THE RELATIONSHIP OF CUSTOMER SUCCESS MANAGEMENT TO ORGANIZATIONAL PERFORMANCE OF SELECTED INTERNATIONAL COMPUTER TECHNOLOGY COMPANIES IN DUBAI

BASEL QASEM SALEH RADWAN

SULTAN IDRIS EDUCATION UNIVERSITY

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BASEL QASEM SALEH RADWAN

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ABSTRACT

Continuous enhancement of organizational performances is indispensable, especially in a challenging economic period and location like Dubai. Substantial studies have been conducted to unravel and explain the drivers of enhanced performance. The research contributes insights and empirical evidence considering the 2030 Dubai industrial strategy. Nowadays, organizations face issues in designing and applying customer success due to lack of knowledge, and this could adversely affect business profitability. Therefore, this study investigated the relationship of customer success management including integration of customer success management technologies, personnel capabilities, organizational readiness and customer orientation on organizational performances among selected international computer technology companies in Dubai. Using cross-sectional research approach, the data were collected from a sample of 147 employees from selected Dubai international computer technology companies. The Partial Least Squares Method (PLS) algorithm and the bootstrapping technique were used to test the hypotheses of the study. The results supported six out of the eight hypotheses. The overall findings revealed that integration of customer success technologies, organizational readiness and customer orientation have positive effects on performances, indicating that customer success is the key and essential to enhance the organizational performances of international computer technology companies in Dubai. Furthermore, to earn greater financial and non-financial performance level, international computer technologies companies should put more focus on fulfilling their customers' goals. Thus, this study has offered some noteworthy contributions to the body of knowledge and some significant implications for policymakers that could help achieving the 2030 Dubai Industrial Strategy that aims to transform Dubai into a global platform for innovation and a destination for international companies.

Keywords: Organizational Performance, Customer Success Management, Personnel Capabilities, Organizational Readiness, PLS-SEM, Dubai.

HUBUNGAN PENGURUSAN KEJAYAAN PELANGGAN TERHADAP PRESTASIORGANISASI SYARIKAT TEKNOLOGI KOMPUTER ANTARABANGSA TERPILIH DI DUBAI

ABSTRAK

Peningkatan prestasi yang berterusan amat diperlukan dalam setiap organisasi, terutamanya dalam situasi ekonomi dan lokasi yang lebih mencabar seperti di Dubai. Terdapat banyak kajian yang dijalankan bagi menjelaskan faktor yang menyumbang kepada peningkatan prestasi organisasi. Penyelidikan yang dijalankan berupaya untuk menyumbang kepada kejayaan perlaksanaan strategi perindustrian Dubai 2030. Pada masa kini, didapati bahawa organisasi menghadapi masalah dalam membentuk serta menerapkan konsep pengurusan kejayaan pelanggan kerana masalah kekurangan pengetahuan, dan situasi ini boleh menjejaskan keuntungan perniagaan. Oleh itu, kajian ini akan mengkaji hubungan pengurusan kejayaan pelanggan yang melibatkan integrasi teknologi pengurusan kejayaan pelanggan, keupayaan kakitangan, kesediaan organisasi, dan orientasi pelanggan terhadap prestasi organisasi bagi syarikat teknologi komputer antarabangsa terpilih di Dubai. Menggunakan pendekatan penyelidikan keratan rentas, data dikumpulkan daripada sampel 147 pekerja daripada syarikat teknologi komputer antarabangsa terpilih di Dubai. *Algoritma Partial Least Squares Method (PLS*) dan teknik *Bootstrap* digunakan untuk menguji hipotesis kajian. Hasil keputusan tersebut telah menyokong enam daripada lapan hipotesis yang telah dibentuk. Secara keseluruhannya, kajian ini mendapati bahawa gabungan teknologi pengurusan kejayaan pelanggan, kesediaan organisasi dan orientasi pelanggan mempunyai kesan positif terhadap organisasi dan berupaya untuk meningkatkan prestasi organisasi syarikat teknologi komputer antarabangsa di Dubai. Tambahan pula, bagi meningkatkan tahap prestasi kewangan dan bukan kewangan yang lebih tinggi, syarikat teknologi komputer antarabangsa harus memberikan lebih tumpuan untuk memenuhi matlamat pelanggan mereka. Oleh itu, kajian ini berupaya untuk memberi sumbangan penting kepada organisasi berpengetahuan dan beberapa implikasi penting bagipenggubal dasar ke arah merealisasikan Strategi Perindustrian Dubai 2030 yang bertujuan untuk mengubah Dubai menjadi platform global bagi industri inovatif dan destinasi pilihan untuk syarikat antarabangsa.

Katakunci: Prestasi organisasi, Pengurusan Kejayaan Pelanggan, Keupayaan Kakitangan,Kesediaan Organisasi, *PLS-SEM*, Dubai.

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LIST OF ABBREVIATIONS

B2B	Business to Business
B2C	Business to customer
CLV	Customer Lifetime Value
CMS	Contact Management System
CSM	Customer Success Management
CRM	Customer Relationship ManagementCTSS Compatible Time-Sharing
System FDI	Foreign Direct Investment
IT	Information Technology
LTV	Life Time Value
ROA	Return on Asset
ROE	Return on Equity
ROI	Return on Investment
UAE	United Arab Emirate
PLS-SEM	Partial Least Square Structural Equation ModelingPABX Private Automated Bag
SaaS	Software as a Service
SFA	Sales Force Automation
SMEs	Small and Medium Enterprises
SPSS	Statistical Packages for The Social Sciences

APPENDIX LIST

A Questionnaire

CHAPTER 1

INTRODUCTION

1.1 Introduction

The rate at which computer systems and information technology in general are being used in Dubai and around the world is commendable, and it is becoming a positive issue for people. The technology sector creates over 16% global employment, 15.5% to the global GDP with greater employment generations for start-ups business (UNTAD, 2019; World Bank, 202). Because most things have moved online in the twenty-first century, the internet has had a tremendous impact on society, and a modern transition is taking place (Navimipour & Zareie, 2015). Technology is now considered as an essential and successfulelement of life (Zareie & Navimipour, 2016a, 2016b). Improving customer relationships isseen to help to successful and sustained economic growth, as the business sector has changed its focus from product to customer (Soltani, Zareie, Milani & Navimipour, 2018). There hasn't been a home, a firm, or a government setting that hasn't embraced the use of computer systems in their daily lives (Sreenivasan & Kusumadevi, 2020; Göncü & Koluman, 2019; Alothman, Robertson, & Michaelson, 2017).

With this increased utilization, it is expected that computer firms' performance will be unquestionably high. However, the high level of rivalry among computer firms,particularly multinational ones (Ali, Arafin, Moktadir, Rahman, & Zahan, 2018; Grinvoll & Rsstad, 2018), has led to each company pursuing distinct customer success tactics in order to win and retain consumers. As a result, integrating IT policy with organizational strategy has been a hot topic among business and IT leaders, and it continues to be a majorconcern (Luftman, Lyytinen, & Zvi, 2015; Wu, Straub, D.W. & Liang, 2015; Yayla & Hu,2012).

Dubai's IT sector is a demanding and competitive high-service business. IT organizations face a serious difficulty in surviving in an increasingly complicated environment, so they must create frameworks that are critical to achieving operational excellence. Customer success is one of those frameworks that enables businesses to engagewith customers and boost customer satisfaction and loyalty (Laudon & Laudon 2014). Asa result, customer success appears to have an impact on the organizational performance ofcomputer technology enterprises. One of the most challenging aspects of the IT sector is the strong level of competition. Because of the increased visibility of price-products, consumers are becoming more price-conscious and smart, making them more competitive and responsive (Rafiki, Hidayat, & Abdul Razzaq, 2019). When you're in this situation, itis natural to feel helpless.

Customers are regarded as critical to an organization's survival and growth. Lin, Chen, and Chiu (2010) further claimed that customer success entails not just keeping consumers but also encouraging them to make meaningful suggestions for improving the firm's products and services. Companies have responded to customers' requirements, wants, and preferences in the creation of their products, services, and communication channels as a result of the modern marketing approach (Pass & Kuijlen, 2001). Customersbuy the best available option to satisfy their demand for the fulfillment and utility gained from the product or service they acquire. Successful companies recognize the value of building long-term relationships with their customers. As a result, attracting and retaining clients, as well as developing long-term relationships with them, is critical (Schultz & Good, 2000).

Customer success, on the other hand, is a relationship-based customer management approach that combines business and customer objectives for mutually beneficial outcomes. When consumers use products or services, customer success strategies ensure that they get the results they want. Customer success techniques are used to reduce customer turnover and cultivate long-term connections with customers (Lucas, 2012). Many multinational firms have developed and implemented customer success strategies to meet their business's performance goals in the modern day. Success, contentment, and value differ from one consumer to the next (Mehta, Steinman & Murphy, 2016). Service-oriented businesses are more concerned with retaining their customer base and are more customer-focused. Many firms place a high priority on customer satisfaction and success in order to ensure that consumers achieve their objectives and are satisfied with the company's products and services. Customer retention strategies, customer engagement strategies, and customer acquisition strategies have served as major determinant factors of customer success (Hill & Alexander, 2017).

Furthermore, the technology sector makes a significant contribution to Dubai's economy. Computer hardware, software, and service sales totaled $6.4 billion in 2019 and are predicted to increase by 2020. Dubai's technology sector also draws $22 billion in foreign direct investment. Customer success is critical to the growth and development of the technology sector, which is a major contributor to Dubai's economy. As a result, this research considers customer success factors in Dubai's highly competitive international technology industry, as well as their relationship to organizational performance. The goal of this study is to look into different customer success applications and practices used by companies to engage and retain customers while also improving organizational performance in selected Dubai's international technology companies.

1.2 Background of Research

Organizational performance has become such a contentious issue and source of controversyin the literature that many researchers have weighed in on it from various angles (Abubakar, Elrehail, Alatailat, & Elçi, 2019; Berberoglu, 2018; Shanker, Bhanugopan, & Van der Heijden, 2017; Shin & Konrad, 2017; Singh, Burgess, Heap, Almatrooshi, & Farouk, 2016). This is due to the fact that an organization's survival is contingent on its goals and objectives being met. Many scholars (Al-Weshah, Al-

Manasrah, & Al- Qatawneh, 2019; Marjani & Sadeghi, 2016) have argued that any appreciable financial and non-financial performance of any organization revolves around customers, and current research has recognized that customer engagement is also important in ensuring performance (Chang & Taylor, 2016). Customer success is defined as the integration of customers into an organization's activities, when they exchange needs-and-solution-relatedinsights into the process (Chang et al., 2016).

Customer success has become increasingly popular in recent years. In 2015, fewerthan 5,000 people reported having the job title of Customer Success Manager, but more than 30,000 people reported having the position in 2018. (Gainsight, 2019). This indicatesthat the application of the customer success principle is on the rise. Customer Success Manager practitioner gatherings, CSM Digital Resources and Technology Networks, a Customer Success Manager Book, and Customer Success Manager Business Press Publishing have all been established by marketing professionals and consultants (Mehta, 2019; Murphy, 2019; Arona, 2016; Mehta, Steinman, & Murphy, 2016). Given CustomerSuccess's recent importance, academic research has only just begun to grapple with the notion of Customer Success and the formulation of a research strategy.

Given the lack of research interest in Customer Success, a skeptical researcher is left wondering if Customer Success Management is just a passing management fad or a real breakthrough in customer management practice (Hilton, Hajihashemi, Hendersona, &Palmatier, 2020). The corresponding increase in scientific publications devoted to customer relationship management, customer service, and customer involvement suggeststhat customer management methods are evolving at a rapid pace

(Hilton et al., 2020). Scholars have merged customer relationship management, customer experience, and customer involvement as concepts that draw on and assist each other in the literature (Grewal, Roggeveen, Sisodia, & Nordfält, 2017; Roy, Padmavathy, Balaji, & Sivakumar, 2012; Sigala, 2018).

Many businesses have spent the last few years focusing on attracting new clients rather than retaining existing ones. Companies are increasingly recognizing the importanceof retaining existing customers rather than attracting new ones as markets become more competitive. Existing customers are said to be related with cheaper expenses since they arefamiliar with the company, its products, and services, and thus require less marketing communication (McMullan, 2008).

Although various studies have emphasized the importance of incorporating customers in the organizational system in order to achieve greater success through cost reductions (Auh, Bell, McLeod, & Shih, 2007), decision-making enhancement (Griffin & Hauser, 1993), improved complementary awareness and resources (Coviello & Joseph, 2012) and strengthened new product development (Fang, Palmatier, & Grewal, 2011). While minimal research suggests that incorporating customers into the firm may have negative consequences (Chang, et al., 2016). Customers may be a limited source of innovation due to a lack of fresh ideas, which could explain this (Morgana, Obalb & Anokhin, 2018). The efficiency of customer success in organizational performance and the commercialization of innovative new goods is said to be dependent on the organization's absorption capacity, according to this study.

To achieve success, today's most successful firms in various areas use several customer success criteria to understand their customers' desired outcomes. According to arecent survey conducted by Walker, the most successful organizations are focused on providing high-quality products and services in order to fulfill the goal of a customer success strategy. According to the study, boosting customer success is the top priority for more than 70% of firms. The majority of businesses believe that providing the best customer experience is extremely important. According to one study, more than 86 percentof purchasers would be willing to spend extra for items or services that give a better customer experience (Thinkific, 2018). Businesses have been more aware in recent years of the importance of establishing a comprehensive customer experience in order to increasethe value of their product or service offering. Companies produce interesting and useful content.

Customer loyalty refers to a customer's commitment to a company over a long period of time, which helps the firm's success and competitive position. Long-term client involvement and loyalty are transformed into resale and renewal of products and services,which add to the organization's revenue, growth, and performance (Iriqat & Daqar, 2017). It is commonly recognized that in order to be successful, every company function or department must be customer-centric, and customer success must be a top focus at all levels of the organization. Customer Relationship Management (CRM), marketing techniques, customer assistance, use, and survey or feedback are the primary activities to retain consumers, according to Peppard (2000). To attract and keep consumers, customer success organizations use customer data to develop appropriate tactics. Furthermore, a customer success plan is a method of generating customer value and running a business efficiently.

Customer success is especially crucial in the service industry and for technology- based businesses, which start by discovering and attracting ideal or potential consumers in the market. To promote client retention, customer success companies and service providers focus on five high-level strategies: product/service, marketing, customer support, engagement, and customer success (Laughlin, 1999). The SaaS companies like Gainsight have recently begun to develop the link between customer success and company performance. There has been an evolution of client relationships to retain customers (Hai & Sakoda, 2009). In recent times, internet and social media marketing channels are used by the service providers to engage customers. Technology tools are used by the organizations to implement customer success to achieve greater revenues and profitabilityof the business. Moreover, online engagement also results in greater customer spending. According to Platform Inc (2018), online engagement can raise demand of a given productby 20%. Technology companies and service providers in Middle East increasingly use online communication messages to engage customers and earn additional revenues in a highly competitive market.

The link between customer success and company performance is existence in the technology market. According to Jason Lemki (Managing Director of Storm Ventures, a technology company); customer success drives revenue. He stated that customer success contributes to 90% of the business revenue (Duque et al., 2018). As a result, the study looksinto the link between customer satisfaction and organizational performance. This study focuses on several customer success ideas and their relationships with organizational performance in the context of Dubai's technology industry.

1.3 Problem Statement

Companies use customer success as a concept of improving organizational performance togrow and prosper. Globalization has created challenges for technology start-ups and established companies in the sector to attract and to retain the customers. Thus, effectiveness of customer success is important to maintain relationship and retain the customers (Ratanavilaikul, 2018). Customer success is dedicated on working proactively with customers throughout their lifetime with the company. The purpose is to get more value out of customer experiences to drive the customer success. It is a cross team effort and is revenue focused. Preliminary review of some research studies has revealed that while the importance of retaining customers is increasing, many companies do not proactively focus on developing customer success strategies and focus on other marketing strategies that are not customer oriented. Failure to recognize the importance of active customer success actions and initiatives may affect profitability of a business (Iriqat et al., 2017). In addition, Shin et al. (2017) also indicated in their study that most of the organizations have not effectively implemented customer success that negatively affected their reputation and relationship with the customers or clients.

Furthermore, Golden (2015), stated that companies need to know about Customer Success Management (CSM). Customer success management investigates the effectiveness of customer success of the organizations in terms of improving organizational Performance. Start-ups and already established businesses need to focus on customer success to face the competition and challenges in the international market. As a matter of fact, Mehta et al. (2016) also stated that most of the companies have focused on customer satisfaction and have not considered the role of customer success in the organizational performance and its success. While academic publications provide comparable analysis of customer relationship management, customer service and customer participation/engagement, customer success management reporting in academic publications has been described as wanting (Hilton, et al., 2020).

In 2016, Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, has launched the 2030 Dubai Industrial Strategy, to elevate Dubai into a global platform for knowledge-based, sustainable and innovation- focused business (The UAE government portal, 2021) . Sheikh Mohammed said during the launch of the plan that Dubai Industrial Strategy aims to leverage their advanced infrastructure, enabling an environment to transform the UAE into a global platform for innovative industries and a destination of choice for international companies seeking an integrated and favourable environment for growth and sustainability. He added that Dubaiis one step closer to achieving the goal of being a homeland for innovators, a favourite place to live and work in and a global economic hub. Furthermore, Sheikh Mohammed mentioned that sustainable development involves activating all pillars of the economy. A conducive environment is required to achieve their targets that focus on knowledge, science, and research, which form the foundation for the development of industries. Moreover, Sultan Ahmed bin Sulayem, Group Chairman and Chief Executive Officer of Dubai Ports World, asserted that the launch of Dubai Industrial Strategy 2030 is aligned with the UAE’s roadmap for sustainable progress in the post-oil era and reinforce nation’s efforts to diversify the national economic structure. The plan is projected to help generatean additional AED 160 billion by 2030, so it is a crucial factor for the future of the economyof Dubai.

On the other hand, as stated in the previous studies, some of the organizations faceissues in designing customer success models and implementing customer success management, due to lack of knowledge and experience in the management. There is, therefore, a need for more studies to be conducted on the relationship of customer success management to organizational performance specifically in the innovation sector of the international companies in Dubai to participate in the 2030 Dubai industrial strategy by highlighting and examining the role of customer success management on organizational performance. In summary, the present study has been designed to provide insights that helps implementing the 2030 plan and to fill the aforementioned gaps by conducting the current research on the relationship of customer success management to organizational performance.

1.4 Research Objectives

The main purpose of this research is to examine the relationship of customer success to the organizational performance of selected international technology companies in Dubai. Thestudy examined the influence of the four dimensions of customer success comprising integration of customer success technologies, personnel capabilities, organizational readiness, and customer orientation on the financial and non-financial performance of the companies. The research investigates the following specific objectives:

1. To analyze the concept of customer success management in the past literature.

2. To investigate whether there is a significant relationship between customer success management and the financial performance of International Computer Technology Companies in Dubai.
3. To investigate whether there is a significant relationship between customer success management and the non-financial performance of international computer technologycompanies in Dubai.

1.5 Research Questions

In order to achieve the research objectives stated above and provide a solution to theresearch problem of this study, the following research questions are posed:

1. What is the concept of customer success management in the past literature?
2. Is there a significant relationship between customer success management and the financial performance of international computer technology companies in Dubai?
3. Is there a significant relationship between customer success management and the non- financial performance of international computer technology companies in Dubai?

1.6 Research Hypotheses

In order to test the relationships between the independent and dependent variables, and thus provide answers to the research questions posed, hypotheses are normally formulated. Based on findings from different studies, the following hypotheses are formulated for thisstudy.

H1: There is a positive significant relationship between integration of customer successtechnologies and financial performance of international technology companies in Dubai. H2: There is a positive significant relationship between integration of customer success technologies and non-financial performance of international technology companies inDubai.

H3: There is a positive significant relationship between personnel capabilities and financialperformance of international technology companies in Dubai.

H4: There is a positive significant relationship between personnel capabilities and non-financial performance of international technology companies in Dubai.

H5: There is a positive significant relationship between customer orientation and financialperformance of international technology companies in Dubai

H6: There is a positive significant relationship between customer orientation and non-financial performance of international technology companies in Dubai

H7: There is a positive significant relationship between organizational readiness andfinancial performance of international technology companies in Dubai.

H8: There is a positive significant relationship between organizational readiness and non-financial performance of international technology companies in Dubai.

1.7 Summary of Hypothesis

Table 1.1 shows the various hypotheses that are used in this study.

Table 1.1

Summary of Hypotheses

Hypotheses	Literature review
H1: There is a positive significant relationship between integration of customer success technologies and financial performance of international technologycompanies in Dubai.	The study of (Ullah, Iqbal & Riad Shams, 2019; Soltani, Zareie, Milani & Navimipour, 2018; Rafiki, Hidayat & Al Abdul Razzaq, 2018; Valmohammadi, 2017; Rashid & bin Tahir, 2013) reported that integration of customer success technologies is organizational performance determinant
H2: There is a positive significant relationship between integration of customer success technologies and non-financial performance of international technology companies in Dubai.	
H3: There is a positive significant relationship between personnel capabilities and financial performance of international technology companies inDubai.	Numerous studies such as (Mokhtarzadeh, Mahdiraji, Jafarpanah, Jafari-Sadeghi & Cardinali, 2020; Huang & Huang, 2019; Felipe, Leidner, Rold´an, & Leal-Rodrıguez 2019; Darzi & Bhat, 2018; Kamdjoug, Tewamba, & Wamba, 2018; Nielsen & Momeni, 2016) established a positive relationship between personnel capabilities and organizational financial and non-financial performance.
H4: There is a positive significant relationship between personnel capabilities and non-financial performance of international technology companies in Dubai.	
H5: There is a positive significant relationship between customer orientation and financial performance of international technology companies inDubai.	The studies of Racela & Thoumrungroje (2020), Abedini Koshksaray, Ardakani, Ghasemnejad, & Qhodsikhah Azbari, (2020), Li Sa, Choon-Yin, Chai & Aik Joo, (2019), and Ziggers, et al., (2016) found that customer orientation strongly influence both organizational financial and non- financial performance in different context.
H6: There is a positive significant relationship between customer orientation and non-financial performance of international technology companies inDubai.	
H7: There is a positive significant relationship between organizational readiness and financial performance of international technology companies inDubai.	Hussain and Papastathopoulos (2021), Alsultanny and Alzuhair (2018), Shah, Irani and Sharif (2017) and Wraikat, Bellamy and Tang (2017) found that organizational readiness does influence organizational performance.
H8: There is a positive significant relationship between organizational readiness and non-financial performance of international technology companies in Dubai.	

1.8 Conceptual Framework and Theoretical Framework

In relation to Customer Success and Organizational Performance, the suggested model has been designed to evaluate the relationship between proposed variables of the research, underpinned by the resource-based view theory. Research framework including the subdimensions is presented and discussed in detail in the next chapter, Literature Review.

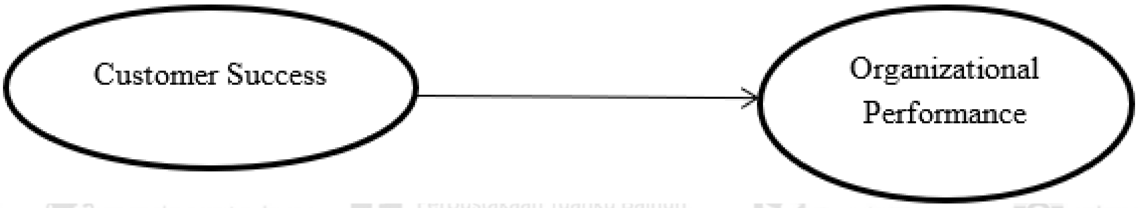

Figure 1.1. Conceptual Framework

1.9 Operational Definitions

Customer success: In the words of Łukowski (2017), Customer success is when the customer achieves their desired outcome through products, services and interactions with the business. Customer success is an integration of marketing, sales, technology, training or human resource, and professional services. Customer success is an emerging field usedby the organizations to influence customer behaviour and achieve growth and profitability. This research defines the customer success as an approach to retain the existing customers rather than target new customers. According to Padilla Melendez and Garrido Moreno (2014), the factors influencing customer success are an organization’s customer orientation, the readiness of the organization to deliver superior value to the customers, the capabilities of the personnel delivering customer value and integration of customer management technologies. Customer Success Management (CSM) is an integration of marketing, customer engagement, products/services, and professional services to meet the companies’ objectives. In the context of this study, therefore, customer success refers to the strategies deployed by an organization to retain the existing customers.

Personnel capabilities: Workers' talents (social skills), technological expertise, and their capacity to control the customer's perception during employee-customer service meetings are all considered personal capability (Darzi, & Bhat, 2018). Employee or staff skills include the ability to capture, handle, and communicate real-time customer information.

Customer orientation: Customer orientation refers to an organization's various strategies that are focused on customers in order to achieve customer satisfaction, increase profitability (Ingenbleek et al., 2013), and prioritize the demands and satisfaction of customers (Smirnova, Rebiazina, & Frösén, 2017). Customer retention, customer service, and giving differentiated products or services are examples (Luck & Lancaster, 2003).

Organizational readiness: organizational readiness is perceived as the organization, communications and decision-making process on how prepared organization is based on the current situations before implementing change (Abu, Jabar & Yunus, 2015).

Organizational performance: Organizational performance is the action of evaluating theactual outcome of a function or task in comparison to the target outcomes and goals (Ayers,2015). Do, Budhwar and Patel (2015) described organizational performance as the success of an organized group of people associated with the specific purpose to perform a task or function. Organizational performance refers to the successful achievement of organizational objectives. Organizational performance can be measured using financial metrics and non-financial metrics. In the context of this study, organizational performance refers the financial and non-financial performance of an organization in relation to its objectives.

Financial performance: According to Annastazia and Robert (2014), is the process of interpreting a company's financial statements. Furthermore, Nyangoma (2012) claimed that an enterprise's ability to create money throughout its early stages of development and then survive or keep its market position demonstrates strong financial performance. In general, financial performance is a subjective measure of how well a company can utilize its assetsfrom its major business activities to generate future cash inflow.

Non-financial performance: According to Dikolli (2010), is any measurement of quantitative information about the business that is not expressed in monetary units. Instead of relying solely on quantitative data with a monetary value, businesses must include qualitative evidence as well. Justify whether or not they are satisfied with their performance.

Customer satisfaction: According to Philip Kotler, is "a person's experience of joy or disappointment as a result of measuring a product's perceived performance or outcome versus his or her expectations." Despite the use of abstract concepts like pleasure and disappointment, Kotler's description is clear.

Customer experience: Can be defined as "the sensorial, physiological, and psychological responses evoked by customer direct (offline) and indirect (online) interactions with the firm or firm offerings across all touch points throughout the customer purchase journey," including cognitive and affective responses (Chepur, 2019). Because customer experience is defined as the experience a customer has as a result of a company's actions toward that customer, the first section of this section discusses different definitions of experience in order to provide a better understanding of the customer experience definition. In fact, depending on the perspective and sector of competence, the term "experience" can have a range of meanings. The concept of experience entered the marketing sector with the work of Holbrook & Hirschman (1982). It has now become a critical component in comprehending consumer behavior, although the concept of experience remains ill- defined.

1.10 Limitations of Study

First, this study is designed primarily for the survey data in specific country's context which is international computer technology companies in Dubai, thus longitudinal study design and context around other country can be explored in different research context to provide more comprehensive results. Another limitation of this study is that the sample size is small due to the considered research context. The sample size and target populationare expected to increase in the future research. Lastly, the model presented in the current study does not include moderator or mediator variable, hence future studies could be expanded by integrating moderating or mediating variables to explain the customer success and organizational performance measure. The comprehensive list of the current research limitation is discussed in the last chapter of this research.

1.11 Importance of the Study

Cultural trends, customer expectations, and corporate realities have all conspired over the last decade to force more and more firms to prioritize customer success. With the increased focus on success, there has been a lot of confusion about how to ensure customers' success, how customer success varies from other roles (such as customer service), and so on. Customer Success has become an emerging concept and is widely applied and practiced by companies and service providers worldwide to maintain their customer base and market share in the challenging and competitive economic environment. This research finding is significant for all types of the companies to identify the best or appropriate customer success concepts. The research findings are beneficial for well- established and start-up companies operating at an international level. Moreover, the study intends to develop a conceptual framework and provide an understanding of the Customer Success' role and its importance for firms in current economic environment. The insights of this study may be used in the academia as well to provide insights to students of the marketing domain. This study also aims at making scholarly contribution to existing research on customer success concepts and understanding of different practices and applications associated with the customer success concept and their role in improving organizational performance.

1.12 Organization of the Thesis

This research is made up of five chapters, of which chapter one is an introductory part. Chapter One, as the introduction to the study, with eleven subsections. The first subsection discussed the introduction of the study, while the second subsection focused on the background of the study. The other subsections are research objectives; research questions;research hypothesis; conceptual framework/theoretical framework; operational definition of key terms; Limitations of the study; importance of the study; and the organization of theof the thesis concluded the chapter.

Chapter Two provided a general view of the major variables of the research, namely; the evolution of customer success, customer success practices, organizational performance and customer success dimensions, underpinning theory and hypothesis development while the last section synopsized the whole chapter.

Chapter Three focused on research methodology of the research. It comprised research design, research strategy, population of the study, sample size and sampling technique, unit of analysis, operationalization and measurement of variables, instrumentation, pilot study, data collection procedure. The other part is that of data analysis technique, involving reliability and validity as well as the pilot study. The last partis the synopsis of the chapter.

Chapter Four presented data analysis and the results of the study. The data analysis involved descriptive analysis and inferential analysis via SPSS version 22 and Smart PLS 3.0 software respectively. While chapter Five explicated the results of the data analysis using pertinent previous studies and relevant theories. It also involved discussion of theoretical, managerial, methodological contributions of the study, limitations of the study and corresponding suggestions for future research directions.

1.13 Summary

This section justified the research topic selection, problem statement, research objectives and questions, hypothesis statement, operational definition of terms, study limitations and importance of the current study. The chapter explains the main terms of the topic and develops a basic understanding of the researcher on the problem statement. In addition, it expressed an emerging concept of the customer success and Customer Success Management (CSM) and its importance to organizational performance.