

A LIVE *PULSE* FROM PDMA'S IGNITE INNOVATION SUMMIT

Certainty Isn't Coming

What 27 innovation leaders are doing about it

Product Innovation Governance

Emerging Practices for the AI Era

Opportunities are getting cheaper. Good decisions aren't. A *Pulse* of 27 innovation leaders · Atlanta, October 2026

73%
value better-quality opportunities. Only 30% work on it.

75%
value better resource allocation, the top practice of 29

4.6–5.0
out of 10: mastery of the four drivers. Best performers: 6.9–8.4.

36%
name culture and leadership their biggest opportunity

A Stage-Gate International report in collaboration with the Product Development and Management Association (PDMA)

Stage-Gate® International

pdma 50



Welcome

For 50 years, PDMA has brought together the people who turn new ideas into new products. At this year's Ignite Innovation Summit, we marked that anniversary by hosting 27 innovation leaders in a special roundtable, and asked them, live and anonymously, how well their businesses govern innovation today, and what it will take to be successful in the AI era.

This report shares what they told us. It is a pulse, not a census: a snapshot of where these leaders stand, interpreted by experts in innovation management.

We hope it helps you engage your leadership peers in shaping their own role in new product leadership and governance: how your business decides what to pursue, what to fund and what to stop, and how those decisions set your teams up to succeed, especially in today's fast-changing, highly uncertain environment. Thank you to everyone who took part.

Marlon Hernandez
Chairman of the Board of Directors, Product Development and Management Association (PDMA)

Dr. Robert G. Cooper
ISBM Distinguished Research Fellow (Penn State University School of Business), Crawford Fellow (PDMA)
Professor Emeritus of Marketing (McMaster University)

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About the *Pulse*

27 innovation leaders benchmarked their businesses live, in one room, on October 8, 2026.



At PDMA's 50th anniversary Ignite Innovation Summit in Atlanta, innovation and new product development leaders scored their businesses anonymously during the workshop *Characteristics of the Next Generation New Product Governance System*, then discussed each set of results as a group.

Who took part. Manufacturing (36%) and consumer goods (28%) made up most of the group, with the rest from technology, services, universities, medical devices and chemicals. They included PDMA members and first-time attendees, senior leaders and practitioners, consultants and academics.

What they rated: two lenses

The facilitators drew on the two richest and longest-running benchmarking databases: Stage-Gate International's and PDMA's. Both organizations have benchmarked hundreds of practices to discern what drives performance.

PART 1 · THE FUNDAMENTALS
4 proven drivers, mastery scored 1 to 10

+

PART 2 · EMERGING PRACTICES
29 practices, new or reshaped by AI: used today? would it add significant value?

The 29 are where leaders are pushing performance and raising the bar in response to today's uncertainty and the impact of AI.

A pulse, not a benchmark

In a small, self-selected group, one participant moves a percentage by about 4 to 5 points, so read the results as directional. Best-performer scores come from Stage-Gate International's 30-year benchmarking research studies, a separate study.

Why these three authors

PDMA asked them to interpret this *Pulse* because together they span what is proven, the realities and pressures on leaders today, and what makes it stick: Dr. Robert G. Cooper, creator of Stage-Gate; Penny Wise, former President, 3M Canada; and Michelle L. Jones, who renovates innovation systems: keeping the good bones, redesigning the rest.

They also named their biggest opportunity, how AI has changed governance so far, and one practice to adopt in the next 90 days.

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The *Pulse* at a glance

Five findings across the fundamentals and 29 emerging practices, from 27 innovation leaders

4.6–5.0

Every driver has room to grow

Participants rate their mastery of the four drivers at 4.6 to 5.0 out of 10. Best performers: 6.9 to 8.4. A handful of businesses already match them.

8.4

The bar is highest on the process

Best performers rate their Stage-Gate® mastery 8.4, their highest of any driver. Participants: 4.6.

36%

What to fix depends on the journey

The least mature group, 36% of participants, chose culture and leadership. More mature businesses named process and portfolio.

About half

AI has barely reached governance

About half said AI has not yet changed how they govern new products, including several of the most mature businesses.

73% vs 30%

Leaders want the frontier, but commit to the familiar

Better opportunities, faster gate decisions and better-aligned gatekeepers are valued well above their use. Yet most 90-day commitments went to practices already in use.

THE BOTTOM LINE

Every business in the room found improvements it can make today, whatever its innovation maturity.

Success is less about copying a reference process and more about curating an innovation system that meets you where you are, and takes you where you want to go. It's a journey.

WHY IT MATTERS

Top 20% of performers vs average performers

The best generate twice the revenue and profit from new products.

64% vs 35%
of sales from new products

65% vs 33%
of profits from new products

76% vs 40%
overall project success rate

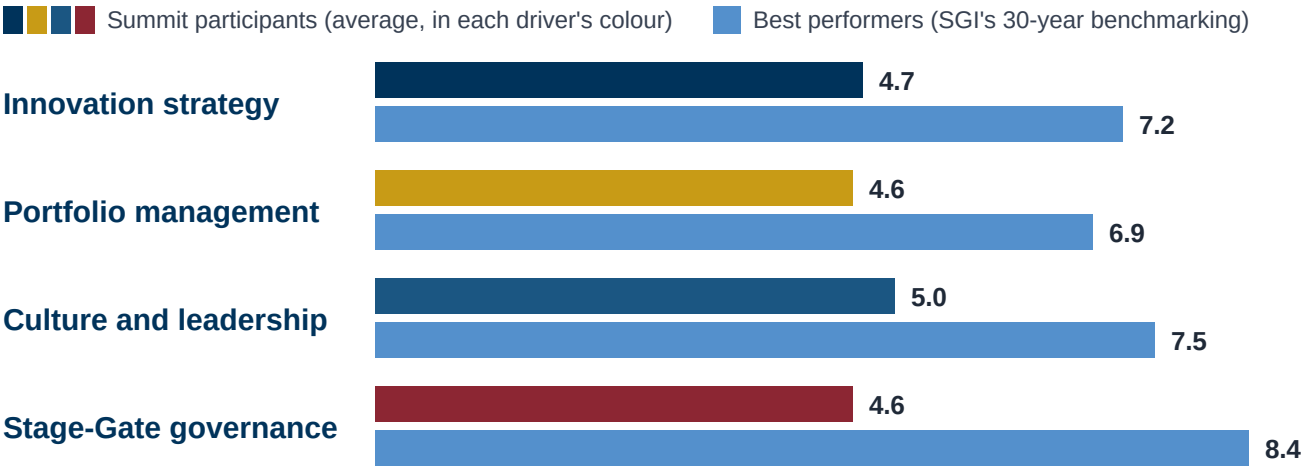
60% vs 26%
of projects on time

Source: 30-year comparative benchmarking led by Dr. Robert G. Cooper of Stage-Gate International, with APQC, PDMA, the Innovation Research Interchange and Penn State's ISBM. Last updated 2023.

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Where leaders stand

Every business has distance to go. Read it as distance to the frontier, not a verdict.



Average mastery, 1 (not in place) to 10 (mastery). Participants rated each driver by assessing the 4 to 6 proven practices that make it up; the full list is in the Full Data Report.

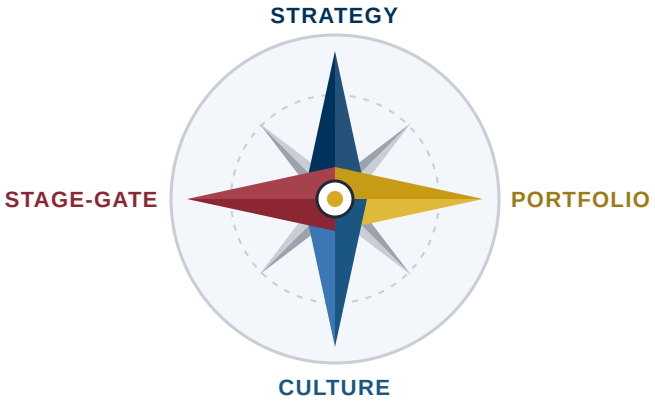
Three groups of similar size

32%
average below 4
Putting the system in place

28%
average 4 to 5
From foundations to the frontier

40%
average 6 or higher
Governing for the AI era

Leaders know where their gap is. 68% ranked their own lowest-scoring driver as their biggest improvement opportunity. Earlier in the journey, that was culture and leadership; more mature businesses named the process and the portfolio.



THE MULTIPLIER EFFECT

The Innovation Leader's Compass

The four drivers are the points of one compass. Practices adopted across all four reinforce each other and multiply the effect; improving one driver at a time leaves the other three to hold it back.

Few are uniformly strong or weak: on average, a participant's strongest and weakest drivers sit 3 points apart.

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DRIVER 1 · INNOVATION STRATEGY

Leaders want better opportunities, not harder screening

Strategy drives opportunity productivity: the quality of what enters the funnel.

PART 1 · THE FUNDAMENTALS

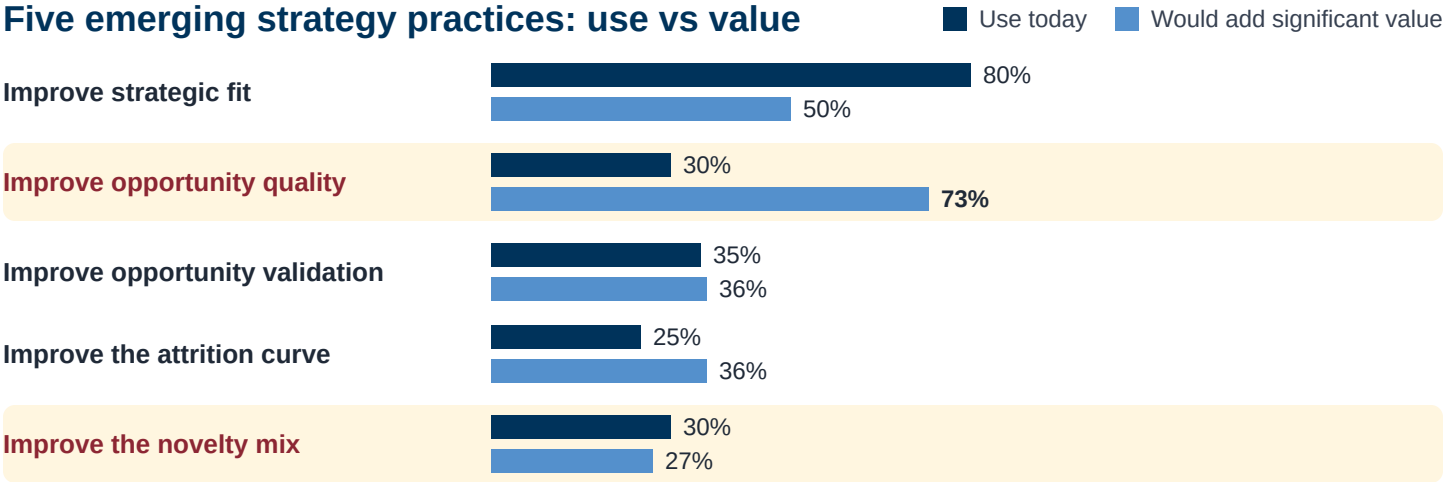
4.7 vs 7.2
mastery out of 10, participants vs best performers

1 in 3
rate their strategy 7 or higher

11%
ranked it their biggest opportunity

PART 2 · EMERGING PRACTICES

Five emerging strategy practices: use vs value



The largest gap in the *Pulse*. Almost three in four leaders value better-quality opportunities; fewer than one in three work on it. As AI floods the funnel, it is the first filter.

A blind spot on novelty. Improving the novelty mix ranked last of the five: only 27% said it would add significant value. Yet SGI's benchmarking studies show top performers carry more new-to-the-firm projects, while poor performers concentrate on low-risk, low-return work.

WHAT IT MEANS FOR LEADERS

Push for clarity. Be explicit about the role new products and technology innovation play in your business, the goals they must deliver, and the arenas where you will focus. Clear arenas give gatekeepers a basis for saying no, and teams a reason to bring forward better opportunities.

Ask your peers: what is holding us back from being bolder and clearer about our product innovation and technology strategy?

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DRIVER 2 · PORTFOLIO MANAGEMENT

Ideas get cheaper. People and money do not.

The portfolio drives investment productivity: whether resources go to the best opportunities.

PART 1 · THE FUNDAMENTALS

4.6 vs 6.9

mastery out of 10; even best performers find this driver hardest

75%

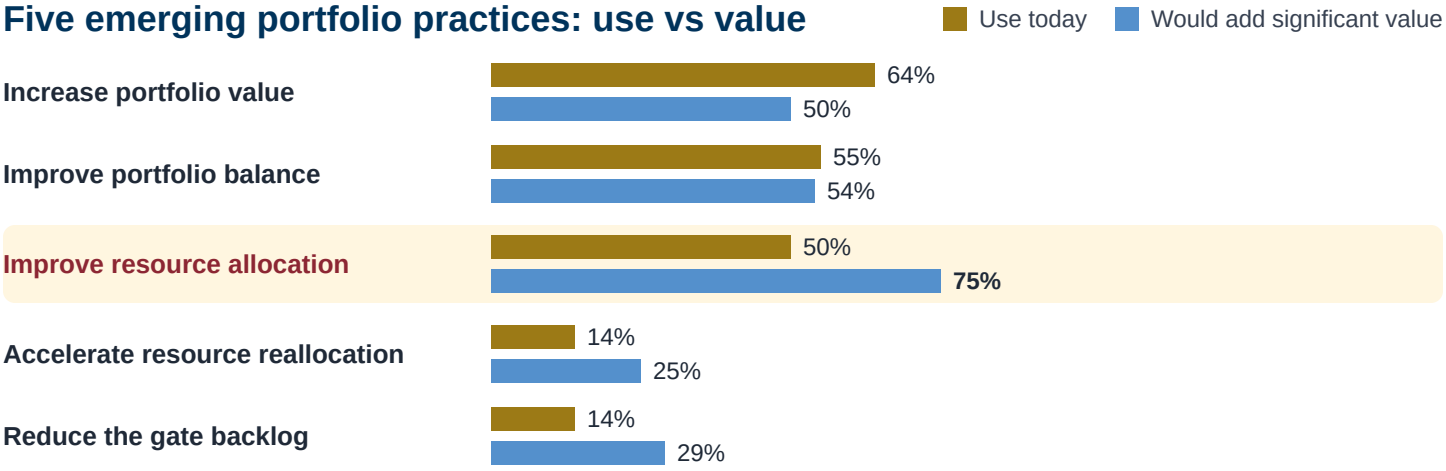
value better resource allocation, the top practice of all 29

29%

ranked it their biggest opportunity, among the most mature

PART 2 · EMERGING PRACTICES

Five emerging portfolio practices: use vs value



The untapped payoff. Many businesses already estimate portfolio value and check balance. The bigger gain is making sure resources go to the most meritorious projects.

AI raises the stakes. When opportunities become cheaper to generate, people and money become the scarce resource, and a portfolio that cannot say no spreads them thin.

WHAT IT MEANS FOR LEADERS

Fund the most meritorious opportunities first, and redeploy people quickly after every kill. Watch the gate backlog: it is the early warning that volume is outrunning the people who decide.

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DRIVER 4 · STAGE-GATE® GOVERNANCE · THE STAGES

The widest gap is in the process itself

Stages turn uncertainty into learning. Gates turn evidence into good decisions.

PART 1 · THE FUNDAMENTALS

4.6 vs 8.4
mastery out of 10; best performers' highest score of any driver

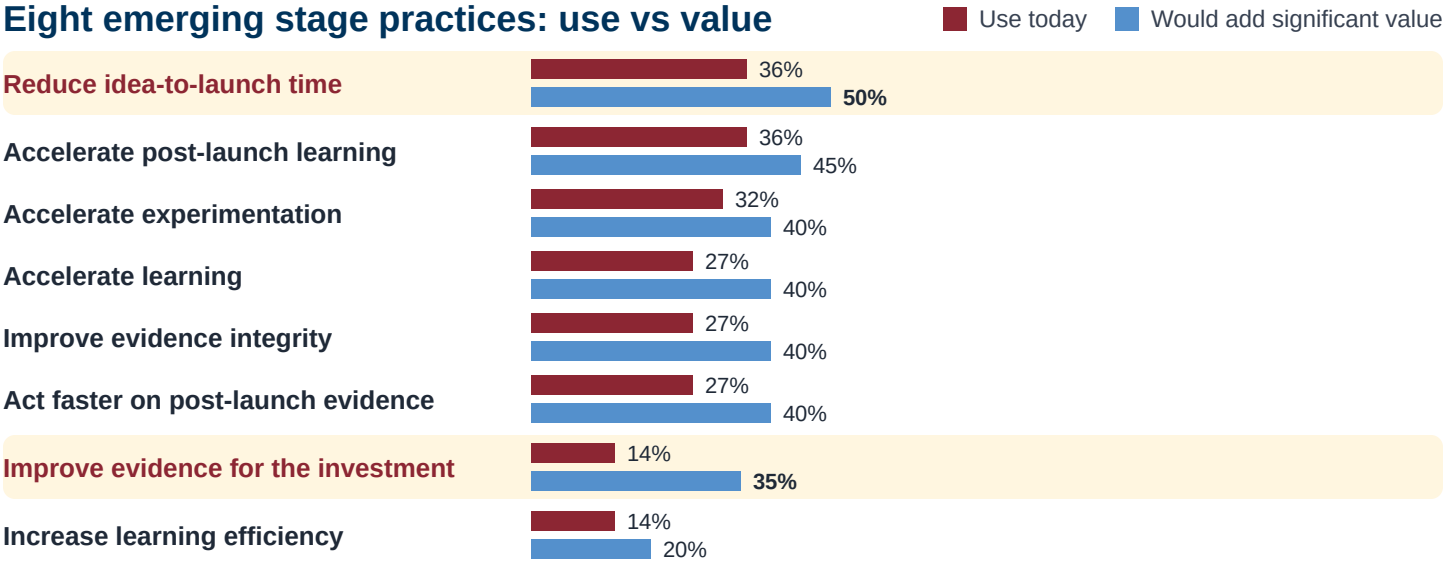
3.8
points: the largest gap of the four drivers

25%
ranked the process their biggest opportunity

Stage-Gate governance has two halves. **Stages turn uncertainty into learning; gates turn evidence into good decisions.** Many of the emerging AI-era practices sit in the stages, where AI is changing how fast and how cheaply teams can learn.

PART 2 · EMERGING PRACTICES

Eight emerging stage practices: use vs value



Value outruns use for all eight. Highlighted: the most valued (idea-to-launch time, 50%) and the largest gap (evidence for the investment, 21 points). No stage practice is used by more than 36% of businesses.

Why is the gap widest here?

Having a process is not mastering it: right-sized, revitalized, stripped of waste, gates with teeth.

Processes age and bureaucracy creeps in.

A process depends on the system around it, above all a clear strategy.

The bar keeps moving: a process built for scarce evidence feels slow when evidence is abundant.

WHAT IT MEANS FOR LEADERS

AI makes learning faster and cheaper. Ask whether your stages are designed to capture that: are teams testing the riskiest assumptions first, producing evidence gatekeepers can trust, and still learning after launch?

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Gates turn evidence into good decisions

When evidence is abundant, judgment becomes the scarce resource.

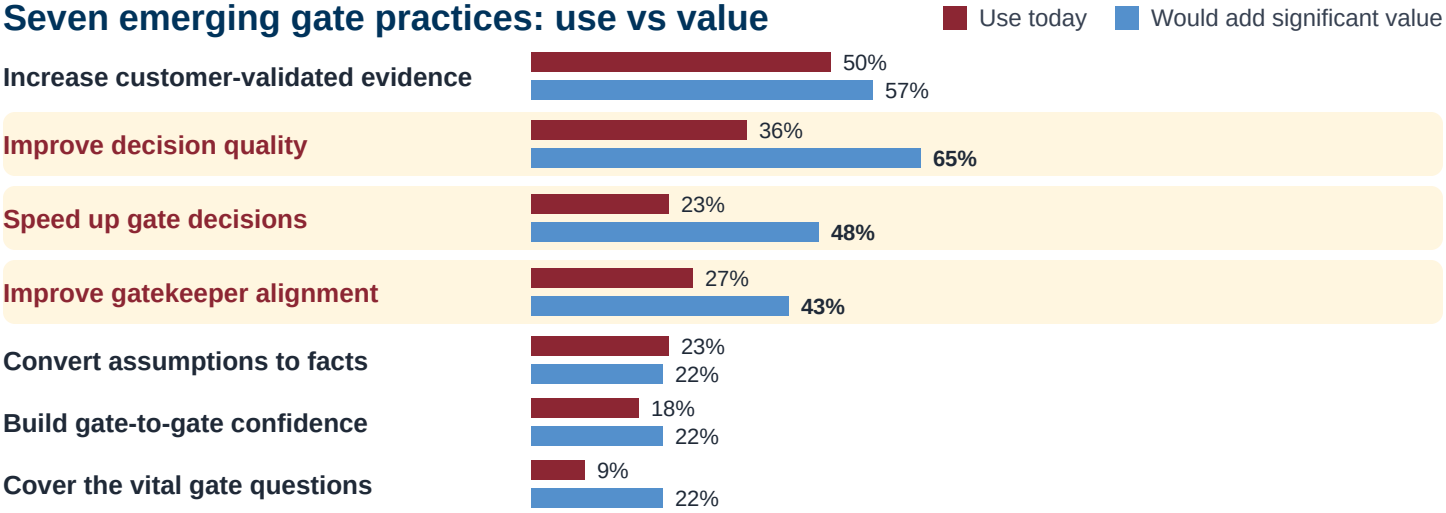
PART 2 · EMERGING PRACTICES

65% vs 36%
value better decision quality vs use it today: the largest gap at the gate

2 of 3
next-wave practices are gate practices

9%
cover the vital gate questions today, the least-used of all 29 practices

Seven emerging gate practices: use vs value



Leaders want better decisions, made faster. Decision quality, speed and gatekeeper alignment are all valued well above their use. As AI multiplies the evidence arriving at each gate, slow or divided gatekeepers become the bottleneck.

WHAT IT MEANS FOR LEADERS

Stage-Gate is widely adopted, so the question is not whether you have a process, but how current it is. If yours was designed for a previous strategy, or before AI, it is time to revitalize it.

SPOTLIGHT · PDMA OUTSTANDING CORPORATE INNOVATORS 2026

What Huntsman Corporation and Perdue Foods have in common

- **One system:** strategy, portfolio, process and leadership managed together.
- **Discipline with judgment:** a disciplined system, not a rulebook.
- **A robust Stage-Gate model** with pathways for each type of innovation, and gates with teeth.
- **A portfolio view** of all projects, used to align decisions and resources with strategy.
- **Innovation starts with leaders,** who engage their people in an entrepreneurial yet disciplined process.

Both work on all four drivers but focus on mastering Stage-Gate to drive a culture that embraces innovation.

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DRIVER 3 · CULTURE AND LEADERSHIP

The driver leaders most want to fix

Leaders shape culture most powerfully through the systems they sponsor.

PART 1 · THE FUNDAMENTALS

5.0 vs 7.5

mastery out of 10; participants' highest-rated driver

36%

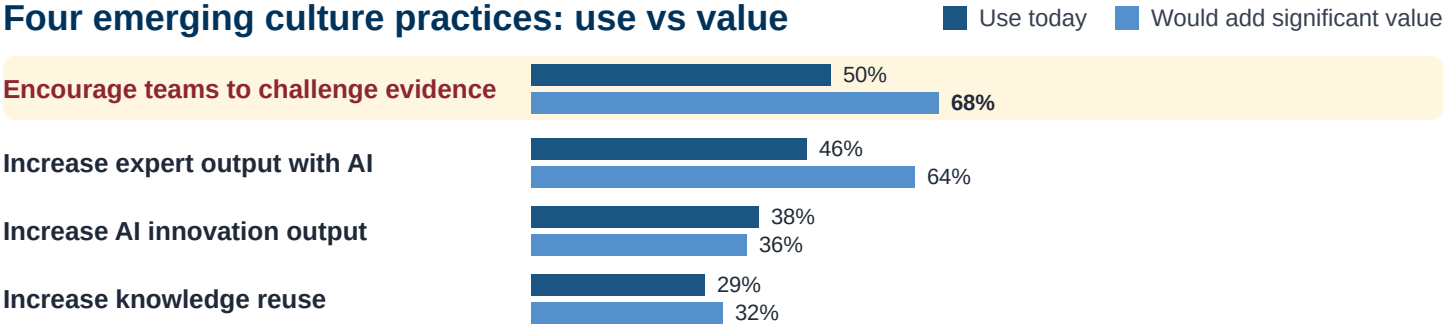
ranked it their biggest opportunity, more than any other driver

68%

value teams that challenge and act on evidence

PART 2 · EMERGING PRACTICES

Four emerging culture practices: use vs value





PERSPECTIVE · PENNY WISE, FORMER PRESIDENT, 3M CANADA

“Trust is not simply a cultural attribute; it is a leadership responsibility.”

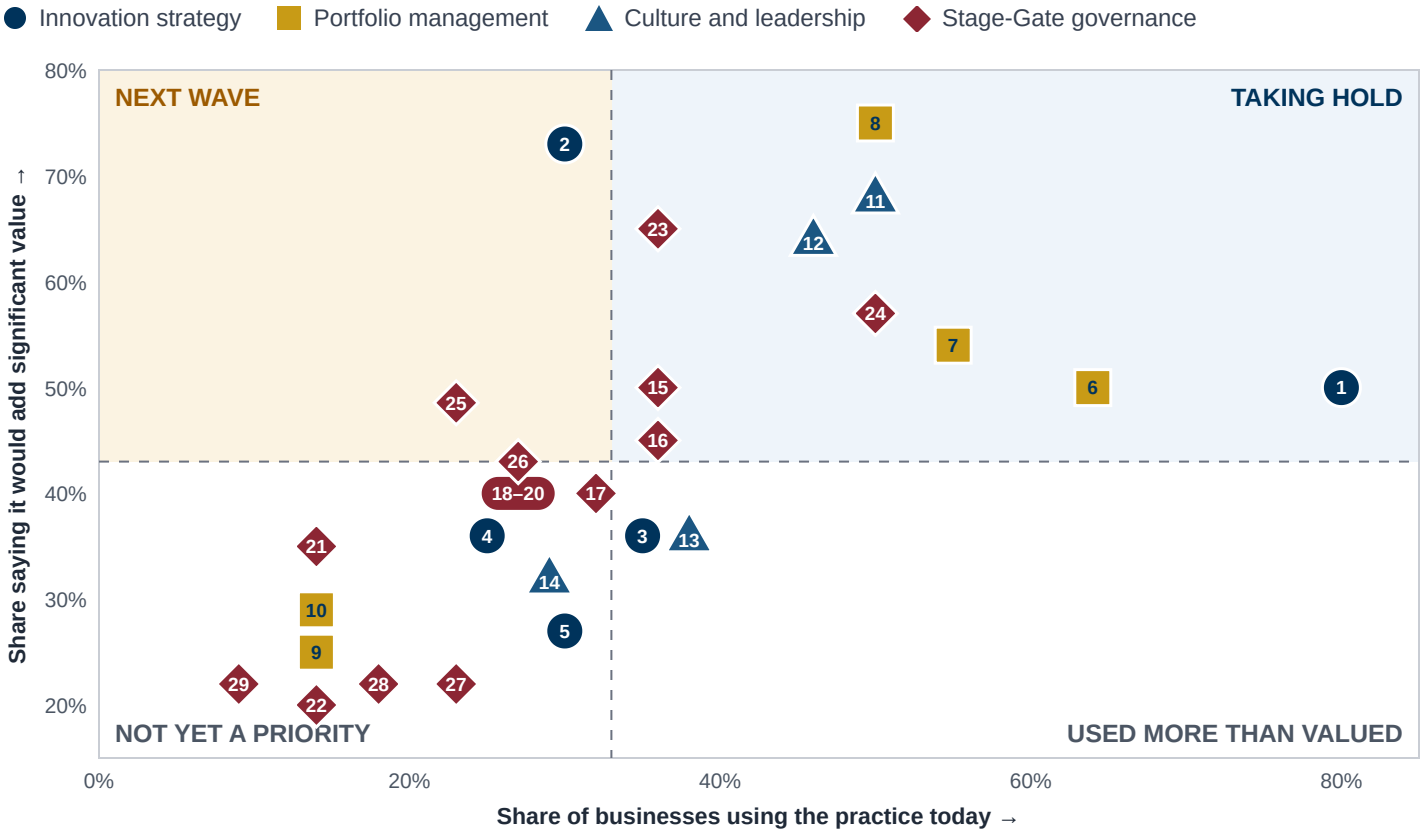
Every organization says it wants data-based decisions. The real question is whether leaders will follow the data when it challenges expectations. Are your gates designed to enable this cultural norm? Senior leaders should ask themselves a simple question: Do our teams feel safe presenting the evidence as it is, not as they think leadership wants it to be?

THREE LEADERSHIP MOVES · Model evidence-based decisions in your own gates. Celebrate a well-made kill as loudly as a launch. Make it safe to bring bad news early.

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The 29 emerging practices on one page

How widely each practice is used today, and how highly leaders value it. Dashed lines mark the averages: 33% use, 43% value. Numbers match the key below; 18–20 share the same score.



INNOVATION STRATEGY

1 Improve strategic fit
2 Improve opportunity quality
3 Improve opportunity validation
4 Improve the attrition curve
5 Improve the novelty mix

CULTURE AND LEADERSHIP

11 Encourage teams to challenge evidence
12 Increase expert output with AI
13 Increase AI innovation output
14 Increase knowledge reuse

PORTFOLIO MANAGEMENT

6 Increase portfolio value
7 Improve portfolio balance
8 Improve resource allocation
9 Accelerate resource reallocation
10 Reduce the gate backlog

STAGE-GATE · STAGES

15 Reduce idea-to-launch time
16 Accelerate post-launch learning
17 Accelerate experimentation
18 Accelerate learning
19 Improve evidence integrity
20 Act faster on post-launch evidence
21 Improve evidence for the investment
22 Increase learning efficiency

STAGE-GATE · GATES

23 Improve decision quality
24 Increase customer-validated evidence
25 Speed up gate decisions
26 Improve gatekeeper alignment
27 Convert assumptions to facts
28 Build gate-to-gate confidence
29 Cover the vital gate questions

10
TODAY
PRACTICES TAKING HOLD
The classic outcomes of a clear strategy, a managed portfolio and a working process. Most valued: resource allocation (75%), teams that challenge evidence (68%), decision quality (65%).

3
NEXT
NEXT-WAVE PRACTICES
Better opportunities (73% value, 30% use), faster gate decisions (48%, 23%) and better-aligned gatekeepers (43%, 27%).

6
TOMORROW
PRACTICES ON THE RADAR
Low today, likely to matter as AI scales the funnel: attrition curve, gate backlog, resource reallocation, assumptions to facts, vital gate questions, novelty mix.

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FEATURE · AI AND THE NEXT GENERATION

Learning is now cheap. The scarce skill is choosing.

Dr. Robert G. Cooper, creator of the Stage-Gate® process, on what AI changes at the gate, and what it doesn't.



Dr. Cooper engages with innovation leaders during the workshop

Four decades of research tells me AI will change how we reach decisions, not what makes products win. Superior customer solutions that solve important problems, sharp early definition, solid evidence and disciplined gates still decide success. What AI removes is the excuse for thin homework. Learning is now cheap, so the scarce skill is choosing.

Of the ten AI shifts we see (detailed in the Full Data Report), I would watch one most closely: the funnel expands, but gatekeeper attention and resources do not. Only 29% and 25% value the practices that address it. Teams will drown in credible-looking projects before they notice the system is overwhelmed.

Immediate action: Gatekeepers should do three things.

1. Ask every team to separate what is known, tested, or assumed.
2. Judge project merit and portfolio value together as a two-part gate.
3. Get your gates right, because a faster funnel with the same decision capacity just builds a bigger queue.

Longer term: Gatekeepers need to ask whether some gatekeeping decisions on lower risk projects can be handled by AI, for example having AI make the Go/Kill decision, much like financial portfolio managers do with stocks. Gatekeepers should also seek help from AI on tougher decisions, for example by having AI evaluate and make recommendations on the major, higher-risk projects: a second set of eyes at the gate decision table.

That is why the next generation of Stage-Gate is less about adding practices and more about mastering a vital few that AI makes decisive.

“As go the gates, so goes the process. In the AI era, the gates are the heartbeat: lead well there, and the whole innovation portfolio keeps pace.”

And one way AI isn't changing governance: the job to be done. Find a superior customer solution, prove viability, invest wisely and commercialize. AI changes the means, not the need for evidence, judgment and governance.

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Five generations added practices. The sixth masters the vital few.

Find your place on the staircase: which generation does your process reach, and how well do you use it? More importantly, which generation does your strategy need you to operate at?

6G · Sixth generation: the decision factory (emerging)
Masters a vital few practices, amplified by AI, and governs beyond launch
Innovation productivity at AI pace

5G · Fifth generation: transformation-enabling
Adds: the learning organization, with self-directed Agile teams
De-risked transformation

4G · Fourth generation: strategy-enabling
Adds: innovation strategy, strategic arenas, strategic buckets and roadmaps
Return on a diversified portfolio

3G · Third generation: portfolio-enabling
Adds: portfolio optimization, right-sized pathways, gates with teeth
Return on portfolio spend

2G · Second generation: process-enabling
Adds: a complete, designed idea-to-launch process and post-launch reviews
Speed to market, profitability

1G · First generation: minimum viable
Manages new product development as a pipeline. **Stages:** proven cross-functional practices. **Gates:** incremental go/kill investment decisions that purchase the option, not the project, and release resources for the next stage.
Better in-market success

The evolution of Stage-Gate as an innovation maturity model. Each generation builds on the one before · adapted from Stage-Gate International

The decision factory: six practices to master

Improve opportunity quality
As AI floods the funnel, the first filter matters most.

Improve resource allocation
Ideas get cheaper; people and money do not.

Improve decision quality
Two-part gates judge project merit, then its effect on portfolio value.

Speed up gate decisions
When evidence arrives faster, slow gates become the bottleneck.

Improve evidence integrity
Grounded in real customers: separate what is known, tested and assumed.

Encourage teams to challenge evidence
People must feel safe acting on the evidence, including when it says stop.

Each is a practice businesses already know. The sixth generation asks them to do these very well, and to keep governing after launch as AI-enabled products continue to evolve.

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PERSPECTIVE · MICHELLE L. JONES, MANAGING PARTNER, STAGE-GATE INTERNATIONAL

Getting started, and making the change stick

Getting started. You do not need to map out wholesale change before you begin. If you want an end-state vision, a target to work toward and a compass for the journey, use the Stage-Gate Innovation Framework and its four drivers of performance. But the best way to start is an honest self-benchmark by the leaders themselves: the people who make the decisions today. A facilitated learning session, in which leaders learn and discuss the benchmarks and then benchmark their own business live, is one of the most effective ways to align on a few immediate improvements.

Who leads the change matters. When one of those leaders owns the improvement initiative, the spirit of the change stays entrepreneurial rather than becoming an exercise in documentation. As leaders begin practicing their high-priority improvements and their behaviors change, the process leader should offer one or two new solutions that other stakeholders can adopt, so the rest of the business keeps pace with the gatekeepers.

Three mistakes most businesses make

Taking on too much at once. If innovation is a strategic priority, the business is signing up for a journey, not a quick fix.

Starting with the people they are most comfortable with. Lasting change needs internal champions at every level, starting at the top.

Measuring too much, the wrong things, or nothing at all. Pick one to three meaningful measures and track the discipline, not innovation outcomes, which take too long to reveal themselves.

Visible leadership behaviors make the change real. A few examples, each improving a practice that can be measured:

Follow the evidence, even when it says stop. A well-made kill frees people and money and shows teams that evidence matters more than sunk costs.

Score each project privately before discussing it. Gatekeepers rate the project independently, then focus the debate where their scores differ.

Make the go, kill or hold decision in the gate meeting. Decide on merit while the evidence is on the table, not weeks later.

Approve next-stage resources at the gate. A go decision comes with the people and money to act on it.

Rank each project against the portfolio. After judging a project on its own merit, gatekeepers prioritize it against the other active projects, so the best opportunities are funded first.

"Trust the process, and the results will come."

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Where do you stand?



A ten-question self-check for you and your leader peers: your own quick *Pulse*. Answer as you are today, not as your process document says.

- ☐ **1.** Do our new products achieve the revenue, profit and launch speed promised at our gates?
- ☐ **2.** Has our governance system been revitalized since our current strategy, and since AI arrived?
- ☐ **3.** Can we see all our projects in one dynamic portfolio view, ranked by merit and confirming strategic balance?
- ☐ **4.** Is our governance process right-sized to project risk and context, with lighter paths for lower-risk projects?
- ☐ **5.** Do our gates have teeth? Do we stop poor projects, and do freed resources move quickly to better ones?
- ☐ **6.** Do our gatekeepers work effectively as a team? Do they score privately, then decide at the meeting?
- ☐ **7.** Is a go decision backed by people and money committed at the gate?
- ☐ **8.** Do teams provide solid decision support, separating what is known, tested and assumed, with real customers in the evidence?
- ☐ **9.** Do teams feel safe saying "the evidence says stop"?
- ☐ **10.** Do we track the quality of opportunities entering the funnel, and attrition gate by gate?

Reading your answers. Each "no" marks a practice to strengthen. Several "no" answers suggest your process was built for a previous generation of Stage-Gate®, and is ready to be revitalized.

Five moves for leading new products into the AI era

1. **Benchmark honestly, then discuss the mismatch.** Score the four drivers with the leaders who own your strategy, portfolio and gates. Where leaders feel the pain and where the scores lag are often different.
2. **Govern the four drivers as one system.** Culture is the outcome, not the starting point: a right-sized process, a portfolio view and a clear strategy build the culture leaders want.
3. **Manage innovation like an investment portfolio.** Set an intentional mix, from low-risk improvements to new-to-the-firm projects, fund the most meritorious first and redeploy quickly after every kill.
4. **Redesign gates for abundant evidence and scarce judgment.** Measure what will run short: evidence you can trust, decisions that follow it quickly, and gatekeeper capacity.
5. **Lead for trust and start within 90 days.** Reward rigor and well-made kills as visibly as launches. Pick one emerging practice, pilot its measure for 90 days and review it at every gate.

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About the authors



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Business Professor Emeritus · Creator of Stage-Gate® · Cofounder of Stage-Gate International

Dr. Robert G. Cooper is the creator of the Stage-Gate® Idea-to-Launch process and co-founder of Stage-Gate International. He is Professor Emeritus of Marketing and Technology Management at the DeGroote School of Business, McMaster University, and ISBM Distinguished Research Fellow at Penn State's Smeal College of Business. Over more than 40 years he has studied the practices and pitfalls of more than 3,000 new product projects. He has published 12 books, including the best-selling *Winning at New Products*, now in its 5th edition, and more than 170 academic articles. He is a Crawford Fellow of PDMA and a three-time winner of the Maurice Holland Award from the Industrial Research Institute. Bob was ranked #1 “Scholar in Product Innovation” for 2025 globally by ScholarGPS.com. He attended the live benchmarking session as a special guest and to field participant questions regarding new, emerging practices. www.bobcooper.ca and email: robertcooper675@gmail.com



Penny Wise

Former President, 3M Canada

Penny Wise is a marketing and corporate affairs executive with extensive global leadership experience spanning brand strategy, marketing, communications, public policy, new product commercialization, marketing transformation and P&L management. During her career at 3M, she held leadership roles across multiple business units and functions, including serving as President of 3M Canada. She led initiatives such as modernizing marketing capabilities within a $12B business group and helping guide the global relaunch of 3M’s brand platform. Her work has driven commercial growth, strengthened reputation, and supported complex regulatory outcomes. Penny has been recognized as one of Canada’s 100 Most Powerful Women and received the Canadian Chamber of Commerce Business Leader of the Year Award. She co-presented the live benchmarking session at PDMA's 50th anniversary Ignite Innovation Summit on which this report is based. Contact: pennyhwise@icloud.com



Michelle L. Jones, NPDP

Managing Partner, Stage-Gate International

Michelle L. Jones is a Managing Partner at Stage-Gate International and a leading authority on designing and implementing enterprise-wide new product development and innovation management programs. For more than two decades she has worked alongside Dr. Robert G. Cooper, Dr. Scott Edgett and hundreds of leading innovators to research, evolve and deploy Stage-Gate® practices, and she specializes in tailoring Stage-Gate® Hybrid models to each company's strategy and culture. She partners with leadership teams across North America, Europe, China and South America to modernize portfolio and gate governance, strengthen decision-making discipline and build innovation capabilities that scale. Michelle brings more than 30 years of experience in consulting, R&D management, post-merger integration and operational leadership, combining change leadership, organizational behavior and systems thinking so that new leadership behaviors take hold and last. She is a PDMA-certified New Product Development Professional (NPDP). She designed and led the live benchmarking session at PDMA's 50th anniversary Ignite Innovation Summit on which this report is based. Email: michelle.jones@stage-gate.com

Is your product innovation governance ready for the AI era?

The leaders in this report started by benchmarking themselves honestly. Three ways to take your next step:

1

Benchmark live with your leaders

A facilitated session in which your gatekeepers learn the benchmarks, score their own business and decide what to improve.

michelle.jones@stage-gate.com

2

Request the Full Data Report

Your free copy: all 29 practices, full results, deeper patterns and methodology.

stage-gate.com/certainty-isnt-coming

3

Join the conversation

Learn with peers at PDMA events and share this report with #PDMAIgnite.

www.pdma.org

INSIDE THE FULL DATA REPORT

38 pages · free on request

- **All 29 emerging practices** with definitions and how to measure each
- **Full results by driver** every chart and table from the live Pulse
- **10 ways AI is changing innovation governance** and the one way it isn't
- **What the OCI winners have in common** Huntsman Corporation and Perdue Foods
- **A system health dashboard** 20 practices to start with, by maturity
- **Methodology and glossary** how the Pulse was taken

About Stage-Gate International

Stage-Gate International helps companies achieve profitable and sustainable growth by improving their innovation capability. www.stage-gate.com

About PDMA

The Product Development and Management Association (PDMA) is a global community of professional members whose skills, expertise and experience power the most recognized and respected innovative companies in the world. www.pdma.org

About the *Pulse*. 27 innovation leaders answered anonymously by live polling at PDMA's Ignite Innovation Summit on October 8, 2026. The findings are a directional pulse, not a statistical benchmark. Best-performer scores come from Stage-Gate International's 30-year benchmarking research studies.

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