WHY ACCOUNTS ARE LOST AFTER THE CONTRACT IS SIGNED

THE BATTLE AFTER THE SALE

Engineering Customer Success in the Gulf and Middle East

GLOSSARY



DR. MAHMOUD BADR EL-DIN

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The Battle After the Sale — Glossary

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A bilingual glossary of the book's terms. Free edition: you may share it in full, without changes.

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Confidentiality. Names of countries, cities, people and organizations in the stories have been changed.

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Contents

Glossary 5

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This glossary gathers 65 terms used throughout *The Battle After the Sale*, in four groups: business culture, Customer Success metrics, TRUST framework tools, and data sovereignty and AI. Each definition follows the way the book uses the term, not a general dictionary meaning, and the section number after it points to where the full book explains it. Arabic terms are given in Arabic script; section numbers refer to the English edition. Numbering is the same in the Arabic edition.

Business Culture in the Gulf and the Arab World

Al-mann (المَنّ) — Reminding someone of a favor you did them. In Arab culture it grates on a person's dignity, which is why the book advises phrasing success as "we succeeded together", not "we saved you money". *Section 5.3.*

Diwaniya (الديوانية) — A regular evening gathering in a family reception room, common in Kuwait. Reputations form and decisions are discussed there before any formal meeting. *Section 2.5.*

Fazaa (الفزعة) — The instinct to rush to someone's side when they call for help. In the book: showing up in person and fully committed when a customer is in trouble. *Section 8.3.*

Hamola (الحمولة) — In the book, the empathy and mutual support of "we are in the same boat": standing with the customer beyond the narrow terms of the contract. In everyday Gulf usage it can also mean the extended family. *Section 4.4.*

High-context culture (الثقافة عالية السياق) — A culture where much of the meaning lies in relationships, tone and what is left unsaid, not in the explicit words. Gulf business is high-context, which is why signals of risk are often weak and indirect. *Section 3.4.*

His Excellency (معالي / سعادة) — An honorific for ministers and senior officials, used in business as a mark of high respect toward a senior decision-maker. *Section 4.5.*

Kunya (Abu names) (الكنية) — "Father of" followed by the name of a person's eldest son: a warm and respectful way to address someone.

Majlis (pl. majalis) (المجلس) — Literally "a place of sitting": the traditional reception room where relationships, opinions and decisions take shape, often before any formal meeting. *Section 2.5.*

Mojamala (المجاملة) — Courtesy. In the book, both the social obligation to exchange favors over time, and the polite flattery that can hide a customer's real opinion. *Section 3.1.*

Relational patience (الصبر العلائقي) — The extra time a Gulf customer gives a partner to prove himself before reacting. It delays visible dissatisfaction; when it runs out, the break is harder. *Section 3.3.*

Sana' (السَّنَع) — The Gulf code of hospitality and good manners: how you greet, sit, give your word and keep it. *Section 2.1.*

Somah (reputation) (السمعة) — Trust built on track record, professional honor and social standing. Your name walks into the room before you do. *Section 2.2.*

Wasta (الواسطة) — A network of social connections used to get things done. Often seen as favoritism; the book treats it as a social operating system that can also carry legitimate trust, within the ethical limits set out in the Ethical Note.

Customer Success and Revenue Metrics

ARR (الإيرادات السنوية المتكررة) — Annual Recurring Revenue: the yearly value of a company's recurring subscription contracts. *Section 3.6.*

Champion / Advocate (المُناصر / السفير) — A Champion defends you inside the customer's organization; an Advocate recommends you outside it. *Section 8.6.*

Churn (خسارة العملاء) — The loss of customers or recurring revenue over a period: voluntary, involuntary or through downsell. *Section 3.1.*

Contraction / Downsell (التقليص) — A reduction in what an existing customer pays: fewer licenses, modules or tiers. *Section 3.6.*

CSAT (رضا العملاء) — Customer Satisfaction score, usually measured after a specific interaction.

CSM (مدير نجاح العملاء) — Customer Success Manager: owns the customer's outcomes after the sale, from onboarding to renewal and expansion. *Section 1.4.*

EBR (مراجعة الأعمال التنفيذية) — Executive Business Review: a structured meeting with the customer's senior leaders to review value delivered and agree shared plans. *Section 5.4.*

Executive Sponsor (الراعي التنفيذي) — The senior leader on the customer side who owns the decision and backs the program. His absence from reviews is an early warning signal. *Section 3.4.*

Expansion revenue (الإيرادات التوسعية) — Additional revenue from existing customers through upgrades, more users or new modules. *Section 5.6.*

Ghost Account (الحساب الشبحي) — A licensed user with no sign-in or activity for 30 days or more. *Section 3.4.*

Health Score (مؤشر صحة الحساب) — A composite indicator estimating how healthy an account is. The book argues it must be complemented by measures of relational capital. *Section 3.6.*

NPS (مؤشر صافي الترويج) — Net Promoter Score: a loyalty metric based on how likely customers are to recommend you. The book explains why it often reads too high in the Gulf. *Section 3.6.*

NRR (صافي الاحتفاظ بالإيرادات) — Net Revenue Retention: (ARR at start + expansion − contraction − churn) ÷ ARR at start × 100. *Section 3.6.*

Onboarding (التهيئة) — The first phase after signing in which the customer is set up, trained and brought to first value. *Section 6.6.*

Power Users (المستخدمون المتقدمون) — Ambassadors from the customer's own staff who help colleagues adopt the system. *Section 6.8.*

Quick Win (المكسب السريع) — A small, visible improvement delivered early that saves users real effort. *Section 4.7.*

ROI (العائد على الاستثمار) — Return on Investment: (value realized − subscription cost) ÷ subscription cost × 100. *Section 5.2.*

Silent churn (الخسارة الصامتة) — The customer keeps paying while usage, trust and real value fall away. The most dangerous form of churn in the region, because the dashboard does not show it. *Section 3.1.*

SLA (اتفاقية مستوى الخدمة) — Service Level Agreement: the contractual service commitments, such as response and resolution times.

TCO (التكلفة الإجمالية للملكية) — Total Cost of Ownership: everything a system costs over its life, not only the license or subscription. *Section 7.4.*

Value Gap (فجوة القيمة) — The gap between what Sales promised to close the deal and what the customer actually experiences after go-live. *Section 5.1.*

TRUST Framework Tools and Models

24-Month Trap (مصيدة الأربعة والعشرين شهراً) — The book's churn timeline: honeymoon (1–3), fog zone (3–9), silent turning point (9–18), illusion of safety (18–24). The renewal decision is made months before it is announced. *Section 3.3.*

6P (نموذج الحوار 6P) — Presence, Progress, Problems, Plan, Partnership, Protocol: the six-part conversation model for a Gulf EBR. *Section 8.2.*

Account Temperature Test (اختبار حرارة الحساب) — Ten yes/no questions that check the temperature of a major account and your balance in its trust bank. *Section 8.9.*

Cost of Absence (كلفة الغياب) — A diagnostic question: what would stop if the system went offline for a day? The more that would stop, the more alive the system is. *Section 6.5.*

CQI (مؤشرات جودة التواصل) — Communication Quality Indicators: five measures of whether your communication is working. *Section 8.9.*

Cultural Timing Guide (دليل التوقيت الثقافي) — When to send what: Ramadan, Eid, national days, summer and fiscal year-end change how a message is received. *Section 8.8.*

Dignified Escalation Protocol (بروتوكول التصعيد الكريم) — Escalating without making an enemy: align with the direct owner first, and protect his face before going higher. *Section 8.7.*

Expectation curve (منحنى التوقعات) — Expectations peak in the first three months, drop into a valley of disappointment, then either settle or end in departure. *Section 3.3.*

GCC Early Warning Matrix (مصفوفة الإنذار المبكر الخليجية) — Three levels of risk signals: technical and digital, relational, and contextual. Two level-one signals plus one level-two signal trigger the rescue protocol. *Section 3.4.*

HEAR (HEAR نموذج التهدئة) — Halt, Empathize, Act, Restore: the crisis de-escalation protocol. *Section 8.3.*

Hybrid model (النموذج الهجين) — The two-layer model behind TRUST: the data discipline of the Western playbook, plus the relational layer the region requires. *Section 2.8.*

Inverted 12 Months (الأشهر الاثنا عشر المعكوسة) — The Gulf renewal timeline, counting down from contract end, so renewal work starts a year before the date. *Section 8.5.*

Joint Success Matrix (مصفوفة النجاح المشترك) — Agreed in the first meeting after signing: what success means in measurable terms, what each side owes, and a realistic timeline. *Section 5.1.*

Media richness (ثراء الوسيلة) — Daft and Lengel's (1986) principle: rich, ambiguous or sensitive messages need rich channels such as a call or a visit. *Section 8.1.*

Political map (الخريطة السياسية للعميل) — A map of who really decides inside the account: power, influence, the true champion and the silent opponent. *Section 4.2.*

Seven Silent Killers (القتلة الصامتون السبعة) — Seven recurring causes behind lost renewals in the region; contracts are rarely lost to a single fault or a discount. *Section 8.5.*

Shadow Workflows (مسارات الظل) — Parallel manual or unofficial processes in which employees do the real work, feeding the official system only the results. *Section 6.1.*

SHARP (SHARP البريد التنفيذي) — Subject, Headline in three lines, Action clarity, Respect for time, Proof in the attachments: the structure for an executive email. *Section 8.4.*

STARS (STARS نموذج) — Situation, Task, Action, Result, Strategic impact: the structure for a value story. *Section 5.3.*

Three centers of power (مراكز القوة الثلاثة) — The users, the champion and the executive level: the three relationship layers every strategic account needs. *Section 8.1.*

TRUST (TRUST إطار) — The book's framework: Trust-Based Relationship Architecture; ROI & Localized Value Orchestration; User Empowerment & Cultural Adoption; Sovereign Alignment & Geopolitical Safety; Tactical High-Touch Communication. *Section 2.8.*

Value Bank (بنك القيمة) — A monthly, documented record of savings and achievements delivered to a customer, used to defend the renewal with evidence. *Section 5.7.*

Weak signals (الإشارات الضعيفة) — Ansoff's (1975) idea that early, faint signs of change matter most. In high-context markets, risk signals are weak by nature: a pause, a delayed reply, a skipped invitation. *Section 3.4.*

Data Sovereignty and AI

Algorithm aversion (النفور من الخوارزميات) — Research finding that people lose trust in an algorithm faster than in a human after seeing the same mistake (Dietvorst, Simmons & Massey, 2015). *Section 9.2.*

Automation Boundary Map (خريطة حدود الأتمتة) — A grid that decides, by relationship level and emotional weight, which communications are automated, AI-assisted or kept human. *Section 9.2.*

Data localization (توطين البيانات) — A requirement that certain data be stored, and sometimes processed, inside the country. *Section 7.1.*

Data sovereignty (سيادة البيانات) — The principle that data is subject to the laws of the country where it is collected or stored. In the region, data is increasingly treated as a national asset. *Section 7.1.*

Human in the loop (الإنسان في الحلقة) — A design where a person reviews or approves what the machine drafts before it reaches the customer. *Section 9.6.*

Shadow AI (الذكاء الاصطناعي في الظل) — Use of personal or unapproved AI tools to process customer or company data outside governed systems: a data risk and a hidden shadow workflow. *Section 9.5.*

Sovereign Hybrid Hosting (الاستضافة الهجينة السيادية) — Sensitive data stays in a local sovereign environment; only masked or tokenized data goes to the global cloud for processing. *Section 7.3.*

Tokenization / Masking (الترميز والتعمية) — Replacing names and sensitive fields with tokens or masks so data can be processed without exposing identities. *Section 7.3.*

Quick Reference: English → Arabic

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