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Nota di contenuto	Monetizing Innovation: How Smart Companies Design the Product Around the Price; Contents; Foreword; Acknowledgments; Part One: The Monetizing Innovation Problem; Chapter 1: How Innovators Leave Billions on the Table: A Tale of Two Cars; Why the Majority of New Products Fail; Successful Innovation Matters More Than Ever; The Good News: Monetizing Innovation Failures Come in Only Four Varieties; You Can Avoid Failure-but Only If You Play by Different Rules; Chapter 2: Feature Shocks, Minivations, Hidden Gems, and Undeads: The Four Flavors of Monetizing Innovation Failure Flavor 1: Feature Shocks-When You Give Too Much and Get Too Little Flavor 2: Minivations-When You Ask for Too Little, That's What You Get; Flavor 3: Hidden Gems-When You Don't Look, You're Not Going to Find Them; Flavor 4: Undeads-When Nobody Wants Your Product; These Four Monetizing Innovation Failures Can Be Avoided; Chapter 3: Why Good People Get It Wrong; Myths and Misconceptions with the Prevailing Mindset; Embracing a New Paradigm; Introduction to Part 2; Part Two: Nine Surprising Rules for Successful Monetization Chapter 4: Have the "Willingness-to-Pay" Talk Early: You Can't Prioritize without It How an Early Willingness-to-Pay Talk Propelled Gillette; Why You Should Have the Talk Early: The Three Benefits; The Information You Need from Those Early Pricing Talks; Insights, Tips,

and Tricks; Chapter 5: Don't Default to a One-Size-Fits-All Solution: Like It or Not, Your Customers Are Different; A Paper Company's Segmentation Story; Typical Pitfalls of Segmentation; What Best-in-Class Companies Do; Insights, Tips, and Tricks  
Chapter 6: When Designing Products, Configuration and Bundling is More Science Than Art  
Product Configuration Done Right; Bundling Done Right; Microsoft Office: A Bundling Blockbuster; Two Key Principles of Product Configuration and Bundling; Principle #1: Leaders, Fillers, and Killers; Principle #2: Creating Good, Better, and Best Options; Insights, Tips, and Tricks; Chapter 7: Go beyond the Price Point: Five Powerful Monetization Models; How You Charge Trumps What You Charge; Michelin: From Selling Tires to Monetizing Miles  
Innovative Monetization Models: More the Rule Than the Exception  
Five Powerful Monetization Models; 1. The Subscription Model; What Is It?; The Advantages; Is It Right for You?; 2. Dynamic Pricing; What Is It?; The Advantages; Is It Right for You?; 3. Market-Based Pricing: Auctions; What Is It?; The Advantages; Is It Right for You?; 4. Alternative Metric Pricing/Pay As You Go; What Is It?; The Advantages; Is It Right for You?; 5. Freemium Pricing; What Is It?; The Advantages; Is It Right for You?; Five Questions to Choose the Right Monetization Model  
1. How Likely Are Your Customers to Accept the Model?

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## Sommario/riassunto

Surprising rules for successful monetization Innovation is the most important driver of growth. Today, more than ever, companies need to innovate to survive. But successful innovation—measured in dollars and cents—is a very hard target to hit. Companies obsess over being creative and innovative and spend significant time and expense in designing and building products, yet struggle to monetize them: 72% of innovations fail to meet their financial targets—or fail entirely. Many companies have come to accept that a high failure rate, and the billions of dollars lost annually, is just the cost of doing business. Monetizing Innovation argues that this is tragic, wasteful, and wrong. Radically improving the odds that your innovation will succeed is just a matter of removing the guesswork. That happens when you put customer demand and willingness to pay in the driver seat—when you design the product around the price. It's a new paradigm, and that opens the door to true game change: You can stop hoping to monetize, and start knowing that you will. The authors at Simon Kucher know what they're talking about. As the world's premier pricing and monetization consulting services company, with 800 professionals in 30 cities around the globe, they have helped clients ranging from massive pharmaceuticals to fast-growing startups find success. In Monetizing Innovation, they distil the lessons of thirty years and over 10,000 projects into a practical, nine-step approach. Whether you are a CEO, executive leadership, or part of the team responsible for innovation and new product development, this book is for you, with special sections and checklist-driven summaries to make monetizing innovation part of your company's DNA. Illustrative case studies show how some of the world's best innovative companies like LinkedIn, Uber, Porsche, Optimizely, Draeger, Swarovski and big pharmaceutical companies have used principles outlined in this book. A direct challenge to the status quo "spray and pray" style of innovation, Monetizing Innovation presents a practical approach that can be adopted by any organization, in any industry. Most monetizing innovation failure point home. Now more than ever, companies must rethink the practices that have lost countless billions of dollars. Monetizing Innovation presents a new way forward, and a clear promise: Go from hope to certainty.

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