

Suggested quality and quantity metrics to track Health & Impact of Innovation at Initiative Layer:

Initiatives Group	Metrics	Notes (if any)
Innovation Portfolio	<ul style="list-style-type: none"> ● Dollar value of challenges. How big are the problems? ● No. of strategic priorities addressed by portfolio ● No. of industry challenges in the portfolio ● How many VPs or above are ready to sponsor pilots? ● Diversity of challenges with mix of core, adjacent and future opportunities 	<ul style="list-style-type: none"> ● How big and complex are the challenges being tackled? ● Are we going after something new or working only on incremental ideas?
Startup Selection & Pilots	<ul style="list-style-type: none"> ● No. of relevant startups applied to the program ● No. of referrals from ecosystem ● Startup maturity and diversity ● No. of pilots and hypotheses ● No. of business and technical leader's involvement in the selection process ● Customer interactions and/or senior management interactions to guide pilot ● Data and infrastructure availability ● Stage gate success rate ● Percentage of senior leaders aware of the pilots. 	<p>These metrics indicate the quality of startups and the quality of the platform we are providing for them to succeed. They also indicate how much support open innovation programs are getting from senior leaders.</p>
Intrapreneurship Pilots	<ul style="list-style-type: none"> ● No. of ideas from employees ● No. of hackathon ideas considered for incubation. ● No. of employee applications ● No. of employees selected to the program ● Feedback on boot camps & workshops ● Data and infrastructure availability ● Customer interactions and/or senior management interactions to guide pilot ● No. of successful proof of concepts coming out of incubation ● Percentage of senior leaders aware of these internal pilots 	<p>These metrics indicate the quality of intrapreneurs and the quality of the platform we are providing for them to succeed. They also indicate how much support innovation programs are getting from senior leaders.</p>

Overall Program	<ul style="list-style-type: none"> ● Program NPS scores from startups ● Program NPS scores from business leaders ● No. of departments participating in the innovation program. ● No. of senior leaders involvement in the program (CEO, CXO, and senior management) ● Senior management commitment to hear the findings of the pilots/engagements ● Percentage of employees who have received training and tools for innovation ● Utilization of innovation lab/makerspace and other formal processes to support innovation. 	Indicates the health of the program and the ability of the program to convert good inputs into meaningful results.
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Suggested quality and quantity metrics to track impact of innovation at Internal Impacts Layer:

Initiatives Group	Metrics	Notes (if any)
Financial Metrics	<ul style="list-style-type: none"> ● Amount saved due to productivity improvements by adopting and scaling new solutions ● Amount saved due to cost saving initiatives (solutions/process improvements, buy vs. build decisions) ● Time to market achieved due to innovation initiatives/engagements 	Indicates value of productivity improvements and cost saving initiatives arising by adopting and scaling innovative solutions.
Non-Financial Metrics	<ul style="list-style-type: none"> ● No. of key learnings and insights generated ● Patent applications, or patents received ● No. of new business and technology leaders who became champions for the innovation team. ● No. of fail fast pilots (indicates time and effort saved in chasing a wild goose) ● No. of meetings and type of leadership involvement in analyzing results of the pilots and insights and decisions made 	Measures the innovative culture and openness of the organization to adopt, change, or pivot based on insights generated by innovation initiatives.

	<ul style="list-style-type: none"> • No. of projects or initiatives initiated due to insights gathered • How failures are celebrated in the organization • No. of pilots approved for post program engagement • No. of pilots stalled due to alignment issues within different departments • Percentage of middle management employees with training in the concepts and tools of innovation • Is the organization allowing dedicated time for employees to innovate? • Are employee bonuses tied to innovation performance? 	
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Suggested quality and quantity metrics to track at Customer Impact Layer:

Initiatives Group	Metrics	Notes (if any)
Customer-focused metrics	<ul style="list-style-type: none"> • No. of new product launches • No. of new business models/partnerships launched innovation • No. of new customers acquired • NPS scores of customers on new products/services/business models. 	If possible, track revenue numbers separately for products and services influenced by the innovation program.

Suggested quality and quantity metrics to track at Financial Impact Layer:

Initiatives Group	Metrics	Notes (if any)
Financial Impact Metrics	<ul style="list-style-type: none"> • Year-over-year revenue and growth • Revenue from new product & services • Revenue from new business models • Return on investment • Percentage of revenue invested back into innovation 	If possible, track numbers separately for products and services influenced by the innovation program.