The Decision-Making Process of Swedish Born Global Video Game Developers – Effectuation and Causation

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Abstract

Title: The Decision-making Process of Swedish Born-Global Video Game Developers - Effectuation and Causation
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The increasing globalisation of the modern world has made it possible for companies to internationalise far more rapidly than before (Andersson & Wictor, 2003) The term Born Global is an example of companies that are international almost directly after their foundation. Video game developers are good examples of Born Globals, i.e. since a large part of their business processes are global from inception (Strömbäck & Kroon, 2013). We therefore find that these companies' internationalisation process is slightly vague and that it is of interest to explore their decision-making process rather than their internationalisation process. Earlier research suggests that internationalisation can be portrayed as a problem of decision-making (Schweizer, forthcoming). In order to explore the area of decision-making we have chosen to investigate and apply the theory of effectuation and causation by Sarasvathy (2001). The aim of this thesis is to create further understanding of internationalisation-related decision-making processes in the context of Swedish Born Global companies in the video game developing industry by applying the theory of effectuation and causation by Sarasvathy (2001). To enhance the understanding, we aim to investigate factors that potentially can affect the mentality behind the decision-making. Additionally, the purpose of this thesis is to give a contribution to the already existing literature on effectuation and causation decision-making by analysing how and why companies in this specific context use this kind of underlying methodology. In order to fulfil the aim of this thesis, we have chosen a qualitative research approach. The qualitative research consists of five minor case studies made on the following companies; Digital Illusions CE, Avalanche Studios, Paradox Interactive, Fatshark and Image & Form. Our final findings conclude that the companies studied in this thesis do not follow a specific pattern of causal or effectual reasoning, but rather tend to switch logic alternately as they go. We also found tendencies of a possible linkage between specific characteristics and decision-related reasoning. Furthermore, this study confirms that the factors "Networks", "Globalisation", "Competitors" and "Individuals at Management Level" influence the decisions and underlying methodology to differing degrees.

Key words: Decision-making; Effectuation; Causation; Video Game Developers; Born Global; Internationalisation

Acknowledgements

Table of Contents

1. Introduction

The increasing globalisation of the modern world has paved the way for companies wishing to increase their international sales. There exists a common belief that there has been a shift towards a more homogenous global market (Hill, 2009) implying that customer tastes are becoming increasingly similar. In addition, the ever-increasing technical development, especially regarding communications technology, has created opportunities for new forms of industries and markets to grow. As trade barriers between countries are decreasing, it becomes easier for companies to manage their international trade (Andersson & Wictor, 2003). In the shadow of this, new forms of companies diverging from the traditional norms are taking shape. One could say that this type of companies holds the whole world as a marketplace instead of being limited to one single market (Halldin, 2012).

The term and company form Born Global is a phenomenon where much research has been done, still, there is much room for further research. According to Halldin (2012), a common factor shared by this type of companies is that they tend to ignore the geographical distance when choosing a new market and instead focus on future business opportunities on the global market. Furthermore, the internationalisation of this kind of firms is becoming an increasingly rapid process (Schweizer, forthcoming). A number of studies explain the internationalisation of and decision-making in Born Globals itself (e.g. Sarasvathy, 2001; Johansson & Vahlne, 2009; Andersson, 2010; Schweizer, forthcoming; Sarasvathy & Kotha, 2001). Since online-based industries' products often are launched internationally on digital distribution platforms, we argue that it can become rather difficult to create a general picture of the internationalisation process. As earlier research suggests, decision-making is one factor that affects the internationalisation process (Schweizer, forthcoming). Therefore, when investigating the industry of online-based services, it could be of interest to examine decisions leading up to internationalisation and decisions as a result of internationalisation. Sarasvathy's (2001) theory of effectuation and causation, which has been studied in many Born Global papers (e.g. Johansson & Vahlne, 2009; Schweizer et al., 2010; Andersson, 2010), discusses the underlying methodology of decision-making in such firms.

1.2 Problem Discussion

To understand and explain the underlying mentality of decision-making, especially in born globals companies, Sarasvathy (2001) created the theory of effectuation and causation. By adding effectuation to the traditional causation logic, Sarasvathy developed a new approach

for understanding the underlying mentality of decisions. By identifying a new decision-making logic, effectuation, which focuses on exploiting contingencies in volatile contexts, Sarasvathy contributed with a new type of reasoning. For many years the students at MBA programs all over the world have been studying traditional causation reasoning. The opposite is the effectuation logic, which constitutes of principles and tools anyone can learn and take advantage of. Effectuation can be used to minimize risk when starting a new business or to decrease losses by using fewer resources. Today effectuation has become a popular topic and several researchers are currently exploring the field of effectuation (Society of Effectual Action, 2012). The effectuation reasoning has also been explored in a number of Born Global studies. To create further understanding, the theory of effectuation and causation has been applied to real-life cases in a number of empirical studies. These case studies have been done on a variety of companies operating in different industries. A previous one has for example been made by Sarasvathy and Kotha (2001). By investigating effectuation processes through a case study on a company operating in the audio- and video streaming Internet business, their study concludes that the entrepreneur's decision-making processes are in line with the theory of effectuation. Other studies in the area have however drawn different conclusions. Chandra (2007) concludes that the effectuation logic transforms over time, meaning that a company's decision logic becomes more causal as a company's experience grows. Schweizer's (forthcoming) study of SME's decision-making during internationalisation is one of the most recent empirical studies on the subject. Schweizer concludes that the transformation from effectuation to causation does not follow a linear pattern in that specific context. Instead the companies tend to switch glasses throughout the decision-making process. Another study made by Andersson (2011) explores if effectuation is a fruitful option to the more traditionally used causal decision-making in the context of born global companies, active in the manufacturing (rubber) and the pharmaceutical industry. The study concludes that the first stages of the Born Global's development are in line with the theory of effectuation. Moreover Andersson (2011) states that the "... *the effective born global leaders are those who can use effectuation logic in unpredictable situations and causation logic in predictable situations"* (p. 638). All these pioneering studies on effectuation and causation call for further research (Sarasvathy, 2001; Sarasvathy & Kotha, 2001; Andersson, 2011; Schweizer, forthcoming; Chandra, 2007). This thesis can serve as a compliment with additional empirical evidence on how companies in a new contexts approach their decision-making. In previous studies there is no or little emphasis on factors of the Born Global and how these can affect decisions. Thereupon we believe that studying these factors may develop additional understanding.

Furthermore, we find it both necessary as well as interesting to do further empirical studies on other companies in new industries and countries. No previous research has been done in the specific context of Swedish Born Global companies in the video game developing industry, thus we find it interesting to contribute to the pioneering studies by investigating this specific context. Moreover, companies in the video game development industry foremost produce online-based products/services rather than physical (Sandkvist, 2010). This in combination with their, according to us often unclear and rapid internationalisation process makes it interesting to explore their decision-making processes instead of the internationalisation itself. The video game development industry has seen an increase in the number of new firms and international players during the last couple of years (Strömbäck & Kroon, 2013). Since most of them are global from the start, they could serve as good examples of Born Globals (ibid.). Their consumers, recruitment, marketing and most business-processes usually become global as soon as their first product is introduced to the market. As for the Swedish case, this industry seem to play an increasingly important role overall (ibid.). According to Strömbäck & Kroon (2013) Sweden is one of the worlds largest gaming exporters, and together with Finland and Iceland, Sweden is top three in the world when it comes to video game-export per capita. Between 2010 and 2012 the Swedish video game developing industry grew with over 215 % ending up with a total turnover of SEK 3,7 billion in the year of 2012 (Strömbäck & Kroon, 2013). The Swedish film industry has in comparison had a growth rate of merely 30 % during the last 20-year period (Alström et al., 2013). Swedish video game developers continue to grow, since the demand for video games seems to be ever increasing (Strömbäck & Kroon, 2013). This indicates that this is a fruitful industry with immense future opportunities, making it interesting to investigate companies in this context.

A large part of newly developed games are introduced on digital distribution platforms such as Appstore, a worldwide online-distributor of mobile games, and Steam, an online-distributor worldwide of video games (Sandkvist, 2010). The worldwide digital distribution platforms are global, making the products accessible for the public directly from the time of the launch and on. We hold that this makes it rather difficult to distinguish the internationalisation of game products into new markets. Therefore, we argue that applying traditional theories of internationalisation on video game developers is complicated because of the fact that their internationalisation process is more rapid and unclear, even in comparison to Born Globals with traditional products and services. Today, the everyday access to the Internet is facilitating the trade of video games (Sandkvist, 2010). The growing number of new players,

consumers and suppliers on the video game development market (Strömbäck & Kroon, 2013), raise a certain interest in how the game developers actually are operating in order to internationalise as quickly as they do. In the video game development industry, where we argue that internationalisation is no longer a process, but rather a given, decisions could be what distinguish the behaviour of the firm. We find it interesting to explore internationalisation related decision-making. Therefore we ask ourselves; *how can Sarasvathy's (2001) theory of effectuation and causation create further understanding for decision-making in Swedish video game developing companies? Additionally, what factors can potentially affect the decisions?* To answer these questions, we developed the purpose and aim of this thesis.

1.3 Purpose and Aim

The purpose of this thesis is to contribute to the already existing literature on effectuation and causation decision-making by analysing why and how companies in this specific context uses this kind of underlying methodology.

The aim of this thesis is to develop further understanding of internationalisation-related decision-making processes in the context of Swedish Born Global companies in the video game developing industry by applying the theory of effectuation and causation by Sarasvathy (2001). To enhance the understanding, we aim to investigate factors that potentially can affect the mentality behind the decision-making.

1.4 Limitations

Due to the rather small time frame, we have limited us to the Swedish video game industry with an emphasis on the developers. Moreover, we have chosen to limit us to Sarasvathy's (2001) theory on effectuation and causation, i.e. because we find that it provides a good understanding of the decision-making in Born Global companies. Also we find that there is a need for further exploration of the theory. Earlier studies in the area of decision-making have traditionally focused on causation processes and the entrepreneur. The aspect of effectuation is a relatively new phenomenon and is yet to be fully investigated. We would also like to emphasise the fact that we have chosen to only focus on the definition of a Born Global and Andersson's and Wictor's (2003) factors and characteristics affecting a company when studying the Born Global literature. That is because our study has the effectuation and causation decision-making as its focal point.

1.5 Definitions of Terms

In our thesis we frequently use the term "video game". According to the Oxford Dictionaries, a video game is: *"A game played by electronically manipulating images produced by a computer program on a monitor or other display."* (Oxford Dictionaries, 2014). These types of games can be found on different electronic platforms such as a video game console, a cellular phone or a personal computer (PC).

1.6 Thesis Structure

Chapter 1. Introduction: The first chapter of this thesis is the introduction; here we intend to give the reader an overview of the main content of our study. We introduce the reader to the background of the subject, which then is narrowed down to the problem discussion. In the problem discussion we present pioneering studies on the subject. Moreover we discuss why decision-making processes are interesting for further exploration, leading down to the purpose. Furthermore, we present our aim for this thesis and what we have chosen to limit us to. Lastly we give our outline for the thesis structure.

Chapter 2. Theoretical Framework: In the following chapter we present and explain theoretical findings that have facilitated our understanding of the decision-making in companies in the Swedish video game developing industry. We aim to provide the reader with knowledge regarding the Born Global theory and explain how their internationalisation process can be affected by a number of factors. The internationalisation process can be portrayed as a problem of decision-making, which leads us to the presentation of the theory effectuation and causation, a theory of decision-making processes. We end this section with presenting a new conceptual framework for decision-making in Born Global firms. In this part the mentioned factors and theoretical framework is adapted and revised into our own conceptual framework, which is used in order to facilitate our empirical gathering as well as to create a better understanding of the process itself.

Chapter 3. Method: The methodological procedure of our thesis is presented in this chapter. Here we present and evaluate the selected method, qualitative semi-structured interviews with informants. Furthermore we describe the collection and presentation process, the analytical method and interpretation. Lastly, we analyse and discuss the trustworthiness of our empirical data.

Chapter 4. Empirical Studies: In this chapter we begin by giving a short background to the video game developing industry. That is in order to provide the reader an overall understanding of how globalisation has affected the industry. We continue by presenting the interviewed companies and the collected empirical data regarding affecting factors and the decision-making, company by company.

Chapter 5. Analysis: In the analysis the theoretical framework and the empirical studies are connected and analysed. In this chapter we analyse if and how the theory of effectuation and causation can create further understanding in the area of decision-making in Born Global companies. Further we analyse how the factors "Networks", "Globalisation", "Competitors" and "Individuals at Management Level" can potentially affect the decisions.

Chapter 6. Discussion: In this chapter we discuss our findings and how the four abovementioned factors affect the decision-making process.

Chapter 7. Conclusion: The last chapter of this thesis is the conclusion and presented here is what we finally can conclude after the process of writing this thesis. We will state our aim and purpose of our study and present our findings. Lastly we will give some suggestions on topics for future research.

2. Theoretical Framework

2.1 Born Global

While discussing the phenomenon, many might jump to the conclusion that Born Global is a somewhat new term of modern companies that could not exist prior to the technical revolution. However, companies that can be considered Born Globals have existed for centuries. According to Oviatt & McDougall (1994) large, well-known companies such as the East India Company (1600) and the Ford Motor Company (1903) were both International New Ventures (Born Globals) at the time of their founding. Initially, the concept Born Global was introduced by an Australian McKinsey study and numerous studies have followed its footsteps. However, the phenomenon has not been presented under a unanimous concept (Andersson & Wictor, 2003). Oviatt & McDougall (1994) has as shown above, referred to the phenomenon as International New Ventures as well as Global-Start-ups, also the term Instant Exporters, amongst others have been used (Andersson & Wictor, 2003). In this thesis we have decided to refer to the phenomenon as Born Global.

In a similar manner as the concepts, the definition of a Born Global has varied throughout a large number of studies about the subject. In their study, Oviatt & McDougall (1994: 49), define a Born Global (International New Venture) as; *"... a business organisation that, from inception, seek to derive significant competitive advantage from the use of resources and the sale of outputs in multiple countries."* Furthermore, they argue that because of a former vagueness in the definition of the phenomenon Born Global, researchers should rely on observable resource commitments in order to establish a point of venture inception. Put differently, newly founded companies with products under development and no sales must show a certain level of commitment in international trade after completion in order to be considered Born Global (ibid.). Andersson & Wictor (2003) present a number of well-known definitions of the phenomenon, both qualitative and quantitative. One being the initial Australian study, where they state that Born Globals perceive the whole world as a marketplace and do not solely focus on their domestic market. Also, Born Globals tend to be small manufacturers, which begin exporting at least 25 % of their total sales within two years after foundation. Another definition presented in the same paper by Knight (1997) holds that a Born Global is a company that has, within three years after their inception started its foreign sales, which should at least reach a quarter of their total sales after internationalisation (ibid.). In our thesis we hold that a company with an initial intention to export to multiple countries

as soon as the product is developed, and also does so after completion, can be considered a Born Global. This is in line with Oviatt & McDougall's definition. As Strömbäck mentions in the report 'Spelutvecklarindex 2012' (2013:4), video game developers serve as good examples of Born Globals, since the public and a large part of their business processes are global from inception. This indicates that the export of video game developers is international to a very large extent.

2.1.1 Factors and Characteristics Affecting the Born Global

To be able to identify and apply decision-making on video game developers, we need to attain a clear view of what it is that characterises and affects a Born Global. In their paper, Andersson & Wictor (2003) present a conceptual framework of the factors influencing a Born Global firm. They hold that the key influencing factors are "Globalisation", "Industry", "Networks" and "The Entrepreneur".

Globalisation

As mentioned in the introduction, today's globalisation has without doubt opened up opportunities for companies wishing to become international players. The current globalisation trends, such as decreasing barriers to trade, an on-going advancement of technology both communications- and transport-wise and a homogenisation of strategies and demand have facilitated the evolution of Born Globals (Andersson & Wictor, 2003). In our specific industry we hold that the main aspect of globalisation, which has served as facilitation for video game developers to pursue an international strategy, has been the development of the Internet and its digital distribution platforms. As consumer preferences are becoming more and more homogenous (Knight & Cavusgil, 2004) and the access to online video games is becoming easier and more widespread, early adaption to internationalisation is no longer a difficult task for companies. With over two billion Internet users all over the world (Internet World Stats, 2012) the potential of finding new markets and segments within the video game industry is overwhelming. However, the globalisation of markets itself is not the only factor contributing to the emergence of Born Globals (Andersson & Wictor, 2003).

Industry

While globalisation is one factor that facilitates the emergence of Born Globals, the industry and its characteristics are also of importance. In some cases, the industry could influence the internationalisation of the firm to a larger extent than the nationality of the firm (Andersson &

Wictor, 2003). Andersson & Wictor (2003) point out the important role that industrial factors such as industrial growth rate, products and services, and overall international behaviour of competitors has on other firms' likeliness to internationalise. The prospering gaming industry has evolved in a rapid pace, starting with the traditional arcade games in the 1950s and 1960s resulting in today's world of online gaming (Ernkvist, Jörnmark & Axelsson, 2005). According to Ernkvist et al. (2005) the industrial success of the gaming industry is highly affected by the technological evolution, and the migration to new platforms such as online gaming has facilitated the opening of new markets. Furthermore, pervading industrial characteristics such as innovation, increased diversification and market widening has worked as a demonstrative for other digital industries and their growth. Consequently, the ever-evolving video gaming has become universal and all encompassing, resulting in an industry where limits to growth are diminishing and possibilities are endless (ibid.).

Networks

To be able to create an understanding of a firm´s international development, it could be of importance to study its networks on an international level. In some cases, networks have played a crucial role for a newly founded firm's international behaviour (Andersson & Wictor, 2003). Furthermore, Andersson & Wictor point out that networks are to be considered as tools used by the entrepreneurs to create global strategies, rather than an explanation of the Born Globals international development. In the industry of video games, the relations between different developers and their collaboration could be considered a common phenomenon. It is also common that the entrepreneurs of newly founded video game developing firms have been working for, or been in earlier contact with other developers. For example, Markus Persson, the founder of Mojang AB and the producer of the successful game Minecraft, initially worked for King.com, a world-leading mobile game developer and founder of Candy Crush Saga (Handy, 2010).

The Entrepreneur

The last factor in this conceptual framework is the entrepreneur, or the entrepreneurial behaviour of a firm. While all the above-mentioned factors cannot explain the emergence of Born Globals but only work as factors influencing their existence, this last factor is definitely of importance in the discussion of Born Globals and their existence. According to Andersson & Wictor (2003), it is the individuals at management level in a firm, *"...that are the dominant determinant of a firm's pattern of entry into new markets"* (ibid: 255). Furthermore, research

has argued that a global vision from inception and on is the most essential characteristic possessed by Born Global entrepreneurs, and that it is the aim of rapid internationalisation that makes them entrepreneurs (ibid.). Knight & Cavusgil (2004) also discuss entrepreneurship and its importance in Born Globals. They suggest that Born Global firms are entrepreneurial and innovative by nature, and that these characteristics together with managerial knowledge are what make their performance superior. Rather than seeing the entrepreneur as an individual, Knight & Cavusgil (2004) discuss the entrepreneurial behaviour and characteristics a Born Global firm holds. They mean that it is those characteristics together with other capabilities that allow them to recognize and take advantage of opportunities in new and foreign markets. In addition to this, Andersson & Wictor (2003) mention the international experience of key persons within Born Global firms, and that it is strongly linked to the internationalisation of new firms.

2.1.2 The Born Global and Decision-making

The internationalisation process of a Born Global is a rather vague process (Andersson & Wictor, 2003). Thereby the focus of Andersson and Wictor's studies is on the surrounding characteristics affecting the Born Global instead of the internationalisation process itself. One characteristic of the Born Global that in many ways can be connected to their internationalisation process is the process of decision-making. Internationalisation processes can be interpreted as a problem of decision-making (Schweizer, forthcoming). This thesis will further research the internationalisation of Born Global companies as a process of decision-making. According to Sarasvathy (2001), decision-making can be divided into two types when starting a new venture, causation decisions and effectuation decisions. These two concepts will be further explained below.

2.2 Effectuation and Causation by Sarasvathy

In the paper, "Causation and Effectuation: Toward a Theoretical Shift From Economic Inevitability to Entrepreneurial Contingency", Sarasvathy (2001) present her contribution to the research area of decision-making by developing a theory that not only include the traditional causation process but also introduces another aspect, the effectuation process. The effectuation and causation theory discusses the decision-making process and how companies and entrepreneurs can choose between two different strategies when making a decision, causation or effectuation. Sarasvathy (2001) clearly states that her theory does not give a straight answer to which process is the best or the most efficient. What advantages or disadvantages the processes might have under different conditions are left to be investigated

by further empirical studies (ibid.). Presented below is a description of the two types of decision-making processes.

2.2.1 Causation

Economic theories and models for decision-making have historically relied on causation processes. Porters Diamond model (1980) and Segmentation, Targeting and Positioning process (STP) by Kotler (1991) are two classic examples of economic theories of causal reasoning (Sarasvathy & Kotha, 2001). Sarasvathy (2001) define causation processes as when a certain effect is given and the focus is on choosing among means to create that given effect. Causation decision-making is often referred to as causal reasoning. First and foremost causational decision-making is characterized by a given aim that one strives to accomplish, it could also be a predefined decision that is to be made. These aims and decisions are the effect and are in general well structured and clear. Moreover, there is a number of possible means that can be utilised to reach the given aim or to make the decision. The different means are often constrained by the environment. The decision-making process is in how to choose what possible means to utilise. In this process, expected return and the endeavour to maximize profits serve as motivators behind the decision of what potential means to choose. Sarasvathy (2001) state that causation decisions are "effect-dependent" in a sense that the decision makers knowledge about the effect he or she desire to achieve, drives the selection of what means he or she chooses. The knowledge the decision maker has about anticipated outcomes of the uncertain future is the focus in causation decisions, *"To the extent we can predict the future, we can control it"* (Sarasvathy, p251, 2001). Causation processes is greatly adequate for exploiting knowledge. Stable, linear and autonomous contexts are the most suitable environments for causation processes. Gaining market share by developing competitiveness in existing markets are one typical outcome of causation processes. To develop competitive strategies, causal decision makers use tools such as research, analysis and estimation to further exploitation of the market (Sarasvathy & Kotha, 2001). Sarasvathy (2001) simplifies the definition of causation by illustrating the decision-making process as how a chef assigned to cook a meal would go about. There are two ways for the chef to organize this task. The first occurs when the customer chooses the menu in advance. This requires the chef to first obtain the ingredients necessary to cook the meal. He might have to go to the food store and buy the ingredients and then proceed to cook the meal. This is a decision-making process in line with causation. The aim is to serve the requested meal to the customer, to do this the chef assembles the necessary means he needs to accomplish the aim, the ingredients.

2.2.2 Effectuation

Effectuation processes are defined as when there is a set of means that are given and the focus of the process is on choosing between potential effects that can be created with the given set of means provided (Sarasvathy, 2001). Effectuation decision-making usually takes place in ecological, volatile and unpredictable contexts. Hence aspects that can be controlled in an unknown future are the focal point, the decision maker's attitude towards the uncertainty of the future is met with a laissez-faire approach, "*To the extent we can control future, we do not need to predict it*" (ibid. p.251). The effects are usually constrained as a consequence of the context and its uncertainty, but also as a result of the narrowness of the means. In this sense, effectuation processes are exceptional at discovering and use uncertainty instead of avoiding it. Due to this, effectuation processes work well in new high-tech industries with vague future prospects, contingency concerning emerging or non-existing markets easily occur (Sarasvathy & Kotha, 2001). Effectuation decisions are what Sarasvathy (2001) calls "actor dependent", here the decision maker is referred to as the actor. The decided effect is driven by attributes of the actor and his or her capability to explore uncertainty. The granted means are generally factors and/or attributes of the decision-maker. Effectuation decisions are in general more commonly used in human actions. Furthermore, in contrast to causation decisions, effectuation decisions are motivated by whichever set of means that create affordable losses or tolerable risk rather than maximization of expected returns (ibid.). Effectuation decision-makers prefer to establish many future opportunities rather than choices that provide profits today (Sarasvathy & Kotha, 2001). Outcomes of effectuation processes are new markets developed by alliances, relations and other co-operational strategies. Imagination and creative thinking are two crucial driving-forces behind this development of new markets. Referring back to the chef example Sarasvathy (2001) illustrates an effectuation process as when the customer ask the chef what ingredients he already obtain and if he could cook a meal using them rather than choosing the menu on her own. This requires the chef to go through his cupboards, see what ingredient he has and thus use his creativity to imagine possible meals that can be cooked with the given ingredients he has in his kitchen. In this case the given ingredients the chef has in his cupboards are the means that develops the dinner, the effect.

Categories of Differentiation	Causation Processes	Effectuation Processes
Givens	Effect is given	Only a group of tools and means are given
Decision-making selection criteria	• Help choose between means to achieve the effect, which is given • The selection criteria is based on expected return • Effect dependent, the choice of means is driven by characteristics of the effect the decision maker wants to create, and his/her knowledge of possible means	• Help choose between possible effects that can be created with means that are given • The selection criteria is based on affordable loss/acceptable risk • Actor dependent, given the specific means, choice of effect is driven by characteristics of the decision maker and his/her ability to discover and use contingencies
Competencies employed	Excellent at exploiting knowledge	Excellent at exploiting uncertainties/contingencies
Context of relevance	• More ubiquitous in nature • More useful in static, linear and independent environments	• More ubiquitous in human action • Explicit assumption of dynamic, non-linear and ecological environments
Nature of unknowns	Focus in the predictable aspects of an uncertain future	Focus on controllable aspects of an unpredictable future
Underlying logic	*"To the extent we can predict the future, we can control it"*	*"To the extent we can control the future, we do not need to predict it"*
Outcomes	Market share in existent markets through competitive strategies	New markets created through alliances and other cooperative strategies

Table 2.1, Source: Adapted from Sarasvathy (2001, p 251)

2.3 A Conceptual Framework for Decision-making in Born Globals

In our empirical research, we aim to create a deeper understanding of the decision-making in Born Global firms. To be able to analyse these processes deeply, we also feel the need to understand what factors affect these companies' decision-making. Conceptual frameworks can be used to capture something real, like thoughts in order to make it easier to recall and implement (Shields & Rangarjan, 2013). In order to make conceptual distinctions and organize our ideas and thoughts regarding our theory and purpose of our thesis, we have developed a conceptual framework for decision-making in Born Globals. In the framework we connect the factors affecting the Born Global to decision-making. The framework works as a platform for the construction of our interviews in a way that we could be certain that all the important aspects were to be brought up and discussed during our empirical gathering. Also, the conceptual framework will facilitate the reader's understanding throughout this thesis. Lastly it will be used as a foundation for our analysis and discussion
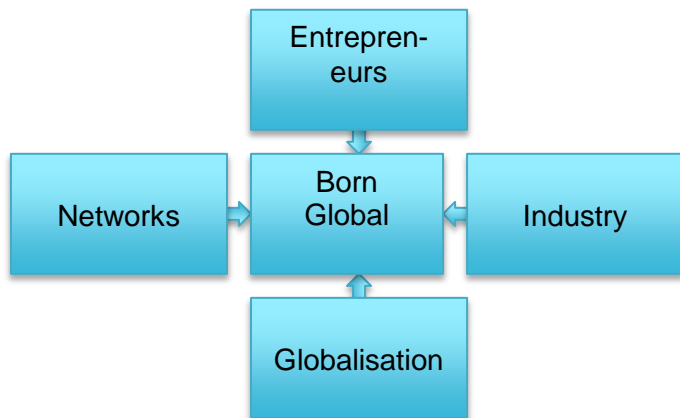
Figure 2.1: Conceptual Framework Adapted by Andersson & Wictor (2003, p.254)
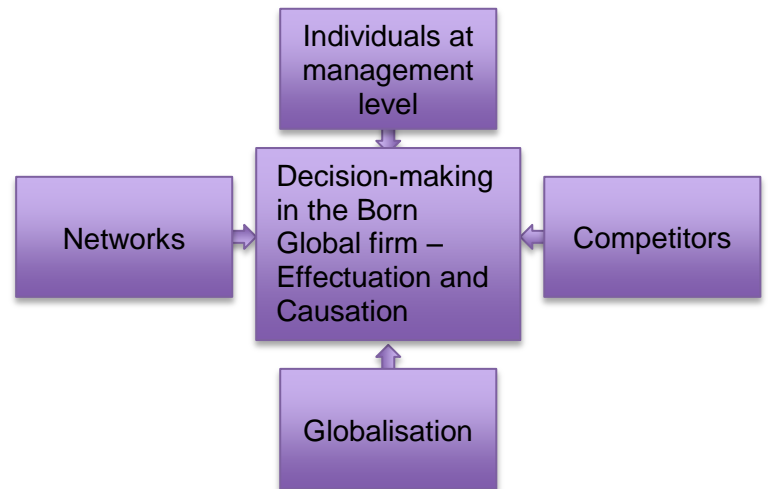
Figure 2.2: Conceptual Framework for Decision-making in Born Globals

We adapted and revised Andersson & Wictor's conceptual framework regarding Born Globals (2003, p. 254), which also is presented in our theoretical framework. Yet, some factors in the conceptual framework were altered. The first being "Born Global" - in our thesis, our main objective is to investigate the decision-making in the firm in an effectuation and/or causation aspect, rather than the Born Global phenomenon itself. The second being "Industry" - we argue that it is more relevant and useful to investigate how competitors in the industry affect the decision-making. As mentioned earlier in this thesis, Andersson & Wictor (2003) mention industrial factors such as growth rate, products and services and international behaviour of competitors when discussing the industrial impact on a Born Global. We argue that the industrial factors "growth rate" and "products and services" should be included in the factor "Globalisation" in our conceptual framework. That is since it discusses how the evolution of decreasing barriers (evolution of the Internet) and an increasing amount of digital distribution channels have affected video game developers. The decreasing barriers and increasing amount of digital distribution channels do constitute "growth rate" and "products and services" in our meaning. The growth rate is according to us affected by the Internet evolution and the increasing amount of digital distribution channels (decreasing barriers). Also, the term "products and services" is not entirely accurate in our case, since the video games nowadays are sold via Internet, hence not being physical products. Yet, the international behaviour of competitors is not mentioned in that part, but competitors are part of the industry, and therefore we would like to emphasise their role. The third is "Entrepreneurs" - since our thesis investigates a certain type of Born Global and the decision-

making in it, we felt that it would be more relevant for our thesis to investigate how individuals at management level affect the decision-making in the firm. As aforementioned, Andersson & Wictor (2003) hold that it is the individuals at management level in a firm, *"...that are the dominant determinant of a firm's pattern of entry into new markets* (2003: 255)"*. Therefore, we argue that it is applicable to our thesis and empirical research.

3. Method

3.1 Abduction

With our aim in regard, we find that an abductive research method is best suited. We begin with the theoretical framework of Born Globals and effectuation and causation as our starting point. Connecting these theories we create a conceptual framework for decision-making in Born Globals. We then proceed with our empirical studies. By doing empirical studies we will try to investigate why and how the theories can work as an explanation of the empirical data. Our results can hopefully contribute to increased understanding of the decision-making process for companies in the video game developing industry. Deduction and Induction are two other alternative ways for a researcher to relate theoretical framework and empirical studies (Patel & Davidson, 2011). A researcher that works deductively lets an already existing theory determine what information the he or she should collect. In other words, the researcher starts of with a theoretical hypothesis and tries to explain this hypothesis with empirical studies (ibid). An inductive research process proceeds with the collection of data through empirical study. The data from the empirical study then work as a foundation to build a theory. A combination of induction and deduction is abduction. Abductive research starts of with an empirical study that forms a theoretical hypothesis (induction). The hypothesis is then applied to other empirical studies (deduction). Our research process is in line with an abductive research process.

3.2 Qualitative Research Method

To fulfil the aim of this thesis we chose a qualitative research method. One definition by Strauss & Corbin (1990) is that qualitative research is all research that result in findings that have not been produced by statistics or other quantitative measurements. Qualitative research methods aim to explain non-manipulated phenomenon in real world contexts (Patton, 2002). The benefits of qualitative research is first and foremost that that it creates an overall picture of a phenomena which contributes to increased understanding of contexts and social processes (Magne Holme & Krohn Solvang, 1997). In contrast, quantitative research allows the researcher to receive statistical representation for the investigated area (ibid). With this in mind and due to the fact that the aim of this thesis is to evaluate the decision-making process of specific video game developing companies, we came to the conclusion that a qualitative research method was the most suitable for our empirical studies.

3.2.1 Small Case Studies

In our study we selected five cases to investigate further in order to receive a broad picture of their individual decision-making process. In order to analyse and compare the decisions to our theories, extensive in-depth answers about how the chosen companies made certain decisions and their background were required. Furthermore, in order to receive as accurate answers as possible, there was a necessity to individually tailor parts of our interviews. That in turn argues for a case study method. We do not aim to describe all decisions of a certain company, but rather to focus on the essential ones in the chosen company. According to Teorell & Svensson (2007), case studies are used when the researcher wants study a smaller group in order to receive as covering information as possible when analysing certain processes or transitions. Case studies have a specific advantage when the researcher aims to answer questions based on "how" and "why" concerning a certain set of events, which he or she has little or no control over. Moreover, this kind of method is most suitable when the researcher seeks to require an extensive and deep description of a phenomenon (Yin, 2009), which conforms to our aim. According to Yin (2009), there exist analytic benefits from having two or more cases, since the researcher will not have *"put all eggs in one basket"* (p.61). In line with Yin (2009), we understand that our analysis would not be as deep and/or covering if only one case was to be examined. We have therefore chosen the multiple-case studies design in order to enhance the understanding of decisions made in a specific area. Also, we want to emphasise the fact that we have chosen a multiple-case study approach in order to analyse decisions in the industry rather than the chosen firms activities as a whole.

3.2.2 Choice of Industry and Companies

The video game developing industry is dynamic and fast moving which makes it hard to map out companies' internationalisation process. Due to this many companies in the industry can be classified as Born Globals (Dataspelsbranschen, 2013). The internationalisation processes of these companies are extremely rapid and in a sense natural. This phenomenon is very interesting to us and the video game developing industry serves as a good example of an industry with this kind of rapid internationalisation. Thus we came up with the idea to investigate Born Global companies in the video game development industry. Rather than investigating these companies' internationalisation process we are curious to know more about their decision-making process, which led us to our aim.

Since the aim of this thesis is to evaluate how Swedish Born Globals in the video game developing industry's decision-making process can be further explained by the theory of effectuation and causation, the choice to interview a number of video game developing companies was determined at an early stage of our writing process. We want to give a broad picture, thus we needed to collect data from more than one company. Moreover, we feel that our thesis would be more relevant if we chose interviews of companies in such a broad spectrum within the industry as possible. Therefore, we decided to contact video game developers producing video games for consoles, PCs and cellular phones. Since a larger part of the industry is focused on the first two platforms, we decided to have a larger share of companies representing those genres in our empirical data. In addition, we also wanted to receive a publisher's point of view as well as a contract publisher's and a self-publisher's. While looking through the report "Spelutvecklar Index 2012" we got plenty of inspiration on Swedish video game developing companies that potentially would be of interest to interview. Among these we found many well-known companies that we thought could provide us with relevant data. We contacted a number of them by e-mail to see if they would be interested in participating. Eventually there were 5 companies interested in partaking. They are; Digital Illusions CE, a video game developer in the console industry working with EA Games, Avalanche Studios, a console-based publisher contracted video game developer, Paradox Interactive, a publisher and developer of video games mainly concentrated to PC, Fatshark, a PC-based video game developer and Image & Form, a video game developer available on the cellular platform as well as PC and console. Before contacting the companies, we made sure that they could be classified as Born Globals. All of the five companies launched their first game internationally, i.e. these games were sold in other markets than Sweden. We were particularly careful concerning the older companies, Digital Illusions CE and Image & Form, since there were no data concerning if their first products were sold internationally. Therefore, we made sure that they are Born Global by asking the interviewees about the internationalisation of their first products.

3.3 The Collection of Data

3.3.1 Qualitative Interviews

Interviews are commonly divided into two different types of interviews, quantitative interviews and qualitative interviews. In this thesis we chose the latter, qualitative interviews. To accomplish the aim of this thesis we need the deep and wide understanding qualitative interviews can give us and the possibility to use individual adaption. Qualitative interviews

allow the researcher to collect information that has does not exist in published form (Eriksson & Kovalainen, 2008). Through qualitative interviews, the researcher receives a deeper understanding of the phenomena of research. Withal qualitative interviews are characterized by flexibility and individual adaption, which makes it more difficult to draw generalized conclusions (Magne Holme & Krohn Solvang, 1997).

Semi-structured Interviews

Since we interview different companies, with individual decision-making processes, the interviews needed to be individually tailored to give a rightful image of the companies. Therefore we found that semi-structured interviews were best suited for this thesis. Semi-structured interviews aim to answer both the question "what?" and "how?". When doing semi-structured interviews there is a partly prepared and fixed outline that is complemented with individually tailored questions (Eriksson & Kovalainen, 2008). According to Esaiasson et al. (2012) semi-structured interviews are suitable when the researcher aims to receive a picture of the interviewees' perception of a certain matter, in order to develop a concept or a category. It is also a suitable strategy if the researcher wishes to make an in depth analysis and intends to understand the interviewee's perceptions regarding a relatively complicated subject, which would not become as evident if a structured technique was to be used (ibid.). Throughout the interviews we used open questions rather than closed. Open questions encourage the interviewee to more speech and allow him or her to give more detailed answers.

The Interview Guide

During a qualitative interview, the researcher usually aims to let the interviewee control the flow of the dialog. Hence, it is rather counterproductive to prepare a questionnaire beforehand. However, it can be a good idea to prepare a list of subjects, including the question areas, which are to be brought up in the interview (Trost, 2005). When collecting empirical information for our thesis, we decided to use such an interview guide as described above. Since we wanted to question the informants about different important decisions, which are individual for each company, we prepared different interview guides for every informant (see Appendix). Some of the subjects were however collective in a sense that some factors influencing certain decisions can be similar in each individual case. We intentionally did not inform the interviewees about the aim of this thesis before the interviews so that it would not affect their answers in any way.

3.3.2 Informants

For this study we selected key persons within the video game developing firms as interviewees in order to develop a picture of their decision-making and see if it can be linked to either causation or effectuation. Through their answers, the interviewees provided us with facts and reflections regarding the behaviour of the firm and all the key persons. When choosing interviewees, it is required to make a distinction between informants and respondents. The interviewees in a respondent interview are together with their thoughts about the subject of the thesis, the object of study. That in turn means that it is usually more productive and exact if the same questions were to be asked in every individual interview. In an informant interview, the interviewees serve as witnesses or "truth-tellers" of a certain subject (Esaiasson et al., 2012). The informant interview is also more suitable when the researcher aims to receive and also deliver the best possible description of a course of events, or how it actually works, for example within an organisation (ibid.). We argue that our method is in line with how Esaiasson et al. (2012) describe informants.

We selected five individuals representing the Swedish video game developing industry for our interviews. We felt that it was the right number of interviews since the informants could provide us with the relevant and satisfying information that we needed for this thesis. We argue that this is in line with Trost (2005), who states that it is best to limit oneself to a small number of interviews when they are qualitative. In the case of qualitative interviews, a larger amount means that the empirical material can become difficult to handle, which in turn might hinder the researcher from creating a general picture, and from noticing important details (ibid.). According to Esaiasson et al. (2012), centrality is the most common determinant when choosing a person for an informant interview. Most commonly, the researcher aims to find interviewees that are so called *"centrally placed sources"*, meaning that these people have the right knowledge in order to answer as accurately as possible (ibid: 258). In order to find informants that can be seen as centrally located sources, we first contacted the companies via e-mail and supplied them with the rightful information in order to come in contact with the best suitable informant representing these companies. All of our informants hold a key status within their companies, which means that they have a central status in the decision-making process of the firm. Therefore we argue that they are suitable sources of information in order to fulfil the purpose of our study. The informants we interviewed are shown in the table below:

Company (Founded)	Locations	Employees	Turnover - Thousand krona	Informant - Position	About interview
Digital Illusions CE (1992)	Stockholm, Los Angeles (Gothenburg & Uppsala)	≈ 500	642 451 (year 2013)	Peter Henriksson – Senior HR-Manager/Business partner	Interview held at HQ
Avalanche Studios (2003)	Stockholm, New York	≈ 270	203 886 (year 2013)	Fredrik Sjöö - Executive Producer/ COO	Interview held at HQ
Paradox Interactive (1999)	Stockholm, Skövde, Umeå	≈ 143	144 080 (year 2012)	Fredrik Wester - Founder/CEO	Interview held at HQ
Fatshark (2007)	Stockholm	35	15 566 (year 2012)	Martin Wahlund - Founder/CEO	Telephone Interview
Image & Form (1997)	Gothenburg	15	5 460 (year 2012)	Brjánn Sigurgeirsson – Founder/CEO	Telephone Interview

Table 3.1: Summary of Informants and Companies

3.3.3 The Interview Process

The interviews with DICE, Paradox and Avalanche took place in the companies' offices in Stockholm. In his book "Kvalitativa Intervjuer", Trost (2005) point out the importance of choosing the right location for an interview. The location should not in any way disturb the interview and should make interviewee as comfortable as possible. To achieve this Trost recommends that the decision of location shall be left to the interviewee to choose. Consequently, we let the interviewees decide on what location he or she felt was the most suitable. This resulted in all of the in-person interviews taking place at the interviewees' offices. By being able to experience the companies' work environment in real-life we were able to get a good picture of the mood and daily work in the location. We tried to meet all of the interviewees in person, however two of five interviews were telephone interviews. Some studies state that when doing a qualitative interview it is crucial that the interviewer have face-to-face contact with the interviewee. Direct contact allows the researcher to interpret facial expressions and body language hence minimizes misinterpretations (Magne Holme & Krohn Solvang, 1997). In today's society however, it is more and more common to communicate through technology such as telephones and computers. Therefore we ask ourselves if that specific factor really does have a major impact on the quality of the interviews. We did not feel that the quality of the data was affected by the fact that the interviews were telephone based.

To take notes during the interview, note after the interview and taping the interview is three common ways to record interviews. According to Eriksson and Kovalainen (2008), taking notes during the interview might disturb the process but just writing notes afterwards might leave out important details (ibid). To take notes during an interview can in many cases ease the analytical process (May, 2009). For this thesis we used all three ways to make sure that we did not miss out on any important information. On approval from the informants, the interviews were recorded. During the interviews, one of us was the lead interviewer who asked questions, the other one took notes. After the interviews we sat down together and wrote down further notes and thoughts that came up during the interviews. All of the interviews where later transcribed and sent to the informants for approval.

3.3.4 Primary and Secondary Data

The primary data for this thesis consists of the semi-structured qualitative interviews and small case studies we have made on the following five companies; Digital Illusions CE, Avalanche Studios, Paradox Interactive, Fatshark and Image & Form. The secondary data of this thesis is the data we collected from earlier studies made on the companies we interviewed. This mainly consists of data published by the companies themselves on their websites as well as previous interviews with key persons from the companies. The secondary data helped us to create a foundation for this thesis and also made it possible for us to develop relevant questions for the interviews.

3.4 Analytical Method

After the collection process the researcher need to analyse and parse the information collected (Trost, 2005). When it comes to qualitative interviewing there is no strict technique for analysing the data, instead the researcher should use his or her creativity as a helping tool (ibid). When analysing the material, one could either do it as one is interviewing the informant, or afterwards. Trost (2005) argues that it is beneficial for the interviewer to write down good ideas for the analytical work, whenever they occur. To do a full analysis in direct connection to the interview is however not something Trost recommends. As mentioned earlier, we wrote down thoughts and ideas for further analysis straight after the interviews. This really facilitated the analytic work. A couple of days later, after our return from Stockholm we begun the actual analytical process. To receive an overlook, we summarized the relevant data from the transcription. Using our summarization we started to write the empirical part of the thesis. Through analysing our data we aspire to create an overall explanation of the decision-making in the video game developing industry. By analysing the

events, the decisions and the factors in every case, we compare them in order to find an overall pattern. This is in line with the analytical method 'explanation building', which is a form of pattern matching (Yin, 2009). In this type of method, the researcher strives to develop a general scientific explanation for the results of the multiple cases (ibid.)

Followed by the analytical method is the interpretation (Esaiasson et al. 2012). The interpretation is the process of how we as researchers can understand the collected information in relation to the theoretical framework (ibid.). The analytical process allowed us to determine what data that was relevant thus could be connected to our theoretical framework.

3.5 Evaluation of Trustworthiness

Reliability and validity are measures frequently used for evaluating studies. Reliability measures how well the collected information represent the phenomena being investigated, in other words, high reliability is when the absence of unsystematic errors is high (Esaiasson et al. 2012; Magne Holme & Krohn Solvang, 1997). The situation has to be standardized to attain high reliability (Trost, 2005). Since qualitative research is unfit for standardized structures, reliability is not as central in qualitative interviews as in quantitative (Magne Holme & Krohn Solvang, 1997). Reliability originates from quantitative methodology, thus is hard to apply to qualitative research (Trost, 2007). In much the same manner validity is difficult to apply to qualitative research (ibid). However, due to the closeness between the researcher and the subject of study in qualitative interviews, the interviewee is able to influence his or her performance and therefore increase validity (Magne Holme & Krohn Solvang, 1997). Notwithstanding, this closeness can create problems due to the development of expectations. The interviewee might act in a way that he or she think is expected by the interviewer; hence fail to give valid information (ibid).

In qualitative research the concept of validity and reliability are viewed simultaneously through terms such as trustworthiness. We investigated aspects that impact the trustworthiness of our empirical studies. The trustworthiness of this thesis is highly determined by the quality of the information the informants give us. We cannot be fully sure that the informants provide us with non-altered information. However we can take certain actions to decrease the chances of this happening. To get a high trustworthiness we made sure to only do qualitative interviews with informants that are key persons working in the studied companies. We made sure that the interviewee was as comfortable as possible hence let the interviewee choose the

location. To minimize the impact our presence had on the interviewees' answers we made sure to ask open questions. Additionally it is important to keep in mind that there is always a chance for misinterpretation. All human beings interpreter information in their own way, hence how we interpret the informants answers has had an impact on the trustworthiness of this thesis. Yet, we have tried to view all information with an as objective point of view as possible. Lastly, it is a common belief that if one has not read a book in its original written language, it is as if one has not read the book at all. This implies that the fact that English is not our native language could affect the trustworthiness of this thesis. Thus, when translating the information from Swedish to English, our interpretation affects what is written and what is left out.

4. Empirical Studies

4.1 Overview of the Industry

The evolution of the Internet has not only opened up opportunities for the development of new games, it has also facilitated the expansion of already existing games and their bug fixes over time. That is since the consumers do not have to buy a new CD-ROM/cassette in order to receive supplements and/or repair bugs. Additionally, the Internet has prolonged the Product Life Cycle of games, since new supplements and expansion-packs can be launched online a time after the main game has been introduced (Sandkvist, 2010). A growing amount of games and game-supplements are distributed online. This has led to the fact that new digital services have been given the opportunity to grow on the market. Today, it is very common that video-game consoles and computers have online distributors. While video game consoles usually have their own online distribution-channels, video game developers share theirs, and sell their games via digital distribution platforms such as Steam (ibid.). Another potential video game-platform that has taken advantage of the evolution of the Internet is the cellular phones. Thanks to their improving performance, game developers have been given the opportunity to create more advanced games for this kind of platform (ibid.). This kind of digital distribution has almost outrivaled the physical distribution of games, and has led to a prevention of the second hand market and lowered the marginal costs since warehousing is no longer needed (ibid.). Furthermore, the evolution of the Internet and the digital distribution platforms has facilitated the emergence of new, rather small and self-financed game developers, so called indie game developers such as Mojang, the creator of Minecraft (Sandkvist, 2010).

4.2 Digital Illusions CE

Digital Illusions CE, hereafter referred to as DICE was founded by a number of students from the University of Växsjö. Prior to the founding, the project was merely a spare-time hobby that started with the development of a flipper game for PC, called Pinball Dreams. In 1991 at the ECTS conference, the British publisher 21st Century Entertainment signed a deal for Pinball Dreams. The deal developed what initially was a spare-time project into an actual company, and DICE was founded in 1992 (Sandqvist, 2010). Pinball Dreams quickly became internationally known (Henriksson, 2014). At the time, DICE was among the first Swedish companies in the video game development industry (Sandqvist, 2010). Since 1992 DICE has evolved into one of Sweden's leading software and video game developing companies (ibid.). In 2001 DICE started collaboration with international giant Electronic Arts (EA), and in 2006 EA acquired DICE. The company has since been a wholly owned subsidiary of EA

(Sandqvist, 2010; Thorsen, 2006). Battlefield is one of DICE's most recognized game series and probably one of the main reasons for DICE's international fame. Today DICE creates games for both PC and Console (Sandqvist, 2010). Currently DICE have four units in Sweden, two offices in Stockholm, one in Uppsala and one EA-owned video game developing firm in Gothenburg, called Ghost Games. In these units over 500 employees work (Henriksson, 2014). In May 2013 DICE opened an additional studio in Los Angeles, California (Hansegard & Ledel, 2003).

4.2.1 Factors and Characteristics Affecting Digital Illusions CE's Decision-making Process

Globalisation

DICE experienced their big break-through around the year of 2000, mainly due to the opportunities created by the development of the Internet. Although DICE had earlier experience in developing games and had been successful before the internet-boom, but these earlier games did not at all sell in the same volumes as the online-based games. Regarding the homogenization of customer tastes, Henriksson believes that there is a mass-market for Battlefield, and that it can become a complicated task not to fall into the same tracks when such a video game's sales are increasing.

Competitors

Henriksson believes that DICE is partly influenced by their competitors, he says that the people at DICE have an extreme ambition and passion for developing the worlds greatest product. That ambition is constantly driven by their competitors' actions. Because of this, DICE set some of their aims depending on where their competitors are, especially when it is regarding sales or repute. Competitors can also influence DICE when they want to develop new video games. In that case, DICE sometimes looks to their competitors in order to find holes and discover new concepts that never have been produced before.

Networks

When making important internal decisions, such as production related or organisation related ones, DICE is rather limited to the company itself and is therefore not using networks to the same extent as in other decisions. However, when it is regarding recruitment or marketing, networks are very present and often used in a strategic matter. There exists an ambition in DICE of becoming more viral in their product marketing, which means that networks could help facilitate the access to customers through various types of social media. Moreover,

Henriksson holds that *"... the usage of networks is very common in recruitment, both through finding the right person via LinkedIn or through an agent whose network is very large"*.

The strive for expanding networks and finding the right type of employees can also take shape in other decisions. One would be the strategic choice of being located on Södermalm, which is a rather trendy part of Stockholm. DICE aims to be an attractive company to work for, both for future Swedish employees as well as foreign ones. Södermalm is a good fit for the employees at DICE.

Individuals at Management Level

At DICE there exists a strong ambition that decisions shall be made as far down in the organisation as possible as they can says Henriksson. He states that it is necessary that some decisions be made at a higher level, however. It all depends on what type of decision is dealt with. When putting together a development team for a game and the creative processes are flowing the decisions need to be pushed down believes Henriksson. DICE is constantly striving to create more decision-making processes at lower levels.

4.2.2 Decision-making Processes of Digital Illusions CE

In 2001 DICE bought Canadian Sandbox Studios, at the time the main motive was partly to get presence in North America. The reason for the specific decision to go to Canada, Henriksson believe was partly due to the benefits provided by the Canadian government and their facilitation for start ups for video game developing companies. The Canadian government offers for example tax reductions and start-up grants. All in all, Canada as a country has a big industry for video game development thus has a lot of talented competence in that specific area. Among these companies, Sandbox was a good match for DICE.

The cooperation between DICE and EA started after the launch of the PC game Codename Eagle. The game caught EA's attention and the company approached DICE with an interest of developing a similar game for the EA brand. Initially EA was a publisher for DICE. DICE developed their products with full ownership and the product was then sold by EA. The acquisition was a way for EA to become more involved. Another reason was that DICE is known for being a talented video game development team and EA wanted to increase their production capacity, DICE could help them with that.

In 2013 DICE opened a new office in Los Angeles, USA. This was partly due to the fact that the staff wanted variation in their work, meaning that they should be granted the ability to work with different kinds of projects. Thereby stimulating various parts of the organisation. DICE was trying to avoid the risk of only working with Battlefield products and therefore started looking for another space where people could work with their own projects. DICE also wanted to take advantage of the difference between time zones, and started looking at different locations around the globe, one being Asia. Yet, it was simplicity that made them choose LA since they already had a core-team based in the city. *"These were the same reasons to why EA decided to reopen our studio in Gothenburg"*, says Henriksson. As in Los Angeles, they had a core-team living in Gothenburg as well. The team decided to stay in Gothenburg when DICE moved their office to Stockholm in 2004. When DICE and EA wanted to increase their production capacity and develop new games, they looked to the team based in Gothenburg in order to build a new entity there, Ghost Games.

4.3 Avalanche Studios

Christofer Sundberg and Linus Blomberg founded Avalanche Studios, hereafter referred to as Avalanche, in 2003. At the beginning it was a so-called garage-company, which was started in the remains of a video game developing company called Rock Solid Studios. Three years later the company launched its first video game, Just Cause. Just Cause became an international hit and Avalanche rapidly expanded and became a global video game developer. The follow up, Just Cause 2 also became a great success and led to Avalanche receiving several awards. Today Avalanche is amongst the leading video game developing companies in the Swedish industry (Sundberg, 2011). Avalanche is a company that mainly works with publisher partnership, meaning that they produce products for publishers such as Warner Brothers and Square-Enix (Sjöö, 2014). In 2009 Avalanche expanded by opening a new studio called Expansive Worlds where the main focus was on creating online-based gaming services (Avalanche Studios, 2014). Today Expansive worlds is a separate wholly owned subsidiary of Avalanche Studios. Avalanche has around 270 employees (Sjöö, 2014). The company has offices in Stockholm and New York, USA (ibid). Currently Avalanche Studios is developing the video game Mad Max in collaboration with Warner Brothers.

4.3.1 Factors and Characteristics Affecting Avalanche Studio's Decision-making Process

Globalisation

Before today's digital distribution platforms were established the only way to get your games to the market was basically through publishers, says Sjöö. These publishers controlled the distribution and marketing of the products. Nowadays Avalanche is able to reach its customers directly via Steam and other similar digital distribution platforms. Avalanche has not felt that consumer tastes are getting increasingly similar, Sjöö believes that different markets demand different type of games. For example, moving closer to the American market might help Avalanche in the development of games that are appreciated by consumers living there. Sjöö believes that the homogenisation of consumer tastes will increase in the future but that the process will take time.

Competitors

Sjöö believes that Avalanche in some ways is affected by other actors on the market. A majority of their operations are so called 'publisher contracted', which means that they work on behalf of other companies. Therefore they need to adapt and follow their clients in terms of new decisions. In turn, Sjöö means that a big change, in for example game production, made by clients have an impact on Avalanche. The remaining part of operations, which the wholly owned subsidiary Expansive Worlds stands for, is however fully controlled by Avalanche. In this particular part of the organisation Avalanche can operate more freely, meaning that their decisions are not influenced by others. Here, Avalanche sometimes looks to other actors in order to find how Expansive Worlds could potentially adapt and position themselves on the market.

Networks

"When we are making big decisions regarding the 'publisher contracted' games we are developing, we are tied to ourselves in most of the situations." says Sjöö. In turn, it means that Avalanche usually do not take advantage of networks in these circumstances. Sjöö further states that the process of decision-making is different if it is regarding their own projects compared to the 'publisher contracted' ones. Networks could absolutely be something Avalanche could take advantage of when making decisions regarding Expansive Worlds or their fully owned game The Hunter.

Individuals at Management Level

Sjöö tells us that Avalanche works with agile value systems and other similar management styles. *"We want to push decision-making as far down in the organisation as possible, our ambition is to strengthen the team where we have a lot of talent."* says Sjöö. Avalanche's ambitions to move responsibility down in the organisation sometimes works and sometimes fails and then the responsibility bounces back up. Sjöö thinks that this failure is mostly due to stress and lack of time that calls for fast decision-making.

4.3.2 Decision-making Processes of Avalanche Studios

The decision to form Expansive Worlds in 2009 was more or less fully made by the owners, Blomberg and Sundberg. 'Courage' and 'Passion' are two of Avalanche's lead words and Sjöö believes that this was a decision that can be connected to those two lead words. At the time Avalanche were developing a game called The Hunter together with British Emote Games LTD. When Emote Games liquidated Avalanche got the chance to buy the company and out of this Expansive Worlds was created. Sjöö says this was Blomberg's darling and that he strongly believed in the company. Avalanche had some excess money and wanted to continue working with the project. *"We did not want our product to die with the liquidation. We had the team that worked with the game so we made the choice to go for it"* says Sjöö. There was no management by objectives behind this decision. The decision to create Expansive Worlds was based on emotions and the objectives came after. *"... the same goes for the decision to move to New York, was that your next question?"* finishes Sjöö.

There were many reasons to why Avalanche decided to open up a studio in New York, USA in 2011. This decision was more sensitive than most others. On one hand it was based on emotions and passion, and on the other hand it required a lot more planning and discussion within the directorate in order to actualise it. Just Cause, one of Avalanche's successful video games did not sell as much in the US compared to how successful it had been in Europe. Therefore, Avalanche wanted to learn how they could "Americanise" the game in order to sell more in that part of the world. Sjöö means that it was one of the main objectives to why Avalanche was interested to open a new entity in The U.S. in the first place. Furthermore, they had been asked to develop a new video game, which if accepted would require Avalanche to hire more staff. Since their Stockholm office was too small, they needed to find a new space if they were to accept the request of developing the new video game. Right by that time, Avalanche had come in contact with a highly experienced team based in New York,

which was appropriately available. In addition to this, the largest video game developing companies in New York had decided to relocate, which would mean that Avalanche found less competition for the best game developers in the city. The time difference would also benefit Avalanche in a sense that the overlap of time would give the two offices an opportunity to work together for up to four hours a day. That would not be possible if the new office was to be located in Los Angeles or San Francisco for example. A last reason for choosing New York was, according to Sjöö *"... an emotional objective. We wanted to give our employees the opportunity to work in one of the largest cities in the world"*.

4.4 Paradox Interactive

Paradox Interactive, hereafter referred to as Paradox, has for more than a decade been amongst the leading developers of strategy video games for PCs. The company is also a publisher and has experienced great success in especially Europe and The U.S. Currently the company has offices in Stockholm, Skövde and Umeå (Wester, 2014). In an interview Shams Jorjani, Vice President of Business Development at Paradox, said that the company started as a small development studio in 1999 (Horvath, 2013). Today, Paradox releases approximately eight to ten video games per year and around 50 % of the annual revenues are generated by games developed by the company itself (Wester, 2014). Shortly after the start-up, Paradox launched their first video game called Europa Universalis I in the year of 2000 (Hall, 2013). Europa Universalis was a success and Paradox's sales took of. Since then the company has gone from a staff of seven to over 100 employees. In 2004 Paradox was sold to the company's current CEO, Fredrik Wester and got its current name Paradox Interactive. Paradox has historically developed PC-based video games but is increasingly working with console-based games (Paradox Interactive, *Corporate,* 2014). Europa Universalis, War of the Roses, Magicka and Crusader Kings are a couple of brand names in Paradox's product portfolio. Furthermore, Paradox has collaborated with other companies when producing several games, such as War of the Roses with Fatshark and Pillars of Eternity with Obsidian Entertainment. Paradox currently has approximately 143 employees and is growing (Wester, 2014). In addition the company has 150-200 contract developers that develop games for Paradox (ibid).

4.4.1 Factors and Characteristics Affecting Paradox Interactive's Decision-making Process

Globalisation

Before Internet created the opportunity for new online platforms to emerge, Paradox sold their games through distributors based in other countries. To be able to uphold the sales and

relationships with distributors overseas, Wester had to travel to the US frequently so that he could meet them in person. In 2006, Paradox started to look at how they could release additional game material on the Internet, which is called 'downloadable content' (DLC). This led to the decision to launch the digital distribution platform Gamers Gate in 2006. Gamers Gate is no longer a part of Paradox, since they decided to separate the distribution platform into its own company in 2008. As this happened, Paradox intensified the collaboration with another digital distribution platform, Steam. According to Wester (2014), Steam could offer Paradox help with multiplayer solutions and other game-related services that did not only belong to the downloading service. Paradox has decided to be present on Appstore as well.

When being asked if Paradox has felt that there has been a homogenisation of consumer tastes in video gaming, Wester (2014) answers that this is not the case in his industry. He is convinced that the Internet has given people more space to satisfy their niched gaming-tastes. This showed to be very advantageous for Paradox, since their products were not as suitable for traditional distributors. The evolution of digital distribution platforms has made their games accessible for anyone anywhere anytime, instead of being tied to certain markets.

Competitors

Wester thinks that Paradox is partly affected by its competitors. This is mostly in areas such as positioning and pricing of products. He thinks that it is important for companies to adapt to the shape of the market. *"At Paradox we try to be smart and not go for what for the moment is new and trendy, the ones that do almost always fail"* says Wester.

Networks

The Swedish video game developing industry is relatively small. All of the CEO's of the big companies know each other relatively well. Wester describes it as a culture of cooperation, where people help each other. Wester emphasises the importance of contacts in the business. Paradox has in the past six months hired two people partly as a consequence of their wide networks. *"Contacts are everything in this industry, it is a so called trust-business"* says Wester. Wester believes trust become extra important when hiring new developers. In most cases he knows someone that knows someone or he has heard of someone that has developed something of interest. In the opposite direction, talented developers contact Paradox because of the good reputation it has on the market. Wester nourishes this reputation by frequently giving lectures about Paradox, their games and what they do. By doing so Wester meets new

people, ties new contacts and widens Paradox's network. Wester likes the fact that he has been able to benefit from the networks he built up under the years of his education. A good example of this is the fact that Paradoxes Chief Financial Officer is an old friend Wester met during his university years at Handelshögskolan in Gothenburg.

Individuals at Management Level

When looking for employees that can help Paradox grow, they aim to hire people that strive for freedom in their work. Wester holds that a person who works best independently with freedom as one of his/her main drives, also has an extraordinary passion for the projects that he or she is involved in. Generally Paradox is rather decentralised as far as decisions go. Yet, strategic and organisational decisions are more centrally located. Wester holds that decisions are of immense importance, and that as a CEO he has to take as many decisions as possible, as frequently as possible. *"I never delay decisions, and if anybody asks me to make one, I do it almost at once and base it on a relatively limited amount of analysis. I base my decisions on my intuition and what I know."* (Wester, 2014). Also, Paradox aims to have a diversified staff, since it can be advantageous for the company. According to Wester it is beneficial for Paradox to have people with differing opinions in order to avoid a homogenous group of employees with the same kind of mind-sets. According to Wester, *"The best meetings are the ones where discussion is the only way to come to a good solution."*

4.4.2 Decision-making Processes of Paradox Interactive

In 2006 Paradox started the digital distribution platform Gamers Gate. Paradox wanted to reach consumers over the whole world, and this was feasible through an online service. South America is an example of a part of the world that Paradox did not have a lot of presence at the time. Paradox put up a so-called Minimum Viable Product (MVP), a way to test the product on new markets requiring a minimal amount of resources. Gamers Gate was therefore a way for Paradox to try if the online service worked, if the consumers could pay and receive their product without complications. *"We wanted to see if it was a product that could generate revenue (...)"* says Wester. In the beginning, Gamers Gate was a very narrow service with approximately ten downloadable games.

To open a new office in New York, USA in 2006 was a decision mainly based on contacts. Wester himself contacted the Account Manager for American game developer Atari and asked if she wanted to work for Paradox. She liked the idea and started working for the

company. Back then the staff in New York worked directly with the online platforms and other retailers, since a large share of them were located in America. Eventually, Paradox felt that they needed more synergies between the sales-unit and the marketing-unit. This intuition was increasing with the rise in sales and integration on the market. Therefore, Wester came to the conclusion to move the New York unit to Stockholm.

Wester thinks that the decision to collaborate with Obsidian Entertainment when developing the game Pillars of Eternity in 2014 is a good example of a decision where Paradox benefitted from contacts in the industry. One of the business managers at Paradox had in his previous years as an agent represented Obsidian Entertainment. He therefore knew the CEO, Feargus Urquhart. Wester himself met the Lead Designer of Obsidian, Chris Avellone when they were lecturing at the same place in São Paulo, two years ago. This resulted in the two spending some time together. Obsidian contacted Paradox when they kick-started their game Pillars of Eternity and asked if Paradox wanted to be the publisher. Paradox said yes, of course they wanted to publish the game. He thinks Obsidian felt that Paradox had a good approach to games and their personalities matched, suggesting that the two companies would cooperate successfully.

In 2012 Paradox opened a development studio and office in Skövde, called Paradox South. According to Wester, the main determinant for choosing Skövde as a location was that Skövde University offers an education of video game development. This in turn gives Paradox the opportunity to recruit students as soon as they graduate. Paradox South, which is a wholly owned subsidiary of Paradox, mainly takes care of the game graphics for Crusaider Kings, Europa Universalis and Hearts of Iron. There were two reasons behind the decision to open a new office in Umeå in 2014, one was that Wester grew up there and thus has a wide network of contacts in the region. Another reason was that Umeå just like Skövde, is a city where a large number of talented video game developers live. According to Wester, Umeå has turned into some kind of industrial centre for competent and talented developers, but that there has not been many interesting video game related projects in the city. Taking this in consideration, Paradox saw it as a good opportunity to position some of their production in Umeå.

4.5 Fatshark

Fatshark started in 2007 and is today a developer, self-publisher as well as a work-for-hire (Fatshark, 2014). With Paradox Interactive as the publisher, Fatshark successfully created their first hit, Lead and Gold: Gangs of The Wild West. The two companies continued their co-operation and later developed War of the Roses, a historical multiple player game (ibid). Since the founding Fatshark has created a game development portfolio with an immense variety of genres. America is currently Fatshark's biggest market (Wahlund, 2014). At the office in Stockholm Fatshark has 35 employees excluding a number of people working as consults. In addition, Fatshark is the parent company of BitSquid, which is the owner of a game engine with the same name.

4.5.1 Factors and Characteristics Affecting Fatshark's Decision-making Process

Globalisation

Fatshark has from the beginning released games via digital distribution platforms. When developing their own games, the main focus has always been on developing international titles. The Swedish market is relatively small and digital distribution channels such as Steam have made it easier for Fatshark to release games internationally. *"Today video games are sold internationally, when you release a game it immediately becomes global."* explains Wahlund. Wahlund believes that there is a lot more room for niched products thanks to the digital distribution platforms. He continues saying *"I do not think that there is an on-going homogenisation of consumer tastes, I actually think that the globalisation has opened up for more diversity."*

Competitors

Wahlund thinks that the actions of Fatshark's competitors do not have a bigger impact on the company's decision-making. However, when it comes to workforce supply and demand Fatshark is somewhat affected by their competitors. He also points out the fact that Fatshark tries to avoid scheduling of game releases at the same time as other companies. Unluckily, sometimes this is inevitable and the releases of two very similar games collide. Furthermore Wahlund believes that it is important to develop the type of games that create high barriers of entry for competitors.

Networks

Fatshark definitely makes use of networks, especially when it comes to recruitment. According to Wahlund, Fatshark's network has been built up through employees, their time as consultants and through CEO-meetings. *"Our industry is definitely based on contacts and in Sweden we are a very close-knit group. There is absolutely an exchange when we meet."* says Wahlund. He also argues that it is to their advantage to have a wide network and many contacts, particularly when a contract with a new publisher is established. However, networks are not as commonly used when making organisational decisions.

Individuals at Management Level

Decisions at Fatshark are mainly made by Wahlund himself and his Vice President, but some of them are made in the development teams. Wahlund believes that there are many different kinds of decision-making processes at Fatshark. Some decisions command for someone to take the upper responsibility. Fatshark has an ambition to engage as many as possible in decisions but it is sometimes brinkmanship. Overall decisions at Fatshark are a combination of quick and strategic ones. *"I would lie if I said that all decisions at Fatshark are strategic, some decisions have to be made quickly"* says Wahlund. He thinks it is important to find a balance between quick and strategic decisions.

4.5.2 Decision-making Processes of Fatshark

In 2010, Fatshark decided to take the step from being a subcontractor to become an independent developer by releasing the game Lead and Gold. The reasons behind the decision were twofold. On one hand the market grew very quickly and Fatshark felt that they needed to climb higher in the value chain. They saw a strategic gain in developing titles of their own. On the other hand it was a financial decision.

In 2009, Fatshark developed a new game engine called BitSquid. Wahlund explains that the development fell natural for Fatshark since it would be beneficial in their production. According to Wahlund, the developers of BitSquid were truly talented, since he got to know them well and liked their vision Fatshark came to the conclusion to integrate BitSquid in the operations. Fatshark decided to make BitSquid a subsidiary with them as parent. Withal Fatshark wanted to send the message that Fatshark and BitSquid were two different entities to other game developing companies. This was a way for Fatshark to prevent the other developers from hesitating to use BitSquid as a game engine.

When researching Fatshark we noticed that the company has a relatively diverse game portfolio in comparison to other game developers. Wahlund agrees on that note and explains that it has a lot to with BitSquid. Fatshark wanted to show that they were capable to do many different varieties of game titles that could be played through BitSquid.

4.6 Image & Form

Sigurgeirsson, the founder and CEO of Gothenburg based company Image & Form, found that there was a big demand for multimedia services as he was applying for jobs in that very same sector. Therefore he founded Image & Form in 1997. It started off as a multimedia company, but as the Internet was becoming a more and more widespread phenomenon Image & Form changed direction and became a web agency. Even if the company has operated in the Internet-business for a rather long time, it was not until 2002 they started producing video games hence changed from a web agency into a video game developer. Between the years of 2007 and 2010 Image & Form was a work-for-hire company with focus on creating edutainment games, games that educate and entertain simultaneously. The company has since continued to work-for-hire but is today also the publisher of its own games (Whitehead, 2013). Steam World Dig and Anthill are probably the most well known video games created by the company and they are present on almost all digital distribution platforms, there amongst Appstore. Today, Image & Form has a staff of 15 employees and its largest markets are The U.S. and Europe.

4.6.1 Factors and Characteristics Affecting Image & Form's Decision-making Process
Globalisation

Before Image & Form started launching their own games on digital distribution platforms, they were rather restrained as developers, since all the sales had to be led through a publisher. For Image & Form, the emergence of Appstore has meant a big deal since it has served as a catalyst for giving the company freedom to become a self-publisher instead of being dependent on various publishers. Now, developers such as Image & Form are able to release their games directly on Appstore. Notwithstanding all the possibilities of Appstore, its evolution did not only come with benefits. According to Sigurgeirsson, this freedom also forces the developer to obtain publisher-competence, e.g. in marketing and PR, in order to become successful. Not to mention the fact that almost all games on Appstore have to be free in order to become successful. Image & Form have felt that there is an on-going homogenisation on the cellular phone game market. Sigurgeirsson argues that Appstore is

moving in the same direction as it always has, and that the demanded games usually are so-called short games. These types of games do not require the same depth of player devotion as a traditional game. Today Image & Form is aiming to provide players with a deeper and larger game experience, which means that Apps will not be their main focus in the future. Instead, Sigurgeirsson wants Image & Form to be more present on the traditional platforms such as console and PC.

Competitors

Sigurgeirsson thinks that Image & Form is influenced by their competitors in some ways. The interest for a game can be shifted if two games in the same genre, that are very similar to each other are released at the same time. This can have positive as well as negative consequences. Not long before the company released Steam World Dig there had already been a number of game releases in the same genre. This in turn created an interest for that specific type of games. *"At Image & Form we try to keep our ears to the ground in hopes of figuring out what the consumers want in the future"* says Sigurgeirsson.

Networks

Image & Form has a very close contact with several owners of digital distribution platforms. Thanks to these contacts Image & Form is able to get insight in what direction the industry is moving. In that manner the digital distribution platforms provides a slight guidance for Image & Form. Thus, they do make use of parts of their networks.

Individuals at Management Level

Sigurgeirsson and the Chief Developer of Image & Form make most of the decisions at Image & Form. Some decisions are however made in smaller groups. Sigurgeirsson has learned that decision-making left to bigger groups often takes longer time, especially when there are a lot of divided opinions. At Image & Form they try not to postpone decisions, instead they try to make fast ones. Sigurgeirsson however states that there is almost always some sort of objective behind the company's decisions. Sigurgeirsson himself does not mind making fast decisions, *"The older I get, the more I realize that it is better to trust my gut feeling. If you feel something from the beginning, go with that feeling."* says Sigurgeirsson.

4.6.2 Decision-making Processes of Image & Form

The main motive behind the decision to become a self-publisher and put edutainment development a side, was in Sigurgeirsson's opinion a relatively simple decision. Image & Form had been doing the same type of games for a longer period and wanted variation. Consequently Image & Form did not hesitate when the chance to become self-publishing came up. The decision to release games on Appstore was in line with Image & Form's aim to become a self-publisher. Appstore provided an opportunity to reach consumers directly and was therefore a great way for Image & Form to release games on their own.

In 2011 Sigurgeirsson decided to sell half of Image & Form to the company Bergsala Holding. Initially Sigurgeirsson was the only owner of Image & Form, but when the company contacted him about an Appstore game prototype Image & Form just had finished, he started to rethink the owner situation. They were pleased by the prototype and what Image & Form could produce, thus they made an offer to own a part of the company. Sigurgeirsson saw the possibilities in having Bergsala Holding as a parent company, since it would allow Image & Form to develop larger, financially heavier games. Also, it could mean that Image & Form would be given the chance to broaden its network in the industry. Yet, the question remained if Image & Form would lose some of its freedom in decision-making since a parent company can have a say in what operations the subsidiary is involved in. Looking back, Sigurgeirsson does not feel that Bergsala Holding has hindered Image & Form from doing what they want at all. Instead, the partnership has given Image & Form the financial security it needed in order to be as successful as it has been.

5. Analysis

5.1 Factors and Characteristics Affecting the Born Global's Decision-making

Globalisation

"Today, video games are sold internationally. When you release a game it immediately becomes global."

- Martin Wahlund (Fatshark)

According to Andersson & Wictor (2003), the emergence of Born Globals has been facilitated by globalisation characteristics, such as decreasing trade barriers and the advancement of technology. In this specific industry, this globalisation-related facilitation has mainly been created by the Internet evolution. We argue that this evolution has allowed for entry-barriers to decrease, since country borders no longer play such an important role in internationalisation. Also, Internet has made it possible for game developers to gain access to customers located in countries that would not have been accessible if Internet had not existed (Sandkvist, 2010). That is mainly due to the emergence of online digital distribution platforms, such as Steam and Appstore, which are global. All five video game developers agree on the note that the emergence of online digital distribution platforms has facilitated their international operations, implying that they have all been affected by this factor. Three of the developers have been in the business for a longer time, meaning that they experienced the increased usage of Internet. DICE, being the oldest of the firms, experienced according to Henriksson their big break-through in 2000 mainly due to the development of Internet. Even if their earlier games sold internationally as well, it was not at all in the same volumes as the online-based ones. Furthermore, Paradox acted in a proactive manner by developing an own digital distribution platform, Gamers Gate. Image & Form and Fatshark experienced more freedom as self-publishers and developers due to the digital distribution channels. Moreover, Wahlund (Fatshark) holds that the internet based distribution platforms have made it easier for the company to expand internationally. Globalisation has evidently affected the developers in many ways, which serves as an indication that globalisation does affect decision-making to a large extent.

It is commonly known that consumer tastes are becoming increasingly similar over the globe (Knight & Cavusgil, 2004). However this does not seem to be the case in the video game developing industry as we received differentiating responses. Commenting on the

homogenisation Wahlund (Fatshark) says, *"I do not think that there is an on-going homogenisation of consumer tastes, I actually think that the globalisation has opened up for more diversity."* In the same Manner Wester (Paradox) and Sjöö (Avalanche) have not experienced a homogenisation of consumer tastes. Instead they have perceived an increase in niched games. Withal Sjöö (Avalanche) thinks homogenisation might increase in the future. In contrast Sigurgeirsson (Image & Form) has experienced homogenisation on Appstore and Henriksson (DICE) in the mass-market demand for Battlefield games. In these cases, the homogenisation has not influenced the companies to the same extent as the Internet, which suggests that increasingly similar customer tastes do not affect the overall decision-making of the firms in this context.

Competitors

"We sometimes look to other actors in order to find how Expansive Worlds potentially could adapt and position themselves on the market."

- Fredrik Sjöö (Avalanche)

The behaviour of competitors is one factor of the industry that influences the emergence of Born Globals. Andersson & Wictor (2003) argue that the overall behaviour of competitors can have an impact on firms' likeliness to internationalise. Furthermore, the video game development industry is characterised by innovation, diversification and market widening (Ernkvist et al., 2005). Some of the developers agree on the note that competitors have a large impact on the decision-making. Henriksson (DICE) holds that competitors can be a useful tool when developing a new game idea, meaning that they look for "holes" to discover game concepts that have not been produced yet. Also, the ambition to develop better games is constantly driven by the actions of their competitors, and DICE's goals are also set with competitors in regard. Sjöö (Avalanche) shares this opinion, and states that Avalanche sometimes uses competitors in order to find how the subsidiary Expansive Worlds should adapt and position itself on the market. In addition, Wester (Paradox) shares the same thoughts; he means that Paradox is partly affected by competitors, affected in a sense that the positioning and pricing of products are set with competitors in consideration. Contrastively, both Sigurgeirsson (Image & Form) and Wahlund (Fatshark) argue that competitors do not have a big impact on the decision-making of their companies. That is, except for when they schedule game releases, since it is not desirable to release a new game at the same time as competitors with similar games. When analysing if the factor "Competitors" affect the

decision-making of a video game developing firm, we get the indication that it does affect the decision-making of the firms to differing extents.

Networks

> *"Contacts are everything in this industry, it is a so-called trust-business"*
>
> - Fredrik Wester (Paradox)

According to Andersson & Wictor (2003), organisational and personal networks are the third factor affecting the international development of the Born Global firm. In the video game developing industry networking is a common phenomenon. Henriksson (DICE), Wester (Paradox) and Wahlund (Fatshark), state that networks are a helpful tool during the companies' recruitment processes. *"... the usage of networks is very common in recruitment, both through finding the right person via LinkedIn or through an agent whose network is very large"* says Henriksson (DICE). Implying that networks play a crucial role for these companies, especially when recruiting. Moreover, both Wahlund (Fatshark) and Wester (Paradox) believe that there is a lot of contact between firms in the Swedish video game developing industry. Wahlund (Fatshark) describes it as a close-knit group with mutual exchange and Wester (Paradox) as a culture of cooperation. Furthermore Image & Form gain industry knowledge through their contact with several online platforms. This further indicates that the companies in the video game developing industry do not only draw advantages from networks when hiring but that networks also create beneficial interaction between actors in the industry. Networks are however not commonly used when making organisational decisions according to both Wahlund (Fatshark) and Henriksson (DICE). Henriksson (DICE) and Sjöö (Avalanche) feel that the companies are rather tied to their clients in the usage of networks when developing games for their clients. However Sjöö (Avalanche) states that networks definitely could be an asset in the production of their own games. We find that networks seem to create various benefits for the interviewed companies, especially while recruiting but also for industry awareness. Consequently, networks do in various ways and in different degrees affect the decision-making of these firms.

Individuals at Management Level

"The older I get, the more I realize that it is better to trust my gut feeling. If you feel
something from the beginning, go with that feeling."

<div align="right">- Brjánn Sigurgeirsson (Image & Form)</div>

The managerial knowledge of the individuals in the Born Global is a determinant factor that affects the behaviour of the firm (Andersson & Wictor, 2003; Knight & Cavusgil 2004). Here the entrepreneur and his/her decision-making influence the performance of the Born Global (ibid). Sigurgeirsson (Image & Form) and Wahlund (Fatshark) both explain that many decisions in their organisations are made by themselves and the companies' Vice Presidents. Furthermore, they explain the importance of daring to make quick decisions.

Where decision-making is located and divided throughout the organisation could have an impact on the outcome of the decision-making process. In many of the interviewed companies it seems as though there exists an ambition to move decision-making down in the organisation. *"...we want to push decision-making as far down in the organisation as possible, our ambition is to strengthen the team where we have a lot of talent."* says Sjöö (Avalanche). In the same manner Henriksson tells us that DICE tries to make more decisions at lower levels. At Fatshark they try to engage as many as possible in the process of decision-making. Yet, the level of decision-making seems to be dependent on what type of decision the companies are dealing with. For example when it comes to projects for developing games the decisions are left to the team of developers working with the project, this goes for all of the companies.

In addition to "Individuals at Management Level", Andersson & Wictor (2003) discuss that the international experience of key persons within a firm can affect its likeliness to internationalise. In line with our conceptual framework, we investigated how that could affect the decision-making of the firm. According to Wester (Paradox), a diversified staff can facilitate the creation of improved decisions, since a homogenous staff does not question propositions to the same extent. The other companies are not as convinced that a diversified staff affects their decision-making process, however. Hence, this factor does not influence the companies' decision-making as much as the abovementioned.

5.2 Organisational Decision-making Processes

5.2.1 Decision-making Processes of Digital Illusions CE

With North American presence as a main motive, DICE decided to analyse and evaluate the markets within the continent. Sandbox Studios on the Canadian market proved to be the best-suited opportunity for DICE. In the decision of buying Sandbox Studios in 2001, there was a given effect, which we find was the objective to have presence in North America. The decision was based on a thorough analytic evaluation in order to achieve the given objective. According to Sarasvathy (2001) causation decisions have a given effect and are often characterized by prior analysis. Therefore, we consider this decision's main logic to be in line with causation. In this decision we argue that "Globalisation" has been one factor contributing to the outcome, i.e. since DICE did have a goal to gain international presence.

The fact that EA Games came with the suggestion for the acquisition of DICE in 2006 tells us that DICE did not have any initial intentions. A process with no predetermined effect is an effectuation process (Sarasvathy, 2001). Therefore, we argue that the first logic applied can be considered as effectuation. Yet, the original offer was not accepted until after a careful analysis of the potential outcomes. Decisions that are made through analysis and evaluation are causation decisions (ibid.). Thereupon the decision is also in line with causation logic. EA and DICE had collaborated prior to the acquisition, which makes it evident that DICE's network had essential role in the decision-making process.

As aforementioned, Sarasvathy (2001) argues that causal reasoning consist of a clear goal, where the decision-maker chooses between different means in order to achieve the given effect. The initial decision to open a new office in Los Angeles, USA in 2003 was in line with causation logic. The given effect was to open a new premise where production could be located so that DICE could stimulate various parts of the organisation. Moreover, DICE wanted to benefit from time differences, which made them consider different locations abroad. The specific choice of Los Angeles however, was an effectuation decision. In effectual reasoning, the decision-maker makes use of contingencies, and chooses between different effects that can be created through different means, which are given (Sarasvathy, 2001). Since DICE made use of an existing network in the city, we understand that DICE let given means determine the decision. In the same manner, the decision to open an office in Gothenburg had an initial aim to increase production and the access to the Gothenburg-based

team determined the specific location of Gothenburg. These decisions have evidently been affected by the factor "Networks", considering the fact that both of the offices where located in cities where DICE had contacts prior to the decision. Furthermore, we assert that the factor "Globalisation" also has played an important role in at least one of the decisions, namely the opening of an office in Los Angeles. The evolution of digital services and communications has undoubtedly had an impact on how they came up with the decision. The factor "Globalisation" created the need to expand internationally by opening a new office abroad.

5.2.2 Decision-making Processes of Avalanche Studios

The decision to start Expansive Worlds in 2009 was based on 'Passion' and 'Courage' which tells us that Avalanche based the decision on emotion rather than management by objectives. The company took a risk and the focus was on exploiting uncertainties. Effectuation decisions are excellent for exploiting contingencies and are characterized by acceptable risks (Sarasvathy, 2001). It is therefore a decision in line with effectuation. This was a decision made by the company founders and their emotion; therefore it is an example of decision made at top management level. This demonstrates the fact that the factor "Individuals at Management Level" does have an impact on Avalanche's decisions.

When Avalanche decided to open an entity in New York, USA in 2011 they did have a given goal. In order to make their game, Just Cause, more attractive for American customers and to be able to hire more staff for a new product development, Avalanche decided to open up a new office in The U.S. In addition, this decision needed a considerable amount of planning and discussion within the directorate in order to be actualised. In turn, the initial part of the decision is in line with causal logic, since they did have a given effect that needed thorough analysis in order to be fulfilled (Sarasvathy, 2001). The final part of the decision, to choose New York as the host city on the other hand, was based on networks rather than analysis. That is because Avalanche had contacts in New York that were available and also wanted to work for them. This argues for a change from causal to effectual logic, since effectual logic creates different effects by choosing between given means (ibid.). The factor "Globalisation" is what characterises the initial part of this decision. This is an example how companies in the industry experience that consumer tastes differ rather than becoming more similar. This in turn called for Avalanche to adapt their products. The latter part of the decision, to settle for New York was a decision characterised by the factor "Networks". The decision was based on the fact that Avalanche had access to contacts in that specific location. We also argue that the

factor "Competitors" influenced this decision, i.e. since the absence of competitors made New York even more attractive as a location for a new office.

5.2.3 Decision-making Processes of Paradox Interactive

The decision to start Gamers Gate in 2006 was at first a causation decision. The fact that Paradox wanted to gain shares in new markets was the given effect Paradox wanted to achieve, which is in line with Sarasvathy's (2001) theory of causal reasoning. The establishment of a MVP was a way for Paradox to evaluate the product Gamers Gate on the new markets, which could be seen as a way of doing a prior analysis of the market. This further states that this was a decision in line with causation logic. It is apparent that the factor "Globalisation" had a large influence on this decision. Paradox wanted to reach new markets and was able to this by developing Gamers Gate.

The opening of a New York office in 2006 was the outcome of the relationship between the CEO, Wester and a former Account Manager of Atari. When the former Manager of Atari accepted the request to work for Paradox, it resulted in a new office based in New York. In Sarasvathy's (2001) theory of effectual reasoning, she states that an effectuation decision does not have a given effect, or goal, and that the decision-maker chooses between given means in order to achieve the uncertain goal. We argue that this decision is solely based on effectual reasoning, since there was no clear goal to open a new office, except for the fact that Wester wanted to hire a talented person. This decision serves as an excellent demonstration of how the factor "Networks" can affect important decisions. In addition, we believe that "Globalisation" also had an impact. That is, because Paradox expanded internationally into a market where they had a large amount of sales.

We hold that the decision to cooperate with Obsidian Entertainment for Pillars of Eternity was purely an effectuation decision. Paradox took advantage of their network, a given mean. By using their given means, it was possible for Paradox and Obsidian Entertainment to create Pillars of Eternity together. It is obvious that this decision is an evidence of how Paradox uses their networks. The initial idea to create Pillars of Eternity was a result of the relationship between Paradox and Obsidian Entertainment. This decision is actor dependent, meaning that given a set of means, the effect is determined by characteristics of the decision-maker and his ability to explore contingencies (Sarasvathy, 2001). Given Paradox's network, Wester discovered the contingency to create Pillars of Eternity together with Obsidian Entertainment. Therefore, the factor "Networks" affected this decision.

The decisions of opening up new offices in Skövde (2012) and Umeå (2014) serve as good examples of how Paradox exploits knowledge, which is the main competency employed in causal reasoning (Sarasvathy, 2001). There were clear goals in both decisions, i.e. taking advantage of the competencies located in both cities. These decisions are almost completely in line with causal logic, which we base on the fact that a causation decision chooses between means to reach a given goal (ibid.). Although, there was some effectual logic applied in the latter decision, Umeå. Wester grew up in Umeå and therefore had a wide network there, which in turn would facilitate the recruitment of talents in the city. This in turn, is effectual reasoning since the decision-maker uses means, in this case networks, in order to create an effect (Sarasvathy, 2001). The choice of Umeå as a location was a decision where the factor "Networks" had a huge impact. We also believe that the factor "Individuals at Management Level" does have a slight impact on the decision since Wester was born and raised in the city, meaning that this office in some way was opened because of his origin. In the Skövde case however, we cannot find that any of the factors within our conceptual framework has to do with the decision. We therefore conclude that the opening of this office was entirely strategic.

5.2.4 Decision-making Processes of Fatshark

The decision to become an independent developer was based on strategic objectives. Fatshark saw a gain in moving up the value-chain and therefore took actions necessary to fulfil that aim. The effect was given and the selection criterion was based on expected return, meaning that the decision was in line with causation logic (Sarasvathy, 2001). This case, just like Paradox opening of the office in Skövde, was entirely strategic. Hence, we cannot find any factor in the conceptual framework that matches and could have a possible impact on this particular case.

The decision to start BitSquid in 2009 was primarily based on the objective to increase Fatshark's production. Through competitive strategy Fatshark wanted to gain market shares in existing markets hence it is a causation decision, the effect was given (Sarasvathy, 2001). Also, Fatshark identified an opportunity thanks to Wahlund's network. However, the talent Wahlund discovered was a tool or mean for reaching the given effect, therefore a causation decision. In this decision-making process Fatshark was influenced by Wahlund's network, thus the factor "Networks" was used in the decision.

The diverse portfolio of Fatshark was a result of an aim to make BitSquid an attractive game engine for consumers. By having a wide variety of games available on BitSquid, Fatshark was able to demonstrate the wide talent for developing games. In line with Sarasvathy (2001), this was therefore a way for Fatshark to exploit knowledge and the given effect was to increase return and thus a causation decision. BitSquid was a way for Fatshark to show the wide variety of games the company where capable of developing, hence, served as a way of making BitSquid an attractive game engine in comparison to other game engines. We therefore argue that this decision to some degree was influenced by the factor "Competitors".

5.2.5 Decision-making Processes of Image & Form

When Image & Form decided to become a self-publisher in 2010, they had put a lot of thought into it. Considering the fact that the development of digital distribution platforms had facilitated transformation from being a work-for-hire company into becoming a self-publisher. It was relatively evident that such a platform, Appstore, would be the mean needed to reach the goal of becoming more independent. This decision had a clear objective, and is therefore a causation decision (Sarasvathy, 2001). Hence, causal reasoning was the main logic applied in this decision. The transformation in this case is partially affected by the factor "Globalisation". That is because Image & Form could take advantage of the opportunity given by the development of digital distribution platforms in order to expand internationally without being tied to a publisher.

The choice to sell half of Image & Form to Bergsala Holding in 2011 begun with an initiative from Bergsala. Since Image & Form did not have any prior motives of becoming partly owned by Bergsala Holding this could be seen as an exploitation of uncertainty and is in line with effectuation logic (Sarasvathy, 2001). However after being approached by the company, Image & Form saw the financial benefits the deal could generate. Image & Form therefore evaluated the possible outcomes and made use of some causation logic. Preventive evaluation is a form of causation logic (ibid.). For this reason the decision-making process for this decision goes from effectuation to causation. We argue that this decision cannot be related to any of the four factors.

A summarization and overview of the decisions, their underlying logic and affecting factors is presented below:

Company and Decisions	Effectuation/Causation	Factors
Digital Illusions CE		
Acquisition of Sandbox Studios	Causation	Globalisation
Becoming an EA Games subsidiary	Effectuation → Causation	Networks
Opening of LA office (Gothenburg Ghost Games)	Causation → Effectuation	Globalisation & Networks
Avalanche Studios		
The creation of Expansive Worlds	Effectuation	Individuals at Management Level
Opening of a NY office	Causation → Effectuation	Globalisation, Networks & Competitors
Paradox Interactive		
Development of Gamers Gate	Causation	Globalisation
Opening of a NY office	Effectuation	Networks & Globalisation
Cooperation with Obsidian Entertainment	Effectuation	Networks
Opening of offices in Skövde and Umeå	Causation (Effectuation)	Networks & Individuals at Management Level (Umeå)
Fatshark		
Decision to become an independent developer	Causation	
Development of BitSquid	Causation	Networks
Having a diverse portfolio	Causation	Competitors
Image & Form		
Decision to become a self-publisher and being available on Appstore	Causation	Globalisation
To sell half of the company to Bergsala Holding	Effectuation → Causation	

Table 5.1: Summary of Analysis

6. Discussion

Table 5.1 provides a summary of the companies' decisions; the underlying logic behind them and what factors have influenced the decision-making. The table shows that there does not seem to be a linear pattern of effectuation and causation decision-making in this specific context. However, we can identify vague tendencies, implying that there possibly exist some linkages between specific characteristics of the firms and their decision-making. We argue that Sarasvathy & Kotha's (2001) conclusion that entrepreneurial decision-making follow effectuation logic cannot be applied to this context. The same goes for Chandra's (2007) findings, we cannot identify that the decision-making logic solely goes from effectuation to causation. Notwithstanding, our analysis does confirm Andersson's (2011) conclusion that effectuation reasoning indeed can be a fruitful method for Born Global companies. That is since we have observed that effectuation logic has been used in successful decisions in our study. We have throughout this analysis showed that Born Global companies in the Swedish video game developing industry make decisions in line with both effectuation and causation logic. We further argue that the companies in this context swap logic rather than follow a linear pattern when making decisions. This is coherent with the findings Schweizer (forthcoming) concludes in his study. In many of the decisions we can see that the companies do not only swap logic when making different decisions, but also within a single decision.

One observation we found interesting is that Fatshark coherently uses causation logic in their decision-making. This could of course only be a mere coincidence, or it could be a result of some specific characteristic of Fatshark. Withal we have observed slight implications that the smaller companies (Fatshark and Image & Form) tend to use causation logic to a greater extent compared to the larger companies. This observation can serve as an implication that the smaller companies tend to strategize more, i.e. have clear goals when making decisions. We believe that the causal decision-making could be results of the smaller companies' strive for expansion. On the other hand, the bigger companies tend to combine effectuation and causation logic. This in turn, could mean that these companies are more willing to take risks when making important decisions and are therefore using the effectuation logic more frequently. This is further evidence that Chandra's (2007) findings, that causal logic grows as the company's experience increases, are not applicable to companies in this context. However, it would call for further research in order to provide a proper explanation. Additionally the differing characteristics of the companies, such as if they are self-publishers,

contract working, PC-, console-, or mobile game developers can potentially bias our findings. This possible bias is of course important to take into consideration. To identify any patterns regarding this linkage would demand further studies, i.e. since we could not recognize a specific pattern in our research.

The factor "Networks" is the one factor that influences most of the companies' decisions. We found that the companies' networks influenced seven out of the 14 decisions. This indicates that companies in this context are affected by relationships with other actors on their market to a quite large extent. The parts of the decisions affected by "Networks" where in all cases but one based on effectuation logic. For example, DICE's network in Los Angeles was the determinant reason for the specific choice of location. The same goes for Avalanche's choice of New York as a location. This implies that the firms use "Networks" as a given mean in order to create new business opportunities thus uses effectual reasoning. "Globalisation" was the second most influential factor, affecting six out of the decisions. Five of these six decisions begin with causation as the main logic. This could serve as an indication that globalisation-related decisions often are more strategic with clear objectives thus causational decisions. It would call for further research in order to establish general explanations of how "Networks" and "Globalisation" affect if the decision-making appears as effectuation or causation. It is however important to acknowledge the fact that "Networks" and "Globalisation" are factors that might be easier to notice when analysing what could affect the decisions. It is also of importance to understand that the individuals at management level and the entrepreneur can be who determine if the company does have a large or international network. According to Andersson & Wictor (2003) networks are to be considered as tools utilized by a firm's key persons in order to create international strategies, implying that networks are in fact directly linked to these individuals. Nevertheless, we do hold that it would demand deeper research in order to understand how significant these individuals are when choosing an existing network as a means for decisions. Although we do argue that they are, in fact, of big importance. Moreover, we also want to shed light over the actuality that the decision-makers also could affect "Globalisation" in some ways. With this we suggest that the international experience of a decision-maker might have an impact on the potential future location of a new company-unit. This is also in line with what Andersson & Wictor (2003) discuss in their study regarding the factors and characteristics affecting Born Globals. They hold that it exists a strong linkage between a Born Globals key persons' international experience and the internationalisation of new firms (ibid.) An additional aspect to take into

consideration is the fact that the studied companies' size and age can have an implication on their decision-making logic. For example, the older companies, DICE and Image & Form's decision-making is to a large extent affected by the factor "Globalisation". This could be a result of the possible fact that the younger companies, established during and after the Internet boom, might not have the same need to actively globalise in the same manner as the older companies. Nevertheless it would call for extensive research to fully state that there exists a linkage between a higher company age and "Globalisation". A very small share of the decisions were directly affected by the factors "Individuals at Management Level" and "Competitors", here we could not identify any specific pattern. We do want to emphasize the fact that these factors did affect some of the decisions, however, and are therefore not insignificant. As already discussed, some of the less utilised factors might have more impact on the decisions than what is proven in our findings. Therefore, it calls for more extensive research in this field in order to find exactly how much all factors do affect decisions and if they do converge to a greater extent. In two of the decisions we could not connect any of the factors from the new conceptual framework, indicating that more influencing factors need to be added in order to understand the overall decisional behaviour of firms. We believe that in future studies, a development of the framework will provide a better comprehension. Yet, as aforementioned, we noticed that some of the factors do affect decision-making; hence we believe that our conceptual framework can be helpful tool for the understanding of decision-making in future studies.

7. Conclusion

The aim of this thesis has been to create further understanding of internationalisation-related decision-making processes in the context of Swedish Born Global companies in the video game developing industry by applying the theory of effectuation and causation by Sarasvathy (2001). In addition, the purpose of this thesis has been to give a contribution to the already existing literature on effectuation and causation decision-making by analysing why and how companies in this specific context use this kind of underlying methodology. To develop further understanding we attempt to explore how the four factors "Globalisation", "Networks", "Individuals at Management Level" and "Competitors" influence the decision-making process in this specific context by creating a new conceptual framework for decision-making in Born Globals.

When connecting our empirical studies to the conceptual framework, we hold that our findings can indeed create a better understanding for the decision-making process of these companies. We find that there is no linear pattern of effectuation and causation decision-making in the context of Swedish video game developing companies. Much in line with Schweizer's (forthcoming) previous findings, this study gives us an indication that companies in this context tend to swap logic in no specific order as they go. This thesis also confirms Andersson's (2011) findings, i.e. effectuation logic can be successfully used in Born Global firms. Connecting the factors from the conceptual framework revised and adapted from Andersson & Wictor's (2003) original, we discovered that they do affect the decision-making process. Moreover, our findings give a slight indication that there is a linkage between the size of the companies and the decision logic. The smaller companies in this study (Fatshark and Image & Form) tend to use causation logic while the bigger companies use a combination of effectuation and causation to a larger extent. This could be a result of the smaller companies' strategic strive to expand and the larger companies' affordability to take risks. This is in contrast to Chandra's (2007) findings that company experience promotes causal logic. "Networks" was the one factor with the biggest impact, followed by "Globalisation". The results additionally indicate that "Networks" affect effectuation decisions, and causation decisions are affected by "Globalisation". We have discovered tendencies that the older companies of this study are affected by "Globalisation" more often than the younger companies. We can also draw the conclusion that the remaining factors, "Individuals at Management Level" and "Competitors" did not directly affect the decisions to the same degree. However, we do hold that these factors, especially "Individuals at Management

Level", might have an indirect impact, i.e. they determine the width of the companies' networks. We believe that a development of the conceptual framework with additional influencing factors is needed for future studies. We argue that extensive research on how the size, age and other characteristics of the companies influences decisions is needed.

We understand that the result of this thesis cannot fully portray reality and thus cannot create a proper generalisation. However, we do suggest that our findings can work as a simplification of reality. We hold that these findings can give a contribution to the already existing studies on effectuation and causation by developing an increased comprehension for the factors that affect decision-making. In addition, the conceptual framework and the findings of this study can provide enhanced understanding for decision-making in Swedish video game developing companies.

7.1 Future Research

When summarizing the results of our study we can identify a few areas that could be of interest for further research. First of all, we find that the influencing factors and their impact on decision-making would call for further research. This could be a development of the conceptual framework by adding more influencing factors. Secondly, we believe that in order to understand if there are certain characteristics of the companies that affect the decisions, it would be necessary to make deeper case studies. For example, it would be interesting to investigate if it is a coincidence that all of Fatshark's decisions in this thesis are causation decisions. One could also investigate to what extent the size; age and other characteristics of the company affect the decision-making. In order to create a general picture of the decision-making of Swedish video game developers, it could be of interest to make a quantitative study e.g. through a survey, which would include all existing companies of this type in Sweden. Additional studies on companies in different contexts, for example in other countries and new industries need to be made in order to further contribute to the theory of effectuation and causation.

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Appendix - Interview Guide

1. Interviewee Background
- What is your work position at Company X ?
- What education do you have?
- What is your earlier work experience?
- How did you end up working at Company X?

2. Company Background
- Tell us about Company X?

3. Globalisation
- Did Company X have any international operations before the evolution of digital distribution platforms? If so, how?
- How have Company X been affected by the evolution of digital distribution platforms?
- How has the homogenisation of consumer tastes affected Company X?

4. Competitors
- How is Company X affected by the decision-making processes of competitors?

5. Networks
- How do Company X use networks?
- How and in what way can contacts work as a foundation for decision-making at Company X?

6. Individuals and Management Level
- Who makes in general decisions at Company X?
- How is the decision-making process in Company X structured internally?
- Can a diverse staff affect decision-making in Company X and if so, how?

7. Organisational Decision-making at Company X
In this section the interviews was individually modified. See chapter 4 Empirical Studies for further information.