

Master Thesis

The Wild West of eSports

What motivates individuals to work in the industry

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Abstract

Purpose

The purpose of this thesis is to investigate what motivates industry participants to pursue a career within eSports in an organisational role.

Design/methodology/approach

In order to research motivation, the conceptual model implements the self-determination theory by Ryan and Deci (2000) and is supplemented with the sport motivation scale by Pelletier et al., (1995). The model introduces three types of overall motivation; intrinsic, extrinsic and amotivation. The data for this study was collected through semi-structured interviews targeting industry professionals geographically limited to Denmark (n = 15). Each interviewee had a paid position in the industry. The collected data was analysed by conducting a thematic analysis.

Results

The results of the research indicate that people were intrinsically motivated by the concepts of: Accomplishment, Altruism, Competition, Experiencing stimulation, Self-fulfilment, and Learning. Furthermore, people were extrinsically motivated by the concepts of Opportunity, Reputation, Recognition, Rewards, and Socialising. The results also show that individuals were feeling amotivated by: lack of professionalism, lack of recognition, and lack of money or career opportunities. Overall the results provide novel insights for both theory and practice.

Keywords: eSports, motivation, self-determination theory, sports motivation scale, profession

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1 Introduction

Professional computer gaming, where players compete with one another, has undergone a major transformation over the past decade. The notion of play has met with large-scale coordinated efforts where professional teams are now supported by experienced individuals who organise events, manage teams, invest, and account for prize money and salaries (Taylor, 2012, p. 135). In general there exists a considerable amount of work taking place at other levels in eSports besides just professional players. As an emergent industry, eSports is often described as the “wild west” by practitioners because the ecosystem looks more like a random collection of elements instead of a structured community (Curley, Nausha, Slocum, & Lombardi, 2017).

It can be said the backbone of the eSports industry are two distinct things: 1) the improvement in consumer literacy coupled with the increase in popularity of computer games, and 2) dynamic technological evolution of the internet and other digital technologies (Seo, 2013).

This transformation has also attracted investments. The global eSports industry, was estimated to make up around \$1.5 billion in 2017 including capital investment (SuperData, 2017). In 2018 the industry is predicted to make close to \$906 million out of which 40% will be from sponsorship, 38% from media rights and advertisement, 13% from publisher fees and 11% from tickets and merchandise sales (Newzoo, 2018). The growth of the eSports market is simultaneously reflected in the expanding development of worldwide tournament prize pools where, over the course of seven years, prize pools have increased from approximately \$3.25 million in 2010 to \$121.1 million in 2017 (Eedar.com, 2015).

Denmark is one of the countries at the forefront of eSports as it has representatives in multiple well known international teams and in several different games. Danish eSports athletes acquired roughly \$67 thousand in earnings in 2006, about \$239 thousand in 2013, and \$4.5 million in 2016. Furthermore, the number of tournaments increased where, in 2017, “Blast Pros Series” was the first international tournament held in Copenhagen, Denmark. The tournament reached about 2.5 million unique viewers¹ on the live streaming platform Twitch with a peak of 392.000 concurrent viewers.

¹ **Unique viewer** is a person who watches content at least once in a given period. Each viewer is only counted once, so if the same IP address accesses the video several times it only counts as one viewer.

The tournament was broadcasted to 15 different television channels in around 80 countries and it was aired by the Danish television channel DR3² which managed to reach 93.000 viewers officially breaking the record in in terms of viewership (BLAST Pro Series, 2017). The number of eSports athletes is also on a steady increase but little is known about other jobs in the industry (Statista, 2018).

There is no lack of interests in eSports from academia, however the majority of studies focus on the same debate that has been present since the 70is and that is if eSports is a sport (Heere, 2017; Jenny, Manning, Keiper, & Olrich, 2017; Jonasson & Thiborg, 2010). Authors propose the following definitions:

“ESports, short for ‘electronic sports’, are organised video game competitions that pit world class players against each other for cash prizes.” (Himmelstein, Liu, & Shapiro, 2017)

“ESports is an area of sport activities in which people develop and train mental or physical abilities in the use of information and communication technologies” (M. Wagner, 2007)

“A form of sports where the primary aspects of the sport are facilitated by electronic systems; the input of players and teams as well as the output of the eSports system are mediated by human-computer interfaces” (Hamari & Sjöblom, 2017)

The explanations above only cover certain aspects of eSports such as organised video competitions, using cognitive skills, and using electronic system to facilitate competition. It was deemed beneficial to incorporate them into one definition which covers all areas. For this thesis we propose and use the following explanation of eSports:

ESports is professional gaming performed on electronic devices, where individuals use their cognitive and physical abilities to compete against others in a professional competitive setting.

So far little has been done by academia concerning eSports and participation (Choi, Yoo, & Greenwell, 2017) or motivation. Existing motivational studies are primarily focused on spectators’

² **DR3** is a Danish national television channel. It is produced by a publicly owned service broadcaster DR3. The channel mainly has sports, humour, science, music, documentary and fiction. (<https://en.wikipedia.org/wiki/DR3>)

motivation to consume eSports (Hamari & Keronen, 2017; D. Lee & Schoenstedt, 2011; Pizzo et al., 2017) or the motivation of eSports athletes to participate in eSports (Martončík, 2015; Seo, 2016; Yee, 2006a). It is important to study motivation as individuals and their motivation are the key resource for an industry success (Boye Kuranchie-Mensah & Amponsah-Tawiah, 2016). This can be due to the fact that individuals spend a certain degree of effort in doing a task (Zhao & Zhu, 2013, p. 899). Furthermore, they enter an industry because of a perceived “value added” while at the same time they exit the industry because they feel there is no longer “value” to the association (Billings & Ruibley, 2013).

Therefore the aim of this study is to explore why industry participants in Denmark enter the industry and chose a job/profession within eSports. As such a profession is described as a “*paid occupation, especially one that involves prolonged training and a formal qualification*” (Oxford Dictionary, 2017) and thus excludes individuals spectating eSports for leisure. As numerous new professionals emerge such as team owners, commentators, casters, sponsors and managers it is important to understand what motivates individuals to enter such a young and volatile industry. In order to analyse this problem the theory of human motivation proposed by Ryan & Deci, (2000) and the Sports Motivation Scale done by Pelletier, Fortier, Vallerand, & Brière (1995) is applied.

Hence this study aims to better understand eSports and propose the following overarching question:

“What motivates participants to choose a profession within eSports?”

The structure of this thesis is as following:

The introduction describes the empirical and theoretical context of the eSports industry. It also clarifies the aim of the study and introduces the research question. After introduction, the fundamentals of eSports offer key information about the beginning of eSports, the history of Danish eSports, and provide an overview of Danish eSports landscape. The focus of this section is to provide the reader with relevant information to better understand the industry and entire phenomenon. The theory section focuses on relevant theory and includes a detailed literature review, theoretical foundations of this study, and finally the conceptual model. The method section explains the research design, provides a clear overview of the research process, and establishes trustworthiness in the form of credi-

bility, transferability, dependability, and conformability. The results section of the paper covers the main findings, presents a summary of the findings in table form, and briefly mentions additional discoveries. The discussion section focuses on comparing the results to the theory and explains delimitations, future research, and implications for both theory and practice. Finally the conclusion summarizes the main points of the thesis. After the conclusion acknowledgements are presented, as well as references and appendices.

2 Fundamentals of eSports

This section introduces the fundamentals of eSports. The goal is to explain the origins of the phenomenon, followed by a description of Danish eSports, and finally provide a picture of the landscape of organised eSports.

Similar to traditional sports, eSports consist of different types of games with different rules and formats (Hamari & Sjöblom, 2017) like Multiplayer Online Battle Arenas (*MOBA*³), First Person Shooters (*FPS*⁴), Real Time Strategy (*RTS*⁵) or sports simulation games. ESports is usually organised as competitive leagues and tournaments regularly displayed in front of a live audience, and broadcast to spectators over the Internet through streaming services and television (Jenny et al., 2017). The Danish company RFRSH Entertainment⁶, for example, announced that the broadcasting rights for their world-wide competitive Counter-Strike tournament BLAST Pro Series were sold to the Danish television station TV2 Danmark (Murray, 2018).

In eSports sponsorship is currently one of the most popular ways of financing for teams. Most teams now have brands printed on team jerseys and promotional content (Taylor, 2012). For example, the Danish eSports team Astralis announced in 2017 their partnership with Audi Denmark will continue after a three months pilot project (Astralis.gg, 2017) while their competitor North joined forces with Adidas (Collins, 2018). In the context of the entertainment aspect of eSports sponsorship is the primary way the tournaments monetise their prize pools. The money comes from different industry participants where, for example, the executive owners of the video games played in eSports are interested in promoting their own games and therefore invest heavily (Coates & Parshakov, 2016).

³ **MOBA** also known as action real-time strategy (ARTS) is a subcategory of strategy video games where a player controls a single character in a team who compete versus another team of players. The goal is to destroy the opposing team's base first by using characters with various abilities. Example: League of Legends. (https://en.wikipedia.org/wiki/Multiplayer_online_battle_arena)

⁴ **FPS** is a type of video game where gameplay involves shooting enemies and other targets. Example: Counter-Strike (https://en.wikipedia.org/wiki/First-person_shooter)

⁵ **RTS** is a time-based video game where players use resources to build units and defeat an opponent. Unlike turn-based strategy games, real-time games build, deploy and attack at the same time. Example: StarCraft (https://en.wikipedia.org/wiki/Real-time_strategy)

⁶ **RFRSH Entertainment** is an eSports media production company which represents and runs the strategic and commercial operations for Astralis, Heroic and GODSENT. It has developed, owns and runs BLAST Pro Series, a global eSports tournament. (<https://www.rfrsh.net>)

2.1 Beginnings of eSports

The following section focuses on the history of eSports. There exist clear differences in how eSports has evolved in the western world compared to the east. Understanding these changes can provide some insights into the cultural differences which shape eSports today. Seemingly, the historical transformation of eSports has been dominated by two key developments. The first development was increased consumer literacy coupled with an increase of video game popularity. Second development is the technological evolution of the Internet and other digital technologies which enabled individuals to participate in online games and compete with one another (Seo, 2013).

ESports in the West

In 1972, at the Stanford Artificial Intelligence (AI) Laboratory, a video game called “Spacewar” was played by a small group of students at an event named “Intergalactic Spacewar Olympics”. The prize was modest at that time and included a year’s subscription to the “Rolling Stone” magazine. However, the earliest large-scale competition, called “Space Invaders Championship”, was held by Atari in 1980 and attracted more than 10.000 participants (Brown, Billings, Murphy, & Puesan, 2017).

With the development of the world wide web and Internet games moved from physical places into the online realm. The first eSports competition was 1997s Red Annihilation Tournament for the FPS video game “Quake⁷” with over 2.000 participants and a Ferrari, owned by John Carmack the lead developer of the game, as the prize. Only a few weeks later the Cyberathlete Professional League (CPL) was founded and later the same year organised a tournament, offering \$15.000 in prize money. Its business concept was modelled on major professional sports leagues in the US (CPL, 2015). The first tournament organised by CPL was “The Frag” (“The Foremost Roundup of Advanced Gamers”) in 1997. The CPL ran until 2013 where it became inactive and was replaced by the Electronic Sports League (*ESL*) (Coates & Parshakov, 2016).

At first eSports was highly focused on first person shooters and arcade style games. However, that changed when Blizzard released its Real Time strategy (RTS) games called “StarCraft: brood War”. With its unlimited number of strategic option, coupled with unique units and capabilities StarCraft

⁷ **Quake** is a first-person shooter video game developed by id Software and published by GT Interactive in 1996. In the game players must find their way through various environments while they encounter various enemies. ([https://en.wikipedia.org/wiki/Quake_\(video_game\)](https://en.wikipedia.org/wiki/Quake_(video_game)))

became the main driver of the eSports world, reaching the peak of its popularity in 2000. Even though RTS became very popular to this day FPS games remain the central element of eSports in the United States and Europe (M. Wagner, 2007; Witkowski, 2012). During that period more tournaments were established such as World Cyber Games and the Electronic Sports World Cup which helped define the eSports phenomenon and reshape the industry. Major League Gaming (MLG), one the biggest and most successful associations, was established in 2002. This league entails a variety of game genres along with generous prize pools. At the turn of the 21st century eSports expanded influenced predominantly by an increase of global entities in competitions such as the World Cyber Games, Intel Extreme Masters, and Major League Gaming.

ESports in Asia

The history of Asian eSports begins in 1977 when a financial crisis struck the Asian market. At that time one of the main government decisions was the need to further develop the countries' telecommunication infrastructure and introduce high-speed Internet. The Korean policy makers decided to deregulate advanced telecom applications which in return caused a rapid growth of the Korean broadband infrastructure. The then empty infrastructure was soon filled with content from digital television and video games (Jin, 2010).

Simultaneously the rates of unemployment were high and a lot of individuals looked to pass time by playing games in cafes. Those cafes are better known as PC bangs, places where South Koreans rent time to play computer games. Rapidly they became social places where young adults were first introduced to high-speed internet access. Alongside PC bangs online stock trading and online games have played a major role in the expansion of broadband services in Korea since they shaped and influenced people's lives (Jin, 2010, p. 22).

Unlike in the Western world Koreans preferred a different genre of games to watch and play (RTS and Massively Multiplayer Online Role Playing Games (MMORPG⁸) so in 1998 a Korean video game company called NCsoft published "Lineage"⁹. In the same year Blizzard released "StarCraft" which soon dominated the Korean gaming market (M. Wagner, 2007). With its unlimited number of

⁸ **MMORPG** are Massively Multiplayer Online Role Playing Games where large numbers of players interact with one another within a virtual world. (https://en.wikipedia.org/wiki/Massively_multiplayer_online_role-playing_game)

⁹ **Lineage** is a medieval, fantasy like massively multiplayer online role-playing game (MMORPG). ([https://en.wikipedia.org/wiki/Lineage_\(video_game\)](https://en.wikipedia.org/wiki/Lineage_(video_game)))

strategic options, coupled with unique units and capabilities StarCraft became the main driver of the eSports world, reaching the peak of its popularity in 2000.

Around that time several Korean broadcasting channels were established only to broadcast computer-game events and were used to further increase the popularity of eSports (Peichi, 2008). Because of that players were *“able to gain a cult- like status similar to that of professional athletes competing in major sports leagues”* (M. G. Wagner, 2006, p. 184). The popularity of the phenomena lead to the Ministry of Culture to approve the establishment of the Korean eSports Association (KeSPA) in 2000 which was tasked with overseeing the development of eSports nationwide. This in turn affected other countries which formed their own eSports governing bodies, and the establishment of the International eSports Federation in 2008 (Thiborg, 2009).

2.2 History of Danish eSports

While it can be a difficult to precisely pinpoint when eSportss exactly started in Denmark, there were early tournaments held in cult classics such as Doom¹⁰ (1993) and Quake (1996). These were later replaced by Half-Life¹¹ and Counter-Strike. To this day the Counter-Strike series is still considered the most popular FPS in Denmark (Esport-betting.dk, 2017).

In 2007 the Danish eSports association “eSports Danmark” was founded (Esportdanmark.dk, 2018) which later co-founded the “International e-Sports Federation” (IeSF) in cooperation with fellow associations from; South Korea, Germany, Austria, Belgium, The Netherlands, Switzerland, Vietnam and Taiwan. One of the grand visions of IeSF is to make eSports a recognised Olympic event by securing their membership of the international Olympic committee (Cooke, 2016).

Danish Teams & Players

Denmark has produced multiple eSports talents and teams that have succeeded internationally. One of the more notable teams was “Spirit of Amiga” or “SoA” formed in 1999, which was the first Danish Counter-Strike team to cross the Atlantic and participate in the CPL tournament hosted in Dallas, Texas in 2001. Their participation was broadcasted on the Danish television by the Danish

¹⁰ **Doom** franchise is a series of first-person shooter video games developed by id Software.
([https://en.wikipedia.org/wiki/Doom_\(franchise\)](https://en.wikipedia.org/wiki/Doom_(franchise)))

¹¹ **Half-Life** is a science fiction first person shooter developed by Valve and published by Sierra Studios in 1998.
([https://en.wikipedia.org/wiki/Half-Life_\(video_game\)](https://en.wikipedia.org/wiki/Half-Life_(video_game)))

public service “Danmarks Radio” (Spiritofamiga.com, 2017). In 2008 a German-based team called “mTw” managed to win gold at World Cyber Games (WCG) hosted in Cologne, Germany (WCG, 2008). The team featured only Danish players and officially represented Denmark at the Olympic inspired eSports event. At that time two Danish Counter-Strike players stood out; Danny ‘zonic’ Sørensen and Jonas ‘Whimp’ Svendsen (Kromann, 2008).

In 2016 the Danish team Astralis was founded and the, then retired player, Danny Sørensen was hired as head coach for the team. A year later F.C. Copenhagen announced their establishment of a new Counter-Strike team; Team North and the organisation later announced on Facebook that Jonas ‘Whimp’ Svendsen was appointed Director of eSports. This consequently turned the two former teammates ‘zonic’ and ‘Whimp’ into rivals. Both team were participating in the Major 2017 hosted in Atlanta, USA. Astralis managed to get all the way to the finals where they faced and won against Virtus.Pro. The victory of the Danish team increased mainstream recognition in Denmark including politicians who congratulated the team on their performance (Sønnichsen & Bentsen, 2017). Furthermore, the public interest in eSports and Astralis increased once again when Astralis won Dreamhack Masters, a large tournament hosted in Marseille, France, in 2018 (Ipsen, 2018).

In other eSports genres like League of Legends Denmark is also well represented. Riot Games, the owner of the video game League of Legends and organiser of the League of Legends Championship Series (LCS), shared a video highlighting the Danish position in the LCS. The video was revealed to the audience during the European LCS Spring finals hosted in Copenhagen, Denmark. Currently Denmark is the most represented European country with 24 professional LCS players. In addition, since 2013, a total of 208 professional players have competed in the European LCS and over 10% of them were Danish. Furthermore, of all the European LCS matches 63.5% of them featured at least one Dane (LoL Esports, 2018).

Among the most notable Danish players is Søren ‘Bjergsen’ Bjerg. He is mostly known as the team captain and key player for the North American LCS team, Team SoloMid (TSM). However, his professional career began for the European LCS Team Copenhagen Wolves. In 2013 he transferred to the North American top team TSM which resulted in five North American LCS titles and one IEM Championship title. In addition, as of 2016, Bjergsen had more social media followers than

Nicklas Bendtner and Christian Eriksen aggregated, two key players on the Danish national team (Dyrehauge, 2016).

Tournaments & Leagues

Since the early days there have been multiple minor tournaments held in Denmark. A relatively large tournament was hosted as a part of a LAN event under the name SLAP LAN in 2000 which changed its name to Copenhagen Games in 2010 (Games Copenhagen, 2018). The event is primarily maintained through volunteer work. As of 2018 CPH Games managed to gather \$100.000 for the CS prize pool which is almost a 100% increase compared to 2017.

Another development in the Danish eSports industry happened in 2017 when Wao A/S founded an eSports league under the name “Wao CS:GO Liga” for different eSports titles including Counter-Strike and FIFA. The announced prize pool for 2017 was a total of 300,000 DKK. Same year “eSportsligaen” was established in cooperation between Danske Gymnastik & Idrætsforeninger (DGI), eSports Danmark, Dansk Firmaidrætsforbund and Ungdomsringen. The established league aimed to include all levels of competitive play in different titles including Counter-Strike, League of Legends and FIFA. However, none of the larger eSports teams in Denmark, such as Astralis and North, were registered for the leagues. This could imply that the top level of the league is only semi-professional (Iversen, 2017). By the end of the league the team with most points will be awarded the title of Danish champions and will get to compete internationally at the World Cup. Additionally, in early 2018 YouSee announced their partnership with “eSportsligaen” which changed the name of the league to “YouSee Ligaen” (Tdcgroup.com, 2018).

2.3 Landscape of organised eSports

The eSports ecosystem is a unique phenomenon. It is an industry created by extensive use of technology. Figure 1 provides an overview of the eSports landscape. Most of the companies in the image are software companies closely related to the gaming industry including publishers and distributors. However, non-core participants include companies which represent clothing, energy drinks and other. In recent years more non-traditional participants have started entering the industry such as SAP and Maersk (eSports.dk, 2018; SAP, 2018).

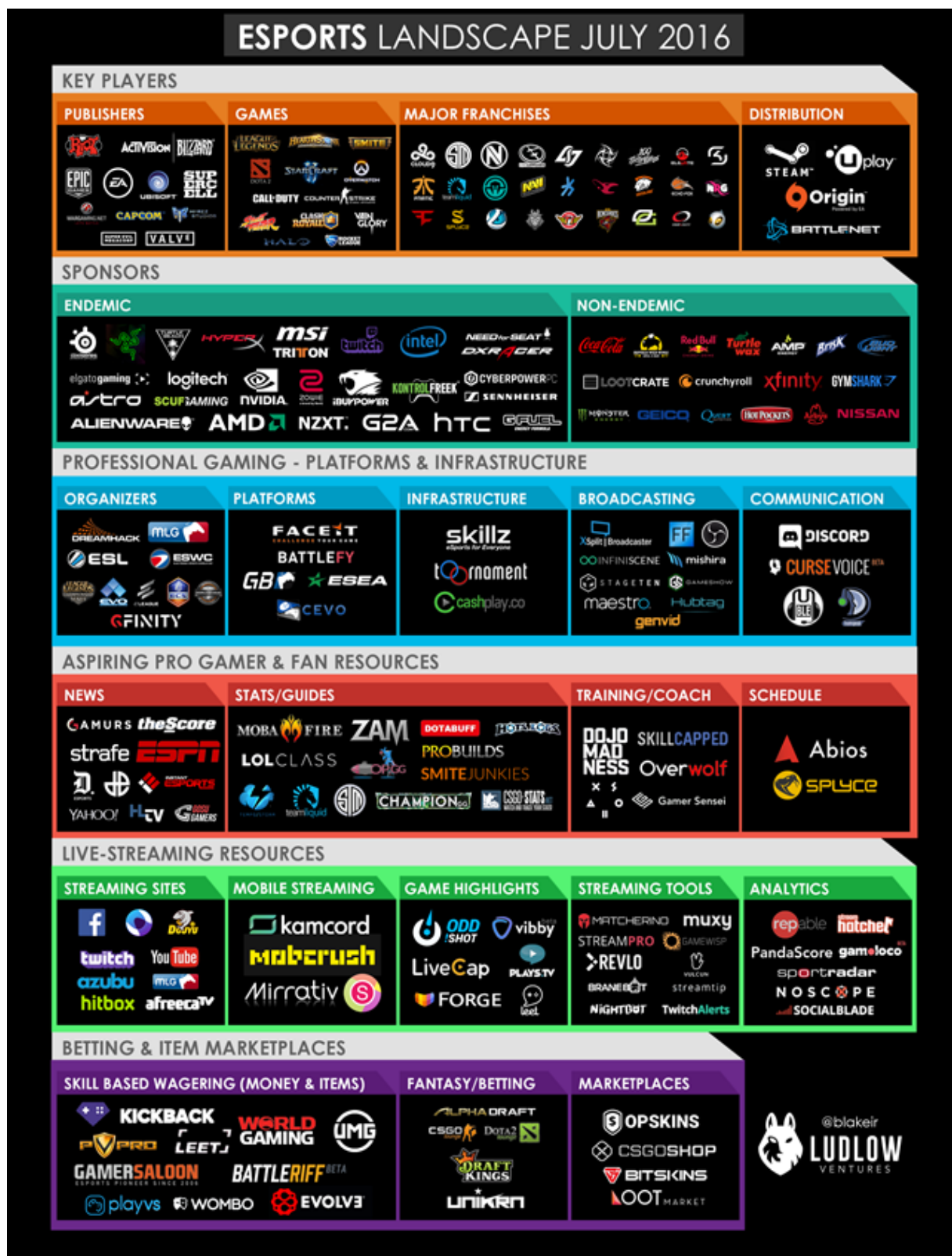


Figure 1: Breakdown of the eSports ecosystem¹²

¹² Image created by Robbins Blake (2016) can be found at: (<https://associate.vc/the-eSportss-landscape-july-2016-2350655dfa63>)

3 Theory

The following section provides the theoretical background for this study. It starts with presenting a detailed literature review in order to understand research done about eSports. Theoretical foundations introduce the theory used to create the conceptual model. The last section presents the conceptual model.

3.1 Literature Review

What has the literature focused on?

Existing literature can be split into five categories: **social**, **legal**, **technical**, **conceptual work**, and **business**. This is a rough divide only to be used to better display relevant research in this field.

Social aspect

The social aspect focuses on analysing the effects games in eSports have on individuals. Authors analysed if excessive gaming influences eSports participation (Choi et al., 2017; Seo, 2016) while others analysed shooter games in order to discover what type of individuals play such games (Jansz & Tanis, 2007). In addition, authors analysed if different background and country of origin makes any difference when it comes to success in eSports (Parhakov & Oskolkova, 2016). Motivation in eSports has been researched mostly from the perspective of spectators and players where studies have explored the motivations behind watching and playing eSports games (Brown et al., 2017; Fuster et al., 2012; D. Lee & Schoenstedt, 2011; Weiss, 2011).

Legal Aspect

The legal aspect deals with analysing new laws that need to come in place with the emergence of virtual athletes (Bayliss, 2016; Burk, 2013; Holden, Rodenberg, & Kaburakis, 2016; Tong, 2017). Teams in eSports are made up of different players and different nationalities. Just as in traditional sports individuals are bought by teams and sometimes have to change their residence. In 2013 a Canadian player of LoL was the first ever players granted a visa from the USA immigration services. He was acknowledged as an athlete and therefore treated the same as athletes from other sports (Dave, 2013). In connection to these recent changes in eSports literature has analysed immigration reforms for eSports players (Tong, 2017), proprietary rights in professional gaming explaining the

impacts it will have on the industry (Burk, 2013), and how gambling is poorly controlled in the world of eSports (Gainsbury, Abarbanel, & Blaszczynski, 2017).

Technical aspect of eSports

The technical aspect is focused on game design and the use of gameplay to design eSports related platforms (Bornemark, 2013; Burroughs & Rama, 2015; Lewis, Trinh, & Kirsh, 2011; Zhai, Fox, Pierce, Wu, & Bulut, 2005). Interestingly authors have tested eSports related games (e.g. Counter-Strike, StarCraft) in specialised software and conducted for experiments (Kearney, 2005). Other studies explore if video games can improve precision as well as use actual game play to determine which strategies can lead to certain victory (Lewis et al., 2011). Furthermore, games have also been used to analyse game design (D. Lee & Schoenstedt, 2011; Seo, 2013).

Conceptual work

Conceptual work analysed the evolution of eSports (Hope & Kelly, 2014; Thiborg, 2007; M. G. Wagner, 2006), its role in sports management (Cunningham et al., 2017; Funk, Pizzo, & Baker, 2017) as well as debates if eSports can be called real sports (Hallmann & Giel, 2017; Jenny et al., 2017). Literature review showed a number of papers propose their own definitions of what eSports is (Martončík, 2015; Parhakov & Oskolkova, 2016; Witkowski, 2012) as well as how it can be compared to more traditional sports (Brown et al., 2017; Cunningham et al., 2017; Hutchins, 2008; M. G. Wagner, 2006). Some authors even go as far as to try and predict if eSports will ever be accepted as sports (Hewitt, 2014). It is evident there doesn't exist an agreement on what eSports is. Some authors argue it is entertainment, while other classifies it in the same realm as sports and culture.

Business aspect

Research done on the business aspect of eSports is rather small. Not many papers describe the different revenue models present in eSports which can be due to the novelty of the industry. However, literature done on the business side of eSports proposes new business models (Radman Peša, Čičin-Šain, & Blažević, 2017) and talks about the importance of economics and executive owners in eSports (Karhulahti, 2017).

Non-specific Game Focus

After the literature analysis it became obvious that a majority of papers do not focus on a particular game itself, rather they try to cover the entire industry of games. Such an approach might lead to a situation where a similar set of conclusions is applied to games overall. If we take a look at this from a traditional sports view it is like trying to compare tennis to ice hockey. It is true both are sports but they have completely different rules, spectators and regulations. The same can be said about video games. There are numerous of genres such as MOBAs, FPS, and RTS etc. Analysing particular games might lead to more valuable outcomes for specific titles and developers. Papers that do have a particular game analysed focus on popular games such as League of Legends (LOL) (Bayliss, 2016; S. W. Lee, An, & Lee, 2011), World of Warcraft (WOW) (Fuster et al., 2012), Counter-Strike (CS)(Kearney, 2005; Thiborg & Carlsson, 2010), and StarCraft (Kow & Young, 2013; Lewis et al., 2011).

ESports and motivation literature

Studies about motivation in video games are part of the social aspect of eSports. Most papers focused on either a narrow audience such as spectators or players (Curley et al., 2017; Gros, Wanner, Hackenholt, Zawadzki, & Knautz, 2017; Vansteenkiste & Deci, 2003) or on more broad concepts such as why people play video games in the first place (Hamari & Keronen, 2017). Authors have created categories of the different motivations to play MMORPG (Yee, 2006b). The list can be considered a good starting point but it has to be adjusted to fit better with different game genre such as FPS games like CS: GO. In addition, Farquhar and Meeds (2007) have studied what types of fantasy sports users are there and their motivations which provides valuable insights.

3.2 ESports Business Ecosystem

In this section we describe the eSports business ecosystem. The aim is to help the reader understand the complexity of ecosystem but also have an overview of who are the main participants. It introduces the concept of an executive owner and explains the importance of gaming communities.

ESports Business Ecosystems

To start of it is important to define what a business ecosystem is, especially in an industry as dynamic and young as eSports. Ecosystem is a dynamic structure of interconnected organisations that work cooperatively and competitively to support new products, satisfy customers and push forward the industry (Moore, 1993). It is also where firms depend on one another and collectively provide value for consumers (Hannah & Eisenhardt, 2018). As an emergent industry, eSports is often described as the “wild west” by practitioners where the ecosystem looks more like a random collection of elements instead of a structured community (Curley et al., 2017). There exists an evident lack of formalisation for the field as well as a durable governance structure (Purewal & Davies, 2017). Many leagues that are being introduced bring their own set of rules that often clash with the rules of the game developers. This situation of no clearly defined procedures and hence lack of institutionalisation is deemed insufficient to distinguish eSports from other online game practices (Freeman & Wohn, 2017). It has also led to gambling scandals, match fixing, doping and other negative incidents which threaten the industry.

Executive ownership

In traditional sports some organisations regulate an entire league. For example, the National Hockey League (NHL) in North America controls the distribution of the media to the public. Regardless if someone wants to play ice hockey they can do it whenever they want. This is not the case for video games. If a game developer decides to remove servers where the games are hosted or decide to no longer support a certain title it can have direct effects on the entire industry. There exist no way to “opt-out” as players, teams, organizations and other are sometimes at the mercy of game developers.

Game developers are an important part of the eSports ecosystem. They are the ones who offer games on the market and have a big influence on the entire industry. There is an interesting discussion going on in literature about the difference between eSports and sports in term of “executive ownership” introduced by Karhulahti (2017). He argues that the whole industry and the eSports phenomena is dominated by game developers. For example, Counter-Strike is developed by Valve while StarCraft is developed by Blizzard. An executive owner not only owns these titles and games but also has the ability to change the rules of its game, change the mechanism, inside the game as well as handle broadcasting and other rights (Karhulahti, 2017, p. 46).

A good example of how an owner can steer the future of games is the famous KeSPA (Korean eSports Association) vs. Blizzard case. KeSPA is crucial for promoting eSports in South Korea and has invested large sums of money into building stadiums, securing players, handling registrations and more. The problem arose around broadcasting rights in 2007 when KeSPA was accused of illegally selling broadcasting rights for StarCraft tournaments. In 2010 Blizzard officially ended all negotiations with KeSPA saying how no progress has been made around proper handling of intellectual property rights (Young, 2010). The news was critical since it happened around the time when StarCraft 2 was about to launch. This and the announcement that the new games will no longer have LAN options but rather be handled by Blizzard platform “Battle.net” caused controversy in the industry. The dispute was eventually settled and had an impact on the entire StarCraft league as well as eSports. Because the executive owner, in this case Blizzard, made crucial changes to the game it eventually resulted in the game losing popularity and unfortunately years later in October 2016 KeSPA had officially closed StarCraft Proleague, one of the world’s longest running eSports leagues. According to forum gossip and official statements the main reason for it was due to lack of interest from the sponsors coupled with match-fixing scandals (Warr, 2016).

Virtual Gaming Communities

Gaming communities play an important role in the eSports ecosystem. They are a sub-type of virtual communities (Porter, 2006; Seay, Jerome, Lee, & Kraut, 2004), which can be described as artificial environments where various of social groups share a common set of interests and play video games with other members of the community (Hummel & Lechner, 2002). Gaming communities are of essence for a game such as Counter-Strike as it was created as a modification “mod” to a different game called Half Life. In order for these communities to exist and survive the motivation of its member is key (Dantas & Silveira, 2012). Furthermore, for individuals gaming communities are the first point of contact when it comes to eSports.

3.3 Profession

The focus of this thesis is why actors choose a profession within eSports. Therefore, the following section shortly describes what defines a profession. The attributes of a profession can become blurry when eSports is taken into consideration. But it is a starting point to how to properly address the

growing numbers of jobs available in the eSports industry. There does not yet exist a formalised type of education for specific eSports jobs but many of industry participants possess a large body of knowledge. In addition, participants possess a different type of formalised education which can be applied to eSports such as marketing, accounting, and statistics.

Literature defines profession in many ways depending on the purpose as well as the field. If we look at the sociological approach it argues a profession is an organised group which constantly interacts with the society that forms its matrix, but also performs its social functions through formal and informal relationships (Greenwood, 1957). This can be said about individuals who have a profession within eSports as they are part of an organised group who interacts and offers their expertise. Furthermore, literature and practice have agreed on five attributes which can define a profession (Greenwood, 1957; Weckert & Adeney, 2013).

1. Systematic theory

A profession should aim to acquire a set of professional skills by mastering a theory / body of knowledge. This body of knowledge is usually obtained through some sort of higher education such as a degree in medicine or law. It is also necessary to obtain a degree so an individual can practice his profession legally (Greenwood, 1957, p. 46).

2. Authority

In a profession the professional has a relationship with their clients and the professional has a monopoly of judgement where they can decide what is best for the client. The clients derive a sense of security from the professional's assumption of authority (Greenwood, 1957, p. 48).

3. Community sanction

The community approves or disapproves the monopoly a professional has. If an occupation aims to become a profession one of its main objectives should be acquiring previously mentioned monopoly. It seeks to prove that in order to perform a special occupational skill there is a need to be educated in it and that the human need the individual is trying to serve is of sufficient social importance (Greenwood, 1957, p. 49).

4. *Ethical codes*

A profession will generally have a code of ethics which serves both the standard behaviour for its members but also signals to member what they can expect from a certain profession (Weckert & Adeney, 2013, p. 95)a. A profession's ethical code can be formal and informal. The formal code is written down normally while the informal code is unwritten but still carries the weight of a formal code.

5. *Culture*

Every profession has a set of formal and informal connections in groups. Some of the examples of formal groups can be organisations such as hospitals, law offices and firms. Another organisation important to mention are those who ensure the supply of professionals (e.g. schools) but also those organisations which form a professional association (Greenwood, 1957, p. 52).

3.4 Motivation Theory

The following section introduces the fundamentals of motivation theory. It provides insights into Self-Determination Theory (R. Ryan & Deci, 2000) and The Sport Motivation Scale (SMS) (Pelle-tier, Fortier, Vallerand, & Brière, 1995) which will be used as the basis for the conceptual model.

Motivation and participation have been studied by research in different areas such as crowdsourcing (Zhao & Zhu, 2013), open source software development (Bagozzi & Dholakia, 2006; Ke & Zhang, 2010), hacking (Lakhani & Wolf, 2005), and other. In terms of motivation, some existing literature examined how motivation has an important role for facilitating participation (Brabham, 2010; Stewart, Huerta, & Sader, 2009). Even so researched motivators are useful as a guide for other studies yet are not transferable which makes it necessary to analyse motivation from many different perspectives as it can yield different results.

Motivation can refer to motives that underlie certain behaviours and encompass beliefs, perceptions, values, interests, and actions, as well as vary within individuals and across subjects (Lai, 2011). There are different approaches to human motivation like the widely known Maslow's hierarchy of needs (Maslow, 1943), Herzberg's motivational and hygiene factors (Triandis & Herzberg, 1967),

Alderfer's Existence, Relatedness and Growth (ERG) Theory (Aldefer, 1969) and others. For this study the focus will be on Self-Determination Theory (SDT) introduced by Ryan and Deci (2000) and the sport motivation scale (SMS) done by Pelletier et al., (1995). Both approaches and theories have been used across multiple studies concerning motivation and therefore they will be the foundation for the conceptual model in this study.

Self-Determination Theory

Self-Determination Theory (SDT) is an approach to human motivation and personality. It uses empirical methods to highlight the importance of human's inner resources and behavioural self-regulation (Ryan & Deci, 2000, p. 68). Furthermore, it focuses on internal sources of motivation containing personal growth and self-fulfilment (Ryan & Deci, 2000). The authors split motivation in three distinct categories: a) Intrinsic motivation, b) Extrinsic motivation, and c) Amotivation. Figure 2 shows types of motivation created by (Deci & Ryan, 1985).

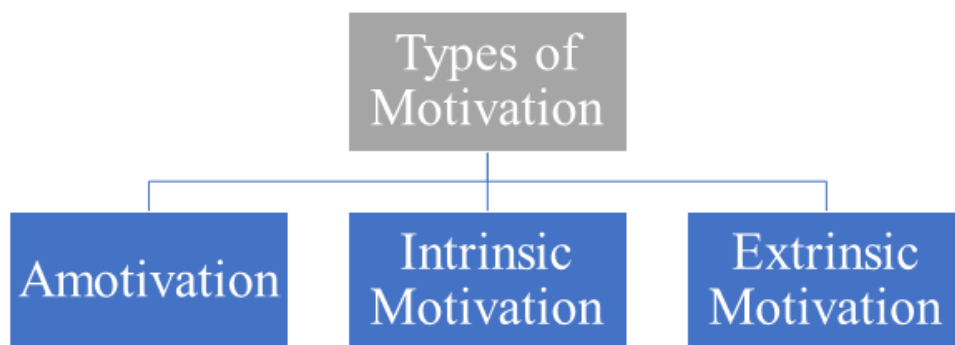


Figure 2: Ryan and Deci (2000) different types of motivation

Amotivation

Amotivation is a state where a person lacks the intention to perform an action (R. Ryan & Deci, 2000, p. 61). It can result from not valuing an activity or not feeling competent to do it. Instead, individuals just go through the motions.

Intrinsic Motivation (IM)

Intrinsic motivation (IM) can be defined as “*doing of an activity for its inherent satisfactions rather than for some separable consequence*” (Ryan and Deci, 2000, p. 56)”. In more simple terms it is motivation aimed at personal enjoyment, interest, or pleasure and it comes from the inside of individuals. It is argued that is often on the opposite side of extrinsic motivation (Lai, 2011, p. 9). When a person is intrinsically motivated they will perform an action regardless of material rewards (i.e. money and medals).

Extrinsic Motivation (EM)

Extrinsic motivation refers to “*doing something because it leads to a separable outcome*” (R. M. Ryan & Deci, 2000, p. 55). It is what motivates people outside of their own being (i.e. prize money, status, and other). In previous literature it has been characterised as a lesser form of motivation (De Charms, 2013). But SDT argues that there is a variety of types when it comes to extrinsic motivation and some which can influence behaviour on a higher level. Understanding different types of extrinsic motivation and what fosters them can serve eSports team managers to better understand their players and organisations. There can be both negative and positive extrinsic motivation as for example, a person can be motivated to perform well in a competition either out of fear of being kicked out of the team but also the same person can be motivated by the rewards.

Ryan and Deci (2000) propose four subcategories of extrinsic motivation: 1) External regulation, 2) Introjection, 3) Identification, and 4) Integration. *External regulation* are behaviours performed to satisfy an external demand or for the likelihood of a reward. It is the only type of external motivation which is experienced by individuals as controlled or isolated since their action have an external perceived locus of causality¹³ (PLOC) (R. M. Ryan & Connell, 1989). *Introjected regulation* means taking on a regulation but not fully accepting it as one’s own. An individual would perform an action to avoid feeling of guilt or anxiety. *Regulation through identification* is when a person identifies with the personal importance of a behaviour and accepts the regulation as its own. For example, the individual remembers the alphabet because they see it as relevant for writing. Lastly there is *integrated regulation* which is the most autonomous. It happens when a person assimilates identified regulations fully to themselves. It can be confused as intrinsic motivation since it shares some of the

¹³ **Perceived Locus of Causality (PLOC)** measures the reason for why someone does something and ranges alongside from internally motivated to externally motivated behaviour. It is a key concept in self-determination theory (SDT)

common characteristics but the difference is the actions of individuals are done to attain separable outcomes rather than personal enjoyment.

The Sport Motivation Scale (SMS)

Initially SDT (R. M. Ryan & Deci, 2000) only includes subcategories for extrinsic motivation. Pelletier et al., (1995) therefore use SDT and modify it to include several new categories for intrinsic motivation. They state that motivation is at the heart of many of sport's problems and can have an effect on persistence, learning, development and other (Pelletier et al., 1995, p. 36). Therefore, Pelletier et al. (1995) propose a new categorisation of motivation described below in figure 3.

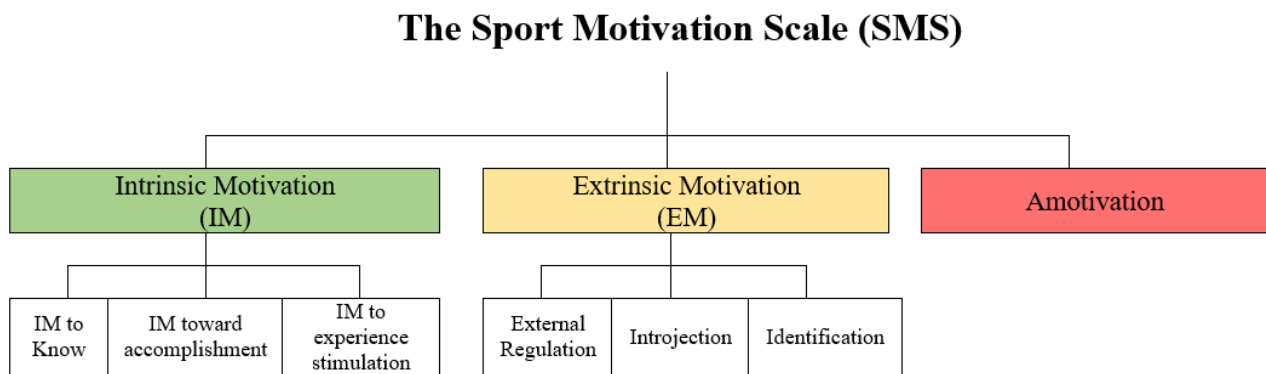


Figure 3: Pelletier et al. The Sports Motivation Scale

Intrinsic Motivation

Intrinsic motivation originally was considered a global IM construct but theory has shown that IM can have more specific motives. Therefore, Pelletier et al. (1995) propose: 1) IM to Know, 2) IM toward accomplishment, and 3) IM to Experience Stimulation as three subcategories of intrinsic motivation.

Intrinsic Motivation to Know

It contains constructs such as curiosity, learning, exploration and other. It is connected to discovering new training methods as well as learning new techniques (Pelletier, Fortier, Vallerand, & Brière, 1995, p. 36). In the context of eSports it could be connected to players learning new builds

or new strategies but also at managers discovering new players or new ways to ensure the team optimal performance.

Intrinsic Motivation towards Accomplishments

It is connected to an individual's interaction with the environment and the feeling of competence when mastering tasks. Individuals engage in an activity for the satisfaction they experience when attempting to accomplish or create something (Pelletier et al., 1995, p. 37)

Intrinsic Motivation to Experience Stimulation

It occurs when someone does an activity so they can experience a stimulating sensation (Pelletier et al., 1995, p. 37). The sensations can be multiple such as fun, enjoyment, and excitement.

Extrinsic Motivation

Pelletier et al., (1995) just as Ryan and Deci (2000) retain a wide variety of behaviours. According to the authors extrinsic motivation can be: 1) External Regulation, 2) Introjection, and 3) Identification.

External Regulation

It is behaviour under the influence of external sources such as types of material rewards (R. Ryan & Deci, 2000). For example, prize money that a competition can provide as well as medals and honours.

Introjection Regulation

Introjection is the type of motivation under the influence of the feeling of guilt or anxiety (Pelletier et al., 1995, p. 38). In such a situation an activity such as sports is performed due to pressure or the feeling of guilt because an individual is out of shape.

Identification Regulation

Behaviour that an individual establishes as important and therefore performs it out of its own volition. The activity is performed still for extrinsic reasons such as achieving personal goals but it is

internally regulated. Individuals who participate in activities because they feel their involvement will ensure their own personal growth (Pelletier et al., 1995).

Amotivation

It is the seventh and final concept proposed by (Pelletier et al., 1995). Amotivation is when individuals are neither intrinsically nor extrinsically motivated. They either lack control or feel incompetent (Deci & Ryan, 1985). If an individual reaches that stage it can result in them leaving a profession, sports and other.

3.5 Conceptual Model

Ryan and Deci's (2000) Self-determination Theory was used as the basis for the conceptual model. SDT model only had subsections for extrinsic motivation and the researches deemed it beneficial to include subcategories under intrinsic motivation as well. Therefore The Sport Motivation Scale (SMS) (Pelletier et al., 1995) and literature connected to eSports and motivation were analysed to form those subcategories. In the end there were a total of nine subcategories for both intrinsic and extrinsic motivation. Figure 4 represents the entire conceptual model used in this study.

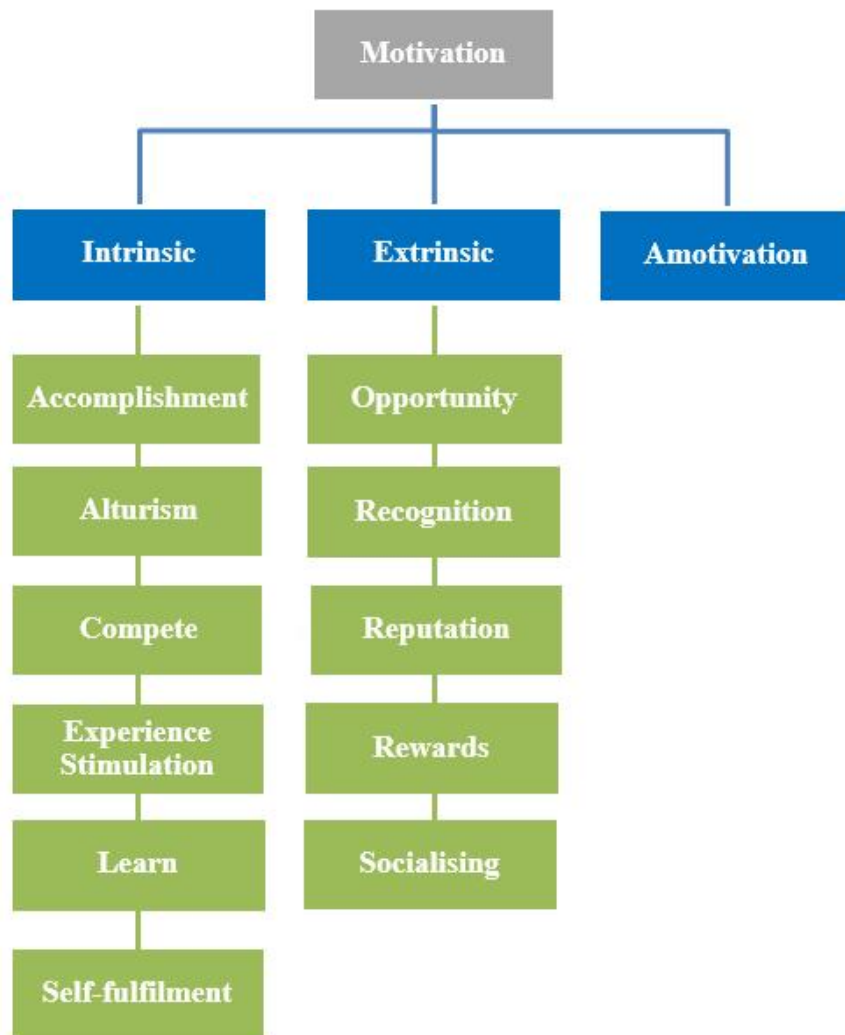


Figure 4: Conceptual Model

Intrinsic Motivation

Within the intrinsic motivation there are a total of six constructs which were created following literature review about eSports, motivation theory, crowdsourcing and video games. The six constructs are IM for: **Accomplishment, Altruism, Compete, Experience Stimulation, Learn, and Self-Fulfilment**. Table 1 below illustrates the six concepts, their definition, examples, and a source where the concepts appear.

Table 1: Intrinsic Motivation

Constructs	Definition	Potential Example	Source
IM for Accomplishment	Individuals participate in an activity / job in order to experience the pleasure and satisfaction when they try to reach a personal goal.	Coaches try and master new training techniques and successfully use them in the team and competition or when managers find a new way to reach a broader audience and successfully gain followers on social media.	Pelletier et al., 1995; Sherry, Lucas, Greenberg, & Lachlan, 2006
IM for Altruism	Individuals seek to increase the welfare of others. It is on the opposite side of selfishness.	When an individual chose eS-ports as a profession to improve the industry for the next generations.	Hars & Ou, 2002
IM to Compete	Participants focus on intrapersonal competition where self-improvement matters the most.	Individuals compete with themselves as they try to reach a personal goal and challenge themselves. The aim is to be better than before.	Curran, Hill, Hall, & Jowett, 2014
IM to Experience Stimulation	It relates to an individual doing a job for the excitement and enjoyment of it.	A coach chooses eSports because he or she loves their job and the industry.	Mallett, Kawabata, Newcombe, Otero-Forero, & Jackson, 2007; Pelletier et al., 1995
IM to Learn	An individual's curiosity to acquire new knowledge about eS-ports.	Participants read extensively about eSports and then transfer that knowledge onto other. For example, com a commentator teaching viewers about the new changes in teams.	Gros et al., 2017; Pelletier et al., 1995
IM for Self-Fulfilment	It is the non-instrumental satisfaction of one's needs for endorsing a set of their own beliefs and attitudes.	When an individual chooses a profession because it fulfils them. They want to combine their passion with their work and create a dream job.	Pelletier et al., 1995

Extrinsic Motivation

Extrinsic motivation has a total of six constructs which were created following literature review about eSports, motivation theory, crowdsourcing and video games. The six constructs are EM for: **Opportunity Reputation, Recognition, Rewards, and Socialising - Community**. Table 2 represents the table with all six concepts. It includes the construct, its definition, example, and the source.

Table 2: Extrinsic Motivation

Constructs	Definition	Potential Example	Source
EM for Opportunity	Participants are motivated by the opportunity for personal growth provided by the outside.	The opportunity to create a job, create a company, improve career and other are motivating people to choose eSports.	Mcmullen, Bagby, & Palich, 2008; Pelletier et al., 1995
EM for Reputation	Participants enjoy their status and reputation thus are motivated to continue their profession.	Individuals are part of the industry because they have a certain status / reputation.	Di Gangi & Wasko, 2009; Donath, 1999
EM for Recognition	It relates to noticing and honouring as it may support an action. Individuals are motivated by recognition by others.	With the right exposure and increase in audience computer games have been accepted by the mainstream.	Hansen, Smith, & Hansen, 2002; Mills & Blankstein, 2000
EM for Rewards	Individuals are motivated to participate in eSports for financial rewards.	Actors are attracted to the industry for the ever growing prize money and sponsorship deals.	R. M. Ryan & Deci, 2000; Vansteenkiste & Deci, 2003
EM for Socialising – Community	Enables individuals to chat, help others as well as make friends or be part of larger groups of people with similar interests or a community.	Commentators can chat to eSports fans or leisure players make friends with other players of the game.	Hamari & Sjöblom, 2017; Jansz & Tanis, 2007; Yee, 2006a

4 Methodology

The following section describes the methods used in this study. It contains an explanation of the research design, offers a clear and detailed explanation of the entire research process, and established the trustworthiness by reflecting on credibility, transferability, dependability, and conformability.

4.1 Research Design

In order to analyse the dynamic field of eSports this thesis can be described as an exploratory study where the goal is to ask open questions and gain insights about a topic. Exploratory studies are flexible and adaptable to changes. This is because they allow the adjustment of research as new data appears during the process (Saunders, Lewis, & Thornhill, 2015). This study is also cross-sectional as it studies a phenomenon in a particular time.

A qualitative research approach was used since it can help make sense of the subject and phenomenon being studied (Saunders et al., 2015). It can also help to discover individual's hidden, tacit, latent, or unconscious motivations (Kozinets, 2002). Qualitative research is increasingly being used in studies where the aim is to analyse how various actors bring and make meaning of a concrete setting as well as what are the consequences of those actions (Wahid, Ahmad, Nor, & Rashid, 2017). It is also typically used to study a relatively small number of people or situations rather than collecting data from a large number of individuals (Maxwell, 2005).

In general this study can be described as naturalistic since it takes place in a natural setting, or context, in order to establish trust, participation, and in-depth understanding (Saunders et al., 2015). It is also interpretative because the researcher aims to make sense of subjective meanings expressed about a topic studied (Denzin & Lincoln, 2011).

Furthermore, a qualitative approach was also chosen because a majority of research around eSports and motivation used a quantitative approach in the form of surveys (Curley et al., 2017; Grubic, Smith-Ditizio, & Smith, 2017; Pizzo et al., 2017; Yee, 2006a). Quantitative research has limitations where it can fail to determine underlying meanings and explanations (Rahman, 2016). This is why

the researchers wanted to test if insights gained through using a qualitative approach would be beneficial and different when compared to other studies.

4.2 Research Process

In this section the research process is described in detail. It can provide insights into how the final research topic was established and provide clarification on both literature and data collection techniques. It follows image 5 provided below.

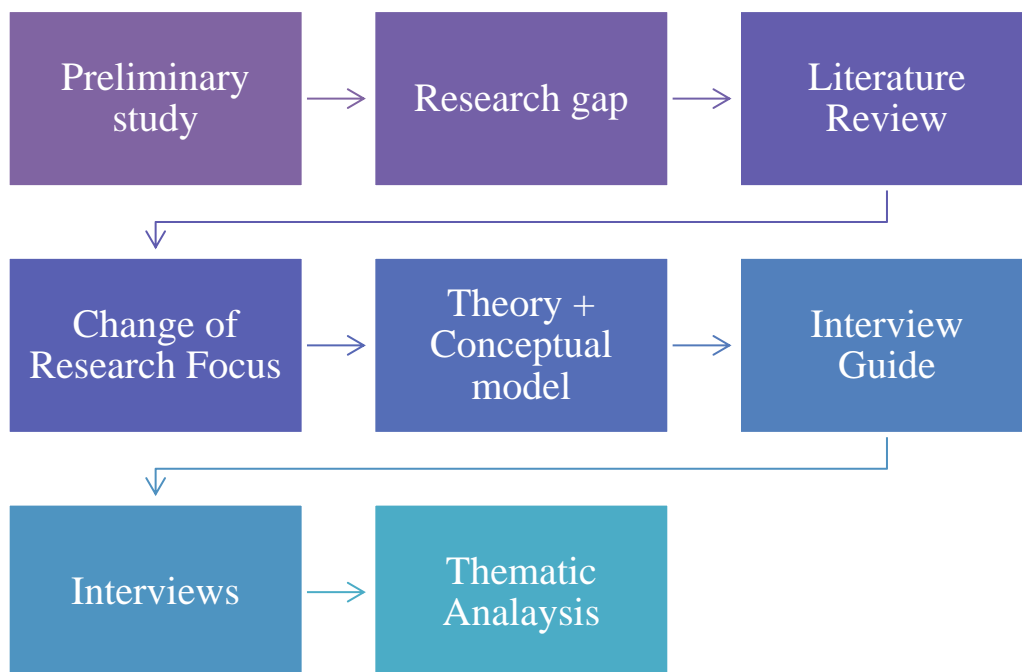


Figure 5: Research Process

Preliminary pilot study: Interview

Before conducting this research a brief pilot study was done. A pilot study is defined as a “*mini version of a research or a trial run conducted in preparation of a full scale study and may be done specifically to pre-test a research instrument*” (Dikko, 2016). One of the advantages of conducting a pilot study is that it might warn if the main research project could fail.

By interviewing an expert from the field we wanted to gain insights into what was feasible for this project due to our lack of experience from working in the industry. A rough interview guide was

created to keep track of questions and eliminate topics which seemed unfeasible. We conducted and in-depth interview in duration of 1 and a half hours which was not recorded due to the participant not agreeing to it. By doing a pilot study the idea was to help identify unclear or ambiguous statements as well as avoid wasting time, energy, money (Calitz, 2009). It added both reliability and credibility to the entire research project (van Wijk & Harrison, 2013).

Establishing research gap & research problem

The initial problem formulation turned out **not be feasible** due to limited time and data availability so the researchers went back to the drawing board to analyse the situation in the industry. After much debate it was decided to narrow down the research scope. Relying on netnography (Kozinets, 2002) popular eSports forums and websites were analysed. Netnography is adapted from ethnography and used to examine online communities since it is faster, simpler, and less expensive than its more traditional counterpart. It is also more naturalistic and unobtrusive than interviews or focus groups (Kozinets, 2002, p. 61). It is beneficial to use such an approach because eSports actors communicate almost exclusively online through forums, blogs and streaming websites. Netnography can help understand the social interactions present by observing the participants. After much consideration it was decided to focus on the participants who are **not players** but are crucial for building up the industry and analyse their motivations for choosing eSports as their career. This was done because professional teams are supported by experienced industry participants who organise events, manage teams, invest, and account for prize money and salaries (Taylor, 2012, p. 135).

Literature Review

A literature review was done in order to understand what has been done by other authors. A literature review is defined as a “*systematic, explicit, and reproducible method for identifying, evaluating, and synthesising the existing body of completed and recorded work produced by researchers, scholars, and practitioners*” (Fink, 2005). The first step in the process was using databases such as EBSCO¹⁴ and Primo¹⁵ to establish what topics are mostly related to the term of “eSports”. This resulted in 114 articles concerning eSports which were then categorised based on most common topics.

¹⁴ EBSCO Information Services : (<https://www.ebsco.com>)

¹⁵ PRIMO: (https://primo.kb.dk/primo-explore/search?vid=CBS&lang=en_US&sortby=rank)

Change of research focus

Since the initial search was too broad and did not satisfy the research question, literature was filtered and new keywords were added such as "motivation eSports", "motivation to participate in eSports", "intrinsic motivation eSports" and other. In the end literature concerning eSports motivation resulted in 14 papers. A majority of papers focused on a specific group such as spectators and their motivation to watch eSports (Cunningham et al., 2017; Hamari & Sjöblom, 2017; D. Lee & Schoenstedt, 2011; Pizzo et al., 2017). In general not much has been done with analysing why actors choose a profession within eSports. Therefore, it was decided to address this.

Established theory & conceptual model

After applicable literature was established the next step in the process was to find relevant theory. In the end this research ended up using Ryan and Deci (2000) motivation theory as a basis supplemented with the SMS by Pelletier et al., (1995) and additional concepts from previous studies.

Interview guide

The initial interview guide used in the preliminary study was created based on the researchers' knowledge of the field and theory. It can be found in Appendix 1.

After the first round of interviews it was established that some of the questions seemed to confuse participants or resulted in them going off topic. It proved hard to control the flow of the interview as well as not being able to verify the conceptual model. Therefore, the initial interview guide was adjusted to ensure a better flow and a more natural conversation. The second interview guide can be found in Appendix 2.

Interviews

Semi-structured, convergent interviews, were chosen as a way to collect data for this study. Convergent interviews are a type of semi-structured interviews with an organised data analysis (Rao & Perry, 2003). It is a technique used to collect, analyse and interpret qualitative data about a person's knowledge, experiences, opinions, beliefs and attitudes by using a number of interviews which touch on important issues (Riege & Nair, 2004). Convergent interviews start off with a broad question which allows the interviewee to talk about a subject and cover, potential, key points for future studies. The interview process becomes gradually more structured to allow flexible exploration of

the subject matter without determining the answers. In addition, semi-structured interviews allow probes and engagement in a discussion with the interviewee (Edwards & Holland, 2013).

Structured interviews were not chosen because the questions are standardised and it would also limit the amount of probing allowed during the process which might result in respondents not receiving sufficient information to answer a question (Kajornboon, 2005). On the other hand unstructured interviews would last too long, and it would be difficult to cover topics from the conceptual model. A major drawback of unstructured interviews is the fact that researcher might not be able to obtain data relevant to the study, the researcher might be inexperienced, and it may be difficult to code and analyse the data (Kajornboon, 2005, p. 7).

Participant selection

A distinguishable feature of convergent interviews is the selection of participants. It focuses on interviewing participants who are different from each other as it allows a number of key issues to emerge (Jepsen & Rodwell, 2008). An initial search resulted in forty candidates working within the eSports industry as potential interviews. A majority was discovered and contacted through LinkedIn. The individuals were chosen based on their job description, position, and organisations they worked in. Out of the initial 40 candidates only 15 responded and agreed to interview. Additional four informal interviews were conducted on a later notice during a popular eSports event in Copenhagen at the end of March 2018.

Conducting Interviews

Most of the interviews were conducted face-to-face, while the rest through phone or Discord¹⁶. A mobile phone was used to record the interviews done in person while Open Broadcaster Software (OBS¹⁷) was used to record the interviews done over Discord.

All the interviewees were Danish males. This was not done on purpose but rather the reality is that most actors from within the Danish eSports industry are male. The interviews consisted of people who have a profession in the eSports industry, meaning managers, coaches, commentators, startup owners and other. All interviews were conducted between March 2018 and April 2018. They lasted

¹⁶ **Discord** is a voice-over-Internet Protocol (VoIP) software designed for gaming communities. It specializes in text and audio communication between users. (<https://discordapp.com>)

¹⁷ **Open Broadcaster Software (OBS)** is a free and open-source streaming and recording program. (<https://obsproject.com>)

between 40 minutes to 1 hour, depending on how long it took to cover all the topics in the interview guide as well as how much information the interviewed person gave.

Ethical issues were taken into consideration (Patton, 2002), thus before recording the interviews we: *a) Explained the purpose of the interview, b) Asked permission before recording, c) Taken into consideration legal issues, d) Taken into consideration the existence of confidential information, and d) Debated how provocative can the interview questions be.*

The interviews started with a short introduction on what this project is about. Afterwards permission for recording was acquired. The first interview question was related to a short description of the actors' job. Interview participants did not ask to be anonymised specifically but the researchers decided to do so. The reason for this was the risk to be easily identified because a majority of the interviewed individuals are fairly known in the industry. By the tenth interview there were signs of saturation, regardless additional five interviews were done. By the end there was a total of 15 formal interviews and 4 informal ones to ensure that this study has reached the saturation point. Figure 6 represent knowledge gained throughout formal interviews.

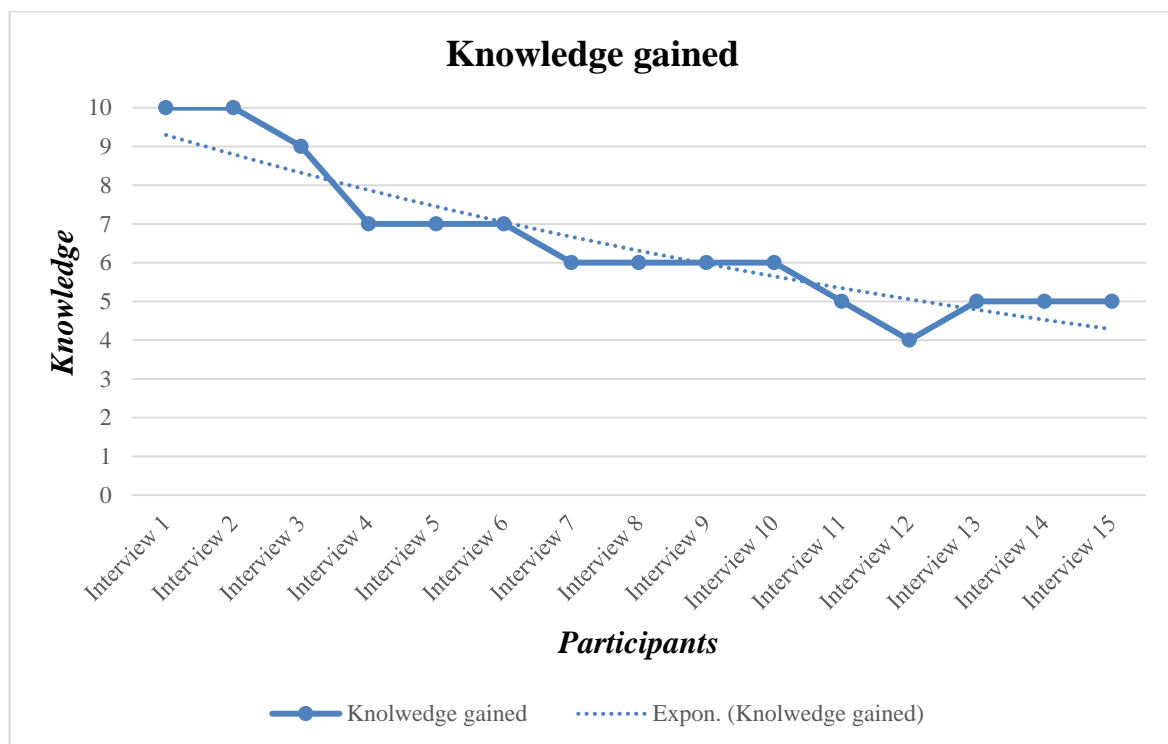


Figure 6: Knowledge gained through interviews

Thematic Analysis

Thematic analysis was used for interview analysis. It is a method used for identifying, analysing, describing, and reporting emerging themes found within data sets (Braun & Clarke, 2006; Tuckett, 2005). It focuses on identifiable themes and patterns of living and /or behaviour (Aronson, 1994). As such it can provide rich and insightful understandings of a complex phenomenon as well as expand or test existing theory (Smith & Firth, 2011). Thematic analysis can produce trustworthy and insightful results (Braun & Clarke, 2006). It can help summarise key features as it forces researchers to have a structured approach when handling data which helps produce a clear and organised report (King, 2004). The procedure includes: 1) *Familiarising yourself with data*, 2) *Generating initial codes*, and 3) *Searching and reviewing themes*, 4) *Reviewing themes Researcher*, 5) *Defining and naming themes*, and 6) *Producing the report*.

Phase 1: Familiarising yourself with data

The data was collected through interviews with actors from the eSports industry in Denmark. Data was recorded using two devices in case there was the possibility of data corruption or technical error. Afterwards the recordings were transcribed by the researchers in order to become familiar with the data (Riessman, 1993). “Verbatim” was used during the transcription to ensure a rigorous and thorough transcription. It was important the interviews include the right information, punctuation, and pauses in the recording (Poland, 1995). At the end of transcription the data was checked for errors. The interviews were listened to again to ensure transcription accuracy. To ensure a good overview the data was organised in folders in Google Drive.

Phase 2: Generating initial codes

In the second phase the interviews were imported into Nvivo. In this phase the goal was to create initial codes based on the conceptual model. The process of coding can be described as a part of the analysis but, unlike themes, it’s broader. Themes were “theory-driven” where coding was guided by the conceptual model. A code book can be found in Appendix 3. A computer program, Nvivo, helped make qualitative data analysis easier (Kelle, 2004; Welsh, 2002). In the first step the interviews were coded separately and later the researchers came together to compare the codes to see if there any disagreements. This ensured both have a clear understanding of the themes and the conceptual model. It also allowed to note down potential discussion topics.

Phase 3: Searching and reviewing themes

Once the interviews were coded there were a total of two main themes (i.e. types of motivation) and seven sub-themes under each of them. The nodes with a small number of occurrences were re-coded. During the process notes about themes were written on a whiteboard to help create a diagram and understand the connections between the themes. This step was done individually by the researchers.

Phase 4: Reviewing themes Researcher

In this process the researchers got together to analyse the coding done individually by them. The end goal was to have one coding for the entire data set. The nodes which had only a few occurrences were removed. When researchers had a disagreement they went back to predefined theme definitions to ensure the codes were correct.

Phase 5: Defining and naming themes

In the end there were a total of eleven sub-categories; six under intrinsic motivation and five under extrinsic motivation. In Nvivo the matrix coding option helped to count the number of theme occurrences in the nodes and interviews. Some themes had to be re-named to ensure consistency with the theory and data.

Phase 6: Producing the report

The end goal of the thematic analysis is themes. They capture something important about the data in connection to the research question. The last step was to pick the best quotes to represent our concepts and put them in a table for easier reading. The entire table with all the concepts and support from interviews can be found in Appendix 4.

4.3 Trustworthiness in Qualitative Research

Trustworthiness is one way to ensure research findings are worth of attention. For this there exists the concepts of *credibility*, *transferability*, *dependability*, and *conformability* (Lincoln & Guba, 1986).

Credibility

To ensure credibility the researchers made sure to attend a popular event in relation to eSports which happens in Denmark every year. This was done in order to continue to interact with actors who chose a career within eSports as well as observe industry participants. Observation from the field was used for data triangulation (Denzin, 1973). It helped verify findings from thesis. The triangulation was done by taking the established concepts and asking questions in relation to them.

Transferability

Transferability means to be able to generalise the research. In qualitative research this relates to case-to-case transfer (Tobin & Begley, 2004). We provide a full description of the research process (research question, methodology, literature etc.) to allow the reader to judge the transferability of this study to another setting (Saunders et al., 2015)

Dependability

In order to achieve dependability, we ensured the research process is logical, can be traced, and it is clearly documented (Tobin & Begley, 2004). All the interviews were recorded, and the interview transcript is available for reading. Furthermore, the entire research process is described step-by-step in the methodology section of this paper

Confirmability

Confirmability is concerned to ensure that the data and interpretations of findings are not parts of the researcher's imagination but instead derived from the data (Tobin & Begley, 2004, p. 392). It requires the researchers to clearly demonstrate how the conclusion has been reached. It is established once credibility, transferability, and dependability are achieved (Lincoln & Guba, 1986). Furthermore, we provide explanations and reasons for our theoretical choices, methodology, and analytical choices through the entire thesis (Koch, 1994).

5 Results

In the following section the findings are presented. First the reader is introduced to the overall determinants of motivation (intrinsic, extrinsic, and amotivation), followed by a summary of results and quotes. Finally a short description of additional findings is introduced.

5.1 Determinants of Motivation

This section presents the findings in relation to concepts of intrinsic, extrinsic, and amotivation. Each of the concepts described is supported by quotes. Not all quotes are displayed but rather the ones with the most meaning. However, a summary of all quotes can be found in section 5.2.

Intrinsic Motivation

Intrinsic motivation was made out of the proposed six concepts and tested through interviews. Generally, the tested motivation factors are presented below.

IM for Accomplishment

Accomplishment is considered a strong intrinsic motivator for actors to choose a profession within eSports. They describe it in several ways. For some the motivation comes from being the first ones offering guides and new content on the market while others think an accomplishment can be having the team they coach beat more experienced players. Since there is a lot of effort put into changing misconceptions about eSports actors want to be successful in doing that as well create something that one day will be remembered. Accomplishment was described as a more important motivational factor than rewards and reputation.

“Use Blizzard’s content as marketing and create guides, and how-to and say ‘hey we are one of the first ones to actually serve a tournament format for Artifact¹⁸ this is how you play it, remember this, this card is good’”

¹⁸ **Artifact** is an upcoming digital collectible card game developed and released by Valve Corporation. The game's concept is heavily based upon Dota 2, a multiplayer online battle arena game also by Valve. ([https://en.wikipedia.org/wiki/Artifact_\(video_game\)\)](https://en.wikipedia.org/wiki/Artifact_(video_game)))

“I am pretty invested in the talent part, I like taking the young players and make them great, it's the best feeling if you take for example, a team with an average of 14 to 15 years old and they beat an experienced 20 - 21 year old team”.

“For people working behind the scenes it is not really about the money anymore it is about creating something that people are going to look back at and say that is awesome”.

“I saw a couple of times where I actually felt like I made a difference on people's perspective on gaming and that's an intense feeling like, the feeling that you changed a lot of people's minds about a huge topic that's actually controversial and that feels really great”.

IM for Altruism

Intrinsic motivation for altruism was present in all interviews as participants were motivated to help others and not themselves. More precisely they describe the wish to help the younger generation of players and show them how eSports is more than just video games (i.e. bring more structure to the industry, provide knowledge, advice, etc.). Specifically participants want to address a major problem within the industry and that is the misconception the mainstream has about what an eSports athlete is. They were inspired to do so by players who spend a lot of effort and time to become professionals since now a majority of them takes care of their eating habits, physical and mental health and overall wellbeing, unlike several years ago. Some participants want to teach people about eSports because they enjoy it and want to transfer that feeling. Others, who try to introduce eSports in schools, are motivated by the fact that they work with young people and they can be the ones to shape them, or push them in the right direction.

“I have a smaller brother who is pretty good at Counter-Strike and I wanted to help him in eSports so I started the organisation so he can focus on playing the game and I would be able to handle all the sponsorship deals ... I want to do what I can to help the next generation make a living out of eSports.”

“I want everyone else in Denmark to feel the same kind of excitement that I feel when a Counter-Strike match of the highest level is being played ... I want to try to help them understand why it so

awesome and try to teach them how they can do this on their own, they don't need me to hold their hand ... I want to teach what Counter-Strike is and why it's awesome because I love it so much.”

“I just had a normal tendency of wanting to organise and improve real leagues and tournaments that I played in myself.”

“I always find this interesting because you work with young people and you can push them in the right direction regarding morale and ethics, we work a lot with that because young people in eSports they behave like it doesn't matter how they behave online, they don't think about it.”

IM to Compete

Being competitive is a big motivator for actors who chose eSports as their profession. A majority of the interviews participants used to play games professionally earlier in their lives. Even those who were not professional or semi-professional still argue that eSports is primarily about competition. They say that without the competitive element the whole industry would be less exciting. For interviewed participants, competition does not only mean competing in-game or with the industry. It means competing with oneself where the goal is to challenge yourself and your previous accomplishments.

“I think everyone who is in eSports as a job or as semi-professional or as an aspiring pro has a competitive instinct that drives them”

“The competitive aspect is everything to me. The moments and the individual plays from players that are going to go down in history, that's amazing to follow, also teams that have a streak where they are just dominating, like SK¹⁹ and FaZe²⁰ dominated last year, it is so cool to follow both those teams and the teams trying to battle them .. I think the competitive aspect is everything if you remove that somehow it just makes it way duller.”

¹⁹ **SK Gaming** is a professional eSports organisation based in Germany. They have teams across the world competing in different game titles. SK is particularly known for their success in Counter-Strike. (https://en.wikipedia.org/wiki/SK_Gaming)

²⁰ **FaZe Clan** is professional American eSports organisation. They are competing in different game titles. Their Counter-Strike team became the 2nd most successful team for the 2017 season. (https://en.wikipedia.org/wiki/FaZe_Clan)

“For me it just comes down to I love competition and love the game ... I spend pretty much all my time on Astralis, and that is because of my competitive gene I want to succeed ... I think it is fun to have this element of competition”

“I do believe I am competitive ... There is no doubt that the competitive aspects of eSports is a motivation in the daily work, and the feeling of “winning” is something really unique to the sports industry. From my perspective, though, “winning” is more about the challenge of reaching our goals – to bring eSports to the mainstream, to get the acceptance and recognition of the players and the game”.

IM to Experience Stimulation

IM to experience stimulation was described by the interviewees as both a feeling of enjoyment and excitement. They discussed how they are motivated by the positive energy from the industry but also by the enjoyment they get from playing, watching and working with games in eSports. Enjoyment was more related to them playing games, while excitement to tournaments and matches. Participants described how they have left better paying jobs because they lacked the emotional peaks and valleys during a work week. They also talk about how they tried having a regular job but they did not enjoy it and left to pursue a career in eSports. They were aware of the risk since not many jobs exist in the industry. Participants are willing to work jobs on the side, full-time jobs, in order to finance their start-ups in eSports and ensure they can provide for themselves. Because they enjoy and are excited to work in the eSports industry they are willing to put in the extra hours to achieve their goals.

“I am more motivated by the energy. Personally I have left better paying jobs for doing something I enjoy and I enjoy this.”

“I put in 90 hour work weeks, such as ESL Pro League²¹ Odense and I mean a lot of those hours are going to be labour of love.”

“I’ve always enjoyed gaming and I’ve been gaming since I was 3 or 4 years old so it’s where my passion is. Even though there is no money in it at the moment I still get motivated, even though I

²¹ **ESL Pro League** is a Counter-Strike: Global Offensive professional league based in two continents, North America and Europe. (https://en.wikipedia.org/wiki/ESL_Pro_League)

have a full-time job on the side and I have to wake up early in the morning to make business calls, go to work, come home and then work some more, I just think my passion is in gaming.”

“I really missed these peaks and valleys during a work week, watching the guys play a big qualifier, or an important match, I really like being a part of this sport that I love.”

IM to Learn

ESports is a new industry which means participants often need to put a lot of extra hours when analysing the market. A majority has to invest extra time outside of regular jobs in order to catch up and understand what is going on with the players and teams. Jobs in eSports sometimes have blurry boundaries and many talk about the fact that they do not have enough time to actually analyse the market as much as they wanted to. Regardless of what type of profession participants have within the eSports industry, they all agree they spend a significant amount of time in learning about the market. The focus of IM to learn is on acquiring and sharing knowledge.

“You have the possibility to try some things that television programming has set in stone and eSports is something new and you have to kind of incorporate the internet mentality, the communities mentality into what you are showing and what you are using as a programme... Some days are just going to be spent on what we would call “interestsetimer”, hours that you are expected to spend on your own free time researching and building up your knowledge and I spend probably 10 hours of my own free time just researching outside of regular 40 hours.”

“I had 100 - 200 hours in Counter-Strike when I went in and looked at Counter-Strike teams and how they played and communicated, it made me able to transfer the knowledge I had from when I was in a League of Legends team and how we communicated, I guess on average just analysing the market I think I spend at least 40 - 50 hours a week analysing stuff.”

“It was a part of the job title that I should also focus on other games to figure out if we should enter PUBG, should we enter Dota 2, FIFA, but so far I haven't really been able to find the time to analyse it.”

“Even if I had a different job let's say I was working with social media for some Danish company I would still be on HLTV²² catching up on or reading on Twitter, so I don't really see it as work but I would say I probably use 2 - 3 hours a day to just stay updated and follow what's going on.”

IM for Self-fulfilment

When participants talk about self-fulfilment they often describe it as being able to work in a profession which is also their passion. Self-fulfilment motivates them to continue to pursue a career in eS-ports since it allows participants to create content for a topic they enjoy. Furthermore, they are able to work together with other people with the similar interests. Some participants are also motivated because they can work for a company which they have supported from an early age (i.e. being able to work as a coach for a football club he or she is also a fan of). Being self-fulfilled means they are satisfied with themselves and with what they achieved at the end of the day.

“I'm also coaching our own FIFA player and I'm also a fan of Brøndby²³ in real life so that was the motivation to work in Brøndby... I'm mostly motivated by working for Brøndby because it is the team I've been supporting my whole life.”

“A lot of the management skills that I learned during my education and also at my previous work I can utilise. I am in charge of getting the big trophies and that is where I can use my background within the sport, since I learned a lot of stuff as a player that I could actually use, which is something that really motivates me.”

“It was never the money it was always the passion, I'm fine eating pasta and ketchup for my rest of my days if I could do what made me happy so because I was so happy doing eSports and I could do it for hours on end, that was my drive.”

“I want to make sure that any matches or tournaments that we play I can look myself in the eye and say I could have done nothing better, that's something that I live for.”

²² HLTV is a CS:GO website featuring news, demos, picture, statistics, coverage related to Counter-Strike. (<https://www.hltv.org>)

²³ Brøndby IF is a Danish football club (https://en.wikipedia.org/wiki/Brøndby_IF)

Extrinsic Motivation

Extrinsic motivation was made out of the proposed five concepts and tested through interviews. The tested motivation factors are presented below.

EM for Opportunity

Participants are motivated by opportunities from the industry. They often pay close attention to business and expert reports. The positive numbers about growth, fan acquisition, sponsorship deals and other have encouraged participants to take a risk and switch careers. They want to experience the challenge provided by the volatile and exciting eSports industry. For many external opportunities are an important motivator because it is something they did not have years ago when they first tried to have a profession within eSports. Back then interviewees had minor sponsorship deals in the form of hardware (i.e. mice, keyboard, headphones, etc.) or small amounts of money (i.e. 5.000 Danish Kroner per month). They said such a situation did not allow them to continue to pursue a career within eSports. Furthermore, participants did not see the possibility to create content or companies because there was little to no target audience.

“He presented me the business potential, the world market, the ambitions for RFRSH and ultimately for building a tournament that would actually be to go-to tournament for eSports, just like UFC is for martial arts, like Formula 1 is for motorsports... and that ambition and the ... volumes in regards to the market, fan size, everything, I just basically had to say yes”

“It's an industry that's growing quickly, there's not a lot of people with a ton of experience in it from a business side, a lot of people that played games but not a lot of people that work in eSports and if you actually look at job listings for eSports experience in eSports is just a plus a lot of time not a requirement because there's not a lot of people with it. So I do see it as a pretty secure avenue as well as a fun career.”

“Everything that I was missing back then when I was playing all of the sudden came to this sport”

“I didn't expect that the game would evolve so quickly after Amazon acquired Twitch, so back then when I decided to retire I had no clue how big this was going to get”

EM for Recognition

EM for recognition is an important motivator for participants who chose a career within eSports because it is something they struggled to achieve where they were younger. Now eSports has started to reach out to the general public and it is no longer only for a small group of people. Many admit they didn't expect eSports to achieve such traction. Some even say they did not see a lot of sense in watching other play video games. A majority of the actors interviewed were stigmatised for playing games when they were younger. It has only changed recently that the Danish eSports scene is being slowly accepted and moving from the underground to the main stage where even schools adopted eSports as part of the curriculum. The actors put a lot of emphasis on continuing this trend as it improves their working conditions and makes talking about eSports easier.

“The Danish eSports scene I'd say is thriving in a sense that it is no longer underground and obscure ... the Danish scene is very healthy in the fact we have lot of schools taking up eSports in the curriculum, we have a great amount of players who are performing at the very highest level consistently”

In addition, increased recognition and news headlines caused more people to turn their attention towards the industry. Yet many are still unaware of the lack of jobs in eSports at the moment. Participants who have their own start-ups point out that they are faced with difficulties such as not knowing the right people to approach for funding or help in general. Furthermore they have to realise that companies are not ready to invest money since many ideas and projects exist and only a handful are financed by organisations.

“Companies are not willing just throw money at you, they want to get the best possible deal. The biggest trick I think for organising an eSports event today is negotiating sponsorship contracts and then partnership contracts.”

Increased recognition by the mainstream made it easier for the participants to book meetings with investors. For many the most important type of recognition is from close family and friends since participants were often scolded for playing games in their youth. Their parents actively tried to stop them from pursuing a career within eSports. Now interviews point out how they enjoy the fact that, eSports is recognised as an actual industry. Several interviewees talk about the importance of mov-

ing away from the discussion if eSports is really sports because it stops the industry from addressing more important issues such as player contracts, gambling problems, match fixing, and other. They think those problems are a big hurdle for gaining recognition in the long run. In addition, interviews pointed out how they enjoy how players are idolised by young kids and how teams are famous even outside of Denmark. A big factor for participants in the industry is also that media, traditional media (i.e. TV and radio), has recognised eSports and introduced it to their TV programme.

“Of course it's a sport there is no doubt. The guys. If you see them how they practice, if you see what is the decisive, the siding, and the results, it is practice, it is reactions, and it's all you do in sports. But when you say it is not a sport you tell hundreds of thousands of young people in Denmark that you are not good enough.”

“Gamers are stigmatised a lot like that nerd playing in ... mom's basement and drinking coke ... I think it's, especially with Counter-Strike it's getting better now you see little kids wearing Astralis jerseys ..., and we also had in Brøndby something called Christmas party for all of the young children and we had our FIFA player ... he had to sign over 100 autographs and some people bought his shirt with his name on the back.... so it's evolving and it's great”

“It's something I really care about... my parents wouldn't let me play tons of video games when I was a young child ... so a fact that it's actually being recognised as not just something competitive but something that is highly skilled”

EM by Reputation and Status

EM for reputation and status motivates participants to choose a career in eSports because they are being recognised by others and what they say has actual impact on the entire industry. Some interviewees talk how recognition and status enables them to be influential in an organisation or team. It plays a big role because it allows participants to make crucial decisions and they feel a sense of accomplishment from it. Some do say how the reputation does not really matter but at the same time there is a level of satisfaction derived from it. Participants reflect on having their talent recognised by others which motivates them to continue to pursue this as their career as it gives them a certain status in the industry.

“What really motivates me ... we rank the teams in the world, we decide who the best team in the world is. I mean we made up an equation for it ..., we decide how to calculate it right, and everybody just follows.”

“I’m actually their boss, I can say ‘okay you are benched’, I can say ‘okay maybe we need to go in this direction in terms of like how our philosophy for Counter-Strike’.”

*“If people are watching on for example on Danish national TV and they say, ‘holy s*** this DR Broadcaster of whatever tournament is so f***** amazing I wanna do that not just play but also like watch it more’. Then I feel like I have done my job correctly and that motivates me.”*

“Well, no ... I would be fine if I never had to show my face on television, but still, there is a satisfaction coming from it and that drives me.”

EM for Rewards

A majority denies rewards as motivation for why they chose a career within eSports. They argue that eSports, the way it was, and still is, resembles more a voluntary operation. There are not many paid jobs in the industry overall. However, participants do not dispute that monetary rewards, trophies, and medals are a motivation for them. They want to be able to lift the trophy with their team. Furthermore, many of the participants are older and at a point in their lives where they have to start a family and “settle down” thus for them money is an important motivator. Being able to provide for the family leads to acceptance from family and close friends. Some participants said money in itself is not a motivator but the benefits of flying in first class or sleeping in a 5-star hotel are. They enjoy being able to travel to exotic countries while being paid to do a job they like.

“Of course I’m spending a lot of time at work so I also want to be compensated for that. But it is not what motivates me at all.”

“God no we are primarily a voluntary operation, and even though I am in management I don’t get paid what would be considered nearly enough.”

“It is also great to go to a good location and be booked in a five-star hotel and see a part of the world that you wouldn't get to see normally or fly in a business class seat so that's extra motivation”

“Obviously I don't do it for the money but the money has some sort of acceptance because it can provide for my children and secure them that obviously gives the green light from home”

There exists a general **contradiction** when it comes to extrinsic motivation for rewards. It became evident when interview participants tried to justify why they left eSports earlier in their lives. Back several years ago many participants were professional players but they left the industry because there was a general lack of good sponsorship deals and prize pool money was significantly lower compared to today. They left because they were unable to make a living out of 5.000 Danish crowns a month, and instead turned their attention to either finishing their education or looking for another job. Those same actors at this point claim they are not in the industry for the money. There is a split between opinions and answers about if extrinsic motivation for rewards plays a motivational factor for choosing eSports as a profession.

“I had one of the biggest sponsorship deals with SteelSeries²⁴ at that time in Denmark but the only thing I've got out of it was gear once every half year. If you would have had that deal today I might have had a full-time job.”

“The salaries were roughly the same, the prize pool at tournaments were the same, some prize money didn't get paid out some salary was delayed and we couldn't really see a future ... When I was playing, I always hoped ‘okay maybe this can grow’, become big and enable me to live out of my earnings and make a decent living out of a career within eSports but back then it was nothing like that.”

“I worked as a professional eSports athlete and I was team captain for the national team in Denmark for 3 years and I stopped in 2008 when I was 28. Mostly because I wasn't earning so much money it was not as big as it is today.”

²⁴ **Steel Series** is a Danish manufacturer of gaming equipment and accessories, including headsets, keyboards, mice, and gaming surfaces. (<https://en.wikipedia.org/wiki/SteelSeries>)

EM for Socialising

Interviewees describe the aspect of community and socialising as an important motivational factor for why they chose a career within eSports. Many interviewed participants started a career within eSports by simply gathering a group of friends to form teams in order to play some of the early games such as Call of Duty Modern Warfare²⁵. They describe the industry as a place with very motivated people who are open minded, ready to discuss controversial topics, and ready to help out with beta testing. Because they are able to work with such a community, participants are motivated to put in extra work hours to create content as well as share knowledge they acquired with participants inside and outside of the industry. Some of the participants talk about how the community was the starting place for their professional career in eSports. For example, one participant described his dislike for Counter-Strike when it first came out but he played it because everyone else around him did so too. It turned out that participant was very good at the game and he gained recognition and reputation which later helped him land a job within the industry. He is still considered as one of the best players of Counter-Strike 1.6 to this day. Several interviewed participants described how they know others who are in the Danish eSports industry because they have met online or during events, or simply they used to play together. Socialising is important for the school teachers because they want to teach the younger generation how there are still people behind screens. They hope that way they will address a major issues in the industry which is racism, bullying, and “toxic” behaviour. Nevertheless, the community in eSports is very vocal about what they like or dislike which can be both good and bad. For some participants it seems like the community has a too big of a say which is especially problematic if it is about a topic they do not understand. It can lead to misinformation and frustration.

“I think in general people in eSports they are really open minded because they want people to be a part of this... hey want to talk about it and show people what they are like, why they are in this, and I think it's kind of the same with eSports, ...I think it's really easy to talk to people in eSports and if you have any questions you can ask everyone basically.”

“I think it's great about Counter-Strike and eSports is that's mostly young people make their own way, building things from scratch, I think that's the best thing for me in this.”

²⁵ **Call of Duty Modern Warfare** is a first person shooter game developed by Infinity Ward and published by Activision in 2007. (https://en.wikipedia.org/wiki/Call_of_Duty_4:_Modern_Warfare)

“I still feel the community is the most important part of eSports and without people thinking that they are part of let’s say Counter-Strike then that wouldn’t exist.”

“Back then everyone on the Internet Cafe was playing Counter-Strike because it was just released by Half Life and it was really popular so I didn’t really enjoy it to begin with but then everyone else was playing it so I started playing it as well”

Amotivation

Actors are demotivated from choosing eSports as their career for several reasons. The biggest one being unprofessionalism. Out of 14 interviews 11 of the interviewees expressed their frustration regarding the lack of professionalism that exists within the industry, some also use words such as “amateurish”, “lack of codex” or “immature” to describe the eSports industry. The interviewees talk about the lack of loyalty as a by-product of unstructured contracts and lack of rules while others talk about bad behaviour often present in the online eSports community (i.e. on forums, Reddit, Facebook, Twitch, and other). In general demotivation can be divided into several subsections such as: Lack of professionalism, Lack of Cooperation, Lack of recognition, and Lack of Money and Career Opportunities.

Lack of Professionalism

Lack of professionalism demotivates participants to continue a career within eSports. Many describe it as a problem from day one when the scene barely existed. With the lack of structure many suspicious people also entered the scene offering their advice or just misinformation. Lack of professionalism has led to the creation of skin gambling²⁶ where people can bet real life money on aesthetics improvements of their gear in game. Furthermore, the lack of professionalism participants described was related to a situation where people on LinkedIn have titles such as “eSports” experts without having the actual qualifications. Besides the lack of a codex, proper contracts and agreements participants also reflected on the lack of loyalty from teams. They think teams in general work in short terms which is not beneficial for the industry.

²⁶ **Skin Gambling** in video games is the use of cosmetic elements such as "skins" as virtual currency to bet on the outcome of matches. It is mostly known from Counter Strike: Global Offensive and its community. It is a controversial topic as it introduced gambling to young children. (https://en.wikipedia.org/wiki/Skin_gambling)

“I entered this sport at a time where there is still a lot of stuff that hasn't been really structured and it is not that professional ... and there is also like, some sketchy people, for instance with skin betting ... in some areas it is really immature”

“I mean I think it's kind of frustrating, especially in Denmark that the teams they, they only work in like short terms instead of the long term right. It's a quick fix all the time, switch a player, switch organisation”

Lack of professionalism is also evident in how there is a lack of player organisations. There are no player unions or ways to bring tournaments under control. Participants fear that with so many tournaments going on it will lead to over-saturation where the core audience will lose interest in eSports. Some argue there need to be more special events similar to how in football there is only one “El Clásico²⁷”. The industry also fails to create jobs for non-players or at least showcase that there is more to eSports than just being a professional player. But it is hard to do so considering the majority of power lies within the top in the industry.

“It is a bit in a no-man's world right now. There are no governing body like we see in football with FIFA who takes control and so right there are way too many tournaments and I think the viewers are getting fed up with all these matches. The teams are not communicating with each other about putting a structure, so the salaries are increasing all the time and I think that is pressuring the teams. I think you have to, even though I would like more money of course, you have to look at the whole ecosystem where you have the players, the teams, the tournaments and the viewers and by far the viewers are probably the most important ones because they finance the whole thing. So, I think it is important that we look at all the aspects and right now we could use someone who could takes control but the question is if they are corrupt or not.”

Lack of Cooperation

There exists a lack of cooperation and bargaining power for organisations. At the moment the majority of power lies within the players as they are the ones who dictate many of the contract clauses. The actors believe such a situation has caused a lot of disloyalty from the players.

²⁷ **El Clásico** is the name for the football matches between two of the top Spanish clubs FC Barcelona and Real Madrid. (https://en.wikipedia.org/wiki/El_Clásico)

“I think the players we have right now are very receptive to what we want to introduce but from what I heard from some of the other teams, the organisations don't really have any bargaining power, because in contracts it is stated that the players can actually choose whatever they want. They have so much power and the tournament organisers also give them a lot of power.”

Lack of cooperation between the main industry participants has caused tensions. Several of the interviewees talk about the lack of cooperation between the biggest players in the Danish eSports scene. Some of the examples talked about how people would not even shake hands with one another or even try to organise events. Those who do try to work together, stop after one attempt. Often it looks like a fight for dominance with many different ideas about what eSports is or where the industry is going. This lack of cooperation has led to events trying to be what they are not and making the ecosystem difficult to enter and navigate.

“When we started it was very difficult to work with, especially with other organisers of eSports, people were very paranoid and they all wanted to be number one, they all wanted to become "the organiser" of eSports. Everyone believed there would be a lot of money in this one day and they all wanted to be the one to get it. So back then it was a nightmare, even news outlets were very difficult to work with. But today it is very different, today people have a natural approach to eSports, to organise eSports, which is cooperation.”

For many of the actors there exists a danger of people entering eSports under false pretences. They are worried about people being deceived and how many “experts” are in the industry just for a quick money grab. It has created a lot of obstacles for newcomers as it takes me a long time to gain trust and acceptance by the “industry elders”.

“You have a lot of eSports consultants and teachers that you could put in a bin and just throw them out to the nearest trash can ... I also respect that the inner circle of eSports talent, they always want to try to keep out of the industry because everybody is in for a quick money-grab.”

Lack of Recognition

Esports is still struggling to achieve general recognition. The situation has improved but not by a lot. There still exists a misconception of what eSports is and often the public still relates eSports

athletes to the image of an unhealthy young adult who drinks soft drinks and eats fast food while playing games. This misconception can demotivate people to choose a profession within eSports. In addition, a general lack of recognition both at work, in the industry, in the online and offline community and generally in everyday life demotivates the interviewed participants. Some explain how this lack of recognition can be also demotivating when they try to introduce a new business or idea to people who have no understanding of the topic as well as the lack of appropriate connections in the already very tight knit eSports community. The interviewees talk about how the community and the environment can be rather negative, or more precisely toxic. They explain how fellow gamers can be quick to talk down ideas or badmouth other people's work.

“What demotivates me sometime is that you still go back to the old, you know, chips, drinking teenagers in the basement or gun violence and video games.”

“It's super demotivating pitching to five of the biggest investors in Denmark ... and they don't understand the market ... or they don't understand what is fun about playing a game”

“What demotivates me is the workload that's sometimes put on us, or expectations ... are put on us from people who know nothing about what we do. Such as productions of tournaments”

“Well, it is frustrating to be the new kid and not knowing the direction. Because, sometimes you actually feel you are going two steps forward three steps backwards”

Lack of Money and Career Opportunities

Lack of money and career opportunities is a big demotivation for participants to choose a career within eSports. That is because organisations do not exist which can guarantee jobs for the entire industry. The only paid jobs so far are professional players and the few positions open for commentators and casters. That is not the only struggle, at the moment only the top makes money in eSports and everyone below that is struggling. Participants argue there are not enough companies who can hire people to work within the industry which just further supports the fact that the industry is still very young and not mature enough. This situation is better explained also by the fact how the interviewed participants described that many of the events, which have been existing for years, are to this day volunteer operations.

“You have in Denmark the top 10 teams of Counter-Strike and they are all fully professional... I don't think there is a big industry or big companies, we don't have any companies of over 100 people I think and that's just because it's still niche.”

“I mean it's difficult, it's not difficult to enter but it is really difficult to build something that would be quality and sustainable. And if you're looking at the job that I have now where I get paid that's really difficult, there is not many jobs, maybe 30 – 50 where you actually get paid in Denmark doing eSports.”

5.2 Summary of Results and Quotes

The following section represents a summary of the main findings of this study. The findings are further supported by a quote from the interviews. Table 3 is the results summary.

	Concept	Quote
Intrinsic Motivation	IM for Accomplishment	<i>"I saw a couple of times where I actually felt like I made a difference on people's perspective on gaming and that's an intense feeling like, the feeling that you changed a lot of people's minds about a huge topic that's actually controversial ... that feels really great".</i>
	IM for Altruism	<i>"I always find this interesting because you work with young people and you can push them in the right direction regarding morale and ethics, we work a lot with that because young people in eSports they behave like it doesn't matter how they behave online, they don't think about it."</i>
	IM to Compete	<i>"For me it just comes down to I love competition and love the game ... I spend pretty much all my time on Astralis, and that is because of my competitive gene I want to succeed ... I think it is fun to have this element of competition"</i>
	IM to Experience Stimulation	<i>"I really missed these peaks and valleys during a work week, watching the guys play a big qualifier, or an important match, I really like being a part of this sport that I love."</i>
	IM to Learn	<i>"I had 100 - 200 hours in Counter-Strike when I went in and looked at Counter-Strike teams and how they played and communicated, it made me able to transfer the knowledge I had from when I was in a League of Legends team and how we communicated, I guess on average just analysing the market I think I spend at least 40 - 50 hours a week analysing stuff."</i>
	IM for Self-fulfilment	<i>"I want to make sure that any matches or tournaments that we play I can look myself in the eye and say I could have done nothing better, that's something that I live for."</i>
Extrinsic Motivation	EM for Opportunity	<i>"He presented me the business potential, the world market, the ambitions for RFRSH and ultimately for building a tournament that would actually be to go-to tournament for eSports, just like UFC is for martial arts, like Formula 1 is for motorsports... and that ambition and the ... volumes in regards to the market, fan size, everything, I just basically had to say yes"</i>
	EM for Recognition	<i>"It's something I really care about... my parents wouldn't let me play tons of video games when I was a young child ... so a fact that it's actually being recognised as not just something competitive but something that is highly skilled"</i>
	EM by Reputation and Status	<i>"What really motivates me ... we rank the teams in the world, we decide who the best team in the world is. I mean we made up an equation for it ..., we decide how to calculate it right, and everybody just follows."</i>
	EM for Rewards	<i>"Obviously I don't do it for the money but the money has some sort of acceptance because it can provide for my children and secure them, that obviously gives the green light from home"</i>
	EM for Socializ-	<i>"I had 100 - 200 hours in Counter-Strike when I went in and looked at</i>

	ing (Community)	<i>Counter-Strike teams and how they played and communicated, it made me able to transfer the knowledge I had from when I was in a League of Legends team and how we communicated, I guess on average just analysing the market I think I spend at least 40 - 50 hours a week analysing stuff."</i>
Amotivation	Lack of professionalism	<i>"Currently in the industry that demotivates me is the fact that it is still not as professional as I would want it to be especially not here in Denmark."</i>
	Lack of Cooperation	<i>"When we started it was very difficult to work with, especially with other organisers of eSports, people were very paranoid and they all wanted to be number one, they all wanted to become "the organiser" of eSports. Everyone believed there would be a lot of money in this one day and they all wanted to be the one to get it. So back then it was a nightmare, even news outlets were very difficult to work with. But today it is very different, today people have a natural approach to eSports, to organise eSports, which is cooperation."</i>
	Lack of Recognition	<i>"It's super demotivating pitching to five of the biggest investors in Denmark, ... and they don't understand the market ... or they don't understand what's fun about playing a game"</i>
	Lack of Money and Career Opportunities	<i>"You have in Denmark the top 10 teams of Counter-Strike and they are all fully professional... I don't think there is a big industry or big companies, we don't have any companies of over 100 people I think and that's just because it's still niche."</i>

Table 3: Results Summary

5.3 Additional findings

In the following section we present additional unique findings related to the Danish eSports scene. Some key lessons about executive ownership, industry leaders, coupled with cultural differences can provide insights into how the landscape itself can influence different types of motivation.

It is not young

The first topic which emerged emphasizes the age of Danish eSports. It is not described as a new phenomenon, rather one that existed but did not reach mainstream until two to three years ago. It is important because many of the industry participants now are from that generation and are influenced by it.

"It is not a young industry it is 17 years old.... it's been built from the inside and out, it's been built by players for the players, the young part is actually what's happening when you bring in people

like me. That's where it's young because it is opening up now and that's why in the mainstream perspective it's a young industry. But ask any of the guys ... half of them are eSports endemics who have been playing at LAN parties for the past 17 years, sleeping under the table, and playing for a bottle of Cocio²⁸ ”

The Leaders

The Danish eSports scene would not thrive without industry leaders. Throughout the interviews RFRSH Entertainment, more precisely their team Astralis was mentioned and the bridge connecting eSports to the mainstream. Besides winning a major league title in 2017 Astralis has put a lot of effort into changing the image of what an eSports athlete is. After a lot of “door to door” walks and strategic contacts RFRSH managed to catch the attention of the top Danish traditional media such as DR and TV2 who introduced eSports to their programme, thus TV managed to finally tap into the young population and increase number of viewers.

“I would say there is a synergy in the market right now where you have RFRSH, who has two business units, they have professional services which are the teams they co-own, and then they have BLAST Pro series. They have been very good at getting the message across about eSports.”

“The Danish team Astralis they won the world championship of the Major back in January last year and combined with that all the big Danish news media outlets like the national TV, radio association called DR and another private one called TV2 ... they picked up on it”

Alongside Astralis other teams started to emerge such as Heroic and North. They are now described by interviewees as the poster boys of eSports. They take the sports seriously and invest time in not only sharpening their skills but also their mental and physical health. They have increased the level of professionalism in eSports, something the industry is missing to this day. The eSports professionals describe those efforts as the right way to go forward and show parents, who still think games are a waste of time, that eSports can teach kids important life lessons.

“Especially in Denmark we have Astralis, Heroic and North who are perfect poster boys for what eSports is and what kids can actually learn from enjoying the culture.”

²⁸Cocio is a Danish produced chocolate milk drink which is well-known product to Danes. (<https://en.wikipedia.org/wiki/Cocio>)

Executive Ownership

The Danish eSports scene is not immune to changes but it became apparent that the interviewed participants are not worried about executive owners. This can pose a potential problem as often game developers experiment with their business models. Participants describe Valve as a company which is notorious for not caring where their product goes and instead they let the market shape it. They are primarily interested in profiting from the game and focus their attention in how to make money of skins and in-game equipment. They can sometimes introduce changes to the game mid-tournament which has consequences for the teams and frustrates coaches and managers. However, participants seem to have faith in the executive owners and they think they will do the right thing.

“Valve makes money, sells more games, and sells more in-game equipment, skins and so forth. So Valve is overall very positive about what we are doing. They don't have a commercial leadership group in Counter-Strike like everybody else has. They have programmers, which just like to program. They can actually update the game in the middle of a tournament so next morning there is a little difference in one of the maps, that is kind of insane but they are more game providers than they are actually interested in tournaments. They want to sell more games. The risk is that someday Tencent²⁹ in China will buy Counter-Strike, and then all of the sudden what is everybody gonna do?”

“Counter-Strike is freer, if you can say, it is kinda like football where, yes there will be a company that is behind the game that decides what the rules are and those rules are generally accepted. But it is up to the different countries, to the different tournament organisers to do whatever they want and anyone can host a Counter-Strike tournament. It's not like you have to get a permit or a license, you can host your own game in your basement if you want to. You can't do that in League of Legends or Overwatch, you have to get a permit or you most likely won't be able to get it because they want to focus on their own league, so. I am not sure what model is the best I think the next 10 years are gonna show us which one is the best.”

²⁹**Tencent Holdings Limited** is a Chinese multinational investment organisation who specialises in various Internet-related services and products, entertainment, artificial intelligence and technology both in China and globally. As of January 2018, the company has a market value of US\$580 billion and is considered one of Asia's most valuable companies. (<https://en.wikipedia.org/wiki/Tencent>)

In addition, many of the participants argue that Valve's model is nice due to innovation and excitement it brings to the industry. However, participants also state that they think Riot's model is the model for the future of eSports. It is especially evident because newcomers to the industry, such as Overwatch, are adopting Riot's model as it has more structure and protect players from being exploited by organisations.

"Because, you have a system in place it is really easy to turn what Riot Games has done with the LCS and turn it into a franchise and franchise is, it's proven to be the most successful model to run an eSports league, or a gaming league or sports league in traditional sports. So, if you want to be a sports, you need to do the LCS model, or the Overwatch league is an even a better example."

"You can see in League of Legends with Riot Games they are doing a really great job with also protecting their players, we saw it with Copenhagen Wolves when Bjergsen was there."

Danes are bad at Football

Participants argue that in Denmark there exists the opinion that traditional sports like football are not popular due to Danes not being very good in international tournaments. Furthermore, they describe how children in Denmark are introduced to technology early in their lives which makes them very good at adopting new technologies. This development can be one of the reasons why Danes are naturally good at games and eSports.

"We went out and we talked with a lot of different clubs, and I think they can see, because football is not that big in Denmark, and we usually don't do well internationally, so I think we have a bigger chance at eSports and they realised that. It's fit for Danish people."

This development has reflected on Danish professional football clubs which have been struggling with a decline in viewers. However, clubs tried to remedy this by introducing their own Sports themes. The first one how has done that was FC Copenhagen by creating its own team called North. This move has signalled other smaller clubs that maybe it is time for them to also have their eSports teams.

“In Denmark it was FC Copenhagen going in with North in Counter-Strike, and they somehow hit something in the community that made other clubs think, ‘hey it might not be that bad’. So we started seeing a lot of smaller clubs making new changes to their structure and starting an eSports division.”

6 Discussion

The following section focuses on the discussion. The main aim is to compare the findings in this study with established theory as well as introduce study delimitations and future research. Furthermore, the section ends with implications for research and practice.

Intrinsic Motivation

IM for Accomplishment

Accomplishment plays a major motivation for why participants choose eSports as their profession and supports findings from other studies where accomplishment was closely related to consumption motives for specific games (D. Lee & Schoenstedt, 2011, p. 41). Furthermore, participants derive a sense of enjoyment from accomplishments and thus are motivated to set up new endeavours (Sherry et al., 2006, p. 217).

For individuals who chose a profession within eSports the aim is to be the first on the market to offer new content, be a part of the eSports evolution, or simply put their personal stamp on the industry. Being the first one to offer specific new content or have a good track record with fans can lead to a higher position within the community and a certain status which might enable actors to ask and receive help in the long run (Weiss & Schiele, 2013, p. 209). Intrinsic motivation for accomplishment is similar between eSports athletes (Seo, 2016, p. 269) and regular sports athletes (Tiedemann, 2004).

For the participants the type of accomplishment changes depending on the job. A brand manager aims to create a lasting good impression among consumers /fans and improve product sales. They feel accomplished when they increase the number of followers on social media, increase the number of fans for their specific teams, and/or make it on the front page of a newspaper. On the other hand for a commentator an accomplishment is to travel to foreign places and comment on tournaments but also to teach people about eSports, more specifically about a particular game such as Counter-Strike. However intrinsic motivation for accomplishment can be related to performance, so as long as actors remain satisfied with their performance they will have a sense of accomplishment and higher levels of satisfaction (Lawler & Hall, 1970).

IM for Altruism

Surprisingly altruism plays an important motivation for the participants who chose a career within eSports. A majority of research concerning eSports and motivation (Cheung & Huang, 2011; Pizzo et al., 2017) has used the already established Sport motivation scale (Pelletier et al., 1995) which does not incorporate the concept of altruism. However, Altruism has showed positive influence on the level of participation for other areas for example, open-source projects (Hars & Ou, 2002, p. 28).

When talking about altruism participants want to improve the eSports industry since they identify themselves as members of it, form an attachment and align their goals with the goals of the community (Hars & Ou, 2002, p. 28). But in order for participants to do so the community needs to have a clearly defined set of goals (Kollock, 1999) which, at the moment, is not the case in the Danish eSports scene. Many participants and organisation have their own “philosophy” about the future of the scene. On one side there is the wish for *structure* and *promoting a healthy lifestyle* while on the other side there is a wish for *no major changes* and for *eSports to remain as it is* since it is what makes it unique.

It has been argued altruism leads to increased knowledge sharing (Ba, Stallaert, & Whinston, 2001; Davenport & Prusak, 1998) which is also the case of eSports and participants who chose is as their profession. They are motivated to share their knowledge with the mainstream. Furthermore, many of the participants have been part of the eSports community for several years at this point and feel obligated to give something back. They are motivated to help others as they are guided by “been there, done that” or the belief that it would have been nice if they had help in the past (Wasko & Faraj, 2000). Their motivation to knowledge sharing also comes from the wish to address a debate often present in literature and in people’s minds about whether eSports is a sport or not. They disagree with how many sports association do not want to acknowledge eSports as it shows to kids that they will not be treated as good enough if they continue to pursue eSports as their career.

IM to Learn

Intrinsic motivation to learn (acquire knowledge) is a type of intrinsic motivation which influences participants to choose a career within eSports. It is also a type of motivation significant for describing why spectators are motivated to watch eSports (Hamari & Sjöblom, 2017, p. 224; S. W. Lee et

al., 2011). In general the actors on the Danish eSports scene tend to invest a lot of time, both during and off work, to learn about the market by using mostly eSports specific websites such as HLTV. IM to Learn is also important for participants because the industry is dynamic and new so they don't want to be uninformed.

Actors want to acquire new knowledge because they want to be up-to date and learn new strategies or techniques which is similar to reasons why individuals watch Twitch (Gros et al., 2017, p. 55) or participate in fantasy sports (Farquhar & Meeds, 2007). However, motivation to learn is more related to specific jobs where for example, a manager would analyse what the competition is doing but not analyse what are the changes to the game builds. While on the other hand coaches will spend time acquiring knowledge about different strategies and they do not have time nor interest in analysing the recent statistical market numbers. Commentators spend a significant amount of time analysing teams and what happens in them, or if teams are making changes to the rooster.

Furthermore, different participants from within eSports don't just want to acquire but also share new knowledge, a characteristic evident in eSports fans in general (Brown et al., 2017). Nonetheless their motivation to share knowledge highly depends on the (Curley et al., 2017).

IM to Compete

Competition, more precisely being competitive is a major driving force and a motivation factor for actors to choose a profession within eSports (Choi et al., 2017). It supports findings from studies where it affects the amount of time individuals spend on eSports game play (D. Lee & Schoenstedt, 2011, p. 43). A majority of interviewed individuals were professional or semi-professional players earlier in their life. Those who did not manage to achieve such a status still played games for the competitive aspect. Their goal was to compete in real life achievements instead of only in-game. For many competition is a versatile thing and in general is more accessible than traditional sports or media (Hamari & Sjöblom, 2017, p. 216).

During this study it showed that competition is an intrinsic motivation since it was based on the need for competence and self-determination which is the main characteristics of intrinsic motivation (Deci & Ryan, 1985). Participants enjoyed the competition on the market but it was not described as the main motivation to choose a career in eSports rather they focused on interpersonal competi-

tion (Curran et al., 2014). Competition was about climbing the ladder in an organisation, or being the best at their job (Grubic et al., 2017). In previous research competition was also described as an important motivational factor which positively affects eSports (Weiss & Schiele, 2013, p. 313) and video games in general (Sherry et al., 2006). These findings match to the results of this thesis. In short competition influences how actors perform in the industry where it motivates them to perform better which in turn gives them a sense of satisfaction (Southern, 2017).

IM for Self-Fulfilment

IM for self-fulfilment might be hard to distinguish from IM for accomplishment since they can overlap. However, accomplishment is about engaging in an activity to experience satisfaction when someone wants to reach a personal objective (Vallerand & Losier, 1999). That personal objective can lead to the feeling of self-fulfilment which is a non-instrumental satisfaction an individual can experience (Pelletier et al., 1995, p. 37). Self-fulfilment can be linked to the notion of self-actualisation which is the leading need in Maslow's hierarchy of Needs (Maslow, 1943) (Ivtzan, Gardner, Bernard, Sekhon, & Hart, 2013).

However, it does not mean when a person accomplishes something they are going to be self-fulfilled. Participants described being able to create their dreams job as self-fulfilment. In order to do so they spent a long time in the industry working for very little or even free. Because there is a general lack of paid jobs, at the moment in the eSports industry (Bräutigam, 2015). There exists a certain difference to the type of self-fulfilment which motivates actors. Just because a coach feels self-fulfilled when he wins a tournament with his team it does not mean the same type of self-fulfilment will be felt by a media manager whose satisfaction may come from acquiring a larger number of followers on social media. Self-fulfilment for the actors within eSports is about being able to create their dream jobs and working with something they love regardless of how much time and effort it takes.

IM for self-fulfilment can be related to the earlier mentioned IM for competition where the emphasis was on competing with oneself in order to do better than before (Elliot, Murayama, & Pekrun, 2011). Participants explicitly denied external competition as a motivator and instead described it as an internal motivation.

In general IM for self-fulfilment plays an important role for why participants chose a profession within eSports which matches other research concerning with job characteristics and intrinsic motivation (Lawler & Hall, 1970).

IM to Experience Stimulation

Intrinsic motivation to experience stimulation is a major motivator for actors who chose eSports as their profession. These findings support other studies done on eSports and motivation (Gainsbury et al., 2017; Hamari & Keronen, 2017; Jansz & Tanis, 2007). It also provides support for traditional motivation theory where an activity is done to experience stimulation in the form of enjoyment and excitement (Ryan & Deci, 2000)

For many eSports is entertaining regardless if it is about an FPS or MOBAs since at the end of the day they just enjoy seeing highly skilled people play games. Some are motivated by the enjoyment coming from the Danish eSports scene where they are several teams competing for the top. Actors find specific games, such as Counter-Strike, more enjoyable than LOL due to personal preferences. Many of the actors chose eSports as their career because they enjoy the energy in the industry. They can work with people who are equally motivated as them to create good projects similar to how sport fans enjoy watching games with others on the account of a shared group identity (Ko, Yeo, Lee, Lee, & Jang, 2016).

Unlike enjoyment, excitement is more about the feeling of euphoria. It is a motivator established from traditional sports (Lera-López & Rapún-Gárate, 2011) and a motivational factor for why people choose a profession within eSports. Research established that excitement was more pronounced in eSports rather than sports, especially in connection to immersion and engagement (Pizzo et al., 2017). Furthermore, other studies have defined excitement as a type of arousal which motivates actors to engage overall in eSports (Przybylski, Rigby, & Ryan, 2010; Sherry et al., 2006). Participants in this study specifically stated they have left better paying jobs because they lacked the same type of excitement they experience when they see a team win. To them their previous jobs felt mundane because they had to do the same thing day in day out. They also felt excitement when they saw non-core audience experience eSports for the first time on an event or in an arena.

Extrinsic Motivation

EM for Opportunity (participation, or experimentation)

Extrinsic motivation for opportunities showed to be an important motivator for individuals who chose a profession within eSports. Participants were motivated by the opportunity for growth provided by the industry as they believe it will lead to acceptable performance and that performance will be rewarded (Reyes & Conde, 2017). They Participants are motivated but also challenged by the fast development of the industry as it creates more opportunities (DeTienne, Shepherd, & De Castro, 2008). Such development offers an opportunity to grow and advance careers (Kashdan et al., 2015).

Many of the participants have showed they possess a deep knowledge and understanding of the scene which in turn provides them with the capacity to identify the increasing number of opportunities now available in the eSports industry (Shepard & DeTienne, 2005). Also, participants like to have “several options” (Krychowski & Quélin, 2010; Mc Grath, 1999) (i.e. multiple jobs), both inside and outside of the eSports industry. Having real options allows them to see in what way eSports will evolve and helps them decide if it is worth to continue a career within eSports or not.

Even through there is a growing number of opportunities in eSports, it has yet to match viewership of many traditional sports (Anekal, 2017). However, surveys show that young man prefer watching eSports rather than regular sports (Hester, 2017; Lynch, 2017). With increased recognition by the traditional media such a television there is a slight increase in the number of jobs available in eSports which represents an opportunity for many of the interviewed participants. The growth potential and the energy from the industry can be considered extrinsic cues which will frame opportunities in terms of how good the business is by focusing also on others extrinsic motivators such as rewards (Allison, Davis, Short, & Webb, 2015). In short environment and the opportunities from it are external motivators for many of the actors who chose eSports as their career.

EM for Recognition

Recognition is a big extrinsic motivator for actors to choose a career within eSports. Being recognised, by both fans and the mainstream, for their work and accomplishments motivates participants

to join the eSports industry (Please, Leimeister, Huber, Bretschneider, & Krcmar, 2009; Weiss & Schiele, 2013). Participants feel now it is the right time to achieve recognition because, even though it is an industry that has existed since the 80's, it has gained tremendous traction in the recent two to three years (Thiborg, 2009; Tong, 2017). ESports is no longer recognised as just a game but something very skilled and competitive (Witkowski, 2012). A turning point for eSports happened around the time Twitch was bought by Amazon since it made streaming of game play and tournaments easier. Increased recognition however also means that now many of the participants have to reach even higher goals in terms of ranking, and accomplishments (Rambusch, Jakobsson, & Pargman, 2007).

The number of eSports players in Denmark has been increasing in recent years (Carlström, 2017) and the country is in the process of recognising eSports as an official sport supported by the public (Partridge, 2018). Now many Danes acknowledge eSports as something their country is good at. The increased recognition was also because some of the top actors have invested a lot of their time to turn traditional media's attention towards eSports. After a lot of struggle and going door-to-door, participants managed to make TV stations and newspaper report more about teams, organisations and players. This effort has paid off because now stations are "fighting" for the broadcasting rights. For example, in Denmark TV 2 has secured the national broadcast rights to all BLAST Pro Series events in 2018 (Murray, 2018). Furthermore, participants are motivated to continue a career in eSports since they see children being accepted by their parents, peers and the industry. Furthermore, children are also able to receive scholarship for eSports and schools started to introduce it in their curriculum which all seemed impossible in the past (CPH Post, 2017; W, 2017).

On the other hand with increased recognition also come some negative aspects. Now there are more competitors on the market which makes it harder to gain investments for projects. Industry participants also discuss how such a situation attracts people with ill intentions in hopes for a quick money grab or scams (Lingle, 2016). A major obstacle for EM for recognition is the question about status, more precisely questions about what is actually eSports. Is it a sports, is it entertainment, or something else. It is a question that has been going on for over a decade now and still remains unclear (Jenny et al., 2017; Schaeperkoetter et al., 2017; van Hilvoorde, 2016). The unclear status has caused difficulties regarding eSports player contracts, gambling scandals, match fixing and other.

But it has also motivated many of the top participants of the Danish eSports industry to actively address these problems.

EM for Reputation and Status

Status and reputation in the eSports community were motivating factors as to why some participants chose a career within Sports. Status and reputation are connected to how long an individual has been in an industry (Conway, 2010) which is true in case of eSports. Therefore, participants who were in the industry for a longer period of time had already gained recognition and status. They are also the ones who, at first, denied status as a motivation for choosing a career in eSports but later said how it has its benefits and offers a certain level of satisfaction.

On the other hand participants who have not been long in the industry state they want to achieve a status within the community as it allows them benefits (i.e. more beta testers, easier to introduce ideas and other). Previous research has made the connection between reputation and competition for why people play video games (Sherry et al., 2006, p. 217; Weiss, 2011, p. 574) but for this research participants did not see much relevance between the two concepts. Instead, they put more emphasis on reputation and the eSports community. It is important to point out how status and reputation might have a negative effect on enjoyment (Roberts et al., 2006, p. 988). Furthermore, studies have shown that status and getting paid to contribute enhances intrinsic motivation (Roberts et al., 2006, p. 997).

EM for Rewards

Rewards can have many forms but for this study the term rewards refers to financial gains. It relates to one of the two norms used to define why a professional performs a service, the second criteria being physical satisfaction (Greenwood, 1957). Many of the actors deny financial benefits as a motivation to have eSports as their career. This can be due to the fact the industry is evolving and still does not create as many jobs as most would like or that those who do have jobs in eSports do it often for far less money than they expect. However on a positive note in recent years there has been an increase in available jobs in eSports (Clarke, 2017; Nguyen, 2017; The eSports Observer, 2018).

Generally speaking there is a difference in the interviews between what the younger generation says compared to the older one. The older generation switched from other jobs and choose a career with-

in eSports without having a monetary gain in mind. They argue it is because they had jobs for several years before they entered the eSports industry and those jobs ensured money necessary for living. Unlike the younger generation who sees eSports startups as their first potential career.

There is still a lot of volunteer work in the industry necessary to ensure many projects and their success. Startups do not focus on financial rewards but do not dispute it is a major factor for them in the long run. They want to be able to support themselves and their families. They are guided by the promise of future monetary gains and recognition as it can motivate and transform voluntary contributions into a career (Kow & Young, 2013).

Findings in this study go along the line of several studies which negate monetary rewards as a motivational factor for participation in, for example, crowdsourcing (Zheng, Li, & Hou, 2011). At the same time it contradicts other studies where it was established monetary rewards are a significant motivator (Hars & Ou, 2002, p. 34; Zhao & Zhu, 2013)

EM for Socialising-Community

EM for socialising proved to be a major motivator for why participants in this study chose a career within eSports. ESports confronts more healthy activities like doing homework, physical activity and socialising with friends (Thiborg & Carlsson, 2010). This study has established that socialising is the driving force behind eSports. This is because the community and socialising can also be related to participants experiencing “legitimate peripheral participation” (Lave & Wenger, 1991) where they learn and evolve while actively participating in the community. Participants are motivated to socialise as they see benefits in the long run and hope to enter the “exclusive” eSports club only reserved for the top members. Those participants who are already in the top are motivated to share and convert their knowledge with newcomers and non-core audience as they want information to be accessible by learners (Kow & Young, 2013, p. 8).

Socialising in eSports can also relate to collaboration and competition. Currently the eSports industry has a lack of collaboration which led to lack of structure of the entire eSports industry. This resulted in tournaments being organised at odd times, sometimes overlapping, leaving little time for participants to prepare. Furthermore, because of a large number of tournaments many teams play around the clock. Therefore, many interview participants hope to collaborate with other industry

participants in order to face a common set of problems. This form of “collaborative-competition” (Kong, Kwok, & Fang, 2012) is necessary to ensure the common benefit of the entire eSports scene. If the community and the eSports industry continue to fail in providing support, competence, autonomy, and relatedness it might lead to participants being alienated in the long run, as suggested by traditional SDT theory (Ryan & Deci, 2000).

Participants who chose eSports as their profession deem LAN events as necessary because those were the first events where the current actors were introduced to eSports (Brown et al., 2017). A big motivator for why participants chose a career within eSports is also the fact communities are similar to one another regardless of country or language. They are still able to see the same kind of euphoria and excitement in Danish, Swedish, or Chinese players. This finding contradicts some eSports studies where socialising or social gratification did not affect spectating frequency (Hamari & Keronen, 2017, p. 222) and eSports consumption (Curley et al., 2017). However, it supports other studies where socialisation was a big motivator for playing eSports games (Frostling-Henningsson, 2009) and participating in eSports (Grubic et al., 2017).

Amotivation

In this study amotivation plays an important factor for the Danish eSports industry participants. They clearly described different categories of amotivation such as the lack of: recognition, cooperation, professionalism, opportunity and money. These findings support studies which introduce sub-categories of amotivation (Legault, Green-Demers, & Pelletier, 2006; Pelletier, Dion, Tuson, & Green-Demers, 1999). Generally, if participants remain amotivated it can result in them feeling detached from their actions and invest little effort in their work (Legault et al., 2006).

Lack of professionalism

The eSports industry was described as unstructured and unprofessional which made it difficult for the participants to navigate in. They felt helpless (Pelletier et al., 1999) when they entered the industry because they misjudged its size.

Lack of recognition

Lack of recognition was described by the participants as not being taken seriously by the mainstream. It is connected to participants having certain expectations from the industry in terms of sta-

tus and recognition. Many interviewed participants feel like their actions have very little to no impact on the entire industry. This description matches the concept of *strategy beliefs* introduced by (Pelletier et al., 1999). If individuals have pre-determined outcomes, which they cannot achieve, it can lead to them questioning their continued participation in an industry (Lonsdale, Hodge, & Rose, 2008).

Lack of cooperation

Individuals demonstrated to have a high sense of altruism and the wish to improve the industry for the upcoming generations. However, due to the lack of cooperation many are faced with obstacles and potential failure. If individuals are unable to execute tasks it will prevent them to pursue greater goals (Legault et al., 2006). Participants experience the lack of professionalism as one of the main reasons why they do not feel like there is any value in joining an industry since their actions have no purpose or that they are unable to change the course of events (Vallerand & Losier, 1999).

Lack of opportunity and money

If participants do not see value in an activity it can lead to increased amotivation (Legault et al., 2006). Many put significant effort into their daily jobs and note that sometimes the effort does not pay off. Lack of rewards can negatively influence performance and productivity (Meudell & Rodham, 1998).

6.1 Delimitations and future research

The findings in this study are geographically limited to Denmark since all the interviewed participants are people who have a profession within the Danish eSports industry. It would be interesting to see if the same set of motivational factors is seen in other countries.

A limitation to this study is also the academic definition of a professional compared to eSports. ESports does not have a formalised type of education yet as it is too early for the industry to create it. There is also a vague or non-existent definition of what an eSports expert is. This has created maybe “suspicious” jobs in the industry and an abundance of eSports consultants which are frowned upon by many of the interviewed participants. A next step would be to clearly define a set of rules and types of education to describe a profession in eSports adequately.

It would be beneficial to use this research and create a survey which can be deployed across several different groups such as managers, coaches, CEO and other. It would increase the number of valid responses and generate answers specific for different target groups. By having specific motivation for these different target groups it could allow a cross comparison and establish what are the necessary factors that need to be in place for someone to choose a profession within eSports. Furthermore, a larger number of participants would allow for a better generalisability.

Another limitation is also the demographic of the interviewed participants. All the participants were male and it would be both beneficial and interesting to analyse if women have a similar set of motivation factors as to why they chose a profession within eSports.

It also became evident during the study that those participants who chose a career in eSports and had previously played games might have different motivational factors compared to non-gamers. This study would be repeated but only include people who previously did not play games and explore their motivations to enter the eSports industry and chose a profession within it.

A limitation can be considered the participants interviewed during the process. Since the Danish eSports scene is rather small there is a certain amount of people available for interviews. It would have been good to interview more participants from within the top organisations such as CEOs but they were unavailable for interviews.

6.2 Implications for Research and Practice

The following section presents implication for bot research and implications for practice.

Implications for Research

By looking at call for research this study aimed to address the different components that have been changed, challenged and transformed by the digitalisation of sports (Xiao et al., 2017). This was done by shifting the focus from players to the eSports industry participants (enablers). This work increases the number of studies in relation to eSports, a form of competitive video game playing, which has attracted only a smaller number of research (Cheung & Huang, 2011; Frostling-Henningsson, 2009; Jansz & Tanis, 2007; Yang, Qin, & Lei, 2016).

This study takes concepts from two different motivation theories – Self-determination Theory (SDT) (Ryan & Deci, 2000) and the Sports Motivation Scale (Pelletier et al., 1995) in order to apply well established concepts and test them in a new setting. It has also proved that there exist a natural connection between traditional sports and eSports which goes above a simple argument such as how eSports relates to proper hand-eye coordination training through the use of computer games (M. G. Wagner, 2006).

By studying eSports and motivation it increased the body of motivation literature in general and offers new insights which go beyond players and spectators. It also provides relevant information to understand the direction of the individual's behaviour in an organisation and industry as well as their level of effort and level of persistence in the face of obstacles (Kanfer, 1990). Furthermore, it provides insights into what amotivates people to choose a profession within eSports which can help determine negative factors that might results in people leaving the industry and thus be on time to prevent them (Roberts et al., 2006).

After conducting this study it was established that some concepts from the SMS (Pelletier & Sarrazin, 2007) are not valuable when analysing the motivations behind why someone would choose a profession within eSports. More precisely the concept of “escapism” is not valuable for SMS in case of professions, eSports and non-players while at the other hand SMS should incorporate the concept of altruism. Altruism as a concept often appears in study related to open source development and crowdsourcing community where people are motivated by the promise of “future rewards” (Hars & Ou, 2002). It is not clear though what type of rewards the participants are expecting and why.

By describing the history of eSports coupled with motivations for choosing a career within eSports it adds knowledge to virtual gaming communities and how they have evolved over time from only appearing online to actually turning into an actual, digitally born, industry. This can provide valuable insights for other virtual communities which could aim to become more mainstream.

Implications for Practice

The findings in this research have important practical implications for managers, CEOs, sponsors and industry participants. First managers and CEOs should be aware of the status in the Danish eS-

ports industry and what are the motivators behind why their competitors and employees chose a career within eSports. It can help them establish how to attract highly skilled participants from other industries which might have relevant skills necessary for eSports like for example, marketing skills or managerial skills. It also shows practice the need to include a vast number of different participants with different set of skills in order to narrow down exactly what describes a professional in eSports. By creating a “codex” it might help the industry address the overall lack of organisation which at the moment stops many from entering the industry.

Industry participants should use some concepts from extrinsic motivation such as opportunity and socialising and fully incorporate them into their organisations. Furthermore, concepts such as intrinsic motivation to learn should be taken advantage of in order to increase the level of expertise in the industry and recognition of the mainstream. Insights about the Danish eSports scene can provide information to how to structure the whole industry but also address some of the more important issues such as the obvious worry of coaches regarding viewers “spectating fatigue” due to a lot of gameplay being broadcasted on a regular basis.

A fight for industry dominance is present in the Danish eSports scene. It could be addressed by looking at the motivators from participants as well as demotivation since there is an overlap. Participants can agree on a common set of goals the industry should aim to achieve as it is evident that a lot of altruism already exists with the aim to improve the scene for the upcoming generation. ESports participants should understand that the industry needs to provide enough intrinsic motivation to both retain and obtain new participants. Furthermore, extrinsic motivation should also be used to complement intrinsic motivation.

7 Conclusion

By analysing what motivates participants to choose eSports as their profession this thesis aims to take two well established theories and test them in a new context. Furthermore, this study was conducted because of personal interest but also because there exist very little academic research around the topic of eSports. A literature review helped establish a research gap and highlighted that a majority studies done, in relation to eSports and motivation, are more focused on either professional players or spectators.

One of the biggest changes, that happened to eSports, is the fact that professional computer gaming has undergone a major transformation. More precisely play was combined with large-scale coordination efforts which created industry professionals such as team owners, commentators, casters, sponsors and managers. If their motivations are not addressed it can result in them leaving the industry and prevent it from developing further. Therefore, this study aimed to answer: *“What motivates participants to choose a profession within eSports?”*

To answer the research question this study uses two concepts from motivation theory and creates a conceptual model. The basis for the model is the Self-determination Theory (SDT) by Ryan and Deci (2000) enriched by the Sports Motivation Scale (SMS) from Pelletier, Fortier, Vallerand, and Brière (1995). Additional concepts from similar studies were taken into consideration.

Data in this study was collected through semi-structured interviews. In the end a total of 15 industry participants were asked about their motivation and amotivation. Additional four informal interviews were done during a LAN event which takes place annually in Denmark. It allowed data triangulation where these interviews were compared to the original themes that emerged from the analysis.

By conducting a thematic analysis it was established that there exists a set of specific intrinsic and extrinsic motivation factors.

- Intrinsic motivation concepts are: Accomplishment, Altruism, Compete, Experience Stimulation, Learn, and Self-fulfilment

- Extrinsic motivation concepts are: Opportunity, Reputation, Recognition, Rewards, and Socialising – Community.

This study discovered novel motivation concepts. It was established that altruism is a big driving force as to why participants chose a profession within eSports. It is a concept which has not been proposed by either DET or SMS. Participants describe altruism as the wish to make the entire industry better for the upcoming generations. Another concept that stood out is competition. More precisely the motivation to compete. It was established that it is an intrinsic motivator and is more directed towards competing with oneself rather than other people. Participants describe competition as challenging themselves and aiming to do better than they did before. Accomplishment and Self-fulfilment were described as motivators in terms of being able to have a job which is both a job but also a passion for participants. Motivation to learn focused on the wish to share knowledge with the mainstream. It encourages participants to continuously read newspaper articles, industry reports, social media postings and various websites even outside of working hours. In addition, the motivation to experience stimulation is important for participants. They enjoy their work and like the excitement. It is also something many did not have in previous jobs which resulted in them leaving those jobs.

Extrinsic motivation is equally important to participants as intrinsic motivation. Results showed that opportunity plays a role for participants since they are attracted by the fast paced development of the industry in terms of revenue, viewers, fans, and other. They think it is the right time to enter the industry now compared to how it was when they were younger. Reputation, recognition, and rewards provided mixed results. Not all participants were equally motivated by these concepts. However, there is an interesting contradiction in terms of rewards. Many participants left the industry earlier because they thought the rewards were lacking and could not see a future in eSports for themselves. However now, these same participants state they are not motivated by rewards. Finally, socialising and the community are crucial for participants since many think it was the community who helped them out the most. Participants feel obligated to give something back. They also want to work with people who are as passionate as them and create good projects.

Participants had strong opinions about amotivation. They describe lack of professional, lack of co-operation, lack of recognition, and the overall lack of money and career opportunities as the main

problems. The lack of professionalism is a big problem for the participants since it made their daily jobs harder. They used words such as “amateurish” and “young” to describe the entire eSports industry. For participants the lack of professionalism was also related to the lack of player organisations and the unstructured tournament organisation. Lack of cooperation was described as a battle for dominance between the top in eSports. It frustrated interviewed participants that at the end of the day, the industry was more about not wanting to shake people’s hands rather than a joint effort to make the entire industry better. There still exists a general lack of recognition. Participants are not motivated by the constant need to explain what eSports is nor by having to pitch an idea to individuals who do not understand eSports. Finally, the lack of money and career opportunities has prevented some to full commit to eSports as they are worried that their endeavours and start-ups will not succeed. They further add that only the top make money while the rest is fighting for leftovers.

Overall this study provides insights for both theory and practice. It expands the existing body of knowledge about motivation theory and puts it in a new context. It offers new insights about what type of motivation exist within eSports but also reflects on how the definition of a professional could help bring structure to an emerging industry. Practice can benefit from this project’s findings since it gives a clear answer what can motivate participants to enter and stay in the industry. It also offers insights into what needs to be done to ensure eSports gets taken seriously by the mainstream. Lessons from extrinsic motivation can be used and incorporated into organisations. However, practice can also reflect on the evident power struggle present in Danish eSports where no common set of goals is established rather it is a power struggle between a few.

There are certain limitations for this study. The findings are strictly from the Danish eSports scene. I would be beneficial to do a similar study in other countries and compare results. In addition, it would be good to take each of the specific professionals such as commentators, casters, managers, and coaches and conduct studies to analyse the motivation behind specific groups.

And important thing was learned while doing this study and that is the definition of eSports. Even though there is a disagreement in both practice and literature what eSports is, a simple answer already exists. ESports is more than entertainment. It is more than just sports, and petty arguments, eSports is about:

“They think that eSports is primarily Counter-Strike, League of Legends, Overwatch, Dota, Starcraft, or something that has to do with a big crowd, a big stage and a lot of lights. But then if you go and visit the Danish schools or the Danish sport clubs offering eSports. Then eSports is something else. It is friendships, it is community, it is people having fun together, it is boys and girls maybe with a psychotic diagnoses, like ADHD or autism or Asperger’s, that will develop as persons, so that's also eSports.”

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9 Appendices

9.1 Appendix 1: Preliminary Study Interview Guide

1. Can you tell us a little bit about yourself, what is your role and how did you end up in eSports?
2. How would you define eSports? What is it?
3. Could you tell us a little bit about how the Danish eSport scene is from your perspective?
4. What is your perspective on the eSport ecosystem in general?
5. How would you rank Danish eSport internationally and why?
6. Can you tell us what you know about where the money in eSports comes from?
7. How transparent are industry participants in terms of sharing financial numbers? (Tournament prizes, contracts, salaries, etc.)
8. Which are the top eSports companies in Denmark?
9. Does it make sense to you that we want to establish how the financial breakdown of the industry looks like? Why?
10. Is it difficult to work in the industry? What is your experience?
11. Should we focus on a specific game? Like Counter Strike?
12. Do you have any insights on what is the main concern of the industry at the moment?
13. If you have any questions or suggestions for us then we would love to hear it.

9.2 Appendix 2: Interview Guide

Our research question and sub question: *“What motivates participants to choose a profession within eSports?” & “What drives people to engage in E-Sport”*

Interview Questions: (We want to see what motivates them make esports their profession?)

1. Could you tell us a bit about yourself?
2. What was your first contact with the esports industry?
3. Ask about their choice of e-sport?
4. Why did you choose esports as your professional career? (Did you at any point switch careers?)
5. What was your main driver for such a decision?
6. What motivates you to stay in the industry and continue to pursue this as a career? Top 3 reasons
7. How much time do you spend finding new methods or techniques to analyse the industry and its participants? This is not a player questions (industry)
8. How do you experience cooperation within the industry? How important is it to you?
9. Does the competitive aspect motivate you to stay in / join the industry? Why?
10. How does interacting with the community affect your decision to make esports your profession?
11. What de-motivates you in the industry, making this your career? Top 3
12. Are you motivated primarily by monetary gains in the form of money and prizes? Does reputation or status play a factor for you?
13. Do you play games outside of work? Which ones? Any particular reason?

9.3 Appendix 3: Interview Code Book

Master Thesis - E Sports Code Book

Nodes

Name	Description
Intrinsic Motivation	“Doing of an activity for its inherent satisfactions rather than for some separable consequence” (Ryan and Deci, 2000, p. 56)”
Accomplishment	IM toward accomplishments can be defined as engaging in an activity for the pleasure and satisfaction experienced when one attempts to accomplish or create something. Trying to master certain difficult training techniques in order to experience personal satisfaction represents an example of intrinsic motivation in the sport domain (Pelletier & Sarrazin, 2007, p. 37). Motivation to accomplish things can mean engaging in an activity for the pleasure and satisfaction.
Altruism	Altruism is a type of intrinsic motivation in which a person aims to increase the welfare of others. It is at the opposite pole from selfishness—“doing something for another at some cost to oneself” (Hars & Ou, 2002) Altruistic work include the motivation to help others through work (Twenge, Campbell, Hoffman, & Lance, 2010)
Compete	Competition is at the core of many leisure and sporting events, it is present in much of our day-to-day work life and it is often built into educational programs. It’s believed it is an important motivation in play, work, and education (Deci, Betley, Kahle, Abrams, & Porac, 1981)
Experience Stimulation	Occurs when an individual does an activity so they can experience stimulating sensations (Pelletier et al., 1995, p. 37). The sensations can be multiple such and fun, enjoyment, and excitement.
Learn	An individual’s curiosity and their use of their own skills to explore and learn (Pelletier et al., 1995).
Self-fulfilment	Self-Fulfilment describes the non-instrumental satisfaction of individuals' needs for validating own set of beliefs and attitudes (Ruggiero, 2000).

Name	Description
Extrinsic Motivation	Extrinsic motivation refers to “doing something because it leads to a separable outcome” (R. M. Ryan & Deci, 2000, p. 55).
Opportunity	An individual performs an activity because he or she thinks their involvement will lead to personal growth (Pelletier et al., 1995). This can be related to being motivated by a business opportunity with the goal of forming a career or more precisely where individuals are “pulled” by the attractiveness of the opportunity (Mcmullen, Bagby, & Palich, 2008)
Recognition	The vast increase in the number of players has led to the acceptance of computer game playing as a mainstream activity (Williams, Yee, & Caplan, 2008). Recognition is about noticing and honouring. It may encourage and support an action but does not establish the instrumentality that reward does. The soldier who risked his or her life to save another did not do so in order to get a medal (Hansen, Smith, & Hansen, 2002)
Reputation	Reputation defines an individuals' status within a community (Di Gangi & Wasko, 2009). Reputation is an important asset that an individual can leverage to achieve and maintain status within a collective (Jones, Hersterly, & Borgatti, 1997). Building reputation is a strong motivator for active participation (Donath, 1999)
Rewards	Individuals are motivated to participate in eSports for the reward money and other prizes such as medals (Kaufmann et al., 2011; R. Ryan & Deci, 2000; Vansteenkiste & Deci, 2003).
Socializing-Community	Enables individuals to chat, help others as well as make friends or be part of larger groups of people with similar interests or a community. Commentators can chat to eSports fans or leisure players make friends with other players of the game (Hamari & Sjöblom, 2017; Jansz & Tanis, 2007; Yee, 2006a).

Name	Description
Amotivation	Amotivation is a state where a person lacks the intention to perform an action (R. Ryan & Deci, 2000, p. 61). It is the result of not valuing an activity or not feeling really competent to do it.

9.4 Appendix 4: Table with all concepts and quotes

Intrinsic Motivation	
Concept	Quote
Accomplishment	<p><i>"I saw a couple of times where I actually felt like I made a difference on people's perspective on gaming and that's an intense feeling like, the feeling that you changed a lot of people's minds about a huge topic that's actually controversial ... that feels really great"</i></p> <p><i>"Use Blizzard's content as marketing and create guides, and how-to and say 'hey we are one of the first ones to actually serve a tournament format for Artifact this is how you play it, remember this, this card is good'"</i></p> <p><i>"When I started had like, 300 - 400 hundred thousand followers on social media with Astralis alone I think it is past two million now across social media channels."</i></p> <p><i>"Working with passionate people and creating really good projects I think that is the main reason."</i></p> <p><i>"We try to work with the teams... building a nice network ... the players kind of know it, they come to us and ... we help them they help us... I'm motivated by when I walk around here I can see ... every second web browser is on Dust2 or HLTV and that makes me so proud."</i></p> <p><i>"I am pretty invested in the talent part, I like taking the young players and make them great, it's the best feeling if you take for example, a team with an average of 14 to 15 years old and they beat an experienced 20 - 21 year old team"</i></p> <p><i>"So it's really a sport that's in an early fast paced development but I feel like I got in on a good time so I can still put my personal stamp on everything"</i></p> <p><i>"For people working behind the scenes it is not really about the money anymore it is about creating something that people are gonna look back at and say that is awesome"</i></p> <p><i>"What motivates me is setting this thing up, to see it happen, to do an event like this, to see thousands of people come and do this every year"</i></p> <p><i>"So, I'm not someone who's interested in scandals or the media thing ... right now my focus is just on performing"</i></p>

<p style="text-align: center;"><i>Altruism</i></p>	<p><i>"I always find this interesting because you work with young people and you can push them in the right direction regarding morale and ethics, we work a lot with that because young people in eSports they behave like it doesn't matter how they behave online, they don't think about it."</i></p> <p><i>"And we have this whole thing with healthy living we need to promote that the guys who play they get better if they actually get physically active once in a while because you can concentrate longer and keep your blood sugar on level, so don't drink all the energy drinks and eat pizza, eat healthy. It is key for eSports to get anywhere but being a subculture."</i></p> <p><i>"I could see that instead of sitting at home as a gamer you could benefit from being in a club, where they can build relationships, make new friends, participate in tournaments, become a better player and then in the end also develop as a person."</i></p> <p><i>"There was a community that we could actually contribute to ... something besides monetary value"</i></p> <p><i>"I have a smaller brother who is pretty good at Counter Strike and I wanted to help him in eSports so I started the organisation so he can focus on playing the game and I would be able to handle all the sponsorship deals ... I want to do what I can to help the next generation make a living out of eSports."</i></p> <p><i>"What motivates me, is trying to move this perception of what is an eSport athlete today and what will it be in the future."</i></p> <p><i>"I want everyone else in Denmark to feel the same kind of excitement that I feel when a Counter Strike match of the highest level is being played ... I want to try to help them understand why it is so awesome and try to teach them how they can do this on their own, they don't need me to hold their hand ... I want to teach what Counter Strike is and why it's awesome because I love it so much."</i></p> <p><i>"I just had a normal tendency of wanting to organise and improve real leagues and tournaments that I played in myself."</i></p> <p><i>"I was actually not that good so I figured 'ok they play and I will help them on the sidelines' so I was a bit of a manager and helped out."</i></p> <p><i>"Even though I would like more money of course, you have to look at the whole ecosystem... I think it's important that you have a more equal fan base because that can push it into an even better state."</i></p>
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<p><i>Compete</i></p>	<p><i>“For me it just comes down to I love competition and love the game ... I spend pretty much all my time on Astralis, and that is because of my competitive gene I want to succeed ... I think it is fun to have this element of competition”</i></p> <p><i>“So I’ve been highly competitive in almost every game I play. I’ve been always within the top 1% in Hearthstone, I’ve always been in top 10 on the leaderboards in Diablo, I’ve been a top rank challenger in League of Legends, StarCraft, and now I’m trying to do it in Overwatch but it seems I don’t have the time anymore.”</i></p> <p><i>“I wanna be the best at my job and sometimes competition is good.”</i></p> <p><i>“Yeah, I went into eSports because I’ve played FIFA myself, I played for Copenhagen Wolves and Tricked eSports and I started playing when I was 11 or 12, I started participating in tournaments and went to the Danish championship and got a decent result.”</i></p> <p><i>“Ever since I got my first FPS which was Day of Defeat it’s been hard not to play games ... eSports is especially interesting because I’m also quite a competitive person and it’s competition that it’s way more accessible and relatable than a lot of typical sport.”</i></p> <p><i>“I’m a former semi-professional League of Legends player, I had a sponsorship from SteelSeries back when I was 16 so 7 years ago.”</i></p> <p><i>“Before I started studying at CBS I was also playing Counter Strike 1.6 professionally, so I have my roots inside eSports but back then it was never on this level, I played professionally twice, first after elementary school and then after high school... also I don’t like to lose.”</i></p> <p><i>“I think everyone who is in eSport as a job or as semi-professional or as an aspiring pro has a competitive instinct that drives them... I still compete with all the commentators, because we all know ... what we are good at and then we wanna compete.”</i></p> <p><i>“The competitive aspect is everything to me. The moments and the individual plays from players that are gonna go down in history, that’s amazing to follow, also teams that have a streak where they are just dominating, like SK and FaZe dominated last year, it is so cool to follow both those teams and the teams trying to battle them .. I think the competitive aspect is everything if you remove that somehow it just makes it way more dull.”</i></p> <p><i>“I worked as a professional eSports athlete and I was team captain for the national team in Denmark for 3 years.”</i></p> <p><i>“For me it just comes down to I love competition and love the game ... I spend pretty much all my time on Astralis, and that is because of my competitive gene I want to succeed ... I think it is fun to have this element of competition”</i></p> <p><i>“I do believe I am competitive ... There is no doubt that the competitive aspects of eSport is a motivation in the daily work, and the feeling of ”winning” is something really unique to the sports industry. From my perspective, though, ”winning” is more about the challenge of reaching our goals – to bring eSports to the mainstream, to get the acceptance and recognition of the playes and the game”.</i></p>
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<p><i>Experience Stimulation</i></p>	<p><i>"I am more motivated by the energy. Personally I have left better paying jobs for doing something I enjoy and I enjoy this."</i></p> <p><i>"I put in 90 hour work weeks, such as ESL Pro League Odense and I mean a lot of those hours are going to be labor of love."</i></p> <p><i>"So as a player back 20 years ago it wasn't really an industry, I didn't think of it as an industry, I just loved playing games on my computer."</i></p> <p><i>"I got into the scene and fell in love with the scene ... which is something unique I think and the atmosphere is really nice and of course you have this situation where you can gather around with everybody who loves the same thing."</i></p> <p><i>"I think Counter Strike actually is exciting."</i></p> <p><i>"Why would I want to be in eSports? The core of it is that I just love video games so you know it's something I really care about."</i></p> <p><i>"I've always enjoyed gaming and I've been gaming since I was 3 or 4 years old so it's where my passion is. Even though there is no money in it at the moment I still get motivated, even though I have a full time job on the side and I have to wake up early in the morning to make business calls, go to work, come home and then work some more, I just think my passion is in gaming."</i></p> <p><i>"I really missed these peaks and valleys during a work week, watching the guys play a big qualifier, or an important match, I really like being a part of this sport that I love."</i></p> <p><i>"I want basically teach what Counter Strike is and why it's awesome because I love it so much... I decided to drop out of my masters to pursue that career full-time which has worked out because I haven't looked back since."</i></p> <p><i>"I like computer games, I like eSports and it means that, if you need to do something for the rest of your life you might as well get paid for it. Especially if it's something you love. And in this case I really love eSports."</i></p> <p><i>"So, in that sense I think I am as motivated now as I was a fifteen years ago. It is still interesting to do this, it is fun to do this. And things we have gotten since like Twitch productions and Steam online streaming that makes it much more interesting to have an event. "</i></p> <p><i>"I was so happy doing it I could do it for hours on end, that was my drive... when I get my heart racing because the game is intense."</i></p> <p><i>"Playing computer games can be extremely fun and then it evolved when I became really good at it ... I think it's my love for the game, it's just my passion, there is nothing that I would rather do."</i></p>
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<p><i>Learn</i></p>	<p><i>"We are doing it because we had a shared interest in the market and we could apply our studies and our knowledge and see what you could learn from evolving something yourself by making your own company profile."</i></p> <p><i>"You have the possibility to try some things that television programming has set in stone and eSports is something new and you have to kind of incorporate the internet mentality, the communities mentality into what you are showing and what you are using as a programme... Some days are just going to be spent on what we would call "interessesetimer", hours that you are expected to spend on your own free time researching and building up your knowledge and I spend probably 10 hours of my own free time just researching outside of regular 40 hours."</i></p> <p><i>"I had 100 - 200 hours in Counter Strike when I went in and looked at Counter Strike teams and how they played and communicated, it made me able to transfer the knowledge I had from when I was in a League of Legends team and how we communicated, I guess on average just analysing the market I think I spend at least 40 - 50 hours a week analysing stuff."</i></p> <p><i>"It was a part of the job title that I should also focus on other games to figure out if we should enter PUBG, should we enter Dota 2, FIFA, but so far I haven't really been able to find the time to analyse it."</i></p> <p><i>"Even if I had a different job let's say I was working with social media for some Danish company I would still be on HLTV catching up on or reading on Twitter, so I don't really see it as work but I would say I probably use 2 - 3 hours a day to just stay updated and follow what's going on."</i></p> <p><i>"I get daily an email from eSports Business Insider about what's going on just to keep myself in the loop ... I spend at least 2 hours a day... I choose eSports because I like it and it's what I like studying."</i></p> <p><i>"I started doing YouTube and really follow eSports more intensely...I use maybe 75 to 80 % of my time watching CS."</i></p> <p><i>"Three hours each day I have to read news about eSport because so much is happening, especially right now, both for inspiration for myself but also I have to keep up with the players to check out how they are performing and how they are doing."</i></p> <p><i>"I think everyone, whether it is Counter Strike or if it is a corporate world, I think everyone wants to have a competitive advantage, so we try to do that by being innovative on the server and try to outsmart our opponents, we even go the extra mile by enforcing some professionalism from traditional world of sports"</i></p>
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<p><i>Self-fulfilment</i></p>	<p><i>"I want to make sure that any matches or tournaments that we play I can look myself in the eye and say I could have done nothing better, that's something that I live for."</i></p> <p><i>"I mean it's so easy for me now to go home to my girlfriend and say I have to do research but actually I'm just gaming ... "</i></p> <p><i>"It was about the job description ... I've the right experience, the right skill and the right competence to do this."</i></p> <p><i>"I'm also coaching our own FIFA player and I'm also a fan of Brøndby in real life so that was the motivation to work in Brøndby... I'm mostly motivated by working for Brøndby because it is the team I've been supporting my whole life."</i></p> <p><i>"I mean, how many people dream about making something that people use."</i></p> <p><i>"It is about working for yourself ... I have way less free time than I would if I didn't do this. But it doesn't feel as much like work when it is for your own idea."</i></p> <p><i>"A lot of the management skills that I learned during my education and also at my previous work I can utilize. I am in charge of getting the big trophies and that is where I can use my background within the sport, since I learned a lot of stuff as a player that I could actually use, which is something that really motivates me."</i></p> <p><i>"I want to help people ease into that level so they can go on and get their own experiences so I want basically teach them what Counter Strike is and why it's awesome because I love it so much."</i></p> <p><i>"What motivates me is setting Copenhagen Games up, to see it happen, to do an event like this, to see thousands of people come and do this every year."</i></p> <p><i>"It was never the money it was always the passion, I'm fine eating pasta and ketchup for my rest of my days if I could do what made me happy so because I was so happy doing eSports and I could do it for hours on end, that was my drive."</i></p>
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Extrinsic Motivation	
Quote	
Opportunity	<p><i>“He presented me for the business, the potential, the world market, the ambitions for RFRSH and ultimately for building, ... a tournament that would actually be to go to tournament for eSports, just like UFC is for martial arts, like Formula 1 is for motorsports... and that ambition and the volumes he spoke about, the volumes in regards to the market, fan size, everything, I just basically had to say yes”</i></p> <p><i>“Right now it's because it's a growing industry, lot of new things happening, ”</i></p> <p><i>“Why is there not like a football club or basketball club or a music club for gamers, I thought that was crazy, so, so I started to build that”</i></p> <p><i>“I think it is the growth and then the energy”</i></p> <p><i>“I could kind of see that it was, it was going places and I wanted to be a part of it”</i></p> <p><i>“It's an industry that's growing quickly, there's not a lot of people with a ton of experience in it from a business side, a lot of people that played games but not a lot of people that work in eSports and if you actually look at job listings for eSports experience in eSports is just a plus a lot of time not a requirement because there's not a lot of people with it. So I do see it as a pretty secure avenue as well as a fun career. ”</i></p> <p><i>“In the last two years it has really taken off and within the last year, beginning of 2017, with the establishment of North and also with RFRSH out in Sydhavnen ... so now people are getting their eyes up ... this is a big investment opportunity”</i></p> <p><i>“Everything that I was missing back then when I was playing all of the sudden came to this sport”</i></p> <p><i>“I didn't expect that the game would evolve so quickly after Amazon acquired Twitch, so back then when I decided to retire I had no clue how big this was going to get”</i></p>

<p>Recognition</p>	<p><i>"But I think that also for a generation like me, is something that was previously unaccepted that we knew could be something bigger, that we invested a lot of time in"</i></p> <p><i>"First of all of course it's a sports I mean there is no doubt, that the guys if you see them how do they practice, if you see what is the decisive, what is the siding, the results, it is practice, it is reactions, it's all the stuff that ... you do in a Sports. But really what you say when you say it is not a sport you tell hundreds of thousands of young people in Denmark that you are not good enough."</i></p> <p><i>"That's the constant challenge of what I do, you want to continuously tell the good stories to get the acceptance, to get ... to the next level, next branch."</i></p> <p><i>"It's easier now than it was 2 years ago. I mean it's easy to have conversations around eSports"</i></p> <p><i>"Gamers are stigmatized a lot like that nerd playing in ... mom's basement and drinking coke ... I think it's, especially with Counter Strike it's getting better now you see little kids wearing Astralis jerseys ..., and we also had in Brøndby something called Christmas party for all of the young children and we had our FIFA player ... he had to sign over 100 autographs and some people bought his shirt with his name on the back.... so it's evolving and it's great"</i></p> <p><i>"It's something I really care about... my parents wouldn't let me play tons of video games when I was a young child ... so a fact that it's actually being recognised as not just something competitive but something that is highly skilled"</i></p> <p><i>"I can remember my parents and my friends parents coming into the room and say you can't make a living of gaming so you just had to study and now we can look at them and say 'well you were wrong'"</i></p> <p><i>"I would say especially with Counter Strike, there are North or Astralis, or maybe just even Faze with their Danish captain Fin, then I think the Danes are like, 'wow this is actually something they want to understand because we are good at it'what motivates me, is trying to move this perception of okay what is an eSport athlete today and what will it be in the future?"</i></p> <p><i>"Counter Strike is so big in Denmark, Astralis the Danish team they won the world championship of the Major back in January last year and combined with that all the big news media outlets like the national TV and radio Association called DR , ... the big ones in Denmark they picked up on it and actually reported on it like it was a football tournament"</i></p> <p><i>"When it comes to the industry, or affiliated companies, it has become easier in the sense that ... you don't have to explain to them why they should get involved in eSports....I think today we've come to the point where you can actually contact people who have company know-how and get them to work with you"</i></p> <p><i>"It is different now because people now accept it, but it is also, the young people that did eSport 10 - 15 years ago they are adults now. "</i></p>
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Reputation & Status	<p><i>“That’s a great motivation be part of an evolution towards the industry success and putting your fingerprinting on the industry.”</i></p> <p><i>“What really motivates me ... we rank the teams in the world, we decide who is the best team in the world. I mean we made up an equation for it ..., we decide how to calculate it right, and everybody just follows.”</i></p> <p><i>“I’m motivated by when I walk around here I can see ... every second web browser is on Dust2 or HLTV and that makes me so proud.”</i></p> <p><i>“I’m actually their boss, I can say ‘okay you are benched’, I can say ‘okay maybe we need to go in this direction in terms of like how our philosophy for Counter Strike’.”</i></p> <p><i>“If people are watching on for example on Danish national TV and they say, ‘holy s*** this DR3 Broadcaster of whatever tournament is so f***** amazing I wanna do that not just play but also like watch it more’. Then I feel like I have done my job correctly and that motivates me.”</i></p> <p><i>“Well, no, ... I would be fine if I never had to show my face on television, but still, there is a satisfaction coming from it and that drives me.”</i></p> <p><i>“We saw ... these professional teams before I became a professional myself, so that made my goal clear that I want to be like one of these guys.”</i></p> <p><i>“It started out as something fun just like a normal kid who starts playing football and then when they have a talent and someone tells you that then you ...just try to see ... where it can take you”</i></p>
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<p>Rewards</p>	<p><i>"Monetary value is not a motivational factor at all but it is the value creation for the individuals"</i></p> <p><i>"For me? Absolutely not, no."</i></p> <p><i>"I'm definitely not motivated by the monetary gains."</i></p> <p><i>"No, I'm working with creating projects, not competitions about money"</i></p> <p><i>"Of course I'm spending a lot of time at work so I also want to be compensated for that. But it is not what motivates me at all."</i></p> <p><i>"No, I definitely didn't choose it because of monetary gain."</i></p> <p><i>"God no, ... we are primarily a voluntary operation, and even though I am in management I don't get paid what would be considered nearly enough."</i></p> <p><i>"It is also great to go to a good location and be booked in a five-star hotel and see a part of the world that you wouldn't get to see normally or fly in a business class seat so that's also extra motivation"</i></p> <p><i>"At some point I would like to say yeah definitely, that's the main reason..., it's always what you work towards."</i></p> <p><i>"Obviously I don't do it for the money but ... the money has some sort of acceptance that it can provide for my children and probably secure them ... that obviously gives the green light from home"</i></p> <p><i>"I had, we had one of the biggest sponsorship deals with SteelSeries at that time in Denmark but the only thing we've got out of it was gear once every half year. If you would have had that deal today we might have had a full time job."</i></p> <p><i>"The salaries were roughly the same, the prize pool at tournaments were the same, some prize money didn't get paid out some salary was delayed and in all of that we couldn't really see a future ... When I was playing, I always hoped okay maybe this can grow and it can ... become as big so I would be able to live out of my earnings and make a decent living out of a career within eSport but back then it was nothing like that."</i></p> <p><i>"I worked as a professional eSports athlete and I was team captain for the national team in Denmark for 3 years and I stopped in 2008 when I was 28. Mostly because I wasn't earning so much money it was not as big as it is today."</i></p>
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<p><i>Socialising (Community)</i></p>	<p><i>"As soon as you get a board you are gonna be in an industry with highly motivated people... you could always go to a forum and have a highly intellectual discussion around a certain aspect of a game. But you could also go to that same forum and have a whole another discussion about the industry and we know that from everything from Reddit, Twitter, to even Facebook eSports group .I think that is when you come home from a long work day and you go and Reddit and see the response analytics on your post what really motivates you to put in another two hours because now you have 100 more users that you can respond and the community is what really makes it easy to to be successful in eSports right now."</i></p> <p><i>"I really like that about the eSports community in general because everybody wants to be a part of it because it is new but it also shows through the engagement and spirit that everybody brings to the table because everybody has an idea, but not everybody is going to be heard, but everybody wants to pitch in and that's the beauty of it so a lot of things come to fruition."</i></p> <p><i>"So working with passionate people and creating really, really good projects I think that is the main reason."</i></p> <p><i>"I think in general people in eSports they are really open minded because they want people to be a part of this... hey want to talk about it and show people what they are like, why they are in this, and I think it's kind of the same with eSports, ...I think it's really easy to talk to people in eSports and if you have any questions you can ask everyone basically."</i></p> <p><i>"I think it's great about Counter Strike and eSports is that's mostly young people make their own way, building things from scratch, I think that's the best thing for me in this."</i></p> <p><i>"So, it is a definite motivator, in terms of the industry, that it is a social place, and it also makes it more attractive to us as a company, because you can get some chatter going about things, and you can engage with people ... we all can make content and that is something we really wanna support with our players, ... we are trying to find avenues where we can leverage our position as a more well-known entity to push their content out to people that want to see it."</i></p> <p><i>"I still feel the community is the most important part of eSports and without people thinking that they are part of lets say Counter Strike then that wouldn't exist."</i></p> <p><i>"To see them every year, to do this again it is a social aspect of it, that does it for me."</i></p> <p><i>"Feeling I'm riding on a wave together with people with the same passion as me and have no idea where it is in two years three years five years ... I know where I came from because it is only five years ago I had no job, I had no income from eSports, so it is fairly easy for me to say 'Okay, I owe the community that much'"</i></p> <p><i>"Back then everyone on the Internet Cafe was playing Counter Strike because it was just released by Half Life and it was really popular so I didn't really enjoy it to begin with but then everyone else was playing it so I started playing it as well"</i></p>
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Amotivation	
Quote	
Lack of professionalism	<p><i>"I entered this sport at a time where there is still a lot of stuff that hasn't been really structured and it is not that professional ... and there is also like, some sketchy people, for instance with skin betting ... in some areas it is really immature"</i></p>
	<p><i>"There is a lack of professionalism there is a lack of codex"</i></p>
	<p><i>"Currently in the industry that demotivates me is the fact that it is still not as professional as I would want it to be especially not here in Denmark."</i></p>
	<p><i>"The lack of structure The fact that everything is done last minutes"</i></p>
	<p><i>"I mean I think it's kind of frustrating, especially in Denmark that the teams they, they only work in like short terms instead of the long term right. It's a quick fix all the time, switch a player, switch organization"</i></p>
	<p><i>"It is a bit in a no-man's world right now. There are no governing body like we see in football with FIFA who takes control and so right there are way too many tournaments and I think the viewers are getting fed up with all these matches. The teams are not communicating with each other about putting a structure, so the salaries are increasing all the time and I think that is pressuring the teams. I think you have to, even though I would like more money of course, you have to look at the whole ecosystem where you have the players, the teams, the tournaments and the viewers and by far the viewers are probably the most important ones because they finance the whole thing. So, I think it is important that we look at all the aspects and right now we could use someone who could takes control but the question is if they are corrupt or not."</i></p>
	<p><i>"You have a lot of eSport consultants and teachers that you could put in a bin and just throw them out to the nearest trash can ... I also respect that the inner circle of eSports talent, they always want to try to keep out of the industry because everybody is in for a quick money-grab."</i></p>
	<p><i>"You have in Denmark the top 10 teams of Counter-Strike and they are all fully professional... I don't think there is a big industry or big companies, we don't have any companies of over 100 people I think and that's just because it's still niche."</i></p>
	<p><i>"I mean it's difficult, it's not difficult to enter but it is really difficult to build something that would be quality and sustainable. And if you're looking at the job that I have now where I get paid that's really difficult, there is not many jobs, maybe 30 – 50 where you actually get paid in Denmark doing eSports."</i></p>

<p>Lack of Recognition</p>	<p><i>“What demotivates me ... expectations that are put on us from people who know nothing about what we do ... The community sometimes has too big of a voice and too much to say when it comes to some issues that they don't really know anything about or don't really have any knowledge about.”</i></p> <p><i>“So you do run into people, gamers in particular, that are quick to trash your idea with no knowledge of it which is fine, ... it's something you have to definitely aware of ... it's kind of worry of what you put online”</i></p> <p><i>“What demotivates me sometime is that you still go back to the old, you know, chips, drinking teenagers in the basement or gun violence and video games.”</i></p> <p><i>“It's super demotivating pitching to five of the biggest investors in Denmark, ... and they don't understand the market ... or they don't understand what's fun about playing a game”</i></p> <p><i>“I made or we made some contacts and it's actually sad to say the whole like it's not what you know it's who you know is very, very real especially I think an eSports industry because I can pretty much trace back every person we've been able to talk to”</i></p> <p><i>“So to answer your question how hard was it to get the exposure we needed it was damn hard even though me, I have a very good network I knew who to talk to it was still a challenge to get through to the media.”</i></p> <p><i>“What demotivates me is the workload that's sometimes put on us, or expectations ... are put on us from people who know nothing about what we do. Such as productions of tournaments”</i></p> <p><i>“Well, it is frustrating to be the new kid and not knowing the direction. Because, sometimes you actually feel you are going two steps forward three steps backwards”</i></p> <p><i>“We had some technical difficulties sometimes and people just spewed a lot of bulls*** that they don't know anything about and you kinda think, man I really want to ignore this but these Reddit threads come up on the front page of Reddit every time and it's just like, ESL is a s**** company or FACEIT did something different why the f*** did they do that and such and such.”</i></p>
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