

## CONTENTS

<i>Foreword</i>	<i>xi</i>
<i>Acknowledgments</i>	<i>xiii</i>
<b>PART ONE: THE MONETIZING INNOVATION PROBLEM</b>	<b>1</b>
<b>Chapter 1</b> How Innovators Leave Billions on the Table: A Tale of Two Cars	3
<b>Chapter 2</b> Feature Shocks, Minivations, Hidden Gems, and Undeads: The Four Flavors of Monetizing Innovation Failure	15
<b>Chapter 3</b> Why Good People Get It Wrong	33
<b>PART TWO: NINE SURPRISING RULES FOR SUCCESSFUL MONETIZATION</b>	<b>37</b>
<b>Chapter 4</b> Have the “Willingness-to-Pay” Talk Early: You Can’t Prioritize without It	39
<b>Chapter 5</b> Don’t Default to a One-Size-Fits-All Solution: Like It or Not, Your Customers <i>Are</i> Different	53
<b>Chapter 6</b> When Designing Products, Configuration and Bundling is More Science Than Art	63
<b>Chapter 7</b> Go beyond the Price Point: Five Powerful Monetization Models	79
<b>Chapter 8</b> Price Low for Market Share or High for Premium Branding? Pick the Winning Pricing Strategy	97

<b>Chapter 9</b>	From Hoping to Knowing: Build an Outside-In Business Case	111
<b>Chapter 10</b>	The Innovation Won't Speak for Itself: You Must Communicate the Value	121
<b>Chapter 11</b>	Use Behavioral Pricing Tactics to Persuade and Sell: Sometimes Your Customers Will Behave Irrationally	135
<b>Chapter 12</b>	Maintain Your Price Integrity: Avoid Knee-Jerk Repricing	149
	<b>PART THREE: SUCCESS STORIES AND IMPLEMENTATION</b>	<b>161</b>
<b>Chapter 13</b>	Learning from the Best: Successful Innovations Designed around the Price	163
	<i>The Porsche Story—Veering Off the Sports Car Track to Create Two Winning Vehicles</i>	164
	<i>LinkedIn—Monetizing the World's Largest Professional Network</i>	170
	<i>Dräger—Collecting the Specs for Successful Industrial Products before Engineering</i>	174
	<i>Uber—Monetizing a Disruptive Innovation through Innovative Price Models</i>	182
	<i>Swarovski—The Payoff from Crystal-Clear Ideas on What Consumers Will Pay</i>	188
	<i>Optimizely—How to Price Breakthrough Innovation</i>	194
	<i>Innovative Pharma—How a Customer Value Driven R&amp;D Approach Boosts Success</i>	200
<b>Chapter 14</b>	Implementing the “Designing the Product around the Price” Innovation Process	207
	<i>Notes</i>	219
	<i>Index</i>	227