



# INFLUENCE OF LEADERSHIP EXPERIENCE ON THE DEVELOPMENT OF MULTI-SERVICE BUSINESS IN A COMPETITIVE MARKET

**Meri Dilbaryan**, Commissioned Notary Public, California

Article history:	Abstract:
<b>Received:</b> 28 <sup>th</sup> June 2025 <b>Accepted:</b> 24 <sup>th</sup> July 2025	The article examines the role of leadership experience in the development of multi-service companies operating in a highly competitive environment. Theoretical approaches to leadership, its impact on strategic management, innovation and integration of services are considered. Based on the analysis of practical cases, it is shown that the presence of experience in managing different service areas by a manager increases the company's ability to quickly adapt, expand the product portfolio and form sustainable customer trust.
<b>Keywords:</b> Leadership, multi-service business, competitive market, integration of services, strategic management, customer trust.	

The scientific novelty lies in the systematization and generalization of the influence of leadership experience on the development of multi-service companies, taking into account modern leadership models (Herzberg - Blanchard, LMX, ambidextrous leadership) and the integration of practical cases of international leaders, which allows us to offer a comprehensive approach to the formation of effective management strategies in multi-service business.

In today's global competitive environment, multi-service companies are forced to seek new ways to improve efficiency and retain customers. A key factor determining the success of such organizations is the leadership experience of managers, which ensures strategic flexibility and the ability to adapt to a rapidly changing market environment.

Managers with experience in various industries are able to build synergistic business models that combine several areas of activity within a single company. This not only increases sustainability, but also strengthens the competitiveness of the organization. Modern research, including data from «McKinsey & Company», confirms that effective leadership in the multi-service segment requires not only deep industry knowledge, but also cross-functional management skills, as well as the ability to develop a corporate culture and implement innovations [1]. In particular, companies whose managers actively invest in digitalization and automation of processes demonstrate higher customer loyalty and stable revenue growth.

In the context of a service economy, a multi-service business relies on the principles of integrated customer service. Providing comprehensive service packages within a single infrastructure allows for lower transaction costs, increased customer satisfaction, and the formation of long-term trust. This approach is

consistent with the concept of the logic of a service-dominant economy (Service-Dominant Logic), where value is created jointly with the client [2].

Therefore, the analysis of the role of leadership experience in the development of multi-service business is a relevant scientific and practical task. It is important for understanding how companies can adapt to changes, implement digital transformations and effectively respond to growing customer expectations.

Today, multi-service businesses require a special approach to leadership based on adaptability, context sensitivity and focus on innovation. The key theories and models that underlie this type of management are presented below:

1. Situational leadership (Hersey & Blanchard) states that the most effective management style depends on the level of maturity (competence and motivation) of subordinates [3]. This model offers four leadership styles: directive, coaching, supportive and delegating, which are applied depending on the specific situation. Flexibility and adaptability of leadership behavior are especially important for the sustainability of organizations operating in conditions of uncertainty and constant change.

2. Leader-member exchange (LMX) theory focuses on the formation of individual, high-quality relationships between the leader and each team member. The high level of trust, respect, and mutual support that results from such interactions contributes to increased engagement, productivity, and team spirit [4]. This is especially true for multi-service structures with distributed units, where communication and trust play a key role.

3. Distributed leadership and shared leadership (Shared Leadership) view leadership as a networked, collective process. In a multi-service business, where



tasks are often cross-functional, the ability of different employees to take on leadership roles promotes flexibility, quick decision-making, and enhances innovative potential.

4. An ambidextrous leadership style implies the ability of a leader to simultaneously stimulate innovation and maintain the efficiency of current processes [5].

Table 1 – Comparison of approaches to leadership in multi-service business

Theory / Model	main idea	Applicability in multi-service business
Situational Leadership	Style depends on the maturity of subordinates	Adaptation in rapidly changing service chains
LMX (Leader Member Exchange)	Individual trust relationships	Effective for interaction between different service areas
Distributed leadership	Leadership is a collective process	Accelerates decision making in distributed multi-service teams
Shared Leadership	Leadership as a collective function	Increases flexibility and initiative in cross-functional contexts
Ambidextrous Leadership	Balance of innovation and efficiency	Maintaining quality and introducing new services simultaneously

Thus, successful development of a multiservice business requires a comprehensive approach to leadership that combines elements of several theoretical models. Effective management in such organizations involves a combination of adaptive, interpersonally oriented, collective and strategic leadership.

The experience and competencies of the manager play a key role in the success of a multi-service business. A leader with diverse experience is able to effectively manage strategic development, implement innovations and create competitive advantages.

Research shows that multidisciplinary experience (versatile experience) of managers, especially when combined with specialized knowledge of their organization, makes them more likely to seek out new opportunities and expand their business [6]. This contributes to the formation of more creative and adaptive strategies, which is especially important in a multi-service format.

An analysis of Chinese companies confirms that experience in various sectors expands a leader's

This «two-handed» approach is extremely important for multi-service companies, since they need to simultaneously maintain the high quality of existing services and introduce new ones in order to remain competitive. An ambidextrous leader skillfully balances between the exploration of new ideas and the exploitation of existing resources.

strategic range, allowing them to more effectively build cross-sector partnerships and adapt to new business models [7]. Leaders with multifaceted experience are able to transfer best practices from one industry to another, which promotes flexible thinking and innovation.

Transformational leadership plays a crucial role in increasing the adaptability and innovativeness of an organization. It influences the identification of employees with the company, stimulates their creativity and increases productivity [8]. In multi-service sectors, where rapid change and constant innovation are required, this leadership style becomes important.

Research in small and medium-sized businesses shows that transformational leaders motivate employees to engage in innovation processes and encourage their ideas for improving services and products [9]. This promotes cross-functional thinking and creates synergies between different departments of the company.

Table 2 - The Impact of Leadership Experience on the Development of Multi-Service Companies

Type of leadership experience	Implications for Multi-Service Companies
Cross-industry CEO experience	Enables deeper understanding of different sectors,



	stimulates innovation and synergy
Experience in multi-functional roles	Promotes a comprehensive vision, helps integrate different services
Transformational Leadership	Strengthens the cultural and innovative dynamics within the organization

Therefore, diverse leadership experience, including multi-industry, cross-functional and transformational competencies, is a key factor in the development of a multi-service business. This type of leadership allows for effective management in a highly competitive and constantly changing market environment.

Leaders with this type of experience have a unique ability to recognize and exploit new opportunities, which is critical to business expansion and innovation. Their multifaceted knowledge and skills enable them to effectively integrate different services, creating synergies and increasing the value of the overall offering to the customer. In addition, this leadership style is focused on inspiring teams to innovate and increase responsiveness. This is especially important in an environment where multi-service models require not only flexibility but also deep strategic insight to quickly adapt to change.

In our study, to gain a deeper understanding of how leadership experience actually influences the development of a multi-service business, we turned to practical examples of companies that successfully implemented service integration strategies under the leadership of leaders with a unique background. These cases allow us to evaluate not only strategic decisions, but also specific results expressed in the growth of the client base, strengthening trust and increasing competitiveness.

Nikolay Storonsky, CEO of the fintech company «Revolut», used his experience in trading gained at

«Credit Suisse» and «Lehman Brothers», has created one of the most successful multi-service ecosystems. He used his financial experience to develop a strategy that combined banking, insurance, investment and cryptocurrency products on one platform. The result was the transformation of «Revolut» into the UK's most valuable fintech startup and a «financial superapp» with millions of users [10].

Carlos Ghosn demonstrated how cross-functional experience in the automotive industry can lead to successful integration and restructuring. Having started his career at «Michelin», he gained experience managing various regional divisions, which later enabled him to effectively lead «Renault – Nissan Alliance». His leadership competencies allowed him to successfully restructure Nissan and form a multi-brand auto consortium, which is a striking example of synergy in a multi-service structure [11].

«Notarize» has become a pioneer in the field of Remote Online Notarization (RON), having completely digitized the notarization process. Attracting significant investments (130 million US dollars) and integration with financial institutions (banks, credit units) allowed the company to significantly speed up processes (from days to 15 minutes) and increase the reliability of the service [12]. «Notarize's» leadership in the LegalTech sphere led to multiple growth of the client base and significantly strengthened user trust due to speed, convenience and security.

Table 3 - Cases of integration of leadership experience in multi-service companies

<b>Company / Leader</b>	<b>Leadership Experience/Skill</b>	<b>Integrated services</b>	<b>Effect on business and trust</b>
<b>Revolut</b>	Trading, finance	Banking, investment, insurance, crypto	Scalability, trust through a single platform
<b>Carlos Ghosn</b>	Automotive industry, management	Renault-Nissan Alliance integrates brands	Successful restructuring, increased efficiency
<b>Notarize</b>	LegalTech + banking integration	Remote notary, eSign, banking	Convenience, speed, trust through innovative technology

These cases show that leaders with diverse backgrounds, whether in trading, automotive or technology, have the necessary competencies to create and successfully manage multi-service companies that can transform entire industries.

Thus, leadership experience is an important factor for success in developing a multi-service business. Companies headed by managers with a broad professional background have competitive advantages in integrating services, innovative development and building customer loyalty.



**LIST OF REFERENCES:**

1. McKinsey & Company. A new operating model for a new world [Electronic resource]. - 2025. - Mode access : <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/a-new-operating-model-for-a-new-world> ( date accessed : 10.08.2025).
2. Vargo SL, Lusch RF Institutions and axioms: an extension and update of service-dominant logic // Journal of the Academy of Marketing Science. - 2016. - Vol. 44, No. 1. - P. 5–23.
3. Hersey and Blanchard Model [Electronic resource] // Investopedia . - Access mode: <https://www.investopedia.com/terms/h/hersey-and-blanchard-model.asp> (date of access: 10.08.2025).
4. Leader – member exchange theory [Electronic resource] // Wikipedia . - Access mode: [https://en.wikipedia.org/wiki/Leader % E 2%80%93 member \\_ exchange \\_ theory](https://en.wikipedia.org/wiki/Leader%E2%80%93member_exchange_theory) (date of access: 11.08.2025).
5. Ambidextrous leadership [Electronic resource] // Wikipedia . - Access mode: [https://en.wikipedia.org/wiki/Ambidextrous \\_ leadership](https://en.wikipedia.org/wiki/Ambidextrous_leadership) (date of access: 11.08.2025).
6. Berson Y., Waldman DA, & Galvin, BM The importance of CEO charisma and hubris in explaining strategic dynamism in the upper echelons // Journal of Management. - 2023. - Mode access : <https://journals.sagepub.com/doi/10.1177/01492063231200820> ( date accessed : 12.08.2025).
7. CEO cross-sector work experience and public-private partnership formation of private firms in China [ Electronic resource ] // Management and Organization Review. - Mode access : <https://www.cambridge.org/core/journals/management-and-organization-review/article/abs/ceo-crosssector-work-experience-and-public-private-partnership-formation-of-private-firms-in-china/35FE6BB6F4D67253FE5DA18CE1BBCF20> ( date accessed : 13.08.2025).
8. Cross- sectoral leadership in business ecosystems [ Electronic resource ] // National Library of Medicine. - Mode access : <https://pmc.ncbi.nlm.nih.gov/articles/PMC10525394> ( date accessed : 13.08.2025).
9. Desarrollo de liderazgo y enterprises multiservicio [Electronic resource] // Redalyc . - Access mode: <https://www.redalyc.org/journal/5375/537566869005> (date of access: 08/14/2025).
10. The Top 50 Financial Technology CEOs of 2022 [ Electronic resource ] // The Financial Technology Report. - Mode access : <https://thefinancialtechnologyreport.com/the-top-50-financial-technology-ceos-of-2022> ( date accessed : 15.08.2025).
11. Carlos Ghosn [Electronic resource] // Wikipedia . - Access mode: [https://en.wikipedia.org/wiki/Carlos \\_ Ghosn](https://en.wikipedia.org/wiki/Carlos_Ghosn) (date of access: 08/15/2025).
12. Notarize Announces \$130M in Funding to Fuel Growth and Fully Digitize Life's Most Important Transactions [ Electronic resource ] // Business Wire. - 03/25/2021. - Mode access : <https://www.businesswire.com/news/home/20210325005170/en/Notarize-Announces-%24130M-in-Funding-to-Fuel-Growth-and-Fully-Digitize-Lifes-Most-Important-Transactions> ( date accessed : 15.08.2025).