

Investigating Teamwork and Teamwork Capabilities in the Success of Startups Case Study: Startups in Iran Acceleration Centers

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ABSTRACT

Nowadays, the added value created by startups contributes to economic growth and job creation. Therefore, investing in this field is necessary due to an educated and young workforce in the country. The creative and original ideas put forward by these startups can be the backbone of the country's economy; therefore, it is important to understand how startups are formed in the first place. The first step that needs to be taken in this direction is a successful team building. It's very important how teams are formed in startups. This study examined, identified, weighted, and ranked the components influencing the formation of a successful team in startups. Among these, 9 main components and 27 subcomponents were identified and ranked. This is an applied study in terms of purpose and descriptive-field in terms of method. This study used two researcher-made questionnaires based on the literature review and interviews with experts from the country's startup community. The validity of these questionnaires was confirmed by experts in the field of startups. The first questionnaire was prepared based on the Likert scale to test the research hypotheses. Using the fuzzy Delphi method, 27 sub-components out of 30 initial components were identified and approved by experts. In the first questionnaire, three subcomponents, namely, evaluation and reward system, social loafing, age, gender, and social class, were omitted because they scored less than 3 in the Delphi method. According to the final result, following pairwise comparisons between the main components and weighting, the components of the member organization, team interests, roleplaying, family spirit and empathy, collectivism, member arrangement and engagement, members' attitudes, team members, and equality among members were ranked first to the ninth, respectively. This was followed by weighting and ranking of 27 subcomponents.

Keywords: Startup, Team, Team Building, Experts, Teamwork

Introduction

Recent years have witnessed an increasing growth in gravitation towards new innovative businesses (or startups) following the need to create a business environment given the growth of the young and ready-to-work population in Iran. Successful startups have sprung up across the country over the past few

years that have sought to employ many young people while making lucrative profits and have played a significant role in creating employment.

Startups have the potential for rapid growth and are known for helping with economic stability, growth, and job creation worldwide.

Startups are a new and dynamic business model that paves the way for the growth of unconventional business ideas. They also help the individual and the deployed team to demonstrate their abilities by creating an open space. However, many of these startups fail in the first year of operations. Like a baby, a startup has many needs that can lead to death and failure if they are not met (Štefan Slávik, 2019: 4). More than 80% of startups fail in the first year of operations (Mahdian, 2017: 2).

Apart from the small and overlapping structure, startup companies have a work environment full of uncertainty and numerous risks. This is especially evident in high-tech startups, making the gap between startup failure and success less clear and predetermined. In addition, creativity and innovation are considered vital keywords in startups (Joss, 2019). Due to the serious weakness in funding and financial resources, the most important weapon and competitive advantage of startups in competition with large technology companies actually lie in their creativity and innovation, which is possible with a strong team (Tehrani, 2018).

Many domestic startups also fail early in the market. Three key components play a crucial role in the success and failure of startups: business model, leadership, and teamwork (working team). If these components are taken into account when launching a startup, the success of that startup will increase significantly.

At the beginning of a startup, the quality of human resources plays a very decisive role in its success. In the field of human resources, building a strong team can solve problems related to human resources, market, and marketing. In a study, team and business model were considered as prerequisites for the reliability of startups, which play an important role in the success of startups (Štefan Slávik, 2019: 6). Creative and innovative human capital is one of the most basic infrastructures of a knowledge-based and entrepreneurial economy, which should be considered the largest and most valuable asset of our country. In the meantime, considering startups and benefiting from the experiences of other societies in the framework of national interests can provide the ground for economic growth and excellence in exploiting these capabilities. Startups play an irreplaceable role in the growth and development of societies in today's world. The creation of ideas, entrepreneurship, the growth of the tourism industry, various new businesses, innovative technologies, and the emergence of a new economy based thereon, are all considered a turning point in economics. Thus, a new window has been opened to developed and developing countries so that they can further reap the benefits of developing a knowledge-based economy. Given the growing trend of global investment in startups in the last two decades, it can be said that one of the most important pillars affecting the ecosystem of this category is human capital, which plays an important psychological and operational role in shaping, growth, and success of startups (Cassa, 2019). According to research, approximately 37% of startup entrepreneurs in developed countries believe building a good team is the most important challenge. In light of the above, it is necessary to identify the components affecting the formation of a successful startup team. It seems that no effective and comprehensive research has been carried out hitherto on domestic startup teams in this field.

Since "human resources" was introduced as one of the influential components in the success and failure of domestic startups, team and teamwork are among the most important issues in human resources. Teamwork is the combination of shared ideas and beliefs between members of a team. "Social capital and knowledge" is another case in point. To create a dynamic capacity in teams, team members must constantly interact and combine their individual abilities with their teammates (Anna K. Lopez Hernandez, 2018: 70). With a strong work team, one can predict that a startup will have little way to go to achieve success. Many financial, marketing, and market research problems can be reduced by relying on team knowledge and skills. Most founders of domestic startups have not been trained by mentors or entrepreneurial institutions before implementing their ideas and lack sufficient experience in this field; hence, they fail at the very beginning of starting their startup. The founder of a startup team seems to be able to address many of these factors if he/she succeeds in forming his/her team correctly and effectively.

For example, many problems in the areas of finance, advertising, and commercialization can be addressed through the presence of efficient financial and business forces. Moreover, due to a strong connection between businesses and the field of technology and information, the presence of one or more people to advance the issues of digital marketing, applications, Internet networking, etc. can be easily solved. Accordingly, forming a strong and effective team with different characteristics seems effective and necessary for launching startups. However, because these businesses are fledgling, and there is a structural difference between them and traditional organizations, no research has been done on team building and team success components in startups. As above, this study seeks to answer the following questions:

- 1) What components in teamwork contribute to the success of startups?
- 2) Which of these components is most effective in this success?

Research Method

This is an applied study in terms of purpose and descriptive-survey in terms of nature and method.

In this study, startup elites active in acceleration centers located in Isfahan, such as Isfahan Hub, Blue-White Coworking Space, and a group participating in the Silk Road Startup Weekend were interviewed. The startup community based in Tehran, Khuzestan, Khorasan Razavi, and Yazd, was contacted and asked to complete an online questionnaire. Table 1-3 shows the number of startups and their activity areas, which were evaluated in this study.

"Elite" refers to startups with more than one year of experience, which have become a business model with more than 1000 customers and users.

This study used the convenience sampling method. First, the first 50 questionnaires were submitted online to the startup community elite, of which 30 were completed.

The second questionnaire was prepared by modifying the sub-components of the pairwise comparisons questionnaire and distributed among elites and startup activists.

Data Collection tools

This study used a questionnaire tool to collect the opinions of experts and elites of a startup ecosystem.

Procedure

Initially, a set of main and sub-factors of teams' success in startups was identified through literature review and structured interviews with startup and entrepreneurship elites. Finally, 9 main components and 30 sub-components were identified. The main components included team members, team interests, empathy, equality, attitude toward team, arrangement, collectivism, organization, and roleplaying. The sub-components included the number of team members, startup specialists, marketing and IT specialists in the team, executive power of team members, cash and non-cash payments, member participation, members' familiarity with norms and customs values, members' support for each other, engagement of group members, alignment of members' thoughts and ideas, coordination, input and output volume, information transparency, performance appraisal and reward system, social loafing, positive attitude towards the team, frequent absences, members leaving the team, atmosphere of trust, members' mental model, level of education, information, and skills, age, gender, and social class, collective interests, common interests, good listening skills, division of labor, coordination between members, coordination of two teams, development of individuals' abilities, and roleplaying.

The fuzzy Delphi technique was then used to determine the degree of importance of the indicators and screen the most important identified indicators. In the fuzzy Delphi technique implementation algorithm, an appropriate fuzzy spectrum must first be developed to fuzzify the respondents' verbal expressions for screening. For this purpose, several methods can be used, including the development of fuzzy spectra or conventional fuzzy spectra. Then, the initial Likert scale questionnaire was presented to the startup community elite. After approval by these elites and the identified parameters were removed or added, the final questionnaire was prepared and redistributed. Finally, according to experts, the fuzzy Delphi method

was used to consider the parameters and components that obtained an acceptable score as important parameters.

Validity and reliability of the first questionnaire (Delphi)

This study used SPSS software to calculate Cronbach's alpha. Cronbach's alpha of the researcher-made questionnaire was 0.734, indicating the reliability of the questionnaire. The validity of the questionnaire was also confirmed during interviews with startup community experts and supervisors.

Validity and reliability of the second questionnaire (fuzzy AHP)

The validity of the fuzzy AHP questionnaire was confirmed because it was verified by experts from the startup community.

Results

Descriptive Statistics

Table 1. Results of frequency, cumulative frequency, and frequency percentage of the startup

No.	Scope of startup activity	No. of startups
1	Buying and selling online	9
2	Content production	6
3	Animation and robotics	3
4	Healthcare	4
5	Shared workspace (Coworking space)	3
7	Application maker	5
Work experience (years)	Frequency (%)	Cumulative frequency (%)
< 1	13	13
1-5	11	24
5-10	3	27
> 10	3	30
No. of users	Frequency (%)	Cumulative frequency (%)
< 100	8	8
100-1000	12	20
1000-5000	4	24
> 5000	6	30

According to Table 1, the majority of startups participating in this study had less than one year of work experience (43.33%), and a minority had 5-10 years (10%) and more than 10 years (10%). The majority of startups participating in this study had 100-1000 users (40%), and a minority had 1000-5000 users (13.33%).

Determining effective indicators using the fuzzy Delphi technique

The results of analyzing experts' opinions using the fuzzy Delphi technique to determine the indicators affecting the success of startups are presented in Table 2.

Table 2. Results of the fuzzy Delphi technique to determine the indicators affecting the success of startups

N.	Indicators affecting the success of startups	Fuzzy value			Crisp value	Result
		L	M	U		
1	Does the number of team members more than 7 affect the reduction of team dynamics? (Team members)	1	3.000	5	3.000	Effective
2	Does the presence of members with expertise related to startup activity affect team performance? (Team members)	1	4.533	5	4.022	Effective
3	Does the presence of relevant IT and marketing professionals affect success? (Team members)	2	4.567	5	4.211	Effective
4	Is the executive power of the people important? (Team members)	2	4.467	5	4.144	Effective
5	Do cash and non-cash payments affect the motivation of team members? (Team interests)	1	4.300	5	3.867	Effective
6	Does team members' participation in project revenues and benefits affect the motivation of team members? (Team interests)	1	4.267	5	3.844	Effective
7	Does the alignment of thoughts and ideas affect empathy? (Empathy)	1	4.267	5	3.844	Effective
8	Should everyone be familiar with team norms, etiquette, and values? (Empathy)	1	4.000	5	3.667	Effective
9	To what extent should the members of a startup team support each other? (Empathy)	3	4.300	5	4.200	Effective
10	Does coordination between individuals affect team success and empathy? (Empathy)	3	4.667	5	4.444	Effective
11	Is everyone on a startup team satisfied with the amount of input and output? (Equality)	1	3.167	5	3.111	Effective
12	Does the transparency of information (including technical, financial, etc.) affect team members' satisfaction? (Equality)	1	4.167	5	3.778	Effective
13	Does the system of member performance appraisal and reward affect the creation of a sense of equality? (Equality)	1	2.967	5	2.978	Ineffective
14	Is there social loafing (for example, slumber or underactivity) in the team? (Equality)	1	2.733	5	2.822	Ineffective
15	Are people attracted to the startup team because of their positive attitude towards it? (Members' attitude towards the team)	1	3.967	5	3.644	Effective
16	Does the absence of team members indicate their negative attitude towards the team? (Members' attitude towards the team)	1	3.067	5	3.044	Effective
17	Do members leave the team because of their negative attitude towards the team?	1	3.300	5	3.200	Effective
18	Is there trust between team members? (Members' attitude towards the team)	1	4.000	5	3.667	Effective
19	Do all members work towards the ultimate goal based on a mental model? (Members' attitude towards the team)	1	3.133	5	3.089	Effective
20	Are education, knowledge, and skills included in team member engagement? (Arrangement and engagement of team members)	1	3.400	5	3.267	Effective
21	Are age, gender, social class, and personality considered important in team arrangement? (Arrangement and engagement of team members)	1	2.600	5	2.733	Ineffective
22	Does the background of the members affect their engagement in the team? (Arrangement and engagement of team members)	2	3.667	5	3.611	Effective
23	Do team members prefer collective interests to personal interests? (Collectivism)	1	3.600	5	3.400	Effective
24	Do common interests among members lead to team cohesion? (collectivism)	3	4.300	5	4.200	Effective
25	Do members have good listening, feedback, and conflict resolution skills? (Collectivism)	2	3.700	5	3.633	Effective
26	Is the division of labor well done by the leader, and are the team members satisfied with it? (Organization)	1	3.667	5	3.444	Effective
27	How is the coordination between the members and the team leader? (Organization)	1	3.700	5	3.467	Effective
28	If there are two partner teams, will they be coordinated in startups? (Organization)	1	3.600	5	3.400	Effective
29	Can the team provide the ground for the display of all the abilities of the individuals? (Roleplaying)	1	3.800	5	3.533	Effective
30	Do team members help each other play a role? (Roleplaying)	2	3.933	5	3.789	Effective

Preparation of hierarchical structure

In this study, first, the identified indicators were categorized to plot a hierarchical structure. According to the descriptive statistics of research components, 27 questions scored above 3 based on the Likert scale in the first questionnaire, and 3 subcomponents scored less than 3.

Table 3. Test results of the first questionnaire

Main component	Subcomponents	Reference	Elite test result
Team members	1. Number of team members	Rajabzadeh and Alizadeh (1999); Robbins (2009)	Confirmed
	2. Expertise in the field of activity and information technology	Mahdian (2017); Gittel (2002); Haghghi Fard et al. (2008)	Confirmed
	3. Executive power of members	Robbins (2009); Thompson (2002)	Confirmed
Team interests	1. Cash and non-cash payments	Rajabzadeh and Alizadeh (1999); Asgari (2018)	Confirmed
	2. Member participation in revenue		
Family spirit and empathy	1. Alignment of thoughts and ideas	Agha Davood (2015); Huber (2002); Khairandish and Babaei (2008)	Confirmed
	2. Familiarity with norms		
	3. Member support		
	4. Engagement		
Equality between members	1. Amount of input and output	Agha Davood (2015); Brilliant (2012); Khairandish and Babaei (2008); Štefan Slávik (2019)	"Evaluation system" and "social loafing" were not confirmed
	2. Information transparency		
	3. Evaluation (Appraisal) system		
	4. Social loafing		
Member attitude	1. Positive attitude towards the team	Khairandish and Babaei (2008); Rajabzadeh and Alizadeh (1999); Zakariaei (2017)	
	2. Less unjustified absence		
	3. Leaving the team less		
	4. Mental model		
	5. Atmosphere of trust in the team		
Arrangement	1. Education, information, and skills	Agha Davood (2015); Asgari (2018); Tehrani (2014)	Age, gender, and social class were not confirmed
	2. Background of individuals		
	3. Age, gender, and social class		
Collectivism	1. Preferring collective interests	Rajabzadeh and Alizadeh (1999); Adams et al. (1998); Agha Davood (2015)	Confirmed
	2. Existence of common interests		
	3. Good listening and conflict resolution skills		
Organization	1. Division of labor	Cohen and Bailey (1997); Agha Davood (2015)	Confirmed
	2. Coordination between members and the leader		
	3. Coordination between two teams		
Roleplaying	1. Providing the possibility of roleplaying	Rajabzadeh and Alizadeh (1999); Agha Davood (2015)	
	2. Cooperation of members		

Calculating the weight of the indicators

Finally, the final weight of the sub-indicators affecting the success of the startups was obtained by multiplying the weight of each sub-indicator in the relevant main indicator. The final results are presented in Table 4.

Table 4. The final weight of sub-indicators affecting the success of startups

Main indicators	The weight of the main indicators	Sub-indicators related to each indicator	Normalized weight of the indicators	The final weight of the indicators
Member organization	0.2443	The presence of people with relevant expertise in the field of relevant startup activities in the team	0.297257	0.072615
		The presence of experts in the field of marketing and IT in the team	0.289756	0.070782
		The executive power of team members	0.286745	0.070047
		Number of team members	0.126242	0.030839
Team interests	0.2193	The effect of cash and non-cash payments on people's motivation	0.611868	0.134183
		The effect of team members' participation in project revenues and benefits in increasing people's motivation	0.388132	0.085118
Member roleplaying	0.1843	Alignment of members' thoughts and ideas (to create empathy)	0.423662	0.078083
		Members supporting each other	0.259603	0.047846
		The familiarity of members with norms, etiquette, and values	0.254142	0.04684
		Engagement of group members	0.062593	0.011536
empathy in the team	0.1570	Transparency of information (including technical, financial, etc.)	0.921401	0.144621
		Amount of input and output of team members (feeling of equality)	0.078599	0.012337
Collectivism	0.1198	Positive attitude towards the team	0.449809	0.053887
		Existence of trust between members	0.324613	0.038889
		Less unjustified absences from the team	0.136119	0.016307
		The mental model of members towards the team	0.080148	0.009602
		Leaving the team less by members	0.009312	0.001116
Member arrangement and team engagement	0.0586	Members' education, information, and skills	0.68717	0.040264
		Background of individuals	0.31283	0.01833
Members' attitude towards the team	0.0078	Preferring collective interests over personal interests	0.349498	0.002742
		Existence of common interests	0.330342	0.002592
		Good listening and conflict resolution skills	0.32016	0.002512
Team members	0.0066	Equal division of labor between members	0.345237	0.002283
		Coordination between two teams in startups	0.345237	0.002283
		Coordination between members and the leader	0.309525	0.002047
Equality between members	0.0023	Enabling team members to develop their abilities	0.5	0.001151
		Cooperation of members to play the role of other members	0.5	0.001151

Table 5. Results of weighted mean, normalized weight, and rank corresponding to the main indicators

Main indicators	Weighted mean	Normalized weight	Rank
Team members	0.0271	0.0066	8
Team interests	0.8977	0.2193	2
The spirit of solidarity and empathy between team members	0.6425	0.1570	4
Equality between members	0.0094	0.0023	9
Members' attitude towards the team	0.0321	0.0078	7
Team arrangement and engagement	0.2399	0.0586	6
Collectivism	0.4904	0.1198	5
Member organization	1	0.2443	1
Member role-playing	0.7545	0.1843	3

Figure 1 shows the overall prioritization of the sub-indicators affecting the success of startups.

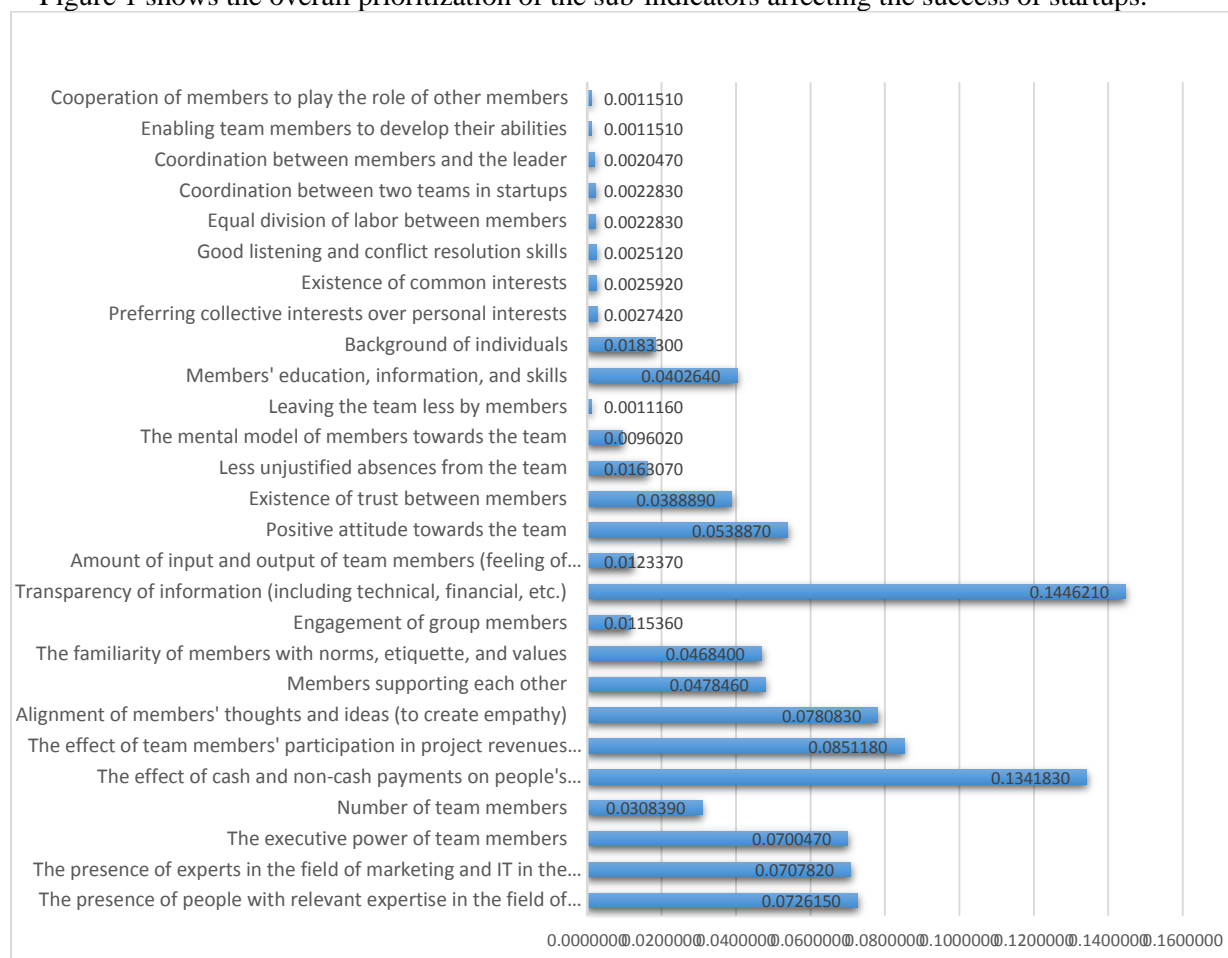


Figure 1. Prioritizing the sub-indicators affecting the success of startups in general

(Caption: leaving the team less by the members/enabling team members to demonstrate their abilities/Coordination between two teams in a startup/Good listening and conflict resolution skills/Preferring collective interests over personal interests/Engagement (or settlement or fitting in) of the members in the team/Less unjustified absences from the team/Number of team members/Members' level of education, information, and skills/Members' support for each other/Executive power of the team members/Presence of individuals with relevant expertise to startup scope of activity.../Participation of the

team members in the project revenues and benefits in increasing .../Transparency of information (e.g., technical, financial, etc.)

As seen in Figure 1, of all the sub-indicators affecting the success of startups, the most effective and least effective sub-indicators are "information transparency (including technical, financial, etc.)" and "leaving the team less by team members," respectively.

Calculating inconsistency rate

Almost all calculations of the hierarchical analysis process are performed based on the initial judgment of the decision-maker in the form of a pairwise comparisons matrix. The final result obtained from the calculations is distorted by any error and inconsistency in comparing and determining the importance of options and indicators. Inconsistency rate is a tool that determines the degree of consistency and confidence in the priorities of comparisons. Experience has demonstrated that if the inconsistency rate is less than 0.10, the consistency of the comparisons is acceptable; otherwise, comparisons should be reconsidered. Table 5 lists the inconsistency rate of the calculated pairwise comparisons matrix for the main indicators and sub-indicators for each indicator.

Table 6. Inconsistency rate of pairwise comparisons matrix for main indicators and sub-indicators

Matrix	Inconsistency rate
Comparison matrix of the main indicators	0.100
Comparison matrix of "Team members" sub-indicators	0.078
Comparison matrix of "Team interests" sub-indicators	0.000
Comparison matrix of "team empathy" sub-indicators	0.0458
Comparison matrix of "equality between members" sub-indicators	0.000
Comparison matrix of "Members' attitude towards the team" sub-indicators	0.0532
Comparison matrix of "team arrangement and engagement" sub-indicators	0.000
Comparison matrix of "collectivism" sub-indicators	0.001
Comparison matrix of "Member organization" sub-indicators	0.000
Comparison matrix of "Member roleplaying" sub-indicators	0.000

As shown in Table 5, the inconsistency rate for all matrices is less than 0.1; therefore, it can be said that judgments have sufficient validity.

Discussion and Conclusion

This study aimed to identify and prioritize key components in the success of domestic startups. This study utilized the pairwise comparisons technique using the fuzzy AHP method for weighting and ranking. After reviewing the questionnaires and removing ineffective components, a questionnaire was prepared with 9 main components and 27 subcomponents. The startups studied were asked to make pairwise comparisons between the 9 main components and the 27 subcomponents. According to Table 5-3, the survey results showed that among the main components, the highest weight was allocated to "organization," "team interests," "roleplaying," "spirit of solidarity and empathy in the team," "collectivism," "arrangement," "members' attitude towards the team," "team members," and "equality between members," respectively.

However, from pairwise comparisons between the main components, it was inferred that the presence of an effective and strong leader in the team is clearly seen because teams are organized by team leaders. By having a commanding view of the team, a leader can effectively organize the team and increase its success rate.

"Team interests" ranked second in the weight of the main indicators, indicating the presence of people in startup teams for profit and income. Indeed, this component motivates startup team members to strive to turn the initial ideas into a business model. About 50% of the weight was allocated to these two

components, which would be highly effective, among other components. There was an obvious difference between this ranking and those of organizational teams, and that the "team members" component ranked last in importance. In organizational teams, managers pay the most attention to the structure and people who make up the team. The vision of most organizational managers is to enrich the team in terms of its constituents. On the other hand, in startup teams, the team leader and the great motivation of the members drive the team activity. Organizational managers pay the most attention to the people who make up the team. Managers take a top-down approach and never want to fail in the project the team is working on. Startups are accustomed to fast and short failures. They try different methods and try their best to test an idea. They will not be disappointed even if they fail in the early stages, and they will even be happy that they have not lost more and gained new experiences. Even if they fail in the next steps, startups will attempt to fix the problems and make the necessary corrections, but large organizations are terrified of failing. Sometimes a failure can impoverish the whole organization; thus, corporate executives are less risk-taking than startups. If they reach an impasse, organizationally structured businesses sometimes fail to reform themselves and shut down altogether, but startups operate more flexibly against failure. Organizational managers first seek to enrich the team in terms of expertise and constituents so that the team does not fail, unaware that several important factors, such as leadership, can make the most of individuals' existing capacities. Startup leaders are mainly looking to organize the existing skills of team members and play the role of individuals effectively and create a sense of empathy among them, which in turn, allows startup teams to have a high level of teamwork. These factors seem to be why the "team members" component is ranked lowest among the key components of startup success. During visits and face-to-face interviews with the startups studied, several activities were performed by one member simultaneously and with high motivation. Enthusiasm enables people to address many of the shortages in the workforce. In the second step, pairwise comparisons of the identified subcomponents of each component were conducted. In the sub-components related to the "team members" component, the same weight was assigned to the presence of experts in the field of startup and marketing activities and the executive power of individuals mentioned by most respondents. One of the factors influencing the failure of startups is the lack of familiarity of team members with the field of activity and market and sales issues. A startup team can solve these problems to some extent if they try to attract several people with these specialties. In the area of "team interests," cash payments can affect success. One of the most common systems used by startup teams is "member participation in the revenue generated by startup activity." However, because startups and their business models are in a state of uncertainty and may fail, granting partnerships to team members may not motivate them. For this reason, if possible, the founders of startup teams can offer cash payments and bonuses (rewards) to motivate members and make rapid progress. This indicates the need for the presence of investors in startup teams. The alignment of opinions and support of members for each other is considered an important factor in creating "family spirit and empathy" in team members. New ideas always seem dangerous and unrealistic to others. To form a team, the founders of startup teams should look for people who believe in their ideas and help the founders alleviate the emotionally risky atmosphere. They need to support each other so that they can help the startup team succeed. Approximately 70% of the weight of the subcomponents was allocated to these two items, which could be effective in creating a spirit of solidarity and empathy. Regarding "equality between members," it can be said with certainty that having a clear and transparent information system on the financial and technical issues of the startup can help create a sense of equality among team members. This is because, at the beginning of their presence in the team, all members of the startup team do their best to turn their activity into an economic model and business development. This transparency effectively motivates people, and they will be watching these developments. Statistics show a positive attitude towards the team, and the atmosphere of trust between team members makes a successful team. All the members involved in the startup team are familiar with the risky attitude of work and the possibility that their ideas will fail. Nevertheless, one of the main reasons they are attracted to the startup team is their attitude towards the other group members. For example, the presence of a person on a team who has previously been a member of a successful team can give people a positive outlook on the team and encourage them to join that team. Furthermore, an atmosphere of trust among team members will

help the team grow in success because, under such circumstances, members can express themselves freely and refrain from hiding their weaknesses and work problems. Nearly 80% of the weight was allocated to these two components. The problem of equality can be easily solved by working on these two components. The presence of skilled, educated, and knowledgeable members can increase the speed of team engagement. Skilled and educated people are very interested in coordinating with other members. An experienced person may be able to coordinate with other team members much later. The team leader should address member engagement based on indicators, education, information, skills, and the impact of individuals' backgrounds. In member engagement, about 70% of the weight was allocated to "education, information, and skills of members." Indeed, the basis of forming a successful team is nothing but preferring others over oneself to achieve the main goal, which is for team members to take steps towards achieving collective goals. In any activity, the existence of common interests will affect the speed of movement. In fact, a spirit of self-sacrifice can help build a successful team. Successful team organization depends on the presence of a strong and competent leader for the division of labor and coordination between team members and outside. About 70% of the weight of this set was allocated to "inter-team coordination" and "division of labor," which is the responsibility of the team leader in all organizational teams. Obviously, a successful team must be able to provide the basis for members to display their abilities and, at the same time, other members should pave the way for others' roleplaying in the team through cooperation. Individuals' roleplaying in the team and utilizing their talents to create a collaborative atmosphere and a challenging work environment are formed by that team's members.

Since the main components and sub-components were identified and the weights of each of them and the effective impact of the team and team building on the success of startups were determined, mentors and accelerators active in the private and public sectors startup community should develop a range of strategies to train individuals who are looking to start their own startup in the field of team-building and familiarize them with the impact of these components. These components can be used in all small and home businesses. Moreover, this model can be used to form small business teams. Using the components identified in future studies, a model will be developed to form a successful work team and measure it among successful Iranian startups.

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