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EFFECTUAL DECISION MAKING AND NETWORKS IN THE INTERNATIONALIZATION PROCESS OF A NON-PROFIT ORGANIZATION

Case of Slush

Master's thesis in
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"Nothing normal ever changed a damn thing"(Slush 2018).

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ABSTRACT

Today, many organizations are expanding abroad from domestic markets. Despite internationalization literature focuses mainly on for-profit companies, there have been signs of the remarkable expansion of non-profit sector during the last decades. Hence, these types of organizations cannot be neglected.

This Master's thesis focuses on the effectual decision making and networks in the internationalization process of a non profit organization. The aim is to examine, firstly, how non-profit organizations make effectual decisions during the internationalization process and secondly, how networks influence this decision making. The latest version of Uppsala model by Vahlne and Johanson (2017), the effectuation theory by Sarasvathy (2001) and the network approach of internationalization by Johanson and Mattson (1987) are applied as the main theoretical tools in this study.

For this qualitative and explorative study, the empirical evidence was collected from six representatives of a non-profit organization Slush through semi-structured interviews. Also, secondary data of Slush Tokyo was used besides the primary data of Slush China and Slush Singapore in order to include perspectives from all three Asian locations that Slush has expanded.

The findings suggest that effectuation logic is extensively used besides causation logic in the decision making; and it can lead in successful internationalization of a NPO. As the effectuation logic relies on human agency, networks are viewed as the key resource for a NPO. Especially, key informants have a remarkable role in the early phases of the internationalization. Also, due to the NPOs' general mission to make a societal change, the accountability for the key stakeholders is considered as an important motivator for a NPO's internationalization. As a result, the author develops three propositions of using networks in the effectual decision making in the internationalization process of a NPO.

KEYWORDS: Internationalization process, non-profit organization, decision making, effectuation theory, networks

1. INTRODUCTION

First, the motivation for the topic of this thesis is provided. Second, the research problem and research gap are presented after which the research questions and objectives are defined. Finally, intended contributions and the structure of the study are introduced.

This Master's thesis explores the reasons behind an internationalization process of non-profit organizations. The interest in the topic rose because the author had a personal hands-on experience in volunteering at two events of the non-profit organization of Slush held in Helsinki in 2015 and in 2016. Working closely at this startup event with an international atmosphere increased the interest how non-profit organizations could be internationalized in foreign locations as well. Especially, the author was motivated to find out the impact of networks in decision making in internationalization process. Thus, the author was excited to participate doing the interviews for a research project that focused on the internationalization process of Slush. Participating in this research project was a great opportunity to gain deeper knowledge in the field of internationalization processes in non-profit sector. Naturally, the first step to achieve this aim is to outline the research problem and to describe the existing research gap. These are discussed in the following sub-section.

1.1. Research problem and research gap

This thesis lies at the intersection of the three research streams: 1) the internationalization process of a non-profit organization (NPO), 2) the effectual decision making in the internationalization process and 3) the network view to internationalization. The relevance of each streams in today's research is discussed more in the next sub-sections.

1.1.1. Internationalization process of a non-profit organization

In today's complex and global world, many organizations are expanding abroad from domestic markets. Previously, the *Uppsala internationalization model* by Johanson and Vahlne (1977) has been considered as the fundamental model for internationalization process. Uppsala model presents a dynamic expansion process driven by the interplay between market commitment and market knowledge while the company enhances the international activities gradually in single phases (Johanson & Vahlne 1977). In later versions of Uppsala model (Johanson & Vahlne 2009; Vahlne & Johanson 2017), networks have had a central role in the internationalization process. Thus, the Uppsala model is applied as one main theory in this study.

The non-profit sector has had a remarkable expansion during the last decades (Boli & Thomas 1997; Lyons 2001; Eikenberry & Kluver 2004; Weisbrod 2009). Based on the studies, there are approximately 10 million non-profit organizations operating around the world (Anderson 2017). Non-profit sector is considered to play an important role in the society when trying to satisfy social necessities or being as a complement to for-profit companies or governmental activities (Teegen 2003; Soriano & Galindo 2012). Also, a growing number of NPOs are expanding abroad and the international components of non-profit operations have emerged in last decades (Anheier 2005: 329). The phenomenon of internationalization process of NPOs has developed from the changes in cultural and social values in 1970s and the impact of globalization, new technologies and cheaper transportation since late 1980s (Anheier 2005: 345; Casey 2015: 3).

The existing literature of internationalization process focuses on for-profit organizations' (FPOs') internationalization (Canabal & White 2008), and there is a lack of research in the field of non-profit organizations' internationalization despite the expansion of the sector (Lambell, Ramia, Nyland & Michelotti 2008; Sirisena & Shneor 2018). Also, the Uppsala model introduced above focuses on the internationalization process of companies but not on non-profit organisations.

According to Siméant (2005), the concept of *internationalization of NPOs* has not been a highly interesting subject for the scholars in the field of globalization even though NPOs have many dimensions in terms of the internationalization. Also, due to the differences between for-profit and non-profit organizations, for example in legal form, missions, products or services and in their funding system (Crittenden & Crittenden 1997; Hull & Lio 2006), there can be challenges when applying existing theories in the context of internationalization process. Because of the shortage of the literature in the field of study, the author of the thesis proposes internationalization process of NPOs as the first research gap of the study.

1.1.2. Effectual decision making in the internationalization process

There can be different reasons for international expansion, and these processes can be either well planned or unintentional (Schweizer, Vahlne & Johanson 2010). In today's internationalization process literature, the former approach is dominating, however, the significance of unplanned entrepreneurial internationalization of firms is also highlighted more recently (Kalinic, Sarasvathy & Forza 2014; Galkina & Chetty 2015). However, Read et al. (2016b) criticise that the research work on effectuation is not completed yet and probably not obvious enough in application.

According to Sarasvathy (2001: 245), there are two rationales in decision making: causation and effectuation. While the former takes "a particular effect as given and focus on selecting between means to create that effect", the latter takes "a set of means as given and focus on selecting between possible effects that can be created with that set of means." Sarasvathy (2003) argues that causation could be applied when the goals are clear and the environment is independent of our actions. Instead, effectuation is useful when the future is unpredictable, goals are unclear and the environment is driven by human action. In decision making, causal logic helps to choose whereas effectual logic helps to construct. (Sarasvathy 2003.) However, Read et al. (2016b) argue that these two logics should not be as a replacing tool for each other but instead, they could be used in parallel when making decisions.

Whereas the Uppsala model presents the internationalization process at the firm level (Vahlne & Johanson 2017), effectuation theory facilitates to understand internationalization process at the level of decision-making of an individual entrepreneur (Galkina & Chetty 2015). Recently, there have been studies in effectuation in small and medium-sized enterprises (SMEs') internationalization (Schweizer, Vahlne & Johanson, 2010; Sarasvathy, Kumar, York & Bhagavatula 2014; Ahi, Baronchelli, Kuivalainen & Piantoni 2016). For example, the research by Galkina and Chetty (2015) focuses on the non-predictive logic of foreign market entry and effectuation theory to observe how (SMEs) network during internationalization. Also, according to Kalinic et al. (2014), using effectual logics in decision making and entering into networks might help in overcoming the liability of outsidership when SMEs are expanding abroad.

However, the research in effectuation theory in NPOs' context is lacking (Teegen, Doh & Vachani 2004; Buckley, Doh & Benischke 2017). Thus, the author of the thesis suggests the effectuation theory in the decision making of internationalizing NPOs as the second research gap of the study. Due to Sarasvathy's (2001; 2003) suggestion for unintended network-driven internationalization, the effectuation theory is considered as one of the main theories of this study. The purpose is to gain more knowledge of the effectual decision making in the internationalization process in non-profit context. For example, Blekman (2011) argues for evidence that effectuation principles are applied at the managerial level of established MNCs and non-profit organizations.

1.1.3. Network view to internationalization

In general, Johanson and Vahlne (2009) suggest that networks have a great impact in decision making in the internationalization process. Also, when considering the first two main theories in this study and the impact of networks, Galkina and Chetty (2015: 647) propose that "network relations become an integrating point for effectuation theory from entrepreneurship research and the revised Uppsala model from international business."

Networks can be divided into two main streams, *social networks* that represent the relations that are between different individuals (Mehra, Dixon, Brass & Robertson 2006) and *business networks* that consist of inter-unit and inter-organizational relationships (Möller & Rajala 2007). According to the literature (e.g. Johanson & Vahlne 2009; Galkina & Chetty 2015), existing business networks may have a strong impact on the decision making of which markets to enter. This is due to their ability to identify and exploit new opportunities. Also, Kabbara and Zucchella (2013: 70) suggest that while entrepreneurs may not have all the resources required, networks may have an impact while trying to achieve their goals.

The existing literature on the role of networks in the internationalization focuses on the small and medium sized companies (e.g. Musteen, Francis & Datta 2010; Kalinic et al. 2014; Galkina & Chetty 2015) and international joint ventures (IJVs) (Mainela & Puhakka 2009). In SMEs' context, network research has considered, for example, problem avoiding and turning them into opportunities (Mainela & Puhakka 2009), increasing the speed of internationalization process (Kalinic et al. 2014), reducing risks in internationalization process (Crick & Crick 2015), offering more knowledge about the international market (Frishammar & Andersson 2009; Fuerst & Zettinig 2015) and fostering growth (Gabrielsson & Gabrielsson 2013). Also, SMEs may use their networks and observe whether an opportunity emerges to enter new markets instead of searching for new opportunities in a broad market. (Galkina & Chetty 2015). Also, according to Musteen et al. (2010), the internationalization process of SMEs may have differences compared to multinational corporations (MNCs) and one reason for this is in the impact of networks. There are also studies of network dynamics and relationships in the context of firms' market selection (Brouthers, Mukhopadhyay, Wilkinson & Brouthers 2009; Hohenthal, Johanson & Johanson 2014).

However, the research of the networks view in the internationalization process of NPOs is lacking. Also, while the uncertainty is considered to have a central role in the internationalization process (Johanson & Vahlne 1977), Chetty, Ojala and Leppäaho (2015) suggest that there is a shortage in existing literature how this uncertainty could be reduced. However, Hilmersson and Jansson (2012) suggest that the experiential knowledge about the networks in the host country may have influence when reducing uncertainty in the market entry process. Based on the discussion above, the author of the thesis proposes the network view to internationalization process of NPOs as the third research gap of this study.

To summarise, there are three main focus areas in this study: 1) internationalization process of NPOs, 2) effectual decision making in internationalization and 3) network view to internationalization. Internationalization process (IP) is considered as the focal point of the study and it is presented in the central position of the following figure.

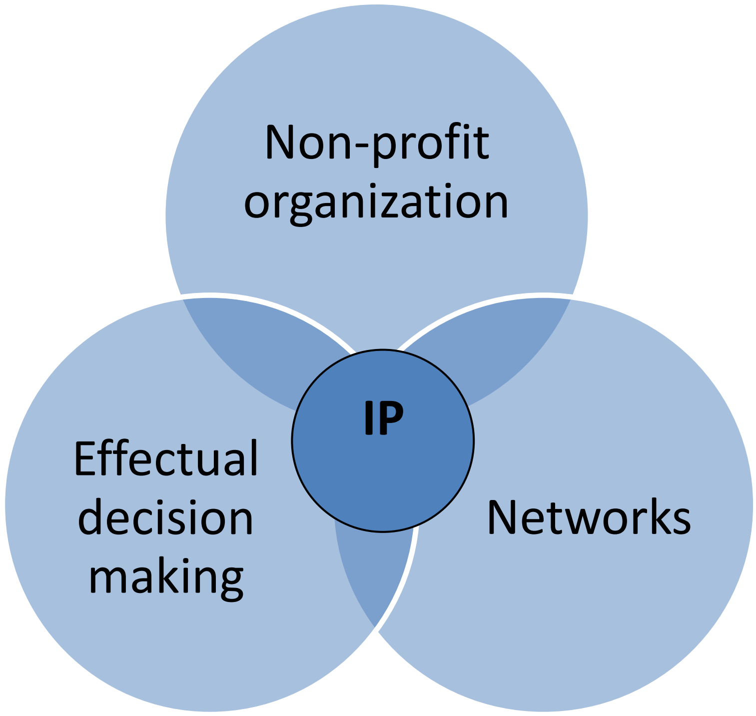

Figure 1. The study focus.

1.2. Research question and research objectives

In response to these above mentioned research gaps, this thesis aims to explore the influence of networks in the effectual decision making in the internationalization process of a non-profit organization. As for the theoretical tools, the latest version of Uppsala model by Vahlne and Johanson (2017), the effectuation theory by Sarasvathy (2001) and the network approach of internationalization by Johanson and Mattson (1987) are applied. The research question of the study is:

> *What is the influence of networks in the effectual decision making of internationalization process of a non-profit organization?*

According to Saunders et al. (2012), while the research question expresses "what" the research is about, research objectives try to find out "how" the research process is intended to be structured. In order to answer the above stated research question, more detailed research objectives are:

1. How non-profit organizations make effectual decisions during the internationalization process?
2. How networks influence this decision making?

In the interest of the study is to focus on understanding the decision making process for selecting and entering foreign markets. Moreover, one focus point of the study is the different challenges that have been faced while expanding abroad.

1.3. Intended contributions

This study explores the effectual decision making and networks in the internationalization process of a non-profit organization by the means of the empirical case of Slush. As suggested above, there is a research gap in the research of internationalization process of non-profit organizations, in effectuation research in the internationalization process and in network research in the internationalization process. The first aim for this study is to demonstrate what has been done previously in the field, to show the current state of the topic in today's research and to explore how this study relates to it. As for the second aim, the purpose is to show evidence of the value of the work and its relevance for practitioners and society. Yin (2009: 15) argues that single case studies can only be generalized to theoretical propositions, instead of generalization of the findings to populations or universe. Finally, the intended contributions for the study focus on gaining more knowledge in the three main themes of the study by combining them with the knowledge available in order to answer to the research objectives and to the research question.

1.4. Key concepts

Internationalization process

The fundamental theory of Uppsala model represents an internationalization process of a company. In brief, the model introduced by Johanson and Vahlne (1977) describes "the progressive international involvement of the firm in terms of a gradual and sequential expansion process, driven by the interplay between market commitment and market knowledge" (Ellis 2000: 2). ”The model assumes that the state of internationalization affects perceived opportunities and risks which in turn influence commitment decisions and current activities” (Johanson & Vahlne 1977: 27).

Non-profit organization

Non-profit organization (NPO) is defined by Soriano and Galindo (2012: 265) as: “a legally constituted organization whose objective is to support or engage in activities of public or private interest without any commercial or monetary profit.” Also, NPOs are defined as “autonomous organizations, working on social and economic development at grass root level, while being barred from distributing their net earnings to the individuals controlling them” (Sirisena & Shneor 2018: 5).

Decision making

According to Etzioni (2014: 617), a general view of decision making considers it as a process in which “one defines one’s goal, figures out alternative ways to reach this goal, and then compares the costs of these alternative pathways. One then chooses the least costly course that contributes most to goal achievement. That is, one starts with a vision of what one prefers and selects the course of action that most closely approximates this vision given environmental constraints.”

Effectuation

Effectuation is logic of reasoning that takes “a set of means as given and focus on selecting between possible effects that can be created with that set of means” (Sarasvathy 2001: 245).

Causation

Causation is logic of reasoning that takes “a particular effect as given and focus on selecting between means to create that effect” (Sarasvathy 2001: 245).

Networks

A social network is defined by Podolny and Page (1998: 59) as “any collection of actors ($N \geq 2$) that pursue repeated, enduring exchange relations with one another and, at the same time, lack a legitimate organizational authority to arbitrate and resolve disputes that may arise during the exchange.“

A business network is “a structure where a number of nodes are related to each other by specific threads.” The nodes represent business units and the treads are relations of resource exchange between them. (Håkansson and Ford 2002: 133.)

1.5. Structure of the study

This study consists of six main chapters. The first chapter of the thesis is the introduction to the study. It highlights the reasoning for the study, shows the research gaps and defines the research questions and objectives. Also, the key concepts of the study are introduced briefly. The introductory chapter is followed by literature review in which these concepts are considered more in depth. In the third chapter, the research methodology is presented including the research approach, the research strategy and methods for the research. Also, the data collection process is explained followed by the ethics of the study and discussion of the reliability and validity in qualitative research. The fourth chapter provides an introduction to the case of Slush. In the fifth chapter, the results of the study and the findings are discussed. Also, three propositions are developed based on the discussion. Finally, in the sixth chapter, the theoretical contribution and suggestions for future research as well as managerial implications and the limitations in the study are provided.

2. THEORETICAL BACKGROUND

In this chapter, the main concepts and theories of the study are discussed in more details. In line with the focus of this thesis (see Figure 1), this chapter will deal with the three study areas: internationalization of NPOs; effectuation research in internationalization context and network approach to internationalization. The main theoretical tools of the study include internationalization process based on the Uppsala model by Johanson and Vahlne (versions in 1977, 2009, 2013 and 2017), the effectuation theory by Sarasvathy (2001) and the network model of internationalization by Johanson and Mattson (1987). However, these theories focus on the internationalization process of firms instead of non-profit organizations. Because, in the literature, there is no commonly used internationalization model for NPOs, these theoretical tools are applied in this study to provide some general theoretical background in the context of NPOs' internationalization.

2.1. The development of the Uppsala model

The Uppsala model, introduced by Johanson and Vahlne (1977) has traditionally been presented as the most important study for internationalization process. More recently, the theory has been updated to respond today's environment of internationalization. There are altogether four versions of this model studied in 1977, 2009, 2013 and 2017. Even thought the model is extended, the structure and the general content has maintained the same principles as the original model (Vahlne & Johanson 2017). Previous empirical studies (e.g. Barkema, Bell & Pennings 1996; Luo & Peng 1999; Delios & Beamish 2001) agree that the internationalization process as described by Uppsala model have a positive impact on firms' performance. Johanson and Vahlne (2009) propose the theory as a model of rational internationalization and suggest that it could be used for prescriptive purposes in firms' internationalization.

The original Uppsala model (Johanson & Vahlne 1997) was developed based on studies of Swedish multinational companies that started their internationalization on markets close to the domestic market after which they entered markets with more psychic distance. The model represents a theory for firms' decision making when expanding abroad and it focuses on the processes. In brief, the model by Johanson and Vahlne (1977) describes "the progressive international involvement of the firm in terms of a gradual and sequential expansion process, driven by the interplay between market commitment and market knowledge" (Ellis 2000: 2).

In the Uppsala model (1977), the basic mechanism of internationalization depends on two variables: state and change. The state aspect includes market knowledge and market commitment whereas the state aspect consists of *commitment decisions* and *current activities*. The amount of perceived *market knowledge* has an impact on a firm's resources and further to its internationalization process. The lack of market knowledge implies to a risk of firm's expansion abroad. While the market knowledge increases, it reflects to the commitment decisions and further to current activities on target market. Finally, increased change variables have a positive effect on *market commitment*. To sum up, market knowledge and commitment are mutually influenced and developed in the process presented in the Uppsala model. (Johanson & Vahlne 1977.) In the following Figure 2, the basic mechanism of internationalization is presented showing the state variables on the left hand side and the change variables on the right hand side.

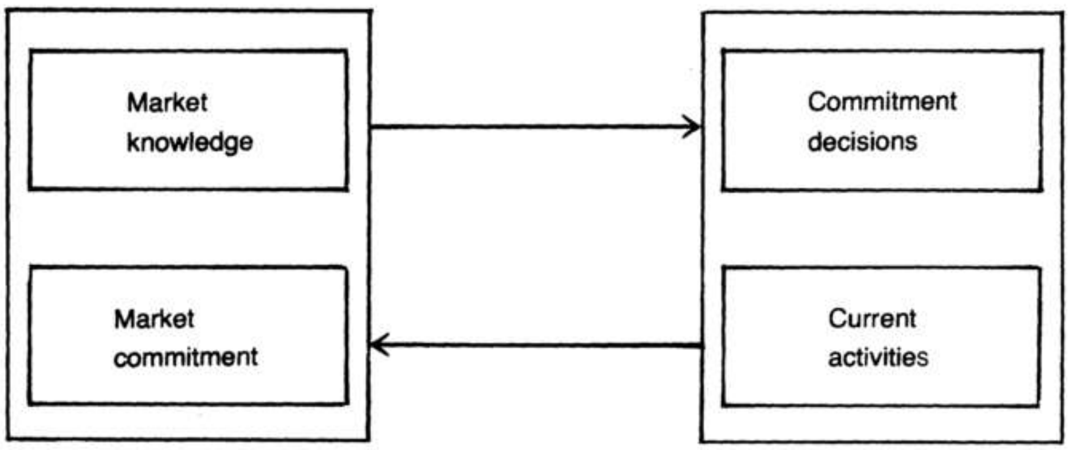

Figure 2. Uppsala model 1977. (Johanson & Vahlne 1977: 26).

In the revised Uppsala model (2009), the basic structure of the model remains; however, there are some minor changes. Recognition of *opportunities* is added by Johanson and Vahlne (2009) to the first state variable of "market knowledge" concept in order to emphasize the importance of opportunities in knowledge in different processes. Also, the second state variable of "market commitment" is replaced with the concept of *network position*. In the revised model, the internationalization process pursues within a network and Johanson and Vahlne (2009: 1424) propose this as “the business network internationalization process model”. In this model, the business environment is considered as “a web of relationships, a network, rather than as a neoclassical market with many independent suppliers and customers” (Johanson & Vahlne 2009: 1411). Thus, *relationship* is added to the first change variable of “commitment decision” to emphasize that the commitment is to relationships or to networks of relationships.

Also, relationships involve certain amount of knowledge, trust and commitment that can have an impact on the success of internationalization. In the network perspective, there are two decisions that can be made concerning the commitment of relationships. First, they can develop new relationships or to create an access to new networks. Second, they can protect the existing network and its strategic relationships. (Johanson & Vahlne 2009.) Moreover, outsidership is emphasized as the root of uncertainty instead of a psychic distance that was previously presented in the Uppsala model 1977. Finally, in the revised Uppsala model (2009) the other change variable, previously “current activities” is replaced by terms of *learning*, *creating* and *trust-building* in order to emphasize the features of the variable. (Johanson & Vahlne 2009.)

In Figure 3, the business network internationalization process model by Johanson and Vahlne (2009) is presented with the aspects of the revised version of the Uppsala model discussed above.

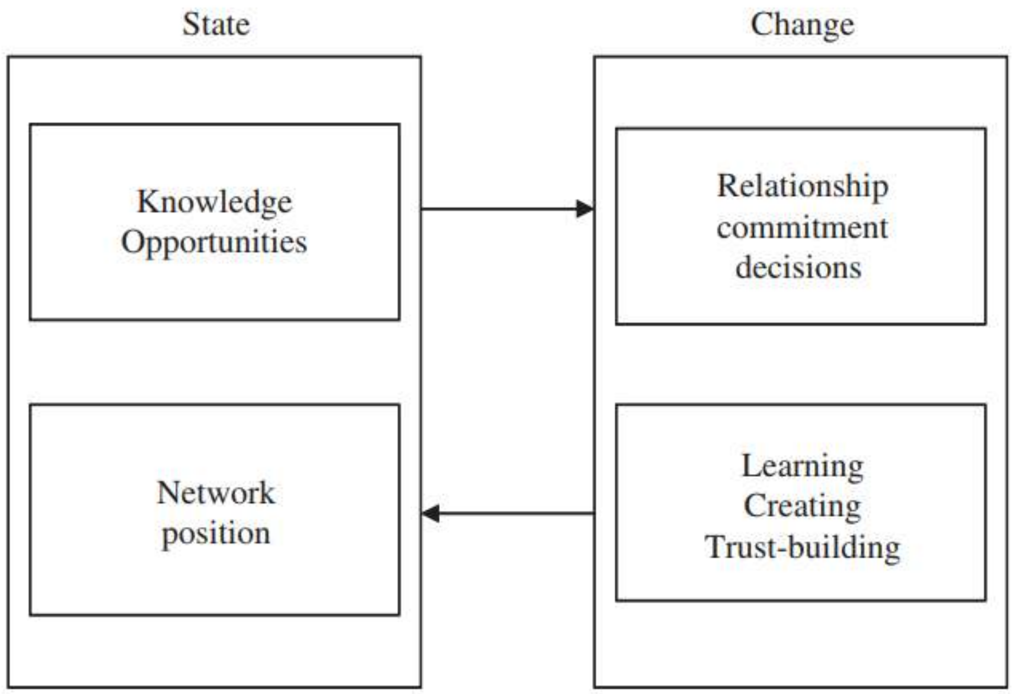

Figure 3. The business network internationalization process model. (Johanson & Vahlne 2009: 1424).

Also, in the third version of the Uppsala model, Vahlne and Johanson (2013: 195) emphasize the role of relationships: "what happens, happens in relationships". Also, investing in relationships is important because once they are established, it may create an organizational advantage. In these relationships, not only products and services are exchanged but also knowledge and information. Gaining new knowledge in a mutual relationship has an impact on trust building that develops further the relationship. Indeed, internationalization process is considered to consist of two sub-processes: learning and commitment building. These sub-processes happen at both ends of dyadic relationships created between two counterparts. When this kind of relationship is created across a border, it is claimed as internationalization. (Vahlne & Johanson 2013.)

In the most recent study of Uppsala model by Vahlne and Johanson (2017), state and change variables present the same two aspects than in the model of the previous studies. The change variables of the model are crucial because different processes are changing constantly within an organization and its environment. There are two starting points for the change: the first relates to decision processes of committing resources, the second presents knowledge development processes that consist of learning and trust-building. (Vahlne & Johanson 2017.) As the knowledge development processes and resource commitment can impact indirectly on each other, along with their influence on the state variables, this intertwined connection is proposed to be the main essence of the Uppsala model. (Vahlne & Johanson 2017.) Next, the different variables are observed more in depth, according to the most recent study of Uppsala model (2017).

The first change variable, *commitment processes* takes place when, for example, learning by a firm affects the resource commitment process in a way that the supply of capabilities is being changed. To continue, a decision of altering resources has an influence not only to the capabilities, as it can be seen in the Figure 4, but also to the actual resource positions of the focal firm and any counterpart of the network. A new resource position may have an impact on the commitment by reducing or increasing it, for example, reduction could be seen as an effect of leaving a market. It is argued that a changed capability and resource position will besides have an influence on knowledge development and decision making or following resource allocation. (Vahlne & Johanson 2017.)

The second change variable, *knowledge development processes* consist of dimensions of learning and building trust and commitment. These can be either internal or external since the focal firm itself and the partners in the environment have a network position. There are also several knowledge development sub-processes that occur in both external and internal context of a multinational company. These sub-processes include development of entrepreneurial, technological, relationship-building, strategy-making, organizational dynamic capabilities. (Vahlne & Johanson 2017.)

Two groups of state variables in the Uppsala model (2017) are *capability* variable and *commitment/performance* variable that both are in connection with the change variables. The former state variable replaces the "knowledge" variable and the latter state variable replaces the "network position" variable of the revised Uppsala model (2009). Generally, a capability, either dynamic or operational, implies to the ability to use resources for a certain use. (Vahlne & Johanson 2017.) According to Teece (2014), the concept of dynamic capabilities refers to an ability to integrate, build and reconfigure internal or external competencies in order to respond rapidly changing environments. Thus, dynamic capabilities could be considered as a firm-specific pattern of routines based on the history, experience, culture and creativity (Jacobides & Winter 2012). The latter concept, operational capabilities implies to the control of firm specific advantages in order to establish business in foreign markets and overcome liabilities of foreignness and outsidership (Hymer 1960, 1976, cited by Vahlne & Johanson 2017). After all, it is claimed by Vahlne and Johanson (2017) that in most of the internationalization cases, dynamic capability is required but whether a company has a lot experience from past internationalization, the internationalization process itself can be considered as an operational capability.

Commitments/performance variable is the other state variable in the Uppsala model 2017. According to Vahlne and Johanson (2017: 1097), *commitments* presents the "distribution of resources over multinational enterprises' (MNEs') functions, its production lines, the countries where it is active, and the relationships in which it has invested." The other dimension of this state variable, *performance*, implies to the achievement that already exists. Both of the dimensions of this variable play an important role in determination of the scope and content of the knowledge development processes variable. (Vahlne & Johanson 2017.)

Next, the Figure 4 presents the Uppsala model by Vahlne and Johanson (2017). In each box, a different variable is presented and the arrows show the dynamics of the model. State variables are on the left and change variables on the right. Because the commitment processes change by intermittent decision processes related to committing of resources, the change variables are emphasized to impact on each other primarily through changes that occur in the state variables and thus, there is no vertical arrows between the boxes of change variables. Also the state variables are considered to have an effect or be affected by change variables, thus the horizontal arrows present this intertwined connection.

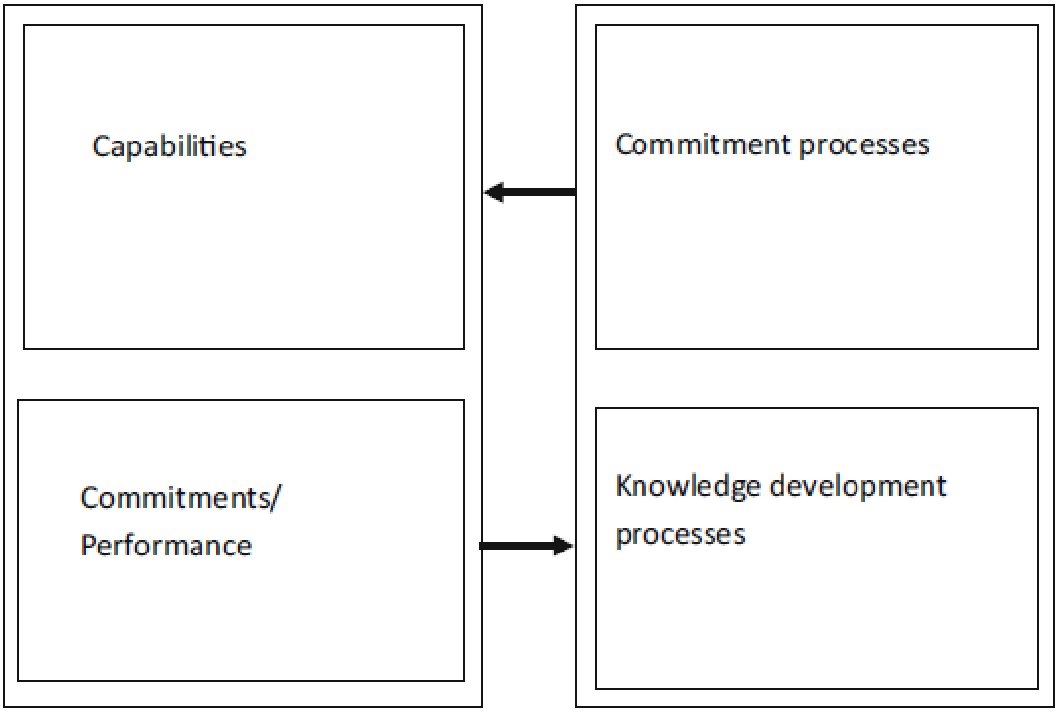

Figure 4. Uppsala model 2017. (Vahlne & Johanson 2017: 1092).

2.2. Internationalization process of NPOs

Internationalization happens when an organization makes a decision to expand into a new country by founding a branch office or by collaborating financially or in some other way with a partner or organization abroad (Anheier & Themudo 2005: 103). In this section, first, the concept of non-profit organization (NPO) is defined after which the concepts of international non-profit organizations and the internationalization process of NPOs are explored.

2.2.1. Non-profit organizations

The non-profit sector consists of private, voluntary and non-profit organizations and associations (Anheier 2005). In the literature, the non-profit organization sector is lacking a clear and widely used definition and it is often referred to some other similar sectors, such as non-governmental sector, voluntary sector, charitable sector, tax-exempt sector and independent sector. All of these sectors present one or more mutual characteristics with NPO sector. (Salamon & Anhaier 1992; Edwards & Hulme 1996, cited by Anheier 2005).

In the third sector organizations' literature, there is also a significant amount of non-governmental organization (NGO) research. NGOs present, in general, an organized group of people who are not operating in governmental purposes (Willetts 1996: 5). Also, NGOs have been referred to as non-profit making entities (e.g. Mawlawski 1993, Weiss 1996, Willetts 1996). That is why; an integrative definition for NPOs, by Sirisena and Shneor (2018) is applied in this study in order to use terms NPO and NGO interchangeably when referring to the existing literature: NPOs are as "*autonomous organizations, working on social and economic development at grass root level, while being barred from distributing their net earnings to the individuals controlling them"* (Sirisena & Shneor 2018: 5). Another definition for NPO is, according to Soriano and Galindo (2012: 265), "*a legally constituted organization whose objective is to support or engage in activities of public or private interest without any commercial or monetary profit*."

Non-profit organizations are claimed to play an important role in society and considered as a third key actor in a global economy besides profit-seeking companies and governmental organizations (Teegen 2003; Soriano & Galindo 2012). In general, economic growth is considered to be in the main focus of today's economics, thus, NPOs provide another perspective for this. The main way through which NPOs have an indirect effect on economic growth is the improvement of human capital (Soriano & Galindo 2012). Typically, NPOs focus on areas such as environment, humanitarian aid, social issues and animal protection (Doh & Teegen 2002, Soriano & Galindo 2012) and also, for example, human development education, economic development, health and science and technology (Werker & Ahmed 2008; Brass 2012).

However, due to the recent dynamics and increasing competitive pressure in the social and economic environments, the boundaries between the public, the non-profit and the for-profit sectors may have blurred (Mair & Noboa 2003; Anheier 2005). Also, many researchers argue for a trend that NPOs are becoming more business-like (Coule 2015; Maier, Meyer & Steinbereithner 2016; King 2017) and professionalized (Bromley & Meyer 2014; Bish & Becker 2016). According to Kaplan (2001), these phenomena have a positive impact on NPOs performance because these approaches make them more effective and efficient, accountable and financially disciplined.

When comparing non-profit organizations and for-profit organizations, (Sirisena and Shneor (2018) provide a set of three core differences between them. These two types of organizations can be compared in terms of 1) differences in mission or objectives (Hull & Lio 2006; Epstein & Mcfarlan 2011), 2) differences in financing (Moore 2000; Epstein & Mcfarlan 2011) and 3) differences in structure (Euske 2003; Hull & Lio 2006). These differences are discussed in the following.

First, the core mission between these two types of organizations can vary. In general, FPOs are focused on making profits (Porter 1985) and the "bottom line" (Anheier 2005: 227). Instead, NPOs can have wider and more complex goals (Nutt & Backoff 1992) and the mission of NPOs can be focused on the creation of positive social change (Hull & Lio 2006). Indeed, Anheier (2005: 227) suggests that because NPOs do not have any price mechanism to aggregate the interests of different stakeholders, these organizations actually have many bottom lines instead of any. The number of bottom lines depends on the mission, objectives, task environment, amount of significant stakeholders and structural factors. Second, the financing is different between FPOs and NPOs. Whereas FPOs make their own money, funding for the non-profit organizations is often provided by donations from public or private sectors, also fees for services may include. Also, one characteristic that combines different NPOs is that usually the employees of the organizations consist of volunteers. However, some NPOs have also paid personnel and some of the NPOs might have both volunteers and paid staff. (Soriano & Galindo 2012.) That is why, as the third difference, Soriano and Galindo (2012) suggest to be important to take into account the organizational structure because trust, collaboration and besides, ethical rules have an impact in the context of NPOs.

2.2.2. NPOs in international context

Even though, many NPOs are remaining their local or national orientation, other NPOs are expanding abroad and the international components of non-profit operations have emerged in last decades (Anheier 2005: 329). International NPOs operate both at domestic level and international level in which they may have direct, indirect or nodal effects (Doh & Teegen 2003).

International non-profit organizations (INPOs) present the third sector and informal institutions that operate besides governments and Multinational Enterprises (MNEs) globally (Teegen 2003). According to Teegen (2003), NPOs could fill the gap in which public institutions and private firms fail to create value in global context. The first limitation presents “the lack of an effective supranational institution to govern or regulate the good in question” (Teegen 2003: 272). This is because of the global nature of the goods, for example, environmental issues or human rights in global context combined with the local nature of most institutions. The second limitation focuses on “the legitimacy proffered for public and private sector institutions” (Teegen 2003: 272). For example, as firms’ most important mission is to make profits, it may not be in accordance with the general public welfare goals. Because NPOs do not aim for making profit but they provide services across borders at the same time when supporting public interests, they are suggested as informal institutions suitable for overcome the limitations above. (Teegen 2003.)

Regardless the increased interest toward the internationalization process of NPOs, it is not considered as a recent phenomenon (Anheier & Cunningham 1994). The growth of NPOs is associated with a remarkable change in cultural and social values that dominated in most developed markets in the 1970s (Anheier 2005: 345). Moreover, since the late 1980s, globalization has emerged due to the economic and political integration besides the broad use of new technologies and cheaper transportation (Casey 2015: 3). One reason for the recent INPOs’ growth is suggested to be in their increase in popularity with donors. Another reason, derived from history, is that NPOs have been considered to provide a solution to problems with the state from perspective of conservatives, neo-liberals and radicals (Anheier 2005: 340.)

The concept of *internationalization of NPOs* has not been in a high interest of theorists of globalisation even though, according to Siméant (2005) these organizations have many dimensions in terms of internationalization. First, they take part in projects abroad. Second, they participate on campaigns that are “globalized” that implies dealing with global topics that requires coordination of different actors at the international context. Third, these organizations founded in a single state with national laws have expanded abroad. This requires not only the internationalization of their personnel but also a new set for foreign sections in order to complete activities under their name at the same time when collecting funds. Finally, the internationalization process has an impact on the creation of international entitities that coordinate the operations created by national organizations to harmonize these actions on global level. These dimensions form a process that enables NPOs as “global players” to take action on global topics. (Siméant 2005.) There are, for example, Amnesty International, the Red Cross, Save the Children and Greenpeace among many others that represent brand names of NPOs operating globally in two or more countries with remarkable budgets, political influence and responsibility (Anheier 2005: 329).

To continue, at the global level, a global civil society and transnational nonprofits have emerged in terms of size and complex organizational structures that have increasingly expanded to foreign locations (Anheier & Themudo 2002). The phenomenon of globalization is considered to be the main reason for the internationalization of NPOs. Based on the impact of globalization, six constraints are created by Lindenberg and Bryant (2001) that are remarkable to NPOs' internationalization: "1) new forms of global poverty, 2) new waves of complex emergencies, 3) new pressures for greater efficiency and acocuntability, 4) weak global institutions, 5) a decline in the capacity of national governments and 6) new pressures to respond globally and greater financial competition". (Siméant 2005: 854-855.)

The internationalization of non-profit sector is not considered homogenous but, conversely, features of the internationalization processes vary across the world. Internationalization of NPOs is influenced by different factors, for example, an access to cheaper technology and travel, knowledge of English and access to different donors, foundations and government resources. (Anheier & Themudo 2005: 123.) Also, in order to gain funding, INPOs have to have a high-quality local staff to work in their projects and also to impress the visitors from home (Barber & Bowie 2008). According to Sirisena and Shneor (2018), instead of fundraising, the current research in internationalization of NPOs focuses on foreign market selection by NPOs and especially on the market selection for their operations. In the selected markets, the core mission of NPOs is to bring social change to the societies in which they operate (Bennett & Ali-Choudhury 2010; Brass 2012).

To summarize, there are three main differences between FPOs and NPOs provided by Soriano and Galindo (2012). Also, there are some arguments whether NPOs are becoming more business-like and professionalized. Actually, INPOs and Multinational Corporations (MNCs) are considered to have some similarities in terms of internationalization, for example, in the search of new markets, brand promotion in global context and internationalization of personnel (Siméant 2005). However, when considering the Uppsala model, the literature has focused on the internationalization processes of firms but there have not been studies of using it in the context of NPOs. Based on this section, the Uppsala model is considered as an applicable model to understand also the internationalization processes of NPOs. Thus, the model is applied as one main theoretical tool in this study.

2.2.3. International NPOs and accountability

Due to INPOs' general mission to make a change in a society, there has been a growing body of research among academics and development practitioners that has an interest for the accountability of INPOs (Jagadananda & Brown 2005; Jordan 2005; Blagescu, de Las Casas & Lloyd 2005). According to Cavill and Sohail (2007), there are two trends on INPOs' accountability: 1) a practical accountability and 2) a strategic accountability. The first refers the use of organizations' inputs, policies and decision making and the general way where the outputs are delivered. The second trend concentrates on how INPOs are operating in accordance to their mission. Also, INPOs have different reasons to increase their accountability. These include concerns about the quality of development practise or giving a response to criticism by the press or international policy makers and also, rising visibility of INPOs. (Cavill & Sohail 2007.)

The problem of accountability is often referred to the "principal agent" theory in the literature. In this theory, there is a relationship in which a principal delegates a specific activity to an agent. In the case of INPOs, governments, clients, donors or other stakeholders represent the role of principal that aims for secure services from an agent (INPO). (Cavill & Sohail 2007.) Stakeholders consist of interest groups and actors that influence or are influenced by the corporation (Freeman 1984). Also, in an INPO, all the individuals are accountable on the level of individual accountability at the same time when the organization responses for the corporate accountability. (Cavill & Sohail 2007.) Also, Doh and Teegen (2003: 565) consider NPOs to have three roles when operating in the society: "stakeholders (legitimate actors in policy decisions), stakegivers (actors that can provide benefits to others), and staketakers (actors that can withhold benefits)." Because INPOs are often operating with different stakeholders in both local and global context, according to Cavill and Sohail (2007), there are many different directions to be accountable.

First, upward accountability goes for donors, funders and host governments for ensuring INPOs give some value back for money (Cavill & Sohail 2007). Also, Power, Maury and Maury (2002) argue that in order to remain solvent and to be able to operate and grow, INPOs have to stay responsive for its donor base. Second, downward accountability is for INPOs' partners or clients who rarely are in touch with the donors who finance services. Third, horizontal accountability focuses on the relationship between INPOs and peers or fellow professionals in order to meet shared values and also to maintain the standards and reputation of the sector. Finally, inward accountability implies that INPOs are accountable for their staff to their organizational mission and values and for working in line with personal and societal expectations and norms. (Cavill & Sohail 2007.)

INPOs can operate simultaneously in both national and international levels because of their ability to learn at grassroots level (Madon 1999). Also, Power et al. (2002) suggest that bottom-up learning could be a normative framework for INPOs. This learning from the field has a positive impact on the accountability for different stakeholders discussed above. When trying to reach this learning, many INPOs have changed their organizational structure from a centralized to a decentralized. The latter structure form is preferred in order to facilitate learning and take the decision makers closer to the reality. (Madon 1999.) The role of decision making in NPOs' internationalization is examined later in this study.

2.3. Decision making in the internationalization process

In this section, first, there is an introduction for the decision making concept. After that, effectuation and causation logics in the decision making in the internationalization process are presented. This study focuses on the effectual decision making that is based on the five principles of effectuation by Sarasvathy (2003). At the end of this section, the implication to the study is discussed.

2.3.1. Decision making

According to the literature, decision making theory and research have previously concentrated on *choice* that presents the selection of the best option from a set including two or more options (Beach 1993). Beach (1993) argues for the image theory in decision making process, investigated by Beach (1990) and Beach and Mitchell (1987, 1990). This theory describes decision making from a behavioural perspective instead of a normative view. Also, it stresses the role of prechoice *screening* of different options before the final choice is made from a certain set of options. (Beach 1993.)

The image theory suggests that decisions are influenced by three kinds of considerations, called images. The first image aims to show how things ought to be. It includes the decision maker's morals, values and beliefs about people's behaviour and events' occurrence. The second image presents of what the decision maker wants his or her future to be like. The third image is about the implementation of plans in order to reach the goals. Based on the decision maker's morals, values and beliefs that pursue for the existing goals, decision standards are formed. These standards are used to assess the viability of options available. (Beach 1993.)

According to Beach (1993), there are two kinds of decisions: screening and choice. Different options are screened in order to find a solution that fits with the decision maker's decision standards. Thereby, screening ensures the quality of choice. In image theory, choice is considered to be accomplished through application of any selection strategy. Screening is considered to be accomplished through a strategy of the compatibility test. This test evaluates the fit between a possible option and the decision maker's standards. The level of fit is observed based on the amount of standards that are violated by the option's features. Whether the level of violations is too high, the option may be rejected. (Beach 1993.)

Decision making process is considered to be at the core of managerial tasks (Baba & HakemZadeh 2012). Previously, it has been argued whether public and non-profit organizations, besides for-profit organizations, should also use strategic planning in their decision making. For example, Bryson (1988) considers if these organizations could be able to meet the challenges without any strategic planning. According to Dees and Anderson (2003), government agencies and NPOs are observed to adopt more and more frameworks, methods and strategies from the for-profit sector in order to improve their performance.

Also more recently, the role of evidence-based practices in managerial context has increased in the literature (Holloway 2007; Reid & Spinks 2007). Platt and Huettel (2008) argue that when people are making decisions, they often try to collect some information before future choices. However, in many situations managers have to make decisions under pressure and without complete information (Baba & HakemZadeh 2012). The tension between searching for new information and selecting the best option based on the existing knowledge is proposed as "explore-exploit" dilemma (Platt & Huettel 2008). Some managers make their decisions based on facts and evidence but others trust more on personal experience and individual observation (Pfeffer & Sutton

2006). According to the behavioral economics literature, in general, human's ability to read the future is limited and that is why decision makers should consider not only the unpredictable obstacles but also opportunities. These unanticipated opportunities may also provide assets. To take an advantage of the favorable opportunities, it requires maintaining "reserves", for example, funds or time. (Etzioni 2014.)

Traditional decision making approach suggests that uncertainty results in situation in which executives try to search for more additional information in order to increase certainty (Hollensen 2011: 104). The concept of uncertainty is studied by Platt and Huettel (2008: 398) as "a psychological state in which a decision maker lacks knowledge about what outcome will follow from what choice". Also, decisions tend to have a complex form of uncertainty because the variety of their consequences is unpredictable. Generally, people are more likely to be as uncertainty averse while deciding about monetary issues but conversely as uncertainty-seeking when faced by potential losses. (Platt & Huettel 2008.) However, it is proposed by Platt and Huettel (2008) that whether probabilities or values decrease to very small, these liabilities reverse.

According to Etzioni (2014: 617), a general and almost a self-evident view of decision making considers it as a process in which "one defines one's goal, figures out alternative ways to reach this goal, and then compares the costs of these alternative pathways. One then chooses the least costly course that contributes most to goal achievement. That is, one starts with a vision of what one prefers and selects the course of action that most closely approximates this vision given environmental constraints." This approach to decision making is close to *causation logic*. However, if the goals are recognized unrealistic, it is proposed by Etzioni (2014) that a better starting point would be to define the resources first and then to pursue to build on these foundations. This principle suggests "starting not with what one wants but with what one has". (Etzioni 2014: 617.) This kind of approach to decision making refers to *effectuation logic*.

To sum up, instead of planning and goal defining in the first place, there might also be different approaches to decision making. One aim of this study is to explore the decision making process about the foreign market entry of a non-profit organization. The focus is more on the extent to which this is unplanned (i.e. means driven) instead of planned (i.e. goal driven). These two approaches in decision making are discussed next.

2.3.2. Causation and effectuation logics

According to Sarasvathy (2001: 249), the anatomy of causation logic in decision making includes 1) a given goal to be achieved or a decision to be made, 2) a set of alternative means or causes, 3) constraints on possible means and 4) criteria for selecting between the means. In comparison, effectuation logic offers another perspective for decision making and it involves 1) a given set of means, 2) a set of effects or possible operationalizations of generalized aspirations, 3) constraints on possible effects and 4) criteria for selecting between the effects. (Sarasvathy 2001: 249-250.)

Causation logic is drawn from the neo-classical rational decision making approaches (Chandler, DeTienne, McKelvie & Mumford 2011). In causation logic, the future is considered to be predictable and thus, the logic starts with defined goals (Berends, Jelinek, Reymen & Stultiëns 2014; Blauth, Mauer & Brettel 2014). Also, causation logic focuses on market research and analysis in order to gain knowledge of the market (Brettel, Mauer, Engelen & Küpper 2012). According to Chandler et al. (2011), causation pursues for rational searching for opportunities based on marketing and business plans. Whereas a significant body of international studies relies on planned internationalization, there is also an evidence of firms expanding abroad through exploration and exploitation of contingencies (Frishammar & Andersson 2009; Schweizer et al 2010).

Effectuation theory criticises the neo-classical approach for decision making of causation theory (Read, Sarasvathy, Dew & Wiltbank 2016b) and its roots are in behavioural economics and entrepreneurial cognition research (Blauth et al. 2014). Sarasvathy (2001) argues that the effectuation approach has emerged as an optional theoretical perspective for describing entrepreneurial action. Also, according to Fisher (2012), besides effectuation theory by Sarasvathy (2001), there have been some emerging theories over the past decade to explain the logic and behaviour in the entrepreneurial process, for example, entrepreneurial bricolage by Baker and Nelson (2005), the creation perspective by Alvarez and Barney (2007) and user entrepreneurship by Shah and Tripsas (2007). However, effectuation theory is applied as one of the main theoretical tools in this study because of its non-predictive nature and five principles that makes a difference from the “causal approach” as a dominant logic in entrepreneurship literature (Read et al. 2016b).

Sarasvathy (2003), argue for five principles of effectual logic based on her previous (2001) research of the differences in causal and effectual logics in decision making. These principles and the comparison of effectuation and causation logics are defined and explored in the following.

First, Bird-in-hand is *"a principle of means-driven (as opposed to goal-driven) action. The emphasis here is on creating something new with existing means than discovering new ways to achieve given goals"* (Sarasvathy 2003: 21). Also, expert entrepreneurs start with considering who they are, what they know and whom they know. Thus, they immediately contact and begin to interact with other people. (Sarasvathy 2003.) Affordable Loss is the second principle and it *"prescribes committing in advance to what one is willing to lose rather than investing in calculations about expected returns to the project"* (Sarasvathy 2003: 21). The third principle, Lemonade *"suggests acknowledging and appropriating contingency by leveraging surprises rather than trying to avoid them, overcome them, or adapt to them"* (Sarasvathy 2003: 21).

Fourth, the Patchwork Quilt principle *"involves negotiating with any and all stakeholders who are willing to make actual commitments to the project, without worrying about opportunity costs, or carrying out elaborate competitive analyses. Furthermore, who comes on board determines the goals of the enterprise. Not vice versa."* (Sarasvathy 2003: 21.) Finally, Pilot-in-the-plane is the fifth principle and it *"urges relying on and working with human agency as the prime driver of opportunity rather than limiting entrepreneurial efforts to exploiting exogenous factors such as technological trajectories and socio-economic trends"* (Sarasvathy 2003: 22).

Sarasvathy (2008: 73) clarifies the difference between these two logics by stating that causal problems are problems of decision whereas effectual problems are problems of design: "Causal logics help us to choose; effectual logics help us to construct. Causal strategies are useful when the future is predictable, goals are clear, and the environment is independent of our actions; effectual strategies are useful when the future is unpredictable, goals are unclear, and the environment is driven by human action". Also Chetty et al. (2015), argue that when considering the logics of causation and effectuation, the former is perceived to focus on *the logic of prediction* which implies that to the extent to which one can predict the future, one can control it. The latter concept, effectuation, highlights *the logic of control*, i.e. the extent to which one can control the future, one do not need to predict it. Organizations that use effectuation in their decision making, they make decisions based on existing means, for example, identity, knowledge and network. (Chetty et al. 2015.) The means-driven approach refers to the *Bird-in-hand* principle of effectuation logic.

Effectuation logic demands a limited number of assumptions. Due to the simple heuristics it could be applied in operations in uncertain circumstances (Read et al. 2016b) and it might offer an alternative logic of reasoning predictive rationality (Kalinic et al. 2014; Chetty et al. 2015). Also, Vahlne and Johanson (2013), suggest that the effectuation process describes the entrepreneurial process in contexts with high-level of uncertainty. The concept of uncertainty is a remarkable factor in internationalization process (Lachmann 1956; Teece 2014), in which there is a continuous change (Penrose 1959; Nelson & Winter 1982). The term is also referred to the concept of ambiguity by Weick (1979) and proposed that even there might be the information available; there may not be knowledge of the right interpretation of the facts or the causal relationships between various variables.

When in an uncertain situation, entrepreneurs are considered to create new opportunities while leading their decisions from the *Affordable Loss* principle instead of based on the maximization of expected returns (Sarasvathy 2001; Chetty et al. 2015). In other words, this principle makes uncertainty less important as long as the existing assignment stays within the “loss limit” (Vahlne & Johanson 2013). So, entrepreneurs invest as much as they are willing to lose instead of making decisions based on the common logic of cost-minimization and fixed risk return on investment (Kalinic et al 2014).

When comparing causation and effectuation logics in decision making, the main difference of these two logics is argued by Sarasvathy (2001) that while causation logic represents as planned strategy, effectuation logic focuses on an improvisation and exploiting contingencies. Also, Chandler et al. (2011) argue that causation logic presents a planned strategy, consisting of such activities as business plan development whereas effectuation logic presents an emergent strategy that includes a selection of options based on loss affordability, flexibility and experimentation. Whereas causation applies business plans in their operations, from effectual perspective, business plans are not useful in an uncertain world. Due to the lack of information of the environment, business plans are not created in order to measure the correlation between the investment and profit (Kalinic et al. 2014). Whereas the causation approach aims to minimize the probability of unexpected outcomes, the effectuation approach faces surprises as opportunities and this refers to the *Lemonade* principle of effectuation logic.

However, Read et al. (2016b) argue that effectuation is not an "all-or-nothing" issue. Particularly in practise, effectuation does not imply as a "never-planning" concept. In effectuation logic, business plans are considered as means that can be applied in decision making. Thus, effectuation is about to use these business plans in a way that assist the entrepreneur. To summarize, effectual approach for business plans is realistic, pragmatic and instrumental. It also depends whether or not the plan is considered to be useful in some way; it could be applied in practise. (Read et al. 2016b.)

According to Galkina and Chetty (2015), entrepreneurs using causation approach to operations have defined a goal and selected resources to co-create goals, whereas entrepreneurs using effectuation approach have a given set of resources and further begin to cooperate with willing partners to increase these existing resources in order to co-create goals. While causation logic develops strategies in which the goal is to outdo competitors, effectuation logic is suggested to focus on partnerships. The former concept perceives that the market would exist independently of the firm or entrepreneur and the goal would be to capture as big share of the market as possible. In the latter concept, it is suggested that the founder would co-work with others in order to create the market when gathering enough stakeholders who would be committed to maintain the firm. (Chetty et al. 2015.) The belief in forming partnerships refers to the *Patchwork Quilt* principle in effectuation logic. Also, as nobody can be sure about the future, Ansoff (1965) suggest that managers operate under conditions of uncertainty and partial ignorance. That is why, according to Vahlne and Johanson (2017), the only way to find out is to act and see what the consequences are. The belief that the future is not predictable but it is created by human action refers to the *Pilot-in-the-plane* principle of effectuation logic.

As the traditional internationalization process theory of Uppsala model represents risk avoidance (Johanson & Vahlne 1977), causation logic is suggested to be related to that (Frishammar & Andersson 2009; Schweizer, Vahlne & Johanson 2010). However, in the literature, there is some discussion of the similarities between the Uppsala model by Johanson & Vahlne (1977) and the effectuation process model by Sarasvathy (2001). For example, Johanson and Vahlne (2009: 1423) suggest common factors for the two models: "similar environmental characteristics, a limited number of available options, incremental development, and an emphasis on cooperative strategies". Though, in revised Uppsala model, the actors and their characteristics have not been viewed as important as they are in effectuation model. Despite the level of importance, the role of actors as carriers of knowledge, trust, commitment and network relations is suggested to support the consistency between these two theories. (Johanson & Vahlne 2009.)

To summarize, based on the five principles of effectuation by Sarasthy (2001), Chandler et al. (2011: 377) outlines four main differences between causation and effectuation logics in decision making. The comparison is presented in the Table 1.

Table 1. Comparison of causation and effectuation logics. (Chandler et al. 2011:377).

Causation	**Effectuation**
Prediction of an uncertain future by defining the final objective up front.	A focus on short-term experiments to identify business opportunities in an unpredictable future.
Maximization of expected returns.	A focus on projects where the loss in a worst-case scenario is affordable.
Business planning and competitive analyses to predict an uncertain future.	An emphasis on pre-commitments and strategic alliances to control an unpredictable future.
Exploitation of pre-existing capabilities and resources.	Exploitation of environmental contingencies by remaining flexible.

2.3.3. Effectuation logic in the internationalization process

Regardless the dominant role of causation logic in the internationalization literature, there has also been an emerging stream of research that combines effectuation and internationalization (Frishammar & Andersson 2009; Mainela & Puhakka 2009; Schweizer et al. 2010; Crick & Crick 2014; Galkina & Chetty 2015; Schweizer 2015). However, these studies focus mainly on SMEs. Effectuation theory introduced by Sarasvathy (2001) describes entrepreneurs' behaviour when creating new ventures and it may present the "unexpected" lines of decision making in "unplanned" internationalization (Chetty et al. 2015). This occurs particularly at an individual level concerning also entrepreneurs (Johanson & Vahlne 2009; Schweizer et al. 2010). However, it is also proposed that effectuation theory could be applied in the decision process used by actors in the non-profit sector (Yusuf & Sloan 2015).

When considering effectuation theory, there has been some ambiguity in the literature. Some authors have suggested that effectual logics in decision making is used partly due to a lack of resources in SMEs' context (Frishammar & Andersson 2009; Schweizer et al 2010; Harms & Schiele 2012; Crick & Crick 2014; Galkina & Chetty 2015), in INVs' context (Mainela & Puhakka 2009; Gabrielsson & Gabrielsson 2013) and in born globals' context (Andersson 2011). Also, some researchers have combined the theory with trial and error (Arend, Sarooghi & Burkemper 2015; Ciszewska-Mlinaric, Obloj & Wasowska 2016; Laine & Galkina 2016). Therefore, in some studies, effectuation logic has been considered as an unplanned (Evers & O'Gorman 2011; Galkina & Chetty 2015) and even serendipitous internationalization (Crick & Spence 2005; Chandra, Styles & Wilkinson 2009).

According to Kalinic et al. (2014), in internationalization context, lack of resources usually refers to a limited internationalization experience and lack of a business plan that may result in undefined goal when entering new markets. However, as effectuation theory is means-driven and starts from means instead of goals, it does not automatically mean the lack of resources. Also, Sarasvathy and Dew (2005) argue that effectuation is purposeful; it enables exploitation of opportunities, named also as experiential learning by Vahlne and Johanson (2013). The process is created through high-level goals that may be vague but they are built based on pre-commitments and interaction with the environment and key stakeholders (Sarasvathy & Dew 2005; Kalinic et al. 2014). Sarasvathy (2008: 73) argues that "effectuation does not begin with a certain goal; it begins with a given set of means and allows goals to emerge contingently over time from the varied imaginations and diverse aspirations of the founders and the people with whom they interact."

According to Chetty et al. (2015), a common challenge that internationalizing entrepreneurs face concerns the amount of planning that should be done before expanding abroad and the matter if they should enter to foreign markets alone or with some partners. Instead of a market research, there might be used some previous managerial knowledge and experiences while expanding abroad (Nielsen & Nielsen 2011). It is also argued that some companies might invest in foreign countries even if they have the lack of clear business plan and limited international experience (Kalinic & Forza 2012).

Based on the Affordable loss principle of effectuation, interaction with other people is vital (Kalinic et al 2014). As stakeholders are not selected beforehand, they emerge from the interaction process. This is because of the vagueness of the goals that are, actually, formed based on the interaction. New stakeholders can bring new ideas, goals and means to the existing organization. Also, it is proposed by Kalinic et al. (2014) that when combining goals and possible actions, it may create new markets and other effectual artefacts. Moreover, the emerging sub-goals, for example, the choice of the foreign country in internationalization, the partners and the type of internationalization are resulted from the interaction with effectual stakeholders (Kalinic et al. 2014).

Also, it is argued by many scholars that effectuation theory may have an impact on the unintentional perspective of networking by internationalizing SMEs (e.g. Mainela & Puhakka 2009; Gabrielsson and Gabrielsson 2013; Kalinic et al. 2014; Sarasvathy et al. 2014; Galkina & Chetty 2015) and also startups (Sarmento, de Carvalho & da Rocha Dib 2016). Indeed, effectuation begins with an agent or some other person who makes decisions. The individual agent has a knowledge base and a social network that plays an important role in decision making process. (Read et al 2016b.) Also, according to the network theory in internationalization by Johanson and Mattson (1987), network relations are proposed to have an impact on firms' decision making and strategies in internationalization process. Thus, network theory is observed more in depth in a sub-section later in this study.

Fisher (2012) suggests that effectuation theory may explain the actions of entrepreneurship better than causation approach. Effectuation logic shows the way to act and make decisions when it is not possible to gain more resources or decrease the amount of uncertainty of the situation. (Galkina & Chetty 2015.) However, Sarasvathy (2001) proposes that in contexts with lower levels of uncertainty, causation approach may be preferred.

Nevertheless, Read et al. (2016b) argue that these two logics can be used in parallel in decision making process both logics could be valid as guidelines to decisions. In addition, according to Sarasvathy (2001) both logics are integral parts of human reasoning and thus they could be used simultaneously, overlapping and intertwining in different decisions and actions. Also, other scholars in internationalization literature support that both planned and unplanned approaches can be used in internationalization process (Gabrielsson & Gabrielsson 2013; Crick & Crick 2014; Sarasvathy et al. 2014). For example, when firms enter a new market by applying effectuation logic in decision making, they can apply causation logic in establishing operations in post-entry stage (Frishammar & Andersson 2009; Gabrielsson & Gabrielsson 2013; Sarasvathy et al.

2014). However, other scholars argue that planned and unplanned internationalization tactics can be used simultaneously and regardless of the entry stage (Crick & Crick 2014; Schweizer 2015).

2.3.4. Implication to the study

One of the main goals of this study is to find out, how effectuation logic is applied during the internationalization process of a non-profit organization. According to Read et al. (2016b), decision makers using effectuation logic are more flexible and they are able to create new ventures through networking. Also, other scholars have studied the connection of effectuation and networks in SMEs' context. According to Kalinic et al. (2014) international networks as resources can increase the speed of internationalization. Also, Chetty et al. (2015) argue that SMEs use their networks in order to compensate their lack of resources. Moreover, it is studied by Galkina and Chetty (2015) that when having limited resources, entrepreneurs network with interested partners in order to find opportunities to enter new markets abroad. Gabrielsson and Gabrielsson (2013) highlight the role of business networks to be essential in order to apply effectuation logic successfully. Next, networks and relationships are considered more in depth in the following sub-sections. The decision making process of Slush is discussed more based on the data of interviews in the chapter of Findings

2.4. Network view to internationalization

In this section, first, the social and business networks are observed. Then, the influence of networks in internationalization process is explored more in depth.

2.4.1. Social networks and business networks

In general a network is "a set of nodes and the set of ties representing some relationship, lack of relationship, between nodes" (Brass, Galaskiewicz, Greve & Tsai 2004: 795). There are different levels of networks when they can be built either on the inter-personal level when between individuals, or on inter-unit level when between e.g. teams in a company or inter-organizational relations when between e.g. markets and industries (Brass et al. 2004).

Inter-personal relationships are considered as social networks in which individuals collaborate with subordinates, peers and managers (Mehra et al. 2006). The social network is defined by Podolny and Page (1998: 59) as “any collection of actors (N ≥2) that pursue repeated, enduring exchange relations with one another and, at the same time, lack a legitimate organizational authority to arbitrate and resolve disputes that may arise during the exchange.“

In inter-unit and inter-organizational relationships are viewed as business networks that aim to maintain benefits of transactions or companies (Möller & Rajala 2007). According to Håkansson and Ford (2002: 133), a business network is “a structure where a number of nodes are related to each other by specific threads.” The nodes represent business units, for example, teams or organizations and the treads are relations of resource exchange between them. Both the nodes and threads include resources, knowledge and understanding in different stages (Håkansson 1997). Möller and Rajala (2007) propose three generic net types for business networks: current business nets, business renewal nets and emerging new business nets.

Both social and business networks could be high-valued in business world, especially in the field of entrepreneurship. Indeed, only small amount of entrepreneurs do have all resources needed for their business but they can be achieved more easily through networks (Kabbara & Zucchella 2013: 70). According to Drakopoulou Dodd and Patra (2002: 2), entrepreneurship networks represent “the sum total of relationships in which an entrepreneur participates and which provide an important resource for his or her activities.” Moreover, these relationships may be connected through the links of, for example, suppliers and customers as well as social contacts such as friends and family. (Drakopoulou Dodd & Patra 2002.) Also, networks consist of collaboration and cooperation and bilateral relationships between counterparts based on trust (Möller & Rajala 2007) as well as interactive learning that is vital in any relationship, and also knowledge that is shared between counterparts (Vahlne & Johanson 2017). Network partners can sometimes emerge as a key source of enhancing knowledge of internationalization and they can be as the key triggers in the internationalization process (Vissak, Ibeh & Paliwoda 2008).

2.4.2. Networks’ influence on internationalization process

In the literature of internationalization process, the network perspective is observed among different organizations. The focus of the studies has varied, for example, there has been observed whether network relationships increase the speed of internationalization (Madsen & Servais 1997; Oviatt & McDougall 2005). Also, it has been studied that the internationalization process of SMEs may have difference compared to Multinational corporations (MNCs) and one reason for this is proposed to be in the impact of networks (Musteen et al. 2010). Especilly, in SMEs'context, networks are studied to facilitate to avoid problems and turn them into opportunities (Mainela & Puhakka 2009), increase the speed of internationalization process (Kalinic et al. 2014), reduce risks in internationalization process (Crick & Crick 2015), offer more knowledge about the international market (Frishammar & Andersson 2009; Fuerst & Zettinig 2015) and foster growth (Gabrielsson & Gabrielsson 2013). Also, instead of searching for new opportunities in a broad market, SMEs may use their networks and observe whether an opportunity emerges to enter new markets (Galkina & Chetty 2015).

According to Hollensen (2011), the network model is a more recent internationalization theory and it differs from a market model in terms of actors. In the market model, actors do not have any specific relations to each other and the interaction is influenced by the market price mechanism. In the business network, instead, the actors are autonomous and connected to each other with flexible exchange relationships in which the interaction happens. Due to the flexibility, any actor of the business network could modify the network structure rapidly. Thus, business networks are considered to be more flexible to adjust to changing conditions in a business environment. Also, in the network model, the existing relationships in a domestic network could be used as bridges when building other networks in new countries. (Hollensen 2011: 80-81.)

The network approach to internationalization was popularized by Johanson and Mattson (1987: 48) who define it as "a useful tool in analysing approaches to, and strategies in, different markets." They suggest that a firm's success in entering new market is more likely resulted from its relationships within current market that can be both domestic and international, instead of the chosen market and its cultural features. For example, expanding to new markets can happen through existing relationships that provide useful contacts and facilitate to develop new partners and positions in new markets. (Johanson & Mattson 1987.) Chetty et al. (2015) argue that firms aim to identify active players inside their network and pay attention for emerging opportunities. However, the network approach to internationalization is also criticised, for example, by Ojala (2009) that the decision for entering a new foreign market is more likely resulted from the firm's own strategic reasons instead of the influence of networks.

In the network approach to internationalization, when a firm becomes part of a network, not only the number of relationships increases but also the relationships become stronger which may support to extend operations. Also, a firm can gain penetration if the levels of commitment and trust are increased in existing networks. (Johanson & Mattson 1987.) It is also proposed by Johanson and Mattson (1987) that firms in the networks are dependent on each other due to the lack of resources. Also more recently, Fuerst and Zettinig (2015) argue that networks can be considered as important resources for organizations. That is why, a common interest of network partners is to develop their relationships in order to reach mutual benefits (Johanson & Vahlne 2003). Thus, according to the network approach to internationalization, it is considered to be more efficient to cooperate than compete with each other. Firms can access to other firms experiences without necessarily having the experience themselves by spending time and money (Nooshabadi & Özsahin 2017).

The main difference between two of the main theoretical tools of the study, the Uppsala model and the network approach to internationalization is that the latter is not incrementally progressing in nature (Johanson & Vahlne 2003). According to Johanson and Mattson (1987) in the network approach, the benchmark models of markets and organizations are not used, instead, internationalization is considered as a natural development. From the network point of view, firms do not decide on entry modes for new markets but they select entry nodes that present "establishment points in a foreign market network" (Jansson & Sandberg 2008: 67).

Also, the authors of Uppsala model (Johanson & Vahlne 2009) suggest that the view of business environment has changed from a neoclassical market of different independent suppliers and customers to a network that consists of a web of relationships and an interaction of connected relationships. According to the network theorists, these relationships are built between suppliers, customers, non-profit organizations and other actors, in which the parties have some control over each other (Johanson & Mattson 1987). Instead of focusing on psychic distance as previously in Uppsala model, the network approach is associated with relationships in the network (Johanson & Vahlne 2003).

Johanson and Vahlne (2009) emphasize the role of relationships and they argue that the success of a firm requires being well established in one or more networks. Also, as the original Uppsala model presents that firms internationalize gradually when first operating in countries of close psychic distance after which they expand to more distant market, in the revised Uppsala model (Johanson & Vahlne 2009) the concepts of psychic distance and liability of foreignness are replaced with network position and liability of outsidership. Whether a company suffers from a liability of outsidership it can take significant amount of time and managerial effort to overcome. (Johanson & Vahlne 2009; Hutzschenreuter, Voll & Verbeke 2011; Vahlne & Johanson 2017.) Therefore, it is proposed by Vahlne & Johanson (2017) that in order to gain or maintain profitability, growth, and general survival; it requires firms to be as an insider of a useful network.

When considering the third theoretical tool of this study, effectuation theory, it is argued by Read, Sarasvathy, Dew & Wiltbank (2016a), that networking, or more specifically, social networking (Sarasvathy 2001) is the core mechanism of effectual approach in co-creation of opportunity in an unpredictable setting. Thus, social networks are considered vital in early internationalization (Keupp & Gassmann 2009). In early phases of the effectuation process, it requires pre-commitment from key stakeholders in order to co-create new markets (Sarasvathy 2001). Also, Read et al. (2016b) claim that in the beginning, new contacts are made with potential partners. Sarasvathy et al (2014) present emerging network features as the antecedents of the internationalization process.

When a firm is aiming for establishment in a new market and a network, it has to build relationships that are new to it and to its partners. In the network view, Johanson and Mattson (1987: 36) state that: “Initiatives can be taken by both the seller and the buyer. A supplier firm can become established in a network that is new to it because a buying firm takes an initiative.” Also among other scholars, (e.g. Coviello 2006) it is argued that networks have a strong impact on firms’ decisions which foreign markets to enter. Some scholars have studied the role of networks or social ties in foreign market entry (e.g. Ellis 2000). According to Freeman and Cavusgil (2007) the network view includes not only a development of inside a company’s knowledge and resources but also the target market and the relationship of the company to the market. For example, born globals are studied to look for opportunities inside their networks instead of focusing on planning in their internationalization process (Andersson 2011). Also, Galkina and Chetty (2015) argue that entrepreneurs with limited resources network effectually with interested partners in order to enter foreign markets whether an opportunity emerges in the network.

3. RESEARCH METHODOLOGY

This chapter presents the methodological choices for the study. First, the author of the thesis defines a philosophy, a purpose, an approach and a strategy of the research and explains the relevance of the choices. Then, a data collection process and data analysis' aim is described by the author. Finally, there is a discussion of data quality factors and ethical consideration in the study.

3.1. Research philosophy, purpose and approach

According to Saunders et al. (2012: 127), the term of research philosophy "relates to the development of knowledge and the nature of that knowledge." This study applies an *interpretive* philosophy as it is associated with the *qualitative* research in which the aim is to figure out the subjective and socially constructed meanings about the phenomenon that is studied (Saunders et al. 2012: 163). Interpretivism includes subjective meaning and social phenomena and it focuses on details of a specific situation and also on the reality behind these details. Also, due to the social interpretation, qualitative data is described to be more ambiguous, elastic and complex than quantitative data (Saunders et al. 2012: 546.) Moreover, "subjective meanings motivating actions" are considered as appropriate knowledge from researcher's point of view in interpretivism. (Saunders et al. 2012: 140).

As stated in the introduction, the research question of this study is:

> *What is the influence of networks in the effectual decision making of internationalization process of a non-profit organization?*

Based on the discussion in the introductory, there is a lack of research in the field of NPOs' internationalization, effectuation research in internationalization context, and network approach to internationalization. Due to the shortage of available literature, the research purpose in this study is *exploratory*. On the one hand, exploratory study is flexible but on the other hand, it may require adapting to changes during the research process. Also, as exploratory research may have rather broad focus in the beginning, it becomes narrower as the research proceeds. (Saunders et al. 2012: 171.)

According to Saunders et al (2012: 143), research approach focuses on the way in which theory is involved in academic research. There are two main research approaches: *deductive* and *inductive*. In the former, theory and hypothesis are built based on the existing literature and the purpose of the study is to test the previous knowledge. The conclusion is true whether all the premises are true (Ketokivi & Mantere 2010). Deductive approach is commonly used in quantitative data collection because there is a highly structured approach and the results may be generalized. In the latter approach, inductive, the data is first collected for the study and then analyzed after which the new knowledge and theory is derived. (Saunders et al. 2012: 549.) According to Ketokivi and Mantere (2010), there is a gap in the logic argument between the conclusion and the reasons and the conclusion is considered whether it is supported by the observations made in the research. This inductive approach is preferred to use in qualitative research because it has more flexible structure than deductive and it may facilitate the process of gaining deeper understanding of the nature and meanings of a specific phenomenon. Also, it is claimed that when using an inductive approach for the study, there might not be clearly defined theoretical framework in the beginning. Instead, the questions and hypotheses are created to test the data and after all, theory emerges from the data collection process and analysis (Saunders et al. 2012: 549.)

According to Saunders et al. (2012:173) a research strategy describes the plan how the research question may be answered. Also, it is considered as a methodological link between the research philosophy and chosen methods to gather and analyse data (Denzin & Lincoln 2005). Next, the selection of the research strategy for this study is presented.

3.2. Case study as the research strategy

In this exploratory study, the author used open questions in order to find out what is happening and also to gain new insights about the certain topic. There are different ways to gather information in exploratory study, such as interviewing professionals of some subject or interviewing a focus group. Interviews can be used, for example, in a *case study*. Also, when the study is limited and the research purpose is exploratory, a case study is considered useful and the most suitable methodological choice (Maylor & Blackmon 2005: 243). Schramm (1971, cited in Yin 1989: 22-23) states that ”The essence of a case study, the central tendency among all types of case study, is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result”. However, Yin (2009: 17) claims that instead of decisions, there can be other cases as well, including, for example, individuals, organizations, processes institutions and even events.

The case study is selected for the study’s strategy, firstly, because of the nature of the research question and objectives of the thesis that seek to explain how a social phenomenon works and it also requires an in-depth description of the phenomenon in its real-life context, especially “when the boundaries between phenomenon and context are not clearly evident” (Yin 2009: 18). The research question of the study starts with “what” that implies that the research purpose is likely to be as exploratory and there can be applied a case study strategy. Also, concerning to the research objectives, “how” questions are likely to prefer the use of case studies. (Yin 2009: 4, 10.) Secondly, the exploratory research purpose defined above supports that the goal is to find out the current situation of a phenomenon and to gain new insights about it (Saunders et al. 2012: 171). Thirdly, as this study focuses on “a contemporary set of events in which the investigator has little or no control” (Yin 2009: 13), the case study strategy has a distinct advantage for observing this. Based on this discussion, an exploratory case study as a research method is applied in this thesis.

Case study research can be divided to multiple case studies and single case studies (Yin 2009: 19). In the former, the purpose is to observe if the findings of the first case occur also in other cases in order to generalize the findings. Therefore, it is claimed (e.g. by Yin 2009) that multiple case studies might be preferable when doing a research. However, for using a single case study, strong arguments should be used. (Saunders et al. 2011: 147.) A single case study can be applied as a research strategy whether under observation is a critical case, very typical case in some field or then as an opposite: a unique case (Saunders et al. 2011: 146). Also, Yin (2009:52) argues that a single case study can be entitled under certain circumstances, if the case presents: 1) a critical test of existing theory, 2) a rare or a unique circumstance, 3) a representative or typical case or when the case serves 4) a revelatory or 5) a longitudinal case. Also, Yin (2009: 15) argues that single case studies can be generalized to theoretical propositions instead of populations or universe. After all, it is argued that a well-organized case study strategy may challenge existing theory and even enable creating new research questions (Saunders et al. 2011: 148).

3.2.1. Case selection

The non-profit organization of Slush is selected as the single case of this study due to its specific context. First, Slush is much more than a non-profit organization and it is described as "a student-driven, non-profit movement originally founded to change attitudes toward entrepreneurship" (Slush 2017). Second, the main goal of Slush is to facilitate founder and investor meetings and to build a world-wide startup community. Third, over past seven years, this Slush has grown from a small 300-person assembly to a truly global community organizing more than 75 different events with more than 40 000 attendees around the globe. These smaller events include also other events than the main Slush events, such as Global Impact Accelerator. Besides the main Slush event held in Helsinki, Slush events are organized in three Asian locations in 2018: Tokyo, Singapore and Shanghai. (Slush 2018.)

Because of these unique characteristics provided above, a rapid expansion to abroad and a potential to provide more knowledge about human actions in the field of NPOs' internationalization, Slush is selected as the case to be focused in this exploratory study. Also, a holistic single case study approach is applied instead of embedded case study because the organization of Slush is considered as a whole, not in separate units in the study. Because it is important to define the case used in single case study (Saunders et al. 2011: 146), the case of Slush is introduced more in depth in the chapter 4.

To conclude, this study applies qualitative method design because non-numerical data of interviews is used in which the meanings are expressed through words. Also, when considering connections between the different methodological choices, interpretivism as the research philosophy, inductive as the research approach and single holistic case study as the research strategy are applied in this qualitative research.

3.2. Data collection and sample

Data collection process in qualitative research is often non-standardized because the questions may be developed during the research process that is, according to Saunders et al. (2012: 163) both naturalistic and interactive. Due to the flexibility of the interview structure, *semi-structured interview* was applied as a primary data collection in this study. Indeed, the flexibility to explore a complexity of a topic is emphasized as the key value of semi-structured interview (Saunders et al. 2012: 382). Also, a semi-structured interview is stated to have connection to exploratory research defined before (Saunders et al. 2012: 374, 377). In the data collection form of the study, a list of certain themes was used and key questions were included in interviews. However, the questions may have varied a bit between different interviews or there may have been additional questions depending on, for example, the flow of the interview.

There are two types of interview for case studies: focused interviews and in-depth interviews. In the first type, the interviews are held during a short period of time and the structure of the interview is more likely to follow a specific set of questions instead of open-ended ones. In the second type, the interviews may include questions about the facts of a matter or their personal opinions about the case. (Yin 2009: 107.) In the interviews of this study, open questions were used and also adjusted more whether more information of specific topic was needed. Besides, some closed questions were asked in order to clarify the meaning of the respondent. However, according to Saunders et al. (2012: 393), leading questions should not be used in the interviews in order to avoid any bias. In this study, in-depth, semi-structured interview was used as the main data collection form. Additionally, due to the lack of interview of Slush Tokyo, secondary data was used in order to use also the perspective of the Head of Slush Tokyo in data analysis.

The data collected was a part of the research project organized by the thesis author's supervisor and her colleagues. Before the interview meetings, the purpose of the study was explained and a permission to tape-record was asked. Also, the interviewees were informed that their anonymity would be secured. To continue, while considering the timing for the study, the interviews were held during one autumn and the focus was on a specific phenomenon at a particular time (Saunders et al. 2012: 190), so the time horizon of the study is cross-sectional instead of longitudinal. During autumn 2017, the interviews consisted of 6 respondents who were in different responsible positions of the head of Slush. In the selection for the interviewees *purposive sampling* technique is applied (Saunders et al. 2012: 287) that occurs when the author is using his or her own judgement to select cases that would best facilitate when trying to reach the research question and meet the objectives. Also, before the data analysis, the recorded interviews were transcribed in written form by the author.

While doing this selection for interviewees, the aim was, firstly, to focus on the perspective of people in charge of the internationalization process of Slush, including respondents not only from Helsinki but also from the countries in which the event has expanded. As stated by Teegen et al. (2004), in social purpose NPOs, the most important actors are individuals who coordinate time or resources, such as management, staff members and board members. Secondly, the aim of data collection was to interview the key persons that could provide much information of the focus area. Yin (2009: 107), argues that the key informants may be critical to the success of the study because they can provide more information for the investigator and may let an access to supporting or contrary sources of evidence.

The Table 2 summarizes the positions of the interviewees, dates of the interviews and the durations of each interview. Also, the secondary data of Head of Slush Tokyo is included to the data collection process.

Table 2. Data collection process.

Position of the interviewee	Date of interview	Duration of the interview record (minutes)
1. Chairman of the board of Slush	6.10.2017	53
2. Head of Global Operations	19.10.2017	57
3. Head of Slush China	23.11.2017	47
4. Head of Slush Singapore	27.11.2017	58
5. Head of Volunteering Team	20.11.2017	50
6. Head of Marketing Team	15.12.2017	49
7. Head of Slush Tokyo	Secondary data	

3.2.3. Data analysis

The data analysis for this qualitative study was conducted by using conceptualisation that Yin (2009) argues to be commonly used with qualitative data. When aiming to answer to the research objectives and the research question of the study, the emerging themes and patterns from the data analysis were observed and reflected with the theoretical background. A pattern-matching technique, more precisely, an explanation building technique was applied. In this analytic technique, according to Yin (2009), the aim is to analyze the data by building an explanation and by finding a set of causal links about the explanatory case. Also, finding these links may have an impact, for instance, on public policy process or social science theory. Moreover, the result of the series of iterations may end up "making an initial theoretical statement or an initial proposition about policy or social behavior" (Yin 2009: 143).

As the primary data, answers given by different respondents in the semi-structured interviews are analysed in the chapter of Findings in the study. Also, secondary data is used from the view of Head of Slush Tokyo in order to take into account all of the three Asian locations' perspectives in the internationalization process of Slush. After all, the form of the interview structure is presented in the appendixes at the end of the study.

3.3. Quality of the research

A research design is the logic that connects the data to be collected to the initial questions of the study (Yin 2009: 24). As discussed previously, this study applies a holistic single case study due to the nature of data collection. Reliability and validity are the two characteristics of research design to take into account when aiming at minimizing the chance to result in wrong answer in a study (Saunders et al. 2011: 156). In brief, reliability reveals whether the result is replicable whereas validity implicates if "the means of measurement are accurate and whether they are actually measuring what they are intended to measure" (Golafshani 2003: 599). However, because the concepts are traditionally associated with quantitative research, it is critized among some scholars (e.g. Golafshani 2003, Yilmaz 2013) whether these concepts can be used also when evaluating qualitative research due to the different approaches, while the former represents positivist context and the latter naturalistic context. It is also stated that there is no clear consensus among scholars how qualitative research should be assessed (Flick 2009). However, Yin (2009: 40) argues for four tests that are commonly used to justify the quality of any empirical social research, including case studies. Next, these tactics are introduced and their relationship with this study is discussed.

3.3.1. Validity

There are three tests for validity of the research: *construct validity, internal validity* and *external validity.* The first test requires correct operational measure for the concepts that are studied. In the study, this is ensured by using different sources of evidence, i.e. by collecting data from several interviews and establishing chain of evidence in data collection phase. (Yin 2009: 40-41.) Thus, in this study, the data is gathered from several interviews of representatives of Slush and also secondary data is used in exploring Slush Tokyo.

In the second test, the goal is to find a causal relationship between some conditions that lead to other conditions. However, the test focuses mainly on explanatory or causal studies and is not stated to be used in exploratory studies. Also, this tactic concerns if a problem of making correct conclusions is based on the evidence and whether all the rival theories have been considered. In the data analysis phase of this study, internal validity is justified by using pattern matching. (Yin 2009: 40, 42.) Even though, this test is supported to be used mainly in the explanatory studies, pattern matching is applied when analysing the findings based on the theoretical background of this exploratory study.

The third test aims to define whether the study's findings can be generalized (Yin 2009: 40). As it is stated that single case studies provide a poor basis for generalizations (Yin 2009: 43) and that case studies can be generalized to theoretical propositions instead of populations or universe (Yin 2009: 15). Because this study focuses on the qualitative single case study of Slush it only aims at theoretical generalization.

3.3.2. Reliability

As introduced briefly before, this final test for justifying the quality of research design focuses on showing if the operations of a study can be repeated by ending up with the same findings and conclusions. This tactic occurs in data collection phase by using case study protocol and by developing case study database. (Yin 2009: 40, 41.) To overcome the shortcomings, in this study, all the semi-structured interviews are documented in both voice-recorded and transcripted versions. All the procedures including the empirical data and applied theoretical models are documented in a proper way that increases the reliability of the study. Also, reliability and transparency are reached by connecting the findings of the study with the theoretical consideration.

3.4. Ethics of the research

Also, the ethical dimension is taken into account in the different stages of this study while dealing with human participants. According to Saunders et al. (2012: 227), in the context of research, *ethics* "refer to the standards of behaviour that guide your conduct in relation to the rights of those who become the subject of your work, or are affected by it." Ethics should be noticed already when creating the topic and designing the research. In those stages, especially factors of respecting the respondents, risk assessment and respondents right to privacy should be considered. Moreover, in data collection, processing and analysing phases, the participants' right to confidentiality and anonymity are emphasized. (Saunders et al. 2012: 236.)

In this study, for the interviews, the participants were contacted first via email and the purpose of the study was explained. The interviewees were noted that the questions focus on the internationalization process of Slush but not on any confidential information about the organization. After a positive answer that participants were aware of the context of the interview, meetings for interviews were arranged. Also in the interview, it was again confirmed to be appropriate to record it. After all, the interviewees are referred to their work titles when discussing the findings later in this study.

4. SLUSH – INTRODUCTION TO THE CASE

Slush is the world's leading startup event that attracts founders and tech talents as well as investors and executives from all over the world to participate on this very special event held in Helsinki. Finland is even considered as Silicon Valley of North Europe with remarkable startup hub. (Slush 2017.) For example, Danae Ringelmann, the Co-founder of Indiegogo argues that for two days, "the world stops seeing Silicon Valley as the center of entrepreneurship because it's not. I mean, just look at this room. Like hello!" (Slush 2017).

Slush (2017) emphasizes the nature of the event: "It's not a business, but a community of people who love what they do". This community is also referred as a movement and a collision of a festival and a conference. Slush is also a non-governmental organization and non-profit organization that makes it unique in the context of startup events. (Slush 2017.) Even though for many visitors, Slush may look as a 2-day event, it is much more. Today, Slush has presence in more than 50 countries, around year activities including smaller events and the main Slush events that are held in Helsinki, Tokyo, Shanghai and Singapore.

> *"Slush is not a 2-day event. It's a comment of like-minded people. Sharing the vision on kind of a new world, new type of countries built on entrepreneurship and on the young people, everybody is supporting the entrepreneurship, trying to nurture that. Of course, Helsinki is the highlight in that, but the same applies to Tokyo, Shanghai, and Singapore and of course the 40 smaller events in the global impact acceleration. It's the same thing that trying to arrange things that are helping young entrepreneurs to succeed."* Chairman of the board of Slush

> *"Slush as an event is just a top of the iceberg, and the main things happen before or after it. Slush is like a thunder before the storm, it strikes ones, there is a big buzz and huge sound of it, but everything happened after or right before it actually. Slush is much bigger than an event as such. Slush is not only an event."* Head of Marketing Team

Also, to support Finnish young generation's mindset for entrepreneurship, it is argued that "Slush is run by the youth who want to make a difference in their societies" (Slush

2017). “The Slush is and needs to be a student run thing, full of the young energy.” (Chairman of the board of Slush). Also, Slush has also some missions in international context: “We are building an ecosystem that will raise the next generation of Asian entrepreneurs” (Slush 2018).

> *“It has become as a very international event that has attracted people from all over the world. I think that last year we had 123 nationalities. Last year it was 50-60 volunteers’ nationalities. This year 91 nationalities among all the applicants but it may end up with 70-80 nationalities who are volunteering the event. [--] Yes it is global and also the marketing focus is going more and more to abroad while we would like to have more international event. Also, the global events are really useful to build connections and bridges, for example in Singapore or vice versa.”* Head of Volunteering Team

Slush has recently expanded to three Asian locations. First event held in Asia was in Japan, in 2015. After that Slush China was organized later in 2015 and then Slush Singapore in 2016. Next, these three venues are introduced briefly.

Slush Japan has been held in the country’s capital, Tokyo four times in years 2015–2018. In Japan, Slush has been established as Japan’s most international startup event. (Slush 2017.) For example, in 2017, there were 5000 attendees, 500 startups, 200 investors, 250 journalists and 500 volunteers from different parts of the globe. The event has grown in numbers, because in 2018, there were already 7000 attendees, 900 startups and 250 investors (Slush 2018).

Until now, Slush has been held three times in China. The first one was in Peking in 2015 and the two latter were organized in Shanghai in 2016 and in 2017. Slush Shanghai 2017 took together 3000 attendees, 300 startups, 250 investors, 80 media and 200 volunteers. (Slush 2017.) Slush is considered to have an important role in the Chinese startup scene and according to Slush (2018): Slush Shanghai is the leading international startup and technology event in China.

Slush Singapore is the youngest Slush event in Asia, held in 2016 and 2017. In 2017, the event consisted of 3000 attendees, 360 startups, 250 investors, 200 students and 90 speakers. Singapore is known as one of the most vibrant ecosystems in Asia and it represents the main startup platform of Southeast Asia. (Slush 2018.)

5. FINDINGS AND DISCUSSION

The research question of the study was: *"What is the influence of networks in the effectual decision making of internationalization process of a non-profit organization?"*The first research objective was to find out how non-profit organizations make effectual decisions during the internationalization process. The second research objective of this study was to explore the influence of networks in this decision making.

In this chapter, the most significant findings are presented and analyzed in detail based on the data gathered. It includes interviews of six representatives of Slush and the secondary data of Head of Slush Tokyo. The structure of the analysis is in line with the three main approaches of the study: 1) internationalization process of a non-profit organization, 2) effectuation research in the internationalization process and 3) network research in the internationalization process. In this section, findings between the key approaches of the study and the themes found from the interviews are presented and discussed. Based on the findings and discussion, the author of the thesis states three propositions as an outcome of the study.

5.1. Internationalization process of a non-profit organization

According to the data, the structure of Slush is described as a unique non-profit organization. Chairman of the board of Slush emphasizes that even the organization has a very solid core to bring value for the startups; Slush is and needs to be a student run thing filled with the young energy. Also, it is argued that when working with young people, there is no need to worry about the quality or what does the result look like.

> *"So, like I said, it's a non-profit so it's easy to relate, because nobody is making money."* Chairman of the board of Slush

Entrepreneurs and investors are reported to form the key audience of Slush. For them, different possibilities in the event are organized, for example in terms of networking, fundraising and recruiting. However, for those not in the main audience, the event may look more like a conference. Despite that, Slush is not considered only as a two-day event and conference but the work is continuing throughout the year. Among the respondents, the view is that Slush is also a community, a culture and a movement. That is something that makes Slush a unique non-profit organization.

> *"By engaging people during the year around the world and then once in the year for two days there is the party held of two days in Helsinki where we can celebrate and share our stories. That is what makes it different: we do a circle of activities and then we celebrate. People who are participating, they know they are meeting people who have been working under Slush brand or with Slush brand somewhere in the world. So people have way more fun. Actually they are looking forward to share, to network, to match make. They trust on Slush and know what to expect, we have taken all the money part away but added more relevant parts."* Head of Global Operations

> *"Then the most interesting part is to see what happens after Slush… does it spark some ideas that you get from Slush? Does it remind you to keep in touch with startups/investors that you met there?"* Chairman of the board of Slush

5.1.1. NPOs vs. FPOs

According to the literature, there is a trend that NPOs are becoming more business-like (Coule 2015, Maier et al. 2016, King 2017). Soriano and Galindo (2012) state three main differences between FPOs and NPOs and the first difference focuses on the goals and missions. In general, FPOs' main goal is to make profits (Porter 1985) and also the main reason for firms to internationalize is to make more profit (Hollensen 2011: 50). However, NPOs' missions are often focused on the creation of positive social change (Hull & Lio 2006). Due to the mission of creating a societal change, NPOs may have many bottom lines compared to the firms' one bottom line concerning profits. According to Soriano and Galindo (2012), the number of bottom lines depends on the mission, objectives, task environment, amount of significant stakeholders and structural factors. In the data of the study, there is also some discussion of for-profit features of Slush even it presents a non-profit organization.

> *"Of course, there needs to be a lot of structure and normal business things while running a 10-million-euro operation, it's quite big. I don't even know the actual number of the people employed right now, but running 4 major conferences and having close to 5000 people working as volunteers on*

payroll. So, there are crazy amount of things and we are a really, really big organisation." Chairman of the board of Slush

"The key thing really is the kind of young energy. If this would be a paid day job for someone, something like this would never happen. Running this as a for-profit thing would be very difficult because there is so much work and energy that's going there that if you should be paying on every hour that goes in it wouldn't work. The cost would be just too high." Chairman of the board of Slush

One thing that is reported through the interviews is that there is no hierarchy at Slush. The non-profit structure applies also when naming the persons in charge and that is why, they do not use general titles commonly used in for-profit organizations.

"Also, one special fact in Slush is that there is no hierarchy; there are no so-called managers or big CEO. We didn't have suits during the event but casual t-shirts. Risto Siilasmaa from Nokia was opening the event. After the speech, he went to the volunteer area to talk with them about entrepreneurship. These kind of small things have a big impact. It is still a big dream to become entrepreneur. It's like the threshold comes much lower." Head of Slush China

According to the interviews, the employees of the Slush consist of volunteers and paid staff. Also, working for common good is emphasized instead of working for individual purposes. That is also something that may inspire and engage people. Based on the data, people are considered as one of the key issue of the internationalization of Slush and this is observed more in depth later in this section.

"And I always say that in Singapore, if bunch of young people can create an event of 3000 people, you can do anything, you can be even entrepreneur! If we can do it without like money and start from scratch; you can do anything. That is also inspiring people." Head of Slush Singapore

"These meaningful projects make us different: We do not involve any money into that so we never pay partners, people only do the things while they want. And that is where the passion and right people come from." Head of Global Operations

5.1.2. Missions and societal goals

Slush representatives stated missions for the organization in which they highlight the relevance of partnerships and relationships with other stakeholders of the organization. Head of Global Operations suggests that the brand of Slush brings a lot of partnerships especially from margin economies to new possibilities. Also, it is stated that besides startups, the most relevant stakeholders are media, talent, and technological companies.

> *"We are non-for-profit organization, and we are visionists to help the best future founders, so startup companies are one. [--] These are two different missions: First is to bring relevant people together. And second, we help those passionate ones, who are willing to do something after Slush. [--] Easily put: their (relevant stakeholders) need is to meet each other, our goal is to maximize the relevancy and the amount of meetings."* Head of Marketing Team

Also, as a non-profit organization, Slush has some societal goals that are related to the community. Slush is reported to know its responsibility when aiming to change people's mindset and create a new society. For a non-profit organisation, key stakeholders are considered important and their importance and benefits are also emphasized in all Slush' operations.

> *"It is the way to affect where this region, the Nordic continent is going. Who will be the next entrepreneurs? What kind of problem they're gonna solve? How can we help them forward? What kind of society we want to build? In a bigger picture Slush is this.*" Head of Marketing Team

> *"And I also feel that Slush has responsibility to educate young entrepreneurs, to direct them to their places in future. This is a responsibility of Slush*." Head of Marketing Team

5.1.3. Motivation for internationalization

According to the representatives of the study, one key motivation factor for expanding abroad included the impact of globalization. Also, Siméant (2005) argues that phenomenon of globalization is the main reason for the internationalization of NPOs. It is reported by one respondent that Nordics is a small area that does not have so much attention towards it and also, it is argued that new startups cannot be local. However, the competition view is not supported; Slush wants to remain different event from any other. As Slush goal in 2008 was to focus on grassroots as the entrepreneurship and engage more and more people, it is admitted that cannot be done in two days only. Instead, Slush has a constant process in which they operate and engage young people. Also, as one representative stated that Slush is not an export product but instead, the thing that they are expanding is the ideology.

> *"If it's something that finds its place and grows and thrives in given surroundings itself and there is added value for the local community and there are local people interested in doing it."* Chairman of the board of Slush

According to Johanson and Mattson (1987), a firm has to build relationships that are new to it and to its partners when it is going to establishment in a new market and a network. Johanson and Mattson (1987: 36) suggest that: "Initiatives can be taken by both the seller and the buyer. A supplier firm can become established in a network that is new to it because a buying firm takes an initiative." These counterparts could be considered also in the non-profit context.

Even though Silicon Valley is often considered as the main scene for startups, according to Slush representatives, Slush has not planned to expand there because it wants to be different and it does not see anything special in there. Instead, Slush has arranged two times a direct flight from San Francisco to Helsinki in order to bring the relevant investors to the event. According to one representative, the process to internationalize to Asia is considered as a very difficult task if you do not get very specific stuff and understanding as well as find the right partners and trusty people there.

> *"I think that it's much more interesting and brings much more value that we can actually bring in the Asian flavour in to the game. Because those countries are typically much more difficult to crack than the western countries and you need to have their connections on different levels, you need to understand the market practices which can be totally different. I think that's also something which also works really nice as a conference so we can then get the Asian names and faces which are typically not seen in the western happenings."* Chairman of the board of Slush

Also, an interesting fact found from the interviews was that Slush never did have the initiative to expand abroad. The first contact came from Japan on behalf of a local business man and an entrepreneurial Finn who had been living there. The initiatives to internationalize in each Asian location are discussed in the next sub-section.

5.1.4. Internationalization to Tokyo

The first Slush event held abroad was organized in 2015 and the initiative came from Japan. The event was managed by two men, one of which was working for a Finnish game developer company Rovio. Rovio was in Japan in 2014 and it was admitted to have good connections in Japan. Another man in charge of the expansion to Japan was Taizo Son, a prominent Japanese serial entrepreneur and investor.

> *"The first contact abroad was Japan and it was kind of also a coincidence and a combination of several different things. It was Taizo Son who had been here and kind of understood that here, in this community and ecosystem has a lot of power in making a change. And then there was Antti Sonninen, a Finn, who had been living in Japan and kind of got the spark that ok he wants to do this kind of stuff. I think it was super interesting for us then that something that was very local to start with, we saw that there is a very similar set of problems in the society in Japan, which may be even more highlighted there than here and they can really benefit from the similar stuff that the entrepreneurs need a lot of support there because of the very stiff model that they have there."* Chairman of the board of Slush

> *"Taizo Son and I visited Slush Helsinki from Japan in 2013 and 2014 and were very impressed with the energy and especially community/volunteer spirit that we saw. We had not seen something similar in Japan and felt this sort of open-source mentality to tech events is groundbreaking and approached the Helsinki team about an event in Tokyo. They were extremely supportive and that's how we got started."* Head of Slush Tokyo (Cocking 2016.)

According to two representatives, it may have affected that Japan is considered to be mentally and culturally close to Finland: "it is so big but so closed". Also, according to one representative, the key thing was that the Finns were a part of the organization in Tokyo and with the local people; it was easier to make the event happen. When Slush expanded to Tokyo, there could be considered links to the commitment processes and knowledge development processes of Uppsala model (2017). In the latter concept, learning and trust-building were formed. Also, the relationship of Slush Tokyo with Helsinki, Shanghai and Singapore is emphasized by one representative. Even though, they are from an organizational standpoint independent, they cooperate closely with each other. It is reported that in Japan, Slush' goal is to keep the relevant people connected and engaged. At the end, Japan is claimed as a good example that Slush can be done also outside Finland.

> *"For foreign startups there has never been this easy of a landing pad to the Japanese market. We run the program mostly in English while keeping all locally relevant people deeply engaged. For Japanese startups, we are their door to the outside world as we bring some of the most powerful people in tech from overseas to the region."* Head of Slush Tokyo (Cocking 2016.)

5.1.5. Internationalization to China

The initiative for making the first Slush China came from the current CEO of Slush China (Lauri Tammi) at that time, instead of the Slush Helsinki team. The first event was held in Peking in 2015. When establishing the event, it was considered very important that the CEO was as a linkage between Slush Helsinki and the leaders of the park that was the venue for the event and one main stakeholder for Slush. There were also some other key persons, including several people from Finland and China as well as several people from universities from China who built the core team or worked as volunteers in the event. The head of Slush China found interesting that they could be viewed as startups themselves at the same time they want to support startups to grow in China.

> *"Well, China is kind of a different animal because when going there we saw that ok, that would be a super interesting place and we could build bridges between northern Europe and China at the same time if people would be having operations there. Then there was Chen Wang, a young entrepreneurial woman who has been studying in Finland, who said that ok, I would like to do this. Then even before her there was Lauri who was here and said we should do this kind of stuff in China because it's a different kind of working. Lauri took the initiative and brought it there."* Chairman of the board of Slush

According to Vahlne and Johanson (2017), a new resource position may have an impact on the commitment processes. For example, reduction could be seen as an effect of leaving a market. It is proposed by Vahlne and Johanson (2017) that a changed capability and resource position will besides have an influence on knowledge development, decision making or resource allocation. In the case of Slush, the first event was held in Peking but it was moved to Shanghai in the following year. Based on the data, some reasons were discussed for that. It seems that expanding first to Peking was not carefully planned in the beginning.

> *"Why Peking, I don't think we really... we thought because it's the capital city and they have way more to offer and all these amazing active parks. So we expanded there like one week just to explore and meet all these guys and hosted maybe 1500 people event but it wasn't real Slush due to the lack of community spirit. [--] It was more like simple conference with Chinese mentality without international people. It didn't work out as we expected. So we packed our stuff to Shanghai because there we have more connections."* Head of Global Operations

> *"People in Shanghai, they are much more open minded and the city is much more vibrant. Peking is like the old capital of China. We noticed that, foreign investors and startups are located in Shanghai and the place has more international vibes."* Head of Slush China

However, there was also some development noticed between the first and the second event in China. The challenge was admitted that it was huge but when the event was organized, it had an impact on the local community and the whole China.

> *"And also in second year, the startups were much more international. Incubators and accelerators provided more the right startups based on the pitching competitions. Last year we had also 500 volunteers which is 200 people more than in the first year."* Head of Slush China

5.1.6. Internationalization to Singapore

Slush Singapore is organized since 2016 and the first initiative came from the Singaporean government. It was admitted that it took at least three months to investigate whether it makes sense to go to Southeast Asia. However, as Slush is depicted as a humble organization according to one representative, they started there.

> *"Slush Singapore, we think it's like mini little startup, of course we are non-profit but the way we run it, it is like a great platform to help other startups and entrepreneurs to go forward. And also it's for the people for entrepreneurial mindset. [--] I hope that after 10 years we can say we built the community that has changed the Singaporean startup ecosystem. I understand it's very difficult to put Slush into one box because that is also something that we do not want to do, it shouldn't be too narrowly categorized."* Head of Slush Singapore

Internationalization to Singapore was considered a risk at first because of the top-down nature of the country. From Slush perspective, they still want to be owned by the community instead of being a part of something and controlled by some actor from outside.

> *"I was as an entrepreneur in between and spending time to explained the Singaporean government how the Slush works and they got it and said that you can do whatever you want. And we (and the government) think actually that this is something that Singapore needs. So it was a very new statement for a state that is really government driven."* Head of Slush Singapore

According to Madon (1999), INPOs can operate simultaneously in both domestic and international markets because of their ability to learn at grassroots level. This learning has also a positive impact on the accountability for different stakeholders. When aiming to reach this learning, many INPOs have created a decentralized organisation structure instead of centralized. This structure may facilitate learning from the grassroots and take the decision makers closer to the reality. (Madon 1999.) In Singapore, there is perceived this mechanism to make a change.

> *"In Singapore I think that the dynamics are much closer to Helsinki and Tokyo. There, it's really highlighted that the only way you can do change in the environment is to do it kind of from the grassroots. Singapore has been trying to pour money top-down in to the early-stages companies and startups for a quite long time, but that wasn't that successful because you can't order people to be entrepreneurial and you can't order people to do*

> *things. It's kind of the other way around you need to build something in which the companies can be born in and be bottom-up, not top-down. I think that's something that Slush is a good example of a kind of a tool and community and mechanism that is facilitating the grassroots' way of getting the companies forward."* Chairman of the board of Slush

The Head of Slush Singapore reported that the entrepreneurial environment has developed a lot in Singapore during the last 5-6 years from government's initiative. In Singapore, the government has a goal to become the world's first truly smart nation, called Smart Nation 2030, in terms of health care, infrastructure, public services and digitalization. The governmental initiative has had an impact to the number of programmes for entrepreneurs and grants. Singapore is also described as a very easy country to start a business, and there are a lot of tax incentives for new startups. As success factors for Slush Singapore, two key factors are highlighted that were important also for Slush China:

> *"I think that there are many things. One is the people. To be able to recruit both the team and the volunteers who shared the passion and right kind of people to get along with. They will work a lot and they should be ready to put all in. So people are the number one. And then secondly, I mean the reality is that you need the money. You need the partners that help to make it happen. Also for sustainably continue running the event."* Head of Slush Singapore

5.1.7. Challenges in the internationalization process to Asia

According to one representative, some arguments are mentioned for liabilities of smallness and newness of Slush in Asian locations. Because in Asia, the market is bigger and the team is smaller, it is described as a problem of scale. This may also refer to the concepts of network position and liability of outsidership (Johanson & Vahlne 2009). Moreover, it is also argued if a company suffers from a liability of outsidership it can take significant amount of time and managerial effort to overcome. (Johanson & Vahlne 2009; Hutzschenreuter, Voll & Verbeke 2011; Vahlne & Johanson 2017.) Due to the liability of newness that Slush had in the beginning, for example, in Singapore, the ticket sales is suggested by the Head of Slush Singapore as one of the main challenges when organizing the event.

Also, as Slush' operations in Asia are still relatively young it is sometimes difficult to find all the best investors. According to two interviewees, one of the main challenges for non-profit organization operating abroad is to get enough funding. As the second main difference between FPOs and NPOs, Soriano and Galindo (2012) suggest the financing. While FPOs make and use their own money, donations from public or private sectors are often provided for NPOs (Soriano & Galindo 2012). Also, Barber and Bowie (2008) suggest that in order to gain funding, international NPOs (INPOs) should have a high-quality local staff to work in their projects.

It is reported to take time to establish Slush in new locations. Also, Johanson and Vahlne (1977, 2009) argue that learning from counterpart and building trust and commitment may take time.

> *"Here in Finland, there is this different mentality that everything has to happen from bottom to up. In different economies there are unfortunately so many cases that government tells what to do and that is something Slush doesn't fit. Because I think we are flexible and always open to discussion, if things are different in somewhere else, it does not mean it should be exactly as in Finland. But if we don't have a strong understanding what is happening on the grassroots level, we basically say no."* Head of Global Operations

Also, when organizing the first Slush Singapore, limited time was mentioned as one of the main challenges and starting from the scratch with a time limit was noted as an entrepreneurial risk. However, in the beginning, the Singaporean government supported to make the event happen. Also, collaboration with the local people and volunteers was mentioned as one key thing to overcome the challenges.

> *"So there's never like a blueprint that Helsinki sends like here's how you do things. The thing is that you do not want to make a clone, you want to make something that works there. Then you have to go a little bit more pain in the beginning both it's worthwhile after all. For us, it was very challenging and stressful but I think that is was very entrepreneurial approach for that.* Head of Slush Singapore

Entrepreneurial mindset

When considering the challenges in the internationalization process to Asia, the biggest difference is reported that whereas Slush has been organized in Helsinki 10 times and people already know it, in Asian locations it is a new foreign startup event. Also, based on the data, the entrepreneurial ecosystem is lacking in China and Japan. In Singapore, instead, the government was reported to support entrepreneurial activities.

> *"What is lacking in China in terms of Slush is the ecosystem. For example, in Finland, in Aalto, there is a study programme in entrepreneurship and also, for example, Startup Sauna as incubator and accelerator. There are many things happening concerning startups and entrepreneurship in Helsinki. But these things are missing in China."* Head of Slush China

> *"Some popular startup events in Japan operate with an invitation-only approach. With exclusive events, you can have a high level of networking for a small group of people, while large societal change remains uncertain. We want to grow more global success stories and, in order to do that; we need to increase the absolute number of startups. By opening up our community we are making entrepreneurship an interesting career choice for those who might have never even thought about it. Also, having the support of successful entrepreneurs like Taizo Son, Peter Vesterbacka and Ilkka Kivimäki means a lot to us."* Head of Slush Tokyo (Kuronen 2016.)

However, in Singapore, there are already plenty of startup events but majority of them are organized by the government or commercial organizations. On one hand, that is how Slush has differed in the market. On the other hand, people have not known about Slush in the first year. That is why; Slush had to tell them their story how it is different from other startup events, for example, due to their non-profit nature. Based on the data, in Singapore, many things happen from the governmental initiatives. It is described as a very top-down society that is very well driven for that matter. However, it is not considered a good environment for entrepreneurial activities due to the general mindset of living by the rule. Changing the existing mindset is reported as one of the main challenges in Singapore as well as in China.

> *"First you have to identify the problem. In China, everyone is excited about entrepreneurship and startups at the moment. But they are afraid to get*

their hands dirty. For example, while asking students from Universities: 'What is the hardest part of entrepreneurship?' Their answer is quite funny, they said: 'The parents'. That is the biggest difficulty in China. It's about mindset while entrepreneurship is very risky. That is why if you want to convince a young people to become as an entrepreneur, you have to change their mindset. Let them to know that it is OK to be afraid. Because in Asian countries, keeping the face is the most important thing, students are like losers in their families etc." Head of Slush China

"The thing Singaporean people criticise is that ever since you go to school when you are a kid, you go through the funnel of learning by the book and doing by the rules. Asian in general and also Singaporean, if they have the process they do not deviate from that process, there is no room for creativity. For example, in Finland it is encouraged to think outside of the box. In Singapore it is vice versa, you don't criticise the teachers or question them. And when thinking entrepreneurship, it is not so good base for that." *[--] I have heard stories like mum says "You have one year to proof that you can be an entrepreneur" Yes, the parents are like judges. Many people are afraid to take the risk when the business should be taking off and growing, and they should leave anything else and be 100% entrepreneur. It's because of the pressure, the culture does not favour failures or to lose one's face or there might be also thoughts of not earning a lot of money during the first year."* Head of Slush Singapore

While in Finland, the entrepreneurial mindset and an encouraging work environment to make the difference are supported, it is different in Asian cultures. In Helsinki, failure is accepted in all locations and people tend to have some creativity when there is a good atmosphere for that.

"In our HQ in Helsinki, we believe that if you're passionate enough and you work for marketing team, and you have a good sense of humour, then you'll end up with creative ideas. If you're willing to share ideas, and you have good humorous atmosphere, and if there are no bosses or anybody who can say "It will not work", it doesn't matter if you fail a few times. Then we believe that these people will find their cool ideas, the most creative and radical ideas that will suit that region." Head of Marketing Team

Due to the general Asian mindset of being afraid to make mistakes, some challenges to change the mindset are suggested by the representatives of China and Singapore. The key thing is to encourage the new volunteers to overcome their fears.

> *"Some of them have never had work experience before and when volunteering to Slush, they want to do their best, they work really hard and sometimes they make mistakes. But at Slush, our team culture is so that it is ok to make mistakes. It is not forbidden, it is allowed to make mistakes and that is how you learn. I think that is super interesting that students who enter a new team and are not afraid of doing mistakes, that really something admired in my opinion, it is such a frame. And that is very powerful. There are so many young students who don't always know what to do, and if you always criticise them, they will never do the things again. That is why, we never criticise anyone who makes mistakes. That is also very interesting for the team culture."* Head of Slush China

> *"It was very challenging in the beginning. Some people were very excited about the responsibility but others were not eager to take it. 'I can make mistake and then it's all about me.' That is maybe the Asian* mindset *that after mistake somebody can come and blame you. Then we told people that it's ok to make mistake and not blame them but advice how it could be."* Head of Slush Singapore

However, when the volunteers are there in the event, the spirit has been reported to be very similar than in Helsinki.

> *"We have a lot more students and recent graduates volunteering to build the event together. This way, we're getting closer to the philosophy Slush has been built around in Finland. Every volunteer has their own special reason for joining Slush Asia."* Head of Slush Tokyo (Kuronen 2016.)

Also, based on the data, four of the representatives mention the Finnish word "*talkoot*" which means doing things for the better good, for example, helping your friend to build a house or a roof. In this mindset, the community helps a person in need. The Head of Volunteering Team clarified this mindset that when helping somebody in order to get something good out of it, the gaining comes as a side product. This mindset of volunteering is reported as very common in Finland; however, "*talkoot*" are also organized in Asian locations in order to increase the Slush mindset.

> *"In Finland volunteering is more normal than it is in Asia. It is this "talkoot" culture, you gather around and you're doing for common good. That's very normal. And young people here are more used to taking ownership, and building and doing things by themselves, and being more creative than in Asia. Here we have very flat organization, people feel that it is ok to ask, and if it is ok, they do it by themselves. Sometimes I don't even have to ask because I know it works for common good. There is a feeling that I can do it. And they believe in themselves more."* Head of Marketing Team

After all, it is also recognised that the hierarchy has reduced in Singapore and the power distance has disappeared in Slush China. This is considered as a positive effect.

> *"Also we have received feedback about the volunteers and their energy. Everyone was so passionate because we gave them the ownership to do things. In Singapore, you don't usually have the possibility while the hierarchy is so high. We received positive feedback also from the volunteers when they were part of it."* Head of Slush Singapore

> *"Yes, the power distance has disappeared; this is because there is no hierarchy at Slush. Also, from my perspective from the core team, I have heard so many good stories among the volunteers."* Head of Slush China

Managing stakeholders

In China, the main challenge of the first and second year was concerning how to manage the different stakeholders. They had different goals to come to Slush and also Slush had its own goal that is to inspire young people. Even though some of the partners were interested in highlighting their own brand in the event, Slush is not reported to be aligned with that because it is an organization making no profit. Also, the role of partners and the impact of the government's support were highlighted by Slush China representative. Also, it is mentioned that in 2015 and in 2016, startups and entrepreneurship were promoted and it was considered as a good thing for such an event as Slush. Production was emphasized as the second important thing when making the event happen. In the first year, one of the China's biggest production companies was constructing the Slush event.

> "*In last year Slush Shanghai we noticed we could utilize partners even more. For example, when cooperating with incubators and find more attendees to pitching competition that is something new compared to first year. Partners are the most important thing I would say, but also the volunteers, nothing would happen without them. [--] Also, I think that in 2015 the Chinese premier visited in Slush Helsinki and he was very inspired. Next year the people who visited the Slush in China, I told them this story and also that the government was very eager to promote the entrepreneurship. That is how we got a common vision how to make things happen. Once the government is standing behind us, it makes it a lot of easier to do things in China."* Head of Slush China

Also in Singapore, managing different partners in the event was considered as one challenge due to the possible different goals of the counterparts.

> *"But we are also very careful because we don't want to be any commercial event with some brands on the stages etc. This is very different from other events in Singapore so we have to educate people. So when they come and say "We'd have this really good speaker, can we make enrichment?" And we say no. [--] I also think that there are many companies that say that they will pay us if we get them on the stage so it's for their sponsorship and that is something that they do in many events. So nobody pays the speaker but the company pays for the organizer. But we do not do that ever. It is if they can provide the content, it has to be authentic. But not really any other main problems faced."* Head of Slush Singapore

As the second main challenge in China, stakeholders are stressed to have an important role in internationalization process. Also, the power distance in negotiations is mentioned as a challenge as it was admitted that the power distance of the officials was still high in China.

> *"At Slush, it is very difficult to manage different stakeholders. Yes, we had the park for the venue of the event but then there was the government that is very inflexible in China. Our punch of young people went to talk with the*

> *big main leaders of the government in a huge meeting room; also our main partners sit there in the room. In China, seniors are respected but not the juniors or young people. So how could we as young people, three of us from our core team, to convince the big leaders of 20 people? It was not easy."*
> Head of Slush China

According to one representative, China is considered totally different than other locations, it is very competitive and suggested even more capitalist than capitalist countries. It has a huge amount of money and the market is very local and big. Based on the data, the main challenge in the first Slush organized in China was that in Peking, people were reported to be clueless about the event and the purpose. It was more like exhibition that people came and went. It was stated that the Slush Peking did not have the community spirit typical for Slush in the first event. Also, the first year is considered as the hardest one when organizing and establishing a new event to a new location.

> *"We were doing a mission impossible to make Slush happen in China. There were some main challenges, for instance, the legal part point of view; in China you always need a license for an event. And that is extremely difficult in China. We eventually managed to have the event without having the licence or permission which meant that during the event police officers would have had the access to come to the venue and stop the whole event. That is the Chinese culture; it is very difficult to get new things involved. It was hard to get licence for the event because Slush is a foreign company or foreign brand, you don't have any compliance in China. So you have to register as a company to the country if you don't have any legal entity there that represents you. After you have the legal entity, things will get a lot of easier."* Head of Slush China

Managing volunteers

In Asian Slush events, they have also many different nationalities as in Helsinki. According to one representative, however, the local pool is always stated the biggest but they are international as in Helsinki. It may also help that according to one representative, many of the volunteers are entrepreneur-minded. From Slush perspective, this implies removing the hierarchy. However, some challenges were reported related to the concern of ensuring the local volunteers to commit the event.

One representative stated that there is a hierarchical challenge to get the organization run in Asia with young people in charge, instead of the old people.

> *"Then, you need to be leading; it's the leadership thing, not the management thing. You can't force people to do it; everybody needs to have the right spirit and wanting to do the things. That has the great parts of it but of course then if you have people joining for the wrong reasons, not willing to commit on something which may not have the fast reward then you at times might have the wrong people in the wrong place."* Chairman of the board of Slush

Also, differences in traditional power distance in Asian cultures, entrepreneurial culture and volunteering may bring some challenges or obstacles in internationalization process. Thus, Slush aims to bring more entrepreneurial thinking to Asian locations and change the traditional hierarchical culture at the same time when empowering young people.

> *"But if you go, for example, to Japan you always need to ask from somebody who is above you (parents, couch, teacher, boss etc.). You always have to ask permission to do something. Young people there are not used to the idea that they can do something by themselves, which is meaningful, without asking permissions. That is the hardest thing to change culture wise. We will probably change it because there is globalization… plus we are trying to accelerate this change to have more entrepreneurial thinking. And young people realize that they can actually do something by themselves. This thing from Finland can happen everywhere if there are just right people and there is a right passion to do it."* Head of Marketing Team

The voluntary culture is lacking in Singapore. However, it is noted that it took 10 years in Finland to establish the huge community and ecosystem and that is something Slush Shanghai is also going towards in the future.

> *"It is challenging to log into big picture as a new player and attract people. In Singapore, there is not a voluntary culture; there might not be even the possibility due to the compulsory lectures and other demands. In Helsinki it is normal for people to do different things outside, for example, their studies. It is a challenge find people who have the time to be available and*

the mindset that they are not paid but they are getting something else out of it.“ Head of Slush Singapore

In general, massive problems with the volunteers are not reported, however, the culture is considered different. Also, according to one representative, the recruiting process has not been as easy in Asia as in Helsinki.

“It's just different; here (in Finland) everything happens from bottom up, here were students who decided to make it happen. In Asian region, when students are doing cool things but not earning money, it is difficult to explain to local community while the partners are not doing it but the local team organizing it. Explaining that they have to be independent, they have to trust on us and we need more students on board. So: ‘can we please go universities and explain what the all thing is about’ - and that is where we are facing a lot of bureaucracy. For example, in China you can't just go to university, you have to apply for the meeting month before and explain the students to be volunteering something that they are not even get paid. So we have to tell the Slush story: that we are giving the change to prove you that you are the people that can make the future different. It takes one and a half year's time to get the key ground.” Head of Global Operations

Based on the data, there is a collaboration between Finnish and local people. Even though some rules are set by Slush Helsinki, in foreign events, the main responsibility lays on the local crew.

“If it has value in the local ecosystem, then it works. If there is not, then it should not exist. Because for a volunteer and non-profit organization: if it does not fit for the purpose then it should be out.” Chairman of the board of Slush

In the most recent version of Uppsala model by Valhne and Johanson (2017), commitment processes and knowledge development process presents two starting points for the change. From the first change variable point of view, Slush has created new relationships while expanded abroad and required commitment from the partners to understand the purpose of Slush. When considering the second change variable, Slush has started to educate people with the Slush story at the same time when cooperating and learning from the local people. These actions have had an influence to the level of trust and commitment from both sides. Also, the decisions made in the commitment processes regarding the resources have an impact not only to the capabilities but also to the resource position on the market.

To continue, the state variables of capability and commitment/performance are linked with the change variables in the Uppsala model (2017). The variable of capability implies to the ability to use recourses for a particular use. (Vahlne & Johanson 2017.) Due to the dynamic capabilities based on history, experience, culture and creativity (Jacobides & Winter 2012), Slush has had the knowledge to integrate, create and reconfigure competencies when facing rapidly changing environments, for example, when moving from Peking to Shanghai for the second year in China. Also, in terms of operational capabilities (Hymer 1960, 1976), Slush has taken control of the opportunities and advantages in order to establish operations abroad and to overcome liabilities of foreignness and outsidership (Vahlne & Johanson 2017.) This has also had an influence to the network positions of this non-profit organization and its partners.

When considering the other state variable in the Uppsala model (2017), commitments/performance, Vahlne and Johanson (2017: 1097) defines commitments as the "distribution of resources over multinational enterprises' (MNEs') functions, its production lines, the countries where it is active, and the relationships in which it has invested." The other dimension, performance, shows the amount of already existing achievement. Even though the Uppsala model focuses on the FPOs operations, this variable may be applicable also in the NPO context; however, the resources of an NPO and a MNE may be different. As an NPO that expands its ideology, Slush has no production lines. In Slush case, the resources could include, for example, potential networks and the access to local knowledge in the early phases of the internationalization process. After all, this variable may have an influence on defining the scope and content of the knowledge development processes variable. (Vahlne & Johanson 2017.)

5.2. Decision making in the internationalization process

In general, when people are making decisions, they often try to collect some information before future choices (Platt & Huettel 2008). However, commonly managers have to make decisions under pressure and without complete information (Baba & HakemZadeh 2012). Platt and Huettel (2008) propose the tension between seeking new information and selecting the best option based on the existing knowledge as "explore-exploit" dilemma. Also, Pfeffer and Sutton (2006) argue that while some managers make decisions based on facts and evidence, others trust more on personal experience and individual observation. According to one representative, the internationalization process of Slush is driven by the country of destination and it is always organized by the local team there. Internationalization should always have some relevance concerning the key stakeholders and the possibility to make a change in the location. This could be viewed as a different approach for the internationalization compared to the traditional Uppsala model for internationalization by Johanson and Vahne (1977).

> *"The way Slush always thinks about the global events is that we are not deciding to go, for example, to Tokyo because it's not as taking the event to somewhere, it is 'What is the change that we can make in that particular location?' 'Is there something we could change in the local mindset towards more entrepreneurship?' 'Can we help local entrepreneurs?' 'Is there any difference we can make?' And if so, then that's the call point and not just like going to some cool places and bring the Slush brand there. It is that locally people say that "Hey this would be something that this country needs" And then we start the conversation to see if this would be potential place that Slush could come."* Head of Slush Singapore

5.2.1. Effectual logic in the internationalization process

In this section, the five principles of effectuation defined by Sarasvathy (2003) are applied when observing the internationalization process of Slush.

Bird-in-hand

This principle highlights the means-driven instead of goal-driven action (Sarasvathy (2003). In an effectual worldview, the future cannot be predicted but rather made. Chetty et al. (2015), argue that effectuation approach for decision making is *the logic of control*, that shows the extent to which one can control the future, one do not need to predict it. Thus, in effectuation logic, decisions are made based on existing means, for example, identity, knowledge and network. (Chetty et al. 2015.)

Also, whereas causation approach applies business plans, from effectual perspective business plans are not useful in an uncertain world and due to the lack of information of the environment (Kalinic et al. 2014). However, Read et al. (2016b) argue that business plans are considered as means that could be applied in effectual decision making. The effectual approach for business plans is realistic, pragmatic and instrumental. If the plan is considered to be useful in some way; it could be applied in practise. (Read et al. 2016b.) Based on the data, when considering the internationalization process of Slush, they actually had a five years plan in the beginning. However, Slush is not into business plans and according to the Head of Global Operations, it is "more constant research and exploring and saying 'yes' and 'no'." Slush seems to internationalize whether they consider it to be useful and they can make a change in the certain location.

> *"We had a 5 years plan but not anymore. But now we have filled our goal to get the attention to the Nordics, so what is next? We trust on this mentality that we do not want to be this kind of one more tack event; we want to be relevant event where people actually want to become. And if we realize that we are not relevant anymore, we will decide to move something else."* Head of Global Operations

> *"For companies that go international it's very important to have some clear strategy but at Slush we can start all over but we are supported by the Helsinki team."* Head of Slush Singapore

The operations of Slush have started with the means instead of goals. This approach implies to effectuation and the mindset to work on basis who you are, what you know and who you know (Sarasvathy 2003). When the first initiative came from Japan, Slush wanted to give them a try. Also, as Slush has had operations in different locations abroad in smaller events, the Helsinki team has contacted to people of their networks in order to gain more knowledge regarding new locations.

> *"People know what we do and they want us to make the difference in their own region. And if we get the team, we can actually makes things happen and the difference. So we go if we really believe we can make the difference. And this can't be really planned when you never know who will be approaching you the next day. If we feel like we can do it, we do it."* Head of Global Operations

> *"The biggest issue we faced was that we never travelled to those locations, for example, we are present in 8 countries in Africa. We are present in Latin America and somewhere else, I have never been there and in first year I was never met those people. Then you start engaging all the network you got. Ministries of Finland, the world bank guys and other guys. You contact to people who have actually been there and saw what is going on."* Head of Global Operations

Affordable Loss

Based on this principle, opportunities are evaluated whether the downside is acceptable rather than on the attractiveness of the possible upside. Also, in this approach, Kalinic et al. (2014) state it is vital to have an interaction with other people. Due to the vagueness of the goals, they are formed based on the interaction with emerging stakeholders. Because of the non-profit nature of Slush and the goals focusing on societal change instead of gaining profits, it could facilitate when applying this principle in their decision making.

> *"So, like I said, it's a non-profit so it's easy to relate, because nobody is making money."* Chairman of the board of Slush

Lemonade

People applying the Lemonade principle embraces surprises that arises from uncertain situations and instead of trying to avoid the uncertainties, they are tried to be overcome or adapted. Also, according to the behavioral economics literature, human's ability to predict the future is limited and that is why decision makers should take into account not only the unpredictable obstacles but also opportunities as these unanticipated opportunities may also provide assets (Etzioni 2014). According to one representative, the main difference between people having or having not an entrepreneurial mindset is the following:

> *"Yes, I think that the main difference between an entrepreneur minded person and person without it is: if there is a problem or a challenge, the entrepreneur sees it as a business opportunity whereas the person without the mindset sees it as shit.*" Head of Volunteering Team

Patchwork Quilt

This principle encourages forming partnerships with people and organizations that are willing to make a real commitment to the future projects (Sarasvathy 2003). Also, Kabbara and Zucchella (2013: 70) argue that the resources required for entrepreneurs doing business could be achieved more easily through networks. Getting proper partners is emphasized from the representatives of Slush Singapore, Slush China and the head of Global Operations in order to establish in a new location.

> *"We try to engage people and nowadays the Slush brand brings a lot of partnerships especially from margin economies to new possibilities. We need these partnerships to be part of our network and at the same time, we are spreading the word of these guys to be part of our community. So we are always doing these partnerships."* Head of Global Operations

In this principle, it is also stated that: "*Furthermore, who comes on board determines the goals of the enterprise. Not vice versa."*(Sarasvathy 2003: 21). This perspective could be viewed in the Slush accountability to stakeholders. Indeed, in effectuation, the internationalization process is created through high-level goals that may be vague but they are built based on the pre-commitment and interaction with the environment and key stakeholders (Sarasvathy & Dew 2005; Kalinic et al. 2014).

Also, in the revised Uppsala model by Johanson and Vahlne (2009: 1411), the business environment is considered as "a web of relationships, a network, rather than as a neoclassical market with many independent suppliers and customers." Concerning the commitment of relationships, there are two decisions that can be made. First, the decisions can focus on creating new relationships or creating an access to new networks. Second, they can be made to protect the existing network and its strategic relationships. (Johanson & Vahlne 2009.) According to the data, the impact of people at working at Slush is highlighted. For example, the Head of Global Operations stated: "We are based on the right people and right interrelations." Also, as Slush has focus on the three Asian locations, the impact of right connections is emphasized.

> *"But if you're thinking about how to crack Asia or how to go China, it's a very difficult task if you don't get very specific stuff and kind of understanding and find the right partners and trusty people there*." Chairman of the board of Slush

Pilot-in-the-plane

This principle relies on human agency as the prior driver of opportunity instead of external drivers, such as technological or socio-economic trends. Also, pilot-in-plane principle believes that future is not predictable but it is created by human action. In the case of Slush, volunteers are emphasized to have an important role to make the events happen. Also, they are encouraged and supported by the core team that they can have an impact on building their own future.

> *"Make the change yourself that you want to and if you want world to be different we suggest that you could do it. We are giving them tools and everything to make it happen."* Head of Global Operations

Based on the discussion, the author suggests as for the first proposition of the thesis:

> P1: During their internationalization, NPOs are likely to use effectuation logic rather than causation logic in their decision making.

5.2.2. Expanding in the future

In the future, the international focus of Slush will be in Asian locations. For example, the Head of China argued that there are so many foreigners that are eager to start a company in China so Slush wants to be as a linkage between Europe and Asia. Also, Slush would like to maintain its operations in Global Impact Accelerator (GIA) programme in 40 other events, according to one respondent. Another respondent reported that they would like to be stronger in their current activities in Asia, in the region that has started blooming. However, they do not want to grow there in numbers; the comfortability of the events is more important for them. This is because, according to one respondent, Slush wants to be relevant and it is argued that there is no point in getting everyone to the event.

When considering decision making about future expansion plans to other locations, maintaining the relevance is emphasized. It is stated that the expansion depends on many things, for example, if there is something particular in the country that would make a difference. Also sustainability is mentioned as a key factor. For example, India and Middle East are mentioned as interesting countries to be observed whether they are relevant places to go. However, no strategies for future internationalization will be set.

After all, it is claimed to be important to find the right people who are going to run the event.

> *"There is a vast amount of opportunities but I think that there is a very big question mark on how do you keep the relevance. Because I think that one way to dilute yourself, the easiest way that you put up 15 events and there is a Slush event somewhere every other week. What's the relevance after a while? Of course, you can maybe milk the brand and get the awareness to many places for a certain amount of time, but is that a sustainable way of doing it? [--] If we do something, very really need to understand why we do it and we need the other side, that we are not bringing the stuff anywhere where there is not a genuine need for it."* Chairman of the board of Slush

> *There are some countries in which governments are interested to organize Slush but that is not for us and they can't organize the Slush event. [--] It's grown so organically everywhere else so there is no reason why we should now all of the sudden start to have some kind of strategies for that. So let's see."* Head of Slush Singapore

This means-driven view could be considered as effectuation logic in internationalization process. Also, as stated by Sarasvathy (2003), expert entrepreneurs start with considering who they are, what they know and whom they know. Then, they start to contact and interact with other people. Thus, the influence of networks in internationalization process is discussed next.

5.3. Network view to internationalization

In the network approach to internationalization, Johanson and Mattson (1987) argue that benchmark models of markets and organizations are not used but instead, internationalization is considered as a natural development. According to the interviews, it is highlighted that the job at Slush has to be authentic, and growing has happened in an organic way. Also, Jansson and Sandberg (2008: 67) state that in the network point of view, firms do not decide on entry modes for new markets but they select entry nodes that present "establishment points in a foreign market network". Based on the data, no big plans are done beforehand but instead, Slush makes decisions based on an organic growth.

> *"We plan once we know but we don't have these big goals as Slush Brazil. Sure, but that is so far. How can we have these cross-continental connection points? We do not have so many connections after all, so it comes quite organically if we make the decision to be somewhere.*" Head of Global Operations

Internationalization process consists of two sub-processes: learning and commitment building. These sub-processes happen at both ends of dyadic relationships created between two counterparts and when it happens across a border, it is considered as internationalization. (Vahlne & Johanson 2013.) Also, in a network view, there are two decisions that can be made concerning the commitment of relationships. First, they can be to develop new relationships or to create an access to new networks. (Johanson & Vahlne 2009.) In the case of Slush, these relationships could be the first contacts and also the volunteers in the foreign market. Second, the decisions can be made to protect the existing network and its strategic relationships (Johanson & Vahlne 2009). These decisions could be made after the establishment of the Slush event to the new foreign market. According to the data, networking is considered as the key mechanism for the internationalization process of Slush and next, the role of networks is explored among different actors.

5.3.1. Slush representatives

According to Vissak et al. (2008), network partners can emerge as a key source of knowledge for internationalization and they can also be viewed as the key triggers in the internationalization process. Also Coviello (2006) argues that networks have an influence on decision making of entering foreign markets. Based on the interviews, it is emphasized that networks have had a big impact already in the early phases of Slush. Most of the representatives of the interviews have had an influence on organizing Slush events in a new location for the first time. In addition, Read et al. (2016) argue that effectuation begins with an agent or some other decision maker that has knowledge and a social network that plays an important role in the decision making process. In the case of Slush, the persons organizing Slush events in new locations have had broad networks that could be viewed as an asset in early phases of the internationalization process.

> *"At that time, I was the head coach of startup sauna and we were kind of getting all the key people from the ecosystem around start up sauna and then we were able to leverage all of those connections and all of those*

people in building slush. We've been on that track ever since. It's really great to see so many people have been putting a lot of effort into getting things to go." Chairman of the board of Slush

"And I said to a couple of people that 'You know what, Singapore would need something like Slush'. And it was accidentally a year ago in the spring 2016; I was introduced by a mutual friend from Aalto to the Slush Helsinki team here. And I also heard that the Singaporean government was planning for this new initiative called Singapore Week of Innovation and they were looking for some interesting events for that particular week. Some of the representatives had been at Slush in previous year and they were like 'This Slush thing is really like wow such an amazing thing!' They realized it's something very different while government is not behind that and they were eager to get Slush to Singapore to that week if it ever wanted to come." Head of Slush Singapore

All of the representatives of the three Slush events organized in Asian locations reported that they have had a previous experience and also they have lived in the certain location Slush was later organized. That is why; they have the knowledge to lead the local people. These persons could be considered as key players in the network. According to Vissak et al. (2008), network partners can sometimes become as key triggers in the internationalization process due to their source of local knowledge. The events have been organized with the local crew with the support from Helsinki team.

"I have lived in Singapore for six and half years. One and a half years before Slush I was an entrepreneur and running my own business in Singapore. I got to know the buzzing Singaporean startup eco-system with lot of startups and governmental funding and support. In Singapore a lot of the things happen from the governmental initiatives. It's a very top-down society." Head of Slush Singapore

Also, for example, in Singapore all the people who are working in the core team have been living in Singapore for many years or they are Singaporean. They have the local knowledge that may help when establishing a new organization to a new location.

"And I do not believe that in any case when doing Slush, we would ever do so to send people from Helsinki to somewhere because it's not then

authentic. Also, they do not know the local struggles and they could face refusing be people like 'Who are you to tell me what to do?' But when we are doing things with them, we have a lot of bigger impact and we know the things that should be done." Head of Slush Singapore

According to the data, when going to a new market, Slush has engaged the local people by explaining the Slush story and telling about the organization that focuses on its mission and values instead of numbers. However, gaining the commitment of local people is claimed to take time. The role of local people working on the field is emphasized, however Helsinki team provide expertise and Nordics connections. Therefore Slush events in Asia are built by cooperating with the local crew.

"We engage this community, organize small events, explain that "Slush is non-profit and while being part of that you may reach totally new world." We open and take all the boarders down, no strings attached. You can be only as volunteers but you can do so much more if you just commit yourself. Also Slush is breaking the rules, for example, in Singapore where students are not allowed to have an absence from school, but it was accepted while they were participating at Slush Singapore as volunteers. First year only 30 % of the volunteers came to the event but this year almost everyone. It takes time, almost a year to dedicate people. There is this constant work of explaining why we are different." Head of Global Operations

"The hardest part is: how to make Chinese people to understand the concept of Slush? Because, nobody knows what is Slush. And I was the linkage between the park and the production team and took care about the license and security. I was responsible to run the volunteer training and designed different programme with our team mates. Because my working area was so broad, I was also the information source for people." Head of Slush China

Vahlne and Johanson (2013) emphasize the importance of investing in relationships that once established, they may create an organizational advantage. Internationalization process is considered to consist of two sub-processes: learning and commitment building. These sub-processes happen at both ends of dyadic relationships created between two counterparts. When this kind of relationship is created across a border, it is claimed as internationalization. (Vahlne & Johanson 2013.)

Due to the discussion of this section of applying different relationships and networks and the connection to effectual decision making in the internationalization, the author of the thesis states the second proposition of the study:

> P2: Network activities of internationalizing NPOs are likely to lead to the effectuation logic in decision making.

5.3.2. Volunteers

According to Soriano and Galindo (2012), the employees of NPOs usually consist of volunteers. However, there are also NPOs with only paid personnel and some of the NPOs may have both volunteers and paid staff. Thus, as a third main difference between FPOs and NPOs, Soriano and Galindo suggest to be important to consider the organizational structure because trust, collaboration and ethical rules have an influence on the context of NPOs.

When describing Slush, many of the representatives highlight a unique spirit of Slush, also referred as an entrepreneurial mindset or mentality that is considered as one key issue in the organization. Many volunteers in Helsinki are considered to have an entrepreneurial mindset and they might be even eager to set their own company. Also, at Finnish Universities, it is reported that, commonly, the volunteering mindset is quite strong. Even though, people are not paid, they get still so much out of it. People at Slush are also highlighted to have a remarkable role in the brand.

> *"People are a huge part of the brand… especially when the size of staff is 2400 of only volunteers. That is massive. So, these people need to be different to make a change."* Head of Marketing Team

The turnover of volunteers is admitted to prohibit Slush not to be as sustainable as they would like to. However, it is considered as a positive challenge because even every year volunteers are a bit changing, new people bring new ideas to the organization. Also, the Head of Global Operations suggests: "Slush is not a career option for anyone". People may take part in volunteering for different reasons; however it is reported that one common factor is that they usually like to learn new skills. They might not know exactly what to do but they are just passionate about it and happy to make change.

> *"The key there is definitely to empower young people, making sure to employ the brightest people and give them a lot of room to operate."* Chairman of the board of Slush

At Slush, volunteers are encouraged to make the difference whereas the organization provides tools for that. According to the data, the motivation for commitment of volunteers may emerge from an open work environment in which making a failure is accepted. Volunteers are encouraged also to go outside their comfort zone and keep in mind that even if most of the people may not have any education for what they are doing, the thing is learning by doing.

> *"For me, it is the way to change thinking towards entrepreneurship, it is like human accelerator… Responsibilities in the area are huge compared to what you have done before, but then it forces you to learn a lot, and in event business you can't postpone stuff, you have to get things done. You force yourself to learn. So, a human accelerator is pretty much what it is."* Head of Marketing Team

5.3.3. Slush and accountability for stakeholders

According to Cavill and Sohail (2007), there are two trends on INPOs' accountability. First, a practical accountability relates to the use of organizations' inputs, policies and decision making. Second, a strategic accountability implies to the way how INPOs are operating in accordance to their mission. The four different directions for the accountability are 1) the upward accountability (donors, funders and host governments), 2) the downward accountability (partners and clients), 3) the horizontal accountability (peers and fellow professionals) and 4) the inward accountability (staff). (Cavill & Sohail 2007.) When considering Slush' perspective, first, donors, funders and host governments require the upward accountability. Second, the main partners, such as the partners from the venue require the downward accountability in order to make the events happen. Third, Slush has accountability for peers and fellow professionals including startups and investors because Slush is considered as a ministartup that helps other startups. Fourth, the Slush representatives as key informants and volunteers have had a remarkable role in the process. Besides, other stakeholders including media, talent and technological companies are taken into consideration when organizing the events.

Therefore, it is stated that it should also be professional and the stakeholders should get something in return. In order to maintain some focus with these stakeholders, the core of Slush considers always to the issues that would help or be interesting for entrepreneurs or startups.

> *"Is it that they want to meet the investors? Then we have the matchmaking tool. Is it that they want to learn something new? Then there are some workshops or roundtable. Is it that they would like to find talent? Last year in Helsinki there was this place to go with your CVs".* Head of Slush Singapore

> *"I think that it's great that Slush in Helsinki has become such an event that is not just for startups but also for bigger companies. I don't think that entrepreneurship works just within the startups. So many startups come to the event, at least in Singapore, and they do not necessarily want a direct investment from traditional investors but they want to have partners, exposures, find talents and they want to learn something. Then also the big company get into that particular startup.*" Head of Slush Singapore

After all, Slush is still mainly for the entrepreneurs and startups and it wants to focus on how they could help them but also others. Indeed, the role of networks is emphasized and especially the value in partnerships. Partners have also organized side events.

> *"Well, this year we had over 300 side events in Helsinki, most of them were organized by our partners or by partners whom we worked with during past years. And it really brings value. Because an event itself (Slush) is massive and it is hard to find a relevant people for you there, so it facilitates the phenomenon. [--] We don't have resources for controlling 300 events at the same time."* Head of Marketing Team

One representative stated that one goal of marketing activities is to get the right people together. Slush is reported to build an interface abroad in which different nodes in the network include various stakeholders, for example, startups, investors and executives can meet each other and also other interfaces, such as media. If the right people come, it is considered as a positive impact on leveraging and building networks abroad.

> *"We're trying to bring these together to maximize the depth of networks these people can get and width of the network… how many people they can meet, how far they can get in a sense of relevancy. So, the marketing activities are successful and they leverage the network if they bring the most relevant people. It is hard to measure. But the job of marketing activities is to bring the people there. If people come, if they are relevant, then it is successful, then it positively affects the whole network."* Head of Marketing Team

Also, the credibility is reported to exist on both Helsinki team and the local crew. The latter have the local knowledge that is argued to help in building new relationships. After all, the local people become more committed when they are also able to have an impact on the outcome of the work.

> *"The plus in this is that you get the credibility, people trust you when you are not just some foreigner coming here like "Oh, let me tell you how you should do". But we know how the ecosystem works and we have a lot of connection, we are kind of uniting this whole ecosystem with startups, investors and accelerators etc. We always try to be inclusive rather than exclusive. So of course in Singapore, we always tell this story where Slush comes from and what is done in Finland. But we never say that it is a Finnish event. It is always local, we can make Slush Singapore, it doesn't have to be Finnish event. And it makes people more receptive."* Head of Slush Singapore

The findings of the study show that instead of a NPO having pre-determined internationalization goals, internationalizing opportunities can occur through effectual logic in which relevant relationships and networks are created. Expansion to new markets depends on existing networks and the level of internationalization is related to the development of networks. Finally, in order to answer the research question: "*What is the influence of networks in the effectual decision making of internationalization process of a non-profit organization?",* the author suggests as for the third proposition of the study:

> P3: The more partners internationalizing NPOs have in their networks, the more effectual the decision making process would be, which would lead to more international opportunities.

6. CONCLUSIONS

This final section summarizes the key findings of the case study in relation to the three main approaches for the study: 1) internationalization process of a non-profit organization, 2) effectual decision making in internationalization process and 3) network view to internationalization process. To answer the research objectives and the research question, the author of the thesis developed three propositions in the section of findings that represent the core outcome of the study. Based on these three main approaches and three propositions, this thesis expresses certain theoretical contributions and future research suggestions. In later studies, hypotheses could be derived from the three propositions developed in this study and tested in order to gain more knowledge in the field of internationalizing NPOs. Finally, this section presents the managerial implications and acknowledges the limitations of the study.

6.1. Theoretical contribution and suggestions for future research

This study focused on the single case study of the internationalization process of the non-profit organization Slush. Instead of generalization of the findings to populations or universe, Yin (2009: 15) argues that single case studies can be generalized to theoretical propositions. Thus, the findings and the theoretical contribution of this study are directed for the non-profit organizations as the main audience of this thesis.

When considering the future research, as the existing literature of internationalization process focuses on firms' internationalization (Canabal & White 2008), there is a shortage of research in the field of NPOs' internationalization even the sector has expanded recently (Lambell, Ramia, Nyland & Michelotti 2008; Sirisena & Shneor 2018). To gain more knowledge, there could be more studies in the field of NPO's internationalization process in the future. Including NPOs into the agenda of internationalization research would delimit the field and open new study avenues. For instance, the influence of the brand image of a NPO in internationalization process could be studied.

To continue, one main approach for this study, effectuation logic by Sarasvathy (2001) offers an alternative logic of reasoning predictive rationality (Kalinic et al. 2014; Chetty et al. 2015) as it presents a logic of decision making in uncertain circumstances (Vahlne

& Johanson 2013; Read et al. 2016b). A stream of research that combines effectuation and internationalization has emerged (Frishammar & Andersson 2009; Mainela & Puhakka 2009; Schweizer et al. 2010; Crick & Crick 2014; Galkina & Chetty 2015; Schweizer 2015) but these studies focus mainly on for-profit SMEs.

Thus, the first research objective of this thesis was: *"How non-profit organizations make effectual decisions during the internationalization process?"* Interesting fact found from the interviews was that Slush did not plan or have the initiative to expand abroad. Instead, because the mission of Slush is to help forward the key stakeholders including startups, investors and entrepreneurs decided to internationalize when received a request for that. Initiatives for internationalization came from different actors from abroad. In Japan, the first contact came from Japan on behalf of a local business man and an entrepreneurial Finn who had been living there. In China the initiative came on behalf of the CEO of Slush China and in Singapore from the government. Therefore, the internationalization process of Slush is driven by the country of destination. To summarize, Slush had a causal and strategic decision to expand in Asia but the later decisions were rather effectual. Therefore, the first proposition of this thesis suggests: *"During their internationalization, NPOs are likely to use effectuation logic rather than causation logic in their decision making."* Also, this could be considered as a different approach for the internationalization compared to the rational and prescriptive Uppsala model for firms' internationalization by Johanson and Vahne (1977).

Based on the findings of the Slush' case study, the potential of the effectual decision making in the internationalization of NPOs' could be studied more in the future. Also, more research is needed to observe which of the approaches; causal, effectual or dual approaches used in the decision making in internationalization process of NPOs would lead in success. Actually, there has been a study of the synergistic potential of the causation and effectuation logics when starting new ventures by Smolka, Verheul, Burmeister-Lamp & Heugens (2016). Therefore, the simultaneous decision making and the balance of these two logics could be explored in NPOs' context in the future research.

The second research objective of this thesis focused on the influence of networks in the effectual decision making. Based on the literature, in both the Uppsala model by Johanson & Vahlne (1977) and the effectuation process model by Sarasvathy (2001), networks consist of actors as carriers of knowledge, trust and commitment (Johanson & Vahlne 2009). In the network approach to internationalization, Johanson and Mattson

(1987) argue that internationalization is viewed as a natural development and a firm's success in entering new market is more likely to be resulted from its relationships within a market, than the chosen market and its cultural features. Either the organization or the partners can take the initiatives for internationalization. The data of the study reveal that Slush does not have any deterministic and strategically fixed plans for the future. Instead, the growing of Slush has to be authentic and expanding has to happen in an organic way. Also, the network view to internationalization suggests that firms do not decide on entry modes for new markets but they select entry nodes that could be considered as an important establishment points in a new foreign market network (Jansson & Sandberg 2008). The second proposition of this thesis is: *"Network activities of internationalizing NPOs are likely to lead to the effectuation logic in decision making."* In order to test this proposition, future research is required.

In Slush' internationalization process, they have relied on various partners. However, the partners have to be always relevant because their internationalization is emphasized to be authentic and growth in an organic way. Especially, the Slush representatives and their social networks have played an important role in decision making in the early phases of the internationalization process of Slush. Also, managing the volunteers who shared the right mindset and other stakeholders has been important in the internationalization process. As for the third proposition, this thesis suggests: *"The more partners internationalizing NPOs have in their networks, the more effectual the decision making process would be, which would lead to more international opportunities."* After all, more network research in NPOs' internationalization process could be on focus in the future. Especially, the interest could be on the influence of networks in different phases of internationalization. Also, the future research could observe the relationship between the number of relationships to the effectual decision making and the amount of international opportunities of NPO's when establishing operations in new markets.

6.2. Managerial implications and limitations

This study suggests the decision makers of NPOs to apply the effectuation logic in a successful internationalization process. Also, in the existing literature, for example, Yusuf and Sloan (2015) propose that effectuation theory could be applied in the decision processes in the non-profit sector. Next, the findings of the five principles of effectuation by Sarasvathy (2003) applied in the internationalization process of Slush are summarized. Also, the challenges that Slush faced during its internationalization are defined briefly and the influence of networks is considered when overcoming them. As the main audience of this study, decision makers of NPOs could consider these factors in their operations in internationalization processes.

In terms of Bird-in-hand principle, Slush has made many decisions based on means-driven instead of goal-driven action (Sarasvathy 2003). Slush has relied on its networks during its internationalization process but it has also done a constant research when exploring the opportunities that refers to causation logic. However, Slush seems to internationalize whether they consider it to be useful and they can make a change in the certain location. Slush has entered to new market if it has noticed a possibility to take part in a new network that will further extent their means. This view is similar to Johanson and Vahlne’s (2009) research that when firms gain knowledge through their relationships, it may create opportunities to enter new market in which they can then create new relationships.

Also, Affordable Loss principle emphasizes the importance of interaction with stakeholders (Kalinic et al 2014). This principle could be used in Slush’ decision making because of the non-profit and entrepreneurial nature of Slush and the mission that focuses on societal change instead of gaining profits. To continue, Lemonade principle of effectuation embraces surprises and views them as opportunities (Sarasvathy 2003). Indeed, based on the findings, the main difference between an entrepreneur minded person and a person without it is when there is a problem or a challenge, the former sees it as a business opportunity and the latter does not. Operating in an uncertain and entrepreneurial environment could be viewed as a risk for someone but for Slush, it is an opportunity that could provide assets and opportunities in the future.

Patchwork Quilt principle emphasizes the importance of forming partnerships with people and organizations that are willing to make a real commitment to the future projects (Sarasvathy 2003). This principle argues also that the goals are made based on needs of the partners and the pre-commitment and interaction with the environment and key stakeholders (Sarasvathy & Dew 2005; Kalinic et al. 2014). According to the research of the thesis, Slush is more well-known today and they are approached from many directions. However, Slush highlights the relevancy of the possible partners when expanding abroad and their role in the Slush network. In the case of Slush, there were no clear goals for internationalization in the beginning but the goals were formed with emerging stakeholders in terms of Slush' societal goals, its mission to make a change and its purpose to operate on the basis to keep the accountability for the key stakeholders. Finally, Pilot-in-the-plane principle implies to trust on human agency as a primary driver of opportunity instead of instead of external drivers (Sarasvathy 2003). Also, this principle suggests that future is not predictable but it is created by human action. Slush relies more on the view that the future can be made. After all, the study reveals that volunteers of Slush have an important role to make the events happen and the organization encourages the volunteers to make the change in the world by themselves.

When internationalizing to Asia, it was noticed that Slush suffered from the liabilities of smallness and newness. In Helsinki, Slush is well-known because it has been held already 10 times but it is still relatively new startup event in Asia. This may also refer to the liability of outsidership and have an influence to the network position (Johanson & Vahlne 2009). The main challenges of the internationalization process of Slush to Asia included: facing the bureaucracy and traditional power distance; especially in China, finding the relevant partners and gaining enough funding. Also, according to the interviews, whereas the entrepreneurial ecosystem is undeveloped in China and in Japan, in Singapore the government supports entrepreneurial activities. Because of the different culture in Asia due to the traditional hierarchy and power distance, changing the entrepreneurial mindset was challenging for Slush. The establishment of the event has taken a lot of time and effort when educating the local people with the Slush story and engaging the right kind of volunteers who would share the passion.

Indeed, from the decision makers' point of view, networks could be considered as the key resources during internationalization process, when overcoming the challenges in a new market. Based on this study, key informants can have a big influence in early phases of internationalization when creating contacts with local partners. Also creating and maintaining networks have an influence, for example, in managing volunteers and stakeholders during the internationalization process but also in the establishing phase when maintaining the operations after entering to the new market.

After all, there are two main limitations in this study. Firstly, as Yin (2009: 15) argues that, single case studies can only be generalized to theoretical propositions instead of populations or universe. This single case study focused on the internationalization process of Slush that is an entrepreneurial minded NPO. That is why; the findings of the study are not necessarily generalizable for all NPOs from different fields. Also, as this study presents a qualitative single case study, it applies the principle of analytical instead of statistical generalization. Generalization of current research could be tested by conducting a quantitative survey in order to make statistical generalizations. Thus, more quantitative research in effectuation logic and networks in decision making of a NPO's internationalization process could be done in the future.

Secondly, the objective of this study was to explore effectual decision making of NPOs. Whereas causation logic relies on plans, effectuation logic focuses more on partnerships that create opportunities in uncertain circumstances. However, effectuation logic is not a replacing tool for causation logic; instead, these two logics could be used in parallel in decision making (Read et al. 2016b). Thus, this study is limited by focusing particularly on effectual logic instead of causation logic in the decision making during the internationalization process.

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APPENDIX 1.

The structure of interviews for the representatives of Slush

1. Please, tell me what is you r role in SLUSH. How are involved (when, what responsibilities, tasks).

2. If you compare SLUSH at the time you joined it and SLUSH now, what are the main changes?
    a. What is SLUSH for you? (community, movement, business unit, student-run non-for-profit organization, conference)
    b. What was SLUSH in the beginning?
    c. What is it now?

3. Internationalization:
    a. What was the motivation to bring SLUSH abroad? Why to arrange it abroad?
    b. Singapore, Tokyo, Shanghai (were there any other attempts, failures, unsuccessful trues)? The timing and process.
    c. What were the key success factors SLUSH actually happened to be abroad?
    d. When SLUSH entered these three countries, were there anything like SLUSH there? What is so unique about SLUSH (voluntary student work)? What is the spirit of SLUSH?

Why does SLUSH attracts so many people from different backgrounds? (Universities, Finnair, SLUSH Music, SLUSH research, festival and a conference etc.) Is it image and status, “sign” of innovativeness? Why is it “cool” to be there?

e. What were the main difficulties in this process? How were they solved?
f. Challenging issues remaining
g. Do you think SLUSH has outgrown itself and became very diverse in terms of target audience? If yes, is it an opportunity or a threat, or both?
h. SLUSH is a brand, do you agree? How did you market it in Finland and abroad?
i. Future plans