

The rapid internationalization process of mobile application startups

A case study of Primetime's entry into foreign markets

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Abstract: Internationalizing has always been a vital part for businesses that seek to explore new markets. As the internet has developed into a massive high speed information portal it has made internationalizing much easier today than a decade ago. In the field of internationalization dominant theories have been existing for a long time and have been tested many times but also criticized for not predicting the behavior of some internet-based companies. In this study, we focus on the internationalization process and strategies of one Swedish-founded internet service company that operates in the new emerging segment of mobile live quiz trivia within the industry of mobile applications. The thesis is based on a qualitative study where interviews have been conducted with top management of the company. The company's internationalization process and strategies have been analyzed in regards to the dominant theories that exist in the field of internationalization. The study aims to answer how a selected few contemporary theories of internationalization explain the expansion paths of the Swedish founded company and subsequently yield insight of how similar firms within the industry can internationalize.

Keywords:

Internationalization Strategies, Born-Global Firms, Mobile live-quiz trivia applications, Uppsala model of internationalization, International new ventures

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1. Introduction

1.1 Background

The rapid and intense technological advancement of the last two decades has had an enormous impact on the world, powerful and big desktop computers that once could occupy a whole room can now fit in the palm of your hand. As it was discovered by Gordon Moore during his research, (Moore, 1975) the number of transistors on a dense integrated circuit board doubled every 18-24 months although a lower associated cost. This rapid exponential development has made our electronics to become smaller and cheaper while computing power has increased.

As this advancement has led to increased computing power that in turn has facilitated the development of the internet, the world is now thus more connected than it ever has been in the history of mankind. At the same time as these advancements have given rise to new business opportunities in all types of industries it could also be argued that some traditional industries have taken a hit. More specifically as the speed of the internet vastly has improved over the years and new streaming services such as Netflix or Hulu have appeared, traditional linear TV ratings have gone down (Maheshwari & Koblin, 2016). Data from Nielsen (2018) indicates that the traditional TV-companies especially have had a hard time attracting the younger audiences. For businesses that use the traditional TV as a channel for advertising, this trend is an issue since it makes it harder to reach the younger audience which is a crucial target for them. According to Monica Peart, senior director of forecasting at eMarketer the decline among the millennials is a combination of the big social media- and video streaming platforms that exist out there. At the same time as the numbers have been going down for traditional TV networks while time spent on smartphones has been increasing (Hymas, 2016), others have been able to capitalize on this trend and managed to even create a new segment of their own and do what the traditional TV networks have not been able to do these days, namely attract the audience back to a new type of “linear TV”.

Those that initially managed to do this were Rus Yusupov and Colin Krell, the co-founders of Vine, the 6-second-long video social media platform that was acquired and later shut down by Twitter (Chaykowski, 2016). Their next big endeavor came out to be

the mobile application HQ Trivia that was officially released in the App Store on the 26th of August in 2017. The app took the people by storm by giving the people the possibility to win real money (Castillo, 2017). The rules of the game were simple: correctly answer all of their twelve questions and win real money (HQ Trivia). In essence a mobile version of the popular TV show “Who wants to be a millionaire?” with one major difference, instead of only one contestant, now everyone that had the app downloaded on their smartphones could take part, and all of this occurred in real time with a live host.

Fast forward to today and HQ Trivia has shown to be a massive success with accumulated downloads and average live audience being at seven- and six figures respectively (Iqbal, 2019). The founders of HQ Trivia had done what the traditional TV-networks could not do today, namely get a young audience that is accustomed to watch whatever they want whenever they want to tune in at a specific time for a specific show, hence “linear TV”. The success of HQ Trivia gained attention worldwide and inspired many entrepreneurs to launch their own versions of the app in different corners of the world, this has also been the case in Sweden with the app Primetime. Having been inspired by HQ Trivia, Primetime was officially released in Sweden in March 2018 (Bederoff, 2018) and have since made an impressive journey with a rapid astonishing growth. Since launch they have accumulated over a million in downloads and an average live audience of around 100 000 per show (Lundell, 2019).

1.2 Problem area

In an attempt to capitalize on the worldwide traction that HQ Trivia had gained, they initiated very early on strategies to internationalize by launching pilot projects in different countries such as UK, Australia and Germany but have since withdrawn in some of those countries (Wright, 2018). Having followed HQ Trivia’s journey while at the same time being fascinated by their rapid growth and success, the release of Primetime in Sweden captured our interest. At the beginning of this year Primetime expressed interest to internationalize by launching into several countries with Denmark being the first country that they would launch in (Byttner, 2019).

The technological development of the internet has given room for creative and innovative business opportunities and at the same time it has become easier for companies to scale and expand their business internationally. Although internationalizing today is a pivotal strategy for the majority of the companies that rely on the internet, all of them do not always end up succeeding. Companies might sometimes achieve great success in their domestic market but might run into problems when expanding internationally.

1.3 Purpose

Given the background and the problem area above the purpose of this thesis is to gain additional knowledge regarding internationalization processes and strategies for companies involved in the new segment of mobile live quiz trivia. Despite the fact of several theoretical contributions existing both traditional and more modern in the field of internationalization it is always useful to revisit and review them to check if they still are relevant as our society constantly is changing and moving forward.

Our purpose with this thesis is therefore to identify Primetime's internationalization strategies and see if the different theoretical frameworks are relevant within this new segment by looking if the theoretical frameworks accurately can explain Primetime's choices regarding their internationalization. The results can then potentially be useful to other companies that operate within this segment and are looking to internationalize by giving them a structured road map.

Our choice of specifically studying the mobile live quiz trivia segment comes from the widespread craze and the rapid massive growth that has taken place within this newly developed segment. Taking this into consideration and the fact that this segment potentially can revolutionize our way of consuming media makes it an interesting phenomenon to study. The research will be conducted by having in-depth interviews with the top management at Primetime, hence gathering qualitative data regarding their internationalization strategies and giving room to the possibility of a comparison with different theoretical frameworks to ultimately determine how companies within this new segment choose to internationalize.

Thesis question;

How do companies in the segment of “live quiz trivia” (LQT) choose to internationalize compared to the dominant theories that exist in the field of internationalization?

1.4 Study subject

As stated earlier the aim of this thesis is to how companies in the segment of LQT choose to internationalize compared to the dominant theories that exist in the field of internationalization. Given that the segment is relatively new and still not fully developed the number of companies operating in that segment are limited and the most important criteria for choosing the subject was that the company should be operating in that segment. The people that have been interviewed at Primetime have all been considered in terms of position and their association in regards to international expansion.

1.5 Delimitations

In order to obtain a satisfying result that are within the boundaries of the rulings for a Bachelor's thesis several important delimitations have been considered. Our study is limited to one company that operates in the mobile live quiz trivia segment. The segment of LQT trivia is defined as companies that develop and stream the mobile live interactive quiz games such as HQ Trivia or Primetime. Since the aim is to investigate how companies in this segment choose to internationalize, the most important delimitation is that this only applies specifically to those companies operating in that segment.

1.6 Contribution

The potential contribution of this thesis is the additional knowledge of today's relevance of the dominant theories that exist in the field of internationalization. At the same time, it may also be valuable for companies that already operate or might operate in the future in the segment of LQT and considering expanding internationally as this study might be

used as a general overview and a roadmap of the internationalization strategies and processes.

1.7 Disposition

The thesis will start off in Chapter 2 by diving into the different theoretical models that exist when it comes to internationalization, a deep and detailed description will be held in that Chapter to later be followed by Chapter 3 that will describe the method that have been chosen to best carry out the study. The methodology Chapter will include the description of the interview techniques that have been used to obtain the relevant information about the company's description of their internationalization process and strategies.

In Chapter 4 the material from the interviews will then be presented as the empirical findings. The analysis will be carried out in the following section, Chapter 5. Here a discussion and an analysis will be carried out, relating the theories to the empirical data that has been obtained. This analysis will then be followed with a conclusion in the next part, Chapter 6. In Chapter 6 a conclusion will be made from the analysis that have been carried out earlier, followed by relevant discussions and the different possible implications of our study to finally end that Chapter with relevant critique, implications of our study and possible suggestions for further research.

2. Theoretical frame of reference

In this section an overview will be given of the most dominant theories about internationalization process and strategies. Below will follow a description of different models such as Ansoff's product-market development model, the Uppsala model, the revisited Uppsala model and the Born Global model as well to finally end with some criticism of the models will also be discussed.

2.1 Product-market development strategy

To get a basic overview and understand what kind of strategies exist and why some business might choose to expand internationally, a 2x2 matrix is presented below developed by Igor Ansoff more than 50 years ago (Boag & Dastmalchian, 1988). The model consists of two dimensions; Markets and Products, and depending on what is desirable for the organization 4 different growth strategies are presented.

Table 2.1 Product-market grid matrix (Boag & Dastmalchian, 1988)

	Current Products	New Products
Current Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

Market Penetration consists of growing the business by increasing the company's existing share by focusing on the current market that they already are serving with existing products while *Market Development* is a growth strategy that focuses on entering new markets with the same existing products. Furthermore, the growth strategy that *Product Development* consists of is by growing with the introduction of new products in existing markets. Lastly *Diversification* is a growth strategy that incorporates the importance of growing by both entering new markets by developing and launching new products.

2.2 Uppsala model

1977 marked the year when the study area of internationalization strategies and global expansion analysis received main elements of contemporary theories describing &

explaining the processes of a firm's optimal internationalization strategy. The empirical study concerned documented observations of four large Swedish firms and it was evident that several processes could be recognized, forming a pattern of internationalization strategy which would serve as a benchmark. The understanding of such a phenomenon is based on the framework's core concepts namely market knowledge and market engagement (Johanson & Vahlne, 1977). This thesis will explore the "Uppsala Model" in depth and try to concretize the various elements of internationalization processes in their published theories, which was viewed as rather contradictory to contemporary economic and international business literature.

2.2.1 The 1977 Model

The first published model of internationalization strategies was as aforementioned based on an empirical study of four manufacturer firms such as Sandvik, Atlas Copco, Volvo & Facit, conducted by two researchers in Uppsala university, namely Jan Johanson and Jan-Erik Vahlne.

The Uppsala Model is a continuation model developed by Vahlne & Wiedersheim-Paul two years earlier. Findings and assumptions from their theoretical contribution served as the foundation for the renowned Uppsala model.

The findings from the case studies of Swedish-based firms was astonishing in a sense where they ended up with several recognizable patterns in which include ad-hoc exporting and the entrance to markets relatively close to the domestic market. Ad-hoc exporting is explained and denoted as part of the establishment chain, as an attempt to capture the different procedures upon entering the foreign markets (Johanson & Vahlne, 1977). Furthermore, the model takes into account the psychic distance, which a foreign market is labeled as close to the domestic market. The multivariable model has huge explanatory power in an internationalization context and is defined as the relationship between factors which prevent or disturb the flow of information between suppliers and customers (Vahlne & Wiedersheim-Paul, 1975).

There is huge emphasize on the notion of gradually expanding the operations in new markets which is also evident from the findings in the case studies, where common

activities among investigated firms included selling through subsidiaries before starting production in the new market (Johanson & Vahlne, 1977). Furthermore, the model is designed to capture the dynamics of the process in which a firm internationalizes, before the details of the model is described some preliminary assumptions made from prior studies will be listed.

- (1) Firms has according to contemporary theories the ultimate goal of achieving long-term profits, which is also equivalent to growth (Penrose, 1959).
- (2) Firms internationalization process is defined as a successively developing, with its origins in the domestic market and internationalizing through as a consequence of incremental decisions (Vahlne & Wiedersheim-Paul, 1975).
- (3) The most important obstacle of the internationalization process is the lack of knowledge and resources, which is reduced through the accumulation of knowledge and incremental decision-making (Vahlne & Wiedersheim-Paul, 1975).

The theoretical contribution made by Johanson & Vahlne in their published thesis in 1977 has undoubtedly impacted the way we view the internationalization process. To a large extent, the preliminary assumptions (1-3) serve as the basis for the first part of the Uppsala model, namely capturing the dynamic process of learning in which incremental decisions are taken (Figure 1).

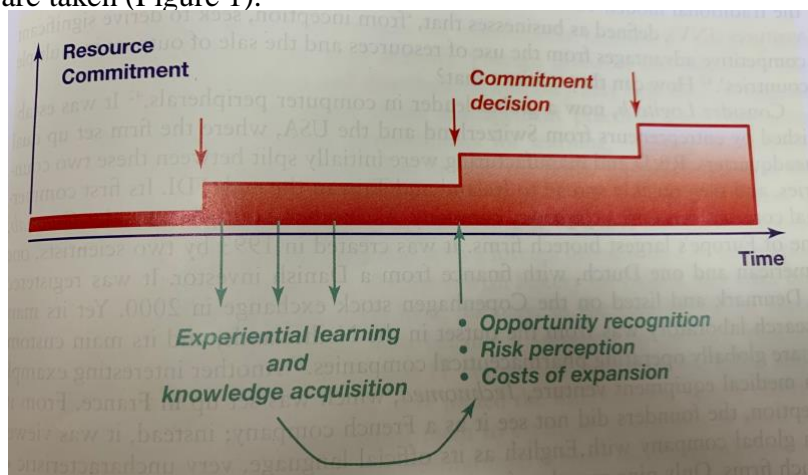


Figure 2.2.1.1: Internationalization processes (Peng & Meyer, 2016, p.323) based on Johanson & Vahlne (1977).

One aspect of the internationalization strategy explained in the Uppsala model considers firm's international penetration, which is labeled as the establishment chain (Johanson

& Vahlne, 1977; Gruber, 19). The expected outcome of the Uppsala model was an extensive expansion in the different countries and resulted in a four-stage model. The establishment chain distinguishes from other steps and stages possibly identified from the case study, due to commonality in the segment and explanatory value for various firms with different degrees of involvement.



Figure 2.2.1.2: Establishment chain (Vahlne & Wiedersheim-Paul, 1975)

The first stage describes the stage where firms commits nothing to the foreign market due to high uncertainty, which is also paralleled with non-existent information channels with the foreign market (Johanson & Vahlne, 1977). As the aforementioned postulates of the Uppsala model states, this stage of the operational modes is overcome by committing to operations abroad. The notion of experiential knowledge is also covered by other researchers in the field, describing the impact of “learning by doing” as critical to cope with the rapidly changing environment and emphasizing the need for supplementary knowledge (Carlson, 1975).

The second stage, i.e. exporting through independent representatives (agents) is the next recognizable internationalization pattern, which occurs when a firm increases commitment in the foreign market. Furthermore, sales influencing factors in the individual’s countries are identified as the firm establishes a channel in which regular information can flow regularly, though it lacks the control of the information (Johanson & Vahlne, 1977). The third stage emphasizes increased control of information channels, where the firm through subsidiaries can direct the type of information to the foreign market and experience in first-hand the resource influencing factors (Vahlne & Wiedersheim-Paul, 1975). The last stage of the establishment chain classifies as highly committed to the individual country, which through a subsequent series of decision and incremental learning experience ultimately establishes production in the new market.

Another key concept which is further developed in the first version of the Uppsala Model is psychic and physical distance, which could be used to understand environmental uncertainty (Johanson & Vahlne, 1977). The concept of psychic distance has been mentioned in prior independent publications such as in “Distance and the Patterns within European trade” (Beckermann, 1956) and “Uncertainty and Economic Distance - Studies in International Business” (Wiedersheim-Paul, 1972). Psychic distance is defined as “factors preventing or disturbing the flows of information between the firm and market” (Vahlne & Wiedersheim-Paul, 1975, p. 307), which is also the same definition used by Wiedersheim-Paul in his 1972 theoretical contribution.

The various factors determining the psychic distance to a potential foreign market is often the level of education, developments in an industrial context, culture and language. These factors determine the level of familiarity which serves as the basis for the decision upon exporting to a new market (Johnson & Turner, 2003). Psychic distance is strongly correlated with physical distance due to the fact that countries further away from a domestic market proves to have distinctively different levels of culture & language (Vahlne & Wiedersheim-Paul, 1975). The increasing cross-country relations and experience within the international arena has its effect on the conceptualized phenomena of psychic distance which is expected to decline (Gripsrud, 1990). Although the global economy is rapidly converging and paving the way for an overall decrease in psychic distances between markets, the impact of such factors is undeniable in international marketing strategy decisions (cf. Ghemawat, 2001). However, there are some exceptions to the strongly correlated concepts of psychic and geographical distance. Such divergence could be explained by for example the great geographical distances between UK and Australia yet the two countries are perceived to have short psychic distances (Vahlne & Wiedersheim-Paul, 1975). The aforementioned example sheds light on the inconstant aspect of psychic distance, which in essence explains the nature of such factors as changeable as developments in communication and technology takes place.

One related factor of importance besides measuring the psychic distance is to determine the size of the potential market to enter: “The first activity phase of export planning is

identifying and measuring the market opportunity” (Root, 1964 p. 11). Subsequently the internationalization process is heavily influenced by the decision upon the basis of market opportunity, disregarding markets seemingly positive according to psychic distance.

2.2.2 The Uppsala Model revisited

While the key elements of the dynamic model postulated by Johanson & Vahlne in 1977 has remained the same: additional emphasizes has been put on the network perspective. As the world advances towards globalization of various markets, together with advancements in information & communication technologies the need for a network-based approach is crucial (Johanson & Vahlne, 2009). The decision regarding entry mode in a potential foreign market has so far been on the basis of psychic distance, geographical distance, resource & commitment. The attractiveness of a potential market and its optimal entry mode can also be determined by the availability of a firm's network in that market (Ellis, 2000; Coviello & Munro, 1995). A firm's strong position in the international network of relations creates opportunities in foreign markets and reduces uncertainty, which also could be understood as increasing the knowledge-base of the firm (Johnson & Vahlne, 1990, 2009). The learning-commitment process is slightly changed from a unilateral towards the multilateral approach: the latter approach concentrating on accumulation and sharing of experiential knowledge within the network (Johanson & Vahlne). Understandably firms with weak international network relationship suffer from the lack of knowledge sharing and accumulation.

The notion of experiential knowledge has also been improved and further developed, providing insight on supplementary methods of gaining useful internationalization knowledge. Knowledge regarding how to manage operations can in contrast to the 1977 version of the Uppsala model, gained through imitative learning, mergers and acquisitions of firms and consuming knowledge from the firm's network relationships (Forsgren et al. 2015). Insights regarding learning-by-doing processes that was originally posited for considered to reduce market uncertainty as firms enter new markets, which also proved to be the best way to capture new market opportunities and increase the opportunity horizon for the firm (Johnson & Vahlne, 1977, 2009).

2.2.3 Criticism of the Uppsala Model

The ineluctable fact that traditional internationalization models will be subjects for criticism and accusations of various topics is also the case for the postulated theory of Johanson & Vahlne (1977). Forsgren (2002) argues that the increasing globalization has made it easier for firms to enter markets despite lack of knowledge of the foreign markets. Although the perceived risk of entering a foreign market could be significant, firms should engage in activities to pursue the internationalization process since the risk of being passive can be higher than the risk of entering (Forsgren, 2002).

Digitalization is one aspect which is the basis for the various criticism the Uppsala model has endured. As a result of the digitalized markets, an increasing number of firms engage in e-commerce defying entry barriers and the incremental internationalization decisions (Axinn & Matthyssens, 2002). Various case-studies of small & medium enterprises have led authors such Knight (1997) criticizing the incremental steps of internationalization by observing firms with different expansion paths than those postulated by Johanson & Vahlne (1977). Oviatt & McDougall (1994, p.45) explains the phenomena of firm's rapid internationalization processes further: *"From inception, seek to derive significant competitive advantages from the use of resources and the sale of outputs in multiple countries"*

The nuanced view of the network-based approach added by Johanson & Vahlne (2009) has enabled for a wider usage of the Uppsala model, increasing the validity and applicability due to advancements in the institutional environments in various markets. Other critiques of the Uppsala model relate to the origins of the internationalization process. Andersen (1993) explains the need to understand how and why the internationalization process begins. He emphasizes that the incremental steps of the internationalization process indeed explains the *next* step in the process, but not why the process was initiated in the first place. Reid (1983) sheds light on the deterministic aspects of the Uppsala model and focuses on explaining the problem of ignoring the characteristics of the foreign environments. These ideas eventually resulted in the so-called Innovation model which will not be covered in this thesis, as we view it as an alternative way to describe the establishment chain (cf. Reid, 1981)

2.3 International New Ventures (Born-Globals)

The internationalization process described by Johanson & Vahlne (1977, 2009) was and is still of great importance for IB studies, yet the postulated theories seem to lack the explanatory value for the recent expansion paths of mainly internet-based firms that appear to skip various incremental steps of the Uppsala model. Firms with these accelerated expansion paths and rapid internationalization processes are labeled as International-New-Ventures (INV) or Born-Global (BG) firms (Peng & Meyer, 2016). Successful internationalization processes require certain resources and capabilities, such as personal experience within the managerial team (Knight & Cavusgil, 2004). Peng & Meyer (2016) lists several key points in which accelerated processes take place, which can be seen as a continuation from the traditional processes mentioned by Johanson & Vahlne (1977, 2009).

Table 2.3 Building resources for international business (Peng & Meyer, 2016, p 325)

Traditional processes	Accelerated processes
Experiential learning and knowledge acquisition	Recruiting an entrepreneurial team with international experience
Network building and exploitation	Learning by importing and partnering with inward foreign investors
	Learning from other operating in the same foreign country
	Acquiring resources in the foreign country, possibly entire firms

Reuber & Fischer (1997) also mentions the importance of personal experience within the managerial team, which in fact is the main difference between the rapid internationalization process and that of the traditional processes. The construct of the entrepreneurial team should mainly evolve around prior international experience of the members, giving entrepreneurs an accelerated advantage in engaging their international business (Peng & Meyer, 2016). Furthermore, Filatotchev et al. (2009) emphasizes on the international experience within the management team as more likely to build export

relationships. The international experience is in this case accumulated through living abroad but can also be gained through studying in a foreign country.

Building competences is mandatory for international businesses to transpire and can be done by working with inward foreign investors. Interactive relationships with foreign investors results in establishing a reputation beyond the domestic market, building international networks and increase the knowledge-base of the company (Peng & Meyer, 2016). Furthermore, observations of other firms in the same industry can also result in enhanced knowledge-base, learning from the failures and successes of early entrants (Lieberman & Montgomery, 1998). Di Maggio & Powell (1983) mentions the impact of mimetic behavior as crucial for firms in risky environments. Mimicking the behavior of competitors and industry colleagues may occur over time to reduce uncertainty and to speed up international expansion (Forsgren, 2002). Moreover, there are some other aspects of the accelerated resource process that may also reduce uncertainty, for example building relationships with local firms to get access to embedded knowledge within the organizational structure of the firm (Forsgren, 2002; Anand & Delios, 2002).

2.3.1 Personal traits of founders and management

Born-Global firms have already been covered in terms of defining the concept, but there are still some aspects to cover in terms of the main characteristics of these rapid internationalizing firms. Luostarinen & Gabrielsson (2006) covers some of the common characteristics of BG firms, namely having a unique product or service offering in combination with the entrepreneurial spirit of the managerial team. International new ventures often have the characteristics of being highly technological and globally feasible, which is often the case of tech start-ups such as Spotify or Netflix. Spar (2001) mentions that cyberspace is becoming an increasing force in the global markets, high-technological startups would have to adjust their product offering to deal with increasing regulations, which is important from a long-term internationalization perspective. The main distinctive features of BG firms are that the founders are very entrepreneurial, visionary, strive for global dominance and that the product offering is unique or somewhat revolutionary (Bell et. al, 2003; Freeman et. al, 2006).

3. Method

This section gives a brief overview of the methodology that exists and tries to give a detailed explanation of the choices involving when choosing the different scientific method, research strategy, data collection and the validity and reliability of the research quality.

3.1 Method choice

3.1.1 Research strategy - case study

According to (Yin, 2014) there are five potential research strategies when dealing with social science research, these are: experiments, surveys, history, archival analysis or case studies. There are pros and cons with every one of them and (Yin, 2014) suggests three criteria's for choosing the strategy that best fits your research.

- Form of the research question
- Requirement of control of behavioral events
- Type of events

The first criteria focuses on the nature of the research question, the second criteria asks if the relevant behavioral events can be manipulated or not and the last criteria asks if the research is about a historical or a current event (Yin, 2014). According to Yin (2014) an appropriate research strategy for this thesis then would be a case study based on i) the exploratory nature of the thesis's question, ii) not requiring any control over the event/s and iii) the event being a contemporary one. The segment of LQT itself is a relatively young within the industry of mobile application and not much research has been made around it, thus we believe a case study would be best suited for the purpose of this thesis.

Table 3.1.1: Relevant Situations for Different Research Strategies (Yin, p.6. 2014)

Strategy	Form Of Research Question	Requires Control Of Behavioral Events?	Focuses On Contemporary Events?
Experiment	how, why?	Yes	Yes
Survey	who, what, where, how many, how much?	No	Yes

Archival Analysis	who, what, where, how many, how much?	No	Yes/No
History	how, why?	No	Yes
Case Study	how, why?	No	No

Yin (2014) also talks about the importance of conducting either a single case study or multiple case studies and explains that there is a distinct trade-off depending on which one you choose to conduct. Conducting a single case study gives the possibility for the researcher to get an in-depth analysis of a single isolated event while on the other hand multiple case studies might give a stronger base to the one conducting the research when arguing for the general validity of the empirical findings. Although multiple cases would give us a stronger background for arguing about the validity of the empirical findings we believe that an in-depth analysis is more advantageous for us since the segment itself is very young and lacks research. Another factor that has been taken into consideration when deciding to do a single case study was the low number of companies existing in the LQT segment.

There are several research methods that exist out there that one can choose among when conducting a research study (Saunders, 2009). The most common one is the deductive approach, this is where you start out by deducing a hypothesis, gather data and try to reject or accept your hypothesis or hypotheses. This research method is especially common among the natural sciences where laws present the basis of explanation, allow the anticipation of phenomenon, foresee their occurrence and therefore allow them to be controlled (Saunders, 2009). Another popular research method that exists is the inductive approach. With the inductive approach, you start out at the other end instead, compared to the deductive approach. That is to say with the inductive approach you start out with an observation of a phenomenon for instance and often conclude your research with a hypothesis instead (Saunders, 2009).

According to Easterby-Smith (2008) there are three reasons why it is important to choose the appropriate research method. The first is that it enables one to make a more informed decision about the research design, and this involves more than just the

process of data collection and the procedures of analysis of the data that is involved. Secondly it will help to think of the necessary research strategies and choices that will work. The final reason, Easterby-Smith (2008) explains and argues that knowledge of the different research traditions enables one to adapt one's research design to cater for the different constraints that one might bump into. For instance, practical with limited data or a lack of prior knowledge of the subject.

Considering these different research methods and their different associated advantages & disadvantages we have chosen to use an inductive method to serve the purpose of this thesis. The inductive method is also more appropriate for us to use due to our topic of this thesis needing empirical findings before we can select any theory that later shall serve as a tool for guidance when analyzing the empirical findings.

3.1.2 A qualitative study

According to Yin (2014) a qualitative research is more appropriate when a study is of explorative nature. Compared to a quantitative approach that gives more of an exterior overview of several events, a qualitative approach instead gives a much greater in-depth analysis based on a specific event (Holme and Solvang, 1997). In the figure below some distinctions are made between qualitative and quantitative data

Table 3.1.2: Distinctions between quantitative and qualitative data (Dey, 1993)

Quantitative Data	Qualitative Data
<ul style="list-style-type: none"> - Based on meanings derived from numbers - Collection results in numerical and standardized data - Analysis conducted through the use of diagrams and statistics 	<ul style="list-style-type: none"> - Based on meanings expressed through words - Collection results in non-standardized requiring classification into categories - Analysis conducted through the use of conceptualization

Dey (1993) states that the more ambiguous and flexible our concepts are the less possible it is to quantify our data in a useful way, hence suggesting a qualitative approach may be more suitable if data is too complex to estimate. When determining the most applicable methodology it is important to take these different distinctions between the quantitative and qualitative data into consideration, most importantly the

extent to which the studied subject is quantifiable. Due to the lack of research in the segment of mobile LQT and the limited available subjects we believe that the most suited approach would be a qualitative approach. We are aware of the disadvantages that comes in choosing a qualitative approach in terms of limitations for the generalization of the results.

3.1.3 Subject choice

To move further on in our study and fulfill our main purpose of this study we decided to conduct several interviews with the management of a company operating in the LQT segment. In order to gain a broad knowledge regarding internationalization within this segment our main important criteria for the subject were; the company operating in that segment, the company being in an early stage of internationalizing. It was also important for us that the company was founded in Sweden, for purely practical reason as this enabled a data collection with relative ease for us. Given these criteria the only company that was suitable for this study was Primetime. The CEO of Primetime was contacted and notified that we were interested in having them as our subject in our study. It is worth mentioning that the phenomena of the platform is a relatively young segment existing only for a few years. Although it would have been better for the external validity we would have had multiple case studies it would be hard to achieve due to limited companies existing in the segment.

3.2 Data collection

According to Yin (2014) there are several ways to collect data when conducting a case study, those that he mentions are:

- Documentation
- Archival records
- Interviews
- Direct observations
- Participant observation
- Physical artifacts

The data for this thesis was collected through interviews most of the time, but when possible all of the other methods were used as well. Due to good relations with the

subjects and their will to actively participate we were also able to collect data through direct & participant observations and physical artifacts.

3.2.1 Structure of interviews

Interviews were conducted with the management of Primetime after getting their consent, two of them were conducted physically face to face at their office while one of them was conducted through a phone interview. The interviews lasted between 40 and 90 minutes. All of the conducted interviews followed two organized interview guides. (Appendix 8.0) A general one that was used for everyone and a subject specific depending on the individual interviewed. The interviews consisted of open-ended questions allowing the subject to formulate their answers freely with no limitations. According to Bryman (2006) *semi-structured* interviews gives the one holding the interview more freedom to be able to adjust the questions in the interview guide to better be able adapt to the situations with the different respondents. Hence due to this property our interviews were conducted semi-structured. With permission from those that that were being interviewed tape recorders were used to safely store the data and shortly afterwards the interviews were transcribed to ease the process for going through the data.

3.3 Research Quality

To secure the quality assurance of this thesis certain measurements have been taken in regards to the study's reliability and validity. According to Yin (2014) there are four criteria that should be assessed to fulfill the desired quality of the study:

- i) Reliability
- ii) Internal Validity
- iii) External Validity
- iv) Construct Validity

3.3.1 Reliability

Yin (2014) talks about reliability in research being the extent to which a study can be replicated without getting compromised results compared to the original study, thus is it important to assure that everything in this thesis is managed in an appropriate way to get as high reliability as possible, as this is one of the quality stamps. We are also aware that Bryman (2006) states that dealing with studies involving qualitative data can

potentially impact the reliability negatively. And hence a wide array of proactive measurements have been taken in order to avoid a low reliability. Proactive measurements have been taken in form of; interviews made physically face to face when possible, the interviews have been taped, the recordings have shortly after been transcribed through a word processing software, the transcription sent out to the respondents for confirmation and review, interviews were also conducted with only one person at a time to prevent bias from one another.

3.3.2 Validity

Yin (2014) suggests that validity consists of three components; *internal validity*, *external validity*, *construct validity*. Construct validity is explained by Yin (2014) as the extent to which the measurements of the study actually measure of what the study states it studies. For instance, if one would study the satisfaction of something but would miss to include a factor associated with satisfaction. If the satisfaction of a cake was tested and the survey would include a question about the taste of the cake but exclude a question of about the appearance, then satisfaction would not be completely measured. To guarantee a high construct validity different questions have been asked to the individuals depending on the respective individual's role and position in the company to include all the necessary factors for the study, confirmation from respective interviewee has also been apprehended by letting the participants review their answers.

External validity refers to the generalization of a study's conclusion and implications, for instance if a study has a high external validity then a very good generalization can be made (Yin, 2014). Due to lack of research in the segment of mobile LQT, uniqueness of the segment and limited amount of companies existing in the segment it is hard to argue for a high external validity in this thesis. It is something that has been evident from the beginning of this study and due to the somewhat distinct tradeoff between external validity and internal validity, the focus has instead been on achieving a higher internal validity.

Internal validity is explained by Yin (2014) as the extent to which the study reflects the situation that is being studied. Taking into consideration the fact that the external

validity is somewhat low in this thesis a lot of effort has been put into achieving a high internal validity instead. According to Merriam (1993), the internal validity is one of the greater assets of having a qualitative research conducted, explained as being so due to the specific perspective of the respondent itself being often more fascinating than the actual truth. To ensure a high internal validity, interviews have been held privately, consent has been given to us from the interviewees for recording them during interviews, transcriptions has been sent by us and gotten confirmed by them after review, multiple individuals in management has been interviewed to increase the comparability among them but also broaden the perspective and lastly several quotes from the interviews have been included in the following section. Thus, consequently the internal validity is at a satisfactory level.

4. Empirical findings

This section will serve as a presentation of the empirical data that has been gathered. The company's background, objectives, choice of markets and their internationalization process as well as other relevant information will be covered in this section.

4.1 Company background & objective

The first official meeting that the founders of Primetime had regarding the app was according to the interviewee's on the 28th of December 2017, it was evident to them that this was a project associated with a very high risk and at the time a relatively uncertain potential reward. The idea first came across to them after one of them heard about HQ Trivia and their success on a podcast, HQ Trivia was the first live quiz trivia app that rapidly had gone viral in USA. After seeing the game HQ Trivia, it became clear, 10 seconds into the game they knew they had to launch this in Sweden: "...10 Seconds in to the show and we decided that we had to do this in Sweden" (Chairman, interview, 2019-04-01). Although the idea for Primetime originated in 2017, the chairman and co-founder had already some experience working within the live segment from his time as the CEO of Nyheter24 and had noticed already back then the strength of attracting masses that the live segment possessed: "I have seen the strength of the digital space and have been part of the "live" segment of media in numerous instances... Back in 2011 we broke a live-record of simultaneous users in a blog-duo... It broke the record with 94 000 concurrent viewers in one episode..." (Chairman, Interview, 2019-04-01)

This was also the case when it came to the strength of quizzes as the chairman explained. It was apparent to him when he was working at Nyheter24 and stumbled on the Israeli site called "Playbus" that developed quiz based widgets and their content had proven to be the most shared content on social media at that time: "It was literally insane... So we created a Playbus of our own at Nyheter24, which in the first week had 800 000 visits, which later stagnated of course but the power of quizzes was obvious" (Chairman, interview, 2019-04-01).

As the whole concept of live quiz trivia was relatively new and an unexplored segment, according to chairman it was obvious for them that there was no orthodox way to start

and run this project. Despite the lack of a business plan or a predetermined business model, they agreed to launch the project on one simple notion, to simply just give it a try and let the consumers decide “...There were no given records of how this should be done. So we said, let’s just put it in the hands of the consumers and see how they react” (Chairman, interview, 2019-04-01). Approximately two months later after that first initial meeting they had a working prototype ready for testing. Since three of the founders already had a video production company from before made it convenient for them with some of the pure practical and administrative problems, such as having a studio to shoot the shows in or simply having a company to be able to upload the application to the app store.

The first public show that they ran in March had exactly 41 users and started to rapidly increase with every show that they had, it started small with the founders recommending the game to their friends which in turn recommended it to their friends: “We managed to reach several thousand downloads just by word of mouth referrals, and absolutely no money spent on advertising” (Chairman, interview, 2019-04-01). As chairman described it, what they had managed with Primetime was to create a simple trivia game but at the same time managed to get people emotionally engaged and attached, a certain feeling of belonging to a community and being part of a journey: “There is no twist or trick to it. It is generic and straight to the point, 11 questions if you get them all right you win, the money is yours.” (Chairman, interview, 2019-04-01) Although Primetime had been running in the app store for a few months after the first public show it was not actually until in May 2017 that the formal company for Primetime had been established. This was according to chairman done due to the aforementioned video production company and the convenience of going through that company in the beginning since it was owned by some of the cofounders. It was soon clear to the management team that their success in Sweden would be possible to replicate in other similar countries as long as there would not be a competitor there and that no advertising would be necessary, but rather only word of mouth: “When it was clear exactly how we had done in Sweden, we thought about finding somewhat similar countries to Sweden and just replicate it as long as no competitors are poking at us” (CTO, interview, 2019-05-01)

Initially the objective was to simply develop and launch this app in Sweden and get a feel for the consumer liking of the product: “The initial plan was more like an experiment or something tried in a laboratory” (CTO, interview, 2019-05-01). But as the application which was launched in Sweden started getting traction and eventually got viral, it became clear to the founders of Primetime what the associated benefits were and what their objective should be and what had to be done specifically to fulfill that objective, namely try to make Primetime available to everyone possible, not only for the Swedish people.

4.1.2 Choice of markets

It is clear in the interview with the CTO that there is a specific process that is followed when choosing the different markets to enter. He talks in the interview about the launch in the Nordic countries, such as the launch in Denmark, Finland and Norway. It is said that the reason behind these launches have been based on several factors. Some of them being the relative distance and the access to contacts in those countries: “Access to contacts in these countries has facilitated the amount of time it takes to find a country manager” (CTO, interview, 2019-05-01). The Nordic countries were also seen by Primetime as an advantage due to people being easier to target for instance if a company would request reaching all of the Scandinavian countries. Other factors that CTO mentions are assessed when choosing a market to enter are psychic distance, culture, internet, smartphone adoption rate and the advertising market in general in each respective country.

4.2 Primetime’s Internationalization process

Since the company was established less than a year ago, the initial internationalization process was according to the management team close to nonexistent. It was more evident from the chairman that they should expand beyond the domestic market when the product received such a viral impact in Sweden:

“Realizing the strength of the product made it especially clear that the product’s potential for virality would be huge in foreign markets, which was first validated in the domestic market when the app increased from less than a few hundred users to several thousands within a month or two” (Chairman, 2019-04-01).

Furthermore, it was clear that several other factors played a significant role in the decision to internationalize, such as the nature of the product and the network relations of the management team. Although the product is in essence a complex construction of a frictionless streaming service with a demanding interactivity layer, the resource requirements of internationalizing a mobile application such as Primetime is perceived as low in comparison to exportation of physical products. The impact of the management teams networking capabilities, inherited from prior work experience of the founders, played a significant role in the rapid internationalization process. The construct of the management team was a splendid mix of sales orientation and work in the field of marketing & public relations.

4.2.1 Success in the domestic market

The success of the live quiz trivia mobile application can be traced back to the beta launch, where the founders have stated that the core elements of the virality was already clear from the small amount of less than 50 users, namely the community-feeling and the sense of interactiveness. These were the same elements when the show had over 70000 users a couple of months later, but at a larger scale. When asked about their perception of the main attributes driving such success the chairman answered “It’s the combination of three macro-trends all in one platform: knowledge-based interactivity, absolutely live & participating in a prize-money competition - the latter not revolving around the monetary amount rather the feeling of realness” (Chairman, interview, 2019-04-01).

The high-technological aspect of the product must also be highlighted in regards to the success they experienced in the domestic market. Maintaining high quality streaming services, frictionless synchronizations and high resolution pixels proves to be very costly and is one of the main entry barrier for competitors in the market. Through a video production company owned by three of the co-founders, the technological competitive edge was accumulated from the start. It was evident from the interviewees that the shape they delivered the product to the market exceeded customer expectations and also enabled them to reserve for any potential problems that would arise.

4.2.2 Resources, capabilities & commitment

Primetime being a small enterprise lead to several decisions that would pave the way for the internationalization strategy they embedded within the firm. First and foremost, they could due to the scarce resources of the firm, not expand with full desired effect in all markets simultaneously. The chairman explains this further when he mentions the optimal organizational structure in regards to the expansion in foreign markets:

“...In the dream world it would be easy to say, yeah we would like 6 people exactly like ourselves in Sweden, with different competencies, angles and backgrounds, and will in combination eventually blend into something great. But we cannot afford that, so we have to find one or two people with those matching descriptions”

(Chairman, interview, 2019-04-01).

The matching job description for each country manager is often in a constant flux, changing depending on what effect the launch has had in the market: “Initially we were very sales oriented, focusing on conversion and commercialization - this would later change as time went by” (Chairman, interview, 2019-04-01). The calibrated job descriptions include characteristics such as extroverted personalities, go-getter mentality and satisfying competencies in either sales or marketing. As the aforementioned optimal characteristics was the initial strategy in the expansion paths, the emphasizes on the long-term effect was also clear from the interviews: “Basically it is easy to focus on what we need here and now, either more sales orientation or marketing. The focus should really be on the long-term effects as it is equally important” (Chairman, interview, 2019-04-01). The takeaway was pretty clear, which was to find a person with one area of expertise and later complementing it by hiring other competencies which would also be aligned with the resources of the firm.

Due to the nature of the product the commitment level for each entry market is significantly high, since the option of incrementally committing to a foreign market would infer negative drawbacks such as not delivering on the predetermined timely shows. The requirements of launching in another country is unsurprisingly low as mobile applications have the ability of reaching millions of users from a server located in another country. This could be understood further from Primetime’s launch in Norway, where they could run daily shows from the office in Sweden. This could however diminish the desirable effect of closeness, interactiveness and playfulness, so

the approach going forward in other countries was to run the shows locally and keep the customer connected by having local show hosts.

The common denominator regarding the most important resources in all the interview conducted had to do with the networking capabilities of the country managers. It was evident that the reason for the commercial viability in the domestic was the networking relationships of the founders, something that they most certainly want to replicate in the foreign markets mainly through country managers: “There is a huge emphasizes on the networking capabilities of each country manager, something we had success with in the domestic market since one of our founders was previously operational in a media house” (CTO, interview, 2019-05-01).

4.2.3 Entry modes & configurations

Much of the commitment degree of the internationalization process is related to the nature of the product, which could as aforementioned be very high but also relatively low by using another approach. Technology is easily distributed and licensed which is also the fact for Primetime and other industry competitors. As licensing reliefs the burden of responsibility and resources this was a natural approach for Primetime in their initial expansion paths. Successfully licensing the technology to external media houses was a pinpointed indication of the products potential for virality. This was especially true since the licensed product offering was in a country with large distances of psychic and physical distance: “Observing the success of the media house, running similar shows based on our technology made us confident that this product would succeed anywhere” (CTO, interview 2019-05-01). Eventually the decision of a different entry mode was made and the so called “fort Nordic” was established, determining the launch of subsidiaries in Norway, Finland & Denmark.

The next step in the process of establishing overseas subsidiaries was the construction of the so called cross-country organizational structure, focusing on the same laissez faire attitude that helped overcome difficulties in an environment full of uncertainty. As previously mentioned the firm’s main internationalization objective was to do incrementally better for each country in the expansion path: “We said to ourselves that

the only goal we have is that the next expansion will be better than the previous one. We didn't reach for perfection, but rather for a very steep learning curve” (Chairman, interview, 2019-04-01).

4.2.4 Difficulties in foreign markets

The uncertainty of expanding to a foreign market is often paralleled with numerous obstacles that any given firm must overcome. The difficulties for the live quiz trivia mobile application relates to implementation of the core processes such as frictionless streaming, finding an appropriate show host and ultimately resulting in an artificial organic growth similar to the outcome in the domestic market. The reason why it is so hard to ramp up the internationalization process is due to the undesirable effect of excessive marketing of the product. Subsequently, the reasonable way of reaching such success is through word-of-mouth: “The notion of wanting to be an early user has never been stronger, I remember people telling me they used the application as early as in January, which is comical since we didn’t launch until February” (Chairman, interview, 2019-02-28). The technical obstacles in each market entry are inevitable, due to the complexity of the product and the competences of the organization: “The routines we have set up within the organization are clear. Technical difficulties upon entering a foreign market are resolved through our Swedish streaming technician” (CTO, interview, 2019-05-01).

Another difficulty observed with the internationalization process relates to the company objective of profitability and virality. The business model of the mobile application is dependent on the advertising market in each market, resulting in potential difficulties with the number of users and the possibility of commercialization: “I believe finding a balance between the number of users versus advertisement purchases could pose as an obstacle. For instance, in a country such as Germany, commercial actors require significant number of users in comparison to the domestic market” (CTO, interview, 2019-05-01).

The administrative aspect of the rapid expansion also pose as one of the main obstacles. Capital scarcity makes the administrative workload almost unbearable, since employing

new staff for subsidiary establishment and bank related tasks for prize-money payoffs is not an option. Moreover, the time and resources required to assist each country manager also pose as a potential issue but still manageable: “I would say finding the right people and the administrative tasks in each country pose as the biggest obstacle. It will be costly, both in time and resources if we don’t have the right people at the right place” (CEO, interview, 2019-04-01).

5. Analysis

The purpose of this section is to serve as an analysis of the empirical findings that have been gathered and thus try to understand and interpret those gatherings

A first sight of the empirical findings pose as rather contradictory of the dynamic internationalization process postulated by Johanson & Vahlne (1977), which is rather expected and aligned with the general & contemporary criticism of the Uppsala model. It appears that instead of a slow and incremental internationalization process, the expansion path was rapid and disregards market uncertainty to the extent where the risk of not investing abroad is perceived to be significantly higher than the potential risk associated with market uncertainty (cf. Johanson & Vahlne, 1977). The importance of first-mover advantage in combination with the potential for virality was repeatedly mentioned as the main reason for the rapid internationalization process, undermining the necessity of experiential knowledge.

The choice of markets on the basis of psychic distance still appears to underpin the decision of potential market entries. There is however evidence from the observations that psychic distance is somewhat disregarded in relation to the market potential of distant markets, such as market maturity in mobile application usage. The possible entry to markets such as Poland and Switzerland has little support in the measurements of psychic distance, but is supported by the attractiveness of the LQT segment. The transition from the “fort Nordic” strategy aligned with cultural affinity to a pan-European internationalization strategy correlates to the market potential of such markets even though market uncertainty is higher than those of relatively close markets, this is due to the nature of the product.

The company objective of rapid global dominance could potentially be enhanced by continuing the path of licensing the product to large media agencies in each country, since the scarce resources of the firm would infer limited development capabilities. The commitment level of each market entry, appears to skip concept of incremental commitment output as they decided to follow through with overseas subsidiaries in each market, once again undermining the impact of experiential knowledge (cf. Johanson & Vahlne, 1977). However, there are evidence of accelerated processes, by employing

entrepreneurial and internationally experienced country managers (cf. Peng & Meyer, 2016). This also explains the way experiential knowledge is acquired within the firm, instead of acquiring firms as means for international growth.

The way Primetime is reducing market uncertainty is through mimicking the behavior of competitors and observing what works best in their international expansion (cf. DiMaggio & Powell, 1983). The underlying reason why a firm's own accumulated knowledge is less useful in scenarios of rapid internationalization correlates to mimetic behavior and the impact of legitimization of processes by other industry competitors. The differences from the Uppsala model is even more apparent with the mimetic behavior approach, which relates not to experiential knowledge but rather expectations of such behavior (cf. Forsgren & Hagström, 2007).

The traditional internationalization process differs significantly from the theory of born-global firms by not focusing on accumulated domestic market knowledge before expanding internationally, which was evidently not the case for Primetime as the products validity was crucial for their international expansion plans (cf. Oviatt & McDougall, 1994). It was explicitly stated that the virality, success in the domestic market and domestic market knowledge was pinpointed indicators for a potential global success.

Furthermore, it was clear that no diversification strategy was incorporated in their international expansion, since the main focus was market penetration and development. The potential for the existing product was determined to be high enough not to focus on additional product development, namely because of the relatively new and unexplored segment. Moreover, the growth potential within this segment has according to the firm been compared to the segment of video-on-demand industry, which shows the intentions of further market penetration & development.

Decision making based stakeholder interest is accurately aligned with the postulated theory of INT & BG firms, where the founders visions and ambitions of global dominance overrule the need for experiential knowledge accumulation (cf. Johanson &

Vahlne, 1977). This also relates to the opportunity cost of not investing abroad and the notion of increased shareholder value, which is also why the firm has decided to enter into various markets regardless of market uncertainty.

The revised version of the Uppsala model which includes the significant impact of networks and international business relations in a firm's internationalization process, highly correlates to the decision-making process of the founders in their expansion paths. Through its networking capabilities market attractiveness could be forecasted for, which similarly lead to more knowledge accumulation and subsequently a decision upon entering such markets (cf. Ellis, 2000). Consuming knowledge from the firm's networking relationships meant that they could further understand how to manage daily operations within the different markets, which evidently is a substitute from the firm's own process of experiential knowledge accumulation (cf. Forsgren et al. 2015). The way the founders tries to replicate the characteristics of the entrepreneurial spirit in the established subsidiaries is one way of acquiring experiential knowledge and thus accelerating the internationalization process. They would for instance focus on the competences such as the go-getter mentality, which in fact gives an edge in establishing international networking relationships and nourishing existing ones (cf. Peng & Meyer, 2016).

6. Conclusion

The purpose of this section is to try to give the reader a concluding summary of this thesis, its findings and the implications of those gathered findings.

Traditional internationalization models, specifically the Uppsala model of internationalization have been subjected to criticism since it originated in 1977. The predictiveness of the models have for the past three decades been tested empirically and yielded several new insights (cf. Young et al. 1989). However little research has been conducted for LQT firms, a rapidly growing segment within the mobile application industry. Primetime's internationalization process has according to our observations solid support in the revised version of the Uppsala model of internationalization, although little evidence of any slow incremental expansion strategy was found along with nonexistent foreign establishment chains. The importance of networking capabilities, entrepreneurial characteristics of the management team and accumulation of experiential knowledge through hiring the right competencies was the key takeaways of Primetime's internationalization process, which is very much aligned with contemporary theories of born-global firms internationalization processes.

6.1 General implications and additional research

The purpose of this thesis was to study the internationalization process and strategies of a firm operating in the LQT segment to gain additional knowledge within the field of internationalization. At the same the same time our intentions with this study were also to contribute to other future entrepreneurs with the empirical findings of this thesis. To a certain extent both the purpose and the aspirational intentions of this thesis have been fulfilled. For companies that operate within this segment or for companies that one day might enter, the empirical findings of this thesis will serve as a roadmap that sheds light and might ease the process of internationalization.

Additional research has to be made to get a more generalized outcome though, due to the LQT segment still being very undeveloped and a relatively a new segment within the mobile applications industry, the amount of companies operating are limited, and thus it was hard to achieve a high external validity in this study. For future research a

case study with multiple cases during a much longer period would increase that generality of the results.

7. References

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8. Appendices

8.1 General interview guide - For all interviewees

- 1) What is your name?
- 2) How old are you?
- 3) Could you tell us about yourself, in regards to academic background and work-experience wise?
- 4) Have you had any specific experience working with something similar to Primetime?(mobile applications, entertainment industry, advertising industry)
- 5) How did the process look from idea generation to actual implementation?
- 6) What is your position at Primetime?
- 7) Did you start out with this position, if not, what position did you start at?
- 8) What is your relation to the international expansion of Primetime?
- 9) What do you think is Primetime's biggest resource?
- 10) What according to you have been the biggest obstacle for Primetime in regards to internationalizing?
- 11) If you look at your competitors what would according to you be your competitive advantage?

8.2 Subject-specific interview guide - CTO (2019-05-01)

- 1) Was there a plan for internationalizing from day one? If yes, how come?
- 2) How long did it take timewise from the idea to an actual beta test and an official launch?
- 3) What markets is Primetime operating in today and how many more this year are you planning to launch in?
- 4) To what extent did psychic distance matter in your choice of potential foreign markets?
- 5) Which entry modes did you use in the different markets?
- 6) What impact did your network relationship have in your decision to enter the foreign markets?
- 7) Which entry barriers did you stumble upon entering into new markets?

8.3 Subject-specific interview guide - CEO (2019-04-01)

- 1) How did you work with market studies during expansion for potential market entry?
- 2) What filter was used when studying potential markets? Any pros/cons afterwards?
- 3) Did you study the markets according to different expansion phase strategies?
- 4) Compared to the launch and release in Sweden was there any different marketing strategies implemented when expanding to Denmark and Finland? (Cultural differences i.e.)
- 5) Did you vary the marketing strategy in Denmark and Finland according to different markets? (i.e. was the marketing strategies different from each other?)
- 6) Did you adjust your app/service according to different expansion markets?
- 7) How did you work with product adjustment during and after the expansion, was there any adjustments made during and after launch?
- 8) How was the product development organized?

- 9) How was the expansion of Primetime financed?
- 10) Was the outcome according to the budgeted amount?
- 11) How come you chose to internationalization so aggressively despite having existed as a company for less than a year?
- 12) How the internationalization processes been communicated to the employees of Primetime in Sweden but also in the countries that Primetime have launched in?
- 13) If you take a look at the daily work in Sweden and in the other countries that you now exist in, does the work differ?
- 14) What internal factors have been the most important ones for Primetime's internationalization?
- 15) Considering you recently closed an investment round, are the specific investors just as important or is it just the access to capital that is more important?

8.4 Subject-specific interview guide - Chairman (2019-04-01)

- 1) What was the vision for Primetime and is it still the same today as it was initially?
- 2) Was there a plan for an internationalization from day one? If yes how come?
- 3) How did the decision making process look for assembling the team behind Primetime in Sweden?
- 4) Were there any issues involved in finding the right people?
- 5) Are the metrics used today for performance measurement the same that originally were planned to be used?
- 6) What kind of expectations/planning did you have on Primetime's development, implementation and outcome?
- 7) Were the outcomes of these above or beneath the expectations?
- 8) If above/beneath what do you think were the main contributing factors for this?
- 9) What are the main driving factors behind Primetimes success in Sweden according to you?
- 10) Why did you decide to internationalize so rapidly after the launch on your domestic market?
- 11) Upon which factors did you make the decision of entering Finland and Denmark?
- 12) How was Primetime's organization structured during the expansion? (hierarchy, divisions)
- 13) Did the organizational structure of Primetime get adjusted during the market entries?
- 14) Has the expansion affected Primetime's organization or organization structure?
- 15) Would you consider to organize your team differently if you were to start over?
- 16) Were there any issues revolved around the expansion?
- 17) What is your personal perception about Primetime's entry in new markets?
- 18) Is there anything you believe will serve as an issue in advance?