

# Lead-to-cash subscription blueprint

Client European industrial equipment manufacturer  
Role Enterprise Architect  
Period 2024-03 — 2024-06

---

## CONTEXT

A market-driven shift from equipment sales to subscription services required more than a new system — it required a new operating model. The architecture had to bridge customer-facing CRM and back-end ERP through a subscription layer that handled flexible pricing, packaging, and lifecycle events, without premature lock-in to a specific vendor.

## APPROACH

Started from capability before system. Surveyed the existing landscape, mapped current-state (equipment-sales) capabilities, then the future-state (subscription) ones. Created the full solution blueprint (data models for subscription contracts, pricing, billing; integration patterns for CRM ↔ subscription ↔ ERP). Built a vendor-selection framework on architectural fit rather than feature checklists. Stayed involved into early implementation to validate the blueprint under real-build pressure.

## OUTCOME

Designed the subscription-management blueprint that a European industrial equipment manufacturer needed to evolve from a product-sales business into a service business — bridging CRM, the new subscription system, and ERP into a single order-to-quote flow.

- Strategic clarity on what the subscription model required architecturally.
- Vendor-selection foundation: architectural-fit criteria, not feature marketing.
- Integration design that prevented the new system from becoming an isolated silo.

## KEY RESULT

Designed the subscription-management blueprint that enabled a European industrial equipment manufacturer to transition from equipment-sales business to a subscription/service business — bridging CRM, subscription, and ERP into a single order-to-quote flow.