

Dimension 1: Supply push, depth of offering and focus of the organisation

Points	1	2	3	4	5
Range of services and how they help upgrading of enterprises	Limited range of generic services assuming all users are the same – not aimed at upgrading		Mixture of generic and specialised services, enabling some companies to upgrade and improve		Broad range of generic and specialised services enabling diverse companies to upgrade and improve from where they are
Differentiation of users/ markets	Little differentiation between different market groups – assumes everyone needs the same service		Some differentiation between different market groups and what they need – but service design not done consistently with the user in mind		Offers are tailored to different target groups and are designed to meet the needs of users
Offering description	The offer is not clearly described or the value of the service is vague		Some services are described, others are not. The value and benefit of services are not always clear		Services and benefits are clearly described and adapted for different target groups and applications
Market recognition of capability/expertise of organisation	The organisation is not recognised by industry or other meso organisations as being valuable or capable		Some people value or recognise the organisation		Enterprises and other meso organisations recognise the organisation as capable and valuable
Assessing impact and adjusting offering	Service offering is hardly adjusted as market requirements change, and little assessment is made of value and impact		Offerings are adjusted on an ad hoc basis, infrequent assessments of value and impact of the offering on the target market		The effectiveness of offerings is monitored, and the organisation regularly adjust the offerings based on feedback
Technological capability of organisation	The organisation technologically lags behind most enterprises in the target industry		It is on par with the average firm in industry		Deep technological capability, ahead of most of the industry

Dimension 2: Meso responsiveness to demand pull and identified patterns at the micro level

Points	1	2	3	4	5
Responsiveness to target market expectations	Unable to manage and respond to expectations of potential or targeted users		Meets some expectations, but struggles to manage or meet others		Clearly communicates its offerings and can adjust based on feedback from target markets
Value for money	Clients do not perceive much value for money		Some services give value for money, others not		Clients get great value for money and are willing to pay the full service cost
Sensing needs and responding	The organisation is unable to detect and reflect on changing needs and struggles to adapt		The organisation is aware of changing patterns, but takes a long time to respond		The organisation constantly reflects on changes in patterns at micro level, and adjusts offerings accordingly
Upgrading sophistication of demand	The organisation does not change their offering to respond to increasingly sophisticated demand		The organisation struggles to balance the demands of less sophisticated clients and more sophisticated clients		The organisation is able to respond to increasingly sophisticated demand while still serving less sophisticated demand (pipeline)
Clients have an improved capability to innovate and compete	Even after using the services of the organisation hardly any clients are more capable of innovating and competing		Only some clients can innovate and compete as a result of using the organisation's services.		The service offerings of the organisation have increased the industry's capability to innovate and compete
Focus on winners or losers	The organisation is mainly focused on enterprises that are struggling with the basics OR The organisation has a portfolio that is focused mainly on competitive and better managed enterprises		They are struggling to balance their service offering to make it valid for struggling and competitive enterprises		A portfolio approach is used that supports enterprises from where they are in their business sophistication so that they can upgrade and become more competitive

Dimension 3: Learning, adapting and resource management of the organisation

Points:	1	2	3	4	5
Critical management skills in the organisation	Shortages of technical or business management skills – organisation is undermanaged		There are shortages of either critical technical or management skills		Critical technical and management capabilities are in place
Financial sustainability	The organisation is under-resourced and struggles to motivate funders to invest in it		The organisation can raise funding for most current operations, but future funding is uncertain and there are some shortfalls		The organisation can secure sufficient funds for current commitments and future projects
Learning culture	Failure is avoided, no learning culture is detectable		Main form of learning is through reporting and capturing “lessons learnt”.		Management sensitive to insights from staff, learning from failure is encouraged
Diversity of skills in different layers of management	Has mainly a very narrow skill set drawing on a few academic disciplines		The skill set is biased towards one or two fields or professions, but value expertise from different backgrounds		The organisation employs a wide range of experts from many different academic disciplines
Adaptation and change	Change is rigidly managed from top down, if managed at all		Changes are implemented by management, staff are not able to make improvements in their direct environment without top management approval		Staff feel that they can adapt to changes in the context, and understand change initiated by management. Teams are able to adapt how they work based on changes in the context
Readiness for future technological change	Not ready for any alternatives but the current path		Scans narrowly for potential technological changes and consequently prepared mainly for incremental changes in the current path		Scans widely and prepares for future technological shifts and changes

Dimension 4: Institutional configuration and governance of the organisation

Points	1	2	3	4	5
Transparency of governance	The organisation is managed in a closed way, external stakeholders have little influence on decisions and strategy		Only a few external stakeholders have influence on how decisions are made		A transparent advisory structure where a broad range of external stakeholders are engaged and can make inputs to decisions and strategy
Balancing competing strategic objectives	Management is overwhelmed by the competing demands of different stakeholder groups		Management can cope with the demands of different stakeholders, but it is a compromise that undermines the effectiveness of the offerings		Management can balance the competing demands of different stakeholders in a coherent way
Value to funder	Funders are not satisfied with the performance of the organisation or with the return on their funds		The organisation complies with the minimum criteria		Perceived by funders as being a valuable investment and essential in their funding portfolio
Accessibility to service for most target enterprises	It is not easy for target groups to access the services of the organisation		Service is easy for some to access, but many still struggle to access the services		The organisation is convenient placed to access physically but also provides remote services to clients that are further away
Vertical coordination upwards to policy makers	The organisation is not able to articulate insights into the performance of industry to policy and decision makers		The organisation is only sometimes able to communicate patterns and insights to decision makers		The organisation actively conveys insights into the performance of industry to policy and decision makers
Horizontal synergies with other meso orgs	The organisation is working largely in isolation from other meso organisations		The organisation is working with a few other meso organisations, but not in a synergistic way		The organisation is well networked with other meso organisations and works with a variety of organisations on synergies