Survey on the RIS3 experience

Fields marked with * are mandatory.

Survey Questionnaire

The Territorial Development Unit of Directorate Growth and Innovation of the Joint Research Centre (JRC), European Commission, is carrying out an analysis of Smart Specialisation policy experience across European regions and countries. The aims are to: take stock of RIS3 implementation; identify critical issues and challenges to tackle; and, draw some lessons and recommendations in light of the debate on the post- 2020 Cohesion Policy.

The results of this study will be used in a policy report requested by the European Parliament.

As a part of this analysis, the Territorial Development Unit has decided to launch **a survey to collect primary information from national and regional authorities responsible for Research and Innovation Strategies for Smart Specialisations (RIS3)**.

This survey aims at gathering respondents' general reflections on their RIS3 experience and their observations on the future of the smart specialisation policy agenda.

We hope you will kindly offer your views and take time to complete this survey.

It should take approximately **30 minutes** to complete the survey. Please note you can save your responses and comeback to the questionnaire at a later time.

If you are not the right person to complete this survey please forward it accordingly.

Please note the deadline for completing the survey is **February 28, 2018**.

Personal and background information (your personal data will not be disclosed)

* Please indicate your name

* Please indicate the name of your organisation

* Please indicate your role in your organisation

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* Please indicate your e-mail address

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* Do you represent?
- ○ Country
- ○ Region

* Please indicate the name of your country/region

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In case you represent a region, please specify the ESIFs classification for regions (2014-2020)
- ○ More developed
- ○ Transition
- ○ Less developed

*** In which of the following aspects is your organisation involved in the RIS3 exercise?
(Multiple choices allowed - Tick as appropriate)**
- ☐ RIS3 steering group
- ☐ RIS3 management team
- ☐ Other

If "other" is marked, please specify:

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* Did your region/country have an innovation strategy before the RIS3?
- ○ No
- ○ Yes

Survey questionnaire

**1. Please indicate your overall level of satisfaction with the RIS3 exercise in your country/region
(5 = extremely satisfied, 1 = not at all satisfied)**
- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5

2. Please assess the level of difficulty encountered with respect to the six steps of the RIS3 design process

(5 = very difficult, 1 = not difficult)

	1	2	3	4	5
1. Analysis of the national/regional context and potential for innovation	○	○	○	○	○
2. Governance: ensuring participation and ownership	○	○	○	○	○
3. Elaboration of an overall vision for the future	○	○	○	○	○
4. Identification of priorities (entrepreneurial discovery process)	○	○	○	○	○
5. Definition of a coherent policy mix, roadmaps and action plan	○	○	○	○	○
6. Monitoring and evaluation	○	○	○	○	○

3. To what extent, if any, has the RIS3 experience in your country/region been promoting improvements in the following areas?

(5 = major improvements, 1 = no improvements)

	1	2	3	4	5
Progress towards economic transformation	○	○	○	○	○
Emergence of innovative potential	○	○	○	○	○
Outward-looking perspective (regional positioning in global value chains, etc.)	○	○	○	○	○
Policy intelligence, skills and capabilities of national/regional authorities	○	○	○	○	○
Prioritisation process	○	○	○	○	○
Concentration of funding	○	○	○	○	○
Quality/coherence of the policy-mix and policy instruments	○	○	○	○	○
Quality and effectiveness of monitoring activities	○	○	○	○	○
Stakeholder engagement	○	○	○	○	○
Level of trust among stakeholders and between them and the government	○	○	○	○	○
Other	○	○	○	○	○

If "other" is marked, please specify:

4. In your view, what would be the impact of the RIS3 in your country/region in the medium-long term?
(5 = very strong, 1 = no impact)

	1	2	3	4	5
Economic growth and jobs	○	○	○	○	○
Structure and functioning of the innovation eco-system	○	○	○	○	○

5. Please indicate if and to what extent you agree with the following statement: the RIS3 process is a demanding policy in terms of policy intelligence, skills and capabilities for public authorities and stakeholders
(5 = strongly agree, 1 = strongly disagree)

- ○ 5
- ○ 4
- ○ 3
- ○ 2
- ○ 1

6. In the following table, please tick the main challenges/problems with respect to the RIS3 exercise in your country/region
(Tick all that apply)

	Analysis of the context and potential for innovation	Priority selection	Policy-mix and policy instruments	Monitoring activities
Lack of skills and capabilities within the (regional/national) administration	○	○	○	○
Lack of stakeholder engagement	○	○	○	○
Lack of skills and capabilities in some groups of stakeholders	○	○	○	○
Lack of data and/or data availability when needed	○	○	○	○
Lack of evaluation studies and monitoring information on past policies	○	○	○	○
Difficulties in implementing monitoring and evaluation systems	○	○	○	○
Difficulties in getting enterprises involved	○	○	○	○
Difficulties in getting universities and public research organisations involved	○	○	○	○

Difficulties in getting civil society groups involved	○	○	○	○
Difficult access to external expertise	○	○	○	○
Synergies among policies and funding managed by different organisations placed on different level (EU, national, regional)	○	○	○	○
Obstacles associated with the different rules governing diverse funding sources	○	○	○	○
Difficulties in managing/financing interregional collaborative projects	○	○	○	○
Other	○	○	○	○

If "other" is marked, please specify:

7. How did you tackle some of the above challenges/problems? Please provide some examples. Please also feel free to highlight your need, if any, for training/guidance on some of the abovementioned challenges/problems.

8. For the EU Cohesion Policy post-2020, you would recommend:
(Tick all that apply)

- ☐ maintaining the same RIS3 policy framework and regulation (ex-ante conditionality on ERDF funding for R&DI)
- ☐ transforming the RIS3 in a voluntary exercise
- ☐ rewarding milestones in achievement and virtuous behaviour in RIS3
- ☐ differentiating the RIS3 policy scheme according to the existing regional differences across the EU
- ☐ introducing new provisions/mechanisms to support interregional cooperation for RIS3 implementation
- ☐ improving the harmonisation of rules governing different EU funding sources relevant to RIS3
- ☐ Introducing standardised templates for the design of future strategies
- ☐ other

If "other" is marked, please specify:

9. Please provide any additional comments on the future of the RIS3 agenda

10. Which of the following expressions better capture the focus of your RIS3 vision/strategy?
(Tick all that apply)

- ☐ The RIS3 vision focuses on building on current advantages
- ☐ The RIS3 vision focuses on developing regional potential in completely new domains (radical transformation)
- ☐ The RIS3 vision focuses on finding new niches for existing economic activities, skills and capabilities
- ☐ The RIS3 vision focuses on building new capabilities (catching up)
- ☐ Other

If "other" is marked, please specify:

11. Who has contributed, and to what extent, to the analysis of the national/regional context and potential for innovation?
(Tick all that apply)
(5 = major contribution, 1 = little or no contribution)

	5	4	3	2	1
Human resources in the public administration (statistics and analysis unit, development/innovation agency, etc.)	◎	◎	◎	◎	◎
External expertise (contracted ad hoc)	◎	◎	◎	◎	◎
Stakeholders (universities, entrepreneurs' association, cluster organisations, etc.)	◎	◎	◎	◎	◎

12. Have evaluation studies and monitoring information been used for designing/revising the strategy?

- ◎ No
- ◎ Yes

If "yes" is marked, please specify:
(Tick all that apply)

- ☐ Evaluation studies regarding **past policy** interventions **in your own region/country**
- ☐ Evaluation studies regarding **similar policy** interventions implemented **somewhere else**
- ☐ Monitoring information regarding **past policy** interventions in **your own region/country**
- ☐ Other

If "other" is marked, please specify:

13. Please assess the level of usefulness of stakeholders' contribution to the overall RIS3 exercise (5 = very useful, 1 = not useful, N.A.= not applicable)

	5	4	3	2	1	N.A.
Government agencies/units/departments other than the one leading the process	○	○	○	○	○	○
Universities and public research organisations	○	○	○	○	○	○
Chambers of Commerce, business networks, entrepreneurs' associations	○	○	○	○	○	○
Cluster/district organisations	○	○	○	○	○	○
Science and Technology parks	○	○	○	○	○	○
Small and Medium Enterprises (SMEs)	○	○	○	○	○	○
Large domestic companies	○	○	○	○	○	○
Local branches of Multinational Enterprises (MNEs)	○	○	○	○	○	○
Start-ups	○	○	○	○	○	○
Trade (labour) unions	○	○	○	○	○	○
Civil society groups (NGOs, etc.)	○	○	○	○	○	○
Financial organisations	○	○	○	○	○	○
Other	○	○	○	○	○	○

If "other" is marked, please specify:

14. Please rate, for each group of actors, the capacity to affect the RIS3 decision making process (5 = high capacity, 1 = no capacity, N.A.= not applicable)

	5	4	3	2	1	N.A.
Universities and public research organisations	○	○	○	○	○	○
Chambers of Commerce, business networks, entrepreneurs' associations	○	○	○	○	○	○

Cluster/district organisations	◎	◎	◎	◎	◎	◎
Science and Technology parks	◎	◎	◎	◎	◎	◎
Small and Medium Enterprises (SMEs)	◎	◎	◎	◎	◎	◎
Large domestic companies	◎	◎	◎	◎	◎	◎
Local branches of Multinational Enterprises (MNEs)	◎	◎	◎	◎	◎	◎
Start-ups	◎	◎	◎	◎	◎	◎
Trade (labour) unions	◎	◎	◎	◎	◎	◎
Civil society groups (NGOs, etc.)	◎	◎	◎	◎	◎	◎
Financial organisations	◎	◎	◎	◎	◎	◎
Other	◎	◎	◎	◎	◎	◎

If "other" is marked, please specify:

[ ]

15. What is the role of stakeholders within the whole RIS3 process?
(Tick all that apply)

- ☐ Supporting a continuous entrepreneurial discovery process, revising and reviewing RIS3 priorities
- ☐ Gathering information on investment ideas and achieve coordination among different actors
- ☐ Designing pilot/demonstration projects
- ☐ Promoting collaborative initiatives
- ☐ Pushing for change in legislation
- ☐ Providing feed-back on RIS3 progress (including input to the monitoring activities)
- ☐ Supporting RIS3 update
- ☐ Other

If "other" is marked, please specify:

[ ]

16. How are stakeholders selected to participate in the RIS3 process (meetings, working groups, etc.)?
(Tick all that apply)

- ☐ Through an open call for expression of interest
- ☐ By invitation from the RIS3 technical/strategic bodies
- ☐ Other

If "other" is marked, please specify:

[ ]

17. Is the stakeholders' composition in RIS3 activities fixed or can it evolve over time (e.g. establishment of new working groups, inclusion of new stakeholders, etc.)?

- ○ No
- ○ Yes

18. How is stakeholders' engagement articulated in the RIS3 governance system? (Tick all that apply)

- ☐ Ad hoc meetings
- ☐ Bilateral consultations
- ☐ Regular working groups across priorities
- ☐ Regular working groups by priority
- ☐ Other

If "other" is marked, please specify:

19. Please assess the level of stakeholder representation in the RIS3 governance system (different economic sectors, small and large firms, domestic and multinational companies, different research groups, different associations, etc.)
(5 = fully represented, 1 = not represented)

	1	2	3	4	5
Institutional/policy making sector	○	○	○	○	○
Business sector	○	○	○	○	○
Public research and education (universities and public research organisations)	○	○	○	○	○
Civil society groups (NGOs, etc.)	○	○	○	○	○

20. Please indicate the main problems/challenges in engaging stakeholders in the RIS3 exercise (Tick all that apply)

- ☐ Lack of interest by some stakeholders
- ☐ Lack of trust by stakeholders on how public authorities would use their contribution
- ☐ Lack of adequate skills and capabilities by (some) stakeholders
- ☐ Lack of adequate communication channels
- ☐ Lack of (skilled) personnel within the public administration dealing with the involvement and management of stakeholders
- ☐ Lack of political commitment
- ☐ Other

If "other" is marked, please specify:

21. In general, how would you consider stakeholder engagement in RIS3 with respect to the past?

(5 = more involved, 1 = less involved)

- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5

22. Please indicate whether the RIS3 governance structure is effective at performing the following strategic functions

	A body with this function is planned, but not operating yet	A body with this function is operating, but it is not fully effective	A body with this function is operating and effective
Setting and revising strategic objectives and priorities	○	○	○
Supervising RIS3 implementation	○	○	○
Liaising with other government levels	○	○	○

23. Please indicate whether the RIS3 governance structure is effective at performing the following management functions

	A body with this function is planned, but not operating yet	A body with this function is operating, but it is not fully effective	A body with this function is operating and effective
Coordinating the different administrative units involved in RIS3 implementation	○	○	○
Coordinating the different RIS3 governance functions and actors	○	○	○
Enabling the functioning of stakeholder working groups	○	○	○
Supports the development or deployment of instruments for implementation (i.e. supports different departments that issue calls)	○	○	○
Coordinating monitoring and evaluation activities	○	○	○
Seeking funding from different sources	○	○	○

24. The strategic functions are carried out by a group comprising:
(Tick all that apply)

- ☐ Political representatives
- ☐ High-level civil servants
- ☐ Private sector representatives
- ☐ Research sector representatives
- ☐ Innovation performers
- ☐ Other

If "other" is marked, please specify:

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25. With respect to the skills and capabilities available within the team responsible for the RIS3 implementation, please rate the adequacy of the various competences listed below
(5 = needs fully met, 1 = needs not met, N.R.= not relevant)

	1	2	3	4	5	N.R.
Project planning and management/implementation	○	○	○	○	○	○
Executing or coordinating monitoring activities	○	○	○	○	○	○
Economic analysis and high-quality drafting skills	○	○	○	○	○	○
Supervision of external contracts	○	○	○	○	○	○
Proposals evaluation (e.g. research/technology/innovation evaluation, business plan evaluation)	○	○	○	○	○	○
Legal expertise (e.g. EU state aid rules, EU directly funded programmes rules)	○	○	○	○	○	○
Stakeholder mobilisation (experience in bringing together businesses, universities and other stakeholders to work under common goals)	○	○	○	○	○	○
Financial planning and management (such as knowledge of funding sources complementary to ESIFs, such as other national/EU sources, etc.)	○	○	○	○	○	○
Experience and ability to engage with other public administrations placed on the same or different level (national, regional, local)	○	○	○	○	○	○
Experience and ability to engage with international/inter-governmental networks and fora (e.g. membership of international policy/practitioner networks)	○	○	○	○	○	○
Foreign language competences (English in particular)	○	○	○	○	○	○

Communication, presentation and public outreach (e.g. experience with public consultation, in organising events etc.)	◉	◉	◉	◉	◉	◉
Supporting competences, esp. in IT (e.g. web-based information systems, databases design and implementation), office administration, statistical analysis, etc.	◉	◉	◉	◉	◉	◉

26. Did you face any of the following obstacles in building the RIS3 management team in your country/region?

	No	Somewhat	Yes
Lack of funding for staff recruitment and training	◉	◉	◉
Unavailability of suitably experienced/skilled human resources to hire at local level	◉	◉	◉
Bureaucratic obstacles (internal to your organisation/to the government)	◉	◉	◉
Legal obstacles	◉	◉	◉
Insufficient coordination and flow of information within government departments	◉	◉	◉
Lack of interest/engagement by the necessary institutional stakeholders (e.g. businesses, academia etc.)	◉	◉	◉
Insufficient political commitment	◉	◉	◉
High staff turn-over (i.e. loss of competences)	◉	◉	◉

27. Are there financial resources of the Technical Assistance of the 2014-2020 Operational Programme (ERDF) specifically allocated to supporting actions for RIS3 implementation, monitoring and evaluation?

◉ No
◉ Yes

28. An effective RIS3 requires communication channels and coordination between the regional and national levels. Please evaluate the statements below on the links between the national and regional RIS3 governance
(5 = strongly agree, 1 = strongly disagree, N.A.= not applicable)

	1	2	3	4	5	N.A.
The division of functions among regional and national RIS3 governance is clear	◉	◉	◉	◉	◉	◉
There are effective channels of communication for addressing issues between the regional and national public levels	◉	◉	◉	◉	◉	◉

The coordination of policies and funding instruments managed at different government level is effective	○	○	○	○	○	○
The relationship between national and regional public bodies involved in RIS3 governance is cooperative	○	○	○	○	○	○

29. How are research and innovation priorities presented in your RIS3?
(Tick as appropriate)

○ Priorities are identified in terms of industries/sectors, value chains or grand societal challenges (e. g. energy, agri-food, quality of life, etc.)

○ Priorities are identified in terms of economic activities at sub-sectoral or cross-sectoral level (e.g ICT- based innovation for active ageing, wood-based solution for eco-construction; food traceability; etc.)

○ Combination of the above

30. Please indicate the analytical and participatory methods used to support the analysis of the national/regional context and priority-setting process, specifying whether they were already used in the past or have been introduced for the first time with the RIS3 experience.
(Tick all that apply)

	Already used in the past	Introduced with the RIS3	Not used
SWOT analysis	○	○	○
Analysis of national/regional economic specialisation	○	○	○
Cluster and innovation eco-systems analysis and mapping	○	○	○
Research and technology development infrastructure analysis and mapping	○	○	○
National/Regional science and technology profile (specialisation) and performance	○	○	○
Analysis of the (country's) region's position within specific Global Value Chains	○	○	○
Related variety/product space analysis	○	○	○
Benchmarking	○	○	○
Brainstorming	○	○	○
Foresight	○	○	○
Focus groups	○	○	○
Surveys	○	○	○
Quadruple-helix working groups (workshops, seminars, etc.)	○	○	○

Peer reviews	○	○	○
Calls for proposals	○	○	○
Pilot/exploratory projects	○	○	○
Roadmaps	○	○	○
Match-making events	○	○	○
Other	○	○	○

If "other" is marked, please specify:

31. Are you currently working on refining/revising RIS3 priorities? If, so please provide some details.

- ○ No
- ○ Yes

If "yes" is marked, please specify:

32. Please indicate if and to what extent you agree with the following statement: the prioritisation process introduced by the RIS3 policy concept is promoting a greater concentration of funding compared to the past
(5 = strongly agree, 1 = strongly disagree)

- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5

33. Please indicate if and to what extent you agree with the following statement: the prioritisation process is slowing down the allocation and expenditure of the European Structural and Investment Funds (ESIFs)
(5 = strongly agree, 1 = strongly disagree)

- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5

34.If the prioritisation process is slowing down the allocation and expenditure of ESIFs, what could be done to redress this issue?

35. Have there been any changes in the policy mix and respective budget allocation compared to the past?
(5 = drastic changes, 1 = no change)

- ◎ 1
- ◎ 2
- ◎ 3
- ◎ 4
- ◎ 5

36. Please provide some information about changes in budget allocation compared to the past

	More funding	Same funding	Less funding
Research and technology infrastructures	◎	◎	◎
Support to technology transfer and university-enterprises cooperation	◎	◎	◎
Support to public research and development (R&D)	◎	◎	◎
Support to private research and development (R&D)	◎	◎	◎
Support to other non R&D innovation in businesses	◎	◎	◎
Support to clusters and business networks	◎	◎	◎
Support to business creation	◎	◎	◎
Support to small and medium sized enterprises (SMEs) internationalisation	◎	◎	◎
Education, training and vocational training (enhancing skills and competences)	◎	◎	◎
Enhancing institutional capacity of public authorities and stakeholders	◎	◎	◎
Other	◎	◎	◎

If "other" is marked, please specify:

37. In your view how useful are the following policy instruments to the implementation of RIS3?
(Tick all that apply)
(5 = very useful, 1 = not useful)

	1	2	3	4	5
Support to (collaborative) R&D projects	○	○	○	○	○
Support to research and technology infrastructures	○	○	○	○	○
Pilot/demonstration projects	○	○	○	○	○
Innovation support services	○	○	○	○	○
Support to business organisations, clusters, innovation networks and platforms	○	○	○	○	○
Support to innovative SMEs creation and strengthening	○	○	○	○	○
Public procurement for R&D and innovation	○	○	○	○	○
Support to interregional cooperation projects	○	○	○	○	○
Support to skills and competences enhancement	○	○	○	○	○
Support to researchers' mobility	○	○	○	○	○
Support education achievements	○	○	○	○	○
Support to the capacity enhancement of public authorities and stakeholders	○	○	○	○	○
Tax and fiscal incentives	○	○	○	○	○
Other	○	○	○	○	○

If "other" is marked, please specify:

38. Have any changes/adaptations/innovations introduced in the policy instruments tool-box due to the RIS3 process?
- ○ No changes/adaptations/innovations introduced in the policy instruments tool-box
- ○ Yes

If "yes" is marked, please indicate them
(Multiple choices allowed - Tick as appropriate)
- ☐

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Reshaping of existing "traditional" policy instruments (support to R&D, innovation services, etc.) to better serve RIS3 priorities and objectives

☐ Public procurement for R&D and innovation related to RIS3 priorities

☐ Pilot initiative/demonstration projects

☐ Support to groups of stakeholders to develop action plans in relation to RIS3 priorities

☐ Other

If "other" is marked, please specify:

39. Is the RIS3 implemented through other sources of public funding beyond the ESIFs? (The national/regional/private co-financing does not count as "other sources of funding beyond the ESIFs" for the purpose of this question)

◯ No other sources of public funding is used beyond the ESIFs

◯ Yes

If "yes" is marked, please specify:
(Tick all that apply)

☐ National funding

☐ Regional funding

☐ Local funding

☐ Other

If "other" is marked, please specify:

40. The RIS3 exercise is helping identify and exploit synergies between different policies and funding sources (EU, national, regional)
(5 = strongly agree, 1 = strongly disagree)

◯ 1

◯ 2

◯ 3

◯ 4

◯ 5

41. Please indicate whether your RIS3 monitoring system includes the following typologies of indicators
(Tick all that apply)

☐ Context indicators

☐ Output and result indicators defined at strategy level

☐ Output and result indicators defined at priority level

☐ Other

If "other" is marked, please specify:

[   ]

42. Please indicate the sources of information for your monitoring activities, specifying whether they were already used in the past or have been introduced for the first time with the RIS3 experience.
(Tick all that apply)

	Already used in the past	Introduced with the RIS3	Not used
Official statistics	◎	◎	◎
Open data databases	◎	◎	◎
Administrative data (funded projects applicants, beneficiaries, etc.)	◎	◎	◎
Ad hoc surveys (on beneficiaries and stakeholders)	◎	◎	◎
Focus groups, interviews	◎	◎	◎
Social media	◎	◎	◎
Other	◎	◎	◎

If "other" is marked, please specify:

[   ]

43. Is there a specific team assigned to monitoring activities?
◎ No
◎ Yes

If "yes"is marked, is this team newly established, as part of the RIS3 process, or is it an already existing team?
◎ New team
◎ Existing team

44. Please indicate the extent to which the following monitoring functions are important for the regional RIS3 (5 = very important, 1 = not important)

	1	2	3	4	5
Inform stakeholders about progress made concerning RIS3 implementation	◎	◎	◎	◎	◎
Inform political decision makers about progress made concerning RIS3 implementation	◎	◎	◎	◎	◎

Inform broader public about progress made concerning RIS3 implementation	○	○	○	○	○
Signal how single priority areas are developing	○	○	○	○	○
Provide evidence base for adjusting the RIS3	○	○	○	○	○
Build trust among the relevant RIS3 stakeholders	○	○	○	○	○
Make clear the logic of intervention of the RIS3	○	○	○	○	○
Meet audit requirements	○	○	○	○	○
Contribute to open data platforms	○	○	○	○	○
Other	○	○	○	○	○

If "other" is marked, please specify:

45. On the basis of your experience, please indicate the main obstacles to the use of monitoring and evaluation information to improve strategy performance and policy making
(Tick all that apply)

☐ Lack of authority and interest to make changes (e.g. politicians and top-decision makers are not invested in the system and information is simply ignored)
☐ Lack of stakeholder engagement
☐ Disconnection with the management (e.g. the monitoring system is not systematically linked to management and decision-making process in a meaningful way)
☐ Availability of monitoring information when needed (data are either old or are not provided when needed)
☐ Some of the data may not be broken out in sufficient detail to be useful
☐ Many measures require long periods of time before they can be expected to yield the major outcomes sought
☐ Availability of evaluation findings when needed
☐ Other

If "other" is marked, please specify:

46. Please provide a brief account on anything that you consider particularly challenging or innovating/original that your country/region did in relation to the RIS3 exercise (entrepreneurial discovery process and selection of priorities, governance, stakeholder engagement, policy mix, monitoring and evaluation, etc.)

We are glad you made it up to here and hope you still have some time and energy to answer the following important 'wrapping-up' question. Thank you for your collaboration, and do not forget to click on the SUBMIT button below after answering our last question below.

47. Please fill in the quadrants below, regarding the RIS3 process, on the basis of your experience with it in your country/region (maximum 3 elements per quadrant).

Strengths

Weaknesses

Opportunities

Threats