

>> Innovation performance dashboard

Client name

Month year · Rev 1.0

lateralworks

Twelve metrics. Every one has a named owner, a named source, and an agreed definition before it is published.

Each metric carries a counterweight: speed is never reported without quality, and adoption is never reported without retention.

Metric	Owner	Cadence	Target	Live from
Tier 1 — Enterprise outcome CEO and PMC quarterly				
Vitality index Revenue from products launched in the last three years	CFO / Category Directors	Quarterly	Target % of revenue	Now
Market share by category Unit and revenue share per product category, by region	Product Category Directors	Quarterly	Defend share in core product categories	Now
Connected attach rate Tools activated and paired within 30 days of registration	Digital lead	Monthly	Set at R1	R1 launch
Recurring revenue ARR, with paid conversion and net revenue retention	Digital lead	Monthly	Against the committed ramp	First revenue
Tier 2 — Portfolio and program health PMC monthly				
Gap to target, per release Bottom-up finish date against committed release date, R1 / R2 / R3	Program Manager	Weekly	Zero, or escalated	60 days
Decision latency Days from decision requested to decision recorded, by deciding body	EPMO	Monthly	PMC under 14 days; product team under 3	60 days
Critical-path role fill rate Core roles named and allocated on every committed product	Program Manager	Monthly	100% on committed programs	60 days
Business case forecast accuracy Actual 12-month revenue against the forecast approved at the DP gate	EPMO	Quarterly	Within 20%	60 days
Quality and economics Product Owners, Quality and Finance				
Field quality Rolling twelve-month RMA rate by SKU, test-in-spec shown separately	Quality lead	Monthly	At or below current line rates	Now
Ecosystem quality Pairing, connection, data sync, OTA update and app crash rates	Software / platform technical owner	Weekly	Set at R1	R1 launch
Cycle time Gestation, development and ramp, measured as three separate segments	EPMO	At closure	Reduction against class baseline	60 days
Time to break-even Months to positive contribution; CAC payback for software	Product Owner / Finance	Post-launch	Against the DP business case	Now

Live from

Now — the data already exists. No new build.

60 days — stand up within two months. No new systems, no new headcount.

R1 launch — needs telemetry specified as a Release 1 requirement. Cannot be retrofitted.

First revenue — needs subscription billing in place.

Deliberately not on this wall

The five team operating metrics. Schedule movement, float consumed, aged decisions, requirements volatility and team dedication are the product teams' weekly pack. They feed gap to target and decision latency above.

Twenty supporting metrics. Owned-IP share, platform reuse, portfolio load, kill rate, warranty cost, cost of delay and the rest stay in the specification, reviewed at the gate rather than on the wall.