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Team Works

A study of what makes a Team Successful

iwantápple

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Abstract

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Key words: Entrepreneurship, New Venture Creation, Teamwork, Group Dynamic,

Purpose: The purpose of this personal reflection is to study and analyse *what makes a successful team* in theory, and how Iwantapple, a newly started e-commerce company have done this in practice.

Methodology: The literature study are mainly printed sources. The literature review has been concluded in a theoretical reference chapter that was used as a foundation for the Empirical Section. I have studied what makes a successful team in theory and how Iwantapple managed to do this in reality. I have done so by using my partners and my own experiences throughout the master programme. Finally my observations at Iwantapple were compared and analysed with the Theoretical Framework in order to fulfil my purpose.

Theoretical Framework: The Theoretical Framework is developed from a Teamwork Quality Theory with a six-cornerstone model to ensure successful teamwork. The teamwork Quality framework is further supported by other adjacent theories to ensure the trustworthiness.

Empirical Evidence: Iwantapple is a newly started venture that will provide an online market place for second hand Apple-products. The team behind Iwantapple has been selected through a long progress to ensure its competitiveness on the market and its efficiency as a fully functioning team. The Empirical study is based on the experiences of the founding team.

Conclusions: Teamwork is important for a group of people to function; it is not the goals rather the people who are involved that are important. Most people know that good teamwork is important, but few might know the factors behind successful teamwork. The Teamwork Quality of Iwantapple very good, we can work together very well, we all have the intention of staying in the team, and we all contribute with different skills and abilities.

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1. Introduction

In this initial chapter will de the identified problem be described. This leads to a problem formulation that is followed by the purpose of this thesis. Then follows the method chapter that describes what I have done in order to fulfil the purpose and to answer the problem formulation. Finally, will the restrictions be described.

Background

Many companies fail in the start-up phase; some fail because there was no viable market, some fails because of undercapitalisation, whilst other fail because of fractions and arguments in the founding team (Squidoo, 2012). Six out of ten companies shut down within the first four years of operation and every story behind it is unique (Knaup, 2005). What is not unique is the criteria's both Venture Capitalists, Business Angels, and Entrepreneurs say is the most significant than all other criteria when starting a business: The Team (Parhankangas, 2007). As Håkan Nelson at Malmö Invest said in our interview with him; *"we do not invest in projects, we do not invest in plans nor in concepts, we just invest in people"* (Nelsson, 2011). His statement implies that the entrepreneur's personal characteristics and those of the management team are more significant than all other criteria. This takes into consideration the combination of different skill sets and experiences of the management team.

As we realise it is not certain that a company will succeed just because they have the right product, or the right strategy; it is rather the team involved that differ the market leaders from the failures (Sarasvathy, 2011). Partnership is important because the means of the venture increases and compared to if there is a single entrepreneur the goals of the venture crystalizes and in terms of decision-making each partner brings new resources to the venture. The team members may see the same problem in a different way and this may lead to a broader sense of understanding and a better outcome for the company (Sarasvathy, 2011).

Martin Hoegl defined team as *"a social system of three or more people, which is embedded in an organisation (context), whose members perceive themselves as*

such and are perceived as members by others (identity), and who collaborate on a common task (teamwork)” (2001 p.436).

To choose the right team is as hard as anything else, it is impossible to know if the team will function until they are in the situation where they really need to work as a team. A team need adequate staffing in terms of both quality and quantity of personnel, a well functioning team need to efficiently and effectively work towards a common goal or the team will fail with their mission (Hoegl, 2005 p.209).

Problem formulation

What areas are important to address in order to build a successful team?

Purpose

The purpose of this personal reflection is to study and analyse *what makes a successful team* in theory, and how Iwantapple, a newly started e-commerce company have done this in practice.

The purpose can be divided into three different parts:

- Present a *Frame of Reference* of how to build a successful team
- Study the *team composition* of Iwantapple and how they *have built* their team
- Analyse the *Frame of Reference in regards* to Iwantapple's work and the *consequences* of this.

Method

I will in this chapter state my research methods and in what way I have gathered information. Furthermore, I will explain what I have done with the information gathered, and finally critically reflect over my method of choice.

Research method

This thesis is formed accordingly to a qualitative research method where I have made an in-depth analysis of one start-up in order to get an accurate analysis (Bryman & Bell, 2007 pp.402-403). In addition to this qualitative research method, I choose the deductive alignment seeing it is based on the theory and it later connects with the empirical section, which will enable me to fulfil my purpose.

Choice of Theoretical Framework

The theory I have chosen to use is partly printed sources in terms of articles and books; seeing this area is fairly wide I have only chosen those authors and theories that I considered to be relevant for my purpose. I have also used internet when the literature was not enough. I found the literature through our professors and via research at the library at the Business School at Lund University. The articles I have used did I get access to through the databases that Lund University provides.

Choice of Empirical Evidence

The empirical study conducted in this paper, is based on the experiences of my business partners and myself. A method of Autoethnography is being used. After the literature studies I conducted a semi-structured interview with my business partners to realise their thoughts and experiences (Lantz, 2007 p.33). The questions were based on previous conducted theory studies in order for me to enable a relevant comparison between the Theoretical Framework presented and the Empirical Evidence section.

How I have analysed

The material in the Theoretical Framework and Empirical Evidence chapters works as a foundation for my analysis. Since I used the Theoretical Framework while writing the Empirical Evidence I could draw direct links between the Theory and Iwantapple. I have searched for similarities and abnormalities

between the two, and I have also complemented and developed the Theoretical Framework with my own reflections and experiences. This led to a relevant analysis, where I determined what makes a successful team in theory and how Iwantapple managed to do this in reality.

Limitations

To acknowledge limitations and weaknesses is an important part in order to protect legitimacy and to highlight the awareness of the author's critical thinking towards the thesis. I realised that one of the biggest weaknesses of this thesis was due to the lack of time, this affected the amount of time I could put into interviews and evaluation of Iwantapple. This also limited the Theoretical application to my case study, where I could have provided a more solid Empirical chapter and a deeper evaluation to Iwantapple. The research area of Teamwork is very well studied so I had to opt out some theories and authors that might have resulted in different conclusions. This is something I had to do seeing the material would have been too comprehensive.

2 Theoretical Framework

The Theoretical Framework chapter will focus on the important areas that a team need to address in order to have a well functioning team. These areas will be explained and described in the six cornerstones of the Teamwork Quality framework.

Teamwork Quality

Teamwork is important to the success of innovative projects but what is teamwork and how can it be measured? Teamwork Quality (TWQ) is six factors that measure how well functioning a team is (Hoegl, 2001 p.436). For a fully functional team all of these factors need to be fulfilled and all team members need to address these.

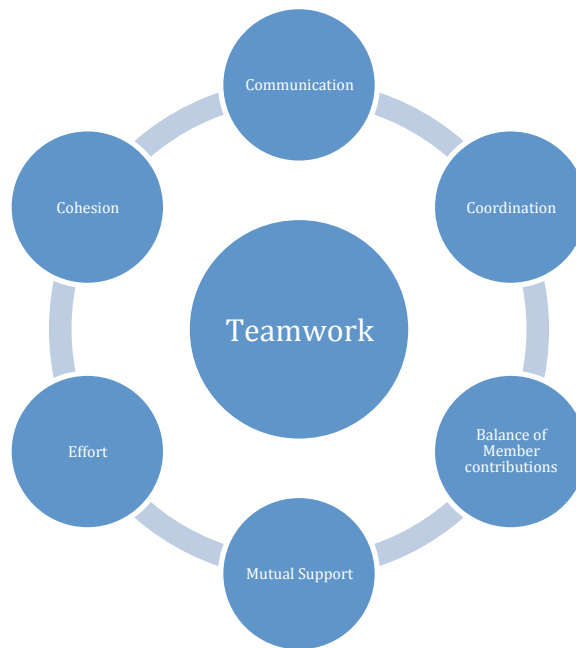


Figure 1 Teamwork Quality Model

Communication

Important questions to ask: Is there sufficiently frequent, informal, direct, and open communication (Hoegl, 2001 p.437)?

The main component of a well-functioning team is of course communication, communication enable exchange of information among the team members. It is crucial that the communication process within a team or organisation is well

structured to avoid unclear and badly stated directions (Berko, Wolvin, and Wolvin, 2010 p.9). The complexity of the communications among the team members increases dramatically and sharing of information becomes more difficult as the number of team members increases, as illustrated in Fig 2. In a team of four there are 6 links, compared to a team with 10 members with 45 links (Hoegl, 2005 p.210).

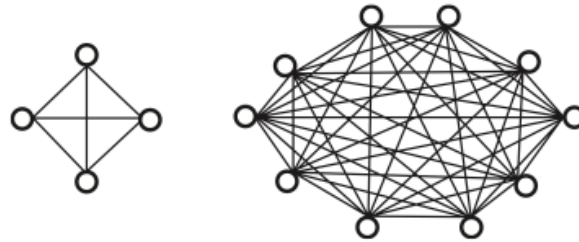


Figure 2 Communication Structure

It is important to avoid the barriers to successful communication, such as message overload, when a person receives multiple messages simultaneously which the person can't process, or message complexity, when a person doesn't understand or comprehend the information (Montana and Charon, 2008 p.333). The quality of the communications is also very important and depends upon frequency, formalisation (formal/informal), structure (direct/indirect) and openness of the information exchange. Frequency refers to time spent on communicating, the degree of formalisation describes how spontaneously the team members communicate with each other; is it formal meetings with scheduled meetings and status reports or informal meetings in the hallway, quick phone calls and short emails (Hoegl, 2001 p.437)?

Coordination

Important question to ask: Are individual efforts well structured and synchronised within the team?

Coordination is required when a group of people work together to achieve common objectives (Preservearticles, 2012) and the degree of common

understanding regarding the interrelatedness and current status of individual contribution is crucial for a well functioning team. A team must be able to work together, but everybody can't conduct everything so the activities should be delegated to individuals working on parallel subtasks. Smaller teams demonstrate better teamwork hence their increased effectiveness and efficiency of completing tasks, smaller teams can also use more direct and efficient communication among each other (Preservearticles, 2012; Hoegl, 2005 p.209).

Balance of Member Contributions

Important question to ask: Are all team members able to bring in their expertise to their full potential (Hoegl, 2001 p.437)?

It is important that every member of the team contributes; some are good at organising or at motivating people, whereas others helping resolve disagreements. Everybody has something to offer so find a role that allows you to do what you do well. This will help the individuals make a meaningful contribution, and the team to perform better (Mindtools, 2012) in larger teams it becomes more difficult to contribute with their knowledge and experience (Hoegl, 2005 p.210); this is especial critical for teams with innovative tasks with members from different areas (R&D, marketing, finance etc.). The team composition determines the array of knowledge, skills, and abilities within a team. A large variety of skills assist in the ability to carry out tasks within many different areas; it has been shown that a team member's experience also contributes to the team composition (Ensley and Hmieleski, 2005) on job performance, job knowledge, and job behaviour (Schmidt, Hunter, and Outerbridge, 1986). Heterogeneous teams may perform well due to diversity and great ability to take on multiple roles (Mello, 2006).

It is important for a team to realise their abilities and skills possessed and to do this the team need to evaluate their members. Individual abilities combine additively to determine team performance (Moreland and Levine, 1992) and if team members lack necessary knowledge, skills, or abilities to solve the task the

team cannot be effective (Koslowski and Ilgen, 2006 p.80). Once the team composition is evaluated it can be illustrated in a competence net (fig 4), the content of the competence net differs among teams and depending on the composition of team members and what tasks are to be done the desired skills may differ.

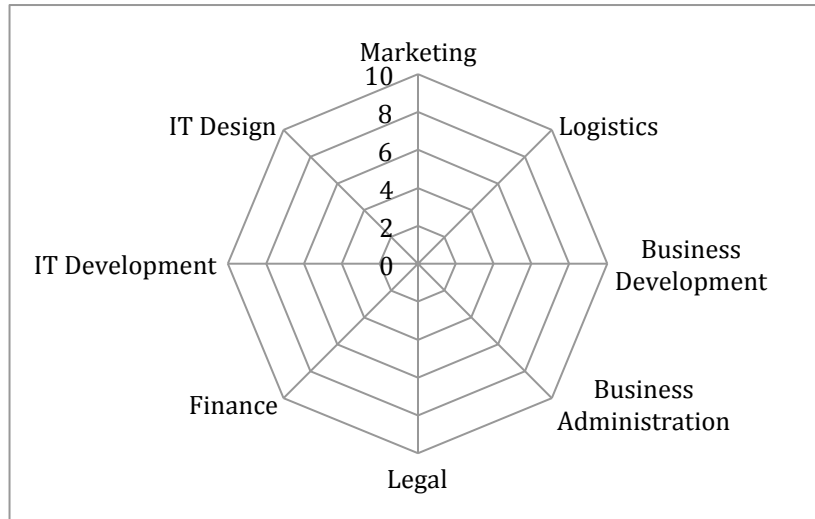


Figure 3 Competence Net

Mutual Support

Important question to ask: Do team members help and support each other in carrying out their tasks (Hoegl, 2001 p.437)?

Every team member should encourage teamwork, as a good relationship among team members will aid in team development and in success. (Kevineikenberry, 2012) The collaboration of individuals within TWQ depends upon a cooperative mind-set rather than a competitive environment; mutual support is more productive than the forces of competition. A competitive environment leads to distrust and frustration, whereas support and respect enhances the team's performance (Hoegl, 2001 p.437).

Efforts

Important question to ask: Do team members exert all efforts to the team's tasks (Hoegl, 2001 p.438)?

The norms of the team effort are essential to TWQ, workload sharing and prioritisation over other obligations are indicators on the effort of the team members (Hoegl, 2001 p.438). What is expected from the team members within a group is dependent of what is considered as "normal" behaviour. If a member acts differently he/she is considered as deviant and this may lead to a reduced efficiency of the team effort (Marshall, 1998). For a fully functioning team it is important that all team members are aware of the norms considered as "normal" and that everyone tries to follow these. Team size is also important whereby individual team members tend to rely on others performance and effort as they decrease their effort as the number of member's increases (Hoegl, 2005 p.210).

Cohesion

Important questions to ask: Are team members motivated to maintain the team? Is there team spirit (Hoegl, 2001 p.438)?

Team cohesion is similar to team bonding, it is what makes the team work as a group and prevents group fragmentation. For a well-functioning team the members need to desire to remain on the team, and if there is a common goal they are more likely to achieve team cohesion (Articleoutlook, 2010). There are three forces of cohesion: 1) interpersonal attraction of team members, 2) commitment to the team task, and 3) group pride-team spirit. TWQ cannot be achieved without a sufficient level of cohesion. If a team lack a sense of togetherness and belonging, if there is little incentive to maintain the team, then a long-term collaboration seems unlikely (Hoegl, 2001 p.438).

Theoretical Framework

In the Theoretical framework chapter has difficulties when working in teams been described. A number of practical models and processes have been presented for development, and implementation for successful teamwork. Teamwork Quality is a framework to ensure high quality and effective teamwork within a group, if a team don't fulfil the criteria's stated they will lack in efficiency and productivity. The composition of a team is dependent on the situation and the job that needs to be done; even though an optimal team cannot be established research has shown these attributes to be the most effective when working in teams:

Communication: The informal, spontaneous communication has shown to be crucial when working with innovative projects because the need for idea sharing, discussions, and quick evaluations with other team members. A lack of openness within a team (i.e. holding back important information) hinders knowledge and experience on their common task (Hoegl, 2001 p.437).

Coordination: The quality of the coordination process in a team is dependent on harmonization and synchronisation of these individual contributions, and to succeed they need to agree of structures, schedules, and results (Hoegl, 2001 p.437).

Balance of Team member contribution: It is essential that contribution to the discussions and to the team is balanced and that every member respects everyone's opinion (Hoegl, 2001 p.437). The problem of "free-riding" must also be avoided, as this will prevent the efficiency of the group (Investopedia, 2012).

Mutual Support: Team members with a common goal should display mutual respect, grants assistance, and develop ideas and contributions rather than outdo each other (Hoegl, 2001 p.438).

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Effort: To avoid conflicts and to achieve high TWQ it is important for everyone to know the work norms and accept the level of effort expected in the group (Hoegl, 2001 p.438).

Cohesion: Adequate level of cohesion is necessary to maintain a team, to engage in collaboration, and to build the basis for high TWQ (Hoegl, 2001 p.439).

3 Empirical Evidence

Initially there is a background presentation of Iwantapple and the Empirical Evidence. Thereafter follows a description of the Team Competences followed by how we communicate and work as a team. Lastly there is a chapter about the dynamic in the group and how we see the future for Iwantapple and ourselves.

Company presentation

Iwantapple will be the premiere online second hand market for Apple products; due to its niche specificity, Iwantapple is able to categorize products and give buyers the same premium feeling as when they make purchases on the Apple online store. It will feature a modernised system to increase the credibility and legitimacy of anonymous online sellers, whilst providing much needed innovative protection for buyers. Iwantapple will be launched by June 1st in Sweden, after the summer when all systems and functionality has been tested; Iwantapple will be rolled out in rest of Scandinavia.

How it began

It all started in November 2011 when it was time for us to decide for projects, and project partners. Lewis and myself had since September been working on another company (called Gepant), but we had decided not to include Gepant in the master programme. So we initiated a discussion with Sasa, who Lewis knew since the “Start-up Challenge” were they had worked very well together. After a few initial meetings we all realised that we got along great and that we complemented each other very well; we all had ideas of what types of projects we wanted to do and it didn’t take long until we decided to combine two of the ideas we had in order to start our new venture that we later decided to call “Iwantapple”.

Background to the Empirical Evidence

The Empirical Evidence is gathered from my own experiences during my master year of Entrepreneurship and the work I put in to Iwantapple; I have also conducted interviews with my business partners Lewis Horne and Sasa Farkas

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as well with our tech partners Gustav Rudbeck and Henric Romlin from Baltic Interactive. The Management Team consist of Lewis, Sasa and myself; we are responsible for the commercialisation of the product (the website), marketing, PR, external relations, strategy, human relations. The Tech Team consists of Gustav and Henric, and Baltic Interactive will with their extensive technological skills, inventive and high quality work, provide technical development for Iwantapple.



Robin



Sasa



Lewis



Henric



Gustav



Team Composition

When we initiated our work with Iwantapple the team composition within the group was broad and diversified in most areas. Sasa has great knowledge of Human Relations, organisational psychology, recruitment, sales, and administration after more than four years of experience within the field. Sasa has also a great passion for new technology and he has previous experience of doing business with Apple products (Farkas, 2012). Lewis on the other hand has many years of international business experience within marketing, public relations and finance from some of the world's largest brands in consumer goods and finance companies in Australia and UK (Horne 2012). Lewis is a visionary with many great ideas. Myself has many years of international experience within logistics, finance, and sales in both Europe and Australia. I have great social interaction skills, I'm good at PR, and I can easily manage external stakeholders.

We noticed that we possessed a lot of business knowledge, but we were lacking legal and technology-skills. These are areas that are very important when doing business; we have to write contracts with costumers and suppliers, and we have a high need for tech skills as Iwantapple is an online business. So we started

collaborating with Carl Boberg, a last year law student who was studying Business Law (contract law, corporate law, intellectual property) at Lund University (Boberg, 2012). He is now our legal-consultant and he is responsible for all legal documents regarding Iwantapple; ranging from contracts to suppliers, to terms and conditions and user agreements.

We also initiated contact with Baltic Interactive, a web development company founded by Henric Romlin and Gustav Rudbeck. Baltic Interactive works with interaction design and web development of advanced digital systems in C++ / C #, JAVA (Applications / Android), Objective C (iPhone / OS X), and PHP (web applications) (Romlin and Rudbeck, 2012). The competences possessed by Baltic Interactive are much needed in Iwantapple and they complement already existing skills perfectly.

Team Interaction

Initially Iwantapple consisted of three team members, Lewis, Sasa, and myself. We were all studying in the programme and we met up every day either in school or at the office spaces provided by the programme. We all agreed that the composition of our team was really great; we all knew what was expected from us seeing we talked every day, we worked really well together, and the communication was good.

Since we met up almost every day the most common way of communication mainly consisted of spontaneous discussions and meetings without a specified agenda. Below, In Fig 4 (data in appendix II), are the six most common way of communications presented. As we were a small team it was easy for us to make decisions and to communicate to each other; we used SMS-groups, group e-mails, drop box, and Google docs in order to keep everybody at all times up to date of what's going on with Iwantapple.

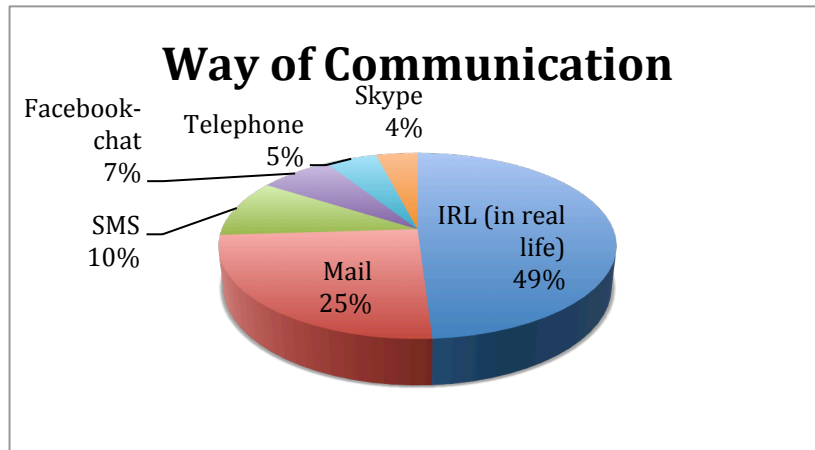


Figure 4 Way of Communication within Iwantapple

However, as we expanded our team with two new members (Baltic Interactive), we had to adapt our way of communication to the new situation. We were now five team members, and not all of us were located in Lund. Seeing we wanted Baltic Interactive dedicated and keen to work hard on Iwantapple, we decided not to work with them just as our tech partner rather than actual team members; so they became a part of Iwantapple.

Even though the team grew, we still wanted to keep our quick and effective ways of communication; as shown in Fig 5 (data in appendix II), we increased the usage of emails to ensure up to date information at all times and we began to schedule for meetings for everybody to attend to. There were still sporadic meetings and discussions between Lewis, Sasa, and myself as we continued working as before, but as for Iwantapple overall the ways of communication changed in most parts.

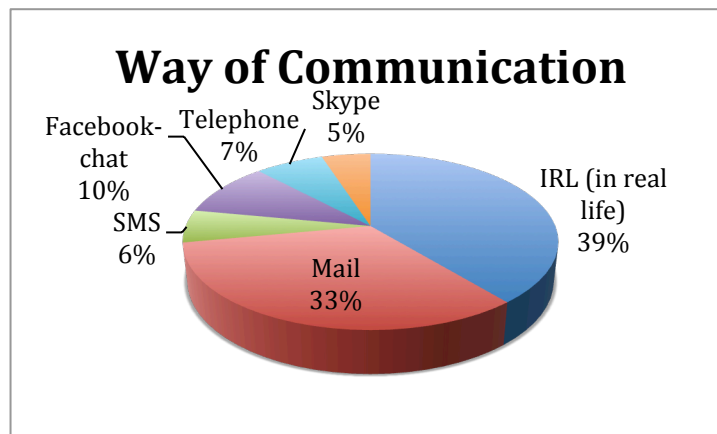


Figure 5 Way of Communication within Iwantapple and Baltic Interactive

Team Dynamic

The atmosphere in Iwantapple is very good, we don't have any set titles or a CEO which makes the work process much easier seeing everybody works hard and give each other tasks to complete, everybody feel the need to push and to make process. It is not a competitive environment, and this is one of the reasons to the efficiency of Iwantapple; we give support, we co-operate, help each other out, we motivate with visions and achievable goals rather than dissatisfaction and threat of exclusion if unmet targets.

Even though the Iwantapple-project is included in the programme I have sometimes felt that it has been tough to combine both university studies and the work on Iwantapple. Regardless of lack of time all of us have been working hard in order to make Iwantapple a big success; and we all want to continue to work on this project after the master programme is finished. As long as we can support ourselves financially we all agree that we don't want to apply for another job in order to realise Iwantapple's full potential.

4 Analysis

In chapter four I aim to analyse the empirical material using the theoretical foundation previously outlined. I will discuss and analyse the concept of Teamwork Quality with regards to Iwantapple.

Teamwork Quality in Iwantapple

I have found that the concept of Hoegl's (2001) Teamwork Quality is closely related to the functionality of a team. The six factors outlined are all important to ensure not only the efficiency, and productivity but also the joy of working in a group. In the following section I will analyse the concept with regard to existing theory within the field and in connection to the empirical material.

Communication in Iwantapple

Due to the small amount of team members in Iwantapple we can ensure an efficient and open communication among each other. We all understand the importance of keeping all information available for everybody, and by this avoiding the problem of information gap.

It is easy to keep a simple and cheap communication among the team members through a numerous of online services. Thanks to group texting and email it is possible to send out one message to multiple recipients, Google Docs enable multiple team members to work simultaneous in the same document. Via Drop Box we never miss a document and we can access them from any computer anywhere in the world at any time, and Skype enable us to have group conference calls for free. All of these tools help us to keep a frequent, informal, direct, and open communication to one another.

As shown in chapter three our ways of communicating changed when we involved Baltic Interactive, we shifted slightly from a majority of meetings (from 49% to 39%) to more usage of email, telephone, and Skype (from 34% to 45%). This slightly affected the efficiency and our frequent discussions, as we could not meet up with the whole team as often as before, and as we needed to ensure everybody's up-to date information. On the other hand, we acquired skills that

were crucial for our future success, and as we are still adapting to the new situation we hope to maintain most of our efficiency.

Coordination in Iwantapple

The structure of Iwantapple is fairly good for a newly started business. In the start-up phase there are no set rules or guidelines, and most of the work is done as we go. Once we starting to expand and as the business grows we need to use more fixed rules and people need to have fixed responsibilities in order to ensure the long-term efficiency, but as for now that is not needed.

No one in Iwantapple has a specific responsibility, except that the Management Team is in charge of the business side, and Baltic Interactive is in charge of the technology side of the business. This requires a lot of common understanding and constant communication seeing many of the subtasks are dependent on each other. As stated in chapter two, smaller teams can demonstrate better teamwork hence their ability to use more efficient communication and their effectiveness in completing tasks. As we are three in the management team and seeing we have constant communication among each other we are well aware of everybody's tasks and their current status. This enable us to have a fully functioning coordination system set up with clear structures, schedules, and goals.

Balance of Member Contribution in Iwantapple

The team composition within Iwantapple is broad and diversified, not only in personal and professional skill but also in origin and academic background. This enables us to have a wide array of knowledge, skills, and abilities internally in Iwantapple. As previously stated in the theoretical section it is important to have a large variety of skills in order to be able to carry out many different tasks in different areas, this is something that Iwantapple have.

As shown in Fig 6, and also described in Part 3, the competences possessed by the initial Management Team were strong in Finance, Marketing, Logistics, and Business Development/Administration. These abilities were sufficient in the

start-up phase, and for the development of the business side of Iwantapple. But in terms of IT-development and the legal part of the business we were missing the needed skills. As you can see we have included Baltic Interactive as our Tech partners and Carl Boberg as our legal partner. Initially the thin blue line represented Iwantapple's competences, however after our initiated partnerships the line has shifted and the purple line now represents our competences. These collaborations have made Iwantapple a much stronger and more competitive team than it initially was.

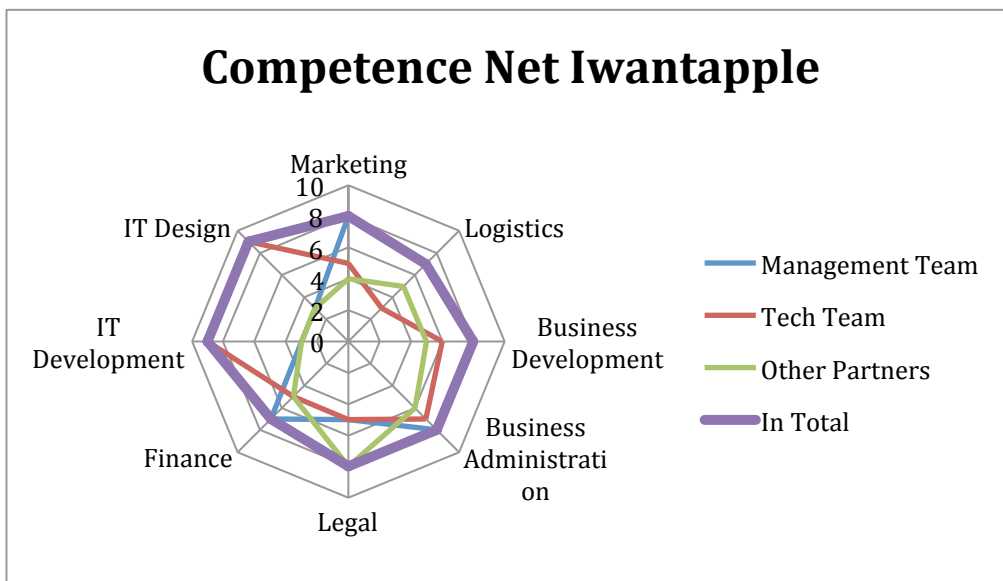


Figure 6 Competence Net of Iwantapple

Mutual Support in Iwantapple

The team spirit within Iwantapple is very good both on a professional level and on a private level, we all enjoy working together and it's a good atmosphere in the team. I just don't see the people behind Iwantapple as merely my business partners; they are my friends and people that I care about. So if I wouldn't support them it would be like forsake my friends, something that none of us would ever do. Whenever we decide something we always discuss the issue and the alternatives to avoid rushed conclusions and to ensure that everybody agrees. We normally use a 100% voting system; if one of us doesn't agree we won't go through with it seeing it is important to us that everybody can stand for everything behind Iwantapple. This might be an inefficient way of doing business

but it keeps the harmony in the group and once we discuss a topic we normally end up with a mutual agreement.

Effort in Iwantapple

The team effort of Iwantapple is good; we all work hard in order to make this a huge success. At this stage it is still uncertain if the project will fly or fail, and seeing we are all entrepreneurs with several projects running simultaneously we all have to time-manage. Lewis and I have Gepant, Sasa have Ringside Media, and of course Baltic Interactive have their other projects. We all keep an open mind and discussions about our different projects, and the problem with prioritisation over other obligations may be a problem in the future. However, at this point we all put our main focus on Iwantapple since we see a lot of potential in this and we will most certainly keep on doing that in the future.

Since we have been working for a while we have also started to develop work-habits/norms in the team, I will mention two of them here. Seeing many of the parallel subtasks is dependent on each other it is crucial to complete our tasks within the time limit, if they are not completed in time it may cause a snowball effect resulting in delays in multiple projects. Unfortunately this is something we have experienced a few times, but sometimes there are things that not even us can control. Another issue that developed into a work norm was a cultural difference between us being on time (Swedish culture) or being 20-30 minutes late (Australian culture) for a meeting, this was an issue prior we got to know each other. We had a few discussions about this matter and once we established a common ground we unconsciously developed a norm for what is ok. Today this is no longer an issue seeing all of us are aware of the norms and it is something that everybody agrees with.

Cohesion in Iwantapple

The will for us to stay in Iwantapple and to continue our work in this project is high for all of us. We all have a similar idea of how we want our future to become and we feel that if we stay together we can make it happen. The group dynamic

with our skills in marketing and sales, and Baltic Interactives technological skills is a perfect match. We can leverage a lot from each other and we are all aware of that so the motivation for all parties to stay together is really strong, it's a win-win situation.

The paradox is in order for me (us) to continue with Iwantapple I have to get another job until it is possible to draw a wage from of Iwantapple. This will of course take some time from my own companies but it is still necessary in order for me to support myself. We are all in the same position since we all graduate in June. The hope is to stay in our team to develop and expand Iwantapple so we one day can live on and support us from Iwantapple. The collective desire to stay in the team enhances the long-term collaboration and future success for Iwantapple, without the feeling of togetherness and belonging this would be difficult for us to achieve.

Suggestions for Future Research

I suggest further research within the Teamwork Quality area to be focused more on the importance of the different cornerstones. More specific, until today it is stated that all cornerstones need to be fulfilled for a successful teamwork; but if a few of them are fulfilled, how will this affect the dynamic and efficiency in the group.

5 Discussion/Conclusion

Chapter 5 aims to provide a summarisation of the thesis, concluding remarks, and highlighting the key points of the thesis.

As we can see, teamwork is really important for a company or a group of people to function; it is not the goals that are important rather than the people who are involved. Most people know that good teamwork is important, but few might know the factors behind successful teamwork. As described in the Theoretical Framework there are six important factors, and if a team address these they have a greater chance for a well balanced- and well functioning team:

- **Communication:** Where open, spontaneous, direct, and informal communication enhances the information sharing and knowledge within the team.
- **Coordination:** Where all individual contributions synchronise to a perfect entirety through harmonisation, structures, and goals.
- **Balance of Team member contribution:** Where everybody in the team contributes with his or her skill and knowledge, and together they create a stronger entity.
- **Mutual Support:** Where the team members respect and support each other in order to develop ideas and the team itself.
- **Effort:** Where norms and work habits are well established to avoid conflicts and inefficiency in the team.
- **Cohesion:** Where the team members desire and want to remain on the team.

As stated by Hoegl (2001) all these cornerstones needs to be fulfilled in order to have a high Teamwork Quality (i.e. a well-functioning team), but what is not mentioned is the importance of each individual cornerstone. Maybe the communication within the team is really good but the mutual support isn't as good? What happens then? Some of the cornerstones are most likely

interdependent of each other; if it is good communication within the team will most likely the coordination of individual sub-tracks also be handled well.

As presented in the Empirical Chapter in the start-up phase the communication was very good in Iwantapple, when we expanded the team with two new members the primary way of our communication changed from meetings to email, and IM (instant messaging; Skype, chat etc.). This led to a decreased level of efficiency in our communication and coordination among the members, but on the other hand at the same time we acquired a lot of knowledge and skill that increased our Balance of Team member contribution drastically. Overall is the Teamwork Quality of Iwantapple very good, we can work together very well, we all have the intention of staying in the team, and we all contribute with different skills and abilities.

The Theories applied was very suitable to the case with Iwantapple, and in most areas they worked out as expected. Every case is different, and every team is unique. So even though Iwantapple lost some of its efficiency in communication, when we partnered up with Baltic Interactive, we gain a lot in Team member contribution. This led to a better teamwork output even though some areas decreased in efficiency. In order to end this Theoretical Reflection I would like to finish similar to how I started by stating that; Iwantapple may fail because there is no viable market, because of undercapitalisation, or maybe because of the rivalry from competitors. However, Iwantapple will never fail because of fractions, arguments or insufficient Teamwork Quality.

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8 Appendix

Appendix I: Questioner Business Partners

- How is the communication in our team?
 - How do we communicate?
 - What can be improved?

- Do we manage delegating and how is the synchronisation of our individual contributions?
 - How do we delegate tasks?
 - What can be improved?

- Do all team members contribute and bring their expertise to the team?
 - What is our biggest strengths within the team?
 - If no, what can we do to improve this?

- How's the support and do we help each other in carrying out our tasks?

- How s the prioritising for IWA over other obligations?
 - Other projects?
 - Other jobs?

- How's the motivation and team spirit?
 - How do we encourage each other?

- What abilities and skills do IWA posses?
 - What's our biggest strengths?
 - What's our weakness?
 - What skills do we need to aquire?

Appendix II: Way of Communication in Iwantapple

Iwantapple	%	Hours spent/week
IRL (in real life)	49	19,6
Mail	25	10
SMS	10	4
Facebook-chat	7	2,8
Telephone	5	2
Skype	4	1,6
	100	40

Iwantapple & Baltic Interactive	%	Hours spent/week
IRL (in real life)	3	15,6
Mail	3	13,2
Facebook-chat	1	4
Telephone	7	2,8
SMS	6	2,4
Skype	5	2
	100	40