media, web TV and any other element of new media. It also concentrates on the function of electronic distribution channels before the age of the Internet, e.g. cable text and videotext. Answers about how the three traditional Finnish media houses began spreading their content to the Internet and wireless applications in 1994–2004 are also given.

In researching the new media strategies the study pays special attention to the attitudes that the three media companies adopted towards the Internet and other forms of new media in their strategies during the years in question. By analysing and comparing, e.g., the companies' strategies and their investments, the study ascertains whether the companies had a joint functional model in adopting new media or acted totally on their own without taking too much notice of the media field overall.

The study makes extensive use of previously published material. The researcher has also interviewed almost twenty people who were involved in getting the companies' new media functions under way. The methods for the interviews were dialogue and snowball sampling. The researcher has created a classification in which he divides the business strategies into four different categories: active strategy, careful strategy, permissive strategy, and passive strategy.

In comparing and analysing the companies the researcher has used the classification devised by Allan Afuah & Christopher L. Tucci. The seven element classification consists of dominant managerial logic, competency trap, fear of cannibalisation and loss of revenue, channel conflict, political power, co-opetitor power and emotional attachment. In analysing the company strategies the researcher has also noted the classifications of convergence made by Everette E. Dennis and Graham Murdock as well as the aspects formulated by Sylvia Chan-Olmsted and Louisa Ha concerning the success of the companies in adopting the Internet into their functions. Based on all these classifications and by further developing them the researcher analyses and compares the success of the new media strategies of the three Finnish companies. The outcome of the study is a conclusion as to what kind of strategies the companies have carried out their new media functions and how they have succeeded in it.