

Who is the right partner for me?
- Investigating Cooperative Strategy in Online Game Industry

By

Mei-Hsiu Kuo

郭妹琇

Submitted to the Faculty of
Department of International Affairs in partial fulfillment of
The requirements for the degree of
Bachelor of Arts in International Affairs

Wenzao Ursuline University of Language
2022

WENZAO URSULINE UNIVERSITY OF LANGUAGES
DEPARTMENT OF INTERNATIONAL AFFAIRS

This senior paper was presented

by

Mei-Hsiu Kuo
郭妹琇

It was defended on

November 20, 2021

and approved by

Reviewer 1: YuJane Chen, Associate Professor, Department of International Affairs

Signature: _____ Date: _____

Reviewer 1: Mark Lai, Associate Professor, Department of International Affairs

Signature: _____ Date: _____

Adviser: Shao-Tzu Wu, Associate Professor, Department of International Affairs

Signature: _____ Date: _____

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2022

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Mei-Hsiu Kuo

Wenzao Ursuline University of Language, 2021

Abstract

In this era of fierce competition, in order to survive in the industry and continuously enhance its competitiveness, cooperation with other manufacturers has become a strategy. Firms strengthen their core resources and competence through cooperate, turning enemies into friends. Therefore, how to choose suitable partners and formulate cooperation strategies is a problem that enterprises must think about. I choose twenty firms in the online game industry as my research objects. I study what is the purpose of corporate cooperation between enterprises and how do they choose their cooperative partner and what kind of cooperation can be successful. I use qualitative and quantitative research in my paper. In my case study, I found that there are three main purposes of cooperation: 1. Obtain new technology. 2. Expand into new markets. 3. Acquisition of game agents. Therefore, I assume that cooperation can affect the company's degree of innovation and internationalization, and use statistical data to validate my hypotheses. And found that cooperation has a positive effect on the degree

of company internationalization and innovation. Companies select partners dependent on their desired resources. Finally, I classify companies into four categories based on the market share and the number of patents to positioned each company with an appropriate strategy.

摘要

在這個競爭激烈的時代，為了在行業中生存，不斷提升自身的競爭力，與其他廠商的合作已經成為了一種策略。企業通過合作增強核心資源和競爭力，化敵為友。因此，如何選擇合適的合作夥伴，制定合作策略，是企業必須思考的問題。在很多情況下，合作對企業的生存至關重要。我選擇網路遊戲產業中的二十家公司作為我的研究對象。我研究企業之間進行企業合作的目的是什麼，他們如何選擇合作夥伴，什麼樣的合作才能成功。我在論文中使用質性和量化研究。首先，在我的個案研究中，我發現公司合作的主要目的有三個： 1. 獲得新技術。 2. 拓展新市場。 3. 獲取遊戲代理權。因此，我假設合作會影響公司的創新和國際化程度，並使用量化數據來支持我的假設，發現合作對於公司國際化的程度與創新程度能造成正向影響。公司彼此透過互補資源去挑選合作夥伴。最後，我以各家公司的市占率以及專利數為基準，將公司分為四個類別，並將各個公司定位出合適的策略。

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INTRODUCTION

Background

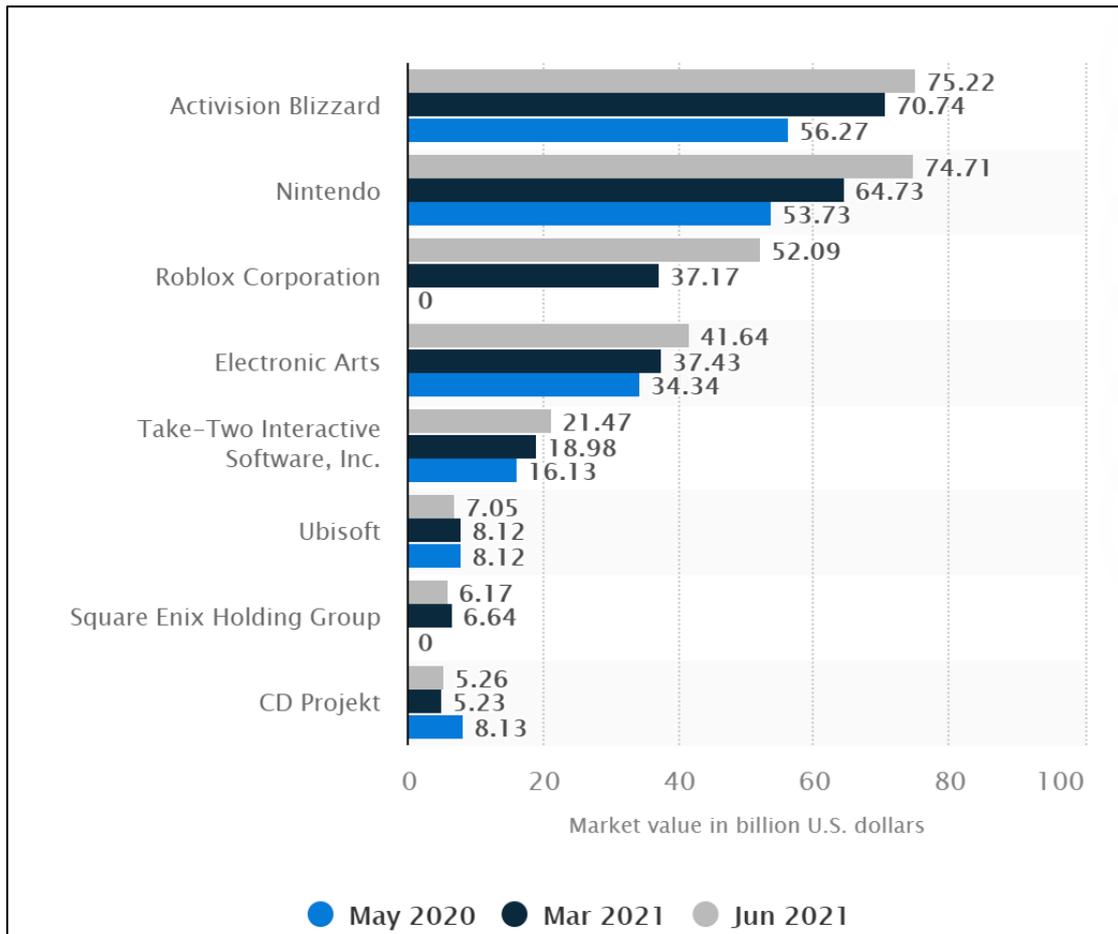


Figure 1. Market capitalization of the largest gaming companies worldwide as of June 2021(in billion U.S. dollars)

In the industry, the purpose of an enterprise is to maintain its position in the industry, and it must always remain competitive. Whether you have a strong internal resource advantage or a strong market position, you can ensure your survival in the industry.

According to the Figure 1, “Activision Blizzard”, “Nintendo”, “Roblox Corporation”, “Take-Two Interactive Software, Inc.”, “Ubisoft”, “Square Enix Holding Group”, “CD Project” are the largest gaming companies. Besides these companies, there are also some companies that their products also bring them huge benefits, such as “Sony Interactive Entertainment”, “Microsoft Game Studio”, “Nexon”, “Rare Limit”. In recent years, China has developed rapidly, “Tencent Holdings Ltd.” and “Netease Games” have gradually caught up with large foreign companies.

In past cases, companies have used cooperation to enhance their competitiveness. The most typical example is Tencent. It was originally a leading company in China, but because of cooperation with game manufacturers around the world, it has successfully become an international company. Tencent chose Microsoft, Activision Blizzard, Nintendo, Sony, etc. Judging from the partners Tencent chose, they are all online game companies with high profits in the world. The cooperating partners that Tencent chose helped Tencent enter the global online game market.

Motivation

According to past research findings, cooperation will have a positive effect on the company's performance. Through cooperation, companies can enhance their ability to control key resources to obtain advanced technology and scarce resources to achieve complementary advantages in economic resources, and the goal is to obtain the synergistic effect that a single enterprise cannot achieve.¹ Cooperation is for mutual benefit, but if the wrong partner is selected, it may lead to no profit or even loss. Therefore, the selection of partners has become a very important part, and what kind of cooperation strategy should be adopted will affect the survival of the company. However, in the past research, these two parts in online game industry are rarely mentioned. Therefore, I hope to make up for the past research gap through the research.

Research Purpose

In my paper, I chose online game industry as my research object to study the main purpose of the company's cooperation in this industry. And in an industry, there are many companies, but not every company is suitable for cooperation. Because in many

¹ <https://m.maigoo.com/goomai/203913.html>

companies there will also be companies that have different business philosophies. But when the most suitable partner is selected, greater benefits can be created. So, choosing a partner has become a very important issue. Partners are not to choose the best, but to choose the most suitable. Therefore, how to choose cooperation partners has also become the purpose of my research.

There are successful and failure cases in cooperation. In my research, I will study what kind of cooperation strategies can be successful. In the online game industry, there are many manufacturers, some of which have strong market positions but weak capabilities, and some of which have weak market positions but strong capabilities. Manufacturers with different positions must adopt different strategies. Therefore, I will also list strategies suitable for manufacturers in various market positions. In the end, I will use statistical results to prove that "cooperation can have an impact on the company's internationalization and degree of innovation."

Research Questions

1. Does cooperation affect firms' degree of internationalization?
2. Does cooperation affect firms' innovation?
3. In the online game industry, why should companies cooperate? What is the

purpose of cooperation?

4. How do firms choose partners? Who is the right partner for me?
5. What kinds of cooperative strategies that firms can adopt?

Contribution

In my thesis, in the online game industry, cooperation between companies will affect the growth of the company. There are three main purposes of cooperation: 1. Obtain new technology 2. Expand to new markets 3. Obtain products agency. When choosing a cooperation partner, the company will choose which can produce complementary benefits. When entering the new market, in order to reduce the barriers and difficulties of entering new markets, and to be familiar with new markets faster, firms will choose the landlord companies to cooperate.

I divided the cooperation strategies into four based on the company's market position and core resources: 1. strong market position and core resources is Defense Strategy. In this strategy, the company can choose companies that are also market leaders to cooperate, turn enemies into friends, and reduce competitors through cooperation to achieve the goal of defending its market position. 2. strong market position and weak core resources is Holding Strategy. When the company only has a strong market position, can choose which have strong core resources to cooperate with.

3. weak market position and strong core resources is Catch-up Strategy. By cooperating with manufacturers with strong market positions to catch up with the market leader and improve its market position. 4. weak market position and core resources is Restructuring Strategy. Through cooperating with which have a strong market position or core resources, to restructure the company internal to review problems and improve. Finally, through statistical data, I selected 20 companies from 2015-2020 in the industry, total sample size is 100. I studied and analyzed their market share and number of patents, and found that "cooperation can have a positive effect on internationalization and innovation."

Limits

It may be hard to get very deep information for each cooperation case. Even in a very well-known cooperation case, there are still some aspects, such as market share, company capital, and numbers of overseas distribution that are not published in the annual report.

Delimits

Through collected data from many different websites and news to improve the integrity of my data. And collect data from the database. When the information is not disclosed by the official, it is collected and sorted through some large external databases.

LITERATURE REVIEW

According to the article, the definition of cooperation is to apply an internationalisation strategy or work on joint activities with an international focus. For large companies, cooperation is to strengthen their leading position in the market. For small companies, it can help them solve financial problems, reduce restrictions on large-scale projects, and attract more customers. These issues also apply to the online game industry.² In the past research, most of the research and discussion on the impact of cooperation on the enterprise was carried out, and the lesser part was based on the strategic planning of individual market position companies, so this paper will focus on

² https://ec.europa.eu/growth/sectors/tourism/business-portal/internationalisation-tourism-businesses/transnational-business_en#definition

these less discussed parts as the research topic, hope it can make up for the gaps in the literature in the past, and locate suitable cooperation strategies for companies in this industry.

The concept of strategic resources proposed by Jay Barney (1991) “symbolizes the formal formation of a resource-based strategic school. The strategy has shifted from traditional economics focusing on market analysis and external environment analysis to focusing on the company's internal capabilities and resources. Barney believes that there may be a kind of heterogeneity or difference between companies, and it is these differences that enable some companies to maintain a competitive advantage. Therefore, the RBV theory emphasizes strategic choice and believes that the strategic task of company management is to find, develop and allocate this part of the distinctive key resources in order to maximize operating returns.”³ Therefore, I will use two theories, Resource-Based Theory and Resource Dependence Theory as my theoretical basis, list the core resources owned by the company and the external resources depending by the company, observe the flow of internal and external resources within the industry through case-by-case methods.

Resource-Based Theory

The publication of Wernerfelt's "Resource-based Theory of Enterprises" in 1984

³ <https://wiki.mbalib.com/zh-tw/%E6%9D%B0%E6%81%A9%C2%B7%E5%B7%B4%E5%B0%BC>

meant the birth of the resource-based theory. The assumption of resource theory is: companies have different tangible and intangible resources, which can be transformed into unique capabilities; resources are immobile and difficult to replicate among companies; these unique resources and capabilities are the source of a company's lasting competitive advantage. The most important reason why an enterprise has a long-term competitive advantage is its own internal resources that have strategic value, uniqueness, rarity, difference, inimitable, and difficult to transfer.⁴ The sources of the competitive advantages of enterprises are: 1. The special heterogeneous resources within their respective resources have multiple uses. The business decision of the enterprise is to specify the specific use of various resources, and once the decision is implemented, it cannot be restored. Therefore, at any point in time, the enterprise will have the resource reserve brought by the decision based on the previous resource allocation. This resource reserve will limit and affect the company's next decision, that is, the resource development process tends to reduce the flexibility of the enterprise sex. 2. The non-imitability of resources. Even through cooperation, the internal technology of the respective companies cannot fully obtain specific technologies. Although a certain degree of imitation can be achieved, the respective companies will still maintain

4

<https://zh.wikipedia.org/wiki/%E8%B3%87%E6%BA%90%E5%9F%BA%E7%A4%8E%E8%A7%80%E9%B%9E>

each other's uniqueness.

Resource Dependence Theory

Resource Dependence Theory began in the 1940s, and after the 1970s, it has been widely applied to related research on organizational relations. Its theoretical basis is derived from Richard Emerson's transaction power theory. In this regard, Emerson is discussing personal power. When it comes to phenomena, it is pointed out that the occurrence and strength of power are determined by the relative dependence of the two related factors. Therefore, the resource dependence theory refers to the fact that the organization faces a changeable, complex, and restricted environment, regardless of whether any organization is. It cannot be separated from other organizations in a dynamic system environment and operate independently. When relying on the resources in the environment, rely on the interaction with other organizations to output the resources produced in the organization, and to find the necessary resources outside the organization system environment. In this way, resources can maintain a dynamic and balanced development of the organization, and the organization will also develop new operational strategies and organizational structures to reduce uncertainty and dependence.

The resource dependence theory also includes three meanings: (1) The organization and the surrounding environment are interdependent; (2) In addition to

obeying the environment, the organization can also make other choices to adjust the degree of dependence on the environment; (3) The environment should not be regarded as an objective reality.⁵ The understanding of the environment is usually a behavioral process. In addition, the core assumption is that the organization needs to obtain the resources in the environment to survive. No organization is self-sufficient. Exchange, and emphasize organizational power, regard the organization as a political actor, and believe that the organization's strategy is all related to the organization's attempts to obtain resources and try to control the power behavior of other organizations.

Hypotheses

Enterprises' Internationalize and Innovation.

It has been found from individual cases that when many highly international companies cooperate, fewer landlord country partners are selected, and the number of cooperation is relatively high. The trend to the global customer to develop the game. Therefore, I assume that the company expands its own new markets by cooperating with companies in the same industry in other countries, grants game agency rights, and

⁵ <https://wiki.mbalib.com/zh-tw/%E8%B5%84%E6%BA%90%E4%BE%9D%E8%B5%96%E7%90%86%E8%AE%BA>

even jointly establish overseas branches, thereby enhancing its degree of internationalization.

Hypothesis 1: If the company's cooperate number is higher, it is more international.

After sorting out the information, I found that companies with unique core technologies will develop new games or new technologies after cooperating with other companies. Therefore, I assume that companies introduce new technologies through cooperation, especially in the development of unique technologies in games, and develop more distinctive products through new technologies obtained through cooperation, thereby improving the company's innovation capabilities.

Hypothesis 2: If the company's cooperate number is higher, it has more patents.

METHODOLOGY

In my paper, mainly take a qualitative approach, use a quantitative approach to assist my case, and verify my hypotheses. For the qualitative research, I do the 15 cases study to study the detail of each cooperation. For the quantitative research, I do correlational research, I collected 20 companies from 2015-2020, a total of 100 sample sizes. The data of my qualitative research are from secondary data. The data of my

quantitative research are from the company annual report, news, official website, and online database. I focus on thematic analysis in my qualitative data and use regression and correlation tests in my statistical test.

For data collection in qualitative research, most of the data are come from the Internet, financial news, annual reports of the company, and the company's official website. For each cooperation case, I collect and sort out each state of their resource exchange, list their original resources, desired resources, exchange resources, cumulative resources, and the cooperation method in the case. For data collection in quantitative research, I collected 20 companies, including 15 companies in my case study, from 2015-2020, a total of 100 sample sizes. The items I collected include foundation year, company market cap, capital, total assets, revenue, tax income, R&D and marketing expenses, number of employees, number of patents, market share, and number of overseas distribution points, numbers of cooperation and competition. These data come from official websites, economic reports, annual reports, and online databases.

According to the data, I use the year of establishment as my control variable in my two hypotheses. Through the overseas distribution numbers and patents number of these companies, we can observe whether cooperation has an impact on the internationalization and innovation of a company. Use regression analysis to verify the

statistical significance of my hypotheses.

DATA ANALYSIS

Statistical Analysis

Table 1. Correlation Matrix

Means, Standard Deviations, and Correlations					
Variables	Mean	S.D.	1	2	3
Year	32.70	24.887			
Cooperation	5.10	3.307	0.323		
Internationalization	21.20	18.614	0.081	0.564**	

$p < 0.05^*$; $p < 0.01^{**}$

N= 100

Table 2

Standardized Regression Coefficients from Analyses Predicting Internationalization
(N=100)

Independent Variables	Model 1	Model 2
Year	0.081	-0.114
Cooperation		0.601*
Model F	0.118	4.179*
ΔF	0.118	8.192*
R^2	0.007	0.330
ΔR^2	0.007	0.323
Adjusted R^2	-0.049	0.251

$p < 0.05^*$; $p < 0.01^{**}$; $p < 0.001^{***}$

Hypothesis 1 is supported, because $\beta = 2.862$ is positive, and $p = 0.011 < 0.05$

According to the results, the company's cooperation has a positive effect on the international. Therefore, the number of cooperation is higher, the degree of company internationalize is higher.

Table 3. Correlation Matrix

Means, Standard Deviations, and Correlations					
Variables	Mean	S.D.	1	2	3
Year	32.70	24.887			
Cooperation	5.10	3.307	0.323		
Numbers of patent	69349.85	2024308.252	-0.122	0.481*	

p < 0.05*; p < 0.01**; p < 0.001***

N= 100

Table 4

Standardized Regression Coefficients from Analyses Predicting Patent numbers (N=100)

Independent Variables	Model 1	Model 2
Year	-0.122	-0.310
Cooperation		0.581*
Model F	0.271	3.939*
ΔF	0.271	7.510*
R ²	0.015	0.317
ΔR^2	0.015	0.302
Adjusted R ²	-0.040	0.236

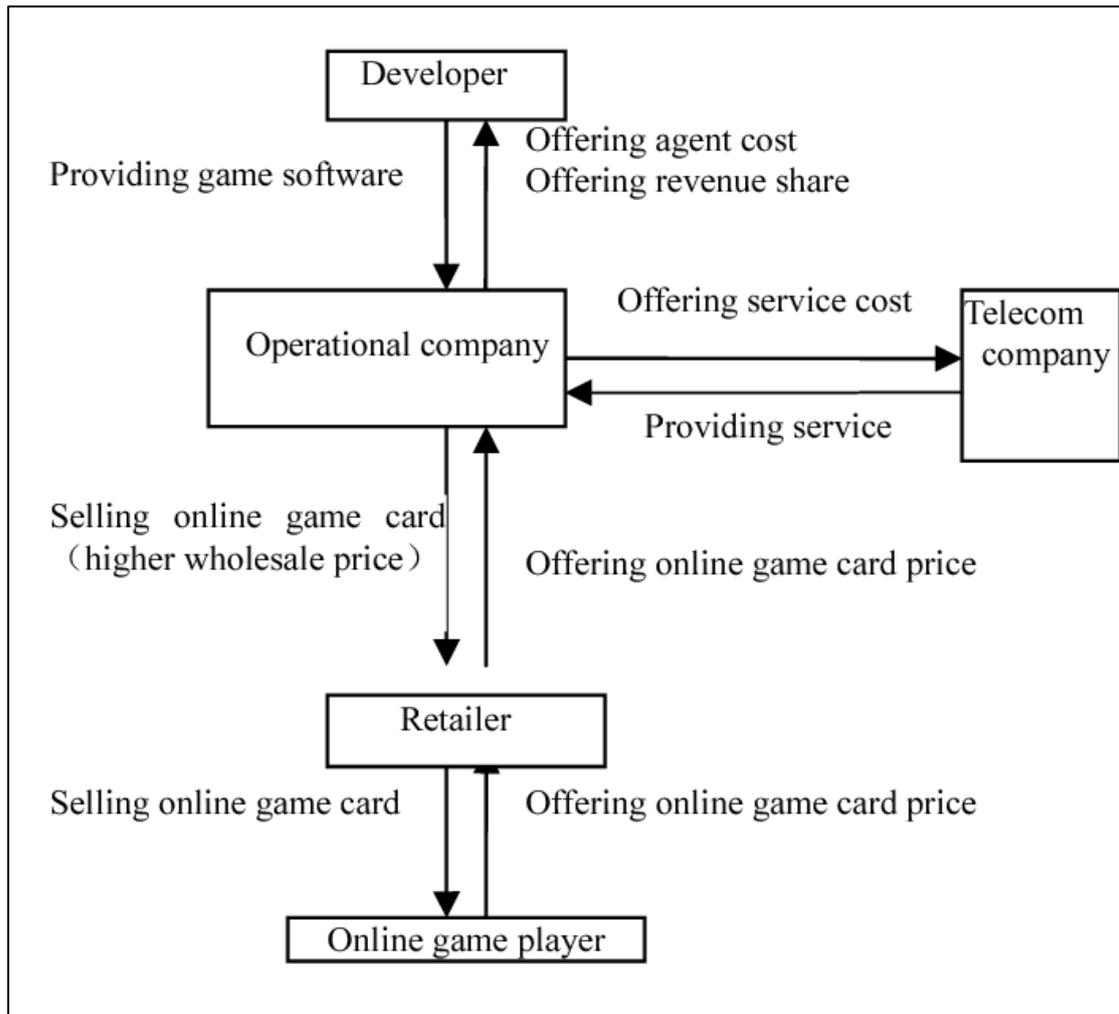
p < 0.05*; p < 0.01**; p < 0.001***

Hypothesis 2 is supported, because $\beta=0.581$ is positive, and $p=0.014 < 0.05$

According to the results, the company's cooperation has a positive effect on the number of patents. Therefore, the number of cooperation is higher, the degree of company innovation is higher.

Case Analysis

There are many companies in the online game industry, and this number is including online game studio, game development companies, and listed companies and so on. In this industry, cooperation is a very frequent event and even affects the success or failure of a company. Therefore, I analyzed 20 larger companies and more famous cooperation cases in the online game industry in my paper. In my data, I focus on analyzing the original resources, desired resources, exchange resources, and cumulative resources between them. In this industry, cooperation is a very frequent event and even affects the success or failure of a company. Therefore, I analyzed 20 larger companies and more famous cooperation cases in the online game industry in my paper. In my data, I focus on analyzing the original resources, desired resources, exchange resources, and cumulative resources between them.



● Figure 2 Online Game Industry Chain⁶

According to Figure 2, this is the industry chain of the online game industry. In the online game industry, it can be divided into four parts: Developer, Operational company, Retailer, and Customers. Some companies are only in charge of sales agents, while others do everything from development to sales. However, even companies from development to sales will cooperate with other manufacturers to update their internal technology. According to the company's internal resources and business parts, they can

⁶ <https://www.semanticscholar.org/paper/Supply-Chain-Coordination-with-Contracts-for-Online-Liu-Zhang/2532182d2886a4c66e069703579fc00b13dcdff0>

be divided into game development studios and companies. Most game development studios cooperate with other large companies. Developed by the studio, the company conducts marketing and sales to achieve resource exchange. For example, Xbox Game Studios is a game development studio owned by Microsoft. Xbox Game Studios is responsible for game development for Microsoft, marketing and sales are all carried out by Microsoft. Therefore, the exchange of resources is very important for both game development studios and game companies. Based on my case study, I organized them into Table 1, and then listed the exchange resources and cooperation method.

Table 5 Cooperation Case Description

Case	Company	Company	Exchange Resources	Cooperation Method	Cooperation Consequence
1.	Xbox Game Studios	Electronic Arts Inc.	Customer base ⁷	Service Integration. → Create Performance. ⁸ → Drive Demand.	Successful
2.	Nintendo Co., Ltd	Rare Limited	Game Development Technology	1994-2002, cooperate for 8 years	Failure ⁹
3.	Xbox Game Studios	Rare Limited	Game Development Technology	Assist in the development of games	Successful
4.	Tencent Holdings Ltd.	Riot Games, Inc.	Game Development	Acquire game agency and	Successful

⁷ <https://www.fool.com/investing/2021/01/30/why-microsoft-earnings-great-news-electronic-arts/>

⁸ <https://udn.com/news/story/10222/4848492>

⁹ <https://ek21.com/news/game/203441/>

			Technology ¹⁰ and Game Agency	game development technology	
5.	Tencent Holdings Ltd.	Epic Games	Technology	Acquired shares. ¹¹ → Became associate companies. → Assist develops.	Successful
6.	Take-Two Interactive Software, Inc.	SEGA Corporation subsidiary Visual Concepts	Game Development Technology	Joint development new games. ¹² → Enter new market.	Successful
7.	Square Enix Holdings Co.	Sony Interactive Entertainment (SIE)	Game Development Technology ¹³	Cooperation. → Assist develop games. → Launch new games.	Successful
8.	Gamania Digital Entertainment Co., Ltd.	NCSOFT Corporation.	Game Agency and New markets	Cooperate → Acquire Game Agency. → Joint venture. ¹⁴	Successful
9.	Gamania Digital Entertainment Co., Ltd.	Nexon Co., Ltd.	Game Agency and New markets ¹⁵	Cooperate → Acquire Game Agency	Successful

¹⁰ https://www.upmedia.mg/news_info.php?SerialNo=48127

¹¹ <https://pe.pedaily.cn/201206/20120620328919.shtml>

¹² <https://read01.com/J8jmg3D.html#.YYaDpWBBByCo>

¹³ <https://forum.gamer.com.tw/G2.php?bsn=60071&sn=29>

¹⁴ <https://ec.ltn.com.tw/article/paper/1426072>

¹⁵ <https://www.cw.com.tw/article/5044491>

10.	Tencent Holdings Ltd.	Nexon Co., Ltd.	Game Agency ¹⁶ and New markets	Cooperate → Acquire Game Agency	Successful
11.	Tencent Holdings Ltd.	Nintendo Co., Ltd.	Game Development Technology and Game Agency ¹⁷ and New markets ¹⁸	Cooperation. → Expand market → Exchange technology.	Successful

The 11 cases I studied are listed in Table 5. From Table 5, most companies cooperate for three purposes: developing new markets, developing games, and obtaining game agency rights. In case 2 of the cooperation, although the cooperation case ended due to disagreement in concept at the end, many new games and technologies were also developed during the cooperation between the two parties.

In addition, I divided my research objects into four categories based on the market share of each company and the number of patents. The number of patents is defined as internal resources, and the market share is defined as market positioning. The first category is those that have a strong market position (high market share) and strong core resources (high number of patents). The second category is companies that have a weak

¹⁶ <https://kknews.cc/finance/zbg98bp.html>

¹⁷ <https://3c.ltn.com.tw/news/44268>

¹⁸ <https://news.cnyes.com/news/id/4409726>

market position (low market share) but strong core resources (high number of patents) companies, the third category is companies that have a strong market position (high market share) but weak core resources (low patent numbers), and the fourth category is companies that have a weak market position (low market share) and weak core resources (low number of patents). Finally sorted out the following table.

● Table 6 Positioning of the company after classification

<p>Microsoft Game Studio (Xbox Game Studios),</p> <p>Activision Blizzard, Inc.,</p> <p>Tencent Holdings Ltd.,</p> <p>Nintendo Co., Ltd,</p> <p>Sony Interactive Entertainment (SIE).</p>	<p>Electronic Arts Inc.,</p> <p>Square Enix Holdings Co.,</p> <p>Visual Concepts,</p> <p>NCSOFT Corporation.,</p> <p>Take-Two Interactive Software,</p> <p>UBISOFT Entertainment.</p>
<p>Riot Games, Inc.,</p> <p>NetEase Games,</p> <p>SEGA Sammy Holdings,</p> <p>Nexon Co., Ltd.</p> <p>Epic Games, Inc.,</p>	<p>Rare Limited,</p> <p>Gamania Digital Entertainment Co., Ltd.,</p> <p>Soft-World International Corporation,</p> <p>Mercury Games.</p>

- Figure 3 Model of Strength of Resources and Cooperation Strategy¹⁹

		Market Position		
		Strong	Weak	
Core Resources (Technique)	Type of Strategy:		Defense Strategy	Catch-up Strategy
	The goal of Strategy:		Defense Market	Pursue the Market
	Cooperate motivation:		Enhance the Resources	Resource Complementation
	Type of Strategy:		Holding Strategy	Restructuring Strategy
	The goal of Strategy:		Maintain the market	Market Follower
	Cooperate motivation:		Resource Dependence	Resource Dependence

- **Case in the first category:**

For the past 20 years, Sony and Microsoft have always been the biggest competitors in the game console market. The PlayStation series in Sony and the XBOX series in Microsoft. Since the types of game consoles released by Sony and Microsoft are very similar, both parties have always competed in the same market, only one located in Asia and the other in Europe and America. However, in the face of more and more foreign competitors joining, the two announced that they will join forces to face the future of game streaming. Market.

¹⁹ 產業環境與合作策略 2004 管理學報

Microsoft and Sony jointly announced that the two companies will use Microsoft Azure cloud computing services as the basis to find the future development of cloud game streaming, and develop their own game streaming services on Azure.²⁰ Both Sony and Microsoft intend to launch their own game streaming services, but will jointly launch better cloud development services for game developers, and there will also be a certain degree of strategic cooperation in-game streaming services.

This strategy of turning an enemy into a friend, instead of competing in the same market, is better to defend this market together. When this market is surrounded by enemies, “Cooperation” may be the best strategy to consolidate the market.

Summary of first category:

Most of the companies in the first category are in the position of market leaders. In addition to competing with other manufacturers that are also in the leader position and those who are catching up with. To ensure their position will not decline. Therefore, the company can adopt a defense strategy, cooperate with the market leader who is also a competitor, combine strong forces to make the market position more stable. While having a stable market position, through cooperation to improve core resources.

²⁰ <https://news.microsoft.com/2019/05/16/sony-and-microsoft-to-explore-strategic-partnership/>

- **Case in the second category:**

Epic Games launched its own game platform “Epic Game Store” in 2018, but currently the world’s largest game platform is Steam. In order to stabilize its market position on the game platform, Epic Games chose to cooperate with UBISOFT in 2019.²¹

“The Division”, which has 1.2 million repair sales worldwide, was developed by UBISOFT and is only sold on the Uplay and Steam platforms on UBISOFT. Therefore, Epic Games took a fancy to the business opportunity of “The Division”, so they rushed to sign the platform sales rights of “The Division 2” with UBISOFT before Steam, so that “The Division 2” could only be sold on the Uplay of UBISOFT and on the Epic Game Store. “The Division 2” even increased sales by 10 times than “The Division”, which not only made Epic Game Store a big step forward in the gaming platform market, it also stabilizes the market position on the gaming platform for Epic Game Store.

Summary of second category:

Most of the companies in the second category are market challengers. Companies that have strong core resources but have a low market share can adopt a catch-up

²¹ <https://www.pcgamer.com/ubisoft-has-extended-its-partnership-with-the-epic-store/>

strategy. By cooperating with companies that have a strong market position but weak core resources, the cooperation between companies can achieve complementary resources. Pursue the market as the goal, and enhance the market position.

- **Case in the third category:**

Take-Two Interactive acquired Visual Concept, a subsidiary of Sega in 2005, and began to expand its presence in the European and American sports game market, and through competition with EA, it has strengthened its position in the sports game market. And in 2011, Take-Two Interactive decided to expand its market to Asia, so it chose Nexon, South Korea's largest game company, for strategic cooperation.²²

Visual Concept Studio, which was acquired by Take-Two Interactive in 2005, developed an online baseball simulation game (called MLB 2K) and sold it in South Korea and Asia markets. Through this cooperation, Take-Two Interactive used Nexon to make a breakthrough in the Korean online game market to let its brand 2K Sports have a place in the Asian online game market.

Summary of third category:

²² <https://ir.take2games.com/news-releases/news-release-details/2k-sports-and-nexon-announce-partnership-develop-and-publish/>

Most of the companies in the third category are also market followers, but they are not following the market position, they are following the core resources. Companies in the third category have a stable position in the market but do not have core resources, so they can adopt a holding strategy. Maintain a stable market and solve the problem of weak core resources through cooperation. Cooperate with companies with strong core resources to achieve complementary resources and learn new technologies through cooperation.

- **Case in the fourth category:**

Gamania Digital Entertainment Inc. (Gamania), a pan-Asia industry-leading publisher and developer of online interactive entertainment content, and Sony Online Entertainment Inc. (SOE), a worldwide leader in massively multiplayer online (MMO) gaming. Taiwan 's game market is not among the top in the world, and Gamania is not a game development company. Gamania is a game agency company in the game industry.

The alliance of Gamania and SOE will include four primary undertakings: establishing a joint venture, Asia Pacific products operation, core technology transfer, and potential investment in China. Also because of the strategic alliance signed with SOE, Gamania gradually turned to a profitable situation, and also

made organizational adjustments in 2003. After the cooperation in 2004, the revenue of online games has grown steadily and losses were gradually reduced. It even started to make a profit.

Summary of fourth category:

Companies in the fourth category are more similar to newly joined companies or companies whose products are no longer appealing to consumers. Companies in this category are those with strong resource dependence. As a manufacturer with a weaker market position and weaker core resources, it can adopt a restructuring strategy. Through cooperation, reorganize the company's interior, and then enhance its market position and core resources.

In Table 1, I listed the status of resource exchange and their cooperation method through 11 case studies. Then use Figure 3 to list the cooperation strategies that each positioning manufacturer should adopt. Manufacturers in the first category have a stable market position and strong core resources. As market leaders, they become the objects of learning for other companies in the online game industry. Although the manufacturers in the second category do not have a strong market position, they have strong core resources. They can catch up with the market leader through cooperation and constantly challenge the market leader. Companies in the third category have a

stable market position but do not have core resources, and need to rely on new technologies and resources brought by other companies through cooperation, so that can achieve complementary resources. Finally, manufacturers in the fourth category, while catching up with the market, should first reorganize their internals so that they can increase their competitiveness through cooperation.

CONCLUSION AND SUGGESTION

According to the contents of Table 1, understand the status of resource exchange based on these cooperation cases, the mainly purpose that company will do cooperation in the online game industry are:

1. Acquire technology.

In the online game industry, each company strength itself through develop a new technology or strength one of their technologies, such as 3D technology, game console technology, Unreal Engine technology. The advantage is the company has strong internal resources.

2. Expand into new market.

In the online game industry, the company does not always trade only in its landlord country. Through cooperation or acquisition, it is quickly to enter a country to expand international territory. Especially in China market, the company wants to enter China market usually through cooperate with the company which has a large market share in China, such as Tencent or NetEase Games. The reason why the company enters China market will take cooperation way is because that China market is stricter than enter other countries.

3. Acquire game agency.

In the online game industry, obtain game agency for the agent company, the benefit is to increase the company's sales and the company's reputation, and for the confer agency company, it is a way to expand their market into the new country market. No matter which party it is, it can bring benefits. But in this goal, vision is very important. The confer agency company needs to choose that the company in its landlord country has a certain market share. And the agent company needs to agent the game which will bring huge benefit or customers will like.

Most of the firms that select the partners are based on their lack of resources to select partners, but not all cooperation can be successful. In Case 2 of Table 1, the two parties broke up the partnership because of their business philosophies. Therefore, for the company, in addition to being able to complement each other's resources, a suitable partner also needs to reach a consensus on the business philosophy.

After choosing a suitable partner, it is also important to adopt the correct cooperation strategy in order to prevent the company from going bankrupt. According to Figure 3, according to the company's market share and the number of patents, manufacturers in the online game industry are divided into four categories, and

appropriate strategies are adopted according to the strength of core resources and the market position of individual manufacturers.

In the statistical data, it has verified the significance of my two hypotheses, both of which have a positive effect on my statistical report and the P-value is greater than 0.05. In hypothesis one, “If the company’s cooperate number is higher, it is more international.” According to my results, the Beta value is 2.862 and has a positive effect on, and the P-value is 0.011 and less than 0.05, so it can be verified that cooperation will have an impact on the company’s internationalization. The more cooperation the company has, the higher the degree of internationalization, and cooperation can help the company expand overseas markets in the online game industry.

In hypothesis two, “If the company’s cooperate number is higher, it has more patents.”. The number of patents represents the degree of innovation of a company. According to my results, the Beta value is 0.581 and has a positive effect on, and the P-value is 0.014 and less than 0.05, so it can be verified that cooperation is related to the company’s degree of innovation. The higher the number of cooperation, the higher the number of patents, and the higher the number of patents is more innovation. Therefore, in the online game industry, cooperation can improve the company’s degree of innovation.

In my thesis, “cooperation” is very important for my research industry: the online game industry. In many cases, it can even affect the survival of a company. Therefore, the company should be more cautious in the selection of cooperate partners and choose the most suitable partner to avoid major losses caused by the failure of the final cooperation. In the statistical data of data analysis part, it is proved that in the online game industry, cooperation can indeed have an impact on the internationalization of the company and the degree of company innovation.

APPENDIX A

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23			
公司	年	資本額(百萬)	淨資產(百萬)	總資產(百萬)	收入(百萬)	研發費用(百萬)	銷售費用(百萬)	行政費用(百萬)	管理費用(百萬)	市場費用(百萬)	總員工數	專員數	Market share	海外市場數	cas	sumera	europae	antubula	atvra	合作總數	總專案數	平均合作	平均專案	合稱	
1	2020	2,256.04	1183	200,311	143,015	44,231	19,269	15,588	15,588	166,975	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
2	2020	2,256.04	1183	200,311	143,015	44,231	19,269	15,588	15,588	166,975	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
3	2019	2,256.04	1183	200,311	143,015	44,231	19,269	15,588	15,588	166,975	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
4	2017	2,256.04	1183	200,311	143,015	44,231	19,269	15,588	15,588	166,975	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
5	2017	2,256.04	1183	200,311	143,015	44,231	19,269	15,588	15,588	166,975	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	1
6	2016	2,256.04	1183	200,311	143,015	44,231	19,269	15,588	15,588	166,975	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	1
7	2020		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
8	2019		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
9	2018		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
10	2017		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
11	2016		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
12	2020		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
13	2019		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
14	2018		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
15	2017		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
16	2016		4100	45650	11,112	9,154	16,708	11,988	14,697	166,475	720,050	81,256	21	1	13	7	0	0	0	10	5	1	1	1	
17	2020		4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	1	0	
18	2019		4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	1	0	
19	2018		4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	1	0	
20	2017		4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	1	0	
21	2016		4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	1	0	
22	2020		5986	307,044	74,376	24,815	2,457	1,202	95,589	485,950	67	53	5	3	0	2	0	2	0	11	11	3	1	0	
23	2019		5986	307,044	74,376	24,815	2,457	1,202	95,589	485,950	67	53	5	3	0	2	0	2	0	11	11	3	1	0	
24	2018		5986	307,044	74,376	24,815	2,457	1,202	95,589	485,950	67	53	5	3	0	2	0	2	0	11	11	3	1	0	
25	2017		5986	307,044	74,376	24,815	2,457	1,202	95,589	485,950	67	53	5	3	0	2	0	2	0	11	11	3	1	0	
26	2016		5986	307,044	74,376	24,815	2,457	1,202	95,589	485,950	67	53	5	3	0	2	0	2	0	11	11	3	1	0	
27	2020		0.31	1,306	0	0	0	0	2,501	58	0.00%	0	0	0	0	0	0	0	0	1	2	0	0	0	
28	2019		0.31	1,306	0	0	0	0	2,500	58	0.00%	0	0	0	0	0	0	0	0	1	2	0	0	0	
29	2018		0.31	1,306	0	0	0	0	2,500	58	0.00%	0	0	0	0	0	0	0	0	1	2	0	0	0	
30	2017		0.31	1,306	0	0	0	0	2,500	58	0.00%	0	0	0	0	0	0	0	0	1	2	0	0	0	
31	2016		0.31	1,306	0	0	0	0	2,500	58	0.00%	0	0	0	0	0	0	0	0	1	2	0	0	0	
32	2020		290	4,221	5,100	0	0	0	5,507	571	0.00%	5	3	1	1	0	0	0	0	6	5	1	0	0	
33	2019		290	4,221	5,100	0	0	0	5,507	571	0.00%	5	3	1	1	0	0	0	0	6	5	1	0	0	
34	2018		290	4,221	5,100	0	0	0	5,507	571	0.00%	5	3	1	1	0	0	0	0	6	5	1	0	0	
35	2017		290	4,221	5,100	0	0	0	5,507	571	0.00%	5	3	1	1	0	0	0	0	6	5	1	0	0	
36	2016		290	4,221	5,100	0	0	0	5,507	571	0.00%	5	3	1	1	0	0	0	0	6	5	1	0	0	
37	2020		1794	4,499	3,889	404	296	438	6495	54	5.64%	30	1	21	8	0	0	0	0	5	4	1	1	1	
38	2019		1794	4,499	3,889	404	296	438	6495	54	5.64%	30	1	21	8	0	0	0	0	5	4	1	1	1	
39	2018		1794	4,499	3,889	404	296	438	6495	54	5.64%	30	1	21	8	0	0	0	0	5	4	1	1	1	
40	2017		1794	4,499	3,889	404	296	438	6495	54	5.64%	30	1	21	8	0	0	0	0	5	4	1	1	1	
41	2016		1794	4,499	3,889	404	296	438	6495	54	5.64%	30	1	21	8	0	0	0	0	5	4	1	1	1	
42	2020		0.24	0	0	0	0	0	570	509	0.00%	0	0	0	0	0	0	0	0	2	4	0	1	0	
43	2019		0.24	0	0	0	0	0	570	509	0.00%	0	0	0	0	0	0	0	0	2	4	0	1	0	
44	2018		0.24	0	0	0	0	0	570	509	0.00%	0	0	0	0	0	0	0	0	2	4	0	1	0	
45	2017		0.24	0	0	0	0	0	570	509	0.00%	0	0	0	0	0	0	0	0	2	4	0	1	0	
46	2016		0.24	0	0	0	0	0	570	509	0.00%	0	0	0	0	0	0	0	0	2	4	0	1	0	
47	2020		73.9	2,977	194	86	20	191	5077	2282	0.00%	12	10	1	1	0	0	0	0	4	3	0	0	0	
48	2019		73.9	2,977	194	86	20	191	5077	2282	0.00%	12	10	1	1	0	0	0	0	4	3	0	0	0	
49	2018		73.9	2,977	194	86	20	191	5077	2282	0.00%	12	10	1	1	0	0	0	0	4	3	0	0	0	
50	2017		73.9	2,977	194	86	20	191	5077	2282	0.00%	12	10	1	1	0	0	0	0	4	3	0	0	0	
51	2016		73.9	2,977	194	86	20	191	5077	2282	0.00%	12	10	1	1	0	0	0	0	4	3	0	0	0	

APPENDIX A

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
52 Sony Interactive Entertainment (SIE)	2020	1368	0.0017	3,324	61,292	4,980	4,464	3,857	109,700	59,734	25,638	47	30	0	5	1	3	0	0	6	1	1	1
53 Sony Interactive Entertainment (SIE)	2019	1368	0.0017	2,479	49,474	4,974	4,474	3,370	109,700	59,734	25,638	47	30	0	5	1	3	0	0	6	1	1	1
54 Sony Interactive Entertainment (SIE)	2018	1368	0.0017	2,966	78,782	1,155	4,144	3,300	109,700	59,734	25,638	47	30	0	5	1	3	0	0	6	1	1	1
55 Sony Interactive Entertainment (SIE)	2017	1368	0.0017	2,980	77,856	2,10	4,057	3,307	109,700	59,734	25,638	47	30	0	5	1	3	0	0	6	1	1	1
56 Sony Interactive Entertainment (SIE)	2016	1368	0.0017	1,837	69,106	920	4,255	3,577	109,700	59,734	25,638	47	30	0	5	1	3	0	0	6	1	1	1
57 Gamma Digital Entertainment Co., Ltd.	2020	4	63	336	378	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58 Gamma Digital Entertainment Co., Ltd.	2019	4	63	335	350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
59 Gamma Digital Entertainment Co., Ltd.	2018	4	63	355	518	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 Gamma Digital Entertainment Co., Ltd.	2017	4	63	388	306	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
61 Gamma Digital Entertainment Co., Ltd.	2016	4	63	388	304	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
62 NCSOFT Corporation	2020	108	8	3,482	2,063	501	54	108	3,100	775	0.009%	7	4	2	1	0	0	0	5	2	1	0	0
63 NCSOFT Corporation	2019	108	8	2,838	1,453	307	44	92	3,100	775	0.009%	7	4	2	1	0	0	0	5	2	1	0	0
64 NCSOFT Corporation	2018	108	8	2,975	1,465	360	24	30	3,100	775	0.009%	7	4	2	1	0	0	0	5	2	1	0	0
65 NCSOFT Corporation	2017	108	8	3,014	1,502	379	25	71	3,100	775	0.009%	7	4	2	1	0	0	0	5	2	1	0	0
66 NCSOFT Corporation	2016	108	8	1,901	840	232	27	30	3,100	775	0.009%	7	4	2	1	0	0	0	5	2	1	0	0
67 Neovon Co., Ltd.	2020	166.6	0	7,854	2,661	504	107	942	6,441	632	71.00%	10	7	3	0	0	0	0	9	4	1	1	1
68 Neovon Co., Ltd.	2019	166.6	0	6,550	2,257	1,028	167	773	6,441	632	71.00%	10	7	3	0	0	0	0	9	4	1	1	1
69 Neovon Co., Ltd.	2018	166.6	0	5,921	2,304	935	108	816	6,441	632	71.00%	10	7	3	0	0	0	0	9	4	1	1	1
70 Neovon Co., Ltd.	2017	166.6	0	4,025	2,133	513	128	682	6,441	632	71.00%	10	7	3	0	0	0	0	9	4	1	1	1
71 Neovon Co., Ltd.	2016	166.6	0	4,772	1,863	186	265	601	6,441	632	71.00%	10	7	3	0	0	0	0	9	4	1	1	1
72 Activision Blizzard, Inc.	2020	611	18,800	23,109	80,886	2,187	265	746	9,300	86	23.50%	47	2	29	15	1	0	0	3	6	0	0	0
73 Activision Blizzard, Inc.	2019	611	18,800	19,645	64,689	1,503	28	587	9,300	86	23.50%	47	2	29	15	1	0	0	3	6	0	0	0
74 Activision Blizzard, Inc.	2018	611	18,800	1,665	74,001	1,513	46	931	9,300	86	23.50%	47	2	29	15	1	0	0	3	6	0	0	0
75 Activision Blizzard, Inc.	2017	611	18,800	1,949	74,691	1,512	26	930	9,300	86	23.50%	47	2	29	15	1	0	0	3	6	0	0	0
76 Activision Blizzard, Inc.	2016	611	18,800	1,752	64,661	642	26	648	9,300	86	23.50%	47	2	29	15	1	0	0	3	6	0	0	0
77 Ubisoft Entertainment	2020	80.7	11	5,772	2,628	124	978	572	18,945	220	0.008%	34	2	12	20	0	0	0	5	4	1	1	1
78 Ubisoft Entertainment	2019	80.7	11	4,320	1,985	145	852	437	18,945	220	0.008%	34	2	12	20	0	0	0	5	4	1	1	1
79 Ubisoft Entertainment	2018	80.7	11	3,887	2,181	118	876	455	18,945	220	0.008%	34	2	12	20	0	0	0	5	4	1	1	1
80 Ubisoft Entertainment	2017	80.7	11	3,315	2,047	165	816	401	18,945	220	0.008%	34	2	12	20	0	0	0	5	4	1	1	1
81 Ubisoft Entertainment	2016	80.7	11	3,051	1,725	127	649	374	18,945	220	0.008%	34	2	12	20	0	0	0	5	4	1	1	1
82 NetEas Games	2020	556	0	21,743	11,289	1,890	1,589	1,640	282,239	4804	24.90%	25	24	1	0	0	0	0	3	2	0	0	0
83 NetEas Games	2019	556	0	16,105	8,309	3,331	1,208	894	282,239	4804	24.90%	25	24	1	0	0	0	0	3	2	0	0	0
84 NetEas Games	2018	556	0	12,649	9,767	1,007	1,133	1,386	282,239	4804	24.90%	25	24	1	0	0	0	0	3	2	0	0	0
85 NetEas Games	2017	556	0	10,917	8,315	1,667	672	1,059	282,239	4804	24.90%	25	24	1	0	0	0	0	3	2	0	0	0
86 NetEas Games	2016	556	0	8,358	5,498	1,699	438	646	282,239	4804	24.90%	25	24	1	0	0	0	0	3	2	0	0	0
87 Soft World International Corporation	2020	39.7	46	496	263	35	13	21	16,333	0.008%	15	15	0	0	0	0	0	0	1	1	0	0	0
88 Soft World International Corporation	2019	39.7	46	462	263	24	15	58	21	16,333	0.008%	15	15	0	0	0	0	0	1	1	0	0	0
89 Soft World International Corporation	2018	39.7	46	448	201	17	14	62	21	16,333	0.008%	15	15	0	0	0	0	0	1	1	0	0	0
90 Soft World International Corporation	2017	39.7	46	409	564	13	14	56	21	16,333	0.008%	15	15	0	0	0	0	0	1	1	0	0	0
91 Soft World International Corporation	2016	39.7	46	408	525	13	17	56	21	16,333	0.008%	15	15	0	0	0	0	0	1	1	0	0	0
92 SEGGA Sammy Holdings	2020	34.8	0	2,716	3,354	233	700	966	8,798	124	0.008%	12	11	1	0	0	0	0	5	7	1	1	1
93 SEGGA Sammy Holdings	2019	34.8	0	2,840	2,851	119	609	962	8,798	124	0.008%	12	11	1	0	0	0	0	5	7	1	1	1
94 SEGGA Sammy Holdings	2018	34.8	0	2,849	2,861	162	567	943	8,798	124	0.008%	12	11	1	0	0	0	0	5	7	1	1	1
95 SEGGA Sammy Holdings	2017	34.8	0	2,849	3,357	270	614	971	8,798	124	0.008%	12	11	1	0	0	0	0	5	7	1	1	1
96 SEGGA Sammy Holdings	2016	34.8	0	2,444	3,163	161	531	1,094	8,798	124	0.008%	12	11	1	0	0	0	0	5	7	1	1	1
97 Mercury Games	2020	26.2	0	6,882	1,708	180	31	32	160	18	0.008%	0	0	0	0	0	0	0	0	0	0	0	0
98 Mercury Games	2019	26.2	0	6,882	1,708	180	31	32	160	18	0.008%	0	0	0	0	0	0	0	0	0	0	0	0
99 Mercury Games	2018	26.2	0	6,106	1,398	224	72	32	160	18	0.008%	0	0	0	0	0	0	0	0	0	0	0	0
100 Mercury Games	2017	26.2	0	5,997	1,597	132	96	32	160	18	0.008%	0	0	0	0	0	0	0	0	0	0	0	0
101 Mercury Games	2016	26.2	0	6,085	1,564	113	41	33	160	18	0.008%	0	0	0	0	0	0	0	0	0	0	0	0

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