

Review Article

Open Access

Mastering Subscription Programs: Metrics, Agile Frameworks and Leadership Strategies for Growth

Mahesh Deshpande

San Jose, California, USA

ABSTRACT

This comprehensive article explores the intricacies of mastering subscription program management in the evolving landscape of the subscription economy. It delves into the subscription lifecycle, essential metrics for measuring success, and strategies for embedding these metrics into agile initiatives. The article provides insights into effective program management techniques, including translating objectives into actionable work streams and fostering cross-functional alignment. It examines proven frameworks for scaling subscription programs and offers a step-by-step guide for implementation, including an example using JIRA. The piece concludes with crucial leadership strategies for driving subscription success, emphasizing the importance of cultivating a subscription-first mindset, embracing data-driven decision-making, and building adaptive capacity. This article serves as a valuable resource for Program Management Leaders seeking to master subscription programs and achieve sustainable growth in the dynamic subscription marketplace.

*Corresponding author

Mahesh Deshpande, San Jose, California, USA.

Received: August 08, 2023; **Accepted:** August 15, 2023; **Published:** August 25, 2023

Keywords: Subscription Management, Agile Methodologies, Metrics-Driven Decision-Making, Customer Success, Scaling Frameworks, Cross-Functional Collaboration, Subscription Lifecycle, Program Management, Leadership Strategies, Data Analytics, Continuous Innovation, Adaptive Capacity, JIRA, Subscription Economy, Revenue Metrics

Introduction

In today's rapidly evolving business landscape, subscription-based models have emerged as a powerful engine for growth and revenue stability. From software-as-a-service (SaaS) platforms to streaming media providers, businesses across industries are embracing the subscription economy to build long-term customer relationships and predictable revenue streams. However, as more companies enter the subscription space, the challenge of effectively managing and scaling these programs has become increasingly complex.

Mastering subscription programs requires a delicate balance of strategic planning, operational efficiency, and customer-centricity. It demands a deep understanding of the unique dynamics and metrics that drive subscription success, as well as the ability to adapt to changing market conditions and customer needs. Failing to effectively navigate these complexities can lead to stagnant growth, high churn rates, and ultimately, the failure of the subscription program.

This is where Agile frameworks and leadership strategies come into play. Agile methodologies, originally rooted in software development, have proven to be invaluable tools for managing the iterative nature of subscription programs. By embracing Agile principles such as flexibility, collaboration, and data-driven decision making, subscription-based businesses can rapidly respond to customer feedback, optimize their offerings, and drive continuous improvement.

However, Agile frameworks alone are not sufficient for scaling subscription success. Effective Program Management Leadership is equally critical. Subscription programs require visionary leaders who can set clear goals, foster cross-functional collaboration, and create a culture of innovation and customer-centricity. These leaders must be adept at navigating the unique challenges of subscription-based businesses, from managing complex pricing and packaging strategies to building long-term customer loyalty.

The stakes for mastering subscription programs are high. In a crowded and competitive market, businesses that can effectively scale their subscription initiatives will be well-positioned to capture market share, drive sustainable growth, and build enduring customer relationships. Conversely, those that fail to adapt to the demands of the subscription economy risk being left behind.

In this article, we will explore the critical components of mastering subscription programs, including:

- The essential metrics that subscription businesses must track and optimize to gauge health and growth
- The application of agile frameworks to subscription program management, from setting metric-driven goals to executing key initiatives, and
- The leadership strategies necessary to scale subscription success, including fostering a data-driven culture and engaging teams around shared objectives

By the end of this article, readers will have a comprehensive understanding of how to leverage agile frameworks and leadership strategies to master their subscription programs and drive sustainable growth. The insights and best practices shared here will provide a roadmap for success in the dynamic world of subscription-based offerings.

Understanding The Subscription Business

The Subscription Lifecycle

Before diving into the essential metrics for subscription businesses, it's crucial to understand the subscription lifecycle. The subscription lifecycle encompasses the various stages a customer goes through, from initial awareness and acquisition to long-term retention and advocacy.

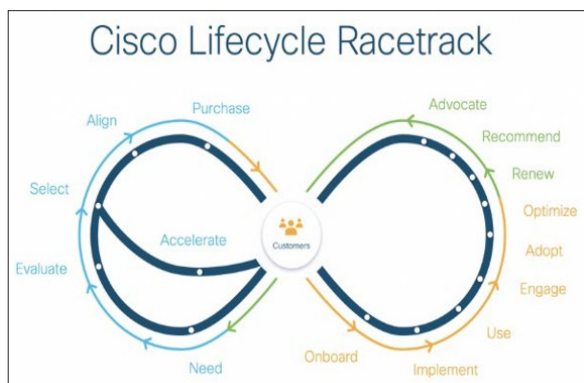


Figure 1: Cisco's Subscription Lifecycle [1]

As illustrated in Figure 1, the subscription lifecycle typically consists of five key stages [2]:

- **Acquisition:** Attracting and converting prospects into subscribers through marketing and sales efforts.
- **Onboarding:** Welcoming new subscribers and guiding them through the initial setup and configuration of the product or service.
- **Engagement:** Encouraging subscribers to actively use and derive value from the product or service on a regular basis.
- **Renewal:** Ensuring subscribers continue their subscription at the end of each billing cycle.
- **Expansion:** Increasing the value of existing subscribers through upsells, cross-sells, and add-ons.

Throughout the subscription lifecycle, businesses must focus on delivering a seamless and personalized subscriber experience. This involves understanding subscriber needs, preferences, and behaviors at each stage and tailoring strategies accordingly.

For example, during the acquisition stage, businesses must clearly communicate the value proposition of the subscription and make the signup process as frictionless as possible. During the engagement stage, businesses must continually provide value and support to keep subscribers active and satisfied.

By optimizing each stage of the subscription lifecycle, businesses can improve subscriber acquisition, reduce churn, and drive long-term growth. Metrics play a crucial role in measuring the effectiveness of strategies at each stage and identifying areas for improvement.

Organizational Structure for Subscription Success

To effectively manage and scale a subscription program, it is crucial to establish a cross-functional organizational structure that brings together the key teams responsible for driving subscription metrics. This structure should foster collaboration, information sharing, and aligned decision-making across the organization.

As Tien Tzuo, founder, and CEO of Zuora, emphasizes,

"In the subscription economy, the customer is at the center

of everything. Companies need to reorganize their teams and processes around the subscriber journey, rather than traditional functional silos [3]."

At the heart of this structure is the Subscription Success Team, which serves as the central hub for coordinating subscription initiatives across the organization. This team is typically led by a Chief Customer Officer (CCO) or a similar executive-level role, who reports directly to the CEO and is responsible for the overall strategy and performance of the subscription program.

The Subscription Success Program Team might include the representatives from the following functions:

- **Product Management:** Responsible for defining the subscription offering, pricing, and packaging, as well as managing the product roadmap and feature prioritization based on subscriber feedback and usage data.
- **Marketing:** Tasked with acquiring new subscribers, managing customer communications, and developing retention and win back campaigns to minimize churn.
- **Sales:** Focused on converting prospects into subscribers, upselling and cross-selling to existing customers, and managing contract renewals.
- **Customer Success:** Dedicated to increasing the subscription renewals through subscriber satisfaction, adoption, and long-term loyalty through onboarding, training, support, and account management.
- **Finance:** Responsible for financial planning, pricing strategy, revenue recognition, and subscription metrics tracking and reporting.
- **Data and Analytics:** Responsible for building and optimizing the subscription metrics, maintaining the data infrastructure, inform product features decision making to personalize the subscriber experience of the subscription offering.

To ensure alignment and collaboration across these functions, many subscription-based businesses establish a Subscription Success Council or a similar cross-functional governance body. This council meets regularly to review subscription metrics, discuss strategic initiatives, and make data-driven decisions to optimize the subscription program.

Effective communication and information sharing are critical to the success of this cross-functional structure. Many organizations use collaboration tools and dashboards to provide real-time visibility into subscription metrics and initiatives across the organization. By establishing a cross-functional organizational structure, engaging a wide range of teams, and fostering a culture of collaboration and data-driven decision-making, subscription-based businesses can effectively track, optimize, and scale their subscription programs for long-term success.

Essential Metrics for Subscription Businesses

Measuring the right metrics is crucial for understanding the health and growth of a subscription business. These metrics provide valuable insights into subscriber behavior, revenue trends, and the overall performance of the subscription program. By tracking and analyzing these metrics, businesses can make data-driven decisions to optimize their offerings, reduce churn, and scale their operations.

As Zuora's Subscription Economy Index highlights, *"Subscription businesses that consistently measure and optimize key metrics, such as churn and retention rates, grow on average 8 times faster than their S&P 500 counterparts [1]."*

The most essential metrics for subscription businesses can be grouped into three categories: revenue metrics, subscriber metrics, and engagement metrics.

Revenue Metrics

Revenue metrics provide a financial perspective on the performance of the subscription program. The most important revenue metrics include:

- **Monthly Recurring Revenue (MRR):** The total amount of predictable revenue generated from active subscriptions in each month.
- **Annual Recurring Revenue (ARR):** The annualized equivalent of MRR, calculated by multiplying MRR by 12.
- **Average Revenue Per User (ARPU):** The average revenue generated per subscriber, calculated by dividing total revenue by the number of active subscribers.
- **Customer Lifetime Value (CLV):** The total revenue a subscriber is expected to generate over the course of their relationship with the business.
- **Available to Renew (ATR):** The total value of subscriptions that are up for renewal in a given period.
- **Renewal Rate:** The percentage of subscribers who renew their subscriptions, calculated as the total value of renewed subscriptions divided by the Available to Renew (ATR).

Renewal Rate = \$Renewed / Available to Renew (ATR)

Subscriber Metrics

Subscriber metrics provide insights into the acquisition, retention, and churn of subscribers. The most important subscriber metrics include:

- **Subscriber Growth Rate:** The rate at which the subscriber base is growing over time, calculated as the percentage change in the number of subscribers from one period to another [4].
- **Customer Acquisition Cost (CAC):** The total cost of acquiring a new subscriber, including marketing and sales expenses [4].
- **Churn Rate / Attrition:** The percentage of subscribers who cancel or fail to renew their subscriptions within a given period [4].
- **Retention Rate:** The percentage of subscribers who remain active over a given period, calculated as the inverse of the churn rate.

Engagement Metrics

Engagement metrics provide insights into how subscribers interact with the product or service and the value they derive from their subscription. The most important engagement metrics include:

- **Activation Rate:** The percentage of new subscribers who engage with the product or service within a specified timeframe after signing up.
- **Usage Frequency:** The average number of times a subscriber engages with the product or service over a given period.
- **Time Spent:** The average amount of time a subscriber spends using the product or service per session or over a given period.
- **Net Promoter Score (NPS):** A measure of subscriber loyalty and satisfaction, based on their likelihood to recommend the product or service to others.

Regularly monitoring and analyzing these metrics allows subscription businesses to identify trends, spot potential issues, and take proactive measures to optimize their programs.

As Amplitude's State of Product Analytics Report notes, *"Companies that consistently track and act on engagement metrics are 3.5 times more likely to report significant growth in their*

subscription revenue [5]."

However, tracking metrics is only the first step. To truly drive subscription success, businesses must use these insights to inform strategic decision-making and continuously improve the subscriber experience. This involves:

- Setting clear, data-driven goals, and targets for each metric
- Regularly reviewing and discussing metrics with cross-functional teams
- Conducting deep-dive analyses to identify the root causes of trends and anomalies
- Developing and implementing data-driven action plans to optimize the subscription program
- Continuously monitoring the impact of these actions and iterating based on results

By embedding metrics into the core of their operations and decision-making processes, subscription businesses can create a culture of data-driven growth and continuous improvement.

As Jeff Wechsler, Chief Orchestration Officer, EMyth emphasizes, *we want every touchpoint to be amazing, but in order to make that journey exceptional, we need to integrate subscription data for a full view of our customers* [6].

Mastering Subscription Program Management

Effective program management is crucial for the success of subscription-based businesses. It involves translating high-level objectives into actionable work streams, guiding strategy execution, making critical decisions, mitigating risks, and ensuring cross-functional alignment. This section explores key aspects of mastering subscription program management and leveraging agile methodologies for optimal results.

Translating Objectives into Actionable Work Streams

One of the primary responsibilities of a subscription program manager is to translate broad business objectives into concrete, actionable work streams. This process involves:

- **Breaking Down High-Level Goals:** Analyze overarching objectives and divide them into smaller, manageable components.
- **Defining Clear Deliverables:** For each work stream, establish specific, measurable outcomes.
- **Assigning Ownership:** Determine which teams or individuals are responsible for each work stream.
- **Setting Timelines:** Create realistic schedules for each work stream, considering dependencies and resource constraints.

As noted in the Project Management Institute's Pulse of the Profession report, *"Organizations that excel at translating strategy into actionable work streams are 2.5 times more likely to successfully execute their initiatives* [7]."

The Program Manager's Role: From Strategy to Execution

The subscription program manager serves as a bridge between strategic vision and on-the-ground execution. Key responsibilities include:

- **Strategic Alignment:** Ensure all work streams align with the overall subscription strategy.
- **Resource Allocation:** Optimize the distribution of resources across various initiatives.
- **Progress Tracking:** Monitor the advancement of work streams and report to stakeholders.
- **Issue Resolution:** Identify and address bottlenecks or conflicts that arise during execution.

- **Stakeholder Management:** Communicate effectively with all parties involved in the subscription program.

According to Project Management Institute's Pulse of the Profession research, "Effective strategy implementation is directly linked to an organization's capability to deliver successful projects and programs" [8].

Critical Decision Making, Risk Mitigation, and Cross-Functional Alignment

Subscription program managers must excel in critical decision-making, risk mitigation, and fostering cross-functional alignment. These skills are essential for navigating the complex landscape of subscription businesses.

Critical Decision Making

- **Data-Driven Approach:** Leverage subscription metrics and analytics to inform decisions.
- **Scenario Planning:** Evaluate potential outcomes of different choices.
- **Stakeholder Input:** Gather insights from various teams to make well-rounded decisions.

Risk Mitigation

- **Risk Identification:** Proactively identify potential risks to the subscription program.
- **Impact Assessment:** Evaluate the potential consequences of each risk.
- **Mitigation Strategies:** Develop and implement plans to address or minimize risks.
- **Continuous Monitoring:** Regularly reassess risks and adjust mitigation strategies as needed.

Cross-Functional Alignment

- **Clear Communication:** Ensure all teams understand program objectives and their roles.
- **Regular Touchpoints:** Schedule frequent cross-functional meetings to maintain alignment.
- **Shared Metrics:** Establish common KPIs that encourage collaboration across departments.
- **Conflict Resolution:** Address inter-team conflicts promptly to maintain program momentum.

According to Forrester, "*Organizations with high-level of cross-functional alignment report 2.4 times higher revenue growth and 2 times higher profitability growth* [9]."

Applying Agile Methodologies for Effective Program Management
Agile methodologies can significantly enhance the effectiveness of subscription program management. Key principles and practices include:

- **Iterative Approach:** Break the program into shorter cycles or sprints for more frequent delivery and feedback.
- **Adaptive Planning:** Regularly reassess and adjust plans based on new information and changing circumstances.
- **Continuous Improvement:** Implement retrospectives to identify areas for enhancement in program management processes.
- **Cross-Functional Teams:** Form dedicated, multi-disciplinary teams to drive specific work streams.
- **Visual Management:** Use tools like Kanban boards to increase transparency and track progress.

The State of Agile report notes, "*Organizations that apply Agile methodologies to program management report a 64% improvement in their ability to manage changing priorities* [10]."

To effectively apply Agile methodologies in subscription program management:

- **Start with a Pilot:** Begin by applying Agile principles to a single work stream or initiative.
- **Provide Training:** Ensure all team members understand Agile concepts and practices.
- **Adapt Tools:** Implement Agile-friendly project management tools such as JIRA, Asana etc. that support iterative planning and execution.
- **Embrace Flexibility:** Be prepared to adjust processes as you learn what works best for your organization.
- **Measure and Iterate:** Regularly assess the impact of Agile practices on program outcomes and refine your approach

By mastering these aspects of subscription program management, organizations can significantly improve their ability to execute complex initiatives, adapt to changing market conditions, and drive sustainable growth in their subscription businesses.

Frameworks For Scaling Subscription Program Management

As subscription businesses grow, they often face challenges in maintaining agility, ensuring consistent metric-driven decision-making, and coordinating efforts across expanding teams. Scaling frameworks provide structured approaches to address these challenges and support long-term growth. This section explores proven frameworks, offers implementation guidance, and highlights the benefits of structured scaling.

Proven Frameworks for Scaling Agile Practices and Metric-Driven Decision Making

Several frameworks have emerged to help organizations scale their Agile practices and maintain a focus on metrics as they grow. Three of the most widely adopted frameworks are:

Scaled Agile Framework (SAFe)

SAFe is a comprehensive framework that provides a structured approach to scaling Agile practices across large enterprises [11]. It emphasizes alignment, collaboration, and delivery across numerous Agile teams.

Key Features

- Portfolio, Large Solution, Program, and Team levels
- Program Increment (PI) planning.
- Lean-Agile principles & Built-in quality practices

Large-Scale Scrum (LeSS)

LeSS extends Scrum principles to large-scale development, focusing on simplicity and cross-functional feature teams [12].

Key Features

- Single Product Backlog and Product Owner
- Sprints synchronized across teams.
- Emphasis on system thinking.

Disciplined Agile (DA)

DA provides a toolkit approach, allowing organizations to tailor their Agile scaling based on their specific context and needs [7].

Key Features

- Goal-driven approach & Learning-oriented culture
- Hybrid practices from various methodologies
- Emphasis on the entire enterprise, not just IT

Step-by-Step Guide to Implementing Scaling Frameworks

While the specific implementation steps may vary depending on the chosen framework, the following general guide can help organizations successfully scale their subscription program management:

Assess Current State

- Evaluate existing Agile practices and metric tracking.
- Identify pain points and areas for improvement.
- Determine organizational readiness for scaling.

Select Appropriate Framework

- Consider organizational culture and goals.
- Evaluate features against business needs.
- Consult with Agile coaches or experts if needed.

Develop Implementation Roadmap

- Define clear objectives and success criteria.
- Create a phased rollout plan.
- Identify required resources & potential obstacles.

Prepare the Organization

- Secure executive sponsorship and support.
- Communicate the vision to all stakeholders.
- Provide training on the chosen framework.

Pilot Implementation

- Start with a small group or single program.
- Apply the framework principles and practices.
- Collect feedback on the pilot's effectiveness.

Scale Gradually

- Expand implementation based on pilot results.
- Adjust practices as needed for different teams.
- Continue to provide support and training.

Continuously Improve

- Regularly assess the effectiveness of framework
- Gather feedback from teams and stakeholders.
- Refine and adapt practices to maintain agility.

Example of Implementing a Framework Leveraging JIRA

To illustrate how a scaling framework can be implemented using a popular tool, let's consider an example of implementing SAFe using Atlassian's JIRA [11]:

Set Up JIRA Structure

- Create a separate JIRA project for each SAFe level (Portfolio, Large Solution, Program, Team)
- Use JIRA's hierarchy features to link the projects.

Configure Custom Fields

- Add custom fields to capture SAFe-specific information (e.g., Program Increment, Features)

Create SAFe-Specific Issue Types

- Set up issue types for Epics, Features, and Stories
- Configure workflows for each issue type to align with SAFe processes.

Implement Program Increment (PI) Planning

- Use JIRA's versions feature to represent PIs.
- Create a board for PI planning to visualize and manage work across teams.

Set Up Agile Boards

- Create Kanban boards for Portfolio and Large Solution levels.
- Set up Scrum boards for Program and Team levels.

Configure Dashboards

- Create dashboards to track SAFe-specific metrics (e.g., Program Predictability, Feature Progress)
- Use JIRA's reporting features to generate reports

Integrate with Other Tools

- Connect JIRA with tools like Confluence for documentation and Bitbucket for code management.

By leveraging JIRA's flexibility and robust feature set, organizations can effectively implement and manage scaled Agile frameworks, ensuring that subscription program management remains effective as the business grows [11].

The Benefits of Structured Scaling for Long-Term Growth

Implementing a structured scaling framework offers numerous benefits for subscription businesses aiming for long-term growth as highlighted in the diagram below.



Figure 2: Benefits of Structured Framework for Scaling Growth [13]

Implementing a structured framework for scaling subscription program management is crucial for maintaining agility, ensuring consistent metric-driven decision-making, and driving long-term growth. By carefully selecting and implementing an appropriate scaling framework, subscription businesses can position themselves for sustained success in an increasingly competitive market [13].

Leadership Strategies for Scaling Subscription Success

Effective leadership is crucial for scaling subscription programs and driving long-term success. Leaders must navigate the unique challenges of the subscription model while fostering a culture of innovation, customer-centricity, and data-driven decision-making. This section explores key leadership strategies for mastering subscription program management and achieving sustainable growth.

Cultivating a Subscription-First Mindset

Leaders must champion a subscription-first mindset throughout the organization. This involves shifting focus from traditional transactional relationships to long-term customer engagement and value creation.

To cultivate this mindset, program management leaders must:

- **Communicate the Vision:** Clearly articulate the benefits of the subscription model to all stakeholders.
- **Align Incentives:** Ensure compensation structures and performance metrics support long-term customer relationships.
- **Lead by Example:** Demonstrate commitment to subscriber success in decision-making and resource allocation.

As Tien Tzuo, CEO of Zuora, emphasizes, "The subscription model is about delivering ongoing value to customers, not just selling a product once [3]."

Fostering Cross-Functional Collaboration

Subscription success requires seamless coordination across multiple departments. Leaders must break down silos and foster a culture of collaboration.

Strategies for enhancing cross-functional collaboration:

- **Establish Cross-Functional Teams:** Create dedicated teams focused on specific aspects of the subscription lifecycle.
- **Implement Collaborative Tools:** Utilize project management and communication platforms that facilitate cross-departmental information sharing.
- **Encourage Job Rotations:** Promote understanding of different roles through temporary assignments across departments.

According to McKinsey, *"Companies that effectively integrate cross-functional teams are 1.5 times more likely to be top performers in subscription growth [14]."*

Embracing Data-Driven Decision Making

Leaders must champion a data-driven approach to subscription management. This involves leveraging analytics to inform strategic decisions and optimize the subscriber experience.

To foster a data-driven culture, PM Leaders must:

- **Invest in Analytics Infrastructure:** Ensure teams have access to robust data collection and analysis tools.
- **Set Data-Driven Goals:** Establish clear, measurable objectives tied to key subscription metrics.
- **Promote Data Literacy:** Provide training and resources to help team members interpret and act on data insights.

Harvard Business School Online's Business Insights Blog notes, *"Organizations that prioritize data-driven decision-making in their subscription programs achieve 30% higher revenue growth and 20% higher profitability [15]."*

Prioritizing Customer Success

In the subscription economy, customer success is paramount. Leaders must ensure that the entire organization is aligned around delivering ongoing value to subscribers.

Strategies for prioritizing customer success include:

- **Develop a Customer Success Framework:** Create a structured approach for managing entire customer lifecycle.

- **Empower Customer Success Teams:** Provide the resources and authority needed to proactively address customer needs.
- **Implement Voice of the Customer Programs:** Regularly collect and act on customer feedback to drive improvements.

According to Forrester, *"Companies that excel in customer success management achieve 27% higher customer retention rates and 40% more revenue from existing customers [16]."*

Driving Continuous Innovation

To maintain a competitive edge in the subscription market, leaders must foster a culture of continuous innovation.

Key strategies for driving innovation include:

- **Allocate Resources for Experimentation:** Set aside budget and time for teams to explore new ideas and approaches.
- **Implement Agile Methodologies:** Adopt iterative development processes that allow for rapid testing and refinement.
- **Encourage Intrapreneurship:** Create programs that allow employees to propose and develop new subscription offerings or features.

Building Adaptive Capacity

The subscription landscape is constantly evolving, and leaders must build organizations capable of adapting to change.

To enhance adaptive capacity, PM Leaders must:

- **Develop Scenario Planning Skills:** Regularly assess potential market shifts and prepare contingency plans.
- **Foster a Learning Culture:** Encourage continuous skill development and knowledge sharing across the organization.
- **Build Flexible Systems and Processes:** Design infrastructure that can easily accommodate changes in subscription models or market conditions.

Harvard Business Review notes, *"Companies with high adaptive capacity are 3.2 times more likely to outperform their peers in subscription markets [17]."*

By implementing these leadership strategies, organizations can create a strong foundation for scaling their subscription programs and achieving long-term success in the dynamic subscription economy.

Conclusion: Mastering the Art of Subscription Program Management

The subscription economy has fundamentally transformed the business landscape, offering unprecedented opportunities for growth and customer engagement. As we've explored throughout this article, mastering subscription program management requires a multifaceted approach that combines strategic vision, operational excellence, and a deep commitment to customer success.

From understanding the intricacies of the subscription lifecycle to leveraging essential metrics, implementing agile frameworks, and adopting effective leadership strategies, successful subscription businesses must excel across various dimensions. The key lies in creating a holistic approach that aligns every aspect of the organization with the subscription model's unique demands.

As subscription programs scale, the challenges become more complex, but so do the opportunities. By embracing proven frameworks for scaling agile practices and fostering a culture of

continuous innovation and adaptation, organizations can navigate these challenges and position themselves for long-term success.

Ultimately, the most successful subscription businesses will be those that can consistently deliver value to their customers, adapt to changing market conditions, and leverage data-driven insights to inform their strategies. They will be led by visionaries who understand the importance of cross-functional collaboration, customer-centricity, and building adaptive capacity within their organizations.

As we look to the future, it's clear that the subscription model will continue to evolve and shape industries across the globe. By mastering the principles and practices outlined in this article, businesses can not only survive but thrive in this new era of customer relationships and recurring revenue streams.

The journey to subscription excellence is ongoing, but with the right approach, tools, and mindset, organizations can unlock the full potential of the subscription economy and create sustainable, customer-centric businesses that stand the test of time.

References

- Nickolas C (2022) 2022 Subscription Economy Index Report. Zuora www.zuora.com/resource/subscription-economy-index-report-trends-for-the-asia-pacific-region/.
- Stareva I (2020) Customer Experience and the Cisco Racetrack. Inbound PR <https://www.ilyanastareva.com/blog/customer-experience-and-the-cisco-racetrack>.
- Tien T, Weisert G (2018) Subscribed: Why the Subscription Model Will Be Your Company's Future - and What to Do about It. Amazon <https://www.amazon.in/Subscribed-Subscription-Model-Companys-Future-ebook/dp/B07CNTX11N>.
- Heymann M (2023) Leading Indicators for Data-Driven Analysis of Subscription-Based Business. Medium <https://medium.com/@marcheyp/leading-indicators-for-data-driven-analysis-of-subscription-based-business-7693dc043297>.
- Spenser S (2022) The next Hottest Products and the Trends That Drive Them. Amplitude <https://amplitude.com/blog/product-report-2021>.
- Bookstaber P (2022) What Is a Subscription Business Model? Salesforce <https://www.salesforce.com/blog/move-to-subscription-revenue-model/>.
- (2021) Pulse of the Profession® 2021 Beyond Agility. Project Management Institute https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pmi_pulse_2021.pdf.
- (2017) Pulse of the Profession 9th Global Project Management Survey. Project Management Institute <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2017.pdf>.
- (2021) How to Build a Better Growth Engine. Forrester <https://www.forrester.com/bold/customer-obsessed-growth-engine-%20infographic/>.
- Knaster R (2021) 15th State of Agile Report: Blog. Digital. Ai <https://digital.ai/catalyst-blog/15th-state-of-agile-report-agile-leads-the-way-through-the-pandemic-and-digital/>.
- Dizdagic A (2022) How to Implement the Scaled Agile Framework with Atlassian. Veniture <https://blog.veniture.net/en/wie-man-das-scaled-agile-framework-mit-atlassian-implementiert>.
- Kendis (2018) How Large Scale Scrum (Less) Works? PI Planning and Scaling Agile Tool for SAFe Organizations <https://kendis.io/largescalescrum/how-less-works/>.
- Stojanov I, Turetken O, Trienekens JJM (2015) A Maturity Model for Scaling Agile Development. 2015 41st Euromicro Conference on Software Engineering and Advanced Applications, Madeira 446-453.
- Chen T, Fenyo K, Yang S, Zhang J (2018) Thinking inside the Subscription Box: New Research on e-Commerce Consumers. McKinsey & Company, McKinsey & Company <https://www.mckinsey.com/~media/McKinsey/Industries/Technology%20Media%20and%20Telecommunications/High%20Tech/Our%20Insights/Thinking%20inside%20the%20subscription%20box%20New%20research%20on%20ecommerce%20consumers/Thinking-inside-the-subscription-box-New-research-on-ecommerce-consumers.pdf>.
- Stobierski T (2019) The Advantages of Data-Driven Decision-Making: HBS Online. Business Insights Blog <https://online.hbs.edu/blog/post/data-driven-decision-making>.
- Keitt TJ (2020) Build the Case for a Customer Success Management Program Now. Forrester <https://www.forrester.com/blogs/build-the-case-for-a-customer-success-management-program-now/>.
- Ramalingam B, Nabarro D, Oqubay A, Carnall DR, Wild L (2020) 5 Principles to Guide Adaptive Leadership. Harvard Business Review <https://hbr.org/2020/09/5-principles-to-guide-adaptive-leadership>.

Copyright: ©2023 Mahesh Deshpande. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.