Category

Strategy

Strategy for Subscription, Usage-Based & Recurring Revenue Models Playbook

Redesigning the operating model, not just the pricing, around recurring revenue

- Executive
- Intermediate
- Template Included

- Mithun A. Sridharan

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- 4 minute(s)

Overview

A framework for the strategic and operating model changes a shift to subscription or usage-based revenue actually requires — beyond pricing, into customer success investment, forecasting, and organizational metrics — since transplanting new pricing onto an unchanged operating model rarely works.

Isn't shifting to subscription pricing mainly a finance and pricing

decision? Pricing is the visible piece, but a genuine shift to recurring revenue requires operating model changes across customer success, sales compensation, and forecasting that pricing alone doesn't address — this playbook covers the full set.

How long does a transition to recurring revenue typically take?

Longer than most companies initially plan for — the operating model changes (customer success capability, new forecasting discipline, changed sales incentives) typically take longer to mature than the pricing change itself, which is often announced before the organization is genuinely ready to operate the new model.

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Author

Mithun A. Sridharan Thought Leader

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