The book was found

# Winning At New Products: Creating Value Through Innovation



ROBERT G. COOPER

WINNING AT NEW PRODUCTS

CREATING VALUE THROUGH INNOVATION

*fourth edition*

"This book is an invaluable guide to managers in helping them to 'select' the right projects for development and marketing. Cooper is right on target."
—ROBERT E. DAVIS, former Research Manager, Procter & Gamble

# Synopsis

Developing true innovations and bold new products is a challenge in today's business environment, leading many companies to shift toward smaller, less ambitious innovation attempts. In this book, Dr. Cooper reveals the critical success factors in product innovation and outlines Stage-GateÃ Â®, the most widely-used roadmap for successfully launching new products to market. Cooper also brings key insights on picking the right projects, on how top innovators have adapted the Stage-Gate process, and how you can be 'Winning at New Products'.Dr. Cooper returns with this updated and expanded 4th edition, highlighting new research findings and revealing the best practices in product innovation. Cooper illustrates the differences that exist in innovation performance and teaches you the critical success factors your organization can be implementing today to achieve stellar performance. Discover Stage-Gate - the conceptual and operational map for moving new product projects from idea to launch - and learn how top performing companies have improved and evolved the system. Additionally, learn how to make smart decisions with your product portfolio and the methods and techniques that drive effective resource allocation and yield the right balance and mix of products. New products remain the key to corporate prosperity: learn how to implement these practices and achieve the bold innovations that drive corporate revenues, market shares, and bottom lines.Learn what distinguishes winning new products: The latest research findings on why new products failNew-product project success factors that yield big winnersDrivers of success that distinguish successful innovators Develop and implement a 'winning playbook' for your organization: The Stage-Gate process: a world-class idea-to-launch product innovation system Critical pre-development activities that dictate new-product success or failureDevelopment and testing actions that achieve a successful product launch Achieve the right balance and mix of development projects: Strategic portfolio management techniques to translate innovation strategy into realityResource allocation tools and methods to maximize the value of your product portfolioGatekeeping best practices to move good projects forward rapidly and effectively Yield positive innovation results by learning how Stage-Gate has been improved by top innovators: Scalable versions suited for different risk levels, sizes, and types of projectsNext-generation Stage-Gate systems for increased efficiency and continuous improvementTactical approaches to accelerate the Stage-Gate process

# Book Information

Paperback: 408 pages

Publisher: Basic Books; 4 edition (July 12, 2011)

Language: English

ISBN-10: 0465025781

ISBN-13: 978-0465025787

Product Dimensions: 6.1 x 1.2 x 9.2 inches

Shipping Weight: 1.6 pounds (View shipping rates and policies)

Average Customer Review: 4.2 out of 5 stars 20 customer reviews

Best Sellers Rank: #29,314 in Books (See Top 100 in Books) #15 inÃ Â Books > Business & Money > Processes & Infrastructure > Research & Development #22 inÃ Â Books > Arts & Photography > Decorative Arts & Design > Industrial & Product Design #48 inÃ Â Books > Business & Money > Marketing & Sales > Marketing > Research

## Customer Reviews

"This is a must read. There's so much new in this book, from how to generate the breakthrough ideas, picking the winners, and driving them to market successfully." --Philip Kotler, Professor of International Marketing, Northwestern University, Kellogg School of Management"This book is an invaluable guide...It's full of best practices, practical methods and real-world illustrations that demonstrate how to succeed at product and service innovation." --Dick Arra, Chief Technology Officer, ITT Corporation"This book provides insights into the new approaches and offers very useful guidelines for creating a powerful innovation setting in your organization." --Hannes Erler, Vice President of Innovation, Swarovski K.G.

Stage-GateÃ Â® has become the most widely used method for conceiving, developing, and launching new products in industry today. Stage-Gate is much more than a business process, however. The model was originally conceived by observing successful product developers as they drove bold and major innovations to market. Those early observations led to the conclusion that there was a "better way"--that some innovation teams and project leaders had intuitively figured it out. I tried to capture their secrets to success on paper, and so was born the Stage-Gate system. Thus, Stage-Gate is an idea-to-launch process, but one that encompasses a body of knowledge and best practices. Those best practices embedded within today's Stage-Gate are now based on studies of thousands of successful new-product developments and hundreds of companies, and reveal what the winners do differently from the rest. Ã Â The emphasis in this fourth edition of Winning at New Products is on bold innovation. I've watched as companies, a few industries excepted, have shifted their innovation efforts from true innovations and major projects to much

smaller and less ambitious attempts over the last decade or so. It's somewhat disheartening to see what these companies are calling "innovation," versus what it should be. In some firms, product development has been totally trivialized - it's "renovation" rather than innovation. I hope this fourth edition does sound a wake-up call telling you that true innovation and bold product development is within your grasp. So let's get back to basics and to what made companies great in the first place: The success drivers outlined in the first few chapters and the Stage-Gate system are all based on bolder innovation--let's use them! Ã Â The first edition of this book was published in 1986, before I had even begun to use the term "stage-gate." That first book reported the results of a number of research studies that colleagues and I had undertaken on new-product success and failure. And it proposed the use of a systematic idea-to-launch business process for the first time. To my surprise, the book had a profound impact on the way many companies approached product development, and firms such as P&G, DuPont, and Exxon Chemicals immediately embraced the concept of my stage-and-gate system. Ã Â But those were the early days of management of the innovation process. More research was undertaken, including some that focused on these early adopters of Stage-Gate. More success factors were uncovered in our NewProd research series and in our major benchmarking studies that followed; and more experiences were gained with the use of Stage-Gate methods (I first used the term "Stage-Gate" in an article that appeared in the Journal of Marketing Management in 1988). And so the second edition was published in 1993. It went on to become the bible for those businesses trying to overhaul their new-product process and implement Stage-Gate. And the third edition in 2000 continued the tradition, but with an emphasis on accelerating idea-to-launch. Ã Â This current edition is more than a simple updating of the third edition, however. There is much that is new in it. Some years have passed since I wrote the previous edition, and much more has been learned. Colleagues and I have undertaken major benchmarking studies to uncover and validate best practices in product innovation methods, portfolio management, strategy development, and idea generation. Some practices were well known and our work served to validate them and quantify their effects; but others are new. These new research avenues and their findings have been incorporated into this current book. Additionally, we now have much more experience and insight into the installation of Stage-Gate in leading firms worldwide. And these new insights have also been built into the current edition. Ã Â But there's another reason for this new book: Stage-Gate itself has evolved and morphed--it's an evergreen process, not because of my colleagues and me and our research, but because of the many users globally! In other words, inputs from many people and firms--open innovation--have helped to redefine Stage-Gate. With thousands of users globally, it's inevitable that new twists, approaches, and

methods are uncovered, tested, proven, and incorporated into their idea-to-launch systems. Stage-Gate is now faster and more streamlined: Many firms have borrowed the concepts of lean manufacturing and built these into Stage-Gate. The next-generation Stage-Gate process, or elements of it, has been implemented by a number of firms. Portfolio management has been integrated with gating methods, and the concepts of "lean gates" and "gates with teeth" have been fashioned into the system in order to make sharper and more effective investment decisions. And Stage-Gate approaches have even been extended to other types of projects, including technology developments. And there's more: Stage-Gate has been made more adaptive, agile, and flexible; it's been modified to suit the new world of open innovation; and it's been automated. So much that's new makes today's Stage-Gate hardly recognizable to early adopters of the original process! Ã Â A number of people have provided insights, guidance, content, and encouragement in the writing of this new book. A close colleague is Scott Edgett. Scott is recognized as a leading researcher in the field of innovation management and was a co-researcher and co-author of the series of research studies, reports, and articles on the topic of portfolio management and benchmarking best practices. He is also a director and CEO of the Product Development Institute Inc. Elko J. Kleinschmidt is both a longtime colleague and friend. He and I have undertaken many research studies over the years, and many are referenced in this edition. The folks at Stage-Gate International, who are the professionals who implement Stage-Gate in firms globally, are a constant source of new thinking and validation of concepts. In particular, I thank Michelle Jones, vice president at Stage-Gate International, for insights and materials regarding implementation. Ã Â Several other people merit special attention. Jens Arleth in Denmark is managing director of Innovation Management U3 in Copenhagen, a consulting firm that specializes in Stage-Gate and portfolio management. He has introduced these concepts into Scandinavia, where they are now employed at leading firms throughout the region. He is also the co-developer of the ProBE diagnostic tool, the predecessor to BenchmarkerÃ¢ Â¢ (in Appendix A). Angelika Dreher and Peter Fuerst, managing partners at Five I's Innovation Management in Austria, have taken up the challenge of implementing Stage-Gate in German-speaking countries and have provided insights and examples that have found their way into this book. Gerard Ryan, managing director of Prodex Systems in Australia, implements Stage-Gate and automation software for the system in Australia and New Zealand, and also provided many useful insights and experiences. Ã Â Direct assistance was provided by several people: I would also like to thank my publisher, John Sherer of Basic Books (Perseus Books), who provided encouragement and adeptly steered the progress of this book from inception to launch. And thanks to Michelle Welsh-Horst, senior project editor, Perseus Books Group, for

ensuring that this book came to press so efficiently and effectively. And I especially thank Michele Wynn, copy editor, who suffered through my writing and helped craft this fine finished product... a great job!

Received as advertised in good condition.

This is a good starter book for explaining what stage gate is, how it is being implemented today and what benefits that can be gained from it. Every R&D professional should at least know the basics about this system and this book lets you do that.

Nice introduction and framework to the methodology of launching a new product. A little repetitive w/ all the rhetorical questions, but the narrative is thought provoking and StageGate is well explained.

This book is very easy to read. Straight forward advice and lots of examples. It starts off with a summary of the topics and then jumps into each clearly

nice reading

a very good book which is use ful for my college.Pricing is good than my college stationary

I use this as a reference almost every week.

Fast shipping and exactly as described.

<u>Download to continue reading...</u>

Winning at New Products: Creating Value Through Innovation What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services: Using Outcome-Driven Innovation to Create Breakthrough ... (Marketing/Sales/Advertising & Promotion) Creating Breakthrough Products: Revealing the Secrets that Drive Global Innovation (2nd Edition) Healthcare Value Selling: Winning Strategies to Sell and Defend Value in the New Market The Open Innovation Marketplace: Creating Value in the Challenge Driven Enterprise Simplifying Innovation: Doubling Speed to Market and New Product Profits with Your Existing Resources: Guided Innovation Blackjack Strategy: Winning at Blackjack:Tips and Strategies for Winning and Dominating at the Casino (Blackjack, Counting Cards, Blackjack Winning, Good at Blackjack, Black Jack, Card

Counting) Winning Lacrosse for Girls (Winning Sports for Girls) (Winning Sports for Girls (Paperback)) Winning Softball for Girls (Winning Sports for Girls) (Winning Sports for Girls (Paperback)) Winning Basketball for Girls (Winning Sports for Girls) (Winning Sports for Girls (Paperback)) Value-Based Pricing: Drive Sales and Boost Your Bottom Line by Creating, Communicating and Capturing Customer Value Anti Aging: The Best Anti Aging Beauty Products, Anti Aging Medicines and Anti Aging Skin Care Treatments to Make You Look and Feel Younger (Anti Aging, ... Secrets, Anti Aging Diet, Beauty Products) Don't Go to the Cosmetics Counter Without Me: A unique, professionally sourced guide to thousands of skin-care and makeup products from today's hottest ... and discover which products really work! Don't Go to the Cosmetics Counter Without Me: A unique guide to skin care and makeup products from today's hottest brands &#151; shop smarter and find products that really work! Sell Products Make Money (2017): How to Start Selling Information & Physical Products Online the Easy Way Build Better Products: A Modern Approach to Building Successful User-Centered Products Yearbook of Forest Products (FAO Yearbook: Forest Products) What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services Hazardous Chemicals in Products and Processes: Substitution as an Innovative Process (Sustainability and Innovation) The Innovation Expedition: A Visual Toolkit to Start Innovation