

# A model's choice – empirical research into effectuation and causation in decision-making

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## **ABSTRACT,**

*In recent years, decision-making strategies have increased in importance within the entrepreneurial research field. The introduction of effectuation and causation has struck the eye of several researchers. However, little research has been done on the use of effectuation and causation over the longitude of the venture creation process. This thesis examines the use of decision-making strategies over the longitude of the venture creation process. It will do so while introducing an industry in which limited research on entrepreneurship and decision-making has been done; the high-fashion modeling industry. Causation can be characterized by a goal-oriented approach based on business planning. Effectuation, on the contrary, is characterized by using the available resources as a starting point in the venture creation process and is based on adaptation. A total of seven Dutch high-fashion models have been interviewed in semi-structured interviews. The results from the conducted data revealed that models generally use effectual logic in the beginning stages of the venture creation process and start applying more causation strategies later in the venture creation process. In addition, this study investigated the main decision events in a model's career and the underlying conditions and effects the use of decision-making strategies have on a model's career. All in all, this thesis adds to the existing research on decision-making strategies in the entrepreneurial context and shows the need for further investigation into the specific field of the high-fashion modeling industry.*

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## **Keywords**

Modeling industry, decision-making, effectuation, causation, entrepreneurship, the venture creation process

## 1. INTRODUCTION

About six years ago, a modeling agency contacted me, asking whether or not I would be interested in a meeting with them. Little did I know about the modeling industry, let alone expect this meeting to lead to an ongoing international modeling career. Six years later, I am still active in the modeling industry, and a lot has changed since that first meeting with my agency. I changed from a young girl in the industry just going with the flow; to a young adult that has a clear picture of what she wants to achieve and how to achieve her goals within the modeling industry. This shift in my decision-making process did not happen from one day to the other but happened gradually, and still, this young, naïve girl is guiding me from time to time.

When I started modeling, I soon discovered that uncertainty is pervasive in a model's work. This is in line with the findings from Mears (2008). Starting in this industry, I was captured by the uncertainty of things and just grabbed every opportunity in my career without question. I trusted my agent's decisions completely, and I still do. However, as I grew older, the way I made strategic decisions about my career path shifted. Both in the industry and on a personal level, this formed the first interest in investigating the use of decision-making strategies.

Entrepreneurs are faced with decisions on how to deal with the uncertainty of the market (Alvarez & Barney, 2005; Reymen et al., 2015) as well as with the actions that need to be taken upon these uncertainties (Sarasvathy, 2001). Some ventures struggle to survive in uncertain conditions (Laine & Galkina, 2017), while others can exploit (Aggestam, 2014) knowledge imperfections and turn them into their benefit (Laine & Galkina, 2017). As a model, you are your own venture, facing all the challenges that other ventures are facing. Just as a new venture creating is characterized by uncertainty (Alvarez & Barney, 2005; Mears, 2008; Reymen et al., 2015), so are models.

Limited research has been conducted on how decision-making approaches are being used over the longitude of ventures, just as on the conditions that might trigger the use and shift in different decision-making approaches (Alvarez et al., 2013; Reymen et al., 2015). Alvarez and Barney (2005) and Alvarez (2007) explain that uncertainty creates difficulty for entrepreneurs with the 'know-how' to organize an emerging venture. They argue that a better understanding on the tools entrepreneurs use to organize their ventures in uncertain contexts is needed. (Alvarez, 2007; Alvarez & Barney, 2005; I. M. M. J. Reymen et al., 2015). Decision-making approaches within the entrepreneurial literature describe several models to face uncertainty, including approaches stressing the importance of the planning (Brinckmann et al., 2010; Reymen et al., 2015) and more flexible, adaptive (Reymen et al., 2015) decision-making approach, like improvisation (Baker et al., 2003).

The planning approach states that planning generally improves effectiveness and facilitates goal achievement (Ansoff, 1991; Brinckmann et al., 2010). This approach relies substantially on prediction practices (Brinckmann et al., 2010; Wiltbank et al., 2006). According to Brinckmann (2010), the rational-comprehensive approach to strategic decision-making is based on the belief that planning helps to be better prepared for and predict future challenges (Delmar & Shane, 2003). The emergent approach, on the other hand, puts less emphasis on prediction practices but rather focuses on learning and experimentation (Reymen et al., 2017).

These planned, and emerging decision-making approaches can be funneled down into the causation and effectuation

(Sarasvathy, 2001). Since the introduction of effectuation, the topic has increased in the attention of scholarly research over the last decade's (Grégoire & Cherchem, 2020; Perry et al., 2012; Reymen et al., 2015). Looking into decision-making approaches emerged in the field of entrepreneurship but has been valued in a broader scope (Berends et al., 2014; Grégoire & Cherchem, 2020; Reymen et al., 2015). According to Sarasvathy (2001), when applying effectuation processes, one takes a set of means as a given, focuses on the selection between plausible effects that can be generated with a given, and focuses on the selection of means to create that effect. Causation approaches, in contrast to effectuation approaches, are aligned with designed strategy - and planned models, whereas effectuation approaches are more consistent with the emergent strategy models as described by Mintzberg (1978). Studies on these two decision-making principles have been conducted with a different set of approaches, logic, and sets of heuristics to behaviors and processes (Grégoire & Cherchem, 2020). Current research argues the co-occurrence of the two approaches rather than the existing either-or dichotomy (Grégoire & Cherchem, 2020; Sarasvathy, 2001). Ventures showed the ability to switch between the different decision-making approaches according to the context (Hauser et al., 2020).

Limited research has been conducted on the relationship between decision-making approaches, especially causation and effectuation (Sarasvathy, 2001), and how these have been used over the longitude of the venture creation (Alvarez, 2007; Reymen et al., 2015; Ruiz-Jiménez et al., 2021). Reymen et al. (2015) and Grégoire et al. (2020) suggest that a longitudinal approach to research is needed and further argue that it is surprising that no further research has been conducted concerning these two variables. Especially given that effectuation theory proposes path-dependent processes, which leads to variation in the notion of when to use effectuation and causation over time (Reymen et al., 2015; Sarasvathy, 2008; Wiltbank et al., 2006). Therefore, this thesis will contribute to the existing literature while introducing a new perspective within the entrepreneurship scene, the high-fashion modeling industry. The main question for this paper will be the following:

### **To what extent does the use of effectual and causal decision-making approach in the longitude of Dutch high-fashion model's careers change?**

I will be using the framework that has been used by Reymen et al. (2015) to divide the cases per venture creation phase. I will be examining cases from the early emergence stages up to the generated business phase (Reymen et al., 2015). Every phase is described in the research paper by Clarysse and Moray (2004). The phases are described respectively as idea phase; pre-start-up; start-up; and post-start-up (Clarysse & Moray, 2004) in the Reymen et al. (2015) paper. Reymen et al. (2015) and Alvarez and Barney (2005) argue that the use of different decision-making approaches is correlated with uncertainty conditions and add that uncertainty dominates decision-making in the early venture stage. As the beginning phase of venture creation is unpredictable and highly uncertain (Alvarez & Barney, 2005; Reymen et al., 2015), some research questions whether the causation approach is suitable in these conditions (Brinckmann et al., 2010; Fisher, 2012). Alvarez and Barney (2005) argue that flexible decision-making approaches, such as effectuation, are more fit in the early stages of venture creation. With this thesis, I hope to add new findings to the existing literature and discover if decision-making approaches shift over the lifetime of the career of a Dutch high-fashion model.

The remainder of this thesis will consist of the following chapters. Firstly, I will explain the theoretical framework for my

research; after which I will introduce the methodology used in conducting my research; the results from the data collection will be discussed; a discussion chapter, including implications, limitations of the conducted research, and suggestions for further research; and to conclude the references used to write this paper.

## 2. THEORY

### 2.1 Decision-making & uncertainty

Entrepreneurs are practicing in a field that is under conditions of uncertainty. (Alvarez & Barney, 2005; Reymen et al., 2015). Uncertainty refers to the conditional volatility of an unforecastable disturbance (Jurado et al., 2015). It is defined as the lack of know-how, and thus, comes with the inability to predict the effect or state of a venture's actions (McKelvie et al., 2011; Milliken, 1987; Reymen et al., 2015).

The difference between entrepreneurial and non-entrepreneurial decision-making processes lies in the uncertainty of the environment. Unlike non-entrepreneurial decision-making processes, entrepreneurial processes take place under risky and uncertain conditions (Alvarez & Barney, 2005; Reymen et al., 2015). Alvarez and Barney (2005) add that the changing levels of uncertainty require entrepreneurs to adjust decision-making strategies. According to Reymen (2015), uncertainty appears when there is not enough reliable information available about the future. In these situations, the effectiveness of planned approaches (Brinckmann et al., 2010; Lessard, 1998) is questionable (I. M. M. J. Reymen et al., 2015). Instead, emergent approaches (Mintzberg, 1994; I. Reymen et al., 2017) may benefit the venture creation when facing uncertainty (Alvarez & Barney, 2005).

Just as entrepreneurs, models are faced with uncertainties (Alvarez & Barney, 2005; Mears, 2008; Reymen et al., 2015). The modeling industry constitutes an 'aesthetic economy' (Entwistle, 2009), in which models have unstable aesthetic content, which is subject to continuous fluctuations that are temporal in nature (Entwistle, 2009).

Effectuation (Sarasvathy, 2001) is seen as an emergent decision-making strategy. Compared to the planning-based characteristic of the causation (Brinckmann et al., 2010; Reymen et al., 2015; Sarasvathy, 2001), effectuation is a flexible alternative. Contrasting to causation, effectuation embraces the uncertainty of environments, which allows ideas to turn into clear goals (Reymen et al., 2015; Sarasvathy & Dew, 2005).

The interest in research on effectuation has increased in the last year's (Grégoire & Cherchem, 2020). The two decision-making approaches have proven their value in the field of entrepreneurship (Sarasvathy, 2001), strategy, and innovation (Berends et al., 2014; Reymen et al., 2015; Wiltbank et al., 2006), and I will be using effectuation and causation as specific decision-making logics in my research.

### 2.2 Causation & effectuation logic

Effectuation and causation have been introduced and explained by Sarasvathy (2001) and have been used for research by many others (Grégoire & Cherchem, 2020; Perry et al., 2012; Read, Song, et al., 2009). Sarasvathy (2001) introduced effectuation as an alternative model to the more conventional decision-making model known as causation.

The causal model is described as the process that takes effect as a given and focuses on selecting the right means to create that specific effect. It uses predictive tools to anticipate future events to avoid contingencies and is focused on generating the highest possible returns. Therefore, judgments are based on the projections of profitability and taking action to prevent

unanticipated events. Frigotto and Della Valle (2018) argue that causal models suggest that future events are predictable.

Sarasvathy (2001) describes effectuation as the process that takes the set of means as a given and selects between the possible effects that can be created with that particular set of means. According to Melo et al. (2019), the effectual process implies that it is less focused on forecasting future events but rather focuses on developing and executing a reality that will shape the future. Effectuation is based on the notion of awareness creation of the available resources before defining achievable goals. It focuses on first determining what future can be created by the means available. The process rather exerts control over the creation and the present than estimating the future by unanticipated scenarios (Frigotto & Valle, 2018). Venture creators do not strive for maximum return when using effectuation but are guided by the minimax criterion based on the notion of affordable loss when imagining worst-case scenarios (Sarasvathy, 2008).

To conclude, Sarasvathy stresses that it is important to note that none of these processes are "better" or "more efficient." The effectiveness of causation and effectuation logic are correlated with the circumstances of the venture creation process (Sarasvathy, 2001). She argues that causal processes are effect dependent and thus suited to exploiting knowledge. At the same time, effectuation processes are actor dependent and thus excellent at exploiting contingencies.

#### 2.2.1 The four dimensions

According to Sarasvathy (2001) and Dew et al. (2009), causation and effectuation can be differentiated along four dimensions.

Respectively, these dimensions include 1) the basis for taking action; 2) the attitude toward unexpected events; 3) the attitude towards outsiders; and 4) the view on risk and resources (Dew et al., 2009; Reymen et al., 2015). I will be using these dimensions as the theoretical background to study the two approaches.

We have already established the notion that causation takes a specific goal as a given and selects the means to reach this goal (Sarasvathy, 2001). In contrast, effectuation focuses on the means available as a starting point and works towards creating possible effects with these means (Sarasvathy, 2001).

Furthermore, causation is based on the notion of carrying out a strategy as planned (Dew et al., 2009). Entrepreneurs using causal decision-making approaches tend to react negatively to unexpected events. These events are seen as interruptions of the goal achievement (Choi et al., 2008; Garud & van de Ven, 1992; Van de Ven & Polley, 1992). Conversely, effectuation is a feedback adaptive process (Reymen et al., 2015), which is open to leveraging these unexpected events and transforming them into benefits for the venture (Chandler et al., 2011). Causation focuses on the predictability of the unforeseeable future. The logic behind this approach is that to the extent that the future can be predicted, it can also be controlled. Effectuation focuses on the controllable aspects of the unforeseeable future. Its logic is that, as long as you can control it, prediction is not needed (Sarasvathy, 2001).

Causation and effectuation differ from one another in interactions with outsiders. Entrepreneurs try to protect knowledge from outsiders while building a competitive advantage when applying causal logics (Reymen et al., 2015). They are dedicated to the intellectual property protection (Chesbrough, 2003). In contrast, entrepreneurs applying effectuation logic generally enjoy a more open stance toward involvement from outsiders (Reymen et al., 2015). Effectuation emphasizes strategic alliances as a means to reduce uncertainty and erect entry barriers (Sarasvathy, 2001).

Lastly, fundamental differences arise when comparing the two logics concerning the view on the risk and resources (Dew et al., 2009). Where causational strategies search for large investments that allow expected returns to be maximized, effectuation emphasizes the unpredictability of the environment and focuses on 'small step' investments (Dew et al., 2009; Reymen et al., 2015). According to Sarasvathy (2001), causation might be preferable when used in an environment with preexisting knowledge, which can create a competitive advantage. Effectuation, however, is better at exploiting contingencies that arise unexpectedly over time.

### 2.3 Longitude of the venture creation process

Venture creation is a process that finds its starting point with a rough idea for a business and continues to culminate when products or services based upon this idea are being sold to the market (Bhave, 1994). Bhave argues that the variables in the literature on venture creation are often broad and apply to all ventures, without nuances among individual ventures, while other researches are detailed and apply only to particular fields of ventures. (VanderWerf, 1993; Vesper, 1990). Ventures and the entrepreneurs who create them vastly vary in their set of characteristics (Gartner, 1985). Next to that, each business is conceived in individualistic and personal ways, with different circumstances the entrepreneurs will face (Bhave, 1994).

To create a cohesive overview, I have been inspired by the longitudinal process approach (Langley, 1999), used by Reymen et al. (2015), to add to the body of research on decision-making strategies in the venture creation process. Using a process research approach (Langley, 1999) helps to gain a more comprehensive understanding of strategic decision-making in the venture creation process (Reymen et al., 2015). According to Reymen et al. (2015), a process approach is focussing on longitudinal dynamics. It allows us to explore patterns of effectuation and causation over the course of venture creation and examines the drivers of these decision-making approaches. Furthermore, this research approach tributes the venture creation process as a self-regulatory process that involves agency to entrepreneurs to act upon initial conditions, react to change, and shape the venture creation process in more depth (McMullen & Dimov, 2013; Reymen et al., 2015; Wiltbank et al., 2006).

Reymen et al. (2015) furthermore use the framework introduced by Clarysse and Moray (2004) to assess the different stages within the venture creation process. This framework consists of four stages, respectively: idea phase, pre-start-up phase, start-up phase, and post-start-up phase (Clarysse & Moray, 2004; Reymen et al., 2015). The research argues that by encompassing the four stages, the model adds value by assessing the process character of venture creation.

In my research, I will be referring to the idea-/pre-start-up phase as the six months before setting up a venture. Furthermore, I will be assessing the start-up phase as the first two years of the venture creation process and the post-start-up phase as the period from the third year onwards.

In the research paper, Clarysse and Moray (2004) suggest that during the early idea phase, venture activities are mainly focused on further developing their capabilities. They are using the customers as the major source of information. Within this stage, clear objectives for the valorisation of research and the creation of the venture are created (Clarysse & Moray, 2004). Thereafter, the venture will enter the pre-start-up phase, in which the venture needs to be validated further. Moreover, the development of the business plan and capital is being argued. In these first phases, the business idea steadily converges toward the formal

legislation of the venture. In this period of the venture creation process, the playing field and rules of the game are designed. Clarysse and Moray, therefore, argue that entrepreneurs gain enough maturity to attract investors in the pre-start-up phase. It is characterized by the choice of whether or not to spin off the actual venture. Following is the start-up phase, in which coaching and time to learn and develop is key. In this period, the venture is formally legislated and ready for take-off. The development of communication structures arises – in cooperation with others. Lastly, the post-start-up phase is introduced. This phase is characterized by the focus on gaining strategic insights and professionalizing the venture.

Both causation and effectuation have positive effects on new ventures, but the debate on which process is best to be used when remains (Grégoire & Cherchem, 2020). Some researchers argue that during the creation of new ventures, the relationship for causation is stronger than for effectuation (Dew et al., 2009; Ruiz-Jiménez et al., 2021), while others stress that the beginning phase of venture creation is unpredictable and highly uncertain and questions whether the causation approach is suitable in these conditions (Fisher, 2012). Some authors add to that that effectuation is the dominant approach in early venture development, whereas causation is used in later stages (Berends et al., 2014; Reymen et al., 2015), and yet others stress the hybrid characteristics of causation and effectuation (Reymen et al., 2015; Sarasvathy, 2001).

## 3. RESEARCH METHODS

### 3.1 Research approach

For this thesis, I will be adopting a process approach (Langley, 1999). I analyzed seven cases (high fashion models) in-depth by conducting semi-structured interviews (Kallio et al., 2016). I documented the cases' venture creation process along the four stages introduced by Clarysse & Moray (2004) to describe how decision-making changes over time. Conducting a multiple case study enables one to analyze both within-case and cross-case variation over time (Reymen et al., 2015). This paper aims to contribute to the existing theory on the use of effectuation and causation over the lifetime of venture creation.

### 3.2 Sample selection

As my goal is to extend theory on decision-making dynamics in the venture creation process of models, I selected participants by seeking information-rich cases to facilitate theoretical value. For my sample selection, I selected my cases upon several criteria. First of all, the models I contacted had to be originally from the same geographical region, The Netherlands. Second, the models all had to work within the high-fashion modeling industry and needed to be signed with a Dutch modeling agency. Lastly, they need to have been through all the start-up stages discussed by Clarysse and Moray (2004). This means the models that participated in my research have been working in the modeling industry for over three years. This facilitated an information-rich sample for further research. The models I interviewed are all female models with sufficient knowledge of the industry to participate in my research. The diversity of the case selection will eventually lead to a more robust theory development (Eisenhardt & Graebner, 2007; Reymen et al., 2015).

### 3.3 Data collection

The interviews with the models took place between May and June 2023, of which the basic venture characteristics will be summarized in Table 1, and a brief case description of all the models can be found in Table 2.

I will conduct qualitative research (Kallio et al., 2016) through data collection through semi-structured interviews. In data

collection, interviews are the most commonly used collection method (Taylor, 2005), and the semi-structured format (Kallio et al., 2016) is most frequently used in qualitative research using interview techniques (DiCicco-Bloom & Crabtree, 2006). I choose to use semi-structured interviews, as it enables the mutuality between the interviewer and interviewee (Galletta, 2013). In this way, the interview will follow a natural flow and leaves space for following-up questions on the interviewee's responses (Kallio et al., 2016).

The interviews will be done either in person or via a video call of approximately thirty to forty-five minutes. I will be using both physical and digital interviewing formats because of the highly unpredictable and international characteristics of a model's career. All interviews will be recorded to enable me to analyze the interviews after they have been conducted.

The interviews have been structured to gain insight into the decision-making processes over the longitude of the models' career and covered topics including clients, revenues, investments (both monetary and non-monetary), and the competitive position within the industry.

### 3.4 Data analysis

#### 3.4.1 Decision event list

For my research, I used the same iterative procedures developed by Van de Ven and Poole (1990) and Poole et al. (2000) that were used by Reymen et al. (2015). They identified so-called 'decision events' using information from the interviews. These decision events included decisions taken by the models in the venture creation process. Examples are starting and continuing a modeling career, collaboration with clients, revenues, and decisions about investments all over the longitude of the creation process. The events had to be significant and have a potentially important impact on the model's career. I organized these events as such by relating my professional knowledge as a full-time model.

#### 3.4.2 Coding for effectuation and causation

To be able to discover whether effectuation or causation (co) occurs, I followed Reymen et al. (2015) and Chandler et al. (2011) by distinguishing effectuation and causation as independent constructs. I conducted a coding scheme based on key phrases/words that could be linked by one of the two decision-making processes. Examples of these key phrases/words for effectuation could be: 'my own experience,' 'collaborating with clients,' 'see where it takes me,' etc. Key phrases/words that could be linked to causation are: 'my goal is/was'; 'planning,' 'want to achieve,' etc.

## 4. INTERVIEW RESULTS

Taking the Reymen et al. (2015) paper as a starting point for my thesis, I will start by exploring the sense of uncertainty within the modeling industry experienced by the interviewed models.

Thereafter, I am going to dive into the cross-case and within-case variation in the use of the two decision-making strategies; effectuation and causation. Respectively I will use the four phases described by Clarysse & Moray (2004) and the four characteristics of the different decision strategies introduced by Dew et al. (2009) to do so.

I will finish by tapping into the important decision events and the use of the different strategies in these events, the underlying conditions, and the effects they had on the models' careers.

### 4.1 Uncertainty within the modeling industry

As Entwistle (2009) put forward in a paper, the modeling industry can be seen as a so-called 'aesthetic economy',

characterized by uncertainty. Throughout my interviews, I established that all the models participating in my research agreed with Entwistle's argument about the uncertain character of the modeling industry. Not only in the beginning phases of their careers, but up till now, they express a sense of uncertainty in their venture process/career. One of the model quotes, "*My whole career, I have experienced the business as being uncertain.*" Another model adds, "*Dealing with the uncertainty of the industry will always be an investment I am making for my career.*"

At the beginning of a model's career, most models have no idea what to expect from the industry, "*Before I started working as a model, I never saw myself in the industry. [...] let alone that I knew how the modeling industry functioned.*" Later on, the models state that they never know when they are in fashion or out of fashion. The majority of the models argue that they are aware of the fact that their career can stop at any time, "*We are literally working in fast fashion. I always think; how long am I going to be able to continue doing this?*"

Even though the interviewed models describe the modeling industry as being uncertain, they do explain that their own experience of this uncertainty shifts over the venture's lifetime. Experience, interaction with other models, taking agency in the strategic decisions, and having a plan B next to their career were brought up by the models as main factors contributing to the decrease of the personal sense of uncertainty, "*While talking to other models over the first years of my career, I got the understanding of what is 'normal' in the industry and gave me the insights of the workings within the modeling industry. This took away a part of the uncertainty I personally experienced.*" The notion of being able to say no to jobs strengthened the sense of control in the models' careers and added to experience more certainty. All the models I interviewed were having 'side projects' next to modeling. Six out of the seven models combined their work as a model with starting university or took some years out of modeling altogether to focus on their scholarly activities, "*Having something to get back to creates a sense of certainty outside of my venture creation process.*"

Another model contributed her findings on the contradiction of the uncertainty within the industry over time, "*On the one hand, time and experience strengthen your career because of the image creation around your name. On the other hand, it works contradictory due to the aesthetic characteristics of the industry, focusing on the forever youthful spirit.*"

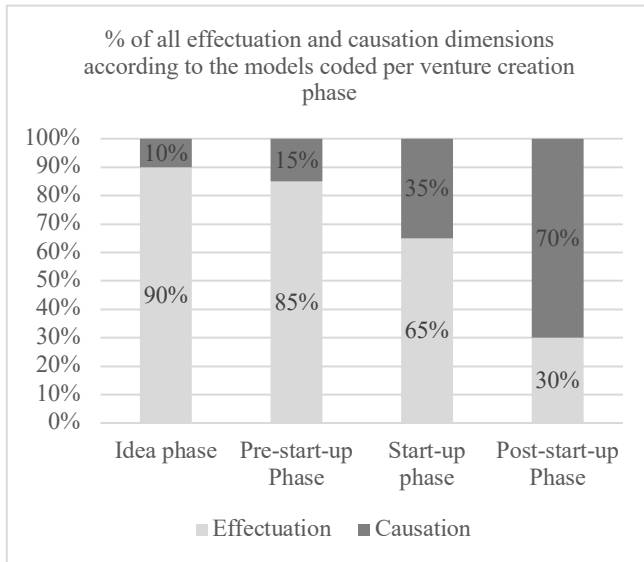
All in all, the modeling industry is highly uncertain and will remain uncertain throughout the venture creation process. However, the models do argue that their personal sense of uncertainty shifted throughout the venture creation process.

### 4.2 Cross-case and within-case variation

I started by exploring the cross-case variation in the use of effectuation and causation logic. Figure 1 shows the overall use of the two approaches across all seven models and over the stages of the venture creation process. The results from the interviews show that both strategies are being used by the models in the venture creation process but in different frequencies in the different stages. Effectuation is dominantly used in the beginning stages of the venture process. The models argue that they started to take the agency into their own hands and make deliberate strategic decisions for the ventures during and after the first two or three years of the venture process, resulting in a more causation-oriented approach. A clear pattern is shown in the increasing use of causal practices over the longitude of the models' careers across the models. Thus, no significant differentiation in the cross-case approaches using different strategies over time has been established.

Within-case variation showed clear patterns in the use of different decision-making strategies over time. The distribution of the use of effectuation and causation per model, per venture process stage, shows a significant change throughout the venture creation process. Using effectual strategies in the first two stages of the venture creation process, shifting towards more causal approaches over time. The frequency of using the different strategies differentiates per model.

Figure 1



### 4.3 Decision-making characteristics over the longitude of a model's career

#### 4.3.1 Basis of taking action

All the models that have been interviewed agree on the notion of never having thought about becoming a model in the first place, let alone setting up a venture of their own. They all argue that being scouted by their mother agency (the main agency that supports a model's career) just happened to them, and they did not have any intentions when starting to work as a model, *"I am not coming from an entrepreneurial family; let alone I was thinking about starting my own company. [...] There was never a moment I thought I was going to be a model. It just all kind of happened to me."*

It is good to keep in mind that a model's career starts with her appearance, which can be seen as a model's strategic resource, that creates the start of a career; *"I am just lucky I have certain characteristics that speak to the clients. [...] Your career starts with your looks. I used my appearances to create momentum, and it all went on from there."* We can thus say that during the idea phase of the venture creation process, the models gravitate towards an effectual decision-making approach. Taking their available resources as a starting point, working towards a possible effect, *"The first decision my agent made was cutting off my hair. He thought we could reach more high-end clients if we changed my look, but he did not have any specific clients in mind. By doing so, we created an image around me as a person, and it indeed struck the attention of many high-end clients I still work with today."*

Setting up a legitimate venture does not happen right after signing a contract with an agency or after a model's first job. It takes a while to build a portfolio, and when a model starts to make money, a venture will be set up in her name, *"The main reason I decided to set up a venture of my own was that I wanted my administration to be organized and taking away as much of the chaos next to modeling as possible."* Others add that setting

up the venture was out of necessity. They did not start a venture because they wanted to generate certain returns or have specific goals in mind, *"My mum was the one suggesting to set up a venture, as it was necessary for tax procedures."* We can thus say that, generally, models do not have strategic interests in starting up a venture. It is mainly because of practical reasons and necessity.

*"After setting up my venture, I still had no clue about the industry. I remember other agents telling me all the important insights during the first jobs I did. That is how I learned while doing."* The limited knowledge about the industry and the highly uncertain characteristics create a 'go with the flow' attitude among the models. Learning while doing and trusting what the agents suggest for the careers of the models are the main triggers when taking action in the start-up phase, *"During this period, I did recognize a change in my decision-making approach. By talking to other models about their goals, I started to realize I could set goals for myself and not only do as I am told."* All models insist on the importance of interaction with other models in becoming more goal focused in their careers. *"When other models told me about the goals they saw for themselves, I started to think about my own goals; I wanted to make it into the runways and realize a career in the high fashion industry."*

During the first two years, the models start to gain more insights into the modeling industry, resulting in a more causal decision-making approach later on in their careers. Nevertheless, the models still trust their agents in strategic decision-making but dare to be more proactive when they feel they need to, *"There was a certain time I doubted some of the choices made by my agents. This was when I started wanting to take agency in my venture."*

While getting to know the industry and its workings, models become more aware of the impact they can have on their venture, *"After the first year(s), you get a feeling of how the industry functions. I know now what normal daily rates are and how I can participate in the rate negotiations myself."* The job rates were a returning subject in the interviews, gaining importance over the lifetime of the models, *"Modeling was a way to finance the projects I created as an artist. [...] I needed the money to create!"* Another model adds, *"Later on in my career, I wanted to generate a higher return. I wanted to find a balance between high fashion and commercial work to finance my adult life."* All models mentioned that instead of 'seeing what happens,' they created goals to work towards and become more long-term strategic and revenue-focused. These characteristics fit the causation approach in decision-making strategies.

While looking at the basis of taking action, we see a clear shift from more effectuation-focused strategies to causation-focused strategies. The resources being the starting point of making strategic decisions makes way for goal setting and clear objectives, which results in taking more agency later on in the venture creation process.

#### 4.3.2 Attitude toward unexpected events

All the interviewed models stated that modeling work *"[...] just happened to me. [...] I did not know what to expect and just grabbed the chance given to me."* They argue that the uncertainty comes with the job and try to cope with the uncertainties over the lifetime of the venture creation process. In the idea and pre-start-up phase, they just *"[...] go with the flow [...]"*. The uncertainty only influences their life to a degree, as most of them still have other priorities in their life, such as school or other professions.

In the first two years after the venture creation, the models all say that dealing with uncertainty is one of the hardest parts of the modeling industry, *"I always had to have a suitcase ready to go,*

as I never knew when to leave for a job. Sometimes you do not work for months, but then you have to fly around the world back-to-back for multiple weeks in a row. [...] In the beginning, you still see it as an adventure, but after a while, it can burn you out.” They pointed out the aesthetic economy that can cause unexpected events and uncertainty in the modeling industry, “There are tons of other models that could take my place. The one day, - you are in fashion, and the other day, you are out!”

Later on in their careers, they all point out the need to create more certainty in their personal - and professional life. They switched from a flexible stance toward unexpected events to an approach where they control and avoid these events from happening. Six out of seven models started studying after working in the modeling industry for some years, “To minimize uncertainty, a lot of models create a plan B for themselves. As did I.” Again, experience and learning by doing contributed to minimizing unexpected events to happen. “No, you cannot control when certain jobs will be scheduled, but I do dare to say no more. In this way, I minimize last-minute jobs to mess up my day-to-day life.” By taking agency in the venture process, the models agree that unexpected events happen less frequently, can be controlled, and also do not impact them as much as before anymore, “[...] you get used to it.”

Even though unexpected events tend to play a role in the whole venture creation process of a model, the models agree on the fact that taking more agency in their venture resulted in controlling these unexpected events more as the beginning stages were characterized by seizing the unexpected and making the best of it. In the first year(s) of a model’s career, unexpected events tend to influence their lives more and result in taking more agency in their venture to limit the unexpected.

#### 4.3.3 Attitude towards outsiders

As a model, you are dependent on others. This dependency will continue being a ‘red wire’ throughout the venture creation process of a model, “[...] my agents were and still are the key partners in my career.” At the beginning of a model’s career, her agent(s) is the main driver in the strategic planning of their venture, “My agents have been the main strategist in the venture creation process [...] together with them we decide whether or not to do certain jobs or work with certain teams.”

Especially in the first two stages of the venture creation process, agents are the main partners in venture creation. As all the models in this research did not think about starting a modeling career, they needed the push and trust from their agents to start their venture, “The fact that someone contacted me made me aware of the possibilities, and my agents were the reason I started working in the modeling industry in the first place. Without them believing in me, I would have never made it.” Next to the agents being a dominant partner in the early stages, casting directors, creative directors, photographers, and stylists are of importance in these stages and remain important further on in a model’s career as they decide whether or not a model works consistently and on a high level, “[...] these figures can make or break your career. The first impression is crucial.”

After having set up a venture, models started to gain more insights into the industry with the help of their relationships with other models, “[...] other models were the main actors in the start-up phase of my career. I learned a lot from our conversations, and they helped me through the rough times.” Still, the teams play an important role in the venture creation process of models, “[...] the positive feedback I got from teams I worked with helped me take away the sense of uncertainty.” The partnerships formed by the models thus helped not only flourish one venture but also contributed to reducing the uncertainty experienced by them.

“To be able to keep my status in the industry, I am more critical about the teams I work with and the rates attached to certain jobs.” The competitive analysis seems to start to play a big role after the first two years in the business, “[...] you should already be happy that you are still working after two years within this dynamic industry [...] it becomes more important to keep a certain status within the industry to stay relevant.” To make sure to keep working at the highest level and stay competitive, the models put forward those strong personal relationships with clients are of utmost importance. They add to that that investments in these relations are the main investments that need to be done in the post-start-up-phase, “To remain relevant, you need to be remembered [...] stimulate your agents to put you out there and remember them of the fact that you are the only one that can be you. You are your strength and your competitive resource.”

We can thus establish that partnerships and relations play a key role within the whole venture creation process. The way these partnerships play a role and how to handle these partnerships, however, changes over time. Whereas the partnerships get you into the industry and provide you with valuable insights in the beginning stages of a model’s career, they later become the key to strengthening your competitive position in the industry.

#### 4.3.4 View on risks and resources

The interviewed models all relate to the switch from making smaller short-term investments to making relatively bigger long-term investments. The first investments were meant to put them onto the market and generate momentum, to start a career in high fashion, “Before I started my venture, I needed to skip some courses in high school. I was paying for test shoots to create a portfolio and spending money to realize these shoots. It was mostly time and money I needed to invest.” Looking at the revenues the models are generating quickly after investing in their career made the monetary investments minimal, but at that moment felt like a lot. One model argues that she was aware of her spending, “[...] I was the one who was paying for it all. The monetary risks were all mine.” To which another model adds, “[...] the fact that I bare all the risks creates the awareness of myself being a venture.” They argue that their partners were bearing minimal risk, “[...] the only thing they invest is time and energy [...] in the end there are a dozen other girls that can generate returns for them.” The models said that along the way, they became aware of the risks and investments related to the industry and knew they were bearing the risks.

During the first year(s) of their careers, they still needed to invest in their ventures, but not the same kind of investments as before. They argue that the investments were long-term oriented, intending to create a long-term and consequent career, “I needed to create relationships with the teams I worked with. Only then will you be booked over and over [...] I needed to invest in myself as a person and how I am seen by others.” Another model stresses the importance of these relations for your career, “I get positive feedback from clients and notice that they want to work with me afterward. This creates a consistent working environment for me and a steady income.”

A steady income seems to become more prominent in the models’ careers in the post-start-up phase, “I now need to create a living and provide for myself [...] I am more open to commercial jobs now. Where I was solely focused on doing high-fashion work and rejected massive amounts of money, I now want to make money too.” The shift from making smaller short-term investments to being more revenue focused strengthens the shift from using effectual strategies to the use of causal strategies.

Throughout the interviews, I established the switch from more effectual to mainly causal decision-making approaches. Even though one of the two strategies is more dominant in different stages of the venture creation process, there still is a dynamic co-existence between the two strategies.

In the beginning phase (mainly the pre-start-up phase), effectuation is dominantly used, but one of the models did mention that *“There was a strategic plan from the beginning. It just did not come from my side, but my agents’.”* It turns out that even though the models did not use causal decision-making models in the beginning stages, their stakeholders did. The same can be said over the start-up and post-start-up phases of a model’s career. Models stated that they are more revenue and goal-oriented in their decision-making strategies but do add that *“I still rely on my resources, being my looks. They still are the driver in my career.”*

The dynamic approach introduced by Sarasvathy (2001) and Reyman et al. (2015) shows to be present in the decision-making dynamics in a model’s venture creation.

## 4.4 Decision events within a model’s career

### 4.4.1 Decision events

The first main decision that has to be made by models is the choice of whether or not to start a modeling career. All models that participated in this research were randomly scouted at different moments in their life, not actively having thought of becoming a model before that. The fact that someone contacted them and saw potential in a modeling career was the main trigger for all models to start a modeling career. However, the models do state that it was completely their own choice to take action upon the offer and that starting working within the modeling industry was fully their choice, *“It was my choice to start modeling after I got scouted. I did, however, need the push from my agents. [...] the fact that they saw potential in me pushed me to take a shot and do it.”* The limited knowledge the models had about the industry and setting up a venture resulted in the use of an effectual decision-making approach. Trust in the agents and seizing every opportunity are the main characteristics in the beginning phases of the venture creation process, *“I never thought about the goals I saw for my venture in the early stages [...] I trusted my agent completely and went where my work brought me.”*

After deciding whether or not to start working as a model, models face the dilemma of what kind of industry they want to work in, commercial or high-fashion, and with which teams they want to create relationships. The interviews reveal that a model has a minimal say in the kind of work the beginning stages of their careers will generate, *“You are dependent on casting - and creative teams. They decided whether or not you work and what kind of work you do [...] you have no control over upcoming jobs and are dependent on others.”* While building a portfolio and creating a professional network for yourself, one model mentioned, *“You either start working commercially or in high fashion. After a while, you can combine the two or switch to the other industry altogether.”* At the same time, most of the models started working in the high-fashion industry and pursued a solely high-fashion career. They noticed that the industry is changing, and combining high fashion with commercial work does not have a stigma on it as it used to, *“The money in high fashion is not the same as it used to be. The people in the business understand that we as models need to make a living too and use commercial jobs to do so.”*

Creating a plan B for once selves is not a rare event within the modeling industry. The majority of the models started modeling at a young age and were still in high school, *“I wanted to finish*

*high school before setting up a venture and spending all my time into my career [...] in this way I knew I had something to grab back on if modeling would not work for me.”* All models agree that finishing high school was a deliberate choice to keep options open and not bet all money on one horse. After working in the industry for a while, most of the models decided to pick up studying again. The main reason behind this was creating a sense of stability in their lives, challenging themselves, and having something to keep them occupied during slow seasons, *“I started studying during the Covid-19 pandemic. I was going crazy not being able to travel and work, and I wanted to challenge myself. It was the best decision I made for myself and my future career.”* Some models add that by starting a side project, they could apply new insights into the venture as well, creating a broader strategic-oriented view of their careers.

The models, at some point, need to decide whether or not to continue working in the modeling industry. This choice arises after the first few years of working in the business, *“You can already call yourself lucky if you survive the start-up phase. Most girls do not last long within the industry.”* Another model adds, *“[...] after the first years in the business, you are not a hot cookie anymore. We work in a highly dynamic industry, hungry for new cookies every season. You need to keep your options open and realize you may not be able to do this work forever.”* The models stress the important role of the agents representing you in the longitude of their careers. Changing or quitting to work with agencies within the business is not a rare event in the venture creation process. One of the models decided to switch agencies after graduating from university, *“After my bachelor I wanted to give my career another shot in the high-fashion industry and wanted to do this with the best agent in the business, Mo. This was a goal-oriented decision I made for my career.”* Another model agrees by saying, *“I knew I had to switch agencies to give my career another shot and create a blank slate. I wanted to succeed in the high-fashion industry and work with an agency that was not afraid to work with ‘older’ models.”* These were both deliberate decisions with clear goals, which matched the causal strategy.

As all of the models are still active in the modeling industry, the decision to quit modeling altogether has not been brought up. The models do stress that *“[...] of course I have thought about it, but it is an addictive job [...] it keeps you hooked!”* They all agree to say that whenever they do not enjoy what they do anymore, the work just stops for them, or it will produce too much negative energy, and it is not worth it anymore, *“I do not know what to give my whole life for this job. I love it, but I love life more.”*

## 4.5 Underlying conditions and effects in the use of decision-making strategies

As already established, a more effectual approach in decision-making, supported by the highly uncertain characteristics of the industry, makes way for a more causal-oriented approach, trying to mitigate uncertainty within the venture. The interview outcomes clearly showed that experience, knowledge, and personal development are the main underlying conditions for switching between decision-making strategies.

Experience and knowledge come with time. The models agreed that time and consistently performing in the modeling industry added to taking more agency within the ventures and making more goal-oriented decisions. *“You learn while doing in this industry. As I gained more experience and knowledge, I started being way more incorporated in the decision-making process.”* Talking to other models and feedback from the team’s models’ work with add to the know-how models attain. This is the driver to start making deliberate decisions. One model stated, *“I have been working in this industry for over thirteen years now [...] I*



*am now capable of negotiating and increasing my rates, as I know how much money approximately is available and what I am worth."*

Personal development and starting a life for oneself resulted in a renewed stance towards the ventures, *"Starting an adult life changed the way and kind of decision I made for my venture. I have monthly costs now and want to build a life outside of modeling [...] I need to generate more revenue and do not want my life to be all about modeling anymore."* Another model adds, *"Being a model and your venture is not a job; it is a lifestyle."* Aligning personal life with the venture seems to be a main factor contributing to making more causal strategic decisions. Needing more money to sustain a personal life and create a longer-term perspective, next to starting a different phase in one life, has been brought up to become more revenue-oriented, *"I have longer-term perspectives now [...] making money was never my goal, but is one of them now. I do realize it makes life easier as I came of age [...] it would be amazing to save up for a big expense, such as a house!"* Not only do the monetary rewards play a big role in becoming more goal-focused, but also wanting consistency plays its part, *"Becoming a mom and starting a family made me take agency in my venture more. My family is dependent on me now [...] I know I am not going to make any big career changes anymore. It is thus important to make my career last."* Another model stated, *"My goal now is consistency."*

The results of taking agency and becoming more goal-oriented have some consequences for the models' ventures, *"Starting to study and constantly pulling myself out of the industry changed my competitive position in the industry [...] because I was doing it to expand my chances, I was fine with it. This is how I wanted to run my business."* Continuous investments in the venture add to a better competitive position. The models notice that social media started playing a big role later on in their careers, *"I notice that models investing in their social appearance strengthen their competitive position within the industry. It did so, too, for me."* Another model agrees by saying, *"When my jobs stagnated, I started investing in my social media and my network. I was actively investing in my career to generate more work."* Models thus do agree on the notion of strengthening your competitive position when actively investing in the venture, but add, *"If you want it too much, you are not going to make it here. You need that 'Je ne sais quoi'."*

When models became more goal-oriented and revenue-focused, they did notice that revenue increased, *"By not accepting low rates and keeping my general rates high, I am still performing in the same rate category as the last couple of years while working more commercial jobs. A win-win situation [...] talking to other models, accepting lower rates, I notice that their revenue decreases."* Thus, taking agency and becoming more goal-oriented does affect the income stream models are generating. They do, however, add, *"Being more critical to jobs can also work against your venture, as big clients do not want to work with you anymore and smaller clients do not try to book you anymore because of previous turn downs."*

Risks stay at the models' side, *"The main reason I still see myself as a venture is I bear all the risks [...] you are not working for your agency, they are working for your venture."* Making more causal decisions generates more stability in the venture, but the risks that come with the job do not decrease, *"It is a business in which you need to keep investing in yourself. The risks that come with the job will always be yours."*

Switching from a more effectual decision-making strategy towards a more causal one affected a model's career on several points. It influenced their competitive position within the industry, together with increasing their revenue stream. The risks

stay the same, but by using a more causation-based approach, stability in the venture will be established.

## 5. DISCUSSION AND IMPLICATIONS

This study investigates the entrepreneurial decision-making logic during a model's venture creation process. I focused on if/how the use of effectuation and causation shifted throughout a model's venture creation process, what kind of implications it had for a model's career, and if there were underlying conditions for the change. I investigated the most important decision events in a model's career and how decision strategies played a role in these events. This study used qualitative research practices in the form of semi-structured interviews with seven models, of which the most important findings can be found in the results section of this thesis.

Within the conducted research on effectuation and venture lifetime, vigorous debates remain (Grégoire & Cherchem, 2020). According to some researchers, effectuation approaches are more likely to be used when making decisions in the later stages of venture creation (Read, Dew, et al., 2009; Read & Sarasvathy, 2005; Ruiz-Jiménez et al., 2021). Others stress the hybrid characteristics of causation and effectuation (Reymen et al., 2015; Sarasvathy, 2001), whereas another group of researchers stresses the use of effectuation in the starting phases of the entrepreneurship (Berends et al., 2014; Reymen et al., 2015).

This research sheds light on the ongoing debate on decision-making logic and entrepreneurship within the high fashion modeling industry. The findings of this research indicate that effectuation is dominantly used in the beginning phases of venture creation, and causation, on the contrary, is mostly used in the later stages. The use of the approaches, however, happens in a 'hybrid' manner. In line with Reymen et al. (2015), it shows that logic may be predominant at a certain stage, but the use of logic is subject to the course of the longitude of venture creation.

The research done by Reymen et al. (2015) was specifically focused on technology-based ventures. The outcome of this research is in line with the results of Reymen et al. (2015). One could conclude that overall, effectuation is used in earlier stages, and causation is used in later stages of venture creation. As the two areas of research are significantly different, the application of the outcomes can be applied to a broader scope of entrepreneurial businesses.

With this paper, I expanded on the available academic knowledge in the field of decision-making processes in the venture creation process. To add to the existing theory, I introduced a new population from which I drew a sample; the modeling industry. The results of this study can be seen as a starting point for further exploration of the interaction of entrepreneurial activities in the modeling industry, as limited research has been conducted in this field thus far. This can lead to a better understanding among models about their venture and empower them to take agency.

## 6. LIMITATIONS AND FURTHER RESEARCH

This paper adds to the existing literature on entrepreneurial decision-making logic, effectuation, and causation but has limitations. First of all, the number of participants in this interview, compared to other studies, is relatively small. This does not take away from the in-depth quality of the results, as stated in the methodology. However, a larger sample size would add to the external validity. Second, this study was focused on models working within the high-fashion industry and canceled out the commercial models. By taking a niche sample group, more thorough research has been conducted. Still, increasing the number of explanatory variables and interpretations of complex

concepts like gender, or type of modeling work, could be used in further research. I suggest further research into the different decision-making approaches between the different modeling industries and gender. One could even research if signing with different agencies contribute to the use of different decision-making strategies. Third, this thesis focused solely on Dutch models. It results in canceling out the different cultural values. Findings are limited to Western and Dutch modeling practices and values due to the limited time available for this research. Future research should focus on the effect cultural differences have on the decision-making strategies over the venture creation process of models. This research showed that agencies and agents are big strategic players within a model's career. Research in the use of decision-making approaches from their side should be conducted. This should be done both on the agency level, meaning taking the agency as the venture, but also on a personal level, per every individual model.

By examining the model as a venture, I created a new research area for upcoming research, both in research in the field of entrepreneurship and decision-making approaches and in the business aspects of a model's venture. This thesis will contribute to a model's understanding of her venture and strengthen her position in upcoming decision-making events. Furthermore, it expanded on the already existing literature and added a new dimension, which led to further research in the models' venture creation process and decision-making logic.

## 7. CONCLUSION

This research examines the use of different decision-making strategies, effectuation, and causation in the venture creation process of high-fashion models. Existing research has been done on the use of effectuation and causation over the longitude of the venture creation process, but never has there been research specialized in the modeling industry. In line with previous findings, this thesis concluded that a shift from dominant effectuation to mainly causation arises within the venture creation process of a model. This study can be seen as a small-scale empirical study about the relationship between decision-making approaches and the modeling industry. The purpose of this research was to answer the research question:

**To what extent does the use of effectual and causal decision-making approach in the longitude of Dutch high-fashion model's careers change?**

From the conducted interviews, it resulted that overall, models apply an effectual strategy while making decisions in the first stages of their venture creation process, whereas, in the later stages, a causal approach is predominant. The research identified the main decision events in a model's career throughout the venture creation process and examined the main drivers behind the switch in strategies. These can be summarized in being knowledge, experience, and personal development. Changing the way models make decisions resulted in, firstly, an increase in revenue. Secondly, more stability, while the risks still stay the same, and lastly, influenced the competitive position within the industry. The discussion introduced the limitations of this study and presented potential future research topics. This study emphasizes that it is only a small-scale study, and further research on the connection between decision-making strategies in the modeling industry has to be done to give models the strength to take agency over their ventures.

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## APPENDIX 1: Table of Entrepreneurial Information

<i>Variables</i>	<b>Model1</b>	<b>Model2</b>	<b>Model3</b>	<b>Model4</b>	<b>Model5</b>	<b>Model6</b>	<b>Model7</b>
<i>Age</i>	22	22	26	34	42	22	28
<i>Age Enterprise in years</i>	6	5	11	19	13	6	13
<i>Entrepreneurial experience</i>	no	no	no	no	no	no	no
<i>Business sector</i>	High fashion	High fashion	High fashion	High fashion	High fashion	High fashion	High fashion

## APPENDIX 2: Cases Summary

Short case description

<b>Model1</b>	In May 2017, this model has been scouted by her mother agency Platform Amsterdam. After being scouted, she has been introduced to the international modeling industry in September 2017 with an exclusive show for Burberry and Prada. Right before this, she started her own venture, as this was needed to work legally. After finishing high school, she started working as a full-time international model for two years. In these years her career catapulted to the highest level. In 2020 she started studying in the Netherlands next to her full-time modeling job and steadily continued her work on the highest international level.
<b>Model2</b>	In early 2015, this model has been scouted by her previous mother agency VDM models Amsterdam. From September 2018 till today, she started working as a full-time model. She started after finishing high school and started her own venture in this same period. A Burberry exclusive was the first introduction in the international modeling industry. After a year of doing some jobs all over Europe, her career took real ground after being the face for the newest Celine campaign by Hedi Slimane in 2019. From that moment onwards she has been stabilizing her position in the industry, recently made the decision to start a new chapter in her career with Platform Amsterdam and she will start studying in Utrecht upcoming college year, next to her modeling career.
<b>Model3</b>	In 2012 this model has been scouted on the streets of Den Bosch by an agent for a tv show called "I can make you a supermodel". After the recordings of this tv show, her previous agent contacted her to continue working together. In 2013 she started her international career with a Prada exclusive and started her own venture, while still in high school. After finishing high school three years later, she started working as a model full-time. Thereafter she started a bachelor's degree in Amsterdam, modelled for two years again and is now combining her master's degree with her modeling career.
<b>Model4</b>	This model was contacted by a photographer on a family get together when she was only fifteen years old in 2004. He suggested her to contact a modeling agency, which she did. She attended a modeling competition organized by her agency and won this competition. She started working on smaller jobs, followed by a big campaign for Adidas when she was sixteen years old and still in high school. This was the moment she started her own venture. After a period where not much happened and she was graduating high school, she decided to move to Paris and start working as a full-time model. She started a bachelor's degree in the meantime and when she turned twenty her career really took off. She started working with the biggest names in the industry and created her stance in the industry.
<b>Model5</b>	This model started modeling during high school, which did not lead to an ongoing career. She started studying at the art academy in The Netherlands, after which she started working at a bakery and taught children about art. To support herself and her art, she was looking for a new way of making money and her friends from the past introduced her with an agency in Amsterdam in 2010. From that moment her career took flight and started her venture. After thirteen years in the business, this model is a household name everywhere you go and combines her career with her art projects and her family in Paris. She recently switched the legal form of her venture to an 'e.g' and is ready to keep working for the time to come.
<b>Model6</b>	This model was discovered in 2016, after which she sent in some pictures to her mother agency in Amsterdam. They were immediately interested in signing a contract with her, which she did. It took a while before she got introduced to the international industry in September 2017 in Paris. That was the moment she set foot in the modeling industry and started her own venture. After high school, she decided to try full time modeling for two years. She wanted to challenge herself, by starting a

	bachelor's degree in Psychology and quit modeling for a while. She started working again in 2022 with the same agency and relaunched her career to a new level.
<b>Model7</b>	This model was scouted at the age of 13 in 2007 in London. She kept in contact with the agency that came up to her, but never started working with them. Soon after that, Dutch agencies contacted her, after which she ended up signing with an agency. She started working in The Netherlands and quickly signed with international agencies. When she signed internationally, she needed to start her own venture. That is where her international career started. She switched agencies in 2019, because she wanted a new chapter in her career. Her new agents pushed her onto the high fashion industry, after which she soon got picked up by the industry's biggest names and continued building her portfolio and career from there.