



ALEXANDRU IOAN CUZA UNIVERSITY OF IAȘI
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION
DOCTORAL SCHOOL

**Developing an Innovative Marketing Model
Focusing on a Success Code for a Business**

Long Abstract

PhD Scientific Coordinator: Prof. Ioana Alexandra Horodnic

PhD student: Eli Haim Hani

Iași, 2023

ACKNOWLEDGEMENTS

The doctoral research journey started for me with the spread of the Corona pandemic when I saw how businesses around me were having difficulty managing in situations of uncertainty, some who did not save enough to survive the closure period and some who struggled with all their might to stay alive.

My goal was to develop an innovative model that would suit the times and the modern reality and help fight the terrible statistics of businesses closing down in the world, in general.

I knew the journey would take several years, so I was looking for a research question that, hopefully, would fit for at least the next 20 years.

I searched for the boundaries of knowledge and the wisdom of the masses, and from there the arduous and enjoyable, exhausting and satisfying journey of the doctoral research began.

I wish to thank from the bottom of my heart Prof. Ioana Alexandra Horodnic, who accompanied me closely, directed and focused the research and set a cross-border bar for me, thank you Prof. Ioana for quality accompaniment on a difficult journey.

I would like to thank the members of the advisory committee, Prof. Andreia Andrei, Prof. Adriana Manolica, and to Prof. Adriana Zait, the head of the doctoral school who formed

a quality think tank for me, advised and directed me to the right path and the achievements that led to the development of the research model.

I would like to thank my friends from the academic staff in Israel, Dani Shenker, Avishai Tal, special thanks to Dr. Yehudit Od Cohen who was guided and advised me throughout the journey, thanks to Dr. Miri Shacham, Dr. Inbal Bechar Katz Dr. Ruti Dekel who enriched me with knowledge and information throughout the years of research.

And thank you my dear family, my wife who is always by my side and experienced this arduous journey as much as I did, my daughters who were patient and inspired me - there are no words to describe how much I love you and how proud I am of you.

Table of Contents

ACKNOWLEDGEMENTS	2
ABSTRACT.....	6
INTRODUCTION	7
Research Aims	8
Thesis Structure	9
The Importance of the Research	9
CHAPTER I: LITERATURE REVIEW.....	10
I.1 Business Success.....	10
I.2 Management Skills.....	10
I.2.1 Communication	11
I.2.2 Negotiation	שגיאה! הסימניה אינה מוגדרת.
I.3 Marketing and Sales.....	11
I.3.1 Sales Strategies.....	12
I.3.2 Marketing Strategies	12
I.4 Financial Knowledge	13
I.5 Team Quality	13
I.6 Personal Characteristic's and Value's, Leadership and Charisma.....	14
I.6.1 Leadership and Charisma	14
I.7 Entrepreneurship Education and Performance.....	14
I.8 Literature Review Summary	15
CHAPTER II: METHODOLOGY	15
Research Topic	15
II.1 The Sequential Mixed Methods Research Strategy in this Study	17
CHAPTER III: FINDINGS	18
QUALITATIVE RESEARCH FINDINGS	18
III.1 Theme 1 - Business Success	18
III.2 Theme 2 - Key factors for success	19
III.3 Observations.....	20
III.4 Delphi Method	20
III.5 Conclusions Qualitative Part	20
QUANTITATIVE RESEARCH FINDINGS	21
III.2.1 Descriptive Statistics	22
III.2.2 Testing the relationship by Spearman's rho between variables	22
III.2.3 Summary of statistics results	23

CHAPTER IV: BUILDING THE MODEL	24
IV.1 Discussion and Conclusions for the MODEL.....	24
IV.2 The Model.....	26
CHAPTER V: CONCLUSIONS AND RECOMMENDATIONS.....	27
Factual Conclusions Arising from the Research Questions:	27
V.1 Conceptual Conclusions	28
Creation of Marketing Superiority through a Conscious Change of Expertise in the of Company Operation	28
Creation of Marketing Superiority by Changing Perceptions of the Importance of Management within a Company.....	28
Creating Marketing Superiority by Focusing on Key Factors to Business Success	29
V.2 Practical Implications and Recommendations	29
V.3 Research Limitations.....	31
V.4 Contribution to Theoretical Knowledge.....	32
Follow-Up Studies.....	33
Universal Importance of the Research	33
REFERENCES	33

List of Tables

Table 1	Research methods and tools	17
Table 2	An overview of the Theme 1 - Business Success findings	18
Table 3	An overview of the Theme 2 - Key factors for success findings	19
Table 4	Summary of categories and percentages of support	19
Table 5	The concentration of the variables' importance	20
Table 6	Descriptive statistics of all indicators	22
Table 7	Testing the relationship by Spearman's rho between the financial knowledge and management skills for business success	22
Table 8	Summary of results	23
Table 9	Areas of research activity and limitations	31

List of Figures

Figure 1	Generic strategies model (Porter, 1990)	13
Figure 2	The Model (Hani, 2023)	26
Figure 3	Key factors to business success (Hani, 2023)	28

Abstract

This research sought to develop an innovative marketing model that can direct entrepreneurs and company leaders to invest resources available to them in the most influential factors for business success according to each key factor's level of influence, thus increasing the chances of the companies to succeed in business.

As such, the research questions were:

1. What are the factors that most influence the business performance of a business company?
2. What is the strength of each of the factors that most influence business success?

In order to respond to these questions, a mixed methods study was chosen combining quantitative and qualitative research methods and tools. A survey with closed-ended questionnaire, semi-structured interviews, observations and a focus group were used to collect data according to the perceptions of senior company leaders.

The research was conducted between July 2021 to November 2022 in Israel market, the qualitative research population included 15 CEO's, Owners and Seniors marketing managers from the Israeli Industry (Services, manufacturing, import and export, trade, financial), and a quantitative population included 125 CEO's, Owners and Seniors marketing managers from IT companies.

This study identified the most important factors which are most influential on business success and examined how and to what extent each relates to business success so that company managers can wisely invest resources at their disposal and increase the chances of business success. Hence, the research findings revealed six key factors that have the greatest influence on business success, namely: expertise in the field, managerial skill, marketing and sales knowledge and skills, team quality, personal characteristics and financial knowledge and conduct, of which field expertise is the strongest, followed by management skills.

With the research aim to develop an innovative marketing model guiding those entrepreneurs and company leaders to invest resources available to them in each component according to its level of influence on business success and thus increase companies' chances of business success. The developed model enables marketing superiority for company leaders by striving for excellence in each of the six factors included in it through leading in customer satisfaction built from within the company, a series of moves and processes that constitute a substantial difficulty for other companies copying.

Key words: Marketing, Business performance, Business success, Start-Up companies, Key variables for business success, Business management, Business sales.

INTRODUCTION

Throughout the world, approximately 100 million new businesses start every year, 305 companies were established by 472 million entrepreneurs (Moya, 2020). Countries participating in the Global Entrepreneurship Monitor (GEM) comprise about 300 million people trying to establish approximately 150 million businesses. About 50 million new companies start every year (Reynolds, 2020). However, statistical data and research have shown that 50% of businesses with employees survive five years and 44% of businesses in the U.S.A. fail during their first five years (Miller M. , 2020).

Statistical studies have shown that companies that have survived for more than five years act and relate to customer service and marketing as if they had established their businesses the day before. Each one has a different and changing marketing strategy according to market dynamics, but they all invest in digital marketing and exploit the free resources available to them on social networks. Entrepreneurs lead companies and always find solutions to cope with challenges (Smith, 2021). There are about 90 million employees in Europe working in small businesses, sensitive to cash flow problems, for example, in Spain 85% of 85,000 businesses employ less than five employees after experiencing a financial crisis (CB INSIGHTS, 2021). There is a variety of reasons for closing businesses: 42% had closed because they had developed products without marketing needs, 29% because of poor cash flow and financial investment management, 23% because of low quality and inappropriate team. Others closed because they penetrated uneconomic markets and chose inappropriate marketing strategies, spread and lost focus, ignored customer needs and errors in business plans (CB INSIGHTS , 2021).

Therefore, if nearly half of businesses across developing countries fail, the means that the other half succeed, and therefore we can ask: What are the differences between them? When a new company starts to take part in the market, is its business plan good enough? Does a company need to know marketing models for managers to respond to competitors? Are they effective in managing cash flow to know where to locate investment? Should managers possess high level management skills? What effects do these variables have on company performance? The purpose of the study is to develop a new marketing model who directs the leaders of the company to develop, strengthen and intensify the relationship with the company's customers through the routing of resources to invest in the key factors for business success. An example for importance of such a model can be seen in analysis of failed American startup companies

that founds 70% of technological startup companies generally failed about 20 months after the first funding cycle (with approximately \$1.3 million overall funding) (CB INSIGHTS , 2021).

This study identified the most important factors which are most influential on business success and examines how and to what extent each relates to business success so that company managers can wisely invest resources at their disposal and increase the chances of business success. With the research aim to develop an innovative marketing model guiding those entrepreneurs and company leaders to invest resources available to them in each component according to its level of influence on business success and thus increase companies' chances of business success.

Many studies have examined markets throughout the world such as Thailand, South Africa, U.S.A., Russia and Britain and have shown a strong association between marketing, funding and management knowledge in relation to business success (Chuthamas, Md. Aminul , & Muhd Yusuf, 2011; Mesheal, 2016; Sibindi & Aren, 2014; Protcko & Dornberger, 2014). Based on these statistics, facts and studies worldwide, we can assume that there is a direct association between business performance and managers' knowledge and skills. An absence of management skills results in team losing trust in their leader, absence of financial knowledge causes leaders to make inefficient decisions and unwise investments, and absence of marketing vision, strategies and sales skills result in competitors' success. Young entrepreneurs generally employ their own intelligence to carry out business, some of them succeed while others fail. Nevertheless, what happens when a business begins to grow? What happens when operations, marketing and funding, including management processes, become more complex? What happens when a business requires more employees, or even when competitors begin to react?

In light of the high number of businesses closed during their five years, as shown in Start-Up statistics (Miller M. , 2020), this research sought to develop a marketing model that direct/guide company leaders to invest their resources wisely and based on variables that are critical to business success in order to achieve their business goals and objectives.

Research Aims

Main Research aim: To develop an innovative marketing model that focuses on a success code for managing and marketing a business.

Subsidiary research aims:

1. To identify and understand the most influential variables that influence business success.

2. To examine the level of influence of each of those variables on IT companies.

Thesis Structure

This work comprises six chapters, providing the study with a form of both a theoretical and practical guide on the topic of developing an innovative marketing model for business success.

The first chapter is dedicated to a literature review in which business success is defined and various factors influencing business success are reviewed in other studies and theoretical literature. The second chapter addresses research methodology, focusing on methodological choices made to answer research aims and questions and reveals to readers practical-methodological considerations for choosing various research tools, the researcher's involvement in the study and a discussion of reliability, validity and generalization of the study based on advantages and disadvantages of using a mixed method research design. Finally, it presents ethical considerations throughout the research design. The third chapter presents the qualitative and quantitative research findings answering the research questions. The fourth chapter is dedicated to building the model and its validation based on the quantitative research findings. The fifth chapter presents the discussion, and the sixth chapter presents conclusions and recommendations arising from the research. These chapters present a new framework to think about components most affecting business success and resource and time allocation for each one so as to increase chances of business success. The sixth chapter presents the final model, followed by the conclusions.

The Importance of the Research

As is known, when a company closes, the employees are fired, and family financial problems may arise, the quality of life may be affected and the entrepreneur may go bankrupt and find himself in an unwanted period of life.

An analysis of the closure of US start-ups found that 70% of start-up technology companies frequently collapse about 20 months after obtaining primary finance (CB INSIGHTS , 2021).

Challenges facing company leaders worldwide increased with the Corona pandemic outbreak in 2019. 180,000 business companies ceased operation right upon breakout and approximately a year into the pandemic, some 163,735 American businesses were forced to close within U.S. boundaries. However, according to statistics, there seemed to be an increase in the percentage of businesses closing (23%) since July 2020, and had grown over the six months, reaching 97,966 now, which constitutes 60% of those who close and will not reopen (Sundaram, 2020). With regard to the statistics, the facts, the studies and researches around the world, it can

assume there is a direct link between business performance to a number of different factors that affect the way the business activity is carried out. Otherwise what really differentiates between businesses that succeed and those that close?

Companies that have managed to survive for over five years have been found to handle customer service and marketing as if they had set up their business yesterday. Each has a different and changing marketing strategy depending on the dynamics of the markets, but they all invest in digital marketing and utilize the free resources available to them on social media. Entrepreneurs lead the companies and always find solutions to overcome the challenges (Smith, 2021).

Keywords: Marketing, Business performance, Business success, Start-Up companies, Key variables for business success, Business management, Business sales.

CHAPTER I: LITERATURE REVIEW

I.1 Business Success

What is business success? How is it perceived by entrepreneurs and managers? Making enough money to be considered wealthy? Is it developing a successful career and influencing the area in which one operates represents success? Professor Yoram Yovel (2016) discussed Ernest Hemingway, one of the most admired authors around the world, Nobel Prize winner for literature, whose novels were translated into numerous languages, such as "The Old Man and the Sea", and "For Whom the Bells Toll". Hemingway was wealthy, pleasant, charming, and very popular among women. Additionally, Hemingway loved adventures and to live an exciting life. He traveled around the world and met royal families, state leaders, and famous figures. He was highly successful. However, he did not feel successful and did not enjoy his enormous achievements nor did he feel that he had succeeded. He shot himself in the head, probably due to clinical depression. Based on the literature review, business success can be defined as the inner place of company leaders or entrepreneurs where they aspire to reach.

I.2 Management Skills

According to McGrath and Bates (2017), a manager needs to be like a coach. Managers can be classified into several management types: (1) managers as consultants – those who consult with regard to the most relevant alternatives; (2) managers as mentors sharing their experiences; (3)

managers as coaches, going through processes with employees, supervising, directing and leading them to achievements, accompanying and supporting them.

Performance is considered potential without intrusion, the more competent managers, the less they interfere and the higher business performance obtained (McGrath & Bates, 2017). Moreover, Nikos Andriotis (2018), maintained that one key issue in developing management skills is leadership, which consists of several important aspects that are vital to succeeding as a manager: 1. Open discourse and productive communication; Teamwork – managers must have team building and activation strategies so as to work in collaboration, designate tasks and apply personal competences for achieving set common goals; Decision-making - knowledge how to present appropriate questions, seeing a comprehensive, global picture, managing various situations and risks, acting efficiently while taking cost-effective actions; Problem solving - successful leaders are always involved when a problem arises.; Empowerment and Empathy (Andriotis, 2018).

I.2.1 Communication

According to Lindhard & Larsen (2016), management skills, good communication and knowledge sharing contribute to improved expenditure, time management and performance. Thus, improved communication and experience sharing, coordination, commitment and skills are likely to boost business success. Cunha et al. (2014) found knowledge management to be a key integrative function, affecting organizational learning leading to improved business performance (Favoretto & Monteiro de Carvalho, January 2021).

I.2.2 Negotiation

As part of management skills, businesspeople, in the private or public sector, from senior managers to juniors, all need to negotiate with someone in their daily routine life. The **negotiation** element is always in the background, managers and entrepreneurs represent themselves and their companies. For them the role of negotiation comes to the forefront and they must employ various negotiation skills to reach their goals on the business side of the profession (Osmičević & Meško, 2020).

I.3 Marketing and Sales

The Internet plays a central role in marketing and sales and influences the performance of numerous businesses. Online sales occupy a large part of global commerce and competition for

local businesses is now global. Consumers search for products online and offline and make their purchase decisions based on price comparisons. Nevertheless, sellers must make sure that product details and delivery schedule to be fast and accurate, and this needs to be considered to obtain the exact cost or profit for the business. Retail stores are more expensive than online channels because of work and advertising costs. However, although prices in the retail stores are slightly higher, some customers prefer to visit stores in person owing to the high service quality (Luo, 2021). Sales prices in both online and offline stores depend on inventory, shipment size, delivery time, cost of order, and the chances of unexpected problems arising (Sarkar, Koli Dey, Sarkar, & AlArjani, 2021).

I.3.1 Sales Strategies

The digital world is only a means to sell a product or service. Nevertheless, sales skills are the key to closing sales. In order to close actual sales deals, digital means help to carry out deals through online sales models and even help face-to-face sales models, or also even through a call center. Neil Rackham's (1988) theory yielded a four-stage model leading to the right, potentially win-win sales closing, and the effective salesperson's journey goes through questions so as to gather relevant information from the customer. The four stages are: situation, problem, consequences and need pay-off = SPIN (Rackham, 1998).

I.3.2 Marketing Strategies

The term 'strategy' carries multiple meanings and intentions. Strategy is the way that leads us in identifying a business's core capabilities. Strategy is related to many business areas: management strategy, service strategies, distribution strategy and more (Osita, Onyebuchi, & Justina, 2014). A marketing strategy is a strategy adapted to activity vis-a-vis competitors, with the help of which one can identify potential customers and the relative advantage of a company. Building and developing an effective strategy leads to identifying the source of the business's strength and from there to profitability (Osita, Onyebuchi, & Justina, 2014).

Porter's (1990) model of generic strategies is presented in the figure below.

		Strategic advantage	
		Low cost	Product uniqueness
Strategic target	Broad (industry)	Cost Leadership Strategy	Differentiation Strategy
	Narrow (Market segment)	Focus Strategy (low cost)	Focus Strategy (differentiation)

Figure 1: Generic strategies model (Porter, 1990)

I.4 Financial Knowledge

Financial management influences business success or lack thereof. Lack of financial knowledge results high expenditure to improve reputation, service quality or nurturing a new market. In contrast, acquiring financial knowledge leads to basic means to achieving economic and social prosperity (Bozbura, 2007; Drucker, 1993). Financial knowledge leads to reduced expenditure, achieving investment return, reaching income goals, return and improving cash flow (Oztekin, Delen, Zaim, Turkyilmaz, & Zaim, 2015). Funding, as key aspect of business, ensures organizational growth. Managers must invest in working methods and new technologies, provide training and development of skills appropriate to changing market dynamics so as to reach a state of high business performance. Business success is determined by all aspects of financial results and not solely income. If one manager does not commit to this, s/he is not part of the business managers group (Maher, Ebdon, & Bartle, 2020).

I.5 Team Quality

Tamar Amir, 2021, a senior organizational consultant, has told that over the year, in her work, she has met dozens of teams. Not always have team members felt the harmony and belonging she experienced. She noticed, that often, managers feel that burden falls mainly on them, team members pull in different directions, work interfaces not synchronized and it is difficult to achieve organizational goals (Amir, 2021). The secret of moving towards organizational goals is in defining desired outcomes, open discourse about relationships and profound understanding of group processes. Teams are made up of two or more people, with a defined

target or agreed goals needing coordination between people's activities to achieve goals or targets. One of the most important models for organizations is the two-dimensional model of team development based on two axes: First axis – task. Second axis – relationships (Phina, Arinze, Chidi, & Chukwuma, 2018).

I.6 Personal Characteristic's and Values, Leadership and Charisma

Values in the business world actually play an essential role in molding our work environment and manner, consolidating marketing strategies and customer service, and influencing business models and day to day timetables. Values are ideal criteria based on worldviews that have to do with justice, morality, truth, honesty and more, and guide us with regard to what is right and appropriate in society (Ganiel, 2020). From a business perspective, values are professional and personal standards that managers need to apply and establish in their companies. As a result, values play a central role in establishing market strategies and also everything connected to work methods with customers, promotion, advertising and other steps (Ganiel, 2020).

I.6.1 Leadership and Charisma

The term "leadership" is associated mostly with historical figures, military campaigns of heads of state. However, the term "business leadership" refers to leading a company or organization, building strategy and setting out policy in every possible area, where the concept "leadership" acquires a different meaning from its usual one. Some managers work for long periods to consolidate operational strategies fearing they will miss something, whereas while they are busy consolidating said perfect strategy, they discover that market conditions have altered and they need a newer, more up to date strategy. To succeed in today's business world, managers must demonstrate leadership abilities. Managers who punctiliously develop their latent leadership potential will achieve high business performance than their colleagues who invest solely in day-to-day management (Lasri, 2015).

I.7 Entrepreneurship education and Performance

The importance of entrepreneurship has been discussed often among academics (Kyari, 2020; Linton & Klinton, 2019; Tong, Tong, & Loy, 2011). To date this has become more and more important as they are more preferred in developing countries. Higher education institutions' entrepreneurship development policy invested great effort in and encouraged the development of initiatives in local colleges to produce quality and entrepreneurial graduates to serve as catalysts to change the national economy. These include system innovation through curricula

by combining elements of entrepreneurship in every offered program. Many studies have recognized that applying entrepreneurship to education is the most efficient and effective way of equipping students with knowledge in business management (Kyari, 2020; Mumtaz, Munirah, & Halimahton, 2012; Turker & Selcuk, 2009).

I.8 Literature Review Summary

To conclude the literature review, it can be said that business success depends on several significant factors, the first of which is management approach and skills through which company leaders can achieve greater or lesser customer satisfaction, the marketing strategy they choose determines how they cope competitively with other companies and their sales skills which greatly influence their ability to convince potential customers of their product's or service's benefits. How they choose their teams will greatly affect their business performance. If they choose them only according to their expertise or also based on their personality. Their traits will determine their companies' genetic code, how they harness their teams through their leadership and the level of contacts with suppliers and customers and in contrast, what they do with money, how it is invested and saved for hard times will determine their chances of business success. In other words, based on the literature review, we selected the following variables as most affecting business success:

1. Management skill
2. Marketing and sales
3. Team quality
4. Financial knowledge and conduct
5. Personal characteristics

As such, their influence on the business success represents the initial hypotheses of the research model aimed at being developed in this thesis.

CHAPTER II: METHODOLOGY

Research Topic

An Innovative Marketing Model Focusing on a Success Code for a Business

Main Research Aim

To develop an innovative marketing model that focuses on a success code for managing and marketing a business.

Subsidiary Research Aims

1. To identify and understand the most influential variables that influence business success.
2. To examine the level of influence of each of those variables on IT companies

Research Questions

1. What are the factors that most influence the business success?
2. What is the intensity of each of the factors that most influence business success?

Research Hypotheses

After reviewing the literature and performing the qualitative part, the following seven research variables were selected and included in the model:

Dependent variable - business success

Independent variable - managerial skill

Independent variable – team quality

Independent variable - personal characteristics and values

Independent variable - marketing and sales

Independent variable - expertise in the field

Independent variable - financial knowledge

Hypothesis 1: Testing Business Success

Participants' perceptions will be high for variables that affect business success. This hypothesis answers the questions in appendix F: Q6 (Q6.1+ Q6.2.....+ Q6.8)

Hypothesis 2: Testing Managerial Skill's Effect on Business Success

The higher managers' management skills, the better felt organizational atmosphere, the more successful the team (Lowden, 1988). Thus, we propose to test the following:

The better the management skills of the manager, the higher the perception of success.

Hypothesis 3: Testing Team Quality Characteristics Effect on Business Success

The better the Team quality, the higher the perception of success.

Hypothesis 4: Testing the Manager's Values and Personal Characteristics' Effect on Business Success

The better the Manager's Values and Personal Characteristics', the higher the perception of success.

Hypothesis 5: Testing the Marketing and sales skills effect on business success

The better the marketing and sales skills, the higher the perception of success.

Hypothesis 6: Testing the Expertise Effect on Business Success

The better the Expertise, the higher the perception of success. Measure this issue we used the answers the questions in appendix F: Q11 (Q11.1+ Q11.2.....+ Q11.12)

Hypothesis 7: Testing the financial knowledge effect for business success

The better the financial knowledge, the higher the perception of success.

II.1 The Sequential Mixed Methods Research Strategy in this Study

Mixed Methods Research (MMR) is the approach chosen for this study is which is an inquiry approach that combines both qualitative and quantitative methods, so the overall strength of this form of investigation is greater than one based on qualitative or quantitative research (Creswell, 2018).

This mixed methods design is employed to broaden understanding by incorporating both qualitative and quantitative research, in other words, to use one approach to better understand, explain or build on the results from the other approach (Bryman & Bell, 2015). Moreover, both methods have weaknesses, and collecting qualitative and quantitative data attenuates the weaknesses of each. However, there are several reasons to use this approach for this research. Naturally, all research methods have limitations, and as such, biases inherent in any single method can neutralize or cancel out the biases of the other method.

Table 1 below presents a short overview of the methods used in this research

Table 1: Research methods and tools

	Stage Aims	Research tools	Research sample	Data analysis method
--	-------------------	-----------------------	------------------------	-----------------------------

1. Qualitative	To investigate the issues involved with managing and marketing in business companies	Semi-structured interviews	With 15 marketing executives of business companies	Content analysis
2. Qualitative	To investigate the variables that can advance a marketing business project	Observations	3 Different business companies	Content analysis,
3. Qualitative	To construct a model of success	Delphi method	20 Marketing executives of business companies	Content analysis
4. Quantitative	To discover the attitudes of business companies in relation to the success of the marketing project they wish to advance	Closed-ended questionnaire	125 Marketing and executive managers at IT companies	Statistical analyses

CHAPTER III: FINDINGS

QUALITATIVE RESEARCH FINDINGS

III.1 Theme 1 - Business Success

Table 2: An overview of the Theme 1 – Business success Findings

Theme 1 - Business Success		
Category	Sample Quote	Discussion
1. Internal satisfaction with product / service results	<i>"It is that I solved a problem that touched a great many people"</i>	<p>Different perceptions of the meaning of the 'business success' term also have a common denominator...</p> <p>Hence, business success can be defined as a state in a person's life to which he aspires and wants to reach while earning money.</p>

2. Satisfactory profit of money	<i>"Profit is first and foremost in our perception"</i>	
---------------------------------	---------------------------------------------------------	--

III.2 Theme 2 - Key factors for success

Table 3: An overview of the Theme 2 - Key factors for success findings

Theme 2 - : Key factors for success		
Category	Sample Quote	Discussion
Category 1: Team quality	<i>"Our employees are our strength"</i>	This research yielded four main variables of business success, which they are the key variables, they are variables with direct effect to business success, and they are: team quality, management skills, marketing knowledge and sales skills, values and Personal characteristics.
Category 2: management skills	<i>"I don't think that a company can survive for many years without management abilities"</i>	
Category 3: Marketing knowledge and sales skill	<i>"The core idea is to see what the target audience needs most and give it value"</i>	
Category 4: Values and Personal characteristics	<i>"The world has become more ethical and spiritual, if you sting clients, it will all come out"</i>	

Table 4: Summary of categories and percentages of support

Category	Number of supporting participants	Percentage of supporting participants in relation to the total of participants
Team Quality	13	86.7%
Managerial skill	13	86.7%
Marketing Knowledge and Sales Skills	14	93.3%
Values	15	100.0%
Financial Knowledge	6	40.0%
Level of Education	3	20.0%
Expertise in Field of Operation	8	53.3%

III.1.3 Observations

In Summary, observations reinforced the finding arising from the in-depth interviews. Found that indeed there are four key variables to business success:

1. leader's values as charisma, determination, perseverance, and pleasant manners.
2. management skills as the ability to motivate employees, to manage crises and risks, to manage technology, and to negotiate.
3. marketing knowledge such as choosing the correct strategies, high interpersonal communication, sales skills, and ability to understand and read the market.
4. Team quality, know how to choose the right people in terms of their personalities, values, work ethics, dealing with tasks and pressures and learning abilities.

Furthermore, observations reinforced the finding that financial knowledge is an important variable to success if it is not addressed and help not taken from someone who understands finances, and additionally, expertise in the field is fundamental to marketing and sales.

III.1.4 Delphi Method

In order to verify the findings in the in-depth interviews and observations a survey was conducted according to the Delphi method and the findings obtained were cross-referenced.

Table 5: The concentration of the variables' importance

Variables	Level of importance on business success	High influence on business success
Team quality	5 > 4	✓
Values and Personal characteristics	5 > 4	✓
Management skills	4.5 > 4	✓
Marketing knowledge and sales skills	4.43 > 4	✓
Expertise in the field	4.29 > 4	?
Finance knowledge	3.89 < 4	?
Education level	3.39 < 4	X

III.1.5 Conclusions Qualitative Part

Comparing the findings to theoretical definitions, it can be said that there is a strong consensus between the literature and the research findings. The concept of business success as described in the Business Success chapter in theoretical literature is a personal and intimate process between an entrepreneur and self. The qualitative research has indeed shown that each participant perceived business success differently, although they all referred to one common denominator – money. They all managed to make profit.

Hence, the definition of business success is a state in a person's life which he/she aspires and wants to reach while earning money.

From the literature it can be seen that it describes the team's quality, management skills, marketing knowledge, sales skills, manager values, financial knowledge and level of education as factors for business success.

We can confirm from the in-depth interview that the findings arising from the observations and Delphi method showed a strong relationship to the interview findings and the literature.

It can be seen that four highly influential variables for business success as the following:

1. Team Quality
2. Management skills
3. Marketing & Sales Skills
4. Values and Personal characteristics

Two additional variables that were found to have a relationship with business success are:

5. Expertise in the field
6. Financial knowledge

What and which power each variable has with regard to business success is addressed in the quantitative section.

QUANTITATIVE RESEARCH FINDINGS

According to the examination of the averages for each predictor predicting business success, the mean for importance level shows a strong relationship between each of the predictors and business success, as described in table 6:

III.2.1 Descriptive statistics

Table 6: Descriptive statistics of all indicators

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Business Success	125	2.86	10.00	7.5383	1.46297
management skills practical perception	125	3.78	10.00	8.4516	1.00365
management skills perception	125	3.00	10.00	8.2770	1.00007
Team quality	125	6.33	10.00	8.8787	.79011
Personal Characteristics	125	7.14	10.00	8.7297	.66720
Marketing and Sales skills	125	6.13	10.00	8.6050	.78904
Manager Expertise perceptions	125	6.33	10.00	8.5067	.88658
Manager Expertise practical perception	125	4.67	10.00	8.1920	.99053
Finance knowledge practical perception	125	3.00	10.00	7.6160	1.52201
Finance knowledge perception	125	4.50	10.00	8.6480	1.00156
Valid N (list wise)	125				

III.2.2 Testing the relationship by Spearman's rho between variables

Table 7: Testing the relationship by Spearman's rho between the financial knowledge and management skills for business success

Correlations			Business success
Spearman's rho	finance knowledge perceptions	Correlation	.203*
		Coefficient	
	Sig. (2-tailed)	.023	
	N	125	
management skills perceptions	Correlation		.244**
		Coefficient	
	Sig. (2-tailed)	.006	
	N	125	

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

It was found that management skills have the strongest relationship with business success - therefore it is the one that will be included in the model.

However, according to the literature review and qualitative findings, there are also significant and strong associations between the remainder of the variables as predictors of business success. This can also be seen in the Spearman significance tests and Mean calculation. The conclusion deriving from these results is that all the variables have a strong association with business success although management skills and expertise has the strongest association.

III.2.3 Summary of statistics results

Table 8: Summary of results

Variables	Strength of connection to by Spearman coefficient	Strength of connection to by Pearson coefficient	Mean	Remarks
Management skills personal	Found 0.406 = Strong connection		Strong connection	Found as the strongest according to the multiple regression test
Management skills perceptions	Found 0.244 = Weak connection		Strong connection	
Team quality	Found 0.182 = No connection		Strong connection	
Personal characteristic's	Found 0.268 = Weak connection		Strong connection	
Marketing sales skills		Found 0.236 = Weak connection	Strong connection	
Manager expertise perceptions	Found 0.317 = Moderate connection		Strong connection	
Manager expertise personal	Found 0.384 = Moderate connection		Strong connection	Found to be the strongest according to the multiple regression test
Finance knowledge personal	Found 0.222 = Weak connection		Strong connection	
Finance knowledge perceptions	Found 0.203 = Weak connection		Strong connection	

- Although all variables were found by mean clearly to show business success, the regression test revealed that there were two significant variables for business success, management skills and expertise in the field, which constituted the root of the model, were the two with the most significant correlation of all the variables.

- No correlation was found between management skills and expertise in the field, these two variables stood up on their own.

CHAPTER IV: BUILDING THE MODEL

IV.1 Discussion and Conclusions for the MODEL

The research aim was to improve company leaders' business success chances through an innovate model describing the factors most affecting business success and thus to direct them to invest their available internal resources with economic efficiency. Using this model through actions carried out internally, company leaders will be able to influence customer satisfaction and conquer new goals.

To distinguish from other marketing models describing external correlations between companies and their decision-makers, which competitors can copy, this model operates within a company itself and makes copying activities difficult and creates clear competitive advantages.

The key question accompanying this study throughout, namely, the research question, was: What factor most affect business performance of companies and how powerful is each one in business success?

First the term "business success" was defined on two perspectives, one the internal, the personal success and the other, financial.

To clarify the most influential factors on business success, firstly, an in-depth literature review was carried out. Various theories were examined and it was found that core marketing models were relatively old in relation to a fast changing reality.

After distilling the literature review, it was possible to determine five variables most affecting business success and they were:

1. Management skills
2. Marketing and sales
3. Quality of teams
4. Financial knowledge and conduct
5. Personal characteristics

To examine whether the literature review incorporated all the variables or whether there were others powerfully influencing business success, qualitative research was conducted. In this study in-depth interviews were conducted with 15 senior managers in the Israeli economy, management meetings were observed and a Delphi method held to approve relatively surprising outcomes. Firstly, another influential component was revealed, little about which was found in the literature and that was **expertise in the field**. The level of effect of one of one variable was split, financial knowledge and expertise in the field were found to have a low influence on business success whereas the other components had a high level of influence. To identify the level of each variable, a quantitative study was conducted.

For this study, a questionnaire was put together based on chosen questions from other validated questionnaires. Questions were divided into topics, each of which referred to a different variable. The questionnaire itself was filtered and sent only to senior managers who took company leading decisions. Questions were worded positively and a pilot conducted to test its reliability. The questionnaire was found to be highly reliable.

The questionnaire was sent to 1800 senior managers in IT companies in Israel. They were restricted by time and fears of passing information. Looking at this objectively, one can understand that most of the time, company leaders are extremely busy and fear exposing information about themselves and the companies they lead. Only after recurring sending and insistence processes, 125 completed questionnaires were received.

Throughout the study ethical rules were followed in full.

Results were also surprising. It was found that expertise in the field, which was considered to have only a low influence on business success was one of the most influential factors, which together with management skills were the root and foundation of business success. In other words, without them, chances of success were very small, and hence the conclusion that company leaders must strongly reinforce their customers about their perceptions of their companies' expertise in their field of operation, as well as investing resources in developing management skills to create structured, efficient, economic and continually improving customer satisfaction processes.

Afterwards, or in parallel, they must invest resources in processes to recruit their employee teams, not to compromise solely on their professionalism, but their personalities and ability to work in teams without ego are also very important. Likewise, they should invest resources in developing sales skills and get to know marketing models and strategies to successfully convey

messages accurately to their customer audiences, and be able to translate these messages into deals bringing money in. Additionally, they must invest attention and resources to improve their personal characteristics and those of their leading teams. This can be done through exercise they themselves can conduct or using business coaches. Alongside this, they must strictly learn monetary rules, know how to manage their cash flow, budgets and ensure financial anchors for their companies. The moment processes focusing on these factors are carried out, chances of business success increase significantly and it is this that is the true innovation of this research.

IV.2 The Model

Based on the research results, the model proposed is like a jigsaw puzzle that assembles a target, as an analogy The shooter must hit each of the target's components on the way to achieving business success, but the most important thing is to first hit the center of the target, that is, first of all, a company manager must be an expert in the field and must have management skills (the two variables found significant in the regression analysis)..The other four variables, validated only by the correlation analysis, are on second level importance. The model is depicted in the following figure.



Figure 2: The Model (Hani, 2023)

CHAPTER V: CONCLUSIONS AND RECOMMENDATIONS

The purpose of this study was to close a gap in knowledge discovered between successful businesses and those who fail in light of the fact that the percentage of businesses closing is almost identical to those opening.

Factual Conclusions Arising from the Research Questions:

1. What are the factors that most influence the business success?
2. What is the intensity of each factor most affecting business success?

A mix methods research was conducted between July 2021 to November 2022. The discussion of research findings revealed that a marketing strategy based on key factors to business success was characterized by expertise in the field of business as the factor most affecting business success. This finding adds to existing research literature. The discussion of findings also revealed that a marketing strategy based on key factors to business success was also characterized by marketing and sales as a factor influencing business success.

The discussion of findings showed that a marketing strategy based on components key to business success was based on the quality of employees increasing chances of business success, as well as management skills being the second most influential factor on business success. This finding adds to existing research literature.

The findings also shows that the business success is based on company leaders' values and traits. Until this study, no link had been found been findings all together as one factor with a high level of influence on business success and therefore, this finding adds to and expands on existing literature.

Additionally, it emerged that a marketing strategy based on key components to business success was characterized by financial knowledge even if this can be achieved through people outside companies. This finding adds to existing research literature.

V.1 Conceptual Conclusions

The model is hybrid combining an innovative marketing model with business management according to the six key factors for business success. It is a model any business company could apply and test it for create marketing superiority in branches and areas



Figure 3: Key factors to business success (Hani, 2023)

Creation of Marketing Superiority through a Conscious Change of Expertise in the of Company Operation

Develop an awareness of expertise in the field will be expressed by company leaders' allocating resources to develop innovation and their employees' professional development. This conscious change will cause company customers to view them as experts in their field, produce demand for the product or service company leaders' offer and clear marketing superiority since expertise cannot be copied by competitors, the result will be an increased market share and improve business performance.

Creation of Marketing Superiority by Changing Perceptions of the Importance of Management within a Company

Developing company leaders' management skills will raise their management level and ability to control processes carried out within their companies, they will master tasks and knowledge to control and supervise what is done, produce efficient operating mechanism and save many resources while improving customer satisfaction. This perceptual change will lead to clear

marketing superiority since internal management cannot be copied by competitors. On the one hand, operational and logistical efficiency will reduce risk of mistakes and wasted money so that more money will remain to create financial anchors or other smart investments, and on the other hand increase customer satisfaction thus increasing demand and improving business performance.

Creating Marketing Superiority by Focusing on Key Factors to Business Success

A perceptual change among company leaders to focus on developing key factors according to the marketing model for business success will create marketing superiority because their competitors will find it hard to copy and thus, they will improve their business performance in increase their chances of business success.

From the results of the research, new insights related to different entrepreneurs also arise, as a result, I find to define a new concept named:

"Entrepreneurial intelligence" – this concept is beyond IQ and EQ, and is expressed in company leaders' ability to identify opportunities, identify weaknesses and act accurately to realize their vision by punctiliously reacting correctly to factors affecting business success. **This concept expands on the existing literature.**

V.2 Practical Implications and Recommendations

One can look at a business or company as a six-wheeled truck travelling in a straight line towards its goals.

Why the analogy to a truck? Because a truck carries a load exactly like a business or company (employees and their families, commitments etc.).

During its journey, things are likely to happen and the route is often blocked with interruption on the way. In other words, the truck has to take a detour. Sometimes, interruptions are sudden requiring fast deviations and sometimes even a U-turn and finding another route exactly like company leaders encounter, sometimes competitors' actions, sometimes, regulations, national or global crises etc.

Key factors to success can be equated to a truck's wheel, one can look at each one as an important and critical component for business success:

1. Field expertise – to create a perception of experts among a company's customer audience.
2. Managers' (senior and their subordinate managers') management skills – that is, to create structured and efficient processes, motivate employees, master tasks and continuously improve customer satisfaction.
3. Marketing and sales – the ability to know which marketing strategies best fit, to know into which niches to enter, to adapt advertising message to sales techniques and match the best solutions to customer audiences.
4. Team / employee quality – to know how to choose the right people for every role skills are important, but not only, to know how to choose according to their personalities, work ethic, ability to learn and apply, and their team conduct.
5. Company leaders' personal traits – how they cope with challenges, what is their level of mental resilience, how they cope with exhaustion etc. According to the findings, their values determine a company's DNA, employee motivation, their engagement, their belief in the journey they are led and how they follow.
6. Financial conduct – knowledge of laws, how they manage money, where they invest resources, how they produce financial anchors, and how they live from month to month in survival circumstances.

It can be said, that for the truck to safely travel straight along a road, all the wheels have to be synchronized to the same speed. Should one wheel not be synchronized with the others, the truck will deviate from the route or even spin, and in the same way one can imagine a business or company. The moment even one key factor is not synchronized with the others, a business is likely to lose balance and spin, business performance is likely to be harmed and chances of business success will decrease, and hence the following recommendations for company leaders:

- Allocate resources to continually develop innovation and professional development for company leaders and employees.
- Develop skills to accurately identify consumer behavior and market culture, create differentiated competitive advantages in the market, choose correct advertising channels to convey messages and choose models for market positioning and adapt sales techniques to marketing messages.

- Develop skills choosing team, in other words to develop the ability to choose the right people, not just correct skills, but also according to their personalities, know how to synchronize them as a team and progress towards goals and targets.
- Develop skills to motivate employees, create management and control processes, develop the ability to write work plans, procedures and their enforcement, provide constructive feedback to employees and constantly strive for customer satisfaction.
- Develop leadership abilities and charisma to increase employee motivation, develop mental resilience, develop fast learning and application skills, develop values of trust, fairness and assertiveness to the right extent.
- Basic study of tax laws, learn and apply tools to manage flows to maintain income, create financial anchors, and budget management.

V.3 Research Limitations

Table 9: Areas of research activity and limitations

Subject	In research	Areas and limitations
Population	Senior marketing and executives managers, CEOs and Owners	Very busy population; suspicion exists and therefore confidentiality must be maintained.
Location	Israel	Great difficulty in reaching company leaders around the world because of the large amount and lack of connections, the research focused on Israel and International Israeli companies and those that also operate in the local market.
Companies	Business and IT companies	Companies in their early years, up to five years and companies above five years that are more advanced.
Companies field	industries in Israel, as import and export, service and high-tech	Limiting confidentiality in collecting real data from private companies, therefore, the focus was on perceptions and not on facts.
Observations	Qualitative stage 2	There is a limit of observation within the companies; they maintain almost complete confidentiality.

- Taking into account that research participants were very busy people and the questionnaire was long, there were concerns about the number of people who would agree to participate in the research and the data collection process was very challenging. The first questionnaire items were constructed for the purpose of avoiding cases in which it would be sent by mistake to those not included in the research population sample and were worded in a

manner that those who were not part of the research population could not answer. Some participants found the questionnaire too long and tiring; they simply gave up and did not participate, some even sent the researcher a message for attention.

- The research population was company leaders who were sensitive about providing information and maintaining confidentiality, it was impossible to get financial reports or information related to number and factual proof and therefore the model developed is based on perceptions.
- The statistical part of the model built was based on Israeli high-tech as a result of focusing on the population representing the leading business branch in Israel.
- The dispersal of some of the variables was very small and therefore, some of the tests might have produced biased results for example the variable of team quality, the mean was almost 9, resulting in the ability to carry out a small number of mathematical analyses in statistical tests.

V.4 Contribution to Theoretical Knowledge

- The marketing strategy based on code components for business success emerging from this study is original in that it was based on data collected for the current study. In addition, since the marketing strategy is original, it is innovative and closes gaps in knowledge in the field of marketing, and therefore constitutes a new contribution to theoretical knowledge in the field.
- The findings about expertise in the field add to existing research literature.
- The findings about management skills, personal traits and financial knowledge expand on existing research literature.
- The questionnaire was compiled on the basis of qualitative research findings and contributes to methodological knowledge.
- The findings and innovative model constitute an important layer for company leaders' focus on the keys to business success in a contemporary and changing reality. Company leaders who act according to this model created marketing superiority in market competition and thus will increase the chance of business success and therefore the model contributes to practical knowledge.

Follow-Up Studies

- It would be interesting to conduct similar research in other western and developed countries.
- It is recommended conducting similar research in companies from another branch.

Universal Importance of the Research

The research findings and model developed increase chances of business success for any business or company globally and hence can reduce the percentage of business that close and allow more company leaders, stakeholders and employees economic stability and confidence, and a better life quality.

References

1. Amir, T'. 14) February 2021). *What does it mean to be an effective team?* Teams: <https://shiftshatil.org.il/%D7%A6%D7%95%D7%95%D7%AA-%D7%90%D7%A4%D7%A7%D7%98%D7%99%D7%91%D7%99/>
2. Bryman, A', & Bell, E'. (2015) *Business research methods, (4th Ed.)*. USA: Oxford University Press publication.
3. CB INSIGHTS . (2021) *CB INSIGHTS* . <https://www.cbinsights.com/research/startup-failure-post-mortem/>
4. Creswell, J'. (2018) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, (5th Ed.)*. London: Sage Publications.
5. Favoretto, C', & Monteiro de Carvalho, M'.) January 2021). An analysis of the relationship between knowledge management and project performance: literature review and conceptual framework. *Gestao producao*.(1)28 ,
6. Francis, J', & Gunn, J'. (2015) Industry accounting complexity and earnings properties: Does auditor industry expertise matter. *Working paper*.
7. Ganiel, E'. 22) September 2020). *Management based on values using the IM method* . IM.Tec Insights that matter: <https://imtec.co.il/%D7%A0%D7%99%D7%94%D7%95%D7%9C-%D7%A2%D7%9C-%D7%A4%D7%99-%D7%A2%D7%A8%D7%9B%D7%99%D7%9D-%D7%91%D7%A9%D7%99%D7%98%D7%AA-%D7%90%D7%99%D7%9E/>
8. Hani, E' H'. (2023) *Doctoral Thesis*. Iashi: UAIC.
9. Lasri, E'. 06) January 2015). *Leadership in business - from planning to successful implementation* .PC: <https://www.pc.co.il/editorial/175041/>

10. Lowden, J'. (1988) Managerial Skills for the Entrepreneur. *Academia, Accelerating the world's research.*
11. Luo, Y'. (2021) New OLI advantages in digital globalization. *Miami Herbert Business School, Elsevier Ltd Publication.*
12. Maher, C', Ebdon, C', & Bartle, J'. (2020) Financial condition analysis: A key tool in the MPA curriculum. *JOURNAL OF PUBLIC AFFAIRS EDUCATION.9* ,
13. McGrath, J', & Bates, B'. (2017) The Little Book of Big Management Theories: ... and how to use them. *Second edition, Kindel Publication.*
14. Miller, M'. 2) February 2020). *EMBROKER Start-Up statistic* .EMBROKER : <https://www.embroker.com/resources/#filter-startups>
15. Moya, M'. (2020) Worldwide Business Start-Ups. *Online publication.*
16. Ohmae, K'. (1991) The Mind Of The Strategist: The Art of Japanese Business. *New York, United States Publication.*
17. Osita, I' C', Onyebuchi, I', & Justina, N'. (2014) ORGANIZATION'S STABILITY AND PRODUCTIVITY: THE ROLE OF SWOT ANALYSIS AN ACRONYM FOR STRENGTH, WEAKNESS, OPPORTUNITIES AND THREAT. *INTERNATIONAL JOURNAL OF INNOVATIVE AND APPLIED RESEARCH (IJIAR)* ,PP 23-32.
18. Osmičević, S', & Meško, M'. (2020) Professional's Common Skills on Negotiation. *Challenges of the Future* ,pp. 198-212.
19. Oztekin, A', Delen, D', Zaim, H', Turkyilmaz, A', & Zaim, S'. (2015) The Influence of Knowledge Management on Financial and Non-Financial Performance. *World Scientific publication.*
20. Phina, O' N', Arinze, A' S', Chidi, O' F', & Chukwuma, E' D'. (2018) THE EFFECT OF TEAMWORK ON EMPLOYEE PERFORMANCE: A STUDY OF MEDIUM SCALE INDUSTRIES IN ANAMBRA STATE STUDY OF MEDIUM SCALE INDUSTRIES IN ANAMBRA STATE. *International Journal of Contemporary Applied Researches.*
21. Rackham, N'. (1998) SPIN Selling 1st Edition. *Donelley & Sons Publication.*
22. Reynolds, P'. (2020) Worldwide Business Start-Ups . *Global Entrepreneurship Monitor (GEM).*
23. Sarkar, B', Koli Dey, B', Sarkar, M', & AlArjani, A'. (2021) A Sustainable Online-to-Offline (O2O) Retailing Strategy for a Supply Chain Management under Controllable Lead Time and Variable Demand. *Sustainability Publication.*
24. Smith. (2021) Strategies for Small Business Owners to Succeed Beyond Five Years. *Walden University Publication.*
25. Sundaram, A'. (2020) Yelp data shows 60% of business closures due to the coronavirus pandemic are now permanent. *online Publication.*