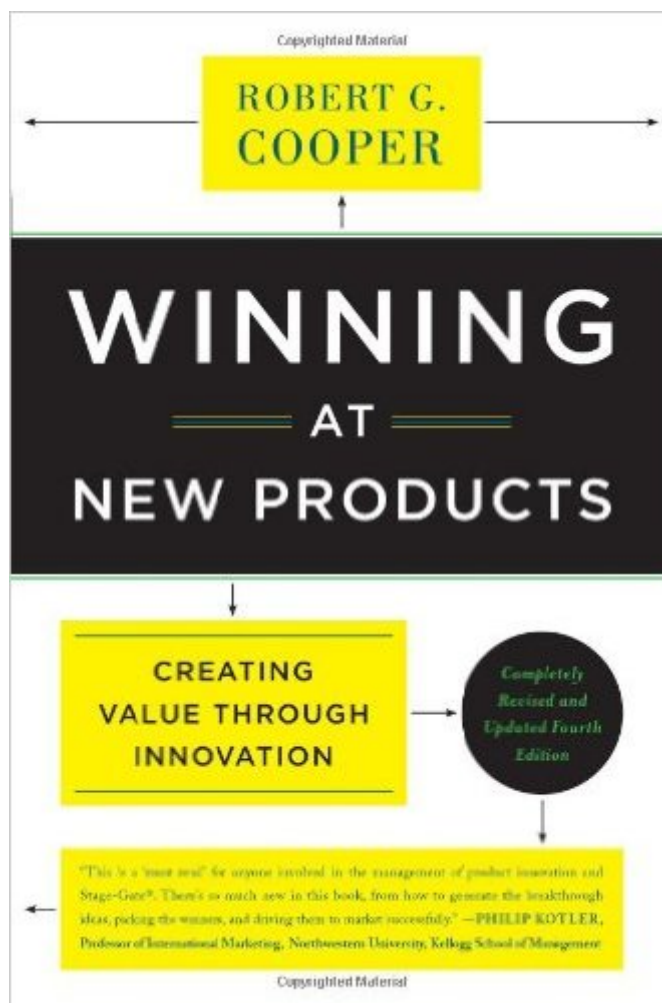


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# Winning At New Products: Creating Value Through Innovation



## 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-Gate®<sup>®</sup>, 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 fail New-product project success factors that yield big winners Drivers 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 failure Development 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 reality Resource allocation tools and methods to maximize the value of your product portfolio Gatekeeping 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 projects Next-generation Stage-Gate systems for increased efficiency and continuous improvement Tactical approaches to accelerate the Stage-Gate process

## Book Information

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## Customer Reviews

One of the key approaches in the industry is the Stage Gate (SG) process. I have been working as R&D Project Manager for many years, and have used many different approaches for managing the processes around new products, and for Stage Gate, this book was my main reference. This review is based on the 4th edition (2011). All in all, I've found the book comprehensive, interesting, and well researched. Since it became available, I used it almost on a daily basis, to understand the whys, to do it in a good way, or when in doubt about decisions about the stage gate process. It also helped me a lot to identify scenarios when the SG approach is not useful, and should be avoided. Robert G. Cooper, the author, is one of the founders of Stage Gate International, and his practical experience comes across in the book. I especially liked these non-usual practical parts, for example, saying when are projects are hard to kill (for example, the famous "we've spent \$XX - can't quit now", leadership saving face, it's in the plan, etc.), or the ten best ways to ruin gate meetings. These were insightful, and helped me save lots of money and effort in my projects. What I missed is more coverage on the implementation part (chapter 11), this could have been two-three times longer and with more detail, and I totally missed a chapter discussing about the disadvantages, bottlenecks, poor aspects of Stage Gate. All in all, this book is a thorough work about new product development. However, it's not an easy read, as it is quite dense. Also, the reader must keep in mind that there are other approaches on the market beside Stage Gate, which are not covered in the book.

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.

Excellent book. I used it to structure lessons for a brand new course for university students on NPD in the financial services industry. Very helpful indeed in teaching how a NPD process must be built, irrespective of the industry the process relates to.

One of the most comprehensive works on the market. The data and analysis is invaluable. The writing style is easy to read, concise and hard-hitting. A foundational work.

I think I have every edition of this book since it has been published. With all the talk of Agile Product Development, I am still an advocate of the Stage Gating Process. The author explains how it can be scaled back for certain applications to make the gating process more agile. I am presently working on building a Data Mart to support New Product Development (G1 -> G5) and Product Management processes (G5 -> G9). This book primarily focuses on "New Product" like the title says, however sometimes you have to focus on simply better managing the product you have in the marketplace! I would like to see an expanded section (or new book) on better managing products from G5 to G9. I have been mapping out this process and it generally can be described as Post-Launch (Infancy Stage) to Maintenance Stage, to Refresh Stage (Renew Product Feature/Functionality or Pricing Changes) to Retirement Stage. We are trying to capture the metrics for products within a portfolio that can be automated into a Product Portfolio Heat Map. Other than that I think this is a great book. Gary E. Smith

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

The book gives a broader / end to end view on innovation. Lots of good quality content within the industry.

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