

Cross-Cultural Customer Success Management in International Market Expansion: Rethinking Regional Adaptation Through an Operational Maturity Framework

Irina Smirnova

Sr Customer Success Manager, Appsflyer Tel Aviv, Israel

Received: 24 Jan 2026 | Received Revised Version: 09 Feb 2026 | Accepted: 21 Mar 2026 | Published: 21 Apr 2026

Volume 08 Issue 04 2026 | Crossref DOI: 10.37547/tajmei/Volume08Issue04-07

Abstract

This article examines cross-cultural Customer Success management in the international expansion of B2B SaaS companies through the lens of the service model's operational maturity. The relevance of the study stems from the fact that, when entering emerging markets, the demand for high-intensity and informal support is often mistakenly interpreted as an inevitable cultural norm, even though, in practice, it undermines business scalability, profitability, and controllability. The purpose of the article is to substantiate a transition toward a scalable support model in which universal business outcomes are preserved globally, while the means of achieving them are adapted locally. The scientific novelty lies in reconceptualizing regional specificity as a consequence of the vendor's operational immaturity and in proposing a framework that distinguishes between Outcomes and Execution. The principal findings demonstrate that implementing a multilingual self-service portal and a One-to-Many model reduces onboarding time, shifts routine inquiries to formal channels, and enables the integration of cultural sensitivity with economic sustainability. The article will be useful to researchers, Customer Success managers, and executives of international SaaS companies.

Keywords: Customer Success, B2B SaaS, operational maturity, cross-cultural communication, business scaling, One-to-Many, cultural intelligence.

© 2026 Irina Smirnova. This work is licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0). The authors retain copyright and allow others to share, adapt, or redistribute the work with proper attribution.

Cite This Article: Smirnova, I. (2026). Cross-Cultural Customer Success Management in International Market Expansion: Rethinking Regional Adaptation Through an Operational Maturity Framework. *The American Journal of Management and Economics Innovations*, 8(04), 41–50. <https://doi.org/10.37547/tajmei/Volume08Issue04-07>

1. Introduction

The contemporary global technology business is characterized by rapid scaling of cloud solutions (Ghandour et al., 2023). Global expansion is a key element of the revenue growth and competitive positioning of multinational B2B SaaS firms. This consideration is especially relevant for mobile-first high-tech industries for example, Mobile Measurement Partners (MMP). MMPs are integral to digital marketing

as platform providers by analyzing user data and tying ad spending to mobile app activity, enabling effective user acquisition (Delaney et al., 2024). Interaction with customers from various macro-regions, such as Europe, the Middle East and Africa - EMEA, Latin America - LATAM, the Asia-Pacific region - APAC, and the US, requires vendors to build a global and resilient customer success management architecture applicable across all of them.

The software-as-a-service industry is undergoing a shift: the focus is moving from aggressive initial customer acquisition to long-term retention and the maximization of lifetime value (Madruga et al., 2024). Meanwhile, the Customer Success function plays planned role to drive revenue growth.

Tech companies follow a similar trajectory. For instance, in markets for tech products and services, which often include emerging countries in Latin America, Southeast Asia, Middle East and EMEA region (Europe, Middle East, and Africa), market demand is for high-intensity informal service (Tran et al., 2021). In practice, this may involve the expectation of 24-hour availability from manager and the use of internal messengers for technically simple issues through the official ticketing system, all while placing unreasonable demands for an exclusive VIP approach, even when the average contract value is low (Pingali et al., 2023).

The problem with this is that top management and the local Customer Success team tend to consider such behavior to be an intrinsic, insurmountable cultural specificity of the region (Helkkula et al., 2022). It is considered, for instance, that the manual, high-cost relationship management, typical for the Asian or Latin American way of doing business, would have to be absorbed by the global operating model (Cavusgil, 2021). In the end, the SaaS companies are forced to hire too many account managers to still be perceived as customer-oriented. In addition, they simultaneously violate working-hour regulations and the principle of corporate segmentation (Hochstein et al., 2023). Over time, this uncontrolled adaptation leads to declining margins, employee burnout, and an internationalization business model that is not financially viable and is unscalable.

The central premise of this dissertation is that informal and resource-hungry customer demands (i.e., high-touch service is expected, regardless of the segment, in emerging markets) are manifestations of an immature Customer Success operating model on the part of the SaaS vendor itself.

The purpose of the study is to substantiate the effectiveness of transitioning to a scalable customer support model during international expansion, preserving unified business outcomes globally while tailoring execution tactics to local contexts.

To achieve this purpose, the following objectives were formulated:

- To analyze theoretical approaches to customer

success management, operational maturity, and cross-cultural interaction in companies operating under a subscription model in international markets.

- To identify the causes underlying the formation of customer expectations for high-intensity and informal support when companies enter emerging markets.
- To demonstrate that such expectations are primarily driven by a deficit of operational maturity, weak segmentation, and insufficient formalization of support processes on the supplier's side.
- To assess the practical effectiveness of implementing a multilingual digital self-service portal as an instrument for transitioning to a scalable customer support model.
- To develop and substantiate a conceptual operational maturity model based on the distinction between universal target outcomes and variable means of achieving them in international customer support practice.

The study focuses on customer success management systems in companies operating under a subscription model in international markets.

The study examines the organizational mechanisms for transitioning to a scalable customer support model during international expansion.

The scientific novelty lies in treating the demand for high-intensity support in emerging regions as a consequence of the supplier's operational immaturity, while also proposing a distinction between universal business outcomes and locally applicable means to achieve them. While the findings are drawn from the mobile attribution sector, the operational maturity framework proposed here is applicable across B2B SaaS companies operating in multi-regional environments.

2. Materials and Methods

This study adopts a mixed-methods research design that combines qualitative and quantitative approaches in order to ensure validity, reliability, and analytical depth. This approach is due to the interdisciplinary nature of the object of research, which intersects the areas of management of organizations, technology, and cross-cultural psychology. The theoretical basis of the study is a review of modern academic literature and analytical reports based on the data of basic scientometric and academic databases: Scopus, Web of Science, IEEE Xplore, Springer, ACM and ResearchGate.

The literature search was structured around key terms

such as Customer Success maturity, B2B SaaS scalability, cross-cultural B2B communication, one-to-many engagement models, Cultural Intelligence in global business, and operational maturity framework. Only sources published within the last five years were included in order to maintain relevance to current developments in cloud technologies and post-pandemic organizational management. The core empirical component of the study is based on the implementation outcomes of a global multilingual self-service portal system (Smirnova, 2025), introduced within a large company developing a mobile attribution platform.

The portal's design was mainly motivated by the desire to enable scalable customer service in the EMEA and LATAM regions, which is why it supported English, Russian, Spanish, and Portuguese. It was also ensured that the usage patterns were representative by reviewing three independent MMP clients in LATAM and APAC. From a conceptual standpoint, the portal acted as a single source of truth for customer experience, onboarding automation, knowledge base, communication with the masses, task tracking, and feedback. Key performance indicators included onboarding duration and customer request redistribution to official channels, and retention and learning content usage before and after the transition to a structured One-to-many operating model.

3. Results

3.1. Debunking the Myth of Regional Specificity

As noted in the introduction, a deeply entrenched stereotype persists among top management in technology companies, according to which customers from Latin America, the Middle East, the Asia-Pacific or EMEA region possess a specific, insurmountable cultural need for an informal communication style (Jackson, 2023). It is assumed that in these regions, business is based exclusively on personal ties, which allegedly legitimizes the use of messengers such as WhatsApp, WeChat, Telegram and Slack channel for resolving work-related issues, the erasure of boundaries between managers' working and personal time, as well as the expectation of a high-intensity VIP approach regardless of contract size.

Analysis of operations prior to the implementation of the centralized multilingual self-service portal system showed that the phenomenon of round-the-clock availability and inflated expectations among small- and medium-sized business customers is a direct consequence of the SaaS vendor's systemic absence of internal segmentation and clear coverage models (Smirnova, 2025). During the phase of active

international expansion, when a company seeks to aggressively increase market share, local CS teams are often not provided with rigorously regulated service frameworks (Park et al., 2023).

Under such conditions of deficient operational maturity, local Customer Success managers attempt to compensate for the absence of structured onboarding, the shortage of localized documentation, and the lack of high-quality self-service portals with their own personal time and manual labor (Matloobtalab & Ferati, 2025). This allows identification of the following causal relationships.

In many cases, the observed customer behavior was shaped by the service model the supplier constructed. In other words, the source of the problem should be sought first and foremost in the configuration of the company's internal processes.

The key relationship is that customer expectations arise within the operating environment and become entrenched through repeated interaction. If a company does not establish clear service boundaries, the customer orients toward the format of contact that is actually available. If a manager regularly responds via personal messenger, the customer perceives it as an acceptable channel. If work-related issues are resolved in the evening or on weekends, such practice begins to be interpreted as a normal part of the service. If a low-revenue customer receives a volume of attention comparable to that provided to a large account, that customer develops a notion of the standard level of service.

This mechanism becomes especially visible during periods of active international expansion. A company seeks to rapidly broaden its presence in new markets; however, the internal support infrastructure often fails to keep pace with commercial growth. Under such circumstances, three interrelated deficits become apparent. The first is related to onboarding, when the customer does not receive a clear entry scenario for the product and is forced to rely on a specific employee for assistance. The second concerns localized documentation, when answers to standard questions are either unavailable in the required language or presented in an excessively complex form. The third concerns self-service channels when the existing formal path to obtaining help proves slow, overloaded, or organizationally inconvenient. As a result, the manager begins to compensate for architectural gaps with personal time and manual effort. Such compensation temporarily reduces tension while reinforcing the customer's

conviction that personal support is the genuine form of service.

This can readily be illustrated by a theoretical example close to practice. Suppose that a small company from Mexico purchases a cloud solution under a basic tariff. Formally, such a customer should be served through a standard toolkit: basic onboarding, a knowledge base, a ticketing system, and limited access to a manager. However, the documentation is only partially available in a foreign language, the inquiry form is overly complex, and the initial product setup is difficult. To reduce churn risk, the local manager begins responding directly to the customer via messenger and manually guides the customer through the key launch stages. After some time, the customer reaches the rational conclusion that precisely this mode of interaction constitutes the norm. When the company later attempts to return communication to a formal channel, this is already perceived as a decline in service quality. An analogous scenario may also be envisioned for the Middle Eastern market, where during the first weeks of launch, customers receive quick responses in the evenings and on

weekends. In this case as well, a concrete behavioral model is assimilated, one taught by the system itself.

A self-reinforcing loop of operational dysfunction then emerges. The absence of segmentation makes it impossible to distinguish between economically justified and unjustified support models. Excessive manual attention increases service costs. Rising service costs overloads local teams. Team overload slows official support channels. The slowing of official channels intensifies customers' dependence on personal messages to managers. As a result, customer knowledge becomes dispersed across private correspondence, processes lose reproducibility, control over the workload weakens, and service quality begins to depend on the resilience of individual employees. At this stage, the problem already extends beyond local communication habits. It affects the company's operating architecture itself, as it disrupts the formalization of procedures, reduces cost predictability, and undermines the ability to scale services without constant growth in manual labor. Causal model of the transition to One-to-Many

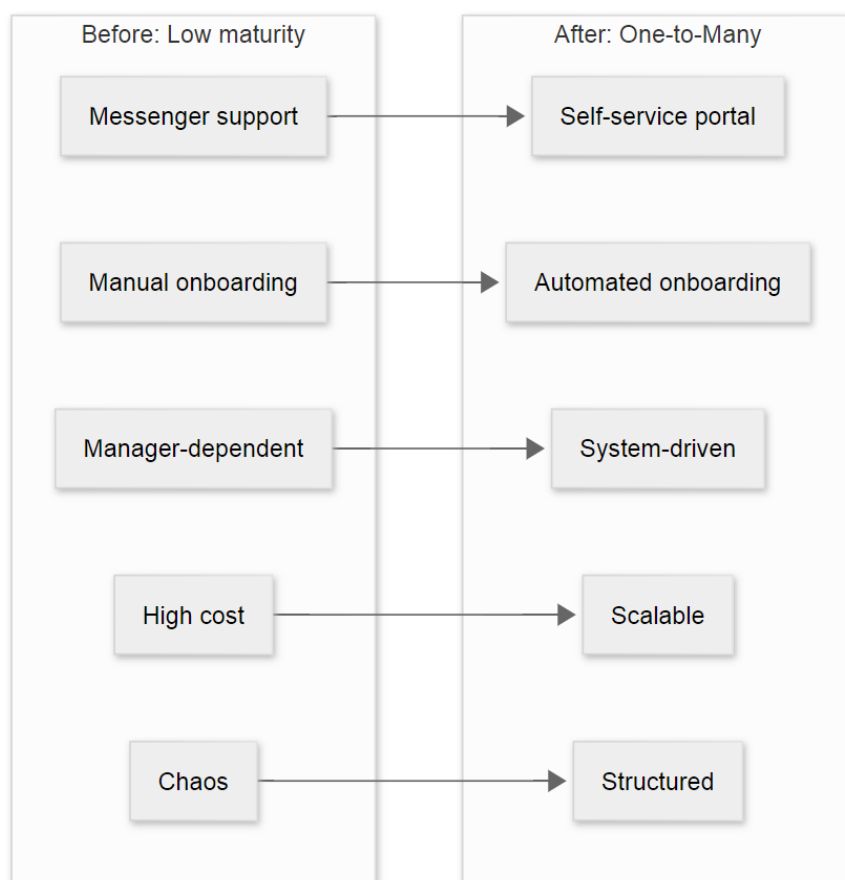


Fig. 1. Causal model of the transition to One-to-Many

Consequently, the thesis of a supposedly rigid regional specificity does not receive convincing confirmation in this case. The observed customer demand, their inclination toward personal communication channels, and their expectation of constant manager availability in many cases represent a derivative effect of poorly organized scaling. A company first enters new markets without sufficient service and organizational assembly. It then compensates for internal limitations through manual support. After that, it begins to perceive the consequences of its own architectural deficiencies as an external cultural given. Hence, the well-grounded conclusion that follows. What is at issue is a dysfunction of the scaling process and a deficiency in operational architecture. The dysfunction of the scaling process manifests as a misalignment between the rate of expansion and the maturity of service mechanisms. The deficiency in operational architecture manifests itself in the absence of segmentation, transparent service boundaries, convenient self-service channels, a localized knowledge base, and reproducible support procedures. Cultural differences between markets do indeed exist; however, in and of themselves, they do not require an unprofitable service model and do not explain the destruction of controllability.

3.2. Scaling Through the One-to-Many Approach

Resolving the identified organizational dysfunction required a deliberate evolution of the Customer Success model: from resource-intensive manual support for each account to automated scaling according to the One-to-Many principle. The practical embodiment of this

conceptual transition was the implementation of the multilingual self-service portal (Smirnova, 2025).

The essence of scaling through the One-to-Many approach lies in delivering foundational value, training, progress metrics, and technical support to many customers simultaneously. This is accomplished through intelligent technological solutions that provide a personalized yet automated digital experience. The developed multilingual self-service portal consolidated scattered instructions, interactive checklists, video materials, and certification modules into a single, intuitive interface. A decisive factor in success was the linguistic and contextual localization of content, particularly into Spanish and Portuguese for the LATAM region.

The system's implementation demonstrated effectiveness, fully dispelling local teams' concerns that abandoning manual account handling would lead to a loss of trust and rising churn. Empirical data confirm that consolidating useful materials enabled the preservation and even increase of customer satisfaction while eliminating the need for proportional expansion of the CS manager headcount (Smirnova, 2025).

The key quantitative achievement was a radical optimization of the onboarding process. Implementation statistics indicate that after transferring customers in the LATAM macro-region to the multilingual self-service portal, the average onboarding time decreased by 14 days (Smirnova, 2025). This dynamic is clearly illustrated in Figure 2.

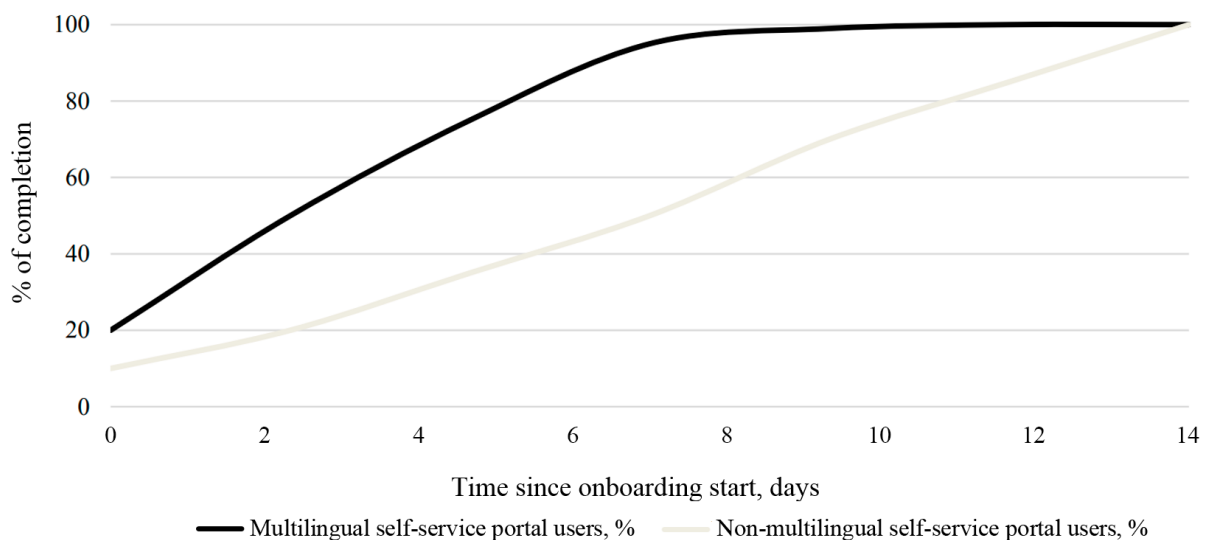


Fig. 2. Onboarding completion dynamics for users of multilingual self-service portal and non-users

No less significant was the transformation of communication patterns. The implementation of a structured system enabled complete reconfiguration of request routing: 100% of routine transactional inquiries were redirected from WhatsApp to the official self-service portal.

A similar positive dynamic in the transition to structured digital models without loss of service quality was recorded during the analysis of interaction with three additional MMP clients in the LATAM and APAC regions. Contrary to stereotypes, B2B customers in emerging markets primarily require transparency of task status, process predictability, and instant access to knowledge.

It is particularly indicative that the transfer of routine inquiries from Telegram to the official portal changed both the technical route of обращения and the very logic of customer behavior. During the period when the messenger-based model dominated, high manager involvement was mistakenly perceived as the principal driver of customer value. However, the implementation results showed that the customer actually needed a fast, clear, and reliable way to solve the problem, not necessarily personal contact. When that same basic need was realized through a structured digital contour with localized content, transparent navigation, and predictable access to information, the need for personal correspondence sharply declined. This confirmed that dependence on messengers does not constitute a stable customer preference. It is a compensatory reaction to the deficit of convenient formal service mechanisms.

In a broader sense, this result reinforces the conclusion formulated in the previous section. If messenger-based communication had indeed been determined by deep, immutable regional specificity, its displacement by a self-service portal would have been accompanied by declining satisfaction, weakened trust, and worse onboarding outcomes. In practice, the opposite picture was observed. Customers remained engaged in the process, completed onboarding more quickly, and continued to receive the necessary support without the manager's constant participation. Once these constraints were removed through a scaling-oriented One-to-Many model, the structural causes that had previously pushed customers and teams toward an informal, difficult-to-scale, and economically unsustainable interaction format were effectively eliminated.

The described approach is significant for SaaS companies in general. It can be scaled to a broader range

of organizations, since the problem itself is typical. In such situations, self-service, localized content, and onboarding standardization serve as universal means of restoring operational sustainability.

For precisely this reason, the One-to-Many approach can be adapted in companies with different product specializations, sales geographies, and customer portfolio sizes. Its applicability is especially high when the product is sold to a mass market, requires repetitive actions at launch, and involves a large volume of homogeneous requests. If basic knowledge, instructions, implementation scenarios, and answers to typical problems are transferred into a unified digital environment, the company reduces dependence on manual support and makes service reproducible. The practical value of such an approach lies in its ability to solve two tasks simultaneously: maintaining a stable quality of customer experience and restraining the growth of operating costs as the business scales.

3.3. Separation of Outcomes and Execution

The success of the scaling undertaken and the overcoming of the localization trap are conceptually grounded in a fundamental theoretical distinction between Outcomes and the tactics of their Execution. This distinction constitutes the core of the operational maturity framework.

Outcomes are universal business results. In a global SaaS company, strategic performance metrics are universal and absolutely imperative across all macro-regions of presence. Such metrics include the percentage of Gross/Net Revenue Retention, Expansion ARR, and the depth and speed of product adoption by end users. A technology vendor has no right to artificially lower the margin or retention thresholds, or to introduce deliberately unprofitable manual service models, solely because it operates in APAC or LATAM markets. Outcomes form the economic basis of the SaaS business and must remain monolithic and unchanged for all countries without exception.

Execution, in strict contrast to universal goals, refers to the tactics and mechanisms for achieving those goals, which must be highly flexible and deeply localized. Execution includes operating variables tailored to the specificities of a particular region.

Coverage ratios are of key importance here. They represent the mathematical ratio of accounts per CSM. This indicator requires flexible adjustment to account for the region's purchasing power and macroeconomic conditions. The ARR contract amount that, in the United

States, falls into the microbusiness category and is served under the Tech-Touch model may, in Latin America, correspond to the budget of a large enterprise-level corporation. As a consequence, the need arises to reconsider segmentation and redistribute resources.

Engagement models also play a substantial role. What is meant here is the adaptation of channels and formats of information delivery, that is, touchpoints, to regional conditions. In the EMEA market, automated email sequences can drive high conversion rates. In LATAM or APAC regions, analogous trigger notifications may be delivered more effectively through official, verified business accounts on local messengers. Such practice

presupposes rigid integration with the central CRM system and excludes the use of managers' personal numbers.

Training and support require separate attention. This involves creating contextually relevant materials that align with the local audience's characteristics. Such a process presupposes adapting examples, preparing educational videos, and considering local peculiarities of information perception and cultural context.

To structure and clearly present this concept, a comparative classification matrix was presented in Table 1.

Table 1. Separation of Outcomes and Execution during global expansion

CS Operating Model Component	Framework Category	Status When Scaling	Description of the Component in the Context of Cross-Cultural Expansion
Financial Retention, Retention NRR/GRR	Outcomes	Strictly universal	Target churn metrics remain consistent across markets. The business model does not allow lowering target margins for the sake of local specificity.
Product Adoption	Outcomes	Strictly universal	The speed and depth of usage of the platform's core modules are measured using standardized global metrics, DAU, MAU, feature usage.
Customer Base Segmentation Methodology	Outcomes	Strictly universal	The conceptual division of customers into service tiers, High-Touch, Mid-Touch, Tech-Touch / One-to-Many, is applied globally.
Coverage Ratios, Accounts/CSM	Execution	Flexibly localizable	Financial ARR thresholds for assigning customers to a given service segment are adjusted by market.
Touchpoint Architecture	Execution	Flexibly localizable	The choice of preferred value-delivery channels. For example, integrating portal functionality with local notification platforms.
Educational Content, Enablement	Execution	Flexibly localizable	Deep localization of knowledge bases, user interfaces, webinars, and training materials to align with language and cultural norms.

The framework's operating logic, demonstrating the separation of the strategic core and the variable shell of processes, is presented in Figure 3.

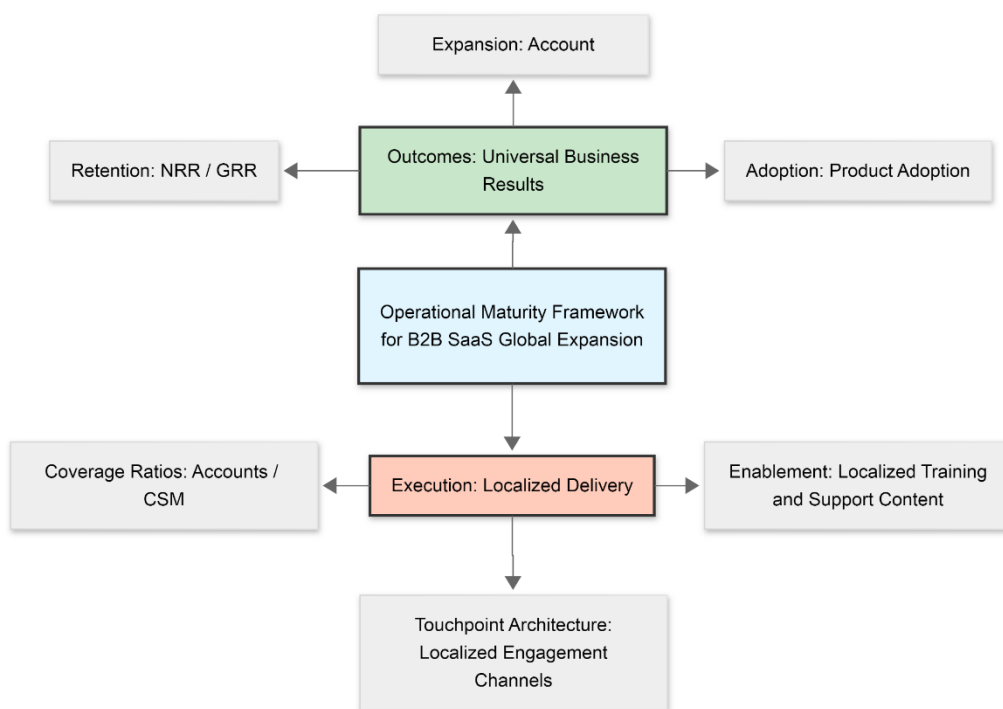


Fig. 3. Decomposition of goals and tactics within the framework of B2B SaaS operational maturity

Such an architectural approach ensures that the Customer Success operating model remains monolithic and uncompromising in its requirements for economic effectiveness, while also demonstrating maximum empathy and flexibility in delivering this value to the end user anywhere in the world.

This distinction helps avoid the problem by establishing in advance the boundary between what the company is obliged to preserve as unified and what it may adapt to the regional context. If target outcomes are defined as universal, the company does not lower requirements for economic efficiency, does not expand manual support without limit, and does not substitute a scalable model for managers' personal efforts. For example, a customer with a small contract does not receive the service format of a large account merely because the local team considers such a style of communication customary for that market. In this way, the distinction protects the operating model from erosion and prevents cultural peculiarities from becoming grounds for violating the basic principles of segmentation and resource allocation. Conceptual architecture of operational maturity is shown in Table 2.

Table 2. Conceptual architecture of operational maturity: separation between global outcomes and localized execution

Layer	Components	Role in the operating model	Degree of adaptation
Global Core (Outcomes)	Retention, ARR, Adoption, Segmentation	Defines the universal business standards and economic logic of the Customer Success model	Not adaptable
Local Execution	Language, channels, content, coverage	Defines the region-specific ways through which these standards are delivered and achieved	Adaptable

At the same time, this distinction shows exactly where adaptation is truly necessary and safe for the business. A company may change the language of materials, the

training format, notification channels, and the mode of presenting information, while preserving uniform requirements for revenue retention, onboarding speed,

and the depth of product usage. For example, in one region, a customer moves through the path via a knowledge base and automated emails. In another region, the same path is built through a localized portal, short videos, and notifications in an official corporate messenger. In both cases, the means of achieving the outcome change, but the outcome itself and the permissible service volume remain the same. For this very reason, the distinction between target outcomes and the means of achieving them serves as a practical mechanism for preventing the localization trap. It enables accounting for market peculiarities without shifting to a manual, poorly managed, and economically unsustainable service model.

4. Discussion

The results of the study prompt a reconsideration of widespread assumptions about bringing complex subscription-based digital products to international markets. Excessive reliance on manual support, personal consultations, and constant availability in private communication channels is often presented as a sign of attentiveness to the customer. However, such practice undermines the customer support operating model. When a significant share of effort is spent servicing low-revenue accounts, the company loses control, while key specialists spend time on urgent, minor issues.

From the standpoint of subscription economics, such a scheme is especially vulnerable. The time of experienced customer support managers represents one of the company's most expensive resources. It should focus on developing large customers, analyzing their processes, and jointly planning long-term growth. Under conditions of low operational maturity, the opposite occurs. Specialists are involuntarily transformed into on-duty executors who continuously extinguish local disruptions and respond to scattered requests. Such an arrangement breeds chaos, reduces team effectiveness, and weakens the capacity for scaling.

The study also shows that assumptions about the inevitability of heavy work in emerging markets are often based on stereotypes. Local teams develop the conviction that unprofitable and disorderly processes are an obligatory price for presence in these regions. The empirical data contradict this. The implementation of a standardized self-service portal demonstrated that customers from different countries are willing to use high-quality digital tools and are highly satisfied with them. Consequently, a mature support model is built

through a consistent transition from person-dependent, reactive practices to predictable, scalable digital solutions.

At the same time, a mass format of customer work does not lead to the depersonalization of service. On the contrary, thoughtful automation and the consolidation of materials within a multilingual digital space significantly simplify the user experience. The customer can quickly resolve standard tasks independently at any time of day. This reduces overload, eliminates unnecessary waiting, and makes interaction clearer. The manager's freed-up time is transferred into the sphere where real value emerges: substantive discussions, assistance in decision-making, and the strengthening of long-term partnerships.

A special place in this logic belongs to cultural intelligence. Its meaning lies in the ability to consider communication norms, hierarchy, expectations, and the customer's interaction style while preserving overall process discipline. In business practice, this idea is often distorted, becoming a justification for abandoning unified rules and shifting to chaotic, personal communication. The study proposes a different view. Cultural sensitivity is needed to make subtle adjustments in manager behavior to gently reduce resistance to change and more rapidly introduce the customer to a standardized product implementation path. In other words, cultural intelligence serves as a conduit of organizational integrity. It helps accelerate the realization of the first tangible value from the product without disrupting the overall operating model.

5. Conclusion

The analysis of cross-cultural challenges in customer success management in the B2B SaaS industry yields a clear, practically significant conclusion: for successful, profitable, and scalable global expansion of technology platforms, a rigid, mature Customer Success operating architecture is essential.

The study has demonstrated that, when entering emerging markets, technology companies encounter obstacles such as the need for high-intensity informal service and the absence of corporate boundaries in working interactions. This is a direct consequence of the vendor's operational maturity deficit and weak segmentation.

An effective solution to this problem lies in a strategic transition to scalable One-to-Many models and the widespread implementation of technological self-service

portals analogous to the multilingual self-service portal system. Empirical data from pilot implementations confirm that such deep digitalization of processes can radically increase operational efficiency, reduce the average onboarding time for new customers by 14 days, and completely neutralize the flow of destructive routine requests from informal messengers.

The foundation of sustainable international scaling is the proposed operational maturity framework, which strictly separates Outcomes from the variable means of achieving them, Execution. Cultural and macro-regional characteristics should, of course, influence communication style, behavioral patterns, and the tactics of interpersonal engagement, which requires global CS teams to develop a high level of cultural intelligence. Nevertheless, despite the objective necessity of linguistic adaptation and flexible adjustment of coverage ratios, the fundamental strategic approach to customer management, the architecture of unit economics, and the expected performance metrics must remain uncompromisingly universal. Only compliance with this balance between the global rigidity of business goals and the local empathy of their execution guarantees the long-term commercial success of B2B SaaS companies under conditions of continuous international expansion.

References

1. Cavusgil, S. T. (2021). Advancing knowledge on emerging markets: Past and future research in perspective. *International Business Review*, 30(2), 101796. <https://doi.org/10.1016/j.ibusrev.2021.101796>
2. Delaney, J., Ghazi, B., Harrison, C., Ilvento, C., Kumar, R., Manurangsi, P., Pal, M., Prabhakar, K., & Raykova, M. (2024). Differentially Private Ad Conversion Measurement. *ArXiv*. <https://doi.org/10.48550/arXiv.2403.15224>
3. Ghandour, O., Kafhali, S. E., & Hanini, M. (2023). Computing Resources Scalability Performance Analysis in Cloud Computing Data Center. *Journal of Grid Computing*, 21(4). <https://doi.org/10.1007/s10723-023-09696-5>
4. Helkkula, A., Arnould, E., & Chen, A. (2022). Glocalization in Service Cultures: Tensions in Customers' Service Expectations and Experiences. *Journal of Service Research*, 26(2), 233–250. <https://doi.org/10.1177/10946705221094638>
5. Hochstein, B., Voorhees, C. M., Pratt, A. B., Rangarajan, D., Nagel, D. M., & Mehrotra, V. (2023). Customer success management, customer health, and retention in B2B industries. *International Journal of Research in Marketing*, 40(4), 912–932. <https://doi.org/10.1016/j.ijresmar.2023.09.002>
6. Jackson, T. (2023). Cross-cultural management studies: are we doing more harm than good? *International Journal of Cross Cultural Management*, 23(3), 501–506. <https://doi.org/10.1177/14705958231213425>
7. Madruga, R. P., Hilton, B., Hochstein, B., Luiz, L., Silva, É. R., & Haddad, A. N. (2024). Comparing and contrasting customer success management and relationship marketing. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2362811>
8. Matloobtalab, M., & Ferati, M. (2025). User Perspectives and Usability Insights in a Self-Service Portal. *International Journal of Web Portals*, 15(1). <https://doi.org/10.4018/ijwp.372057>
9. Park, H., Ureta, I., & Kim, B. (2023). Developing Dimensions and Indicators to Measure Decentralization in Decentralized Autonomous Organizations. *Administrative Sciences*, 13(11), 241. <https://doi.org/10.3390/admsci13110241>
10. Pingali, S. R., Singha, S., Arunachalam, S., & Pedada, K. (2023). Digital readiness of small and medium enterprises in emerging markets: The construct, propositions, measurement, and implications. *Journal of Business Research*, 164, 113973. <https://doi.org/10.1016/j.jbusres.2023.113973>
11. Smirnova, I. (2025). The Customer Hub System Portal as a Tool for Automating Customer Success Processes. *Universum: Economics & Law*, 133(11). <https://doi.org/10.32743/unilaw.2025.133.11.20969>
12. Tran, A. D., Pallant, J. I., & Johnson, L. W. (2021). Exploring the impact of chatbots on consumer sentiment and expectations in retail. *Journal of Retailing and Consumer Services*, 63(2), 102718. <https://doi.org/10.1016/j.jretconser.2021.102718>