The Impact of Customer Success Factors on the Financial Performance of International Computer Technology Companies in Dubai

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Abstract
Continuous enhancement of organizational performance is indispensable for every organization, most especially in this more challenging economic period. Substantial studies have been conducted to unravel and explain the drivers of enhanced performance, but very few studies have examined the effects of customer success management on organizational performance, despite its positive role in the performance enhancement. Therefore, this study investigates the effect of customer success management, involving integration of customer management, personnel capabilities, and customer orientation, on financial performance of international computer technology companies in Dubai, United Arab Emirates. Using the cross-sectional research approach, data were collected from a sample of 150 managers from Dubai international computer technology companies. Partial Least Squares Method (PLS) algorithm and the bootstrapping technique were used to test the study's hypotheses. The overall findings signified that integration of customer management models, personal capabilities and customer orientation would have positive effects on performance, indicating that customer success is key and essential to enhance the organizational performance of the international computer technology companies in Dubai. To earn greater financial performance level, the international computer technologies companies should put more focus on satisfying and fulfilling their customers' expectations. Thus, this study has offered some noteworthy contributions to the body of knowledge and some significant implications for policymakers and stakeholders.

Keywords: Financial performance, Customer success management, Personnel capabilities, Customer orientation

Introduction
The rate at which the use of computer systems and information technology at large is growing in Dubai and globally is appreciable and becoming a positive concern to people. Because most things have been shifted online in the 21st century, society is profoundly influenced by the internet, and a modern transition is being produced (Krotov, 2017) and technology is seen as an essential and successful part of life (Huang, Teo, & Zhou, 2020). As the business world has shifted its emphasis from product focus to customer focus, it is considered that improving customer relationships contribute to successful and sustainable sales growth (Małecki & Wątróbski, 2017). Hardly has there be a home, a company, or government setting that has not embraced the application of computer systems in his/their daily life activities (García, Meana-Llorián, G-Bustelo, Lovelle, & Garcia-Fernandez, 2017). With this wider usage, it is assumed that the performance of computer companies will be uncontrovertibly high; however, the rate of competition among the computer companies, especially the international ones, which may be after their profitability and customer strength (Arcury et al., 2020), has led to each company striving to gain and retain customers through different customer success strategies. Thus, integration of IT policy with organization strategy has become a core topic and remains a major concern for business and IT executives (Luftman, Lyytinen, & Zvi, 2017).
The IT sector is a high service sector that is challenging and competitive. Dubai IT companies are faced with a major challenge of survival in an increasingly complex environment (Jianjun et al., 2021). Thus they

have to design frameworks that play a key role in achieving operational excellence. Customer success is one of those frameworks that allows companies to create a platform in order to connect with consumers and improve customer satisfaction and loyalty (Howell, van Beers, & Doorn, 2018). Thus, the organizational performance of computer technology companies seems to be affected by their customer success. The intense degree of competition is also one of the most challenging factors in the IT industry. There is a shift in consumer orientation, and they are becoming more price-conscious and sophisticated due to the growing visibility of price-products, which in turn makes them more competitive and responsive. This kind of circumstance tends to a more challenging task of sustaining customers and obtaining "value for money" for consumers as faced by IT firms in Dubai (Smirnova, Rebiazina, & Frösén, 2018).

Customers are considered to be an integral part of the survival and growth of an organization. It was also stated by Curras-Perez, Ruiz, Sanchez-Garcia, and Sanz (2017) that customer success is not all about retaining customers alone but also encourages them to offer relevant suggestions for the enhancement of the firm products and services. The modern marketing approach has led companies to respond to the needs, wants, and preferences of the customers in the development of their products, services, and communication channels (Lemken & Rowe, 2020. Waseem-Ul-Hameed, et al. 2018). Customers seek the need for the fulfillment and utility derived from the product or service they buy and hence buy the best available alternative. Successful businesses consider the importance of establishing long-term connections with customers. Hence, it is important to attract and retain customers and to develop long-term relationships with them (Ascarza et al., 2018).

Customer success, on the other hand, is a relationship-focused customer management concept that aligns the business and customer goals for mutually beneficial outcomes. The customer success methodologies ensure that customers achieve desired outcomes when using products or services. The strategies used for customer success are used to reduce customer churn and to develop long-term relationships with the customers (Rodríguez-Díaz & Espino-Rodríguez, 2018). In the modern era, many global organizations have designed and implemented customer success strategies to achieve the performance targets of the business. The success, satisfaction, and value are different from customer to customer. Service-oriented companies are particularly more concerned about retaining their customer base and are hence more customer-oriented. Customer Success is a relatively new concept where organizations focus on customer interests and their needs fulfilled. Customer satisfaction and success are key operational goals for many organizations to ensure customers accomplish their desired outcome and are satisfied with the company's products and services. Customer engagement strategies, customer retention strategies, and customer care and support are all factors leading to customer success (Kin, Verlinde, Mommens, & Macharis, 2017).

The purpose of the research study is to examine the organizational performance of international computer companies in Dubai and describe customer success strategies employed by the companies. This study majorly aims to analyze the link between customer success and business performance. The Customer Success concept is utilized by the service sector and technology companies. In recent times, the Customer Success concept is becoming significant for companies in all sectors, particularly the technology sector, due to high competition and globalization (Hilton, Hajihashemi, Henderson, & Palmatier, 2020). Technology firms operate in a highly competitive environment, and their contribution to economic development is undisputed (Foroudi, Gupta, Sivarajah, & Broderick, 2018). One of the problems experienced by technology firms is focusing on effective marketing strategies and attracting and retaining customers for the long term. Due to globalization, intense competition, and rapid technological advancements, smaller companies find it difficult to compete with their counterparts (Soltani, Zareie, Milani, & Navimipour, 2018). Different companies in different parts of the world are thereby offering rapidly innovative products and also giving customers a variety of alternatives and price offerings. Therefore, technology companies need to retain customers through exceptional customer service, product/service differentiation, or pricing strategies in order to survive in a highly competitive environment. In addition, the technology sector contributes greatly to the economy of Dubai. As of 2019, the computer hardware, software, and service sales are approximately $6.4 billion and are expected to rise by 2020. The technology sector in Dubai also attracts $22 billion in foreign direct investment (FDI). As a major contributor to Dubai's economy, customer success is vital to the growth and development of the technology

sector. Hence, this study takes into account customer success factors in the highly competitive international technology industry environment of Dubai and their impact on organizational performance.

According to research, it is highly important to deliver effective communication of technological products and services to the customers. Despite increasing interest in marketing strategies adopted by technological firms, there is a paucity of research studies focusing on marketing and customer retention approaches in the technology industry, specifically in the Middle Eastern context (Khazzaka, 2019. Nuseir, M. T., & Aljumah, A.2020). Therefore, this research study investigates the popular and widely used customer success strategies by global organizations to accomplish performance goals. The study aims to analyze the link between customer success and the performance of the business. This research targets an emerging concept of businesses that is "Customer Success" and its role in influencing organizational performance. Additionally, the research study also formulates a clear understanding of the determinants of organizational success and organizational performance for other researchers, students, and readers.

The scope of this research study is to examine the different customer success applications and practices used by firms to engage and retain customers and improve performance in the market. As a result, this research's findings will be important to service providers, organizations, management, and managers to resolve customers' issues by implementing customer success effectively to accomplish the performance goals of organizations. The concept of customer success is already used by major organizations, and we aim to evaluate the effectiveness of customer success strategies. The research investigates the contribution of customer success to different organizational outcomes such as employee performance, financial performance, or productivity. Based on a thorough review of the literature and empirical pieces of evidence, this study aims to give recommendations to organizations and service providers to implement relevant Customer Success practices to maintain market share and position in the challenging or competitive market (Yousaf & Xiucheng, 2018).

Literature Review

Customer relationship management refers to a customer-informed partnership marketing campaign database that monitors consumer experiences with the sales company over time and all channel members (Sinha & Sheth, 2018. Aljumah et al.,2021). The necessity for the development of a new business climate is the foundation of this strategy, which creates opportunities for customer relationship management Soltani et al. (2018). Highly regulated database technology made it possible for customer relationship management to succeed in the late 1990s by empowering small and medium-sized enterprises to monitor consumer demographics and transactional data. Customer relationship management, on the other hand, focuses on improving, sustaining, and creating long-term customer relationships (Tong, Luo, & Xu, 2020) and is focused on pre-decision data collection (De Pelsmacker, Van Tilburg, & Holthof, 2018).

The initial diction for customer relationship management first emerges in the Long Term Planning, Where Ali, Danish, and Asrar- ul- Haq (2020) described their research on using information technology to handle consumer relationships. The most referenced article on customer relationship management is published in the Journal of Marketing Research. In which Xie, Jia, Meng, and Li (2017) conceptualize, operate, and verify customer relationship procedures and parameters as a construct. Then, quantitatively, investigate the application of customer relationship management. Throughout the literature, customer relationship management meanings vary but appear to be generally consistent with Xie et al. (2017) interpretation of customer relationship management as a "systematic process to manage customer relationship initiation, maintenance, and termination across all customer contact points in order to maximize the value of the relationship portfolio" (p. 294). Customer relationship management data has made it possible for researchers to find the returns on different partnership investments for enhancing loyalty, expansion, and enhanced consumer value (Dewnarain, Ramkissoon, & Mavondo, 2019).

Customer experience refers to the assessment and development of the customer process as a collection of customer perceptions and responses to the firm's sales of products and services (Rahimi & Kozak, 2017). Furthermore, customer experience is designed on the basis of customer relationship management; customer communication tool data allows product and service design professionals to evaluate customer response and to strategically enhance products and services. It includes a collection of communications (e.g., logical, emotional, sensory, physical, and spiritual) between the customer, the product, and the organization (Sota,

Chaudhry, Chamaria, & Chauhan, 2018). Customer experience with organization product/brand builds relational bonds and strengthens emotional relationships (Talón-Ballestero, González-Serrano, Soguero-Ruiz, Muñoz-Romero, & Rojo-Álvarez, 2018). This effective bond is only feasible if the customer has a psychological relationship to the brand, which is a key aspect of customer experience. Such a linkage is crucial to generating strong customer reactions (Zerbino, Aloini, Dulmin, & Mininno, 2018) that express themselves in the continued purchase, advocating the brand and establishing a partnership with the brand organization by offering positive feedback and becoming a loyal customer. Such comments reflect the dedication of the customer (Ritter & Geersbro, 2018). This will make the satisfied customers typically improve and purchase more. In addition to buying more, they also function as a channel to meet other prospective consumers by exchanging experiences (Guha, Harrigan, & Soutar, 2018).

Customers evaluate their service perceptions and their experience of engaging with the organization's offering across various service contacts. Initial expressions for customer experience were first published in the Journal of Retailing, where the authors Guha et al. (2018) describe how customization affects the customer experience. The most widely cited article on customer experience occurs in marketing science, where the writers Gil-Gomez, Guerola-Navarro, Oltra-Badenes, and Lozano-Quilis (2020) conceptualize skills, influence, excitement, and other variables as important drivers of a positive customer experience. For Consumer experience, each activity is part of a wider social networking partnership where organizations dynamically adjust their experiences with clients across the life-cycle of customer relationships (Kim & Wang, 2019).

H1: The integration of the customer management model has a positive association with the financial performance of international computer technology companies in Dubai.

Personal capability is defined as the abilities of workers (social skills), technological expertise, and their ability to manage the customer's perception during employee-customer service meetings (Wamba et al., 2017). Personnel capabilities include the capabilities of employees or personnel to capture, manage and disseminate real-time customer information. The success of the organization and also customer success depends not only on the technologies alone but the capabilities of the human resources responsible for managing the systems (Bartolacci, Caputo, & Soverchia, 2020). The success of the systems is dependent on the effective management of the customers and the knowledge dissemination between the personnel (Ozkan, Cakan, & Kayacan, 2017). Customer success systems are supervised by responsible personnel or leaders of strategy implementation. The main user is usually chosen as a project manager, and it is also the relationship between the board and the team. Basically, the main user supervises the current process, is responsible for the support team at work and takes care of the solution, motivates and informs the employee about the current phase of the project, and actively participates in the implementation. Customer success strategy users are key factors in implementation. If organizations are not able to strategically implement customer success strategy without qualified and committed personnel (de Oliveira, Basso, Kimura, & Sobreiro, 2018). Therefore, it is necessary to convince the employees and reduce their resistance to new systems.

In many cases, different types of projects fail because employees' knowledge, skills, and personality are not compatible with changing. In larger organizations, there are many different types of technologies, and employees must learn to use them on day to day basis (Centobelli, Cerchione, & Singh, 2019). When new software is introduced, it usually affects business strategy, and in most cases, employees resist using new technologies and systems. Therefore, selling customer success to employees is important. Hence, employees play a critical role in the implementation of customer success systems, and resistant employees do not have an open attitude and are not willing to learn something new (Gangi, Daniele, & Varrone, 2020). The exchange of data is considered an important daily activity in the modern contributions of organizations that, during the delivery of a product or service, take place different conversations in the organization in which several participants participate in participatory activities and in the distribution activities to the customers. Participants are mainly located in diverse sites or in dissimilar departments of the same company. For instance, if the potential buyer is the current owner of an account in a store, the conversation may include the following interactions: business decisions, local sales, and potential buyers, sales coordinator for suppliers and potential customers, executive assistant, manager project and a team of

potential customer engineers, customer support team and potential customer service staff. Although data availability is a prerequisite for synchronizing business interactions in a conversation, users cannot make decisions (Song, Zhao, & Zeng, 2017).

H2: Personal capabilities have a positive association with the financial performance of international computer technology companies in Dubai.

Customer orientation refers to the different practices of an organization that are focused on the customers in order to create customer satisfaction, enhances organizations profitability (Smirnova et al., 2018), and sets the needs and satisfaction of customers as a concern for the organization. These include practices for customer retention, customer service, offering differentiated products or services (Feng, Wang, Lawton, & Luo, 2019). According to Giannikas, McFarlane, and Strachan (2019), who coined customer orientation defined it as "the sufficient understanding of one's target buyers to be able to create superior value for them continuously." This definition has been widely acknowledged by marketing and entrepreneurship researchers. Customer orientation has been described as a key driver of organizational performance and a key priority for any organization's relationship to its business (Moon, Hur, & Hyun, 2019). This proceeds from the perception that is concentrating on generating customer value help a business to boost customer retention, loyalty, creativity, and eventual profitability and success. Present studies have shown a substantial relationship between customer orientation and organization performance (Feng et al., 2019).

The results of these studies indicate that customer orientation is important in helping organizations better understand consumer requirements and achieve revenue growth Feng et al. (2019), gain competitive advantages, and achieve market performance. Regardless of the facts that the significance of customer orientation has been well established in the literature, there is a discrepancy with previous findings, which show a positive (Yang & Tsai, 2019), insignificant, or even negative (Hughes, Richards, Calantone, Baldus, & Spreng, 2019) relationship between customer orientation and organizational performance. As a consequence, some scholars have indicated that the effect of customer orientation on organization output can rely on some internal or external influences (Feng et al., 2019; Smirnova et al., 2018; Wen, Min, Zhang, & Yang, 2019). In the customer success context, implementation of successful customer success systems involves a transition from a product orientation to customer orientation with a focus on customer needs and preferences. A customer-oriented organization is actively engaged in the organization-wide generation, dissemination, and responsiveness to market intelligence. According to the literature, customer orientation is directly related to service quality and organizational performance. Customer orientation leads to positive service expectations and customer satisfaction. Thus, this factor can be attributed to customer success and hence organizational performance (Hughes et al., 2019).

H3: Customer orientation has a positive association with the financial performance of international computer technology companies in Dubai.

Research Methods

This study is going to use a quantitative approach because it involves primary data that will be obtained from the respondents. Quantitative approach is a mechanism through which data are presented in value. The choice of quantitative approach is justifiable because of its richness in offering detailed insights into respondents' perceptions, intentions, and attitudes (Hair Jr, Babin, & Krey, 2017). The approach is also objective, neutral, and dispassionate because it makes the researcher to be independent of the respondents. The purpose is to determine the importance and problems with current customer success strategies, their applications and implementations in the organizations and their impact on organizational performance. For this purpose, the target population is vast, but from that, a specific amount of sample would be chosen to implement the data collection methods. For instance, five international technology organizations are selected to conduct the surveys.

The sample size is 150 and data will be collected from top, middle and front-line management levels. The middle management levels is particularly involved in the customer success management hence 60% of the responses will be from the middle management 30% from the top management and 10% from the front-line managers since they are less involved in strategic decision making. The questionnaire that will be administered on the respondents consists of two parts. The first part is about the respondent's personal information and second part consists of sixteen items. The items in the questionnaire investigate different

factors of customer success and organizational performance. The questionnaire was developed on 5 Likert scale which includes the degree of disagreement and agreement for the proposed questions related to each variable, objective and hypothesis of the research. Likert-scale questions (LIK) assists in measuring subjective information such as opinions, knowledge, skills and personal attitudes. With Likert scale questions, researcher can create surveys that assess the intensity of relationship between the dependent and independent variables through the opinion of respondents. Furthermore, the questionnaire will include the questions about customer success strategies, influencing factors and economic model, in alignment with the research objectives. The questionnaire will be closed ended and include 5 levels of respondent's agreement and disagreement i.e. 5, strongly disagree, 4- disagree and so on.

The respondents of the questionnaire will have the convenience of answering the questions illustrated in the questionnaire at their ease in order to contribute on a positive note in this specific research study. The responses to the questions illustrated in the questionnaire will require a comprehensive and in-depth knowledge of the subject matter experts about quality management framework with regards to the organizations. This study adapted a total number of twelve (12) items for the measurement of three independent variables of this study which are dimensions of customer success from different past literature. For Integration of Customer management, fours items were adapted. Also, three items were adapted for the measurement of personnel capabilities. Lastly, four items were adapted to measure customer orientation. Financial performance can be measured using four items. These variables are presented in Figure 1.
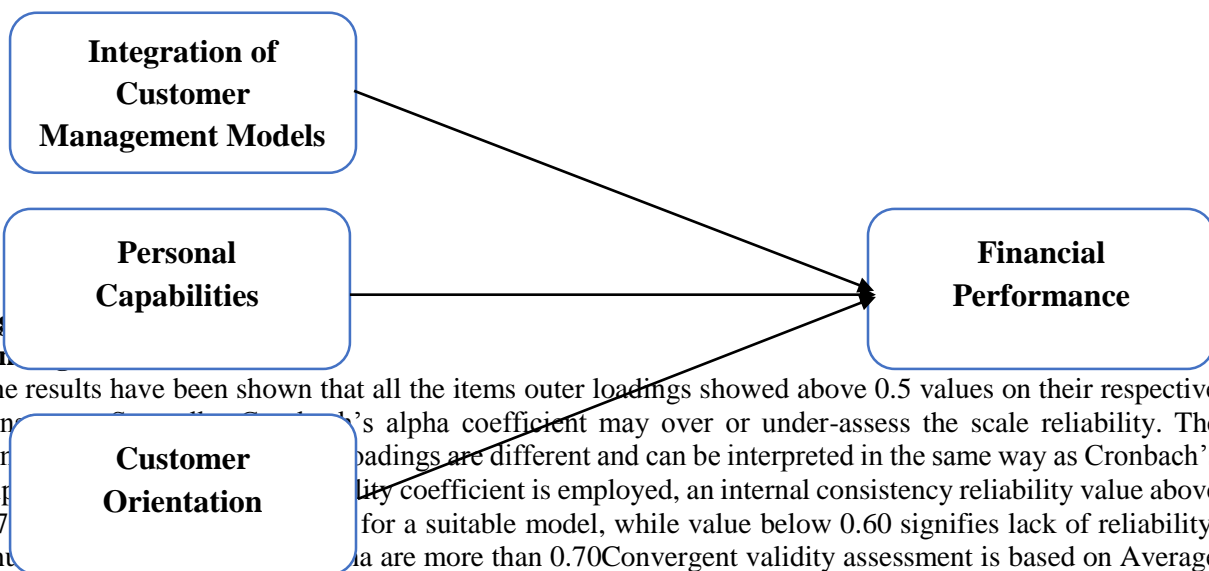

Figure 1.

Findings

The results have been shown that all the items outer loadings showed above 0.5 values on their respective constructs. Generally, Cronbach's alpha coefficient may over or under-assess the scale reliability. The composite reliability loadings are different and can be interpreted in the same way as Cronbach's Alpha. When this reliability coefficient is employed, an internal consistency reliability value above 0.70 is regarded as adequate for a suitable model, while value below 0.60 signifies lack of reliability. Thus, the values of Alpha are more than 0.70Convergent validity assessment is based on Average Variance Extracted (AVE) values. AVE, which should be 0.5 or above. Thus, the AVE is equivalent to the communality of a construct. As depicted in Table 1, AVE values of the constructs of this study ranged between 0.511 and 0.747. Thus, the results which were discerned from the constructs' loadings, convergent reliability, and AVE affirm the internal consistency and convergent validity of the constructs of this study. These all values are shown in Table 1.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Customer Orientation	CO1	0.834	0.863	0.899	0.642
	CO2	0.739			
	CO3	0.804			
	CO4	0.787			
	CO5	0.839			
Financial Performance	FP2	0.774	0.827	0.898	0.747

	FP3	0.914			
	FP4	0.898			
Integration of Customer Management Model	ICMM1	0.792	0.773	0.803	0.511
	ICMM2	0.513			
	ICMM3	0.746			
	ICMM4	0.773			
Personal Capabilities	PC1	0.848	0.775	0.821	0.606
	PC2	0.760			
	PC3	0.721			

Firstly, this study has examined the discriminant validity by cross-loadings and the Fornell-Larcker criterion and results show the valid discriminant validity because the values that show the links with variable themselves are larger than the values that show the links with other variables. These values are highlighted in Table 2 and Table 3.

Table 2: Fornell Larcker

	CO	FP	ICMM	PC
CO	0.801			
FP	0.653	0.864		
ICMM	0.533	0.533	0.715	
PC	0.443	0.520	0.482	0.778

Table 3: Cross-loadings

	CO	FP	ICMM	PC
CO1	**0.834**	0.651	0.548	0.393
CO2	**0.739**	0.568	0.443	0.397
CO3	**0.804**	0.446	0.354	0.329
CO4	**0.787**	0.400	0.348	0.338
CO5	**0.839**	0.466	0.375	0.290
FP2	0.490	**0.774**	0.423	0.553
FP3	0.613	**0.914**	0.485	0.409
FP4	0.584	**0.898**	0.470	0.391
ICMM1	0.387	0.403	**0.792**	0.389
ICMM2	0.287	0.270	**0.513**	0.263
ICMM3	0.463	0.464	**0.746**	0.363
ICMM4	0.354	0.346	**0.773**	0.349
PC1	0.424	0.478	0.471	**0.848**
PC2	0.241	0.355	0.319	**0.760**
PC3	0.351	0.367	0.314	**0.721**

However, given the fact that the recent research that critically examined the performance of cross-loadings and the Fornell-Larcker criterion for discriminant validity assessment has found that the two approaches could not reliably detect discriminant validity issues. As such, Heterotrait-Monotrait ratio (HTMT) of the

correlations was adopted in this study for discriminant validity evaluation. The values are less than 0.85 and show the valid discriminant validity. These values are highlighted in Table 4.

Table 4: Heterotrait Monotrait Ratio

	CO	FP	ICMM	PC
CO				
FP	0.745			
ICMM	0.665	0.700		
PC	0.557	0.691	0.697	
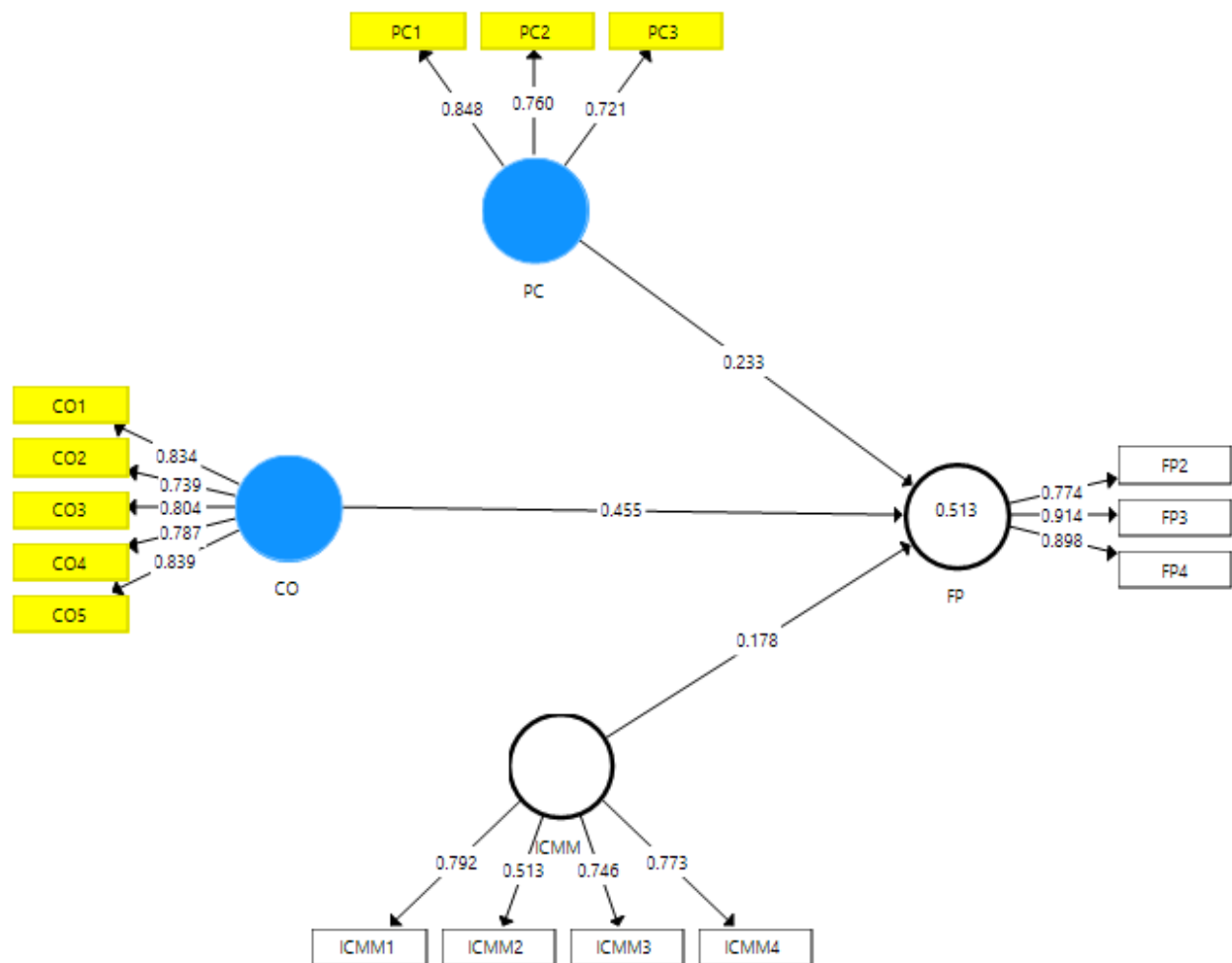
Figure 2: Measurement Model Assessment

The path analysis also show the nexus among the understudy variables. The figures highlighted that the integration of customer management models, personal capabilities and customer orientation have positive effects on financial performance of the firms and accept H1, H2 and H3. These values are highlighted in Table 5.

Table 5: Path Analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
CO -> FP	0.455	0.029	15.824	0.000	0.401	0.505

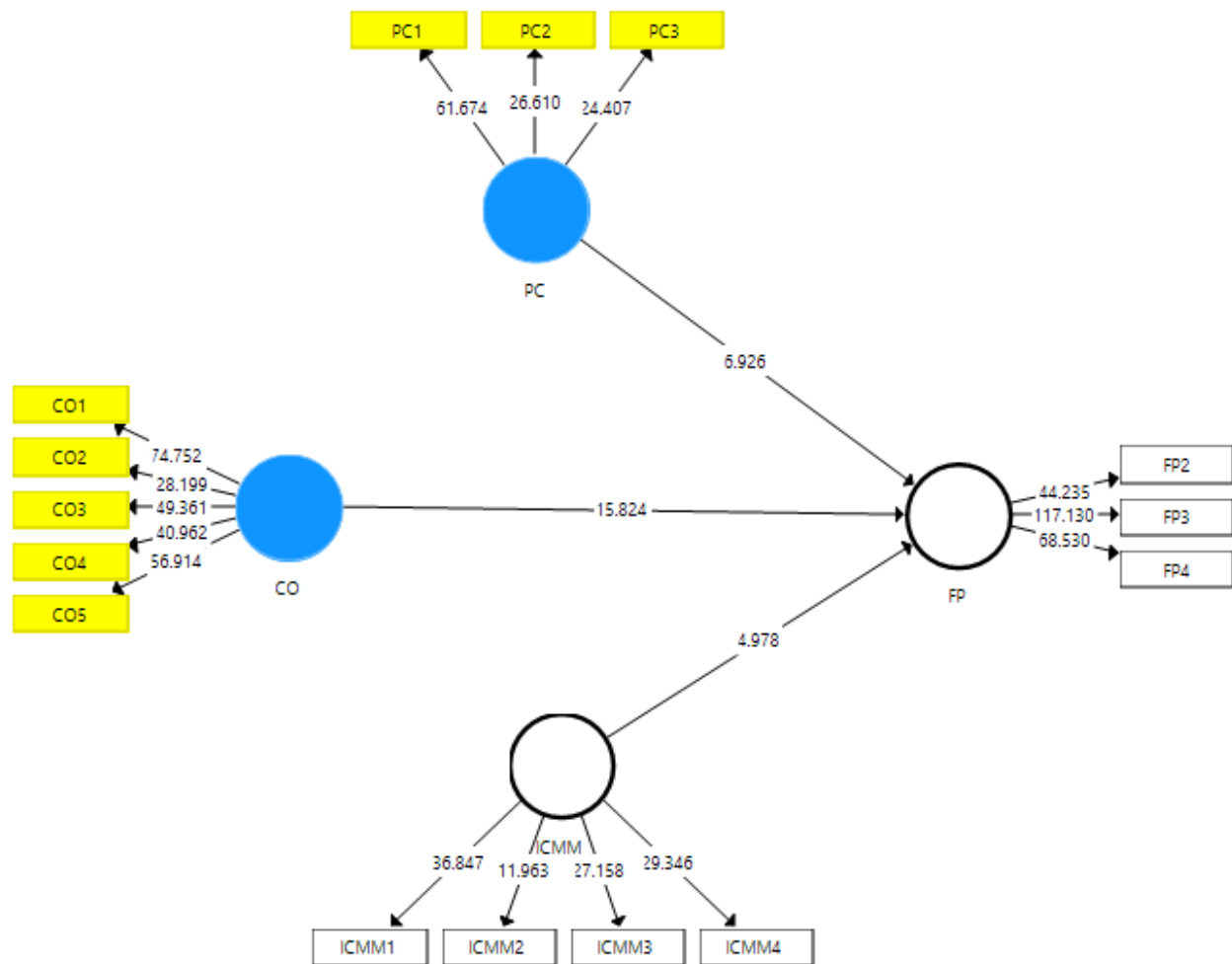|					
ICMM -> FP	0.178	0.036	4.978	0.000	0.107	0.241
PC -> FP	0.233	0.034	6.926	0.000	0.162	0.285

Figure 3: Structural Model Assessment

Discussions and Implications

The first objective of this research states: To examine the influence of the integration of customer management models on the financial performance of international computer technology companies in Dubai. To achieve this objective, the research question reads: Does integration of customer management models have a significant relationship with the financial performance of international computer technology companies in Dubai? And the hypothesis (H1) reads: There is a significant positive relationship between the integration of customer management models and financial performance of international computer technology companies in Dubai were coined out from the objective. The result indicates that the integration of customer management models is a strong predictor of the financial performance of international computer technology companies in Dubai. As such, this result is consistent with the viewpoints of Oblander, Gupta, Mela, Winer, and Lehmann (2020), C. Zhang, Wang, Cui, and Han (2020), as well as Martin, Borah, and Palmatier (2017), who asserted that management models offers support for customer service integration and also increases sales and profitability of firms. Nevertheless, a probable explanation for such a significant positive relationship between the integration of customer management models and financial performance could be based on the assertion of immaturity application of customer management system among the computer technology companies in Dubai and more successful integration, and implementation

of the customer management system requires a considerable amount of information that needs to be managed. It involves a huge investment in technology to allow the collection, analysis, and dissemination of customer information (Geng, Mansouri, & Aktas, 2017). In this respect, effective application and management of the system are essential for organizational performance.

The second hypothesis (H2), fashioned out from the second objective, postulates that there is a significant positive relationship between personnel capabilities and financial performance of international computer technology companies in Dubai, and it was tested via variance-based SEM (i.e., PLS-SEM). Hypothesis (H2) was supported as a result confirms the significant positive relationship between personnel capabilities and financial performance. In line with the result discerned from this study, the effect of personnel capabilities on the financial performance of international computer technology companies in Dubai was not only positive but also significant. This shows that by enhancing the capabilities of the organization's personnel, there is a high chance for the organization to increase its financial performance. This result further indicates the relevance of personnel capabilities in the establishment of a firm. This result supports the assertion of G. Zhang, McAdams, Shankar, and Darani (2017) and Shameer and Ramesh (2017) that organizational success is not only contingent on the integration of IT systems alone but also on the capabilities and efficacies of employees in charge of the systems. Therefore, human resource technological know-how is a vital factor in achieving profitability. Organizations that have the preponderance of employees with requisite knowledge of technologies with regards to customer management systems tend to perform better than organizations with little or no technical knowledge of managing customers. The reason is that customers would be better managed and maintained for a longer period through the application of technologies.

The third hypothesis considered from the third objective postulates a significant positive relationship between customer orientation and the financial performance of international computer technology companies in Dubai. This result signifies that customer orientation strongly and positively predicts the financial performance of International Computer Technology Companies in Dubai. In addition, this result is in conformity with the research of Soltani, Zareie, Milani, and Navimipour (2018), who found that overall increased firms performance and success of customer relationship management are significantly affected by technology, the capability of the organization, and customer orientation. Feng et al. (2019); Shameer and Ramesh (2017) and Mauerhoefer, Strese, and Brettel (2017)found out that customer-oriented organizations increase sales and consequently improve the profitability of the business. In addition, Smirnova et al. (2018) pointed out that customer orientation is critical for firms to gain an insight into the preferences of customers and forecast their behavior, which allows them to offer customers a wider range of services. Based on the findings of the current study, customer orientation creates a greater performance in terms of return on investment and assets. The customers can also be regarded as the market-based assets, and that organizations with the right customer orientation strategy could use this tool to boost their performance. In addition, to sustain and develop long-term customers relationship within the organization, customer orientation is very necessary and is an independent principle of competition. Hence, customer orientation is a notable valuable approach for companies to use as a source of sustainable competitive advantage when separating themselves from other companies Morgan, Whitler, Feng, and Chari (2019). Thus, organizations with a high level of customer orientation have a better understanding of customers' needs and preferences as well as responding strategies for such needs and preferences. This means radical efforts should be directed towards customer orientation with a view to addressing customer needs and, in turn achieving high business profitability.

Theoretically, the study developed a model that measures the direct effects of customer success measured by (customer models, personnel capabilities, customer orientation) and organizational performance in the context of the IT sector from a developing economy perspective. The study also presents important findings that extend the literature on customer success and may subsequently be very important to managers (especially those in the IT/IS sector in Dubai and possibly other industries and emerging economies) in their attempt to achieve sustainable goals while at the same time contributing to the development of the nation's economy. Substantively, this study expands on the ever-growing stream of customer management literature. Drawing upon the theory of economics consumer behavior (ordinal and cardinal theories) and

comprehensive literature survey, this study has made some significant theoretical contributions to the customer success-performance research field in the context of international computer technologies in Dubai. This study has provided empirical evidence for the impact of customer success on the performance of international computer technology companies in Dubai and thus expands the frontier of knowledge in customer success management-performance. It has also unraveled salient issues and factors affecting customer success. Also, drawing upon the recommendation made by Hughes et al. (2019) regarding more studies on customer success and organizational performance, this research consolidates and further confirms that customer success is a strong determinant of higher performance. Thus, this study enriches the existing body of knowledge.

Limitations and Recommendations for Future Research

The findings of this study have offered more insights into the marketing research field. However, it should be interpreted with carefulness due to some limitations in relation to this study. In the first place, the present study made use of a cross-sectional research approach for data collection, but according to O'Dwyer and Gilmore (2018), the approach does not guarantee causal inferences to be made from the population. This is regarded as a limitation and thus makes it difficult to generalize the findings of this study. However, since the cross-sectional research approach has been criticized on the ground of causal inferences, the longitudinal research approach can be employed by future research to do away with the limitation of cross-sectional research. Furthermore, this study is quantitative research, and the designed questionnaire employed for data collection was adapted from the existing studies on valid scale items, but the variables contained in the survey were measured subjectively. Though all the variables used in this study were measured correctly as they were found reliable and valid, there is a tendency for social desirability problems Adams, Freitas, and Fontana (2019) and judgmental biases Ho, Nguyen, Adhikari, Miles, and Bonney (2018). Consequently, the future study may address this constraint by using the objective measurement of the constructs from another context.

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