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RESOURCES AND CAPABILITIES APPROACH TO ONLINE STRATEGY – MULTIPLE-CASE STUDY OF FINNISH MAGAZINES' ONLINE SERVICES

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ABSTRACT

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Most Finnish periodical magazines have a website, often an online service. The objective of this thesis is to understand the magazines' resources and capabilities and match them with online strategies' goals and objectives.

The thesis' theoretical part focuses on explaining and classifying resources, capabilities, goals and objectives, and applying everything into Finnish magazine publishing context.

In the empirical part, there is a comparative case study of four magazines. The findings indicate that with cooperating, advertising and community hosting capabilities magazines may utilize their human, brand, content and customer base resources. The resources can be further addressed to reach profitability, customer-centricity and brand congruency goals.

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Lähes kaikilla suomalaisilla aikakauslehdillä on web-sivu, jota voi useimmiten kutsua online-palveluksi. Tämän pro gradu -tutkielman tavoite on ymmärtää aikakauslehtien resurssit ja kyvykkyydet, ja liittää ne online-strategioiden tavoitteisiin.

Tämä pro gradun -tutkielma keskittyy teoreettisesti selittämään ja jaottelamaan resursseja, kyvykkyyksiä ja tavoitteita, ja soveltaa niitä suomalaisen aikakauslehtialan kentässä.

Käytäntöön soveltavassa osassa on 4 yritystä vertaileva tapaustutkimus. Tutkimustulokset osoittavat, että yhteistyö-, mainonta- ja yhteisön vetämissyvykkyyksien avulla aikakauslehdet voivat hyödyntää henkilöstö-, brändi-, sisältö- ja asiakaskuntaresurssejaan. Resurssit voidaan kohdentaa tuottavuuden, asiakaskeskeisyyden ja brändien yhdenmukaisuustavoitteiden saavuttamiseksi.

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1 INTRODUCTION

This master's thesis is part of the Online Triathlon research project at the Technology Business Research Center in Lappeenranta University of Technology. The research project has three focuses: strategy, management of technology and consumer behavior. There are four objectives for the project. Firstly, the objective is to gain a picture of the online services of the Finnish newspaper and magazine publishers; Secondly, to understand which factors affect consumer behavior and loyalty towards traditional newspapers and magazines; Thirdly, to understand how online services affect consumer behavior and loyalty towards traditional newspapers and magazines and lastly to understand publishers' strategic choices, resources and capabilities regard to their online strategy and provided online services, while taking consumers' viewpoints into account.

1.1 Background for the study

The Internet has had its impact on traditional magazine publishing industry in Finland. The Internet delivers the information to the readers, who have learned to demand the information faster, online. As a result, magazines have experienced a shift from static print publishing to dynamic Internet publishing (Grönlund, Toivonen, Antikainen, Bäck, Harju and Sirkkunen 2003). It seems no longer a relevant question for Finnish magazine publishers whether or not a magazine should have an online presence. The Internet is widely utilized in the industry and almost all of the Finnish magazines have a website. It also provides a tool for effective marketing for any magazine willing to invest their effort in it. Moreover, the Internet represents a new application of an old revenue source, advertisements, in the form of banners.

Opportunities that the Internet provides for magazine publisher are numerous. It is almost impossible not to be present online in some form: magazine that chooses not to have an online presence as a part of its strategy will be presented online by someone else. Such presence would not be controlled by the magazine itself. Most magazine publishers' strat-

egies in Finland seem to involve online presence – often in the form of a website. These websites might include different functions and tools available for either paying customers or anyone for free (Ellonen and Kuivalainen 2008). For any of the publishers, use of Internet is something relatively new as the Internet itself is a relatively new invention. Moreover, online presence from the magazines' perspective means new products and new customers. As there are two channels and products, some discussion has raised regarding cannibalization: online service taking the print magazine's customers (Ellonen and Kuivalainen 2007).

The magazine publishers have already gone through a long learning process when developing their strategies including online presence. Literature, e.g. Merrilees (2001) on book industry and Bauer and Colgan (2001) on financial services sector, recognizes various industries' changes caused by existence of the Internet but changes in magazine publishing industry are relatively unstudied regarding the online strategy formulation. This master's thesis focuses on resources and capabilities as background factors for online strategy formulation. It would be important to understand what factors would lead to online success. Resources and capabilities approach is one way to explain online success or failure, in terms of goals being met.

1.2 Purpose, research question and sub-questions

The purpose of this study is to gain deeper understanding of resources and capabilities as the foundation for Finnish magazines' online strategy formulation process. The online strategy is observed as a plan where capabilities are the means to utilize resources. Consequently, resources are utilized to achieve desired goals and objectives. This study will mainly point out whether the resources and capabilities match the goals and objectives. The method to approach the match, reflected also to the format of the research questions, is case study. The first research question of this study is:

- *How do Finnish magazines' resources and capabilities match with their online strategies' goals and objectives?*

To understand Finnish magazines' online strategies, the goals and objectives approach to strategy provides a suitable tool. It is relevant to understand the capabilities as a means to reach the goals and objectives. Capabilities can be also regarded as methods of utilizing resources. Therefore Finnish magazines' resources should be pointed out. In order to answer the main question thoroughly, the following questions are asked:

- *How do Finnish magazines understand their resources?*
- *What are the capabilities Finnish magazines have?*
- *How do Finnish magazines define their goals and objectives?*

This study will also address the issue of some element possibly missing from the strategy and its foundations in resources and capabilities. This perspective will more carefully address the issue of goals and objectives not reached with existing capabilities.

1.3 Literature review and theoretical frame

There are many theories for approaching strategy (Mintzberg 1998). For this study's purposes, it is not useful to understand all the meanings and explanations for strategy. In this research setting (see Background for the study), the Internet has created a new channel for magazine publishers to deliver new products. Ansoff's (1979) approach to strategy responds to the research setting. The approach divides strategy into two dimensions: products and markets. Ansoff's (1979) scope is business strategy and the model introduces four possible strategy variations – market penetration, market development, product development and diversification – according to resources and capabilities the firm does or does not have.

Wernerfelt (1984) introduced resource-based view as a method of observing the strategic choices of a firm from the angle of resources rather than

products. Later literature e.g. Barney (1991) recognizes the resources' importance and brings light to the concept of sustained competitive advantage. Barney explains Porter's (1985) ideas and points out that firm's internal strengths can be exploited to respond to external opportunities. This is seen as the method of creating sustained competitive advantage. Prahalad and Hamel introduced the idea of core competencies. Contrary to Porter's (1985) model with market – with competition and customer at the strategy's starting point – Prahalad and Hamel (1990) see firm's core competence as the start point for the strategy. However, a core competence is also a target for the strategy, built by continuous learning and improvement.

Knowledge-based view treats knowledge as the firm's most important resource (Grant 1996). According to this theory, knowledge integration creates capabilities that can be used to create competitive advantage in dynamic market settings. As well as in Barney (1991), Grant understands resources as the basis for creating competitive advantage. However, the knowledge-based view focuses on knowledge, organizational capabilities and learning. Conner and Prahalad (1996) see knowledge as something affected by the organizational mode. Organizational mode affects ways of blending and using existing knowledge, and learning or development occurring during the work (Conner and Prahalad 1996).

Teece, Pisano and Shuen (1997) introduced an approach to explain how competences and resources could be developed, deployed and protected. The approach presented was named Dynamic Capabilities approach. Dynamic capability was defined as a *“firm's ability to integrate, build and re-configure internal and external competences to address rapidly changing environments”* (Teece et al. 1997). Dynamic capabilities theory can be seen as something quite different from the resource-based or knowledge-based view. It has a clear focus of addressing continuous change.

The frame for this study composes of resources as the components Finnish magazine publishers have for their strategies. These components are utilized with capabilities. Resources can be classified into categories according to different theories. Grant (2002) suggests classification into tangible, intangible and human resources. Ellonen (2007) classifies resources of Finnish magazine publisher into property-based and knowledge-based. However, Ellonen's model includes capabilities in the observation of resources. This study makes a clear distinction between resources and capabilities. Therefore Grant's classification is applied to the framework presented in Figure 1.

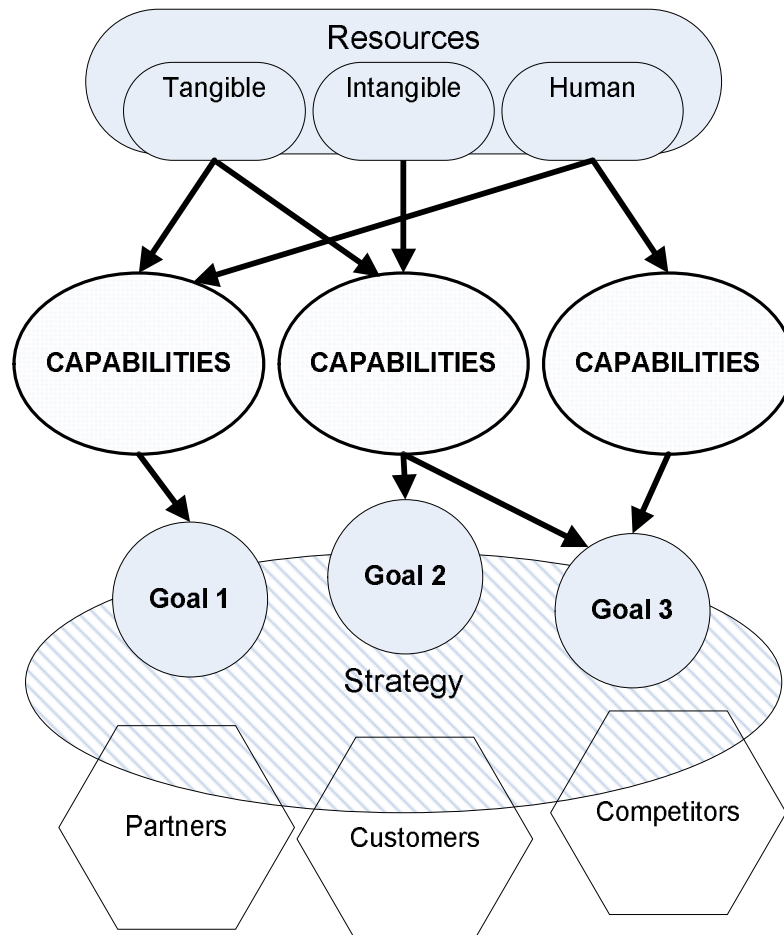


Figure 1. Theoretical frame

Resources, in Figure 1 classified into three categories, are utilized, by capabilities. The goal for strategy should also be the target for resource utilization. External elements – competitors, partners and customers – that

impact strategy are not as such in the focus of this study. However, their presence cannot be completely ignored.

1.4 Definitions

This study makes a distinction between resources and capabilities. They are not studied interchangeably even though there is literature supporting this. E.g. Barney (1991) defines resources as strengths, with capabilities only as subjects to resources.

Resources are defined by Amit and Schoemaker (1993) as “*stocks of available factors that are owned or controlled by the firm*”. Classification by Grant (2002) regards the resources as tangible, intangible or human depending on the nature of the resource in question.

Capabilities are observed in this study as the capacity to deploy resources (Amit and Schoemaker 1993). Terminology regarding capabilities is vast. Prahalad and Hamel (1990) use competencies as a definition similar to capabilities. Foss (1997) points out capabilities are either regarded as organizational capital or as individual skills. This study will emphasize the organizational capabilities as organization utilizes the individuals' human resources.

Competitive advantage by Barney's (1991) definition refers to implementing strategy that creates value and is not implemented by competitors. Collis and Montgomery (1995) remark that the competitive advantage is attributed to owning resources that enable the firm to perform better than competitors.

Mintzberg and Quinn (1996, 102) explain *strategy* as a plan for the future and pattern from the past. Grant (1991) explains resources' and capabilities' importance as the firm's identity in an environment that is unstable and customer service has to evolve. Moreover resources are observed as assets that can be addressed to reach the strategy's purpose – goals and

objectives. Grant's (2002) definition summarizes the strategy as a way to match resources and capabilities to opportunities in external environment.

Resource-based view emphasizes that a firm utilizes its resources and capabilities to create a competitive advantage that ultimately results in superior value creation (Wernerfelt 1984; Barney 1991). *Value* therefore refers to the profits generated by the firm, found on a combination of resources and capabilities.

1.5 Research Methods and delimitations

This study aims to understand how Finnish magazines' resources and capabilities match their online strategies' goals and objectives. This phenomenon is a contemporary one. It is most relevant to utilize qualitative data and accordingly the study is qualitative by nature with research question supporting the approach. Empirical data would not provide with means to perform quantitative analysis. Capabilities would be difficult, due to their nature to quantify. The research questions are set in a manner that leaves it suitable to approach the subject with qualitative analysis. It would be difficult to find answers to the research questions, especially regarding capabilities, with anything but qualitative data.

The study is described as a case study (Yin 2003). To be more specific, it is a multiple-case study. The analysis focuses on four case magazines. A case study, according to Yin (2003, 13), investigates a contemporary phenomenon, moreover, within its real-life context. Yin (2003) makes a further note stating such study suitable especially when boundaries between phenomenon and context are not clear. Ritchie and Lewis (2003) list features of a case study: one case or sometimes several cases are selected, study is detailed and intensive, phenomenon is studied in context and multiple data collection methods are utilized. Yin (2003, 14) understands case study as a comprehensive research strategy.

Yin (2003) explains that a case study should rely on multiple sources of data. Ritchie and Lewis (2003) point this out as multiple perspectives rooted in the same context, meaning multiple data collecting methods and multiple accounts. Multiple accounts here refer to multiple people with their own perspectives differing from each others'. Multiple data sources, multiple perspectives and accounts ensure that the study is conducted in a triangulating fashion.

The empirical part of the study composes of nine interviews. The interviews were conducted as semi-structured with thematic questions to leave the form and order of questions open (Hirsjärvi, Remes and Sajavaara 2003). For this study's interviews, people selected had varying knowledge regarding the questions asked. Some questions could not be answered by some interviewees and the form of asking the question had to be open-ended in order for the interviewee to be able to answer. Personal thoughts and ideas were empowered. Due to these factors, Hirsjärvi et. al. (2003) definition for semi-structured interview proves to be the right choice.

For this study it is not interesting to analyze the products (online service) more deeply as Wernerfelt (1984) points out the difference of resources and products as "two sides of a coin". However, studying the product is necessary up to some extent towards understanding the resources and capabilities important for constructing such a product. The publisher's strategy is seen as a frame for the magazine's strategy setting as it has a direct impact on the magazine's strategy. However, the publisher's strategy is not directly relevant as the study focuses on the magazines and their online strategies. Scope of this study is set on magazine-level. Magazines, to some extent, form their strategies by themselves. Studying publisher-level is not the purpose of this study.

1.6 Structure

This study, as a qualitative one, is divided into two parts. First part, Chapters 1, 2 and 3, focuses on the theory. Chapter 1, Introduction, serves the analysis as the background setting with limits, questions, frame and structure. Chapter 2 divided into three main parts, explains resources, capabilities and online strategy while Chapter 3 takes the analysis further to Finnish magazine publishing industry context.

The second part focuses on an empirical application of the theory. This empirical part consists of Chapters 4, 5, 6 and 7. In Chapter 4, Methodology, the rules are set and methods are explained for the empirical study. Chapter 5 is a descriptive chapter with four case descriptions while Chapter 6 leads the study to analysis by means of a cross-case study. Chapter 7, Conclusions, is a summary that reflects the empirical findings to the theory and answers the research questions.

2 RESOURCES, CAPABILITIES AND ONLINE STRATEGY

The first part of the chapter will introduce the resource-based theory, different schools within the theory, concepts and classification methods for resources and capabilities. It will form the theoretical basis for understanding strategy, resources and capabilities. At the end of this chapter, Ansoff's product–market strategy matrix with its four strategic outcomes is introduced. The Ansoff matrix will serve as the linking element to the industry context explained in the next chapter.

2.1 Resource-based theory

Resource-based theory, referred to as RBT, observes a firm from the point of its resources. Penrose (1959) is recognized as the founder of the theory even though the ideas have existed in earlier publications. The theory is divided into different schools with their own focuses and points of interests. Acedo, Barroso and Galan (2006) point out that RBT can be seen mainly divided into three main trends: resource-based view (RBV), knowledge-based view (KBV) and relational view.

Wernerfelt (1984) presented RBV as a tool to analyze a firm from the resource-setting instead of looking at the product-side. Resources, in this model, are the basis for competitive advantage. RBV differs from Porter's (1985) model that merely is focused on firm's products instead of resources. However, the aim for both models is to understand sources for competitive advantage. Barney (1986a, 1986b, 1991, 2001a, 2001b) is the developer of the RBV side of the theory (Acedo et. al. 2006). His work is supported widely within the RBV research.

KBV can be understood as a theory arising from Penrose's (1959) ideas (Spender 1996; Foss 1997; 1998). The approach treats firm as a body of knowledge and distinction is made between two types of knowledge – knowing how and knowing about (Grant 1996; Spender 1996). These types of knowledge, as two dimensions, can be referred to as tacit and explicit. Firm, by Grant's (1996) definition is the knowledge system. Know-

ledge in the firm is carried by its routines. Moreover, knowledge is the most important resource for a firm.

2.1.1 VRIN attributes

Sustainable competitive advantage, explained by RBV, can be reached by certain characteristics that resources should have. Barney (1986) explains these characteristics as source for sustained superior financial performance. Barney's (1991) definition states that resources must be "*valuable, rare, imperfectly imitable, and non-substitutable*" in order to be a source for sustained competitive advantage. These characteristics are referred to as VRIN attributes. Studies recognize these attributes by different names and Barney's (1991) definitions are extended:

Valuable resources

Resources are *valuable*, by Barney's (1991) definition, when firm can use them to enable, conceive of or implement strategies improving its efficiency and effectiveness. Grant (1991) explains the value as *durability* that varies due to pace of technological change influencing the life-spans of capital equipment and technological resources. Moreover, Collis and Montgomery (1995) state that most resources have limited life and will earn only profits for certain period of time.

Appropriability influences the value of a resource. Collis and Montgomery (1995) note that even though a firm may possess a resource, the value generated may not necessarily flow to the firm. E.g. customers, distributors, suppliers and employees sharing the value have to be taken into account. To understand the bigger picture, Collis and Montgomery (1995) also point out the importance of the resource's *competitive superiority*. Comparison to competitors' resources reveals the real value.

Rare resources

Barney (1991) states comprehensively that several firms possessing a rare resource would lead to a situation where the firms could implement a

common strategy. In such case, no firm would have competitive advantage provided by the rare resource. Moreover, such a resource could not be regarded rare by definition. The rarity however, could be observed in a wider context. E.g. Amit and Schoemaker (1993) refer to *scarcity* and *low tradability*. Grant (1991) refers to *transferability* explaining that most resources are not freely transferable between firms. Such imperfections in transferability arise from geographical immobility, imperfect information, and firm-specific nature of the resource (Grant 1991).

Imperfectly imitable resources

Competitive advantage can be regarded sustainable only if it is created with a resource that cannot be obtained by firms that do not possess the resource (Barney 1991). Resource that cannot be obtained by others is described as imperfectly imitable. Amit and Schoemaker (1993) point out that entrants' incentives to imitate the resource can be lessened by building isolating mechanisms. However, inimitability can hardly last forever (Collis and Montgomery 1995).

In-imitability of resources is dependent on several factors. Dietrickx and Cool (1989) understand the imitability related to processes of resource accumulation. They identify following characteristics:

- Time compression diseconomies (longer time spent results in better outcomes even though the amount of work input was the same)
- Resource mass efficiencies (in addition to volume, favorable resource positions accumulate)
- Interconnectedness of resources (different resources can be combined)
- Resource erosion (resources decay and entry deterrence gains importance)
- Causal ambiguity (levels of stocks determine probability of success when there is no certainty over how to actually accumulate resources).

Collis and Montgomery (1995) understand causal ambiguity more as an organizational capability. In addition, they list characteristics of resource-based strategies creating sustainability: physical uniqueness, path-dependency and economic deterrence. Reed and DeFillippi (1990) point out tacitness as one of the factors.

Barney (1991) specifies that obtaining resources that are imperfectly imitable is dependent on unique historical conditions, linkage between possessed resources and sustained competitive advantage is causally ambiguous or the resource is socially complex. Unique historical conditions translate to firm's place in time and space as the factor defining the access to obtaining the resource (Barney 1991). Reed and DeFillippi (1990) point out that ambiguity in business actions and outcomes can prevent imitation. Moreover, they understand competition aggressiveness and degree of ambiguity as determining factors for barriers' strength and rate of decay. Social complexity is explained by Barney (1991) by complexity and sociality of resources. Other firms might be incapable of imitating resources based on highly complex phenomena.

Non-substitutable resources

The frame of five forces, introduced by Porter (1985), treats the threat of substitutes as a major element in industry competition and thereby strategy. Grant's (1991) terminology addresses the substitutability as replicability. Barney's (1991) approach defines the requirement: there must be no equivalent for the resource. The substitutability is explained to have two forms. The first form is similarity of resource enabling the duplication of competitive advantage even though the resource might be different. The second form appears as a result of strategy based on very different resources – resources are each other's substitutes but the outcome of the strategy is similar. (Barney 1991)

Similarly to Barney's idea, Collis and Montgomery (1995) point out that even though some resources cannot be directly replicated, different re-

source can be used to offer the customers a substitute product or service. However, Dietrickx and Cool (1989) claim that firms that base their competitive advantage upon the stock of resources may be able to sustain competitive advantage. This is due to asset mass efficiencies and time compression diseconomies (see Imperfectly imitable resources subchapter).

2.1.2 Classification of resources

Barney (1991) classifies resources into three categories: physical, human, and organizational. However, this approach treats capabilities as resources which is problematic in the given research context. Distinction between resources and capabilities in Amit and Schoemaker (1993) calls for another model to classify resources. Grant's (2002) model takes into account the model by Amit and Schoemaker. Resources are classified by Grant (2002, 139-145) into tangible, intangible and human categories as seen in Table 1.

Table 1. Grant's (2002) Classification of resources

Tangible resources	Financial
	Physical
Intangible resources	Technology
	Reputation
	Culture
Human resources	Skills and know-how
	Capacity for communication and collaboration
	Motivation

Adapted from Grant (2002)

The tangible resources are easily understood as figures reported by the firm. However, they should rather be evaluated by their potential to create competitive advantage (Grant 2002) as he claims that intangible resources contribute more to asset value than tangible ones.

Human capital, by Nahapiet and Ghosal (1998) can be seen as a strategic resource – integral to VRIN attributes and having connection to intellectual capital. The definition differs from Grant's (2002) where productive services offered to the firm by humans are defined as the human resources. Nahapiet and Ghosal (1998) argue that firms developing particular configurations of social capital would be more successful.

(Amit and Schoemaker 1993) divide resources into two main domains – *knowledge-based and property-based* – according to their imitability (Miller and Shamsie 1996). Imperfectly imitable was previously mentioned as a requirement for a resource that according to Barney (1991) could be utilized to create sustained competitive advantage.

Property-based resources, by definition, belong to firms property. Barney (1991) explains that property rights control appropriable resources that tie up a specific and well-defined asset. This translates to ownership of a resource. Such a resource is protected legally against imitation. In case a rival desires to have the resource, it has to pay the owner. (Miller and Shamsie 1996)

Knowledge-based resources are not legally owned by the firms. However, they are protected by knowledge barriers. They cannot be replicated by others due to their nature. Lippman and Rumelt (1982) explain the nature defining knowledge-based resources hard to understand, based on talents that create results difficult to distinguish. Miller and Shamsie (1996) define these resources as technical, creative, and collaborative skills. They make further notes that such skills provide firms with means to adapt products to market needs.

2.2 Capabilities

Capabilities are explained by Amit and Schoemaker (1993) as a firm's capacity to deploy resources. Amit and Schoemaker (1993) also define capabilities as information-based tangible or intangible processes. Moreover,

the theory considers capabilities as firm-specific processes developed over time. According to Kogut and Zander (1992) capabilities focus on understanding why organizations differ in their performance. It is up to the firms' decision which capabilities to maintain and develop. Decision is influenced by the current knowledge of the firm as well as expectation of profits gained from searching the opportunities in new technologies and organizing principles as platforms into future market developments. (Kogut and Zander 1992)

2.2.1 Capabilities: classification by Abernathy and Clark

Theory introduced by Abernathy and Clark (1984) treats capabilities as the competitive ingredients of a firm. Even though the theory focuses on innovation and its significance for competition, and treats capabilities merely as domains of innovative action, the classification is clear. Moreover, it is in line with Ansoff's (1958; 1979) product–market division. Abernathy and Clark (1984) classify capabilities into two categories – technology and market as seen in Table 2.

Table 2. Abernathy and Clark's model for classifying capabilities

Domains	Capabilities
Technology and production	Design and embodiment of technology
	Production systems and organization
	Skills: labor, managerial and technical
	Materials and supplier relations
	Capital equipment
	Knowledge and experience base
Market and customer	Relationship with customer base
	Customer applications
	Channels of distribution and service
	Customer knowledge
	Modes of customer communication

Adapted from Abernathy and Clark (1984)

Firstly, the classification regards technology in a wider context that includes production and operations. Physical characteristics of the product

such as performance, appearance, quality and cost are taken into account in the technology class. These characteristics are linked to competition. Knowledge is held by individuals, but is also expressed in regularities by which members cooperate in a social community (Kogut and Zander 1992). In Abernathy and Clark (1984) classification, there is a distinction between skills and knowledge embodied by individuals and a collective understanding shared by the group.

Secondly, the market domain observes the customer side linkage of capabilities. Strength of the relationship, target group, customers' relationship with product, product knowledge and experience required, delivery and information are included in the market domain. (Abernathy and Clark 1984)

2.2.2 Capability classification according to Grant

Organizational capabilities is term Grant (2002) uses to refer to firm's capacity for undertaking a particular productive activity. The classification model has a focus on capabilities relative to other firms – competition. Moreover, the capabilities are classified according to functions in a firm in which they play a role. See the functional classification of organizational capabilities in Table 3.

Table 3. Grant's model for classifying capabilities

Corporate functions	Financial control
	Strategic management of multiple businesses
	Strategic innovation
	Coordinating divisional and business unit management
	Acquisition management
Management information	Comprehensive
	Integrated management information system
	Linked to managerial decision making
Research and development	Research
	Innovative new product development
	Fast-cycle new product development
Manufacturing	Efficiency in volume
	Continual improvements in production processes
	Flexibility and speed of response
Product design	Design capability
Marketing	Brand management and promotion
	Promoting and exploiting reputation for quality
	Identifying and responding to market trends
Sales and distribution	Effective sales promotion and execution
	Efficiency and speed of order processing
	Speed of distribution
	Quality and effectiveness of customer service

Adapted from Grant (2002)

Grant's (2002) model provides a tool for distinguishing different functional capability sets. However, Abernathy and Clark (1984) refer mainly to the same functions with the difference that they are less detailed.

2.2.3 VRIN and capabilities

Barney's (1991) definition states that resources must be "*valuable, rare, imperfectly imitable, and non-substitutable*" in order for the resource to be a source for sustained competitive advantage. Barney's definition of resources however includes capabilities whereas Grant (1991) sees them as a separate entity. Capabilities are explained by Grant (1991) as organizational routines and where Barney (1991) uses VRIN attributes for resources, Grant (1991) has a differing approach labeling these attributes –

regarding both resources and capabilities – *durability, transparency, transferability and replicability*.

Durability refers to what is labeled as value of resources by Barney. Grant (1991) sees the durability more important for capabilities than for resources. Capabilities have potential to be more durable because firms have the ability to maintain capabilities. This is due to being able to replicate individual resources. Resource might not be durable but when replaced, it still contributes to the same capability. (Grant 1991)

Transparency of competitive advantage refers to a case of strategy imitation. The speed that competitors imitate strategies is the defining factor of sustainability of competitive advantage. Imitation is very difficult in case there are multiple capabilities as the foundation for the strategy. In order to imitate a firm's strategy, the capabilities of the given firm have to be established. An imitator would have to establish these capabilities in order to pursue the same strategy. This includes also determining what resources are required to have these capabilities. Moreover, capabilities relying on more complex patterns of coordinating diverse resources mentioned are especially hard to imitate. (Grant 1991)

Transferability is an issue of competitors being able to acquire resources and capabilities possessed by the firm. Grant (1991) lists sources for imperfections in transferability: geographical immobility, imperfect information, firm-specific resources and immobility of capabilities. Immobility is explained by capabilities requiring resource teams, which makes transferring a capability difficult. Transferring a capability requires transferring a team of the resources. However, even when transferred, the recreation of capabilities is uncertain. (Grant 1991)

Grant (1991) points out that some resources and capabilities can be replicated by internal investment. However, capabilities are much more difficult to replicate due to the complexity of organizational routines involved. Cha-

characteristics influencing replicability, identified by Dietrickx and Cool (1989), were labeled earlier regarding resources. The characteristics are: time compression diseconomies, resource mass efficiencies, interconnectedness of resources, resource erosion and causal ambiguity. The same characteristics link to capabilities. Based on work by Dietrickx and Cool (1989), Grant (1991) points out that even if replication might be possible, dynamics of stock-flow relationship might offer an advantage.

2.3 Product–market strategies

“How well will a particular move, if it is successful, meet with the company’s objectives? “ (Ansoff 1958)

Invested existing resources are the basis for launching strategies. In contrast, it is strategies that generate resources. Bowman and Hurry (1993) state that strategies emerge from resources. They also refer to the option lens regarding strategic decisions. The option lens provides a view of an organization's resources, capabilities and assets — as a bundle of options for future strategic choice (Bowman and Hurry 1993).

Of all strategy-related studies and theories explaining strategy, Ansoff's (1979) model is selected as the one most suitable for this study's purposes. The reason for utilizing the model is the research context (see chapter 1). Ansoff (1979) divides strategy into two dimensions: products and markets. The result is a product–market matrix. Strategies are classified according to new and existing products, and new and existing markets of the firm as in Table 4. Ansoff (1958) defines the product-market strategy as a joint-statement of a product line and the corresponding set of missions. Products fulfill the goals that they were designed to fulfill. They are the tangible outcomes of firms' selections that are found on their resources and capabilities.

Table 4. Product–market matrix

	Existing products	New products
Existing markets	<i>Market penetration</i>	<i>Product development</i>
New markets	<i>Market development</i>	<i>Diversification</i>

Adapted from Ansoff (1979)

Market penetration

A firm with market penetration strategy uses existing products in their current market segments. Market penetration strategy utilizes many of the firm's existing resources and capabilities. This kind of strategy is suitable when the market is a growing one. A firm only has to maintain its market share to have growth. (Ansoff 1979)

Market development

A firm targeting its existing products to new markets – segments or areas – has a market development strategy. This kind of strategy fits a firm with strong product-related resources and capabilities. In contrast, such strategy does not necessarily demand specific market-related experience. (Ansoff 1979)

Product development

As existing market segments are targeted with new products that a firm develops, this strategy could be suitable when a firm's resources and capabilities are related to specific markets. Product-experience for specific products is not needed as such. However, it could be useful for product development. (Ansoff 1979)

Diversification

Diversification means that a firm grows by diversifying into new businesses. This means both developing new products and targeting new markets with the products. The strategy requires a firm to develop both product and market sides and therefore it might require resources and capabilities that do not exist yet. (Ansoff 1979)

3 STRATEGY AND FINNISH MAGAZINE PUBLISHING INDUSTRY

In this chapter, resource-based view of strategy is applied to Finnish magazine publishing industry. The chapter begins with introduction to what a magazine is; Meanings of resources and capabilities, as well as classifications, are explained in this setting. At the end of the chapter, a frame illustrates the resources, capabilities and strategies' goals and objectives in the industry context.

3.1 Magazine publishing

Magazine publishing belongs to a wider context – the media industry. In Picard (2005) the media industry is divided, by employing strategies, into two. Picard's (2005) division is based on characteristics of media products, and suggests that there are single creation products and continuous creation products. Furthermore, magazines can be seen as products of continuous creation media. This is due to Picard's (2005) note of on-going creation within a package that exhibits continuity.

Finnish Periodical Publishers' Association defines a magazine as a publication that

- is issued at least four times a year
- contains several articles or other editorial content per issue
- is for anyone to subscribe to or extensively available
- is not mainly composed of business information, price lists, announcements or advertisement
- can be of any size or paper, or only an Internet publication (FPPA 2007).

Classification of magazines can be generally done according to the audience. Grönlund et. al. (2003) use a classification method useful for studying the Finnish magazine publishing industry. Magazines are classified by

Grönlund et. al. (2003) into general interest, profession and organization (association), opinion and customer magazines. Daly, Henry and Ryder (1997, 8–10) use a wider method for classification. Their scale covers major niches: automotive, boating, associations, clubs and institutions, epicurean, general interest, home, in-flight, in-hotel, and other passenger magazines, men's, women's, music and entertainment, outdoor and sport, parenting and family, photography, science and technology, ethnic, youth, regional, political, farm and medical.

Finland is a small market for any magazine that aims to be profit-making because a magazine is a personal media and the target group is limited. Therefore the circulation cannot be as vast as in bigger market areas such as the United States. As a result of smaller circulation, the profits made are smaller. This results in fewer resources allocated within the magazine and its different functions. The Finnish magazine industry is scattered and only a small amount of magazines is published by commercial publishers (Grönlund et. al. 2003). However, eight publishers dominate the market. To be even more specific, Grönlund et. al. (2003) point out that in 2001 there were four big publishers that are clearly bigger than others and could be seen the main players in the market.

Market size, language, culture and many other factors define a magazines' work. The industries are different between countries. Roughly the same rules can be applied to the Finnish magazine publishing industry as to other magazine publishing industries. However, the Finnish magazine publishing industry differs significantly from magazine industries in other European countries. Grönlund et. al. (2003) report that in 2001, regarding magazines for big audience, Finland was one of the few European countries with subscribing income being bigger than copy-sales income. As subscribing is important for Finns, there could be some implications to the magazines' online services.

Daly et. al. (1997, 12) define the publishing industry as a three legged stool. Editorial, advertising and circulation are the basic functions. To have readers, a magazine has to have quality content for the readers. For content creation, the magazine needs resources and funds. Advertisers pay for visibility and targeted audience. The editorial side has to know the customer to sell ads to advertisers. Readers and subscribers are another source of money for the magazine. However, some magazines are freely distributed with only ad funding, and some magazines have no ads at all as the funding comes from only subscriptions, copy-sales or other sources. (Daly et. Al. 1997)

The content of magazines is copyright protected. Daly et. al. 1997 explain that an article published in a magazine creates a partnership involving the author, publisher and reader. Each state has rights regarding the published article. The setting is more complicated when taken to the online environment as the content might not be created by the editorial staff. The content may as well be created by users – depending on the magazine's choices regarding the online service.

3.2 Magazines' resources and capabilities

According to Ellonen (2007) is suitable for analyzing media companies' resources, to use categorization between property-based and knowledge-based resources. Ellonen's (2007) findings reveal several key resources that can be categorized under these classes. Furthermore, the findings focus on the impact of the Internet. See Table 5.

Table 5. The impact of the Internet on the key resources of a magazine publisher

Type of resources	Key resources of a magazine publisher	The impact of the Internet
Property-based resources	Brands	Focal asset on the Internet: trust & differentiation
	Copyrights	Focal asset needed for content management and multichannel publishing
	Customer database	The Internet is a new means for updating and extending customer database
Knowledge-based resources	Target-group skills	No major changes
	Editorial skills	Multichannel editorial skills, content-management skills needed
	Customer-relationship-management skills	No major changes
	Marketing skills	Marketing of multichannel concepts, creating new needs for customers
	Circulation-sales skills	No major changes
	Advertising-sales skills	No major changes
	Business skills	Understanding of business logic needed
	Leadership and management skills	Fostering attitudinal change
	Support-function skills (accounting, finance, pre press, printing)	No changes
		New technical skills needed
		Organizational learning needed
	Capabilities for change needed	

Derived from Ellonen (2007)

Ellonen (2007) recognizes property-based resources: customer databases, brands and copyrights. These property-based resources, as explained in Barney (1991), are inimitable. This is due to copyright protection of a magazine's content. Moreover, copyrights also apply to at least some of the content of a magazine's online service. Knowledge-based resources refer to skills and knowledge (Ellonen 2007). Skills and knowledge are quite intangible and very firm-specific. By previous remarks and selections made regarding definitions, knowledge-based resources are seen as capabilities.

Ellonen's (2007) terminology leaves content irrelevant and refers to copyrights. This study will emphasize content instead. Content, to which a magazine has copyrights, is a resource. Ellonen (2007) points out content management and multichanneling are capabilities linking to this resource.

3.2.1 Classification of magazines' resources

Resources are classified in this study according to Grant's (2002) categories: tangible, intangible and human. See table 6 below. However, subcategories used by Grant (2002) for classification cannot be used as such for purposes of this study. The focus on magazines and especially the research context and industry require some changes to the classification. Grant's classes are seen suitable for this study but the resources should be titled in a manner more suitable for magazine publishing industry. Picard (2005), Ellonen (2007) and Daly et. al. (1997) provide some insights as to what the resource-classes could be under each main class.

Table 6. Magazine's resources classified

Tangible	Intangible	Human
Content	Magazine brand	Editorial and advertising
Customer-base	Online service brand	Online-related
Publisher's organization	Technology	External

Adapted from Grant (2002), Picard (2005), Ellonen (2007) and Daly et. al. (1997)

Property-based resources recognized by Ellonen (2007) included brands, copyrights and customer database. Knowledge-based resources were regarded as capabilities. When applied to Grant's (2002) classification, copyrights (regarded as content) and customer database can be understood as tangible resources. Customer database refers to data. The concept is extended to cover more, and therefore this study will use customer-base as the definition. Grant (2002) named tangible resources either financial or physical. The publisher makes the strategic decisions regarding magazines finances, therefore finances are not the focus of the study. However,

the importance of finances to a magazine cannot be dismissed and that leads the study to understand finances as something that is involved in publisher's organization – which is classified as a tangible resource.

Brand – an intangible element – is the very core of the magazine. Picard (2005) sees the brand's importance as crucial for a continuous creation media product. Furthermore, Ellonen (2007) points out that the Internet has increased the value of brands. For the classification used in this study, Grant categorizes reputation and culture under the concept of brand. It is also necessary to point out that even though a magazine as a unit of its publisher's organization is not fully independent, it still might have more than one brand to manage. The magazine might be presented with a different brand in print than it is presented online. In addition, there might be more than these two brand elements to manage. These elements are ruled out from this study but might still have influence on the resources a magazine possesses. Technology, as one of Grant's (2002) intangible resources, could be understood as a capability. However, it is also a resource, as an existing set of platform, tools and utilities for making the magazine as a print and online service.

Human resources were labeled by Grant (2002) as skills and know-how, capacity for communication and collaboration, and motivation. However, this study has to mainly approach these attributes as capabilities. Resources labeled as human-related are simply taken from the publisher's organization. The definition from Daly et. al. (1997, 12) for the publishing industry as a three legged stool provides this study with three functions: editorial, advertising and circulation. Editorial function is obviously a function located in the magazine. Advertising, even though it could be located elsewhere in publisher's organization, must also be somehow linked to a magazine's work. Circulation, even if linked to a magazine's work, seems less connected to a magazine. Daly et. al. (1997) leave the Internet out of their scope. However, there has to be human resources, whether located

in the magazine or elsewhere in the publisher's organization, allocated to work with the online service.

3.2.2 Classification of magazines' capabilities

To understand the capabilities that Finnish magazines might have, only some remarks can be made. As mentioned, each firm has very unique capability-sets and only general implications for the magazine publishing industry can be made. Due to observing strategy as an organization's resources, and capabilities as means to utilize them as a set of options for choice (Bowman and Hurry 1993), capabilities might differ greatly even within a given industry context. However, Abernathy and Clark (1984) provide this study with a lens to categorize the capabilities that magazines might have. Abernathy and Clark's model suits this study because it addresses two dimensions similarly to what Ansoff's (1978) matrix does.

In Abernathy and Clark's (1984) model, capabilities are divided into two dimensions: technology or production and market or customer. Abernathy and Clark (1984) did not design the model with the purpose to utilize it for analyzing media industry. Instead it is very industrially-oriented. However, with some adjustments explained in the next paragraphs, the classification is suitable. See Table 7 for the classification.

Table 7. Classification of magazines' capabilities

Technology and production	User-customer market	Advertiser-customer market
Design and embodiment of technology	Relationship with customer base	Relationship with customer base
Production systems and organization	Customer applications	Customer applications
Skills	Channels of distribution and service	Channels of distribution and service
Materials and supplier relations	Customer knowledge	Customer knowledge
Capital equipment	Modes of customer communication	Modes of customer communication
Knowledge and experience base		

Adapted from Abernathy and Clark (1984)

Technology and production dimension of the classification focuses on *design and embodiment of technology, production systems and organization, skills, materials and supplier relations, capital equipment, knowledge and experience base* (Abernathy and Clark 1984). Picard's (2005) study points out that continuous creation media product such as a magazine has its capabilities in not only content creation but also selection, processing and packaging of the content. Ellonen (2007) on the other hand refers to content management and multichanneling – adding magazine's online service into the picture.

Market and customer dimension has to be divided further. According to Daly et. al. (1997) and Picard (2005) the market is a two-fold dimension. Magazine, including its online service, is regarded as a dual-product (Picard 2005). Besides having an audience of readers and users, the product has advertiser-customers. Abernathy and Clark's (1984) classification is applied for both dimensions – audience and advertisers. To clarify, these dimensions will be referred to as *user-customer market* and *advertiser-customer market*. The magazine's capabilities linking to both user-customers and advertiser-customers are named, as they originally were labeled: *relationship with customer base, customer applications, channels of distribution and service, customer knowledge and modes of customer communication* (Abernathy and Clark 1984).

3.3 Magazines' online strategies

Product–market matrix, introduced earlier in chapter 2.3, would suggest that strategies are formed on the basis of existing or new products and existing or new markets. Ellonen and Kuivalainen (2007) note that the most common strategy for a consumer magazine's online service would be to support existing products and target a mass audience. In the case of product development, existing market segments are targeted with new products (Ansoff 2007). It is therefore relevant to question whether an online service is a new product or a supporting element of an existing product.

There is also evidence suggesting that magazines have entered new markets or expanded the existing ones. FIPP (2007) lists four objectives magazines' websites have had:

- to create new revenue streams/profits in the long term
- to expand the audience beyond the print audience base by creating an online audience (ie. including non-readers of the print publication)
- to use the website to attract new readers for the print products
- to build a community around the brand

It would appear that magazines, by launching online services, did take the challenge of diversification strategy. Thus, magazines would have tried to grow by diversifying into new businesses by both developing new products and by targeting new markets with the products. Online services would be the new products. New markets would be the audience beyond the print audience – a.k.a. online audience. Presently online services and new markets could already be regarded as existing products and existing customers.

3.4 Detailed research framework

Figure 2 below is the summary of this chapter's content. It also serves as the detailed research framework of this study. Empirical study later is found on the figure. The classification of the capabilities will not be taken directly to empirical analysis of the capabilities due to expected data-originated capability classes.

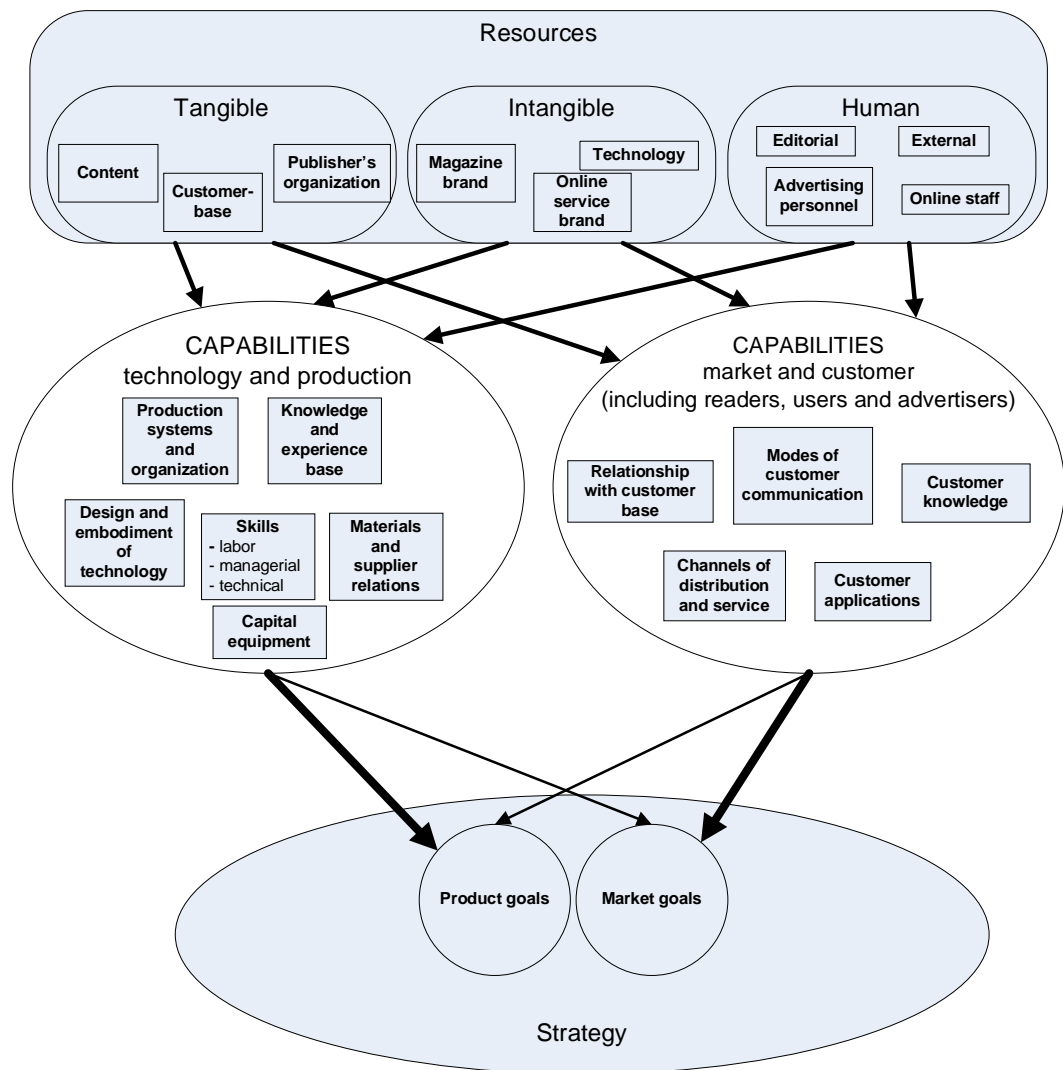


Figure 2. Theoretical framework applied to magazine publishing industry

Resources are classified in this figure according to Grant's (2002) model. Tangible resources withhold content, customer base and publisher-owned resources. Intangible resources compose of brands and possessed technology. Human resources are divided into four classes: editorial, advertising, online and externals.

Capabilities are classified, as in Abernathy and Clark (1984) into two dimensions: technology or production and market or customer. However, the market dimension is seen to be two-folded as magazines have both consumer-customers and advertiser-customers. Technology dimension is divided further into classes: design and embodiment of technology, pro-

duction systems and organization, skills, materials and supplier relations, capital equipment, knowledge and experience base. Likewise, the market dimension is divided into classes: relationship with customer base, customer applications, channels of distribution and service, customer knowledge, modes of customer communication.

Goals and objectives are seen to be of two dimensions – derived from the Ansoff (1979) matrix. Goals and objectives are divided into product and market classes.

4 METHODOLOGY AND RESEARCH DESIGN

In this chapter, methodology and research design are explained further. Methodology of the study is constructed on multiple case studies. This approach is described first. Data collection for the study is then described. The last part of this chapter is data analysis.

4.1 Case study

Case study is found to be a suitable approach as the phenomenon is a contemporary one and its context is real-life. Multiple cases are selected to better fine-tune the outcomes of this study. Selecting four magazines ensures that the data collected is wide with different perspectives. The magazines each have differing data which adds to triangulation. However, as only four cases are involved, the results might not give comprehensive understanding regarding the whole Finnish magazine publishing industry. (Yin 2003)

Interviews with nine people provide with wide understanding of the selected magazines' online strategies. To ensure that each magazine is studied thoroughly enough, at least two people were interviewed from each magazine. Moreover, the interviewees were selected so that their perspectives differ. In each magazine there were interviewees that deal with the magazine's online service hands-on. In addition, the Editor-in-chief was interviewed from each magazine to get a view covering enough, regarding the big picture and strategic choices made. This study is also conducted in a triangulating fashion regarding each magazine individually.

In addition to selecting different magazines, and at least two perspectives within each magazine, observations were made regarding each magazine's end-products – print magazines and online services. Each case was also observed from a user's point of view. This analysis of end-products is not clearly visible in the empirical part but supports the analysis of each interview.

4.2 Data collection

The interviews conducted in April 2009 were divided so that in all magazines, except Computer magazine, two people were interviewed. Interview of Editor-in-chief was conducted in each case. Also a person working closest with online service was selected in each case. Regarding Computer magazine, the Managing Editor and Webmaster were selected as interviewees as Webmaster could give practical present-day perspective on the online service and the Managing Editor has experience and knowledge accumulated within a longer time period.

Interviews were semi-structured thematic interviews. Interviewees were given as much freedom as needed to get many viewpoints regarding the topics dealt with. All of the interviews were conducted on interviewees' conditions, in their premises, within their time limits and understanding the challenges presented by their schedules. Except one pair interview, all the other interviews were conducted individually. Due to some difficulties with busy schedules, some compromises were made regarding the time spent per an interview.

Interviews had the same basic structure. However, some exceptions were made according to people's roles in their organization. E.g. Webmaster was not questioned much regarding themes that covered strategy issues since a webmaster's role is closer to a practitioner's than to a strategic planner's. Each interviewee was seen to provide answers to certain themes of the interview. However, the questions asked mainly remained the same.

For the interview questions, see Appendix 1 at the end of this study. The questions were selected to address issues that rise from Ansoff's (1979) study. Theoretical grounds are also to be found in Abernathy and Clark (1984) and Ellonen (2007). It is important to note, that the data was collected for the use of the entire project, not solely for the purposes of this

individual study. The interview questions were therefore designed by the project members collectively.

The interview questions (Appendix 1) were divided into four categories. First questions are about interviewees: their positions in the magazine and their background and about the magazine they represent. Second question category focuses on general issues of strategy, core competencies, competitive advantage, customers, competitors and partners of the magazine. Third category takes the topics from second category into online context. History, present and future are the subcategories for the third question category. Fourth category deals with issues such as know-how and capabilities. The questions are divided into two dimensions as in Abernathy and Clark (1984).

As some issues were found to lack information, further questions were asked via e-mail to address the issues that were not covered earlier. These questions were designed similarly for all magazines. However, as the previous data needed some answers from specific magazines, the questions had to be modified individually for each magazine. See Appendix 2 for the further questions. The case descriptions were sent to the interviewees for scrutinizing and accordingly required changes were made.

4.3 Data analysis

The interview data was analyzed in two phases. Firstly, a case description or within-case analysis was made for each case magazine individually. Secondly, a comparative case study was conducted by comparing the cases.

Each magazine is considered an independent experiment (Yin 2003). Individual case descriptions were made regardless of other case descriptions. However, the thematic method of classifying data was similar for each case description; Codes were recognized from the interview data. Themes were formed according to the classifications presented in the theoretical

part. However, the themes derived from empirical analysis were not followed entirely as the codes – regards made by the interviewees – were obviously not the exactly same as in the theory.

This study was not conducted completely chronologically as the within-case analysis brought new insights to the theory. Moreover, the time frame of over one year spent researching forced several readings of interview data. Interviews were conducted in April 2009 and within-case analyses were written within three months after the interviews. However, the cross-case analysis of this thesis was written in April 2010. The time scope made the cross-case analysis difficult to write. On the other hand it was important for understanding the within-case analyses in a more comprehensive way.

5 EMPIRICAL FINDINGS OF MAGAZINES' ONLINE SERVICES

In this chapter, the analysis is taken to the empirical level. The chapter is composed of case analysis on two levels. The case magazines are introduced individually as within-case studies. Then a cross-case comparison takes place based on the case descriptions.

5.1 Girls' magazine

The girls' magazine is a life phase magazine with only a decade long history. However, it is quite a first mover in its field. The online service was launched quite early and found its role early on in the development of the magazine brand. The online service appears a natural part of the brand that serves the target group of teenage girls.

Customers of the case magazine are 12 to 19 year old girls. Editor-in-chief describes them as passionate people who react very impulsively. Even though the Internet is a natural part of the customers' lives, their computer and internet skills might not be very developed. Creativity is a trait that describes the customers. Teenage years are a sensitive period and self-expression might be difficult. However, teenagers want and need to be in contact with others and communities are important for them.

"They may simultaneously role play online, discuss new movies, write, belong to a certain short story writing club". (Editor-in-chief)

It is difficult to point out a direct competitor for the magazine. Internet Producer mentions other magazine brands with online services focusing on similar target group, but these competitors are not as popular as the case magazine – which is a market leader also in the Internet.

"In the net no direct competitor exists". (Editor-in-chief)

Online competition is very different compared to what it is with the print magazine. Editor-in-chief describes competition on a larger scale as competing for customers' time. There are other websites available online that the magazine's users might also use. It is pointed out by Internet Producer that competitors are sometimes not only competitors but also partners.

Resources

There are seven editorial workers in the case magazine. Each of these employees has the online service somehow included in their work. In addition to the editorial workers, there are almost 20 freelancers of whom several also work with the online service. The technical staff is not located in the magazine's organization but work in a separate digital media unit for the same publisher. The digital media unit resources are available for the magazine to use. Emphasis on how these resources are available is decided on a yearly basis. When needed, resources can also be bought from outside the publisher's organization.

The brand of the girls' magazine, according to Editor-in-chief, "*has significance in the Internet*". It is a phenomenon among the target group and a resource that benefits not only the magazine, but the whole publisher. The publisher recognizes the importance of its online service.

"The print and online services cover 90% of the target group". (Editor-in-chief)

[From the publisher's perspective] "it is a remarkably big site, and the advertisement-sales are significant. That way we get new advertisers also to others." (Editor-in-chief)

Knowledge of the target group is a resource available and necessary to all the people who make the magazine. Internet Producer explains that it is vital to know the target group thoroughly. The online service's community provides this information of the customers. The discussion and direct

feedback are an information resource provided by the online service and also utilizable for print. However, it is also seen a natural part of the reporter's work to listen and observe the world for matters that might interest the customers.

"Everybody in the editorial team has been a teenaged girl". (Internet Producer)

The content of the online service comprises of editorial, user-generated and advertiser-generated elements. User-generated content represents the majority of all the content. Editor-in-chief estimates that 95 % of all the online service content is user-generated. It is located in discussions, personal pages, group pages and friend pages. Advertiser-generated content appears in the forms of banners and also as advertiser-generated group pages. This kind of content is created by advertisers that desire more interaction with their target group. The rest of the content in the online service is editorial – stories, competitions and writings. Editor-in-chief points out that discussion is the most popular (visited) area in the online service and the second most popular area is group pages. User-generated content seems to be the factor drawing visitors to the online service.

Technology and production capabilities

Editor-in-chief emphasizes that part of the online strategy is to have congruent print and online service. Online service is an important contextual tool utilized also for making the print. The design has similarities for both of these channels even though they are used in very different ways. The online service serves its customers by providing the users with active engagement whereas print magazine serves the need for relaxation, information and entertainment. The magazine's production capabilities therefore has to differ regarding print magazine and online service.

"Magazine is read leaning back and online service leaning forward". (Editor-in-chief)

The organization has responded to the development by founding a new digital media unit. The new unit handles the websites of the publisher. Regarding new applications, Editor-in-chief sees that the magazine relies on the digital media unit's skills and know-how. The same can be said regarding the website's technical maintenance. The systems to deliver the product to the customers are in the hands of the publisher, due to handling the online services partly in a different unit. Editor-in-chief points out that besides producing most of the content, the editorial team does work with technical implementation – especially the logic – of the website. These kinds of work includes communication with programmers of digital media unit. The role of the editorial team, according to Editor-in-chief, is close to users and website's usability whereas the programmers make sketches to test. The process continues and the result is a combination of polished pages with working applications.

“We in a way have the vision and they can say how to do it – and whether or not it is possible to do.” (Internet Producer)

It is not seen necessary that the magazine staff's technological skills should be very developed. Some technological know-how is needed in the magazine in order to be able to cooperate with the digital media unit. In fact, close relationship and much cooperation between this unit and the magazine's editors are required. Work is done in a bigger group formed by both units with lots of information of the customers.

“One has to be extroverted and ready to communicate, also the technical staff”. (Editor-in-chief)

The magazine has been online since the very beginning of its history – and it has a history as a successful magazine website. Editor-in-chief sees the users react very emotionally to technical breakdowns. Knowledge and experience have accumulated and it is recognized that technology has to

work in order to keep the users happy. Also, as some of the users have only basic computer skills, the technological structure of the online service has to be easy to use.

User-customer market capabilities

The relationship between the magazine and their online service users is intimate. The magazine is a life phase magazine for girls going through a very difficult time. The magazine brand, according to Editor-in-chief, is like a big sister and an authority for the girls. The online service brings the relationship even closer. Therefore, the editorial staff has to be very aware of their customers' world.

"We are inside the girls' heads". (Internet Producer)

Editor-in-chief sees the role of the magazine brand as important in the customers' process of building their identities. Online service provides its customers with the possibilities to interact with each other, compare experiences, create and express themselves. Editor-in-chief points out that *"in the net, they are sometimes capable of being even more themselves than in the real world."* The Internet and online services are tools that help the customers. The magazine staff recognizes their capability of providing the tools for this identity creation.

Applications in the online service are made in such a way that they are easy to use, encourage creativity and look good. Internet Producer sees that the product has to be good and up-to-date. Therefore it has to continuously develop. However, since the users have such an intimate relationship with the site, bigger changes can result in customers' negative reactions. This is taken into account by making only gradual changes. Bigger changes are done only after careful consideration. The capability of listening and understanding customers makes it possible to meet expectations.

“Every single detail should be super-polished”. (Editor-in-chief)

Communality of the users is beneficial and taken advantage of. Editor-in-chief points out its importance as a source of customer knowledge. Moreover, the community is important for the print as a contextual source. E.g. users' comments are taken to the print magazine as quotations.

“Via [the online service] we get a huge amount of information about what our target group thinks and wants”. (Editor-in-chief)

Advertiser-customer market capabilities

The publisher's digital media unit is partly responsible for the magazine's connections to advertisers, together with media-sales unit. The digital media unit, described by Editor-in-chief, is a profit centre – a business unit with a big role in the publisher's organization. This unit utilizes the online service for profit. However, the magazine's editorial side also needs to be involved with advertisers. Publisher's advertiser-customer capabilities include a great deal of cooperation and working in bigger groups in order to find better solutions for advertising. Advertisers are partners.

Solutions offered to advertisers vary greatly. The basic offering is the banner advertising. However, there are other tailored solutions, helping the advertisers reaching their customers. Editor-in-chief sees this kind of solution-sales suitable for certain situations. Some advertiser-partners who want interaction with their customers may build their group page inside the online service. The community presents a way for the magazines advertiser-customers to have a more interactive relationship with the user-customers.

“In the net, of course, there is the opportunity to have two-way communication. More advanced net customers [advertisers] want that communication.” (Editor-in-chief)

Editor-in-chief of the girls' magazine has a role in communicating with the advertisers. She mentions that her role includes presenting in seminars to advertisers who are not necessarily all that familiar with an online presence. Naturally, more complicated advertising methods need more in-depth communication between the editorial, sales and technical departments together with advertiser-customers. The people working together with other departments need special know-how and understanding of the big picture, especially advertising solutions that require innovativeness and visionary thinking from the people offering the solutions. It seems this kind of work includes educating advertisers who are less acquainted with operating online.

"They [advertisers] have great desire for knowledge". (Editor-in-chief)

Goals and objectives

The publisher regards the case magazine's online service a remarkably big one, explains Editor-in-chief. Advertisement sales created are significant and the publisher can utilize the online service to find advertisers for other online services. The online service also has a role as a subscription channel of the print. The advertisement income itself is not yet close to the subscription income.

Knowing the audience of the magazine is the most important aspect that personnel have to take into account. The goal is to serve the customer. Editor-in-chief sees the magazine as one that gives answers to its customers. Regarding online service, this objective is most often related to community opportunities.

"Our editorial team knows that the girl is queen. She pays us our salaries and makes sure we have work also in the future." (Editor-in-chief)

Content-wise the goals for online service and print are different. Online service aims to be the dynamic part of the brand. Print serves the custom-

ers statically by providing reading to bury into. Even though the goals for content channels are different, the magazine aims to appear the same online as it does in the form of print. Editor-in-chief points out that print and online “*are very congruent*”.

5.2 Parenting magazine

The magazine has a long history and traditions. Already before the Internet existed, the readers were active and participating. When the online service was launched, the community forum was found an important tool for the mothers that before had sought for friends from the magazine’s pen friend column. Recently, the magazine brand experienced a reform: a new Editor-in-chief was recruited to handle a change that had to take place. Direction and strategy of the magazine changed. Simultaneously, the online service became extremely popular experiencing rapid growth.

Customers of the magazine brand are women and men of all ages with the connecting factor of children they either are expecting or already have. The magazine brand is about parenthood. Editor-in-chief describes it: “*a traditional life phase magazine turning more and more into a family life style magazine*”. Online service users are people after facts and information – asking and answering questions. One unifying feature is the desire for knowledge that reaches every parent-to-be.

“You find the equal from whom you can ask the question. You rather want to know from a mother than a manufacturer which overall to buy, right?”
(Editor-in-chief)

Online service users are mainly not print customers. To describe the online customer, Internet Producer lists three types of people. Firstly, there are heavy users who feel the online service as their own community. They are there all the time, talk and discuss, and know each others' nicks. Secondly, there is a group of people linking from Google when solving a problem. These people know the brand a reliable one. Thirdly, a group of

people only seek fact knowledge and might go directly to the site because of the brand. Editor-in-chief points out that there is a growing trend of entertainment-based Internet use within the target group and these people after entertainment are already a significant group using the online service.

There are some magazines that compete with the magazine in the same field. Print of the magazine is not the market leader but not far from the leader. Parenting magazine's online service is a clear market leader even though the print magazine leader of the field is also present online. This is also the biggest competing online service of Parenting magazine. Measured by the amount of visitors in the online service each week, this competitor is one third of the size of Parenting magazine's online service. In addition to the print market leader and some other magazines, Editor-in-chief recognizes very small non-domestic competitors that are not directly linked to the Finnish magazine publishing industry. Some competition is seen to be present in other forms – such as online services not backed up by a magazine brand.

“We have a competitor that has a bit more readers on the print side. And we have three times more website visits per week than them.” (Internet Producer)

Resources

Online service represents approximately 5 % of the magazine personnel's total work effort. However, the journalistic content represents a very small part of the online service's content. Technical work regarding maintenance and running the online service is located in a separate Internet department of the publishing concern. The department running the online service bills the magazine according to the hours worked on the online service. The resources are available freely but have to be paid for.

The brand of the magazine has decades of history behind it as a print magazine with a dedicated audience. Now it is not only a magazine brand – it has evolved to a media brand with different elements offered to customers that are seen as central for the brand. The online service represents a big part of what is offered – answering to the customers' needs of interacting, communicating and peer support online.

For successful online service and any other part of the brand, the target group knowledge is seen an essential resource. This means understanding the target group and living the every-day life of the readers and users. This resource in the magazine's context is related to family life, child expecting, birth and upbringing. It means magazine personnel's understanding of questions and topics that arise from the every-day life.

We know beforehand what food they [online service users] will prepare for Easter". (Internet Producer)

Understanding the target group has foundations in a resource that is the core of the online service – community forum discussion. Internet Producer estimates the user-generated content comprising at least 98 % of all the content in the online service. The rest of the content is editorial or created by advertisers and partners. Journalistic level of editorial content is seen somehow problematic. Online service is included in editorial work and, according to Internet Producer, represents approximately 5 % of the whole editorial work. However, the online service is remarkably big on Finnish scale. Users use it for chatting and spending a long time in the discussions. It would be impossible to match the user-generated content's amount with editorial content.

"As the responsible Editor-in-chief, I am concerned about what is our site's journalistic level and rate of updating" (Editor-in-chief).

Technology and production capabilities

The magazine is a media brand with different elements provided to its customers. Media provided to the audience are kept different based on different roles they have in people's lives. However, the basic need of the audience is served with both print magazine and the online service, with the difference in the method of response.

“Here [in print] is the reading and here [online service] the doing – and they are synchronized – but do not tell the same story”. (Internet Producer)

Digital and traditional media organizations, according to Internet Producer, have had a problematic relationship. It seems there have been difficulties for such a traditional publishing organization regarding a totally new field of operations. There was a variety of problems to solve. Personnel's job descriptions have changed; cooperation and communication in-house have taken place. However, online service development happened outside the magazine and the Internet team was an individual unit, with freedom provided by the magazine's management. Internet Producer sees this right choice. People from different backgrounds with excitement and will to create, working with the online service, had free hands.

Journalists' work includes the online publishing. Editor-in-chief sees that still as stepping out of the comfort zone for journalists in general. Variety of know-how is needed. The online organization requires people who work between different units in the publisher's organization. Internet Producer's role is such. Editor-in-chief describes Internet Producer a person easy to work with and approach by anyone: journalist, technical person, online-sales people, and customer. Other new forms of work have also appeared. Moderators are working for the community and someone is also needed in the organization to work with them. Cooperation between different departments is also important regarding research and development. Editor-in-chief claims it requires conceptual workers that work between technical and editorial staff. Editor-in-chief sees this as a challenge as Finnish insti-

tutes do not educate such people. However, the publisher recruits young people who are willing to learn. The recruits are then trained in-house.

“Technical people, content creation and marketing work best located in the same room”. (Internet Producer)

Customer information is essential for editorial content creation, technical implementation of the online service and marketing. Internet Producer states, *“It is not IT stuff; in the background there is the understanding of people’s behavior”*. Technical staff’s interest in the users is seen to be a key to the online service’s success. To meet the customer’s wishes, something has to happen continuously in the online service. Users create the content which is the core, magazine in return keeps the service usable, running and updating for the users and utilizes the user-generated content by search engine optimizing to generate more visits to the online service.

User-customer market capabilities

Magazine is a reliable authority of its own field. Its online service is the users’ own, a place familiar to them. Editor-in-chief sees that it is a part of the safety network a family with newborn baby, toddlers, preschoolers and smaller school children needs. The discussion is part of people’s everyday life. Therefore topics draw other people that ponder the same problems. Discussions are also a source of the target group know-how. The magazine’s market capabilities are found on understanding the customers. Internet Producer describes the most important know-how as *“the ability to live the readers’ everyday life”* and adds that online service is the way to receive everyday life.

The online service is the people’s place. Magazine offers them the platform and applications. Internet Producer emphasizes the role of discussion as clearly the most popular application in the online service. Most of the traffic is in the discussions. Editorial content is supporting information in form of articles. These articles cover different phases of life regarding

expecting, birth and child's growth. In addition to the articles, there is a marketplace application that is a ready-made component maintained by a separate unit in publisher's organization.

Editor-in-chief explains the media brand covers three basic areas: survival stories, emotional triggers for empathy, and peer support. Having an on-line service is one of the ways to address these areas. In addition, the community discussions deal with topics that fit these categories. Online service is a natural channel for people finding equals to ask and answer questions. Moreover it is a natural channel of service providing with interaction and participating.

"People are online automatically. They have the need to communicate and the Internet is a perfect tool for that need." (Internet Producer)

It is important to know what the customers are like, who they are and what they do in the Internet. For example noting that half of the people visited the online service from Google gave a valuable hint that search engines should have a more important role. One way to get information is following the discussion. Internet Producer decided to join the discussion – *"I participate with my own personality in the discussion"*. He claims this useful for creating a close relationship to the customers. Participating also helps providing information to the users in a more personal way.

Advertiser-customer market capabilities

The magazine brand has various types of advertisers. Some are traditional firms with a long history behind them, some are quite fresh start-ups. The more traditional firms might have longer customer relationship to the case magazine as print advertisers. Editor-in-chief points out that these firms also have started emphasizing the online service's importance. The online service with the active community is an attractive place to advertise. Internet Producer explains this is due to a segmented target group. He claims advertisers have realized this – and in the online service there are adver-

tisers that proceed from the basic offering (banners) to more innovative solutions. These are contracts that require lots of communication and cooperation. In that sense, the relationships are partner-like.

“Often these are contracts between two and there is lot of confidentiality involved. It is about working together and building entities.” (Editor-in-chief)

In the online service, one application offered to advertisers is mini pages within the case magazine’s online service. Internet Producer explains the mini pages role similar to an attachment in the print magazine. In addition to the basic banner advertisements and more advanced way of building mini pages, advertisements are also sold to discussions. Internet Producer summarizes: *“The better we target, the more money we get from advertisers”*. Targeting is done with a tool that searches words and topics and accordingly selects the corresponding advertisement. For certain topics, advertisements can be therefore sold easily. Internet Producer notes that even more could be achieved with the community advertising where people belonging to a certain group would be targeted with a certain kind of message. The magazine’s advertising solutions have been successful. Editor-in-chief and Internet Producer measure this by profitability. They note that the online service advertising brings already more profit than print advertising.

Goals and objectives

The business model for the online service, according to Internet Producer, is advertisement-funded free distribution. However, it is business, so presently the goal is to target advertisements better in order to increase profit and have online service to act as a subscription channel for print.

“Internet publishing at the moment is publishing free distribution and money comes from the advertising. What we do now, is selling normal banner advertisement... That is in a way the foundation.” (Internet Producer)

“Transforming visits to business and print magazine’s subscription channel”. (Editor-in-chief)

As a result of the strategy shift, the customer is now central to the brand. The strategy changed so that the magazine brand was transformed into a media brand. Accordingly, the goal is to provide customers with products and services of the brand. Community forum represents the customers in the online service. Present objective for the online service is development regarding editorial content and discussion quality.

“Strategy has changed itself so that the audience is in the middle”. (Internet Producer)

The media are kept different and aim to have different role in people’s lives. Accordingly, the brand of the magazine is divided into parts that aim to respond to customers’ needs.

“This is your way of defining the way you use time, the way to define which part of the brand you are receiving”. (Internet Producer)

5.3 Computer magazine

Computer magazine is experienced regarding online operations. Before launching the web-based online service, the magazine had a BBS-based (bulletin board system) online service. Since the first online service was launched, many changes within the customer base have taken place. Computer’s role has changed greatly and therefore the case magazine’s description as a computer magazine is not very exact anymore. In fact the case magazine is a product-oriented brand that provides consumers with good basis for purchasing products. It is a product oriented magazine for any consumer.

Customers of the case magazine are technology oriented people. Managing Editor of the magazine points out that the users want to benefit from a product more than normal consumers do. Customer's motivation was computer hobbyism when the magazine was started. However, such hobbyism hardly exists in the customer base now. Computer as a device is not that interesting anymore – even for the advanced users.

[Customers are] "technology, new device interested, utilizing and benefiting". (Managing Editor)

Biggest group of the magazine's online service users comprises of the print subscribers but the online service has also users that are not readers. These people are users of the tools provided for comparison of products and services. The target group is difficult to specify by demographics. Anyone could be interested in technology. However, over 80 % of the readers are men.

The Internet as a whole could be seen as a competitor of the magazine brand. The information is available in the Internet and accessible easily via a search engine. People also perform searches with foreign online services and there is no adherence to a certain online service. Regarding the competitors addressing the same target group, there are magazine-based competitors who are either brands of the same publisher or competitors from outside the organization. In addition to online services supported by a magazine, there are individual ones.

"Other sites focusing on the same topics... purely online services". (Webmaster)

Resources

There are 14 editorial people in the case magazine and 27 regular assistants. The online service, according to Editor-in-chief, is a part of the magazine and therefore a part of the reporters' work. He estimates that 15 %

of the editorial work (including Webmaster) is allocated to the online service. No dedicated Internet Reporter is assigned – instead each reporter has a small field to cover. The online service's development and maintenance are in a digital media unit of the publisher. Webmaster is the only technical worker in the magazine. Technical maintenance and development locate in a different unit.

Big circulation, volume, research based on laboratory work, in-depth investigation and background work are elements that describe the brand according to Editor-in-chief. The print magazine is a huge package with 100 pages published monthly. This package backs up the online service. Moreover, due to the magazine's history, it is very natural to be present in the Internet. The brands of the print magazine and the online service are not the same. However, they are connected to each other. Editor-in-chief emphasizes that the message delivered by the two brands is coherent.

"Opportunity for the print to help the net, and for the net to help the print – hybrid media concept". (Editor-in-chief)

The magazine's target group knowledge is a two-sided resource. On one hand it means customer base knowledge, on the other hand it means product knowledge. Good customer base knowledge – hard facts as figures and soft experience as points of interest – is combined to the knowledge of the magazine's field. The product-related information is delivered to the customers according to what they are interested in.

"Making a magazine that provides the consumers with a good foundation for what devices and products to buy". (Webmaster)

The online service's content consists of tools and databases. In addition, there are an archive, articles, discussions, news and software. To the subscribers, the online service offers even more. The amount of content is a huge resource – created mostly by the magazine's personnel. User-

generated content represents only a small part of the whole online service. In general, the tools bring the traffic.

Technology and production capabilities

Brands the case magazine has for the online service and the print magazine are different. The idea explained by Editor-in-chief and Managing Editor is a hybrid media. Customers are served in the online service with media that is not suitable for the print magazine. The media provided to the customers form an entity and according to Editor-in-chief cooperate seamlessly. The online service, according to Managing Editor, has been the dynamic part since the beginning. Value of the online service brand for the magazine brand is hard to measure due to its nature. The subscribers are offered more in the online service which, according to Editor-in-chief, increases the loyalty of the subscribers. However, he mentions this impossible to quantify.

“First the net was a place for excess of the print stories. Nowadays, the story is planned since the beginning: what part is in the net and what is in the print”. (Managing Editor)

The technological capabilities for the computer magazine’s online service have accumulated in the magazine but presently locate in the publisher’s digital media unit. The unit was found to take care of the publisher’s online services and the online business. Editor-in-chief describes its task as *“monetizing”*. Technical personnel previously working for the case magazine moved to the new unit. The magazine that buys services from the digital media unit still needs to have technological know-how in order to buy the right thing from the digital media unit. Webmaster was not transferred to the new unit, maybe due to his important role for the magazine. He appears to be a linking person between the editorial and the technical.

“The developers, the maintenance, all these people were under the magazine brand... Then they were transferred. I was the only one left here... Now I must actually cooperate with another firm.” (Webmaster)

“Important presently, would be to technologically understand what can be made to the net”. (Managing Editor)

Skills the case magazine has have helped the publisher’s organization to develop its online services. As mentioned, there were technical personnel located in the magazine before a reform took place and the digital media unit was found. These personnel were moved to the new unit and now contribute to the whole publisher’s technical know-how. However, Managing Editor and Editor-in-chief see that the case magazine still has technical skills – especially regarding databases. He points out that everything published online has to be in such a database format. Managing Editor notes that *“sometimes the technology and technicalities create a new service”*. For research and development there is also need for some technical skills located in the magazine. The databases also feed this kind of development.

User-customer market capabilities

Computer magazine had a BBS-based online service already before launching a www-based online service. This early online service, according to Editor-in-chief, tightened the magazine’s relationship to the readers and gave practice for working directly with the customers via online discussions. Feedback is still given to the magazine via different channels, not only electronically. Listening to the feedback is seen very important as the magazine claims to be customer-centric. The topics dealt with are people’s everyday life. Knowing the customers, and research on them, are the factors making it possible to develop.

“On average, two times per week I get a call from a reader... Mostly it [feedback] comes by e-mail, of course.” (Managing Editor)

Editor-in-chief sees quality as a critical feature. The Internet is full of information and downloads. Not everything found in the Internet is reliable. Editor-in-chief sees the magazine as a reliable source and claims that this is the way to compete. Everything is based on testing and research laboratories that tell about reliability. He points out that the content has to be search engine optimized for the users to find but search engine optimization is a technology available for anyone. Managing Editor points out that cross-linking has similar importance. The consumers use a search engine to look for information or click a link. Quality helps the branded information standing out.

Case magazine has the capability to choose the products to compare that are interesting to customers. Editor-in-chief points out that this is all about collecting existing knowledge, analyzing it and producing synthesis in a good-looking format. Sensing trends, following the technological development and customers give valuable hints of what to write about. Editor-in-chief sees this as “*extended empathy*”. Feedback, according to Managing Editor, is taken to the databases to more easily find topics for the articles. To support the articles, the customers are provided with various tools in the online service. There are applications for what Editor-in-chief calls “*one stop shopping*”, which means customers getting all the information from one place. The tools’ purpose is helping the consumers with their purchasing decisions.

Online service tools are useful for price and product comparison and e.g. counting the consumption of electricity. There are other useful places in the online service for help and leisure: downloads, discussions, ratings, news, a digital archive and articles. In addition, the subscribers have homepages and e-mail services provided by the magazine. Amount of services provided depends on the online service user’s status. Some of the users are print subscribers – therefore they may access more services than random visitors. For example, driver downloads are open for anyone

but an e-mail and a homepage service, and an archive and a digital version of the magazine are only available for the subscribers. The online service has a specified subscribers' corner open only for those that are print subscribers. Connection to the print magazine is kept viable by starting stories in the online service, continuing them in the print magazine and discussing the article online. The online service leads to the print and the print leads to the online service.

Online publishing appears different from print publishing. The Internet has a much faster pace and it requires a different approach from the writers. However, Managing Editor points out the magazine's capability to publish good Finnish language in a quantitative form, similarly to the print magazine, online. The experience needed, according to Editor-in-chief, is obtained in practice but supported by the education. Variety of know-how is needed.

"Self criticism on and off... I am making a story for a magazine published monthly; I am making a story for the net published every possible moment." (Editor-in-chief)

Advertiser-customer market capabilities

People are not used to pay for the information online. Therefore the magazine needs advertisers. Managing Editor does not think highly about an approach of *"selling annoying advertisements to the site"*. He describes it as undeveloped to be dependent on this kind of banner advertising. However, advertisement-sales is not a function controlled by the editorial staff. The digital media unit governs the business activities and has the capabilities of utilizing reader research. Editor-in-chief points out that target group research, available also for business purposes, is actually very thorough and accurate. Some contacts between the more important advertisers and the magazine's editors exist as the advertisers need to know the product. Also some of the advertisers are familiar with the editorial staff via other – content-related – channels.

“I meet the advertisers... I am the organ grinder’s monkey. When a customer is very good or interesting, or when the customer has asked, the Editor-in-chief is shown. The Editor-in-chief speaks to the customer, questions can be asked and then the Editor-in-chief is taken away... The funniest is that I usually know the advertisers damn well, as a matter of fact, better than our advertisement-sales personnel, because I have dealt with the advertisers regarding other matters.” (Editor-in-chief)

The advertisers of the print and the online service are not the same. Editor-in-chief explains the print’s different role with a longer time span: orders are made weeks in advance. The online service is a dynamic, short-term tool. The online advertisers are interested in tactical advertising – buying a slot when it is suitable. Also the prices are smaller in the online service than in the print. Online advertising is a rational action for the advertisers that appreciate tactical real-time appearance.

Goals and objectives

It is the main goal, stated by Editor-in-chief, to be the sovereign market leader. Profitability is a goal set to the online service by the publisher. Presently the online service is not profitable. The magazine personnel are not happy with the present goal to transform the online service’s visitor counts into money by advertising.

“Business is for publishing companies a sort of matter of life and death, and business management is very concerned about it”. (Editor-in-chief)

The case magazine aims to customer centricity. This approach means being suitable for anyone, reliably and extensively. Managing Editor specifies that this includes providing the print subscribers with also the online service. The subscribers are served better in the online service – they can access the reader pages with their personal customer numbers.

“The starting point is the customer. The consumer’s benefit is the drive, the foundation of our ethos.” (Editor-in-chief)

As a result of a long path as an individual channel – first as a BBS (bulletin board system) and then as a web page – the online service developed as a separate entity. There were two brands. It was a goal set by the publisher to unify the brands that were separated. Presently the brand channels have a coherent message. Brand roles are divided by the way people use the brand, and online service supports the print magazine.

“The role 1 is to support the print. That’s where our money comes from. It is coins coming from the net. The role 2 is making the coins bigger, to get some earning logic there [to the online service].” (Managing Editor)

5.4 Science magazine

The magazine is a popular science magazine read by ordinary people. It is quite a unique one in the Finnish market since the magazine has a publisher and an owner. Besides the commercial publisher, there is the owner – a foundation which provides the magazine with independence. This influences greatly the business structure. Advertising plays basically no role from the magazine’s point of view. The online service was created out of curiosity. It was a natural choice for the magazine as the personnel felt it useful and interesting.

Common Finnish people that are curious and interested in science are customers of the case magazine. The magazine is not strongly profiled to any certain group. However, the online service users are mainly young men. Moreover, the online service users are very much different from the print subscribers. If the subscribers use the online service, the motives are different from other users’.

“They [subscribers] fill in the readers’ competition form in the net”. (Editor-in-chief)

Only one magazine is seen as a competitor. There are specialized magazines with online services that cover parts of the Science magazine's field but these are not regarded competitors. For the online service, much competition exists. Except the biggest print competitor, the brands competing are very different from the Science magazine's. Finnish Broadcasting Company is seen as the biggest competitor online. It has a very good science section as a part of the online service. Their online service is built with tax payers' money. The Science magazine also competes with news services but the competition is different.

Resources

The magazine has 9 editorial workers of whom one is not working full time. Editor-in-chief explains that two people's work includes the online service, but the work effort in total represents a half of one person's work effort. In addition to this, one external writer has a blog in the online service. The work for online service does not require much from the magazine and its budget is marginal. The publisher's role for the online service is a consultant-like. Elements are bought from outside and open-source is utilized.

The brand's online service was launched in 1995. It was not one of the industry's pioneering brands regarding the Internet but neither was it online in a very late phase. The online service was found as a result of interest towards the Internet. It was seen useful to have as the other brands were going online. Presently the online service is a resource benefiting the magazine brand as the younger readers feel the Internet as a natural environment. Presence where the readers and the future readers are is beneficial for the brand.

"Before the most [magazines] were there [online], we were". (Editor-in-chief)

"If we do not exist [online], we do not exist for example to the young readers". (Editor-in-chief)

The reader is central to the brand, explains Editor-in-chief. Editor's job is to give the readers what they want and this requires knowledge regarding the customers. Customer knowledge and knowledge of the field of operating are the magazine's resources. The online service and the print magazine have different customers. Editor-in-chief and Science Journalist see the online service users' customer-base as a resource to be utilized for generating print subscriptions.

"Core is the reader. When you serve the reader, you succeed in the market." (Editor-in-chief)

The content in the online service consists of editorial and user-generated parts. 70 % of the content is editorial and the rest 30 % is user-generated. Discussions are the part of the online service that mainly contains the users' activity. Also very little user-generated content exists outside the discussion area. There are only some comment fields for the users to share their opinion about editorial articles or blogs. The discussion is the most popular part of the online service and news is the second most popular part.

Editorial content is very important for the online service. There are articles and blogs created editorially. Also a newsletter is sent to the users that are subscribed to it. The print subscribers get more from the online service. An archive and a digital magazine are services only available for them. Science Journalist points out the importance of the articles published in the print. These articles are a resource utilized carefully, not cannibalizing the print.

"We have the copyrights to the print's uncountable stories". (Science Journalist)

Technology and production capabilities

The online service's purpose for the case magazine since the beginning was to be strong where the print magazine could not be. The capabilities of the online service are linked to offering the customers what cannot be offered via the print magazine. As in the beginning the online service was seen as a feedback channel, the interactivity provided is still one of such qualities offered. However, the online service is seen a supporting element for the brand. Science Journalist sees that the online service serves the purpose of making the good product more known. Editor-in-chief describes it as "*a print shooter*" defining its role's importance for getting subscriptions. For the print subscribers, the online service offers marginally more. The archive and the digital magazine are parts of the online service only available to the subscribers.

"We have a damn good product... but it is not known. Then I had the idea that in the Internet there are – the Internet brings – new subscribers."
(Science Journalist)

Organization of the publisher has changed to respond to the development in online business. A new digital media unit of the publisher has emerged to cooperate with the case magazine. However, the relationship is quite straight-forward and has little effect on the case magazine that is independent, owned by a foundation and therefore supported financially. The new unit has a role in the profitability – the online business is controlled by this unit. Also, consultancy from the digital media unit has a role. E.g. search engine optimization was implemented with this unit's help.

"We keep the product in condition and they sell it". (Editor-in-chief)

Presently, the online service is not a responsibility of many in the magazine. Only one person spends more time working with the online service – Science Journalist. Skills needed for the work vary. Science Journalist

sees that not many information technology skills are needed at the magazine. He claims that some basic understanding is enough to communicate with the service provider or the technical partners. Capability to communicate with the technical workers describes the requirements.

“If a real programmer, in a way, speaks native IT... I can speak IT on basic foreign language level – so that I can communicate”. (Science Journalist)

The outsourcing capability is very relevant regarding the magazine. Outsourcing had to be learned because the know-how needed did not exist for creating everything. It was realized that not everything has to be done in-house. The discussion’s moderating has also been outsourced. Editor-in-chief sees this revolutionary: a magazine was never made like that – giving the responsibility, the work for laymen. Besides outsourcing work, utilizing existing free solutions is a capability the Science magazine has. Science Journalist claims that open-source utilization is very beneficial: the applications are good and reliable, and they can be applied easily.

The magazine is experienced regarding online operations. Editor-in-chief sees the online service as a collection of layers from different times. Material adds up, more is added and the old material mostly stays in the online service. Some solutions made earlier have proven useful later on. The archive is such a solution. As the search engine optimizing was found, this resource could be taken advantage of. Masses of stories stored in the archive are found by a search engine and lead visitors to the online service. However, the history with accumulated experience has also a negative impact. Science Journalist mentions that some things have been done in the past that could have been made much better with modern tools. He claims that the online service has some code left from the past. These old parts could be remade with open-source applications and the website would look and work better.

User-customer market capabilities

Editor-in-chief describes the magazine's role regarding its customers as *"explaining the world"*. In order to explain the right things, the magazine has to know its customers. Also for the research and development function this has importance. To know the customers, it is said that the reader research brings understanding. Online service is the part of the case magazine's brand that creates interaction between the magazine and the online service users, as it does among the users. However, the community is mentioned as quite an autonomous one even though it is a part of the online service. Science Journalist explains that the forum has a feeling of strong communality due to a long history. There are people who have been there for years. Some of the participants have been forum users since the 90's – they are people who know each other.

"We started thinking whether we could be an online service with a dialogue... We opened the net discussion. Interaction was attempted to take into account." (Editor-in-chief)

The editorial staff recognizes the community's importance for the online service. Community forum brings regularly visitors to the online service. In addition, new users searching for information with a search engine are quite easily led to the community's discussions. The community writings are the fuel for search engines whereas blogging and cross linking – that are also practiced – create better ratings in the searches that people perform.

For the editorial content creation, the ability to write for the ordinary people so that they understand is important. Editorial content-related capabilities create a reliable and an interesting magazine. Editor-in-chief sees the task as popularization of science. Regarding the online service users, Editor-in-chief and Science Journalist state that they are mostly not the print readers. Up to some extent the content has to be different in the print and the online service. As the customers are different, the points of interests are

different. The magazine's capabilities regarding the news function involve making good quality news with interesting headlines. Editor-in-chief states that the topics for the online service content have to be made so that a young technology oriented man, when looking at the headline, feels drawn. Moreover, the capability to create interesting topics is emphasized online.

"In a young man's world, the prostate does not exist". (Editor-in-chief)

Editorially made content is quality journalism and the editorial staff believes in the quality as a factor that would bring visitors back after the first visit. However, it is noted that often this might not be the case – the quantity matters. The user-generated content, the forum discussions and the comments represent the quantity together with the vast archive. The user-generated content and the articles in the archive have stockpiled over the years. Editor-in-chief points out that creating a discussion community takes time. The accumulated amount of content has a purpose. It can be utilized in the print magazine but even more important is that the search engines find it. However, storing all the data is recognized as an unplanned action even though it has an important role now.

Goals and objectives

Unlike generally in the industry, the advertisements are not essential for the case magazine. The financial pressure is not present as such. Editor-in-chief explains that it was realized very early that the online service is not a money machine. Profit is not made with the online service. For a long time, visitors were not seen that important for the online service. However, the situation has changed. The magazine cannot define its online strategy alone anymore. The commercial publisher in the background uses the brand for business. Regarding the visitors, increasing the amount is an important goal. The magazine itself has no business responsibility.

The magazine and its online service are made for the customers. The goal is to be close to the customers and to provide them with interesting science topics that catch the attention in their daily life. The goal for the online service as a part of the brand, according to Editor-in-chief, is to take advantage of the strengths and being strong where, as a print, the case magazine has been weak. The online service supports the print. Editor-in-chief points out that the case magazine has to be where the future readers are and the brand reaches more people with two elements. The profitability goal for the online service is to create subscriptions for the print.

“The core is the reader. When you serve the reader, you succeed in the market”. (Editor-in-chief)

“As Jesus said, we are saving the sick people, not the healthy. The subscriber has understood already to pay us our salaries. We don’t need them with us [as online service users]. From the net we need people.” (Science Journalist)

6 CROSS-CASE ANALYSIS

This cross-case analysis will compare the case findings. The case comparison composes of three elements: resources, capabilities and goals and objectives. Findings on each case magazine are placed in the cross-case table to elaborate the differences between the magazines.

6.1 Magazines' resources

Findings on the magazines' resources are presented in Table 8. According to the classification method explained in the theoretical part, resources are divided into three categories: human, intangible and tangible. The classes are divided further into categories that are derived from the empirical case data.

Table 8. Magazines' resources

Resources	Girls' magazine	Parenting magazine	Computer magazine	Science magazine
Human				
Editorial and online staff	7 editorial, all work also with online service.	Apr. 5 % of editorial work allocated to online service.	14 editorial, all work with online service and 15 % allocated to online service.	8,5 editorial, 2 work with online service part-time.
Externals	20 freelancers.		27 assistants.	
External work for online service	Publisher's digital unit is and can be utilized according to a set plan.	Working hours are and can be freely bought from a different unit.	Maintenance and development in publisher's digital unit.	Freedom to buy elements externally and utilize open-source tools.
Intangible				
Brand elements	One brand for print and the online service	One media brand divided into elements.	Two connected brands – <i>hybrid media</i> – deliver a coherent message.	One brand present as a magazine and online.
Print brand		Historical with a dedicated audience.	Big circulation; reliable brand with good background.	Popular smart brand.
Online brand	Phenomenon in its target group.	Huge online service.	Backed up by print.	Brand's presence where readers are.
Tangible				
Content	Editorial.	Editorial.	Editorial.	Editorial ≈ 70 %.
			Tools, databases, archive, articles, discussion, news, software.	News, articles, blogs
	Everything available after free registration.	Available for anyone.	Print subscribers get much more.	Print subscribers get some extras.
	User-generated ≈ 95 %.	User-generated > 98 %.	Some user-generated.	User-generated ≈ 30 %.
	Advertiser-generated	Advertiser-generated		
Customer base	Well-known.	Well-known and understood – even on their daily-life level.	Known, mostly print readers.	Known, readers central.
	Publisher has figures.	Publisher has figures.	Publisher does a lot of research on the customers	Publisher has figures.
	Present in the community: discussions and feedback.	Present in the community forum, chatting.	In addition to figures, soft experience exists. Community's important is not mentioned.	Community exists but readers and online users are different. Online customers are seen potential readers.
	Users are given the platform.	Users are the online service.	Users are given what they are interested in – product related information.	Are given the content they want.

Human resources

Human resources in each magazine can be divided into different units. A magazine may utilize the editorial staff also for the online service. However, it seems that an online service cannot be only run by the editorial staff. Three magazines utilize the work hours of a separate unit that be-

longs to the publisher's organization. Also Science magazine utilizes such a unit but mostly as a consultant. In Science magazine's case, open-source solutions and work entities ordered from outside make it possible to run the online service with minimal human resources allocated within the magazine. Editorial material is produced by the editorial workers also for the online services. Magazines have different emphasis on how much editorial material exists in the online service and accordingly the amount of work hours allocated differs. In addition to the material produced by editorial staff, assistants (Computer magazine) and freelancers (Girls' magazine) produce content.

Intangible resources

The magazines have different approaches to brands. Three of the magazines have an online presence with the same magazine brand. Computer magazine has two brands but it was reported that these brands support each other. However, the online service, the print magazine and other possible brand elements (as in Parenting magazine) support each other in each magazine's case. Science magazine emphasizes the brand's value online as a necessity as the customers and the future customers are online. Therefore the brand also has to have an online presence. In general, even though for different reasons, it seems quite natural for all of these magazines to have an online brand.

Tangible resources

Content in the magazines' online services composes very differently. Each magazine has naturally some editorial content online. However, the amounts seem very different. Two of the brands (Girls' magazine and Parenting magazine) are strongly pulled by a vivid online community. The term pulling refers to the fact that the interviewees actually felt that the online service is the customers', not the magazine's. Science magazine also has an online community – which is the most visited part of the website. However, the community's user-generated content is reported to only represent approximately 30 % whereas more than 98 % of Parenting

magazine's content is user-generated. Science and Computer magazines had different approach regarding the availability of their content: some parts of the online service were only available to the users who were also subscribers of the print magazine. Therefore the online service could be seen as an element adding value to the print in a very concrete way.

Surprising was that two of the magazines had advertiser-generated content. This content does not only refer to the simple banner advertisements. In Girls' magazine the advertisers have community sites and in Parenting magazine the advertiser-created content locates in mini-sites that could be also categorized as tools. Computer magazine differs from the other cases by providing tools, utilities and content that is not editorial as such. The online service is reported to have importance as a link to reliable product information and its mission is therefore quite different from the other magazines.

Customer base is naturally something that the editorial people have to be very familiar with. However, data suggests that an online community can be a very useful for gaining extra information. The Parenting magazine interviewees reported that they actually are very close to their online service users. This was due to very active online community discussion that the magazine staff had become a part of. The customer base was also seen important as some of the material created by the customers could be utilized in the print magazine (Girls' magazine). The online service customer base was also seen relevant as a channel to get new print subscriptions.

For the magazines, the relationship with customers and what is provided to them online was very different. Due to online community's importance, Parenting magazine and Girls' magazine saw their role quite differently when compared to Computer magazine and Science magazine. The Parenting magazine interviewees understood their own role as quite insignificant as they reported that the users actually are the online service. The

Girls' magazine interviewees noted that their own role was merely being the providers of the platform for the users that create the service.

6.2 Magazines' capabilities

Case magazines capabilities are divided into three categories as in the theory part. Each magazine's capability sets are elaborated accordingly in following three tables. Table 9 holds the technology capability sets, Table 10 the user-customer market capability sets and Table 11 the advertiser-customer market capability sets.

6.2.1 Technology capabilities

In Table 9, technology (and production) capabilities are categorized according to classes: channel, organization and experience. The empirical data does not support using classification as vast as used by Abernathy and Clark (1984).

Table 9. Magazines' technology capabilities

Capabilities	Girls' magazine	Parenting magazine	Computer magazine	Science magazine
Channel	Channels divided but congruent.	Channels divided according to their roles for customers.	Channels different but form hybrid media together.	Online channel strong where print is weak.
	Online channel utilized for print.	Source for customer information necessary for content creation.	Online is channel for what is not suitable for print.	Online channel offers what print cannot - interactive channel for feedback.
	Similar design but different way of using.	Channels serve customers with different methods.	Medias form an entity and cooperate seamlessly. Online is the dynamic channel.	Online makes the product more known and works as a print shooter.
	Online for doing and print for relaxation, information and entertainment.	Print for reading and online for doing.	Online channel has more for subscribers.	Online channel has more for subscribers.
		Online channel is for users to create the content.	Online increases the loyalty of subscribers.	
			Online channel requires different approach from writers but language quality has to remain good.	
Organization	New online unit.	New field of operation.	Digital unit monetizes publisher's online services.	Online business locates in publisher's digital unit.
	Technical capabilities in new unit.	New jobs and job descriptions.	Digital unit has the capabilities.	Online work does not require many skills. Basic understanding is needed.
	Lots of cooperation and communication.	Cooperation and communication within publisher's organization.	Services bought from digital unit. Cooperation skills learned.	Digital unit cooperates with the magazine.
		New: moderators and a person working with them.		Moderating is a responsibility given to outsiders.
		Internet Producer works to many directions.	Webmaster is the link between magazine and digital unit.	One person dedicated to online service.
	Editorial capabilities in the magazine.	Journalists publish online - new know-how.	Some technological know-how is still needed.	Outsourcing capabilities and utilizing free solutions important.
		Internet team an individual unit with freedom for online development.		Communication with technical workers.
Experience	Knowledge on customer-base.	Customer knowledge also important for technical work.	History as a BBS*: cumulated knowledge working close to customers.	Knowing the customers.
		People are trained within the organization.	The magazine contributed to development of publisher's other online services.	Online service has layers from different times.
		Cooperation helps R&D.	Experience needed for R&D (especially database knowhow) and exists still in the magazine.	Material cumulates and some solutions have proved to be useful later on (archive).
		Target group know-how from discussions.	Changes in customer base taken into account.	Experience has also negative influence - some old solution should be replaced with better new ones.
			People with experience were transferred to digital unit.	

Channel

Each magazine has a separate channel for the online service. As explained in Chapter 5.5.1, Computer magazine has different brands for the print and the online service. This applies to the channel as well as it does with the other magazines. It appears that each magazine has quite a similar design for both channels. However, the channels deliver a different message. For Computer and Science magazine this means utilizing the online service for what does not fit in the print or is not suitable to present in such a manner. However, this can be natural for all of the magazines. Girls' magazine and Parenting magazine define the online service's role as active engagement and print's for reading – relaxation, information and entertainment. Dynamic describes the online service according to Computer magazine.

Girls' and Parenting magazine seem to emphasize utilizing the online channel for also the print magazine's purposes. Computer and Science magazine offer more to their subscribers by adding value to the print channel with their online services as extensions. In addition, Science magazine understands the online service as the strong channel for the features that the print magazine cannot be strong with.

For the editors, the approach for each of the two channels has to be different. Science, Parenting and Girls magazine note interactivity which translates to utilizing the user-generated. Computer magazine mentions the speed as a feature present when creating online content. It is to be noted, that Computer magazine emphasizes the importance of quality also for online. The requirements for the editors are therefore tougher as they have to produce content of the same quality for both channels even though speed for the online service is much faster.

Organization

Each magazine has faced the situation of the publisher's new unit(s) emerging to handle the new field of operations. This is very close to out-

sourcing, practised in Science magazine that also notes the existence of outsourcing capabilities. For Computer and Science magazine a new unit has meant the publisher is monetizing their online services. Especially for Science magazine's this is the case as the magazine is independent, with financial structure close to a non-profit. All of the magazines recognize that a new unit requires cooperation and communication capabilities. Technical capabilities are often located in a separate unit. For Computer magazine this has meant a loss of many workers. Science Magazine points out that some technical capabilities located in the magazine are still needed. Parenting magazine notes that new know-how has to exist for the journalists publishing online.

New jobs have appeared. In each magazine a person working closely with the online service was interviewed. This person's role is recognized as the link between the magazine and the unit with technical capabilities. Parenting and Science magazine noted moderators as new workers, emphasized by Science magazine as the people who are given a great responsibility but are still outsiders. Science magazine differs from the other magazines by its capabilities of utilizing the free open-source solutions. Science magazine has had the freedom to do so. Parenting magazine manifests the importance of magazine's freedom from the publisher to develop the online service.

Experience

For each magazine experience means knowing the customer-base and its changes (Computer magazine). Parenting magazine emphasizes the importance also for technical workers. Experience is customer knowledge (Girls' magazine), history (Computer magazine's BBS) and layers collected to the website (Science magazine). Parenting and Computer magazine recognize the importance of this kind of experience for research and development. Science magazine claims that solutions from the past have been found useful later (as a result of work on R&D).

For individual people, the experience means much, and it can be used in the organization. The Parenting magazine's publisher has an approach to train people in the organization – with experience accumulating. In Computer magazine, this kind of experience was transferred elsewhere. If such experience is elsewhere, also cooperation is needed. Parenting magazine emphasizes that this sort of cooperation is also useful for R&D.

6.2.2 User-customer market capabilities

Table 10 below introduces case magazines' user-customer market capability sets. Capabilities are not classified strictly under certain topics due to their bundled nature. E.g. search engine optimizing, that could be regarded as a technology capability is in this table due to its nature closely related to application's functionality.

Table 10. Magazines' user-customer market capabilities

Capabilities	Girls' magazine	Parenting magazine	Computer magazine	Science magazine
Relationship with customer base	Intimate relationship. Aware of users' world.	Ability to live the users' everyday-life.	Tight relationship with customers since BBS. Topics are people's daily life.	Explaining the world to customers in an easy way.
	Users make the online service.	Online service is the users'.	Online discussions brought the customers closer.	Online service has an autonomous group.
	Online service is a contextual tool.	Taking part in the community: link to customer information.	Listening feedback and sensing trends is seen important.	Knowing customers is critical, also for r&d.
	Authority-like. Supporting users in their difficulties.	Authority of the field.		
	Part of users' identity building.	Peer support.	Extended empathy.	
Applications	Encourage creativity.	Online service's journalistic level not good enough.	Quality is critical.	Quality to catch users.
		Google leads to discussions: search engine optimized.	Search-engine optimized.	Quantity: Big storage of material to get more visits. Search engine optimized.
			Use cross-linking.	Utilizes cross-linking (better search results).
	According to users' expectations.	Continuously changing interesting discussion topics.	Usefull: price and product comparison. Leisure: downloads, discussions, ratings, news, digital archive and articles.	Interesting content.
	Easy to use, look good, up to date and cannot change dramatically.		Content looks good	
			Subscribers get more (homepages and e-mail services).	
Service offered	Interaction.	Discussion: interaction and participation. Editorial content and a marketplace have a minor role.	Product comparison interesting to customers	Interaction (with magazine and other users)
	Tools for indentity creation.	Platform and applications	Content and tools: one stop shopping.	
	Experience comparing.	Survival stories, emotional triggers for empathy, and peer support	Collecting knowledge, analyzing and producing synthesis	Topics that interest users. Different content for online users and readers according to different points of interest.
	Creating and expressing opportunities.	Safety net for families	Tested and reliable quality information. Help for product purchasing decisions.	Content is simple enough and directed to ordinary people
Communication and communality	Community is a source for customer information.	Source of customer information in a personal way		Strong communality
		Internet Producer participates.		Community is very autonomous
		Makes the relationship more intime		Regular visitors, search engine hits to forum discussions.
	Community is a contextual source for print.	Community is sometimes utilized.		

Relationship with customer base

Girls' and Parenting magazine seem to have a tighter bond to their customers provided by the magazine's role in their customers' lives. These magazines refer to themselves as life-phase magazines. Online community of Girls' and Parenting magazine is understood as user-owned. For The Girls' magazine's users, it is a part of the identity building. Parenting magazine understands the online service's role also as a place for peer support. Computer magazine reports that as a BBS the connection to the customers tightened. However, presently the bond provided by the online service could not possibly be as strong as it is with the other magazines. The community itself is not emphasized much by the interviewees. Science magazine does not report such a strong connection to the customers either, partly due to the autonomous role their community has. However, the interviewees regard their role as the world's explainers. This could be compared to what the Parenting and Girls' magazines' interviewees explain. They understand their role as the authority of their own field. Computer magazine does not directly manifest this but obviously they have such a role also, as the provider of solutions to product and price comparison problems.

The relationship provided by the online service is beneficial for the magazines. Girls' magazine utilizes customer-generated material for the print and defines the online service as a contextual tool. Parenting magazine sees the participation in the community discussion very useful as a factor making the relationship even closer. Moreover, more customer information can be gathered and the feedback can be instant and very direct. Both, Computer and Science magazine see the importance of the relationship. Computer magazine emphasizes the importance of listening to feedback and sensing trends (in order to write about correct topics) describing this as extended empathy. Science magazine notes that R&D requires knowing the customers.

Applications and services provided

Quality's importance was noted in all but Girls' magazine. For Girls' magazine, the mission is to encourage creativity. The magazine is mentioned (not in the table) to be of high journalistic quality but the online is a platform for the girls to create. Parenting magazine sees the online service's poor journalistic quality as problematic. However, their online service's content is also 98 % user-generated. For Computer and Science magazine, the quality should be of more relevance. The quantity of content is seen important in all but Girls' magazine even though its situation should be quite similar. The quantity of material, when search engine optimized, will lead more visits to the online service. This is important for any website. Cross-linking was similarly seen important by Computer and Science magazine.

Online services contained different material making them interesting. Girls' magazine pointed out everything is made according to the users' expectations. Parenting magazine mentioned continuously changing interesting discussion topics. For Computer magazine, there was a division into useful and leisure categories. For Science magazine, it was seen merely a case of having interesting content (often news).

All but Computer magazine similarly offer interaction to their customers. This is due to the nature and the opportunities provided by an online environment. The interaction was in general seen very important. For Parenting magazine, this can be extended to also cover the editors' direct participation. Computer magazine, that emphasized the community less than the other magazines, saw their role as the source of product comparison. Especially Girls' and Parenting magazine offered more on meta level. To elaborate, Girls' magazine offers the opportunities and the tools for identity creation and experience comparing. Parenting magazine offers the platform for users that create a safety net. The users then make it possible to offer the survival stories, the emotional triggers for empathy, and the peer support. Computer magazine offers content and tools.

In general, Computer and Science magazine have to emphasize the content more than Parenting and Girls' magazine that provide their users with the means to create the content. Content creation for Computer magazine is about collecting knowledge, analyzing and producing synthesis whereas for Science magazine it is coming up with topics that interest the users. Computer magazine manifests their status as the provider of tested and reliable quality information. This differs again from Science magazine that produces content simple enough for the ordinary people. To draw a link to human resources, Computer magazine would appear to have much more content-creation-related work in the online service than the other magazines. In contrast, for Parenting and Girls' magazine, providing a platform would seem to require less working hours from the editors even though also these magazines do offer some online content. Science magazine survives with less human resources allocated due to utilizing existing and keeping the online service simple.

Communication and communality

As mentioned before, a community is a source for customer information (Girls' magazine) and for Parenting magazine, even in a more personal way due to the participation in the community. For Science magazine, the community has a different role. Even though there is a strong feeling of communality, the forum users are not that linked to the editors due to the forum's autonomy. For all, except Computer magazine, the communality is seen very beneficial. It is seen to make the relationship to the customers more intimate (Parenting magazine) and to bring visitors regularly from the search engines (Science magazine). Even community-created material has proven useful for print (Girls' magazine).

6.2.3 Advertiser-customer market capabilities

Table 11 summarizes the case findings of three magazines. Science magazine differs from the others regarding its financial structure. Advertiser-connections are practically non-existing for the magazine as its funding is

greatly provided by a foundation. Some advertising exists but it is run from a separate digital unit that is not much in touch with the magazine. For these reasons Science magazine is left out of this part of the cross-case analysis.

Table 11. Magazines' advertiser-customer market capabilities

Capabilities	Girls' magazine	Parenting magazine	Computer magazine
Relationship with customer base	Capabilities in different units	Capabilities in different units	Capabilities in digital unit
	Advertisers are seen as partners	Partner-like relationships	Editors might know advertisers in other context
	In-depth communication between the editorial, sales and technical departments together with advertiser-customers	Confidentiality and relations between many units	
	Two-way communication between advertisers and users		Online advertising is seen undeveloped
	Cooperation and working in bigger groups. Understanding the big picture.	Communication and cooperation involved	
	Educating advertisers that are less experienced	Old and new advertisers	
	Editor-in-chief makes the magazine more known		Editor-in-chief might be introduced to advertisers
Applications	Tailored advertising options in online service	Online offers more options than the print	Online service is a short-term tool and print has longer time span
		Attractive place to advertise	Tactical advertisers use online
	More complicated solutions for online service	More innovative solutions online (mini pages)	Slots open for advertisers to buy
	Innovativeness and visionary thinking as basis		Target group research is the background
Services offered	Tailored solutions (group pages)	Mini pages	Tactical real-time appearance
	Banners are the basic offering	Banners	Dependency on banners
	Targeting to groups	Targeted ads according to words and topics (better profits)	Online prices cheaper than in the print
	Interaction with users in the group pages	Communication between advertisers and users	
		Segmented target group	

Relationship with customer base

For all the magazines, it seems clear that the publisher has made decisions to handle at least partly the advertiser-relations in a separate unit or units. As a result, the relationship to an advertiser includes many parties. Girls' magazine mentions the importance of the capabilities to cooperate,

work in bigger groups and to understand the big picture. Parenting magazine states that such communication and cooperation is involved. For Parenting and Girls' magazine the advertiser-relations are partner-like whereas the relationship is more distant in Computer magazine's case. However, for Computer magazine partnering might be present with the advertisers outside the advertising context.

Whereas in Computer magazine advertising is seen undeveloped as a way to earn profit, for Girls' and Parenting magazines it is not. Old print advertiser-relationships can be extended to cover the online service and new contracts can be made (Parenting magazine). New online solutions involve a great deal of communication: also two-way communication between the users and the advertisers (Girls' magazine). Editor-in-chief is for Girls' magazine the person introducing the new solutions and educating the advertisers. In Computer magazine's case, Editor-in-chief might be introduced to the advertisers. Differences in advertiser-relationships between the magazines could be due to different level of complexity in solutions provided.

Applications

The magazines seem to have a unified view on their advertising channels. Each magazine recognizes the difference between the print and the online service. Girls' magazine refers to tailored advertising options in the online service. Parenting magazine offers more in the online service than in the print. Computer magazine makes the difference clear as a division to tactical short-term advertising in online service and longer time span in print. Magazines have differing solutions. Parenting and Girls' magazine have very tailored, complex and innovative advertising solutions whereas Computer magazine still has to rely on slots to sell for banners. Background for the advertising is according to Computer magazine in knowing the target group well to sell the right kind of advertisements. Girls' magazine, on the contrary, emphasizes innovativeness and visionary thinking to come up with the right tailored solution.

Service offered

Whereas Computer magazine sells tactical real-time appearance, Girls' and parenting magazine sell websites in website to their advertisers. The solutions are tailored. For Parenting magazine, the websites are referred to as mini pages. Girls' magazine has group sites. The product is very similar for these two magazines, especially when the online services are so different. Banners are naturally still present in the each magazine's online service. However, Computer magazine is not very happy about the dependency on the banners, especially compared to the print advertising where prices are better. Girls' and Parenting magazine have tried and succeeded in better targeting, also with the purpose to earn better profits. Implication is that better targeted can be sold for better price. Girls' and Parenting magazine also benefit from the interaction they can offer to the advertisers. Important is to notice that Parenting magazine, with its big online service, has already managed to earn better with the online service than the print advertising.

6.3 Magazines' goals and objectives

Goals and objectives of each case magazine are divided into three categories: financial, customer base and brands. The summary of the goals is presented below in cross-case Table 12.

Table 12. Magazines' goals and objectives

Goals and objectives	Girls' magazine	Parenting magazine	Computer magazine	Science magazine
Financial			Being market leader.	
	Advertisers (also to other online services) and online advertising income.	Targeted advertising to increase profit. Transforming visits to business.	Transforming online service's visitor counts to money by advertising (publisher).	Publisher uses the brand for business: Increasing number of visitors important.
	Subscriptions.	Subscriptions.		Subscriptions.
			Better earning logic to online service.	
Market	Customer service.	Customer centricity.	Customer centricity.	Being close to customers, also online where future readers are.
	Giving answers to customers.	Provide the customers with products and services of the brand.	Suitable for anyone, reliably and extensively.	Providing interesting science topics.
	Community opportunities.	Editorial content and discussion quality development.	Providing subscribers with online service.	
Brands	Online service dynamic.	Different media have different role in people's lives.	Brand roles are divided by the way people use the brand.	Being strong where print is weak.
	Congruency of channels.		Brand channels have a coherent message.	
			Online service supports the print.	Online service supports print.

6.3.1 Financial

Profitability is naturally an important goal for any commercial activity. As Science magazine is partly non-commercial, the profitability does not play a role for the magazine. However, also this magazine's commercial publisher sees it relevant. Subscriptions made with the online service are mentioned important equally in all but Computer magazine. However, it could be argued that also Computer magazine aims to get subscriptions with its online service. After all, their online service is a part of the subscription package and therefore a piece of its marketing mix.

Advertising is presently important (even if dictated by the publisher) for all the magazines, whether they want or not. Visits to online service translate to advertising income for most magazines. Parenting magazine however sees a different way, better targeting, which was also mentioned by Girls' magazines in chapter 6.2. Girls' magazine also points out that their online

service has a goal to bring more advertisers to all the magazines in the publisher's portfolio. Computer magazine, that aims to be the market leader, also aims to have a better pattern to make profit with the online service.

6.3.2 Market

Each magazine obviously aims to serve their customers: by being customer-centric, close to their customer or seeing their audience central. Goals differ regarding each magazine's mission. Girls' magazine aims to give answers to the customers by means of utilizing the community. Parenting magazine wants to provide the customers with products and services of the brand and develop the quality of the editorial online content and discussions. Computer magazine has a goal to be suitable for anyone, reliably and extensively by means of both the print and the online service. And Science magazine aims to provide interesting science topics also in the Internet where their younger customers are. These goals all translate to customer service.

6.3.3 Brands

The magazines tend to manifest that online channel should be congruent, with coherent message and look similar to the print. However, each magazine claims that offered material is and should not be the same. Online service is seen the dynamic part (Girls' magazine). Parenting magazine claims that the different media have different roles in people's lives and the offered material is different accordingly. Computer magazine has a similar approach: the brand roles are divided by the way people use the brand. Science magazine see the situation as being strong with the online service where the print is weak. Girls' and Parenting magazine emphasize the message delivered through two channels whereas Computer and Science magazine see the online service's role as print supporting.

7 DISCUSSION AND CONCLUSIONS

7.1 Discussion

This study's purpose was to gain understanding of the resources and the capabilities as the foundation for the Finnish magazines' online strategies. The study aimed to point out whether the resources and capabilities match the goals and objectives. See the main research question below.

- *How do Finnish magazines' resources and capabilities match with their online strategies' goals and objectives?*

Three more questions were designed to address matters that had to be understood in order to answer the main question. See the supporting research questions below.

- *How do Finnish magazines understand their resources?*
- *What are the capabilities Finnish magazines have?*
- *How do Finnish magazines define their goals and objectives?*

Supporting research questions are answered first. The questions are addressed with a corresponding title. Main research question is answered last.

7.1.1 Findings on magazines' resources

Nahapiet and Ghosal (1998) see human capital as a strategic resource integral to VRIN attributes. Study of the cases suggests that these human resources can be divided into internal and external. Internal human resources compose of editorial resources that can be allocated to online service. External human resources can be further divided into resources available within publisher's organization or resources bought from outside. Flexibility is also a relevant matter regarding the external resources usage. Human resources that magazines can allocate to their online services seem inadequate. However, case findings suggest that user-generated may represent a big majority of the content. Also it can be pointed out that

publishers are not willing to allocate many resources to online services that are not such a great revenue source.

Magazines' intangible resources can be understood as brands. It can be noted regarding the magazines that a brand is similar as a print magazine and as an online service even though the message delivered is different. Coherency between brands is seen important. Moreover, the brands of a magazine are seen supporting each other. Brands according to e.g. Barney (1991) and Miller and Shamsie (1996) are magazine's legally protected property and therefore inimitable. Due to intangibility brand, and everything included in it, is very firm-specific (Grant (2002). Moreover, Finland is a small market with only a few bigger publishers (Grönlund et. al. 2003). There is not much space for substitute products with the same strategy outcomes and therefore hardly equivalent for a brand (Barney 1991).

Grant (2002) suggests analyzing tangible resources by their potential to create competitive advantage. Magazine's tangible resources are found to compose of content and customer base. Findings suggest that there are three types of content in the online services: editorial, user-generated and advertiser-generated. Customer base, one of the three elements in magazine publishing according to Daly et. al. (1997), plays a major role for the magazines also online. It is relevant to know the customers and make the online service for them. The case magazines with strong online community can be found differing: the users make their online service. In all but one case the community was seen an important part of the customer base resource. Community can be concluded to be a very important resource – also regarding the user-generated content it produces.

7.1.2 Findings on magazines' capabilities

Capabilities here are divided further into technology capabilities, user-customer market capabilities and advertiser-customer market capabilities according to the classification used in the cross-case study.

Technology capabilities

Magazines' channel capabilities are very much in line with the brand resources. Print magazine and online service have separate channels and deliver a different message but are congruent. Content is divided between print and online service by how it fits the channel used for the distribution. Online service appears to deliver dynamic and print more static content. Furthermore, the online channel appears to be a tool for two-way communication and even three-way communication for the magazines with more advanced advertising solutions. It could also be concluded that magazines find the online service adding value to the print magazine.

Online service providing has impact on a magazine's organization. Study of the case magazines reveals that publishers have responded to the change by founding online organizations. This has resulted in technological capabilities – human resources – being located outside the magazine's organization. As a result, capabilities seem to include more communication and cooperation with externals. Magazines also note that new forms of work and new job titles have appeared. Moreover, it would appear that freedom for utilizing different types of work force has some positive impact on running the online service.

Experience is understood by the magazines as the knowledge of the target group. For technological development such experience can be concluded to have relevance due to the fact that magazines' online services are developed for their users.

User-customer market capabilities

Magazines' relationship with their customers has become stronger due to the online presence. The relationship seems even tighter for the magazines with stronger community. In fact community is seen as the customers'. Furthermore, magazine's capabilities are then related to providing a platform and tools for the users to make the online service. Role of the

magazine is being an authority of their field. Magazines' community hosting capabilities might lead the development of a strong online community. A strong online community could also be a relevant factor in development of community hosting capabilities.

Close community-provided relationship benefits the magazines as user-generated content can be utilized further, feedback is very direct and fast, and much customer-information is available. To reflect back to technology capabilities, R&D function can benefit from such a direct connection with the customers. Only one of the case magazines reported participating in the community discussion even though other magazines might have similar practices. Participation could be understood as the extreme of a close relationship with the customers.

Applications are combinations of content quantity and quality. Case data suggests that quantity translates to better visibility with the search engines. Quality is important to the case magazines for other reasons. It ensures the durability of a customer relationship. Interaction seems a feature of the applications important for magazines.

Advertiser-customer market capabilities

Analysis suggests that advertising is not a task for only a magazine. Advertiser-relations are accordingly more complicated and often include more than just two-way communication. Communication and cooperation capabilities are important for the advertising function. Magazines with a strong community seemed to have more developed advertising solutions with user-advertiser interaction. In the best case, users and advertisers can be brought very close to each other.

Advertising is recognized different for print magazines and online services. A community, as mentioned, would allow a magazine to offer more also to its advertisers. Community-utilizing advertising solutions can be very complex and require a tight partner-like relationship with an advertiser. How-

ever, magazines still seem to offer their advertisers banner slots that require not that tight a connection.

For community use, some advertisement can be referred to as advertiser-generated content. Targeted advertising can appear also in form of mini-pages that advertisers might have in a magazine's online service. More targeted is more profitable, but better targeted advertisements require more advertiser-related capabilities from a magazine.

7.1.3 Findings on magazines' goals and objectives

Magazines noted that profitability is a publisher-set goal. Publishing is commercial activity and it is natural to require this. Advertising is present in magazines' online services. FIPP (2007) summarizes an object magazines' online services might have: creating profits in the long term. Even though a magazine's online service might not be profitable as an individual entity, it can be concluded that the case magazines understood its importance as a part of the brand provided, also generating subscriptions that traditionally play an important role in Finnish magazine publishing (Grönlund et. al. 2003).

Magazines, as noted in Daly et. al. (1997), have to be customer-centric to maintain their market. However, means to reach customer service goals differ. FIPP (2007) lists the magazines' online services' customer-related goals: expanding the audience beyond the print audience, using online service to attract new readers and building a community around the brand. It can be concluded that these goals are relevant for the magazines, however, with different emphasis depending on the magazine.

7.1.4 Resources and capabilities' match with goals and objectives

Online services seem not a very profitable part of a publishers' business and human resources allocated to online services are therefore limited. Utilizing the resources requires capabilities for communication and cooperation – either within a publisher's organization or with externals. Free-

dom and flexibility given by a publisher indicate to have a positive effect on the outcomes of work between different units.

Regarding brands, an online service and a print magazine should support each other. A magazine, authority of its field, ensures that its online service is of good quality and reliable. An online service can bring new subscribers to a print magazine or serve as a part of the subscribing packet. This is in line with the profitability goal.

Capabilities of utilizing and encouraging user-generated content (and a community resource) help a magazine by transferring a work task – the content creation – to users. However, such capabilities of providing a platform to the users are only useful for an online service with a strong community. Moreover, platform providing and hosting capabilities exist in magazines that have a strong community – and help supporting such a community.

Advertising capabilities ensure profitability in a very direct manner. Banners are a simple way of advertising, similar to how advertisements appear in a magazine. However, a magazine with a strong community can target the advertising better by providing also their advertisers with community access. Advertiser-created content and better targeting of advertisements to certain groups are ways to gain more profit per each advertisement deal.

Magazines have goals to be customer-centric and online services can bring them closer to their customers. Especially a community and capabilities to benefit from it increase the opportunities for relationship building and maintaining. Moreover, an online service may expand the audience and attract new users and readers to print.

7.2 Managerial implications and theoretical contribution

Outcomes suggest that with a light online organization provided with flexibility and freedom needed, a magazine can run a successful online service. To estimate an online service's profitability, it is not only necessary to estimate direct cash flow an online service creates, but also the indirect effect it has on the magazine brand. An online service represents the brand in the Internet and is a part of the brand's marketing mix. Its value is also important when estimating the amount of new customers it brings to the print magazine.

Users may ease the editorial content creation burden. A magazine with a strong community in its online service benefits from direct feedback, real-time customer reactions and user-generated content. Users communicate their needs and requests not always directly to editors. Online service poses as the tool for sensing customers' wishes. Information and content from the community can be further utilized for research and development. Moreover, user-generated content may be used also for making a print magazine.

Advertising for a print magazine and its online service does not have to appear in a similar form. An online service, as the dynamic channel, represents opportunities for more complex methods for advertising. Moreover, the opportunities include better targeting and interaction between advertisers and online service users when there is a community to be taken advantage of. For magazines, improved quality of advertising – as better targeted and interaction-providing – can mean better profit per an advertising deal. The amount of advertisements does not necessarily guarantee better profit made with the online service. Improving the quality and targeting of advertisements will result in better outcomes.

The literature does not recognize a classification or model that would in an exhaustive manner explain magazines' capabilities. To summarize, this study has recognized some capability sets: channel and content capabili-

ties, communication and cooperation capabilities, community hosting and utilizing capabilities and advertising capabilities. Comparing these findings to Abernathy and Clark's (1984) classification of capabilities reveals that even though some classes have similarities, magazines capabilities cannot be directly classified with this model.

7.3 Limitations and implications to further studies

To evaluate this study's trustworthiness, Lincoln and Guba's (1985) criteria provides a useful tool. The criteria include an evaluation of: Credibility – a criterion of the truth of the findings. Transferability – the findings' applicability in other contexts. Dependability – consistency and the possibility to repeat the findings. Confirmability – a criterion of neutrality. (Lincoln and Guba 1985)

Firstly, the interview data and case study notes, as well as case descriptions scrutinized by the interviewees, ensure that the findings of this study are factual and true (Yin 2003). Secondly, transferability of the findings is limited due to a very limited scope. However, findings can be with limits, generalized to apply for Finnish magazine publishing industry. Thirdly, the findings are consistent and this study is conducted in a triangulating manner due to a selection of 4 case magazines. Furthermore, the backbone of this study – case descriptions were scrutinized by the interviewees and further corrections were made. These corrections, as explained in Yin (2003, 159) enhance the accuracy and hence increase the construct validity. Lastly, this study's findings can be concluded not to be biased due to a similar method of analysis of three competing publishers' magazines and there are multiple sources of evidence supporting the findings (Yin 2003).

This study was focused on magazines' resources, capabilities, goals and objectives. Publisher-level was not included in the study. Further studies assessed to understand publishers' resources and capabilities would help to understand magazines' roles in their publishers' portfolios. Consequent-

ly, location of resources and capabilities and dynamics within organizations could be better understood.

In the empirical part of the study, it was pointed out that as a result of the Internet having effect on the publishers new units had been created to better address the opportunities the Internet provided. Further studies on the newly found digital units would be needed to better understand publishers' online strategies. It would also be relevant to study how the Internet has changed the organizational structures regarding new forms of advertising.

Community was not in the centre of this study's scope but appears to be a very important element for magazines in terms of resources, capabilities, goals and objectives. Magazines with strong communities should be studied further in order to better understand the relationship between development of magazines' community capabilities and growth of an online community.

Different advertising solutions and better targeting were seen important in the empirical part of this study. However, this study's scope would not allow further assessment on advertising. Consequently, online advertising was not studied in a large context. There is a need for studies that would focus on types and forms of online advertising.

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APPENDIX 1. INTERVIEW QUESTIONS

1. TAUSTAA

Haastateltava: nimi, asema, tausta

Lehti: nimi, asema markkinoilla

2. YLEISTÄ

Miten virallisesti määrittelette strategianne? Oma näkemyksesi strategiastanne?

Mikä on mielestänne lehden (lehtibrändin) ydinosaamista?

Mikä on mielestänne lehden (lehtibrändin) kilpailuetu, miksi asiakkaat tilaavat/lukevat/käyttävät?

Keitä printtilehtenne asiakkaat ovat?

Ketkä ovat printin kilpailijoita?

Ketkä ovat kumppaneitanne?

3. VERKKOSTRATEGIA JA SEN KEHITYS

Historia

Voisitko kuvata verkkopalveluidenne ja -strategian kehitystä niiden alkuvaiheista asti?

Mitkä tekijät ovat vaikuttaneet verkkostrategianne kehittymiseen? Miksi?

Onko kehityksessä ollut kriisejä? Jos on, niin millaisia? Mistä ne johtuivat?

Nykytila

Miten määrittelette verkkostrategianne eli mitkä ovat verkkoliiketoimintanne tavoitteet ja keinot tällä hetkellä? = verkon rooli kustantajan strategiassa

Mikä on ydinosaamistanne verkossa?

Millaista tulosta verkossa tehdään?

Verkon asiakkaat:

- kuluttaja-asiakkaat: miksi lukevat/käyttävät lehden verkkopalveluja? Ovatko asiakkaat samat/eri kuin printillä?

- ilmoitusasiakkaat: ovatko asiakkaat samat/eri kuin printillä? Miksi käyttävät?

Kuinka markkinoitte verkkopalveluitanne? Millaisia konkreettisia ratkaisuja olette tehneet lukijoiden/ilmoittajien saamiseksi?

Keitä/mitä kilpailijat ovat verkossa?

Miten kilpaillette verkossa? Millä tavoin erottaudutaan kilpailijoista?

- *erillinen verkkotuote, samaa sisältöä x % vai täysin samaa sisältöä*
- *first mover, kopiointi, puolustautuminen*

Ketkä ovat kumppaneitanne verkossa?

Tulevaisuus

Näkemyksenne toimialan kehittymisestä ja Internetin vaikutuksesta siihen? Entä omaan yritykseen, kilpailuun ja yhteistyöhön?

Näkemyksenne verkkopalveluiden roolista tulevaisuudessa?

Millaiseksi arvelette verkon ja printin suhteen kehittyvän?

Millaisena näkisitte kuluttaja-asiakkaidenne roolin tulevaisuudessa - mitä samaa, mitä uutta? Entä ilmoittajat?

4. OSAAMINEN JA KYVYKKYYDET

Asiakas-markkina –osaaminen

Minkälaista asiakas- ja markkinaosaamista mielestänne vaaditaan printin tuottamisessa? Entä verkkopalveluiden?

Miten kuvaisitte henkilöstönne asiakasosaamista printissä/verkossa?

Minkälaista osaamista tarvitaan lisää? Keinot sen saamiseksi?

Teknologiaosaaminen

Minkälaisia teknisiä sovelluksia verkkopalveluihinne liittyy? Miten toteutettu? (itse, ostetaan)

Miksi olette valinneet juuri nämä palvelut?

Minkälaista teknologista osaamista ja näkemystä yrityksellänne on verkkopalveluiden tuottamisessa?

Minkälaista teknologista osaamista mielestänne tarvitaan lisää? Keinot sen saamiseksi?

Dynaamiset kyvykkyydet

Millainen rooli tuotekehityksellä on liiketoiminnassanne?

Miten etsitte uusia tuotekehitysideoita? Voitteko antaa esimerkin?

Miten verkkopalvelut ovat muuttaneet yrityksenne aiempia toimintatapoja? (esim. organisaatorakenteet, vastuut, päätöksenteko)

Mitä täysin uusia toimintatapoja verkkopalveluiden tuottaminen on vaatinut organisaatioltanne?

Jos vedetään kaikki tämä yhteen, miten mielestänne olette onnistuneet muutoksissa?

APPENDIX 2. FURTHER QUESTIONS

Girls' magazine

1. Kuinka paljon lehdellänne on toimituksellista henkilöstöä ja avustajia?

Kuinka suuri osuus, arvio prosentteina, koko toimituksen työstä liittyy verkkopalveluun?

2. Minkä tahon tuottamaa sisältöä on verkkopalvelun kukin osio?

3. Kuinka suosittu kävijämäärien valossa on verkkopalvelun kukin osio?

4. Mikä on verkkopalvelun budjetin osuus koko lehden budjetista?

5. Miten verkkopalvelunne käytettävissä olevat henkilöstöresurssit, henkilötyövuosina mitattuna, sijoittuvat kustantajan organisaatiossa?

Kuinka vapaasti voitte hyödyntää näitä resursseja? Ovatko resurssit

- aina käytössä
- kustantajan organisaation sisältä ostettavissa
- ulkoa ostettavissa?

Parenting magazine

1. Kuinka paljon lehdellänne on toimituksellista henkilöstöä ja avustajia?

Kuinka suuri osuus, arvio prosentteina, koko toimituksen työstä liittyy verkkopalveluun?

2. Kuinka suuri osuus, arvio prosentteina, verkkopalvelunne sisällöstä on

- toimituksen luomaa
- organisaation muun yksikön (minkä?) luomaa
- ulkoa ostettua
- käyttäjien luomaa
- mainostajien luomaa?

3. Minkä tahon tuottamaa sisältöä on verkkopalvelun kukin osio?

4. Kuinka suosittu kävijämäärien valossa on verkkopalvelun kukin osio?

5. Mikä on verkkopalvelun budjetin osuus koko lehden budjetista?

6. Miten verkkopalvelunne käytettävissä olevat henkilöstöresurssit, henkilötyövuosina mitattuna, sijoittuvat kustantajan organisaatiossa?

Kuinka vapaasti voitte hyödyntää näitä resursseja? Ovatko resurssit

- aina käytössä
- kustantajan organisaation sisältä ostettavissa
- ulkoa ostettavissa?

Computer magazine

1. Kuinka suuri osuus, arvio prosentteina, koko toimituksen työstä liittyy verkkopalveluun?

2. Kuinka suuri osuus, arvio prosentteina, verkkopalvelunne sisällöstä on

- toimituksen luomaa
- organisaation muun yksikön (minkä?) luomaa
- ulkoa ostettua

- käyttäjien luomaa?

3. Minkä tahon tuottamaa sisältöä on verkkopalvelun kukin osio?

4. Kuinka suosittu kävijämäärien valossa on verkkopalvelun kukin osio?

5. Mikä on verkkopalvelun budjetin osuus koko lehden budjetista?

6. Miten verkkopalvelunne käytettävissä olevat henkilöstöresurssit, henkilötyövuosina mitattuna, sijoittuvat kustantajan organisaatiossa?

Kuinka vapaasti voitte hyödyntää näitä resursseja? Ovatko resurssit

- aina käytössä

- kustantajan organisaation sisältä ostettavissa

- ulkoa ostettavissa

Science magazine

1. Kuinka paljon lehdellänne on toimituksellista henkilöstöä ja avustajia?

Kuinka suuri osuus, arvio prosentteina, koko toimituksen työstä liittyy verkkopalveluun?

2. Kuinka suuri osuus, arvio prosentteina, verkkopalvelunne sisällöstä on

- toimituksen luomaa

- organisaation muun yksikön (minkä?) luomaa

- ulkoa ostettua

- käyttäjien luomaa?

3. Minkä tahon tuottamaa sisältöä on verkkopalvelun kukin osio?

4. Kuinka suosittu kävijämäärien valossa on verkkopalvelun kukin osio?

5. Mikä on verkkopalvelun budjetin osuus koko lehden budjetista?

6. Miten verkkopalvelunne käytettävissä olevat henkilöstöresurssit, henkilötyövuosina mitattuna, sijoittuvat kustantajan organisaatiossa?

Kuinka vapaasti voitte hyödyntää näitä resursseja? Ovatko resurssit

- aina käytössä

- kustantajan organisaation sisältä ostettavissa

- ulkoa ostettavissa?