Appendix 1. Innovation Scorecard Metrics

	Gate 1	Gate 2	Gate 3	Gate 4
Inputs	Funding availability Individual networking skills Number of incoming proposals Number of patents or prototypes Number of, and time between, collection activities focused on specific external stakeholders Percentage of R&D budget that is non-internal	Market and technology research resources Objectives for innovation efforts clearly communicated to senior managers and employees Quality of it infrastructure Success of ideas passing through selection and execution processes	Budget allocation to innovative activities Number of competence are that are mastered within the team Project resources (effort, budget, etc.) Share of prototype construction which can be reused directly in normal product development	Budget percent allocated to innovation effort Percentage of innovation projects outsourced Product uniqueness Success of ideas passing through selection and execution processes Time dedicated to innovation
Process	Innovation and creativity workshops Number of projects based on ideas from stakeholders Number of workshops with customers on future needs Participation of suppliers in stage gate process Quality of development innovation process	Alignment between innovation strategy and resource allocation Number of terminated/unsuccessful projects Percentage of innovation efforts devoted to radical, semi-radical, and incremental innovation Product platform effectiveness	Involvement in the innovation processes Lead time per project Level of coordination among R&D, marketing and production units Share of budget on outsourced projects Subjective assessment of the benefit of each process change	New product acceptance rate Number of gateway returns Percentage of innovation projects that respect the cost and outputs planned Portfolio balanced over time, returns, risk, and technologies Product and process quality score

Appendix 1. Innovation Scorecard Metrics (continued)

	Gate 1	Gate 2	Gate 3	Gate 4
Outputs	Employee suggestions Funds committed to innovation Improvement in knowledge stock Investment in new projects Map of upcoming innovations to the market Percentage of growth covered by innovation Quality of ideas funded	Estimated lead time to market launch of project results Potential loss (alternative cost) of not selecting a project (worst-case scenario) R&D productivity Ratio of short-term and long-term projects Residual income growth Sales growth	Average development cycle time stages Degree of match between the resources deployed and R&D results achieved Number of implemented process improvement proposals R&D expenses as percentage of sales	Achievement of quality and time objectives Customer acceptance Market share growth Percentage of sales from new product R&D efficiency (time to market) Sales growth
Outcomes	Actual versus budgeted costs for planning and knowledge management Elapsed time from proposal to feedback Expected sales from incremental/radical innovations against competitors Percentage of sales from ideas originated outside	Customer satisfaction with innovation activities Frequency of repeat customers Market share New customers gained through innovation Number of new product and service lines introduced	Average cost of each finished project CAPEX/OPEX Monetary rewards for achieved personal and group goals achieved Monetary rewards for patent proposals Optimization of the use of capital (human and material)	Customer profitability New customers gained through innovation Number of new product and service lines introduced R&D value creation in commercialisation stages Return on capital employed Turnover from and to R&D units