



Marketing & Sales
Excellence Initiative

MSEI Subscription Business Bootcamp

A Workshop proposed by INSEADs Marketing & Sales Excellence Initiative (MSEI)

Professor Dr. Dr. hc. Wolfgang ULAGA, INSEAD & Michael Mansard, Zuora, Inc.

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INSEAD Marketing & Sales Excellence Initiative (MSEI): Mission and Vision



Mission: To Shape the Future of Value Creation and Sharing between Individuals, Organizations and Society at large.



Vision: To Serve as the Premier Global Forum on Marketing & Sales Excellence Practices for Customer-centric Leaders

MSEI is the full-service platform for business leaders interested in Marketing & Sales Excellence practices



Research

Providing Real Solutions to Real Marketing & Sales Problems



Education

Developing Strategic-minded Leaders for Customer-Centric Organizations



Practice

Defining Strategies to Meet Tomorrow's Marketing & Sales Challenges



MSEI offers members a safe environment for learning, connecting, sharing and networking with peers



Marketing is more than a function or a discipline; marketing is a way of looking at the world through the eyes of customers to see opportunities for sustainable profitable growth for a business in an ever-changing environment.

INSEAD's MSEI offers its members exclusive access to best and next practices in Marketing & Sales.



INSEAD MSEI – ZUORA Subscription Business Bootcamp: Future-Proof Your Business With Subscription-Based Growth



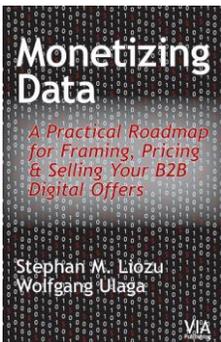
Dr. Wolfgang ULAGA

Senior Affiliate Professor of Marketing & Co-Director MSEI, INSEAD.



Michael MANSARD

Principal Director of Subscription Strategy, Zuora, Inc.



Compact 2.5-Day Workshop: How To Launch Your Subscription Business

The Subscription Economy is the next business tsunami. How to seize subscription-based business opportunities? Are we ready? What is needed for success? In this hand-on workshop, we share experiences, explore best practices, help you understand the key challenges and opportunities and chart a step-by-step path for how you can master your strategic subscription journey. Learn from experts about what it takes to thrive with subscription-based recurring revenue models for data monetization.

Key Takeaways:

Discover why now is the perfect time for subscription models:

- Subscription growth opportunities: market size and key customer and technology trends fueling subscription growth.
- Subscription Maturity (Where are we today?) and critical issues that drive success or failure when moving to subscription-based recurring revenue models.
- Best practices in designing and implementing subscription models: pricing, packaging, marketing, monetization strategies.
- Effective metrics and dashboards for monitoring subscription revenues and profits.
- Organizing, scaling-up and driving change for lasting subscription success.

Target Audience:

C-Suite & Senior executives, business developers, marketers, managers in R&D, design and operations. In short, everyone interested in profiting from recurring revenue business models.

Bootcamp Objectives and Learning Outcomes



This Subscription Business Bootcamp is a hands-on, immersive workshop and learning experience that allows you to deep dive into what it takes to design and launch a successful subscription business. To this end, we address the following questions:

- ➔ What drives **subscription growth** in our industry?
- ➔ Do we have the **resources and skills** to succeed?
- ➔ How to **package and launch** subscription offers – fast?
- ➔ How to **price and sell** such innovative offers?
- ➔ How to drive **customer engagement and loyalty** for a profitable customer base?
- ➔ What are the new **customer success metrics** we need to focus on?
- ➔ How to **scale up and organize** subscriptions for lasting success?
- ➔ What are the **typical pitfalls** to keep in mind, especially for companies that are not a “subscription native”?

Target Audience



Subscription Business fundamentally affects your strategy, structures, processes and many functions inside your company. Therefore, our hands-on workshop is designed for a broad audience of attendees, such as:

- ➔ C-Suite & Top Management Teams (CEO, CFO, CIO, CTO, CMO, CSO & Beyond)
- ➔ Strategy Executives and Business Developers
- ➔ Senior Marketing & Sales Executives
- ➔ Product Management & Pricing Experts
- ➔ Managers in R&D, Design & Business Model Innovation
- ➔ Start-up Entrepreneurs
- ➔ Everyone else interested in profiting from recurring revenue business models.

Subscription Business Bootcamp: Your Blended Workshop & Learning Experience!



We designed a **blended workshop and learning experience** to allow you the format that fits **your situation and needs**.

Our workshop design allows you to join us in person, for 2.5 days **on campus** in Fontainebleau, or from your **office** or **home** via our ZOOM platform.



Choose the **dates that suit your calendar**:

- 18 – 20 January 2022 (Fontainebleau)
- 06 – 08 April 2022 (Abu Dhabi)
- 01 – 03 June 2022 (Fontainebleau)

What Past Participants Said About Our Bootcamp

INSEAD

"For me the Subscription Business Bootcamp was a wonderful and intense experience that helps bringing ideas into the real world. For someone who did not know anything about the subscription business I learned a lot in just 2 days and a half thanks to the quality teaching and real life examples of Prof. Wolfgang Ulaga and Michael Mansard."

– Dr. Nour URI, Radiation Oncologist, Clinique Le Littoral.



"Subscription Business Bootcamp is a really dynamic session, with several WOW and enlightenment moments, that you can immediately put on practice with your ideas. Two and a half days really engaging and that are totally worth it. The awareness of the benefits and payoff from ownership to user-ship experiences, and the on-going value that subscription businesses may bring towards their users and the business itself, it's a game changer, not only regarding data but also profit. Thank you Professor Wolfgang Ulaga and Michael Mansard from ZUORA for this experience.."

– Cristina Fraga, Head of Marketing, WEM, Liberty Mutual Insurance.



Combining academic and industry experience, the bootcamp was masterfully led by Prof. Wolfgang Ulaga from INSEAD and Michael Mansard from Zuora. It gave me valuable insight into the FSI-context impact and explored launching a Merchant Services Subscription venture."

– Jason Nikolaou, Business Development Manager, NCR Corporation.



"The course allowed me to understand how to approach known business dilemmas from a completely new perspective. Wolfgang and Michael guided me through this new and vast business field with simplicity and with a wealth of concrete industry examples" – Massimo Passamonti, CEO Privatim.



"The subscription bootcamp provides valuable insights about the entire customer journey and explains it is more than just moving from a one-time payment to a recurring payment. It's about gaining deeper insights of the customer's needs during this journey and how your company should (digitally) transform to address them." – Leon Bouwmeester, R&D Director / Product Manager Hue IoT, SIGNIFY



Subscription Business Bootcamp – A Brief Overview

Managing Subscription Models for Profits: Why, What, How



Day 1

Day 2

Day 3

The Subscription Tsunami:
A New Customer Landscape

Subscription Strategy Roadmap:
Key Milestones for Your Subscription Business Model

Pricing Subscriptions for Profits:

Monetizing Approaches & Pricing Decisions

Your Project:
Choose Your Recurring Revenue Model

Organizing for Subscription-Based Business Growth:
Scaling-Up & Driving Change

Subscription Project Fair:
Team Presentations & Award Winner

Subscription Experience:
Visualizing the Customer Journey

Subscription Offer:
Designing Your Package

Your Project:
Design Your Journey & Craft Your Offer

Metrics & Dashboards:
Profitable Growth

Customer Engagement 2.0:
Customer Success

Your Project:
Develop Your Pitch: Offer & Key Metrics

Wrap-Up & Adjourn

Preparation Phase

Before Your Join Our Bootcamp:

Reflect on your own subscription idea, briefly describe the concept and complete our INSEAD online survey



Bootcamp Program Day 1



Session 1 **Subscription Tsunami & Subscription Strategy Roadmap.**

This session first sets the stage for our Subscription business bootcamp. Subscriptions are often described as the next business tsunami. We discuss why now is the time for subscription-based business growth. We explore the key customer and technology trends that accelerate subscription-based recurring revenue growth in both B2B and B2C markets.

Next, we discuss the key building blocks of a Subscription Business Model. Subscription businesses are a game changer, both for start-ups and for established players who wish to explore subscriptions and grow beyond their traditional core. We identify key factors of success that senior executives must know and provide a roadmap and key milestones that manager apply for successfully creating and implementing a subscription-based business model.

Finally, we ask participants form teams to work on the launch of a (hypothetical) Subscription Model. Throughout the different sessions of our elective, they first select an innovative subscription concept, clarify its customer promise and target customers, design a subscription offer accordingly, and think through the ramifications of their pricing model. During the last day of our elective, teams pitch their subscription project.

Session 2 **Subscription Experience & Subscription Offer.**

How to design innovative subscriptions? How to integrate all components into a coherent offer? How to build flexibility into the bundle? In this session, we first deep dive into the subscription customer journey and explore key steps and critical touchpoints along the customer journey. This serves as the basis for discussing the power of Fast Commercial Prototyping for crafting and delivering innovative subscription offers end-to-end. Best-in-class subscription offers achieve cost-effective customer excellence. They meet individual customer needs exactly, provide greater degrees of freedom for customers, and remove complexity throughout the experience. At the same time, they also allow for achieving excellence in costs-to-serve.



Session 3 **Pricing Subscriptions for Profits**

Subscription revenue generation and recognition fundamentally differ from traditional go-to-market models. Therefore, in this session, we squarely focus on key success factors of subscription monetization strategies.

Which pricing approaches are available? Which pricing formats to choose from? Under what conditions? We learn first-hand from best-practice cases by industry leaders.

Session 4 **Metrics & Dashboards. Customer Engagement 2.0 – Focus on Customer Success.**

In this session, we review together what it takes to turn subscription models into a revenue and profit machine. Subscription businesses fundamentally change the way companies engage with customers, 24h/7.

To understand the imperatives of Customer Engagement 2.0. in a Subscription Economy, we discuss key metrics & dashboards managers need to know for implementing such recurring revenue models successfully.



Session 5 **Organizing for Subscription-Based Business Growth.**

In this session, we bring all elements of the puzzle together and discuss how to make subscription business a lasting success.

To this end, we review how to organize, scale-up and integrate subscription business within existing structures and processes and how to drive change to ensure subscription revenues' long-term success.

Next, we turn to the subscription projects that teams have worked on throughout our sessions.

Teams pitch their subscription concept and gain feedback. This review across projects allows us to return to the key ingredients needed for mastering subscription-based revenue growth.

Subscription Business Bootcamp Fees

For MSEI Corporate & Individual Members: € 3,880 per attendee

For Non-MSEI Members: € 4,850 per attendee

Subscription Business Bootcamp Fees comprise access to workshop materials; fees further include all lunches and breaks over the 2.5 days of our bootcamp. Travel and accommodation are not included. VAT to be added to the above fee where applicable.

For further information on our INSEAD MSEI Subscription Business Bootcamp, please contact Wai Yee FONG (waiyee.fong@insead.edu).

For information about MSEI, please go to:
<https://www.insead.edu/centres/marketing-and-sales-excellence>

Background Information:

INSEAD – ZUORA Partnership & Bootcamp Facilitators

INSEAD-ZUORA Partnership: Subscription Economy

Subscribed Institute

A NEW FORMULA FOR GROWTH

The Financial Services Industry and the Subscription Economy




By Michael Mansard
EMEA Chair of the Subscribed Institute
ZUORA

With contributions from Prof. Wolfgang Ulaga
Senior Affiliate Professor
INSEAD

Un habitacle à l'abonnement

A LA CARTE Phares à LED, radio DAB+, régulateur de vitesse adaptatif, les constructeurs proposent toujours plus de «fonctions à la demande», contre des paiements mensuels. Un bien pour les clients?



REVUE AUTOMOBILE N° 45 Jeudi 5 novembre 2020

FUTURE-PROOF YOUR BUSINESS WITH THE SUBSCRIPTION BUSINESS MODEL



Why now is the perfect time to consider subscriptions

Wolfgang Ulaga, Senior Affiliate Professor of Marketing at INSEAD
Michael Mansard, Principal Director of Subscription Strategy & EMEA Chair of the Subscribed Institute

If you've been following business news of late, you'd be right to believe that subscription companies are either taking a hard hit or growing exponentially. Headlines range from layoff announcements by the likes of ClassPass, StitchFix, Uber, and several news publications, to rising stocks of companies like Netflix (15.8 million subscribers added by April) and video conferencing service Zoom (Q1 revenue grew 169% year-over-year).

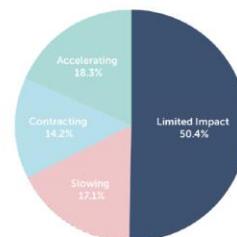
The fact is that most subscription companies fall somewhere in between and are seeing steady growth even in the aftermath of COVID-19. The subscription business model is proving to be very resilient in extremely uncertain market environments that demand a great deal of flexibility from vendors and value predictable and steady revenue streams.

As a result, more and more non-subscription companies are now considering adopting recurring revenue-based business models to ensure that their business remains relevant and is ready for the post-pandemic future. And it might be the perfect time to make the switch.

This whitepaper will help you understand what makes subscription businesses so resilient, how crises often provide opportunities, and the four strategic growth levers that businesses should consider to succeed with subscription business models.

A RESILIENT BUSINESS MODEL

According to Zuora's recent Subscription Impact Report: COVID-19 (May 2020)¹, 50% of companies are still growing but have not seen a significant impact to their subscriber acquisition rates. 18% of companies are seeing their subscription growth rate accelerate, 17% of companies are seeing slowing growth, but are still growing, and the remaining 14% of companies are contracting.



50% of companies have not seen a significant impact to their subscriber acquisition rates, 18% of companies are seeing their subscription growth rate accelerate, 17% of companies are seeing slowing growth, but are still growing, and the remaining 14% of companies are contracting.

Source: Subscription Impact Report: May Edition, Zuora, 2020

¹The Accelerating, Slowing, and Contracting metrics compare the annual growth rate for February 2019-February 2020 with the implied annual growth rate from March-May 2020 data.

L'USINE NOUVELLE

[Avis d'expert] Entreprises : vers une pérennisation de l'exceptionnel ?

RH - MANAGEMENT - COVID-19 | PUBLIE LE 28/06/2020 À 17H15

TRIBUNE Pour surmonter la crise consécutive à la pandémie de Covid-19, on ne pourra pas appliquer les recettes du passé. Il faut s'adapter. Nous sommes entrés dans une phase de start-upisation de l'entrepreneuriat, assurent Michael Mansard, directeur de la transformation des business models chez ZUORA et Wolfgang Ulaga, Professeur de marketing à l'INSEAD. Et c'est une bonne nouvelle...



Written by
Amy Lantry, Chair of the Subscribed Institute
With contributions from Michael Mansard, Principal, Business Transformation at Zuora

A few words about Wolfgang Ulaga

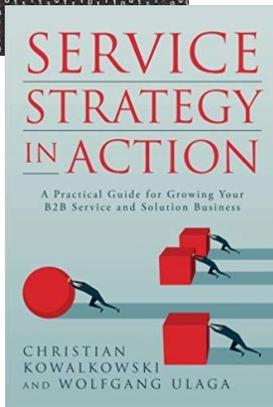
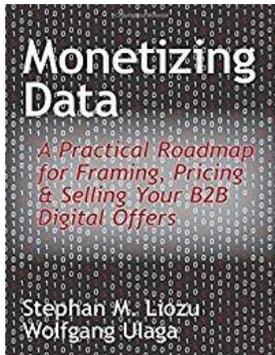


Professional Experience

INSEAD Professor of Marketing. Dr. Ulaga's executive education activities focus on how companies achieve marketing and commercial excellence by (co-) creating value for (and with) B2B customers, capture (more) value through better pricing, strategically compete through service excellence, translate data and analytics into digital B2B services that generate revenues and profits, and differentiate from competition through outstanding customer experiences in professional services and industrial goods markets.

Wolfgang frequently speaks at professional conferences, consults with companies, and directs custom and open executive education programs and workshops for corporations in a broad cross-section of markets spanning from commodities and ingredients to industrial components and devices, as well as machines and complex systems. He has worked in domains such as aerospace and satellites, automation, cables, chemicals, construction materials, industrial gases, heavy machines and material handling, medical devices, packaging machines and material, as well as industrial services, such as energy, global logistics, recycling and waste treatment, distribution, or telecom.

Professor Ulaga's research appeared in *Journal of Marketing*, *Harvard Business Review* and *Sloan Management Review*, among many others. He received many awards for excellence in teaching, case writing, and research. Wolfgang holds a PhD from the University of Paris 1, Pantheon-Sorbonne, a Habilitation à Diriger des Recherches (HDR) from the University Paris-Dauphine and a Honorary Doctorate in Economics from Turku University's School of Economics, Finland.



Clients

ABB, Air Liquide, Areva, ASML, Biomet, Carrefour, Cargill, Caterpillar, Dalkia, DSM, GEA, General Electric, Gemalto, Holcim, John Deere, EMC, KBA-NotaSys, KGHM, Linde, Maersk Damco, Merck Chimie, Neste Oil, Nexans, Nilfisk, Ooredoo, Outokumpu, Outotec, PPG, Rexel, Rio Tinto, Rockwool, Safran, Saint Gobain, Sandvik, Schindler, Siemens, SIKA, Skanska, SKF, Syngenta, Tetra Pak, Thales, ThyssenKrupp, TNT, Vallourec, Veolia.

Full Bio:

<https://www.insead.edu/faculty-research/faculty/wolfgang-ulaga>

A few words about Michael MANSARD



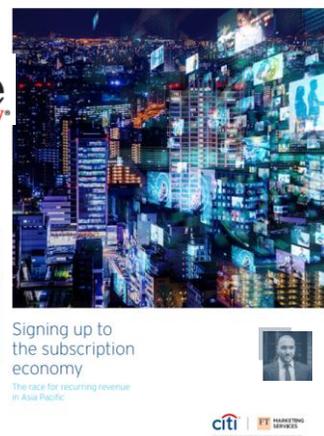
Michael MANSARD
Principal Director of Subscription Strategy & EMEA Chair of the Subscribed Institute



Michael is a seasoned Subscription Economy business strategist. During his 6-year tenure at Zuora, he has been accompanying more than 250 companies globally and across industries in their business model transformation. Those companies range from fast-growing start-ups (Doctolib, Treated.com...), to large enterprises (Philips, Siemens, Assa Abloy, Michelin, St Gobain, Ubisoft, Renault-Nissan...).

Leveraging his 11-year experience at Deloitte Consulting, SAP or as a start-up mentor, he has developed an original multidisciplinary profile in Sales & Marketing, Finance and IT/Digital. He currently serves as Principal Director, Business Transformation & Subscription Strategy within Zuora's Chief Revenue Officer's group, and is also the Subscribed Institute's EMEA Chair.

He recently authored several thought leadership pieces - such as "Industry 4.0: an executive playbook for business model transformation" and "Subscription Economy Maturity Model". As an investor and advisor, Michael is working very closely with 4 hyper-growth start-ups, respectively in the fields on FinTech, FoodTech, MarTech and MedTech - having all in common to be subscription-based businesses.



Industry Today
Meaningful Innovation Wins the Subscription Race
Manufacturers are exceeding S&P 500 growth rates by more than 5x with a shift to digital services and focus on purposeful innovation.



INSEAD Europe Campus

Boulevard de Constance
77305 Fontainebleau Cedex, France
T +33 (0)1 60 72 40 00

INSEAD Asia Campus

1 Ayer Rajah Avenue
Singapore 138676
T +65 6799 5388

INSEAD Middle East Campus

Al Khatem Tower, ADGM Square
Al Maryah Island, P.O. Box 48049
Abu Dhabi, UAE
T +971 2 651 5200

INSEAD San Francisco Hub

224 Townsend Street, San Francisco,
CA, 94107 United States of America
T +1 888 546 7323

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