



Master's Thesis Abstract

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Author	Minna Knifsund	Student number	
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Supervisor/s	D. Sc. (Econ.) Niina Nummela M. Sc. (Econ.) Birgitta Sandberg		
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Summary and conclusions

The purpose of this study was to explore the competitors of the case company, Zed for Business, and their business models. This research objective was being divided into three sub-objectives: to describe the competitive environment in which Zed for Business operates, to identify potential competitors of Zed for Business and to compare and analyse the business models of Zed for Business and selected competitors. The most important theoretical terms used in this study include corporate mobile portal and business model.

The theoretical part of the study consists of two parts: firstly the mobile environment is depicted after which the players operating in the markets are presented. Secondly, the competitive analysis and the business model concept are discussed. The empirical part of the study depicts the competitive environment in which Zed for Business operates and potential competitors of Zed for Business are being identified and the business models of Zed for Business and its most relevant competitors are being analysed. Thereafter the co-operative arrangements in the markets are discussed.

This study is a qualitative case study and the research material was collected by interviewing and by using various research reports by several research companies. The interviewees consisted of people working for Sonera and for Zed for Business and of researchers at Telecom Business Research Center.

The conclusions of the study in brief: There are not many players active in the corporate mobile portal markets today, but the situation is expected to change fundamentally in the future. At the moment the most important competitor of Zed for Business in Finland is Toimistoratkaisu by Radiolinja. Playergroups, who are considered to be potential entrants to the markets in the near future include mobile operators, Internet portals, Internet service providers, terminal suppliers, platform and software suppliers, independent portals and wireless application service providers. **Classified 3 years,**

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