



D.1.1. S4AI_HUB Strategy and Plans prepared and adopted

Introduction

S4AI_HUB Strategy and Plans outlines the strategies, processes, and procedures that will be implemented to ensure the delivery of high-quality outputs and outcomes for the project S4AI_Hub. This plan serves as a framework for managing quality throughout the project lifecycle for all project partners. It supports achieving the project objectives while adhering to relevant standards and best practices.



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ICT HUB
EMPOWERING INNOVATION

Project Number	Project 101191029 — S4AI_HUB
Project Name	Serbian European Digital Innovation Hub on AI
Project Acronym	S4AI_HUB
Call	DIGITAL-2023-EDIH-04
Topic	DIGITAL-2023-EDIH-04-ASSOCIATED
Work Package	Work Package 1: Manage an Effective and Sustainable S4AI_HUB
Activity	Prepare Strategy and Plans,
Deliverable	D.1.1.S4AI_HUB Strategy and Plans prepared and adopted
WP Responsible Partner	STP Nis
Dissemination Level	PU — Public
Type	R — Document, report
Date of preparation	Version 1: 01.04.2025.
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1. EXECUTIVE SUMMARY

The Serbian European Digital Innovation Hub on AI (S4AI_HUB) represents a central spot for the development of applicable solutions and the value that artificial intelligence and Industry 5.0 bring to the business environment of Serbia. As an initiative supported by the European Commission, S4AI_HUB supports startups, SMEs and public administration in understanding, integrating, and applying AI technologies, helping them to adapt and thrive in a dynamic and competitive business environment. S4AI_HUB's task is to enable startups, small and medium-sized enterprises, and public administration to design and implement strategies and solutions based on artificial intelligence and industry 5.0; this way, organizations can improve their products and services, ensure long-term relevance in the market and strengthen their position in the era of accelerated technological development. The S4AI_HUB actively contributes to the development of the innovative business community in Serbia, devoting itself to the creation of sustainable solutions and opportunities for the digital future. S4AI_HUB represents a unique one-stop-shop initiative in Serbia for a comprehensive process of innovation development and application of the latest technological solutions for SMEs and public administration with a special emphasis on supporting less developed regions. Within the consortium, various activities are underway to support the practical application of research findings, particularly tailored to SMEs and the public sector. S4AI_HUB benefits from well-established partnerships with science and technology parks, scientific research organizations, incubator centers and cluster organizations in the region, using extensive networks to reach a wide range of organizations. This multiplier effect allows us to be effective in spreading digital capabilities from universities and research institutes to SMEs and the public sector.

The long-term strategy of the DIH is to live well beyond the life of the S4AI_HUB project and to continue and expand industry engagement with the S4AI_HUB. S4AI_HUB project is contributing to effectively manage the operational activity of the DIH while providing an opportunity for maturation and expansion, engaging more of the S4AI_HUB stakeholders and innovation activities with industry.

S4AI_HUB's main objective is enhancing the competitiveness of Serbian SMEs, particularly in EU markets, by prioritizing digital innovation and providing comprehensive support for SMEs to effectively navigate and capitalize on the burgeoning digitalization. This includes a wide range of services in technological entrepreneurship, aligning with the Digital Europe Programme (DEP) objectives, with a particular emphasis on applying Artificial Intelligence in RIS3 priorities defined by the Smart Specialization Strategy of the Republic of Serbia (1. Food for the Future, 2. Information and Communication Technologies, 3. Machines and Future Production Processes, 4. Creative Industries). The project directly aligns with the overarching goals of the DEP, fostering digital transformation, innovation, and competitiveness within the SME, mid-cap and public sector. By creating an EDIH the project aims to elevate SMEs', mid-caps and public sector capacities for digital transformation, contributing directly to the DEP's objective of enhancing critical digital capacities, as well as reaching the Smart Specialization Strategy priorities. Moreover, the project supports DEP's emphasis on technological entrepreneurship by providing a systematic support structure for innovation and start-up ecosystems. The diverse services offered in technological entrepreneurship align with the DEP's goal of promoting technological innovation and entrepreneurship. The focus on AI application showcases the project's commitment to addressing specific needs outlined in the DEP. This

emphasis aligns with DEP's strategic objectives, accelerating and strengthening the adoption of AI technologies in Europe.

To achieve these objectives, it requires an effectively managed and sustainable S4AI_HUB, that is able to expand the S4AI_HUB's with added value services while integrating it in the pan-European DIH network and establishing a quality framework to ensure the continuous improvement of the S4AI_HUB's. This Strategy and plans should be considered as the variable within the lifecycle of the project since Business model should be further elaborated in each of the test WPs, following the experience and lessons learned in the project.

The definition of **Mission**, **Vision**, **Value proposition** and **Objectives** of the S4AI_HUB expected to be evolving since the launching and delivering the first version of S4AI_HUB Strategy and Plan. What was assumed at the very beginning of the project launching are some of the strategic recommendations for the Strategy and Plans:

Clarity in Private Sector Collaboration

- Ensure S4AI_HUB's offerings for private sector collaboration are transparent, with precise details on access, usage, and service integration processes.
- Implement user-friendly rules for providers to enhance engagement.

Pilot Agreements & Support

- Factor in specialized support availability when drafting pilot agreements to align with realistic timelines and avoid mismatched expectations.
- Streamline onboarding by automating initial evaluations or involving S4AI_HUB partners for validation via the Portal.

Data & Operational Improvements

- Enhance accessibility of explicit pilot-required data (e.g., through clearer data provider agreements).
- Adopt a small, focused approach with well-defined internal procedures to manage multiple parallel experiments efficiently.

Community Building & Engagement

- Building a DIH community is challenging—leverage platforms/forums to sustain interaction but prioritize tools that maintain engagement without reinventing the wheel.
- Open calls effectively engage industry, but legal/financial terminology can limit flexibility. Balance appeal (e.g., equity-free vouchers) with sustainable service funding.

Metrics & Communication

- Define KPIs/metrics upfront for pilots; retroactive adjustments are often impractical.
- Replace S4AI_HUB and EU project related jargon with service-oriented, customer-friendly language in all communications.

Service Maturity & Scalability

- Prioritize mature S4AI_HUB concepts with clear customer value during onboarding.
- Scale operations, processes, and external linkages to meet EDIH and broader community needs.
- Offer high-TRL services and reliable data to meet industry's strict availability/reliability expectations.

Human-Centric Approach

- Assign S4AI_HUB team roles based on expertise (e.g., SME support, academia collaboration) to bridge gaps between research and industry workflows.

Impact Measurement

- Replace overly ambitious DIH metrics (e.g., patents, revenue growth) with practical, short-term SME progress indicators aligned with project timelines.

Stakeholder Engagement Strategies

- Combine value-exchange pilots with direct service purchases to sustain stakeholder involvement.
- Open calls attract diverse organizations, but long-term engagement depends on clearly funded, high-quality services.

Table 1: SWOT Analysis

Strengths	Weaknesses
• Strong Consortium – Includes leading institutions in Serbia, such as NTP Niš, IVI, STP Čačak, ICEF, CDT, Ni-CAT, ICT Hub, and 13 associated partners, ensuring broad expertise and resources. • Wide network of infrastructure resources. • Support for Digital Transformation – Focused on AI applications, digitalization, and technological capacity building, aligning with EU strategies. • Clarity in Private Sector Collaboration • Ensure S4AI_HUB's offerings for private sector collaboration are transparent, with precise details on access, usage, and service integration processes. • Connections with other Digital European Hubs across Europe.	• Complex Onboarding – Time-consuming validation processes for pilots could deter participation. • Resource-Intensive Operations – Managing multiple parallel pilots requires significant human effort • Limited Academic-Industry Alignment – Academia may struggle to meet industry's reliability demands. • Community Engagement Challenges – Difficulty sustaining active participation in forums/platforms
Opportunities	Threats
• Integration into International Networks – Connecting with similar DIHs across the EU and initiatives • Growing Demand for AI Solutions – Businesses increasingly seek AI adoption, creating market potential. • Increasing support from government level for Universities and research entities to promote industry collaborations. • Strong support and promotion of the innovation activities in the different regions by governments to help in the engagement with regional industry.	• Competition from Other DIHs – Other hubs may offer faster onboarding or more flexible terms. • Sustainability Risks – Long-term funding for services must be secured to maintain stakeholder inter • Potential Implementation Delays – Administrative procedures and project complexity may cause delays in executions • SMEs are more risk averse to innovate in an unpredictable economic situation. • Geopolitical Factors – Regional instability and global crises may impact investment inflows and international cooperation

2. MISSION, VISION, AND VALUE PROPOSITION FOR S4AI_HUB

Mission

S4AI_Hub supports European SMEs and public sector entities in enhancing their competitiveness and accelerating digital transformation by providing a single access point to cutting-edge AI solutions, research expertise, and digital services. As a sustainable innovation catalyst, S4AI_Hub bridges the gap between AI research, industry, and public administration, fostering the development and adoption of AI-driven solutions that drive economic growth, improve societal well-being, and contribute to the European Digital and Green Transition.

Vision

A future where European companies, startups, and public institutions seamlessly integrate AI to drive innovation, resilience, and sustainability, making AI a key enabler for smart cities, e-governance, industry 5.0, and digital entrepreneurship. S4AI_Hub aspires to be a recognized leader in AI-driven digital transformation, ensuring that Serbia and the broader region become a competitive and trusted AI innovation ecosystem in Europe.

Value Proposition

To remain competitive and sustainable, industry and the public sector must continuously innovate, adopt AI solutions, and embrace digital transformation. However, they often lack access to the right expertise, infrastructure, and a collaborative environment for experimentation.

S4AI_Hub is a multi-organizational European Digital Innovation Hub (EDIH) that enables SMEs, startups, and public institutions to tap into academic knowledge, technical services, and AI-driven digital tools. Through this, S4AI_Hub empowers businesses and public administrations to develop, test, and implement AI solutions that align with European priorities.

The real added value of S4AI_Hub lies in:

- Direct access to AI expertise, computing resources, and regulatory guidance
- A pan-European approach, fostering cross-border cooperation and AI adoption
- A structured framework for collaboration between research institutions, industry, and policymakers
- A single-entry point for AI innovation, ensuring rapid prototyping, validation, and scale-up of AI solutions

By integrating AI services, research data, and digital expertise into one hub, S4AI_Hub ensures that businesses and public institutions can effectively navigate the challenges of AI adoption while contributing to Europe's vision of a sustainable, innovative, and digitally empowered future.

3. OVERALL OBJECTIVES

O.1.1 Achieve effective management of the S4AI_HUB operation

This objective aims to ensure efficient management of the S4AI_HUB by defining the roles and responsibilities for the members with a number of procedures and mechanisms to contribute to the operational activity, while monitoring the correct use of resources and supervising the outputs generated under the tasks and ensuring they are delivered on due time. It is also set as aim at achieving maximum synergies and seamless collaboration between EDIH members

O2.1. SME integration in the S4AI_HUB community

This objective aims to on-board companies into the S4AI_HUB through two main mechanisms: official campaigns and parallel network activities. Networking activities will be designed to identify potential service users, as well as to demonstrate through concrete examples how digital transformation impacts businesses or changes in the efficiency and effectiveness of public institutions.

O.2.2. Attract new private sector services into S4AI_HUB to further grow it with innovative tools and services

This operational objective focuses on the enhancement of S4AI_HUB services by on boarding the private sector into the S4AI_HUB ecosystem as providers, boosting the open innovation, collaborative actions, and purchasing innovative services to cover the S4AI_HUB or S4AI_HUB needs

O.2.3. To set up the Bootcamp for digital transformation and boosting innovation

Objective aims to establish a Bootcamp focused on digital transformation and enhancing innovation among SMEs, mid-caps, start-ups, spin-offs, and the public sector. This Bootcamp will serve as an intensive program designed to provide participants with the knowledge, tools, and skills necessary to navigate and excel in the digital landscape. It will focus on practical applications, offering hands-on training and guidance on adopting new technologies, developing innovative solutions, and implementing strategies for growth and competitiveness. The goal is to empower these entities to effectively leverage digital tools and approaches to drive their businesses forward, fostering a culture of innovation and adaptability within the ecosystem

O2.4 Increase the S4AI_HUB offer with external capacities from regional/ national DIHs and innovative projects and exploit the S4AI_HUB offer

This operational objective is focused on expanding the capacities and the position of the S4AI_HUB in the DIH network by collaborating with other DIHs and research initiatives and complementing the service offer. In the context of the DIH in Europe, the collaboration between projects, entities, and initiatives is key to providing a complementary offer and help each other in the innovation process. There are already a number of partnerships or collaboration agreements that the S4AI_HUB has established, with the main interest in the exploration of increasing the DIH offer, joint innovative activities, sharing knowledge and capacities, and the search of use cases or business pilots to implement them. All established collaboration agreements will be revisited to check current actions and to identify new options of collaborations. For each collaboration, an S4AI_HUB lead will be assigned to be in charge of creating, modifying, or removing the agreement and checking the status and the achievements. In addition to the partnerships with other DIHs and research projects to on-board services into the S4AI_HUB offer, and when possible, in the Marketplace, there is also the interest in exploiting the S4AI_HUB offer and other potential exploitable

results in a wide spectrum of entities that may help to reach potential customers, or that the service offer, integrated with other services may result on new business opportunities for specific audiences

0.3.1. To provide advanced digital and business development skills to ICT operators in Serbia, experts from various sectors, start-ups, scale-up companies, BSOs, innovation ecosystem network

This objective focus to empower ICT operators, experts, and professionals with the knowledge, skills, and resources needed to succeed in the digital economy .The initiative will develop and deliver specialized training programs tailored to cover advanced digital technologies, strategies for business development, methodologies for innovation, and best practices in entrepreneurship. These programs will be designed to equip participants with practical skills and knowledge. Additionally, community events will be organized to provide hands-on learning experiences and opportunities for knowledge sharing among experts, practitioners, and stakeholders. These events will focus on practical applications of digital technologies, innovation strategies, and business growth tactics. Networking opportunities will be facilitated to connect participants with peers, mentors, investors, and potential partners. These connections will enable knowledge exchange, collaboration on projects, and access to funding and resources within the ecosystem. Furthermore, mentorship and coaching programs will be offered to provide personalized guidance and support. Experienced professionals will mentor participants, assisting them in developing their digital and business skills, as well as providing insights into industry trends. Participants will have access to a range of resources including online tools, educational materials, research reports, and industry insights. These resources will support continuous learning and keep participants informed about the latest trends and developments in the digital and business landscape

0.4.1. Providing the optimal solution for innovators to develop new products and services in a controlled scenario, provide open R&D to SMEs and public sector, utilizing test-bed R&D infrastructure and labs for testing, validation and demonstration

Supporting business companies in its process of testing or experimentation is not only an operational objective, but the main mission of the S4AI_HUB. The support to business pilots will require direct contact and collaboration with the DIH support members. The activities cover the planning, execution, and monitoring of the pilot as well as the support for on boarding into the S4AI_HUB Marketplace, if needed

0.5.1. Establishing Assistance in Securing Investments for SMEs, mid-caps and start-ups

Through a range of tailored programs, events, and support mechanisms, the initiative will facilitate connections between businesses and investors, ultimately driving economic growth and fostering a thriving innovation ecosystem

0.6.1 Raise awareness and interest towards the S4AI_HUB ecosystem and services

Coordinate external communication and community building mechanisms to sustainably engage with Industry stakeholders (customers). This operational objective intends to provide the S4AI_HUB with the tools and mechanisms to create a community and engage with the stakeholders and the industry ecosystems. This implies setting up the appropriate communication channels, defining a clear strategy for

the generation and sharing of contents and information, and managing a defined agenda of events and networking activities involving main target audiences with the collaboration and support of WP1

The project is further divided into specific Deliverables, Outputs, and other activities led by an Activity Leader (TL) and/or Deliverable Responsible (DR).

Table 2: LIST OF DELIVERABLES

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	S4AI_HUB Strategy and Plans prepared and adopted	WP1	1 - STP Nis	R — Document, report	PU - Public	3
D1.2	S4AI_HUB staff trained in lack of skills on AI	WP1	3 - IVI	R — Document, report	PU - Public	4
D1.3	Collaborative tools created	WP1	1 - STP	Nis DEC — Websites, patent filings, videos, etc	SEN - Sensitive	3
D1.4	Digital Innovation Hub Final Results and Sustainability Plan	WP1	1 - STP Nis	R — Document, report	PU - Public	48
D1.5	KPIs report M6	WP1	1 - STP Nis	R — Document, report	PU - Public	6
D1.6	KPIs report M12	WP1	1 - STP Nis	R — Document, report	PU - Public	12
D1.7	KPIs report M18	WP1	1 - STP Nis	R — Document, report	PU - Public	18
D1.8	KPIs report M24	WP1	1 - STP Nis	R — Document, report	PU - Public	24

D1.9	KPIs report M30	WP1	1 - STP Nis	R — Document, report	PU - Public	30
D1.10	KPIs report M36	WP1	1 - STP Nis	R — Document, report	PU - Public	36
D1.11	KPIs report M42	WP1	1 - STP Nis	R — Document, report	PU - Public	42
D1.12	KPIs report M48	WP1	1 - STP Nis	R — Document, report	PU - Public	48
D2.1	Needs and gaps analysis for digital transformation of SMEs in Serbia	WP2	1 - STP Nis	R — Document, report	PU - Public	6
D2.2	AI Matchmaking platform	WP2	2 - ICEF	DEC — Websites, patent filings, videos, etc	PU - Public	18
D2.3	Catalogue of S4AI_Hub Services	WP2	1 - STP Nis	R — Document, report	PU - Public	18
D2.4	Agenda for events	WP2	5 - CLUSTER NI-CAT	DEC — Websites, patent filings, videos, etc	PU - Public	48
D3.1	Catalogue of courses created	WP3	1 - STP Nis	R — Document, report	PU - Public	18
D3.2	Courses for professionals report	WP3	3 - IVI	R — Document, report	PU - Public	36

D4.1	Test before invest report	WP4	2 - ICEF	R — Document, report	PU - Public	36
D4.2	Digital usability test & improvement	WP4	2 - ICEF	R — Document, report	PU - Public	48
D5.1	Guide to find investment	WP5	6 - ICT HUB DOO	R — Document, report	PU - Public	18
D5.2	Test before buying report	WP5	6 - ICT HUB DOO	R — Document, report	PU - Public	36
D6.1	Dissemination and Exploitation strategy	WP6	1 - STP Nis	R — Document, report	PU - Public	6

S4AI HUB COMPREHENSIVE PROJECT MANAGEMENT FRAMEWORK

S4AI_HUB Strategy and Plans aims to describe how quality control will be managed throughout the project's lifecycle. It provides general Guidelines for quality assessment methods and defines specific qualitative result indicators for deliverables/outputs and processes. S4AI_HUB Strategy and Plans outlines the quality objectives, key project deliverables and processes reviewed for top-level quality level, quality standards, control and quality assurance.

The project has implemented several measures to ensure high-quality implementation within the stipulated timeframe. Firstly, a **comprehensive project management framework** has been established, defining roles, responsibilities, and communication protocols. This ensures effective coordination among team members and stakeholders, and will be used as a core for WP1. This plan will serve as a roadmap for project implementation, ensuring that tasks are executed in a structured and systematic manner. Regular project meetings and progress reports are planned to track activities, identify challenges, and implement timely solutions. The proposed management structure will leverage the enormous opportunities for excellence in transfer of knowledge, policy and innovation, supporting integration and collaboration among participants within the project and providing structured and efficient coordination to optimise the workflow and achieve the project goals. Moreover, the structure is intended to facilitate efficient communication, which will help promote adequate work dynamics, personal interactions and close follow-up of the work plan. The success of a large project also depends on transparency, trust and quality assurance; the S4AI_HUB management structure is set up to foster and safeguards these key factors.

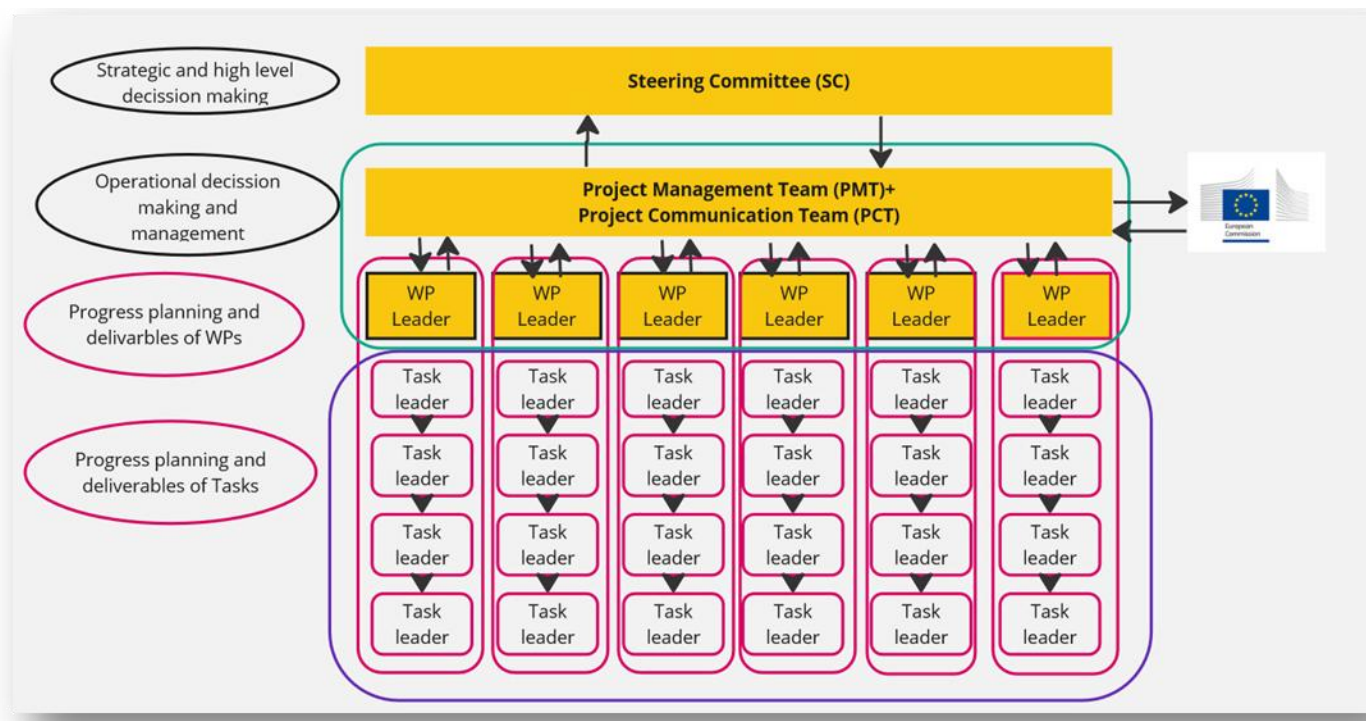


Image 1. Visual representation of S4AI_HUB governance model

- **Steering Committee (SC)** will be focused on S4AI_HUB governance. The board's key roles will include strategic direction, oversight, and policy setting. It will act as the ultimate decision-making body for the project, and manage the overall project control and decision making at the strategic level. Consensus will be the main tool for reaching and adopting decisions at the SC level. In case of any controversial decisions or conflicts between consortium partners, the SC will make the ultimate decision using majority voting. Representatives from each partner and the General Manager of S4AI_HUB will be part of SC. The Head of the SC will be a representative from the project coordinator STP Nis.
- **Project Management Team (PMT)** will be focused on delivering KPIs and the actions in the EDIH program. The project managers will lead the day-to-day progress of the project and set up the necessary structure and lines of communication to guarantee the output.
- **Project Communication team (PCT)** ensure timely and targeted involvement with stakeholders, including scientists, national and European authorities, funding bodies, private sector entities, and EDIH-related organizations such as EIT, EEN, and complementary DIHs from Europe.
- **WP Leaders**-Responsible for progress, planning and deliverables of the Work Packages. Belongs to the Project Management Team and reports to the lead project managers
- **Task Leaders**: Responsible for the execution of each Task. Report to the Work Package leaders. Belongs to the Project Management Team and reports to the lead project managers.

M&E

S4AI_HUB will take a theory-based approach, in line with the EC approach to evaluation (as defined in the Better Regulation Guidelines). Theory-based models provide an explicit link with the design of an initiative by using the intervention logic as a hypothesis about possible effects. It defines the logical chain between a set of needs, problems or issues, the corresponding change objectives, a set of resources (not only financial) applied to the activities which lead to a set of outputs that will lead to the desired effects in terms of the relatively short-term (outcomes), in the mid-term (results), or long term (impacts).

Evaluation then looks at a number of key issues or questions along that chain. Specifically, it looks at:

- **Relevance**: the appropriateness of the objectives in relation to the problems needs or issues the initiative was intended to address.
- **Effectiveness**: the extent to which the desired effects have been attained, including the enabling factors and barriers.
- **Efficiency**: the relationship between the resources and the effects. It poses the question whether the effects obtained are commensurate with the inputs (resources) and identifies the causes of any in- efficiencies.
- **Coherence**: the complementarities and synergies of the initiative versus other related initiatives.
- **Added value**: the additionality of the initiative versus other related initiatives, its specific and unique value proposition

In line with international good practice, there will be a mix of qualitative and quantitative indicators, reflecting different data collection and analysis methods. Limiting the number of indicators will be required in order to avoid unneeded complexities and excessive demands for information that might disturb the normal functioning of S4AI_HUB implementation. In this process, alignment will be ensured also with the M&E practice and standards in the S4AI_HUB Future project and the wider S4AI_HUB and landscape.

KPIs

The following table describes the initial KPIs defined to assess the performance of the S4AI_HUB. Two checkpoints are considered during the project, the first one in December 2026 (M24) of the project and December 2028 at the end of project (M48). As mentioned above, these KPIs will be revised based upon the M&E system. The final KPIs will be including result-oriented indicators, allowing for the assessment of progress towards the specific objectives of the S4AI_HUB.

Table 3: KPIs

KPI	Baseline 2024	M18	M24	M48
Number of individual SMEs directly supported by S4AI_HUB	0	60	200	300
Number of strategic DIH partnerships with multipliers and added value service providers	0	2	4	5
Number of regional DIHs connected	0	1	3	5
Number of directly informed SMEs and public inst.	0	1000	2500	4000
Number of industry events and direct participation in industry events	0	10	24	32
Number of services offered in S4AI_HUB marketplace, thanks to DIH	0	2	3	4

SERVICES

S4AI HUB engagement will provide organization with access to funded professional training and development, proof of concept and development and testing of a prototype and technology solution, understanding how organization can benefit from analytics and AI and behavioral project feasibility work designed to minimize barriers to technology adoption.

Digital Maturity Assessment (DMA)

S4AI HUB identify where and how technology can help business development

Skills and trainings

Supporting team in developing the necessary knowledge and skills in an advanced digital and business environment

Test Before Invest

S4AI HUB Test-Before-Invest service provides access to the capabilities and resources of our team and our labs

Access to Financing

S4AI_HUB team actively helps to find financial solutions to solve the challenges faced by SMEs

For each of the services, Operational manual will be prepared and will be the integral part of the S4AI Hub Strategy and Plans.

TARGET AUDIENCES - COMMUNITY

The dissemination, exploitation, and communication strategy for S4AI_HUB will be prepared within the WP6, with aim to set the groundwork for promoting and sharing the outcomes of the platform and its supplementary online and offline services. It aims to facilitate the engagement of stakeholders within the “supply-demand-finance” triangle, converting them into active users of the S4AI_HUB services. These communication and dissemination initiatives play a crucial role in ensuring the sustainability of the services beyond the project duration, contributing to its continued success and commercial utilization. S4AI_HUB will systematically release and present its activities, services, and outcomes through various formats, including print, digital, and interactive mediums, ensuring comprehensive communication and dissemination. All communication and dissemination will endeavors adhere to the best practice communication guidelines outlined by the European Commission (EC), meticulously outlining objectives, target audiences, planned tools and channels, responsibilities, and metrics for gauging impact

The Communication Team, will be established, consisting of representatives from project partners, plays a pivotal role in facilitating this interaction. Their goal is to ensure timely and targeted involvement with stakeholders, including scientists, national and European authorities, funding bodies, private sector entities, and EDIH-related organizations such as EIT, EEN, and complementary DIHs from Europe. This strategy also extends to developers, standardization organizations, and citizens, ensuring a holistic and inclusive approach. The Hub's progress in project implementation will be disseminated under the coordination of the Communication Team. This includes updates on project activities, calls, discussions, open themes, and community management efforts. Additionally, the Hub will nominate a Hub Spokesperson for managing formal governmental relationships and media interviews.

The Communication Team will support these processes in various capacities, ensuring that information flow and stakeholder engagement are maintained at optimal levels. All disseminated materials will adhere to ethical standards, respect intellectual property rights, and comply with relevant data protection regulations. Results will be transparent from early research phases, allowing the public access to results and inducing a high level of participation. This openness is crucial for the progression of the Hub's digital transformation mission. By offering the Hub's results in a user-friendly format to relevant stakeholders, the strategy aims to maximize the Hub's potential to leverage external expertise and incorporate findings from other initiatives effectively. To ensure effective content management, particularly through the website and social media accounts, internal communication workflows within the Consortium will be established. These workflows will act as the primary conduit for all project-related information, including news, event participation, and commentary on relevant topics.

A centralized repository will be established to collect all pertinent activities and developments associated with the Hub. This repository will contain a catalogue of significant research findings, technological innovations, best practices, pilots, and case studies developed by the Hub. All material will be classified based on its relevance to different stakeholder groups. Partners will also be requested to submit detailed information regarding upcoming events, research findings, conference or workshop participations, significant networking and matchmaking events, and other noteworthy initiatives or projects. The

Communication Team will efficiently access and utilize this information for crafting comprehensive communication and dissemination campaigns. Leveraging this repository, the Team will incorporate pertinent content across various dissemination channels, ensuring alignment with the comprehensive communication strategy.

A systematic approach will be adopted to streamline the on boarding process for new stakeholders from all relevant groups. The Communication Team will oversee both internal and external dissemination and communication efforts. These efforts include the organization and management of events, meetings, and training sessions that align with the Hub's vision and objectives. These activities will engage experts from educational, industrial, and business support sectors, serving as platforms for knowledge exchange and collaborative problem-solving. The Hub will assert its presence within sectoral arenas through presentations at key conferences, industry panels, and forums. These engagements will allow Hub representatives to share insights, gather feedback, and contribute to shaping the future discourse in digital transformation. The outreach also extends to forging connections with sectoral associations and interest groups, broadening its influence and fostering a collaborative spirit. Through these structured processes, the Hub aims to foster an informed, engaged, and collaborative community, driving the project's success and amplifying its impact. The communication and dissemination plan of S4AI_HUB will be prepared within the WP6, setting the groundwork for promoting and sharing the outcomes of the platform and its supplementary online and offline services. The plan aims to facilitate the engagement of stakeholders within the "supply-demand-finance" triangle, converting them into active users of the S4AI_HUB services.

These communication and dissemination initiatives play a crucial role in ensuring the sustainability of the services beyond the project duration, contributing to its continued success and commercial utilization. The primary goal of the plan is to establish precise objectives tailored to diverse target audiences, with a well-defined timeline for each activity. This outreach spans a broad community, ranging from key stakeholders to the general public, fostering widespread awareness of the S4AI_HUB project. Special emphasis will be placed on engaging solution providers, buyers, and entities with a financial focus, ensuring their active involvement and interest in the services. The initiative also formulates an outreach strategy to encourage identified stakeholders to join the S4AI_HUB services, thereby amplifying the potential adoption of innovative solutions in DEP fields, with emphasis on the field of artificial intelligence. Sustaining the community remains a key focus, with the goal of motivating members to actively participate and remain within the community. Additionally, the initiative aims to institute a support mechanism for the AI sector by increasing awareness in industry-specific media. The EDIH Matchmaking platform itself serves as a dedicated space for the exchange of knowledge, encompassing best practices, training videos, and more. S4AI_HUB leverages the extensive networks of all project partners to disseminate its results to a broader part of the DEP sectors in Serbia.

Communication and dissemination activities are structured in three main phases. During the initial project phase, the focus is on informing identified "supply-demand-finance" stakeholders of the first EDIH Caravan and the functionalities of the S4AI_HUB services. The goal is to raise interest and receive feedback on needs and expectations. In the further project phase, the initiative keeps relevant stakeholders informed, engages with individual potential users to guide and inform them about scheduled engagement activities

through the S4AI_HUB platform, and ascertains their specific needs and interests. This phase includes providing feedback to the consortium to fine-tune the engagement activities and the S4AI_HUB platform parameters. Finally, in the last phase, S4AI_HUB widens the dissemination of its matchmaking activities and the online platform across Europe, relying on the S4AI_HUB partner and collaborating with external networks. Partners of the project utilize the S4AI_HUB platform during their daily activities, ensuring its use and continuous creation of new content.

Following communication and dissemination tools will be used: logo, leaflets, posters, articles, newsletters, press releases, presentations, roll-ups, etc. These tools will be published via the following channels: S4AI_HUB matchmaking platform, S4AI_HUB web portal, social media channels, S4AI_HUB stakeholder's board, newspaper and magazines, training sessions and brokerage events, related national/regional clusters and/or national/ European platforms and initiatives, external events/conferences/workshops/fairs/webinars.

- **Zero level- partner level-** This core level includes the S4AI_HUB partners, other internal experts, service provider members, and the S4AI_HUB support projects expanded by those agreeing to the Terms of Reference.
- **1st level: Members of the community.** The running pilots, the experts offering services to the pilots and the partnerships that participate in the regular activities and meetings that the S4AI_HUB organizes.
- **2nd level: Potential partners.** The companies, SMEs, spin-offs, clusters of companies or companies from other EDIHs that would require or need the services of the S4AI_HUB, and the entities, competence centres (CC), universities, external experts, and other DIHs that could provide complementary services to the S4AI_HUB.
- **3rd level: Decision making and networks.** The policy making entities and EDIH networks that support mechanisms for implementing the activities, existing and future.

For those levels of stakeholders, there are different phases to consider when creating a community and can be summarised as follows:

- **People:** Keep the community full of people, if we don't have them, how are we going to look for them?
- **Engagement:** How are our people going to be engaged? How will we communicate with them?
- **Interaction:** How does the S4AI_HUB facilitate interaction between the members and create collaborations?
- **Value:** How does the community share knowledge and support each other?
- **Impact:** How do we facilitate our community and can create innovation through collaborations and bring ideas into the market?

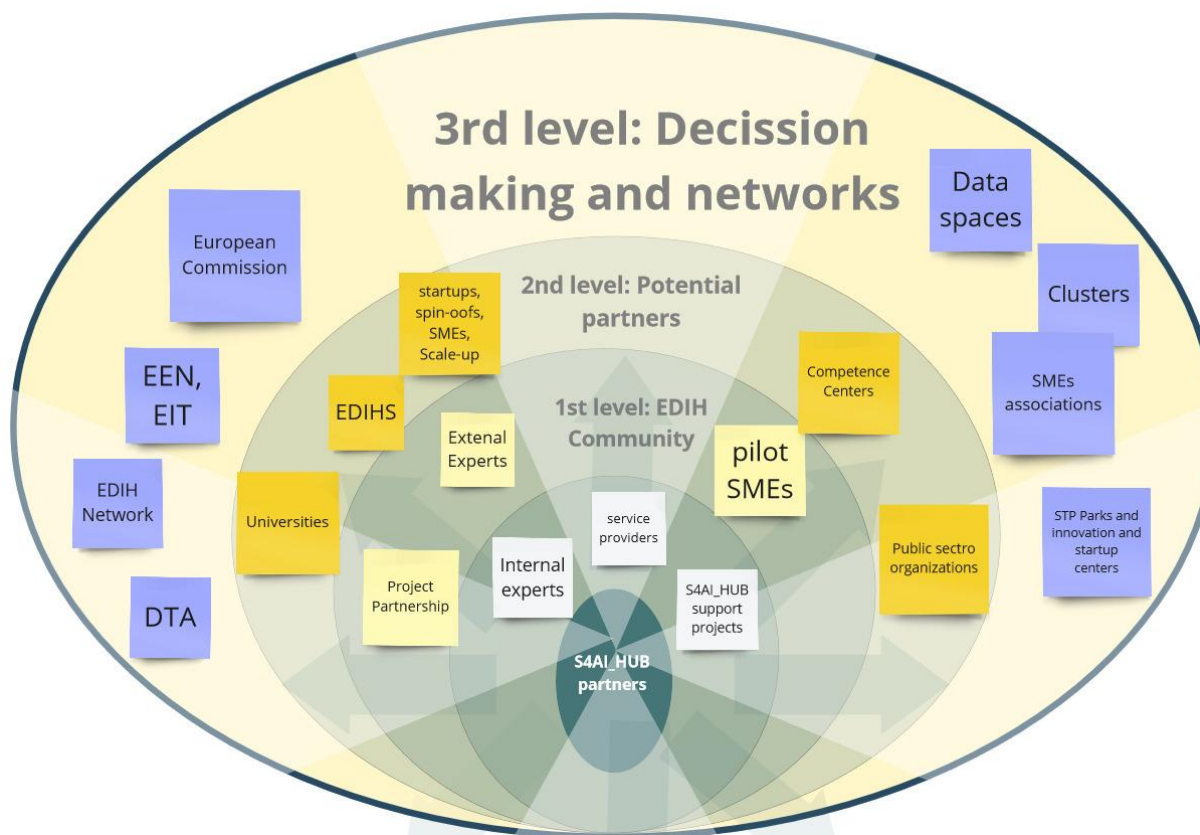


Image 2: The S4AI_HUB Community and Stakeholders map

The following table summarizes the process on how S4AI_HUB is going to facilitate the community dynamics applied considering the different levels of engagement.

Table 4: Facilitate the community dynamics applied

	Zero level- partner level	1st level: Members of the community	2nd level: Potential partners	3rd level: Decision making and networks
People Community has to be full of people, not empty	Define clear roles and responsibilities Visibility of members	Joint pilot through the Open call. Strat partnership. Make community visible *web portal and social media	Create S4AI_HUB awareness (social media, partnership)	Create S4AI_HUB awareness (social media, catalogues, promo material, events)
Engagement Our community has to read our emails, comment in our messages and follow us in different social media	Regular meetings Delegation of task Annual meeting	Newsletter Mailing list Social media	Fairs and conferences Mailing Social media	Fairs and conferences Participation in project proposal
Interaction Our community has to network among members and crate collaborations and activities together	Promote joint participation Shared workspace	Share the code of conduct Make SMEs visible and share contact detail Forum	Joint participation in open calls and proposals Mailings Social media events	Share news and outputs (mailing and social media) Participation in events
Value Our community has to share the knowledge, share news and support each other	sharing the knowledge Active participation on events	Webinars/demo session led by SMEs Services included in the S4AI_HUB marketplace	Participate in common spaces, platforms Share funding and collaboration opportunities Share services Share news and main results	Participation in conferences Share of success stories, lessons learnt and collaborations Participation S4AI_HUB roadmaps Participation in proposal
Impact Our community needs to create innovations thorough collaborations and bring ideas into the market	Open feedback and continuous internal mechanism	Running pilots and share of outputs through S4AI_HUB channels	Share the success stories in sector Bring new project and pilots tu run	Share the success stories in sector Share EDIH AI SERBIA KPIs

ACTION PLAN

The Action Plan described in this section has been defined as the executive mechanism to reach the general objectives described in Section Objectives tree of the S4AI Hub

Work Package 1: Manage an Effective and Sustainable S4AI_HUB

Objectives

The objective is to ensure effective management of the project. The responsibilities are the day-to-day administration, communication, coordination and monitoring:

- Responsibility of overall communication within the EDIH, timely fulfilment of obligations towards all partners and the EC (including receiving and distributing funding)
- Ensuring the highest quality of activities; aligning and coordinating the activities carried out by the different partners within the different work packages
- Ensuring that the project's risks and implementation is within the targets of time and budget, the quality and the achievement of objectives, and deliverables and milestones
- Providing a management structure and platform for efficient internal communication and decision-making between the partners
- Ensuring that gender equality and diversity permeates the entire project
- Communicating with DTA and coordination of the EDIH corridors

T1.1. EDIH coordination and management

Activity 1.1.1. Organise and conduct regular management team meetings

Regular meetings are agreed to be organised to discuss the ongoing activities and the upcoming tasks in addition to any administrative or financial communication to be shared with the members of the WP1. The meetings take place on a bi-weekly basis, and the agenda available via email previously distributed also uploading the main materials to discuss or support documentation.

The meetings should be conducted by the S4AI Hub coordinator via Zoom, MS Teams or Google Meets as the video conference mechanism. It is anticipated that at least 2 annual physical meeting will be held in the period of the project lifetime.

In addition to bi-weekly meetings, specific meetings should be held and will be scheduled when further topical specific discussions are required e.g. strategy, onboarding new pilots, purchase external services.

A.1.1.2. Define roles and responsibilities for the S4AI HUB team

This action focuses on defining the main roles of the S4AI HUB to achieve the objectives and to execute the activities with the human support needed. The following roles and responsibilities have been identified:

Subtask leaders: Subtask leaders will manage the main operation activities under their subtask, organising regular meetings as needed and fulfilling the documentation, deliverables, and reports associated with their subtasks.

General Support: The subtasks defined above require human resources to be executed. Subtask support staff will participate in regular meetings, will support the regular activities of the S4AI HUB, and will support the subtask leaders in the collection of information and preparation of report documentation.

Communications team: The communications team will work on the main dissemination and communication activities associated with the S4AI HUB and other relevant industry related topics (news, social media, website updates) and will directly liaise with WP6, who will provide overarching project communication processes and procedures as well as act as an amplifier. The DIH communications team will organise the main activities with the S4AI HUB community (regular meetings, feedback surveys).

Technical Support: The technical team will work in the technical support for the pilots (provision of services) and in the technical work for internal tools of the S4AI HUB (website development, integration of tools).

In addition to these main roles for the general work of the DIH, the following roles have been defined when supporting business pilots:

- **Pilot lead:** Main S4AI HUB contact for the Beneficiary running the pilot, the person responsible for the execution and achievement of the goals, and who will coordinate the technical, business, and training offered to the company.
- **Technical coordinator:** Lead technical consultancy and support activities.
- **Internal experts:** Support the execution of experiments by providing knowledge, consultancy, or training in different topics (technology, business, access to funding) when needed.
- **External Experts:** Experts from external organizations will be involved in the DIH when the knowledge is not available inside the community.

Task table have been developed recognized each task leader within the framework of the project which is the integral part of this strategy.

A.1.1.3. Define clear procedures and rules for the S4AI HUB operation and activities

Several procedures have been defined and put in place to guarantee the efficient management and coordination of the S4AI HUB. Currently, the procedures and rules identified are the following:

- **Onboarding new pilots:** This procedure allocates the resources needed to support new pilots. The procedure describes the steps required from the initial contact with the company until the project is finished, disseminated, and all administrative updates completed. An initial description of the procedure is included in Appendix A: Onboarding new pilots' procedure.
- **Participation in events and fairs:** This procedure analyses the interest of different meetings and fairs for the S4AI HUB and allocates the resources needed to attend the events aligned with the procedures in WP2. It describes the steps from the potential event is identified until it is attended and disseminated.

- **Collaborations and partnerships.** This procedure analyses the interest in establishing collaboration or partnerships with other initiatives, projects, clusters or DIHs. It describes the steps from the time a potential partner is identified until the agreement is signed/approved.

This activity will add or modify any procedure as requested and agreed by the WP1 members and will be properly communicated under the internal communication channels.

A.1.1.4. Set up and maintenance of collaborative tools (mailing lists, repositories)

There is a list of internal tools that have been or are going to be set in place for the daily activity of the S4AI HUB and store documentation.

- **MS Teams:** Microsoft Teams is the main project document repository, which task members will also use for internal project sharing purposes. It contains space for storing templates, graphical material, pilots documentation, partnership pagers, meetings minutes, slides for presentations, ongoing deliverables, budget sheets and general documentation of the DIH.
- **Mailing list:** A mailing list for task specific communications

T1.2 Capacity building of S4AI_HUB staff on AI issues

Dealing with AI, the services of S4AI_HUB are expected to be AI-driven (e.g., training and assessments dealing with AI, technological support specialised in the AI solutions development, an ecosystem made by stakeholders interested in AI tools or AI experts, projects/funded opportunities dealing with AI). Workshop for project staff will be by IVI as two days capacity building activity. IVI will prepare the methodology and provide two days training. This training will be developed as the online

T.1.3. EDIH Management

A 1.3.1. Digital Maturity Accelerator (DTA) Contact Point: Ensuring adherence to KPI targets of cooperation at the European Level. It is a compulsory activity within the EDIH call, and is going to be organized as a kick-off meeting in Brussels organised by the granting authority

Work Package 2: Innovation ecosystem and networking

Objectives

- O2.1. SME integration in the S4AI_HUB community
- O.2.2. Attract new private sector services into S4AI_HUB to further grow it with innovative tools and services
- O.2.3. To set up the Bootcamp for digital transformation and boosting innovation
- O2.4 Increase the S4AI_HUB offer with external capacities from regional/ national DIHs and innovative projects and exploit the S4AI_HUB offer

T2.1. Identification and matchmaking

A.2.1.1. Identification of target groups

The S4AI_HUB Caravan will be organized in each of the 4 regions in Serbia - one per year in each region. NTP Niš will cover the region of South-Eastern Serbia, NTP Čačak will cover the region of Western Serbia, ICEF will focus on

the Belgrade Region, while IVI will cover AP Vojvodina. The annual EDIH Caravan in Serbia will take place in four regions, supported by innovation hubs and startup centers, as well as with the associated partners.

Each of the responsible partners coordinates with innovation hubs and startup centers, as well as with the associated partners, in order to identify target groups and invite participants. Ensuring the target audience is the task of the associated partners, as well as providing venues for presentations (e.g., conference halls, shared spaces, squares) and securing technical equipment for presentations (projector, speakers, microphones, screen, etc.).

Through workshops and networking sessions, the caravan will engage local stakeholders and showcase the EDIH AI SERBIA initiative to raise awareness and facilitate connections within the innovation ecosystem.

The obligation of NTP Niš is to prepare guidelines for partners on event implementation. Through WP6, promotional and communication materials will be prepared. In addition to informational materials, all participants should receive promotional branded materials from the project.

Coordination with local media regarding securing support will be carried out by each responsible partner through the associated partners (innovation hubs and startup centers). Each responsible partner, through the associated co-organizers, monitors and documents the caravan implementation (photos, recordings, interviews with participants, promotion through social media and local media).

Each year, the caravan should cover no fewer than 5 municipalities/cities visited by each of the 4 responsible partners. Each of the 4 responsible partners defines the routes. Attendance should be at least 20-30 participants per event.

Each associated co-organizing partner ensures registration using the template provided by the event organizer partner.

The Task Leader's obligation is to prepare a survey that more precisely targets the needs of startups, SMEs, and public administrations regarding innovation and digital transformation. The survey will be conducted during the workshop using one of the digital tools.

Speakers should present from the user's perspective and demonstrate how AI can impact and be beneficial in everyday operations. With the support of co-organizers, local entrepreneurs who have successfully implemented some digitalization processes or advanced tools should be included to share their experiences.

An informal session with drinks should be organized, where participants can meet and exchange ideas.

The caravan should be dynamic, interactive, and tailored to target groups to raise awareness about digitalization and AI opportunities. The service provider should combine practical workshops, interactive presentations, and networking sessions, along with creative elements that will attract the attention of the local community.

The caravan should be dynamic, attractive, and adapted to target groups (SMEs, startups, local entrepreneurs, educational institutions) to raise awareness about the possibilities of digitalization and artificial intelligence, enable networking, and identify needs for digital transformation.

A2.1.2. Organization of S4AI_HUB community events

To promote the S4AI Hub initiative and its organized services, the following shared services have been recognized. The subject for each event will be defined in consultation with SME community. NiCat will be fully operated for these events.



НАУЧНО
ТЕХНОЛОШКИ
ПАРК
НИШ



SCIENCE
TECHNOLOGY
PARK
CAČAK



THE INSTITUTE FOR ARTIFICIAL INTELLIGENCE
RESEARCH AND DEVELOPMENT OF SERBIA



CDT
Centar za digitalnu
transformaciju



ICT HUB
EMPOWERING INNOVATION



ICEF
INNOVATION CENTER FOR
SERBIA'S ECONOMIC DEVELOPMENT
KRAJEVOSTI OF SERBIA



NICAT
NIŠ CENTER OF INNOVATION TECHNOLOGIES

- the (co)organisation of awareness raising events and dedicated workshops (including also virtual formats) on digital technologies and their application in specific sectors;
- organising demonstration projects and providing information on potential technologies to be used;
- the (co)organisation of matchmaking events (including virtual formats) to facilitate cooperation on new digital technologies and their potential application to dedicated sectors;
- the exchange of offers/request of cooperation profiles to give clients more opportunities to find the right digital technology
- the (co)organisation of joint investor-related events including hackathons and pitching preparation for SMEs.

A2.1.3. Needs and gaps analysis for digital transformation of SMEs in Serbia

Preparation of country specific, to identify needs and gaps, suggesting measures to address them short and long term. This serves also as a foundational element for the execution of the T2.2.. The analysis should include: a) infrastructure availability and requirements, such as testing and simulation environment; b) organised set of data and analytical tools to perform analysis, testing and simulations; c) technological landscape and excellences; d) unique regional expertise; e) research and educational organisations; f) availability of knowledge intensive services; g) financial constraints, support system. The following preparation system will be established:

ICEF (Focus: Utilization of University Laboratories in Serbia)

1. Analysis of availability and use of university laboratories:

- Conduct a detailed analysis of university laboratories in Serbia, including their equipment, capacities, and fields of work.
- Identify laboratories already collaborating with industry and those with potential for such collaboration.
- Analyze how laboratories currently support industry (e.g., through research, testing, prototype development).
- Identify underutilized laboratories and their potential to support SMEs.
- Create a map of laboratories with information on their capacities, equipment, and services.
- Align this initiative with the existing **NITRA** project, which is preparing a national platform of all laboratories.

2. Mapping SMEs' needs for laboratory services:

- Identify specific demands of SMEs regarding laboratory services (e.g., types of tests, prototype development needs).
- Use existing studies, reports, and data to supplement the analysis of SMEs' needs.

- Determine the obstacles SMEs face in using university laboratories (e.g., high costs, lack of information, technical barriers).

3. Recommendations for better laboratory utilization:

- Propose mechanisms to improve SME-laboratory connections (e.g., service booking platforms, matchmaking events, leveraging EDIH).
- Develop collaboration models to facilitate SME access to laboratory services (e.g., joint projects, outsourcing services, open innovation).
- Identify financial, organizational, and technical barriers hindering laboratory use.
- Suggest solutions to overcome these barriers (e.g., cost subsidies, equipment training, simplifying administrative procedures).
- Develop strategies to promote laboratory services among SMEs (e.g., outreach via business associations, event presentations).

IVI (Focus: Application of AI Tools for Identifying Needs and Gaps)

1. Review of existing AI tools:

- Research and analyze existing AI tools, platforms, and resources.
- Determine which tools are most relevant for SMEs and public administration in Serbia, considering availability, ease of use, and effectiveness.

2. Review of existing AI infrastructure:

- Assess whether current infrastructure meets user needs (e.g., speed, scalability, reliability).
- Identify infrastructure gaps (e.g., limited access to advanced AI resources).

3. Analysis of SMEs' and public administration needs:

- Conduct an analysis to identify specific needs and gaps in digital transformation for SMEs and public administration.
- Investigate current digital maturity levels, barriers to adopting new technologies, and skill/infrastructure/data access gaps.
- Use surveys, interviews (if available), or secondary data analysis (e.g., leveraging ICT Hub's prior work).

4. Assessment of AI tool applicability:

- Evaluate the applicability of existing AI tools for Serbian SMEs and public administration.

- Analyze adaptability to local conditions, effectiveness in identifying needs/gaps, and advantages/limitations.
- Focus on challenges like data scarcity, high costs, and technical complexity.

5. Recommendations for AI tool adoption:

- Provide recommendations for using AI tools to support digital transformation.
- Propose implementation measures, user training, data access improvements, and solutions for ethical/technical challenges.
- Ensure recommendations are practical, value-driven, and aligned with project work packages.

ICT Hub (Focus: Monetizing Startup Solutions in Traditional Industries)

1. Market analysis and startup potential:

- Research traditional industries in Serbia and their demand for startup innovations (e.g., digitalization, automation, process optimization).
- Identify sectors where startups can offer solutions (e.g., IoT, AI, data analytics, digital platforms).
- Analyze market trends and niche opportunities for startups in traditional industries.

2. Identifying monetization challenges:

- Determine obstacles startups face in selling to traditional industries (e.g., lack of trust, low digital maturity, budget constraints).
- Identify communication gaps (e.g., differing business cultures/languages).
- Analyze financial (e.g., high implementation costs) and regulatory barriers.

3. Developing collaboration models:

- Propose partnership models (e.g., joint projects, outsourcing, licensing, strategic alliances).
- Suggest matchmaking mechanisms (e.g., events, digital platforms).

CDT (Focus: Traditional Industries, Digital Maturity, and Infrastructure)

1. Assessing digital maturity:

- Evaluate digital maturity in traditional industries (e.g., agriculture, manufacturing, textiles, construction) using standardized frameworks.

- Leverage surveys/interviews with industry representatives and digital transformation programs.
- 2. Mapping existing infrastructure:**
 - Catalog hardware, software, network capacity, and other technical resources.
 - Analyze infrastructure readiness for digital transformation (e.g., internet speed, cloud support).
- 3. Identifying modernization needs:**
 - Pinpoint key areas requiring infrastructure investments (e.g., new equipment, network upgrades, cloud solutions).
 - Prioritize based on financial feasibility and industry needs.
- 4. Recommendations for supporting traditional industries:**
 - Propose measures to improve digital maturity (training, tool adoption, strategy development).
 - Suggest infrastructure upgrades and implementation support (subsidies, technical assistance, pilot testing).
- 5. Cross-sector collaboration:**
 - Identify ways for traditional industries to partner with startups, academia, and research institutions.
 - Define roles for government, donors, and business associations in supporting digital transformation.

A.2.1.4. Setting Up the AI Business Matchmaking Platform

The AI business matchmaking platform is S4AI_HUB's primary tool, using advanced algorithms to connect stakeholders (SMEs, large enterprises, public administration, R&D organizations, and laboratories).

Key Features:

- Bilingual (Serbian/English) with AI-driven matching regardless of input language.
- Role-specific functionalities:
 - Startups: Complete profiles, apply for support programs (e.g., BootCamps, "Test before Invest"), track progress, and receive automated partner/investor recommendations.
 - Firms seeking digital transformation: Access tools for maturity assessment, service discovery, and benchmarking.

- Investors: Filtered database of startups/projects with analysis tools and meeting scheduling.
- eDIH hubs/public administration: Promote programs and connect with users efficiently.
- Active matching based on 50+ parameters, progress tracking, and full transparency.
- Analytics and privileges for S4AI Hub service users.

The platform is designed as a dynamic, learning network that grows smarter with each successful partnership.

T.2.2 Digital Maturity Assessment –Bootcamp for digital transformation

A.2.2.1. Application & Selection

DIT bootcamp events are designed as intensive activities that include workshops, mentoring, and developmental counseling. The format of each DIT bootcamp event can be customized based on the users' capabilities and needs. The execution format can be modular (1-2 days of collaborative work + 2-3 days of additional consultations) and/or flexible (live, online, and hybrid).

The objective of the DIT bootcamp event is to develop and elaborate on a working/initial version of a project idea for digitalization. During the bootcamp event, users will work on:

- Understanding the current state of their own business in the context of digitalization,
- Identifying opportunities for the application and implementation of new digital technologies in their business,
- Identifying digital technologies that enable the development of new and improvement of existing products and services,
- Understanding the impact of digitalization on their business, value proposition, competitive advantage, and business model,
- Identifying challenges for successful implementation of digital technologies, and
- Defining uncertainties and challenges that need to be tested before investment and implementation.

The role of the DIT bootcamp event is to prepare the ground for creating a project task for the TBI (Test-before-invest) activity, i.e., to enable the identification of key elements for the development of digital solutions and addressing uncertainties in their implementation, which will be the focus of the TBI activity. In other words, the DIT bootcamp event represents either the preparation for a digitalization project (if all the elements of implementation are clearly defined) or the preparation of the application for TBI support (if there are uncertainties regarding the possibilities of application or implementation of technology).

On an annual basis, an average of one DIT bootcamps for digital transformation and one DIT bootcamps for digital innovation will be held, with a total of at least 8 bootcamp events throughout the project duration. Generally, DIT bootcamps will be conducted in person, but the format can be adjusted according to the

needs and capabilities of the users. DIT bootcamps for digital transformation and DIT bootcamps for digital innovation do not have to be held simultaneously, nor is there an obligation to hold an equal number of events for both types. Additionally, both types of DIT bootcamp events can be conducted concurrently; in such cases, participants will follow different programs. If necessary, DIT bootcamp events can be regional and/or thematic, based on the specialization of EDIH S4AI_HUB technology application areas, industrial sectors, or challenges. The WP2 project team members, comprised of the work package leader, task leaders and representatives of other project partners that are not work package/task leaders, makes decisions regarding the calendar.

Coordinator to use its accelerator programs, such as Launcher, Startup school, etc.... as a tool to onboard new startups within the S4AI Hub.

The schedule and timeline for DIT bootcamp events is determined twice a year. Depending on the needs and the optimal organization model established in practice, the annual number and frequency of events can be increased. The indicative timeline for implementing DIT bootcamp events is as follows:

Timeframe	Activity
180 days before	DIT bootcamp event schedule
45 days before	Dates, venue, and a broader list of mentors and coordinators for DIT bootcamp event specified
20 days before	Cut-off date for DIT bootcamp event application
15 days before	Deadline for conducting DMA (Digital Maturity Assessment) with all eligible applicants
15 days before	Selected users/participants of DIT bootcamp event
10 days before	Selected mentors
Day of the event	DIT bootcamp event
15 days after	End of mentor support
15-30 days after	Cut-off date for related TBI (Test-before-invest) program application
30-45 days after	Start of related TBI program

For each DIT bootcamp event, a public call for applications is published on the official website of the EDIH S4AI_HUB project <https://s4ai.rs>. This ensures transparency and equal opportunity for all interested users to apply under the same conditions. Publication Channels:

- Websites (S4AI Hub, NTP Niš, NTP Čačak, partner institutions).

- Professional journals.
- Media outlets (TV, radio, print).
- Social networks (Facebook, LinkedIn, Instagram).

All partners commit to engaging their existing service users, helping them recognize how S4AI Hub's offerings can support business growth.

The public call for applications to DIT bootcamp events will be permanently open, with a minimum of two cut-off dates for application per year, typically three weeks before the DIT bootcamp event.

As part of the public call, an application form is available on the website. Applications are received and processed by CDT. The content of the application form is as follows:

- applicant information,
- team members participating in the event,
- significant investments in new technologies in the last 3 years (if any), and
- description of the digital technology application idea.

After the application cut-off date, all applicants who meet the eligibility criteria undergo the initial digital maturity assessment, known as DMA (if not already conducted). The organization of DMA is the responsibility of the WP2 project team members, and lead by WP Coordinator (CDT). Applications are classified by region and assigned to partners as follows:

- AP Vojvodina: IVI.
- Belgrade: ICEF.
- Western Serbia: NTP Čačak.
- Southeastern Serbia: NTP Niš.

Additional Classification:

- CDT: Traditional industries.
- IVI: Public sector.
- Ni-Cat: Technology/R&D companies.
- NTP Niš: Startups.

The users are selected by WP2 project team members, based on their application and in accordance with the competencies of the bootcamp facilitators and the topics of EDIH S4AI_HUB, and are approved by the PIT (Project Implementation Team).

The selection criteria for users are as follows:

- business reasons for participation and the organizational roles of participants in the DIT bootcamp event, in which the applicant has undertaken the obligation to actively participate (1 – 5),

- potential value and impact of investment in digital transformation/innovation (1 – 5), and
- applicant's implementation capacity - financial, organizational, project-related, and timing (1 – 5).
- Technology readiness level of project (1-5)

User selection is based on the application and information gathered during the DMA process. Minimum of 1 and a maximum of 5 points can be awarded to each criterion. The WP2 project team remembers determines the minimum number of points for an application to be acceptable. Applicants must complete forms (or update them if they have previously used the services of EDIH S4AI_HUB, and submitted completed forms), which must be approved by CDT, before the user's participation in the DIT bootcamp event. CDT is responsible for communicating with the user and coordinating the completion and verification of the forms.

A2.2.2. Digital Maturity Assessment

The first step of is to fill in the Questionnaire for assessing the digital maturity of EDIH S4AI_HUB clients, which we will use to measure and recognize the digital maturity of your organization. The questionnaire shall be hosted on the s4ai.rs website, with a specifically assigned team member responsible for its distribution to partners. Additional details are provided in Appendix A.

The digital maturity assessment service is free for all EDIH S4AI_HUB users, and is also a prerequisite for using EDIH services and is used to determine the potential for digital business transformation and measure progress, evaluate possible investments, and identify changes that will create the greatest benefits for business and competitiveness.

By completing the Digital Maturity Assessment Questionnaire, all EDIH S4AI_HUB gain insight into applicant current position on the digital transformation journey. Based on this, EDIH S4AI_HUB team identifies key areas where participant could benefit from EDIH S4AI_HUB support.

This process helps EDIH S4AI_HUB team to accurately assess what services can be offered, as well as to develop strategies that are fully tailored to applicant's needs and goals. The questionnaire provides data on the status of digitization, the level of technology implementation and the readiness of employees to work with digital tools, which is the basis for creating an optimal approach.

Based on the results of the assessment, EDIH S4AI_HUB provide an experts that will direct participant to specific services that match the current state and priorities of organization. In addition, EDIH S4AI_HUB will provide support in identifying new business opportunities, internationalizing business and strengthening cooperation through networking and active involvement in innovation ecosystems. To measure success and track progress, the process includes additional assessments – one year after the end of the service and two years after that. This approach enables continuous evaluation of progress on the digital transformation journey.

The key focus is on the discovery of innovative priorities, the motivation of the company and the assessment of the readiness of its management, human resources, organizational structure, as well as the maturity of processes and applied technologies. The evaluation process consists of two integral phases:

the evaluation phase and the design phase. During the evaluation phase, EDIH S4AI_HUB team gather comprehensive information, assess motivations and priorities, assess the level of digitization of processes, identify areas with potential for improvement and accurately map the technological landscape in those identified areas. In the next design phase, EDIH S4AI_HUB consolidate the results, create benchmarking and formulate a road map for raising the level of digital maturity.

These results are then presented to the company for feedback and approval, which begins the implementation phase of the proposed measures. The resulting feasibility study includes the findings, proposed solutions and contextualizes them in the broader operational framework of the company. EDIH S4AI_HUB recommendations should be tailored to raise the digital level of the company, improve competitiveness and strengthen resilience in the dynamic conditions of the global market.

A 2.2.3. Bootcamp for digital innovation and transformation

The target group for the digital innovation bootcamp consists of companies that are developing digital solutions for the market, with no focus on specific application areas, but in line with the thematic areas of Smart Specialization Strategy of Republic of Serbia. The users/applicants are expected to have a defined focus and a challenge framework they want to address (desired functionality, integration of a specific digital technology). During the DIT bootcamp event, different available options will be assessed (existing digital technologies, solutions, practices, products, etc.), as well as elements required for the development and testing of a minimum viable product (MVP) solution.

The target groups of the digital transformation bootcamp, on the other hand, are companies and public institutions that want to apply or develop new digital solutions for internal use, i.e., digitalization of their own business.

DIT bootcamp for digital innovation	DIT bootcamp for digital transformation
Users	Companies capable of developing new digital solutions in the healthcare, transport, and energy sectors
Goal of providing service	Development of digital products and services
Business challenges and reasons for participation	Creating innovations and competitive advantages
Expected level of competencies and comprehension of digital technology	Intermediate/high
Digitalization perspective	Development of own solution for the market
Required competencies of EDIH experts	Specific knowledge of digital technologies; Development of innovation/business

In order to successfully participate in the DIT bootcamp event, participants must be willing to share important business information with their mentors. The following information is required:

	DIT bootcamp for digital innovation	DIT bootcamp for digital transformation
Technologies currently used by users	x	x
Technologies considered to be introduced		x
Core competencies	x	x
Possibilities of integrating advanced technologies into products/services/business	x	
Financial capabilities	x	x
Organizational capabilities	x	x
Data available and their organization/storage	x	x
Product/technology characteristics that can lead to an optimal solution	x	
Business reasons for digitalization		x
Revenues and/or competitive advantages		x
Elements to be tested and frameworks sufficient for testing benefits/applicability	x	x
MVP technology application concept		x
MVP product/service concept	x	
Expected savings and benefits from the implementation of digital technology		x
Risks of transformation, i.e. the implementation of digital technologies		x
Public procurement challenges (for the public sector)		x

Users participating in the DIT bootcamp event must be informed in advance of the necessity of sharing the aforementioned information.

The activities of the DIT bootcamp event focus on preparing the ground for the adoption and implementation of digital technologies and their impact on the business and its organization:

Content of Activities	DIT bootcamp for digital innovation	DIT bootcamp for digital transformation
Technological assumptions	Identifying technologies capable of achieving desired product or service functionalities	Identifying technological solutions for addressing business problems
Business implications	Impact of technological solutions on value proposition, business model and competitiveness, organizational structure, business processes, competencies, etc.	Impact of technological solutions on business operations, business model and competitiveness, requirements for organizational structure, business processes, and competencies adjustment
Technology implications	Selection and analysis of prerequisites for developing a new digital solution for the market	Selection and analysis of prerequisites for implementing an existing digital solution in the market
Implementation roadmap	Technology integration and identification of critical uncertainties and prototype functionalities	Solution application and identification of critical uncertainties, defining the limited implementation framework and key testing indicators

Depending on the level of development, business interests, goals, and implementation possibilities, the content of activities, scope and depth of problem analysis, as well as the identification of optimal solutions and introduction of additional topics, will be tailored to the users' needs

A 2.2.4. Expert analysis of the company

With the help of consultants for digital transformation, the service user defines its own strengths and weaknesses in the context of the digital economy. Through Expert Analysis, the company explores opportunities for its business organization through the analysis of technological trends and the selection of key areas of action to start the digital transformation of its business. Expert analysis will be jointly developed during a one-day workshop moderated by an assigned consultant. Beneficiary that have received an expert analysis have the opportunity to receive consultations for the development of a Strategy based on the expert analysis. After the prepared expert analysis, S4AI_HUB' Commission (designated body established from the consortium delegated members) has the discretionary right not to grant SMEs the transition to the next phase of consulting - Strategy Development. Expert analysis includes a fully subsidized consultation over 2 days by an assigned consultant. After the completion of the Expert analysis of the company phase, the condition is that the beneficiary completes at least 3 modules of one of the 5 educational programs of S4AI_HUB' defined in WP3.

A.2.2.5. Developing strategy and first project idea for digitalization/innovation

Applicant creates a strategic document for one of the possible 4 improvement models: improvement of the business model, business processes, products or services of the business organization. The development of the Strategy includes up to 5 days of consulting by the consultant, in which the project task for the Test Before Invest service will be defined, if there are predispositions to implement such a service with the user. During this process, an analysis of the necessary training that the participants will undergo from the WP3 package will be carried out, as a compulsory activity for each of the target group. The successfully passed organization (ready for TBI) will receive the Test before Invest Voucher as a precondition to apply for this service on restricted call (Task 4.1.)

T.2.3. Sustainable Innovation Ecosystem

A2.3.1. Utilising the JRC Innovation Radar Platform

Innovation Radar aims to identify high-potential innovations and innovators. It is an important source of actionable intelligence on innovations emerging from research and innovation projects funded through European Union programmes. Supporting the regional digitalisation and innovation ecosystem to utilise the tool. Identifying innovations in the region and supporting organisations in contributing their innovations to the database (activity done in collaboration with the DTA). To capture the different maturity levels of innovations towards commercialisation, four innovation categories have been created based on respective scores of the Innovation Management and Innovation Readiness Indicators: Market Ready, Tech Ready, Business ready, Exploring

T.2.4. Events as tools for networking

A.2.4.1. Organization of Business to Business Digital Brokerage events

Connect, exchange knowledge, and explore potential partnerships in the digital domain (To be organized in partnership with EEN./EIT or similar) It is foreseen to organize targeted matchmaking sessions and facilitating one-on-one meetings between participants one per year. The activity will be organized as an integral component of a major joint event (key EDIH Event - Forum of Advanced Technologies) designed to interconnect different participants in the process. All core and associated partners will engage in the event by promoting it through their respective communication channels to reach potential vendors and relevant stakeholders.

A2.4.2. Organization of "Business clubs"

Scheduled to occur once per year, with a total of four events planned, these gatherings will serve as essential platforms for industry players to connect, exchange ideas, and explore potential partnerships. Each Business Club event will offer structured networking sessions where participants can interact with peers, industry experts, and representatives from academia and government agencies. This event will be organized in form of less formal events, with dinner presentation, music and cultural programme. Every Partner and Associated Partner should be involved.

A.4.3. Networking online session with diaspora

to connect Serbian professionals and entrepreneurs abroad with opportunities in the country's digital innovation sector. Through virtual platforms, participants will engage in discussions, share experiences, and explore collaboration prospects. One per year to be held, in online format. Subjects to be defined by beneficiary of the S4AI HUB services.

T2.5 Key EDIH Event "Forum of Advanced Technology"

S4AI HUB will annually organize a premier networking event known as the "Forum of Advanced Technology." This event will serve as a platform for industry leaders, innovators, and experts to convene and discuss the latest advancements in technology, particularly in the fields of artificial intelligence, high-performance computing, and cybersecurity. Through keynote speeches, panel discussions, and interactive sessions, participants will gain valuable insights, exchange ideas, and explore opportunities for collaboration.

„NTP Nis will organize the event, with each partner proposing one panel within their assigned work package, organize the subjects, provide the speakers and animate the audience:

- NTP: EDIH management/policy.
- IVI: Knowledge and skills (AI focus).
- CDT: Networking and matchmaking.
- ICEF: Trending technologies and TBI.
- ICT Hub: Securing finance“

T2.6. EDIH internationalisation

A.2.6.1. Develop partnerships for integrating external technical offers into the S4AI_HUB and into the S4AI_HUB marketplace when appropriate

In the context of the DIH in Europe, the collaboration between projects, entities, and initiatives is key to providing a complementary offer and help each other in the innovation process. There are already a number of partnerships or collaboration agreements that the S4AI HUB has established²², with the main interest in the exploration of increasing the DIH offer, joint innovative activities, sharing knowledge and capacities, and the search of use cases or business pilots to implement them.

All established collaboration agreements will be revisited to check current actions and to identify new options of collaborations. Each collaboration will be overseen by a designated lead from S4AI_HUB responsible for facilitating agreements and monitoring progress and outcomes. Presently, potential short-term agreements include DIH 2, DIH-HERO, DIH4AI, and BOWI, EDIH ADRIA. Furthermore, considering that NTP Niš is both the founder and a member of the South-East European Science and Technology Parks Network, as well as a beneficiary of support from the Regional Cooperation Council (RCC) and recipient of services under the WB6 project implemented by GIZ—both initiatives aimed at supporting

digital innovation hubs in the Western Balkans—it is essential to assess these programs and leverage opportunities for complementary services once the necessary conditions are met.

A2.6.2. Participate in European networks and alliances as well as actively contribute to events and conferences (International, National, and regional level).

The engagement with European networks within the EDIH ecosystem will elevate the profile of EDIH AI SERBIA and amplify the business prospects for its community. This partnership will manifest through coordinated events and initiatives, the identification of synergies in services, exchange of training programs and funding avenues, and other collaborative endeavours.

S4AI_HUB will work on the inclusion and active engagement of DIH within the association of the European association ADRA (The AI Data and Robotics Association) with the aim of exchanging knowledge, experiences and good practices in support and absorption of innovations in the field. Also, S4AI_HUB will work on connecting domestic companies and innovators through the thematic networks of DIHs in which the Partnership is positioned: in the field of production technologies (DIH 2), health (DIH-HERO), AI on-demand platform for regional interoperable Digital Innovation Hubs Network (DIH4AI) as well as the network of DIHs of developing countries (BOWI).

This implies attendance at a minimum of 2 EDIH-related events per year, Attendance at a minimum of 2 General European Commission events per year, Participation in at least 2 industry-related events, fairs, and tradeshow annually

A2.6.3. Partnership with EDIHs

As part of the collaboration with European Digital Innovation Hubs (EDIHs), a five-day study visit will be organized for the project team members and Associated Partners. The visit will focus on exploring EU best practices within EDIHs, offering firsthand insights into successful models and innovative approaches. This initiative aims to strengthen internal expertise by learning from established hubs, fostering knowledge exchange, and enhancing the team's ability to implement effective digital solutions. Through direct engagement with leading practices, participants will gain valuable experience to support the project's long-term goals

When selecting the EDIH institutions to visit within the EU, the key criteria will include:

1. **Relevance to Project Goals** – The EDIH centers should focus on areas directly aligned with the S4AI HUB main pillars
2. **Proven Best Practices** – Priority will be given to hubs with recognized success in supporting SMEs, testing new technologies, or advancing digital skills.
3. **Geographical Balance** – Visits will cover different EU regions to compare diverse approaches and local conditions.
4. **Knowledge Transfer Potential** – Selected EDIHs should have clear collaboration programs and the capacity to share expertise with visitors.

5. **Practical Contribution** – Preference will be given to organizations offering workshops, case studies, or direct consultations rather than just theoretical presentations.
6. **Potential for Future Collaboration** – The ability to establish long-term partnerships with the visited EDIHs will also be considered.

The final selection will be based on consensus within the project team and associated partners, following an analysis of each EDIH's proposed activities

T.2.7 Developing list of services

A 2.7.1. List of tools and services offered through S4AI_HUB, including price list.

Further investigating if there are complementary services offered in the region or from other EDIHs when unaddressed needs are identified. Task to be done with help of external expertise within T.3.2

Work Package 3: Developing Skills and Trainings

Objectives

- **O.3.1. To provide advanced digital and business development skills to ICT operators in Serbia, experts from various sectors, start-ups, scale-up companies, BSOs, innovation ecosystem network**

T.3.1. Train-the-Trainer

A3.1.1. Digital Transformation Accelerator network activities

As a compulsory activity, S4AI_HUB will participate on **events of Digital Transformation Accelerator network activities** (minimum 2 physical events per year for sharing best practices within sub-networks, one annual EDIH event per year, in the form of a 2-day event). The trainer will use gained knowledge through community building events and activities, training sessions, collection and analysis of impact indicators. S4ai hub is obliged to present the success stories through the network. The decision will be made by Steering Committee.

T3.2 Developing programme curriculum

Curriculum will be developed with the external expertise in order to provide 5 programme for different target groups: 1) ICT operators (Advanced – digital experts upstream training); 2) experts from various sectors- (Intermediate – Digital Academy); 3) scale-up companies (Intermediate-"Spin-off Academy"); 4) BSOs, innovation ecosystem network, start-ups (Basic-"Innovation school") 5) business community (Basic-"AI Master Class"). Legal and Ethical AI module within AI Master Class will be the cross-cutting modules for each of other 4 courses.

The primary objective of engaging the expert is to create a comprehensive and structured training program fully tailored to the needs of diverse target groups, including small and medium enterprises (SMEs), startups, public administration, and other organizations involved in digital transformation. This training program aims to provide practical knowledge and skills essential for successful implementation of artificial

intelligence (AI) and other advanced technologies, enabling participants to more effectively address challenges in today's business environment.

The training program must cover all key aspects of digital transformation, including:

- Skills: Development of technical and strategic competencies required for implementing AI and other technologies
- Tools: Familiarizing participants with the latest digital transformation tools and platforms
- Strategies: Supporting the design and implementation of digital transformation strategies, including planning, change management, and success measurement

A critical element of the program is the integration of the latest market trends and requirements. The service provider must ensure the training program aligns with current and future industry needs, addressing challenges such as green transition, sustainable development, and ethical use of AI technologies. This will enable participants to remain competitive not only in local but also in global markets.

Furthermore, the training program must effectively connect partner offerings with actual labor market demands. This requires close collaboration with project partners to ensure training content remains relevant and applicable in practice. The service provider must develop courses that not only convey theoretical knowledge but also enable participants to acquire practical skills through case studies, exercises, and interactive sessions.

Ultimately, the goal is to strengthen participants' capacities through this training program and enable them to actively participate in their organizations' digital transformation. Thus, the service provider will be obligated to create a flexible, innovative training program focused on real user needs, ensuring all participants are prepared to face digital era challenges and leverage opportunities offered by AI and Industry 5.0.

The service provider must ensure the following:

- Develop methodology and framework for the skills development and training program
- Identify types of additional data needed for analysis and adapt methodology based on available data
- Prepare detailed skills development and training programs for each module
- Develop interactive materials, including training plans, activities, and evaluations
- Incorporate practical examples from real-world environments
- Ensure program alignment with project partners' operations

The program should follow this structure:

- Course Overview: Course objectives, curriculum, target participants, duration, learning outcomes, course topics, training methodology, testing and certification requirements

- Course Structure and Content: Schedule and content for each training session, including daily breakdown throughout the training duration

T3.3 Provide advanced digital knowledge and skills

A3.3.1. *Selecting trainers for educational and capacity*

This activity involves identifying and appointing suitable individuals to serve as trainers for various educational and capacity-building activities related the training modules identified and delivered within T4.1. This process encompasses defining specific criteria for selecting trainers, selection the (internal) commission for choosing the trainers and advertising trainer positions, reviewing applications, conducting interviews, and evaluating candidates based on their qualifications and suitability for the role.

A3.3.2. *Providing the training*

This task involves the implementation of tailored training programs designed to equip participants with the necessary expertise and competencies in advanced digital technologies and business development. The training sessions will cover a wide range of topics relevant to the digital landscape, including but not limited to artificial intelligence (AI), high-performance computing, cybersecurity, digital marketing, and technological entrepreneurship, divided into 5 different services. Obuke će biti organizovani u skladu sa definisanim programima koji su predmet prethodnoe aktivnosti.

A3.3.3. *Providing mentoring*

This task entails offering personalized mentoring and guidance to participants to enhance their capabilities, address challenges, and capitalize on opportunities in the digital domain. Mentoring programs will be tailored to meet the specific needs and objectives of each participant group, fostering individualized support and professional development.

Key aspects of this task include:

- Mentor Selection, based on their track record of success, industry knowledge, and ability to provide valuable insights and guidance to mentees.
- Mentorship Sessions-Facilitating one-on-one or group mentorship sessions to provide participants with personalized guidance, advice, and support. These sessions will focus on addressing specific challenges, exploring growth opportunities, set clear goals, define action plans, and establish milestones for their professional development and business growth. Mentors will work closely with mentees to identify strengths, weaknesses, and areas for improvement, guiding them towards achieving their objectives, necessary for digital transformation or preparation of new products/services. Each chosen beneficiary will have in total 40 hours mentorship programme, where will provide constructive feedback, encouragement, and accountability to help mentees stay on track and overcome obstacles on their path to success.

Work Package 4: Test before invest

Objectives

O.4.1. Providing the optimal solution for innovators to develop new products and services in a controlled scenario, provide open R&D to SMEs and public sector, utilizing test-bed R&D infrastructure and labs for testing, validation and demonstration

T4.1 Test before Invest Launching

A4.1.1. Application & Selection

The restricted public call will be open to all organizations that have received TBI Voucher in the previous phase.

Participants selected through this phase will receive a non-refundable subsidy from the Centre for Digital Transformation, namely: 1) EUR 12,000 for AI solutions; 2) up to 6,000 euros for SMEs to invest in their digital transformation (Not the subject of subsidy by Digital Europe-CDT and national financing).

The users of TBI services will be selected through Public Calls, which will be continuously open usually with cut-off dates after the DT Bootcamps. There will be a minimum of 10 TBI cut-off dates in the four years of the project duration starting in the first year of the project implementation. Cut-off dates will be scheduled in Public Call announcement(s). Within the Public Call(s), TBI-related announcements are envisioned addressing specific

digitalisation topics, challenges or focuses of the S4AI HUB TBI Labs . Yearly, the WP4 work group suggests, and the PIT finally defines the annual schedule of Lab-specific announcements and relevant cut-off dates for group evaluations and selections of eligible users, if and when applicable.

The TBI application, selection and implementation process consists of three distinctive phases:

1. Expression of interest evaluation and TBI scope and workload assessment.
2. Formal TBI service application evaluation
3. TBI service implementation.

Steps within these phases are iterative, whereas the sequence will be carried out as described in the case of an ideal collaboration between the applicants and the S4AI HUB relevant bodies and individuals.

A.4.1.2. Analyse technical requirements and fulfil the specific agreements to cover them

New pilots or business contacts are onboarded and managed via dedicated processes that follow the lightweight service management standard. For example, service levels with business pilots are ensured and monitored by establishing meaningful Service Level Agreements (SLAs) and where necessary, supportive Operational Level Agreements (OLAs).

The ideas will be formulated within the SLA template provided by S4AI HUB and followed up by the definition of corresponding activities/tasks, resources, and responsibilities of the parties. The SLA template constitutes the formal document to be signed between the pilot and the S4AI HUB, detailing the services to be provided by the DIH, its partners, and respective rights and responsibilities between the parties.

The process of filling in SLAs will be preceded with the technical analysis of the requirements, that will be done in consultancy with the service/resource providers and other project work packages (and technical support team of S4AI HUB. This process is required to check the feasibility of conducting the potential pilot.

A.4.1.3. Develop detailed work plans including objectives, milestones, KPIs, IPR and exploitation plans

Already in the proposition phase of the pilots, as well as in the preparation of the SLAs, definition of general tasks and activities including objectives, milestones, and KPIs will be defined. At the beginning of the pilot, those will be turned into a more fine-grained work plan while milestones and KPIs will be revised. If not defined already in the SLA agreement, IPR will be defined in collaboration with the company. During the course of the pilot, depending on its maturity, a new/updated exploitation plan will be elaborated, and the process will be supported by the S4AI HUB

Each of the S4AI HUB pilots will have a dedicated mentor and technical support contacts, as well as provider contacts. Each of the pilots will be documented on the S4AI HUB website and AI Matchmaking Platform, and in the S4AI HUB repository (MS Teams), together with all the KPIs and milestones, etc. At the end of each pilot, the S4AI HUB will coordinate the final report and/or creation of the success stories publication that will be shared in the communication and dissemination channels.

A.4.1.4. Provision and enable access to the requested S4AI HUB services and infrastructure

The S4AI HUB support team will provide/enable access to requested S4AI HUB services in collaboration with the service providers. According with the lessons learnt, only those services mature enough to cover the SMEs requirements and expectations will be considered. The S4AI_HUB will support the process of designing in detail the solutions, making technological choices related to technologies and services, helping define the detailed architecture, validation, and benchmarking of the solution. The agreed pilots would be required to run their experiments through T4.2, T4.3 or T4.4. between three to nine (3 to 6) months, making use of selected services or resources provided through the S4AI_HUB. Depending on the nature of the service, various procedures may be implemented. Broadly, activities will involve identifying a provider capable of meeting pilot requirements (if not in-house capacity), negotiating terms for resource provision including commencement and conclusion dates, and ensuring alignment on IPR clauses with service providers. Additionally, preparations and finalizations of agreements between the S4AI_HUB and pilot partners will be undertaken, followed by confirmation of service access by the pilot.

Depending on the type of the service, different procedures may apply. In general, the activities are related to:

- Finding the provider that can fulfil the pilot requirements
- Preparing a 'Request for Service Offers' to be sent to the relevant service provider contacts.

Review service offers and select the best candidate using the following criteria:

- Services and technical components matching the requirements.
 - Availability and reliability.
 - How many other pilots have the providers already supported (spread opportunities).
 - If applicable, costs.
- Negotiate the conditions of providing the resources, starting/ending dates

- If needed, organise meeting with the provider and SMEs.
- Agree with service providers to check the agreement clauses regarding joint IPR (not required for pilots only accessing computing service).
- Prepare and finalize agreements between the S4AI HUB and the pilot partner in the form of an SLA
 - o If the service levels of the service provider are not part of the SLA, then an OLA S4AI HUB and the Service Provider should be defined.
- Confirm access to the service by the pilot.
- Insert details in the 'Use Case Requirements and Offer Collection' into S4AI HUB documentation.

T4.2 Experimentation Lab

A 4.1. Provision and enable access to the requested S4AI_HUB services and infrastructure

The S4AI_HUB support team will provide/enable access to requested services through the ICEF labs and in collaboration with the service providers. This could be provision of digital technology infrastructures (access and support to HPC, technology platforms) and access to competence centres/labs/infrastructure for experimentation, development of digitalisation of products/services, and production of prototypes or first series for SMEs.

Task aiming to support the introduction, testing and application of digital technologies in both private and public sectors. S4AI_HUB experts should enable verification of existing digital technologies and relevant solutions for the digitalisation of processes, resources and/or decision-making to enable integration of appropriate digital technologies into existing operations of SMEs, MCs & PIs.

TBI for Experimentation Lab supports users conducting digital transformation of their business operations (equipment, processes, decision-making, etc.) using existing technological solutions

This task focuses on the implementation of existing and locally available digital technologies, testing if they will work in real-life settings and improve the efficiency and competitiveness of the user in general.

Eligible applicants for Experimentation Lab are:

- small and medium-sized enterprises (SMEs) located in the Republic of Serbia;
- small mid-caps (MCs) located in the Republic of Serbia and
- public sector institutions (PIs) for their non-economic activities, located in the Republic of Serbia

Public institutions engaged in economic activities are considered enterprises (regarding state aid rules) and are eligible applicants if they comply with small midcaps definition (small mid-cap means an undertaking that is not an SME and whose number of employees does not exceed 499 and the annual turnover of which does not exceed EUR 100 million or the annual balance sheet of which does not exceed EUR 86 million).

The applicant's project for the TBI Experimentation Lab must involve testing a digital technology that should enable their digital transformation. The applicant's project should be aligned with the consortium capabilities as well as with the key technologies of S4AI_HUB.

T4.3 AI Lab

A4.3.1. Provision of AI related services

This lab serves as a collaborative space where our researchers, experts, and industry professionals will work together to innovate, create, and implement cutting-edge AI solutions for startups, SMEs and public sector institutions. Our researchers will provide support in prototyping AI solutions, testing their feasibility, effectiveness, and scalability. This service will be available for the end users for the period of 2 to 6 months (depending on maturity of the project, complexity of the challenge...Further collaboration, external inputs, knowledge sharing continue within T.4.6Activity aiming to support the development of "bottom-up" inceptioned ideas for digital product and service ideas fitting to S4AI HUB focus areas and technologies-artificial intelligence (AI).

Through a continuous open call, S4AI HUB aims to support the stream of innovative ideas proposed by the existing SMEs (startups included) and Midcaps and their transformation into viable and competitive products and services based on advanced digital technologies

AI Lab aim to support early-stage innovative digital products and services during their prototype or MVP creation, functionalities testing and feature/benefits evaluation phases

The applicant's project for the TBI AI Lab lab service must relate to the development of new products and services in the S4AI HUB focus areas

T4.4. Startups open innovation lab

A.4.4. Hackathons/Open Innovation call

Task aiming to attract users "top down", with problem focused development of digital products and service ideas, addressing challenges defined by S4AI HUB or beneficiary SME and mid-cups. Through Startups open innovation lab, S4AI HUB aims at fostering the creation of digital solutions addressing global, EU, national or sectoral challenges in the focus sectors.

Challenges will be defined yearly by the S4AI HUB Project Management Team following an extensive consultation process with the relevant stakeholders.

Startups open innovation lab aim to support early-stage innovative digital products and services during their prototype or MVP creation, functionalities testing and feature/benefits evaluation phases.

Eligible applicants are:

- startups established in the Republic of Serbia
- small and medium-sized enterprises (SMEs) established in the Republic of Serbia and
- small mid-caps (MCs) established in the Republic of Serbia

The applicant's project for the TBI Startups open innovation lab service must relate to the development of new products and services in the S4AI HUB focus areas and must address the challenge as a whole or specific aspects of the challenge with the proposed innovation

T4.5 Provide first-level support and monitoring progress

During the S4AI HUB project, the S4AI HUB established procedures for operational support of the pilots. The S4AI HUB will support the process of designing in detail the new solutions, making technological choices related to S4AI HUB technologies and services, and helping define the detailed architecture, validation, and benchmarking of the solution.

The S4AI HUB will provide the first-level support of any requests coming from the running pilots, in particular, related to technological and communication issues. This can result in checking the technical issues or contacting provider(s).

In addition, this activity will monitor the progress of the pilots, the KPIs, and risks for each one of the pilots.

In order to establish a regular communication and to monitor the pilot progress, several mechanisms are foreseen:

- Community meetings: These gatherings serve as a platform to assess pilot status and foster a sense of community by facilitating knowledge-sharing and networking opportunities. To be organized within each of three lab two times per year
- Digital usability test & improvement/product validation: This service is developed as a up to 6 month service to support testing the solution in a sandbox environment parallel to company systems to validate the projected benefits envisioned by the project designers, and effectively showcasing the utility of the chosen technology.
- Support with impact assessments for the implemented concepts
- Direct communication with pilots via email.
- Utilization of a Trello board for tracking all subtasks and monitoring progress

T4.6 Define pre-commercial agreements for continued business relationships

A.4.6.1. Formulation of Pre-commercial Agreements

As a follow-up of some of the pilots, there is a possibility for future pre-commercial activities. S4AI HUB will manage the development of Pre-commercial Agreements, which will be outlined as Service Level Agreements (SLA) for continued support beyond the original pilot objective. These agreements between the S4AI HUB and representatives of selected pilots will provide a further framework for collaboration. Each agreement will be structured into several sections such as the defined work plan, activities, communications, rights and responsibilities, and funding, among others.

Work Package 5: Securing Investment

Objectives:

- 5.1. Establishing Assistance in Securing Investments for SMEs, mid-caps and start-ups

T5.1 Support in assessment of financial possibilities

A 5.1.1. Utilizing data analytics and financial expertise

The onboarding process begins with an initial outreach to the client, where they are sent a structured questionnaire via email or an online form to gather key information about their business—sector, current financial status, and funding goals. Once completed, an introductory meeting is scheduled (either online or in-person) to dive deeper into their specific needs and challenges. During this session, the S4AI_HUB team conducts a financial diagnostic, leveraging data analytics tools and internal templates to assess the company's financial health and identify gaps. The next step involves generating a personalized report that outlines potential funding sources, investment options, and strategic pathways tailored to the client's unique situation. This report is presented in a follow-up meeting, where recommendations are explained in detail, and actionable next steps are agreed upon.

For ventures preparing for investment rounds, we conduct Cap Table Simulations to model how each funding round impacts ownership stakes, ensuring founders understand dilution effects before engaging with investors. Additionally, we guide clients through Data Room Preparation, providing structured guidelines and expert suggestions for compiling due diligence materials—from financial statements to intellectual property documentation. Our advisors work closely with the team to ensure all supporting documents meet investor expectations.

To ensure practical support, the team then assists in connecting the client with relevant financial institutions, investors, or grant programs, followed by periodic check-ins to monitor progress and adjust strategies as needed.

T5.2 Support in the development of business plans/investment plans/grant applications/pitch

Clients begin by undergoing an initial evaluation to assess the current state of their documentation—whether it's a draft business plan, a grant application, or a pitch deck. The S4AI_HUB team holds a discovery call to identify gaps, clarify objectives, and prioritize areas for improvement.

A critical component of this phase is Pitch Deck Refinement, where we transform raw content into a compelling narrative. Our experts ensure clarity in communicating the venture's value proposition, market opportunity, and fundraising plan, while optimizing visual storytelling for maximum impact. Founders receive hands-on coaching to confidently present their vision to potential investors.

From there, tailored support is provided through one-on-one or group workshops, where experts guide the client in refining their business model, financial projections, and market analysis. For grant applications, the team reviews draft submissions, ensuring alignment with funding criteria, and provides hands-on

assistance in drafting compelling narratives. Pitch training sessions are conducted to help clients refine their delivery, with mock presentations and feedback from experienced advisors.

Upon completing this phase, founders emerge with a polished pitch, a thorough understanding of their cap table dynamics, and an investor-ready data room—equipping them with the knowledge and confidence to engage in substantive discussions with potential investors.

Before final submission, all materials undergo a compliance check to meet investor or grant requirements, and the team assists in the submission process, ensuring deadlines are met.

T5.3. Support in developing feasibility studies

A 5.3.1. Assisting SMEs, mid-caps, and startups in developing feasibility studies for their investment preparations

The process kicks off with a scoping session where the client's project goals, technological requirements, and target market are defined. The S4AI_HUB team then conducts market research, leveraging industry reports, competitor analysis, and financial modeling tools to assess viability. Clients receive structured guidance in drafting their feasibility study, with access to templates and expert consultations to ensure thorough coverage of key areas—market demand, financial projections, technical feasibility, and regulatory risks. A risk assessment is performed, and mitigation strategies are incorporated into the final document. Before completion, the draft undergoes an internal review by the S4AI_HUB team, with revisions made to align with investor expectations. The finalized study is then presented to the client, along with recommendations for next steps in securing investment.

T.5.4. Organization of Promo Days – "Test Before Buying"

A.5.4.1. Promo Days – "Test Before Buying"

Promo days start with a targeted promotional campaign across email, social media, and partner networks to attract potential participants—startups, investors, and industry stakeholders. Interested parties register through an online form, providing details about their interests and expectations. The S4AI_HUB team curates a selection of innovative solutions to be showcased, ensuring diversity in technologies and relevance to the audience. Logistics are arranged, including venue setup, demo equipment, and scheduling. On the event day, each participating company delivers a short presentation (15 minutes) followed by hands-on demo sessions, where attendees can interact with the technology in real-world scenarios. Feedback is collected through digital forms to gauge interest and gather insights. Post-event, all participants receive follow-up materials, including presentation slides and demo recordings, while the S4AI_HUB team analyzes engagement data to identify potential partnerships or investment opportunities.

This end-to-end narrative ensures founders and SMEs are not only prepared with documents and data but also empowered with strategic insights to navigate funding discussions with confidence. Each service is designed to transition seamlessly into the next, creating a cohesive journey from assessment to investment readiness.

Work Package 6: Promotion, Dissemination and Outreach

Objectives

- O 6.1. Raise awareness and interest towards the S4AI_HUB ecosystem and services

T6.1 Development of communication strategy, marketing plan

A6.1.1 Media plan

A strategic framework will be established for selecting, planning and purchasing advertising space across diverse media platforms. The current media landscape and emerging trends will be analyzed to guide decision-making. Target audience demographics and media consumption patterns will be identified through comprehensive market research and data analytics.

Based on these insights, the most effective media channels - including TV, radio, digital and print - will be carefully selected. A detailed media plan with optimized budget allocation will be developed to maximize reach and impact. Negotiations for media buying and placement will be conducted to secure premium visibility at competitive rates.

Throughout campaign execution, performance metrics will be continuously monitored using advanced analytics tools. This will enable real-time adjustments to placements, messaging and budget distribution to enhance effectiveness. Following campaign completion, a comprehensive evaluation report with actionable recommendations will be prepared for future optimizations.

A6.1.2. Communication Plan Execution

A thorough needs assessment will identify communication gaps and opportunities, complemented by a SWOT analysis to evaluate strengths, weaknesses, opportunities and threats. Core messages aligned with project objectives will be precisely defined, while the target audience will be segmented for focused outreach. A multi-channel communication strategy will be drafted, incorporating specific tactics such as press releases, social media campaigns, events and influencer collaborations. A structured content calendar with clear timelines will be developed, along with media proposals to secure strategic partnerships.

Key performance indicators will be established from the outset to accurately measure engagement, reach and message resonance. During implementation, messaging will be dynamically adapted based on ongoing feedback and performance metrics to ensure consistency across all touchpoints. The finalized plan will serve as an enduring template for sustained stakeholder engagement.

A.6.1.3. Marketing Plan Implementation

A comprehensive market analysis and SWOT evaluation will identify key opportunities and challenges. Clear marketing objectives and KPIs directly tied to business goals will be established, supported by detailed profiling of target markets and visitor segments based on behavioral and demographic data.

Customized strategies - including promotional campaigns, strategic partnerships and digital marketing initiatives - will be developed with tactics specifically tailored to audience needs. An optimized budget will be allocated across all activities, accompanied by a precise implementation timeline.

Advanced tracking tools including CRM systems and web analytics will be integrated to monitor ROI, enabling real-time campaign optimization. Post-campaign, collected data will be thoroughly analyzed to refine future strategies, ensuring the plan evolves as a dynamic tool supporting both immediate objectives and long-term brand development.

T6.2 Content development and dissemination

Activity 6.2.1.: Preparation and Design of Joint Visual Identity and Campaign Design

The development of a unified visual identity and communication campaign for S4AI_HUB will be implemented through a structured process. First, an analysis of existing visual identities from similar initiatives will be conducted to ensure originality and distinctiveness. Through collaborative workshops with the project team, core values and key messages will be clearly defined. Simultaneously, target audiences and their communication preferences will be identified to tailor the visual identity and campaign accordingly.

The design phase will commence with the creation of a project logo that visually represents the initiative's core values. An official color palette and typography system will be established for consistent application across all communication materials. Supporting visual elements will be developed to complement the logo, forming a comprehensive visual identity system. These elements will be documented in a brand guidelines manual with clear usage instructions.

For the campaign development, a creative concept aligned with the visual identity will be formulated. A core campaign message and slogan will be crafted to effectively communicate the project's values. The design team will produce visuals for various formats including posters, banners, social media content, and video materials. Templates for presentations, reports, and other communication assets will also be created.

Initial design solutions will be presented to relevant stakeholders and target groups for feedback. Based on collected input, the designs will be refined to better meet audience expectations and project requirements. Upon final approval, the complete design package will be distributed to all partner organizations and implementation teams. Special attention will be given to producing promotional materials such as posters, leaflets, roll-up banners, and branded merchandise.

A minimum of three working meetings will be organized with grant beneficiaries at NTP Niš premises to ensure proper application of the visual identity. Throughout the process, close collaboration will be maintained with project partners to guarantee the visual identity and campaign fully address all stakeholders' needs. The outcome will be a distinctive, recognizable visual system that clearly communicates the project's values and enables effective promotion among target audiences.

The entire process will result in:

- A developed and adopted joint visual identity
- Professionally designed, consistent communication materials

- An effective campaign concept ensuring project visibility and message delivery
- All deliverables will comply with EU-funded project visibility guidelines and include both digital and print versions of campaign materials.

Activity 6.2.2.: Target Group Testing

To ensure the campaign activities have maximum positive impact, comprehensive testing with target groups will be conducted prior to campaign launch. This research will guide the campaign design direction, define key messaging, and identify focus areas to refine campaign strategy. The testing will involve one focus group per region (Southeast Serbia, Western Serbia, Belgrade region, and Vojvodina), totaling four focus groups with 40 participants overall.

The process will begin with the selection of representative participants from each target demographic across all four regions. External marketing and communication experts will be engaged to design and moderate the focus group sessions. Each 90-minute session will be conducted in project partner facilities, equipped with necessary IT infrastructure. Participants will receive refreshments and promotional packages (not exceeding €10 in value) as compensation for their time and input.

During the sessions, moderated discussions will explore audience perceptions, preferences, and responses to preliminary campaign concepts. Special attention will be given to identifying regional differences in communication preferences and content reception. All sessions will be recorded (with participant consent) for detailed analysis, supplemented by observer notes and participant feedback forms.

Following the focus groups, the research team will analyze collected data to identify patterns, preferences, and actionable insights. A comprehensive report will be produced containing: detailed findings from each region, comparative analysis of regional differences, specific recommendations for campaign messaging and strategy, and clear guidelines for tailoring content to different target groups. The report will also include raw data appendices for reference.

Key outcomes will include:

- Validated understanding of regional audience characteristics and preferences
- Data-driven refinement of campaign messages and communication approaches
- Identification of most effective communication channels per target group
- Documentation of regional nuances requiring special consideration

The findings will directly inform all subsequent campaign development, ensuring maximum relevance and effectiveness across all target demographics. Final deliverables will include the complete testing report and presentation of key findings to project stakeholders, with recommendations incorporated into the final campaign strategy. All research materials and consent forms will be properly archived according to data protection regulations.

Activity 6.2.3.: Digital Marketing Campaign Implementation

The digital marketing campaign will be implemented across multiple Google platforms to maximize the project's online visibility and engagement. The campaign will run for 8 months and utilize various Google advertising products including Search, Display Network, Gmail and YouTube. Text and image ads will be created in multiple formats tailored for each platform, all maintaining consistent visual identity and messaging. The targeting strategy will focus on reaching specific audience segments based on their online behavior, search history and interests. Ads will appear in Google search results, on partner websites and apps, in Gmail inboxes, and before/during YouTube videos. The campaign will employ sophisticated targeting methods including interest-based audiences, remarketing to previous visitors, custom intent targeting based on search behavior, and demographic filters. A digital marketing specialist will manage the campaign, continuously monitoring performance through analytics platforms and making monthly optimizations to targeting, bids and creatives. Comprehensive reporting will track key metrics like impressions, click-through rates, conversions and return on investment. The campaign aims to deliver substantial reach while engaging the most relevant audiences, with all ad creatives and performance data being properly archived. Expected results include increased project awareness, valuable audience insights, and measurable improvements in engagement metrics, demonstrating the campaign's effectiveness in achieving the project's communication goals.

Activity 6.2.4.: Digital Media Marketing

The social media marketing campaign will be professionally managed across Facebook, Instagram and LinkedIn platforms for duration of 8 months. A dedicated marketing expert will create and optimize campaigns using the Ads Manager tool, ensuring maximum visibility and engagement with target audiences. The campaign will begin with establishing professional brand profiles on all three platforms if they don't already exist, maintaining consistent visual identity and messaging aligned with the overall project branding.

Strategic campaign development will involve detailed audience segmentation based on demographics, interests and professional characteristics specific to each platform. For LinkedIn, targeting will focus on professional groups and industry-specific audiences, while Facebook and Instagram campaigns will utilize more diverse interest-based and behavioral targeting options. The marketing team will create platform-specific content formats including image posts, stories, carousel ads and video content tailored to each network's best practices.

Continuous optimization will be performed through A/B testing of different ad creatives, audience segments and bidding strategies. Performance metrics including reach, engagement rates, click-through rates and conversions will be monitored weekly, with monthly adjustments made to improve results. The campaign will employ retargeting strategies to re-engage website visitors and boost conversion rates.

Regular content scheduling will maintain consistent visibility, with a mix of promotional posts, educational content and engagement-driving material. Community management will include timely responses to comments and messages to foster audience interaction. Comprehensive analytics reporting will track

campaign performance against established KPIs, providing insights for ongoing optimization and demonstrating return on investment.

Expected outcomes include increased brand awareness, growth in follower base across all platforms, and measurable engagement with target audiences. The campaign will establish a strong social media presence that can be maintained beyond the initial 10-month period, with all assets, audience data and performance insights properly documented for future reference. The professional management approach will ensure optimal use of advertising budgets while maximizing the project's visibility across key social networks.

Activity 6.2.5: Promotional Video Production

The promotional video production will capture the essence of the project through professional visual storytelling. A team of experienced videographers, editors and directors will work together to create compelling content that showcases the project's key activities and impacts. The process begins with developing a creative concept that translates the project's objectives into an engaging narrative structure.

Filming will document various aspects of the project including on-site progress, laboratory work, pilot initiatives and important events. The crew will capture both wide-angle and detailed shots using professional equipment capable of high-resolution imagery and aerial footage. Interviews with project participants, beneficiaries and experts will provide personal perspectives and testimonials about the project's value and outcomes.

During post-production, the raw footage will be carefully edited to create a cohesive 5-minute promotional film. The editing process will incorporate professional voice-over narration, background music, graphical elements and animations to enhance the storytelling. Key statistics and facts will be integrated as on-screen text to reinforce important messages. The team will also produce shorter versions optimized for social media platforms and different communication channels.

All video content will maintain consistent branding aligned with the project's visual identity guidelines. The production team will archive the raw footage systematically, ensuring all materials are properly labeled and stored for potential future use. This includes both the original video files and project assets like graphics, animations and sound files.

The final deliverables will include multiple versions of the promotional content tailored for different uses - from comprehensive overviews suitable for presentations to shorter clips designed for digital platforms. These materials will serve as valuable tools for raising awareness about the project's achievements and impacts, while providing visual documentation of its implementation. The archived footage will remain available for creating additional content as needed throughout the project lifecycle and beyond.

Activity 6.2.6.: Printing promotional materials

The promotional materials production will create a comprehensive set of printed items to effectively market and promote the S4AI_HUB initiative. A professional design team will develop visually appealing materials that communicate the project's value proposition while maintaining brand consistency across all formats.

The production process will begin with conceptualizing designs that translate complex project information into accessible, engaging visual content suitable for various target audiences.

For large format displays, the team will produce 200 posters sized at minimum 1m x 0.7m, along with 7 roll-up banners measuring 1m x 2m and two media walls at 2m x 3m dimensions. These will feature high-resolution graphics and concise messaging to capture attention in exhibition and event settings. The printed collateral will include 300 full-color bilingual leaflets in Serbian and English, plus 1,000 A5 brochures promoting joint tourism offerings through digital printing technology.

Promotional merchandise will consist of 300 branded notebooks and 200 ballpoint pens for practical everyday use. Apparel production will yield 300 t-shirts and polo shirts in sizes ranging from S to 3XL, with unisex designs suitable for both male and female recipients. The team will also create 300 A5 notepads and 200 food packaging units featuring regional specialties, all produced in compliance with relevant safety regulations.

A professional printer operator will oversee the production process, ensuring color accuracy and quality control across all materials. The design team will prepare print-ready files optimized for each specific format and material type. All content will undergo thorough proofreading, particularly for the bilingual elements, before proceeding to production.

The finished materials will be prepared for strategic distribution at key events, partner locations, and information centers. The various items are designed to work together as part of an integrated marketing campaign, reinforcing the project's messaging through multiple touchpoints. The production will yield sufficient quantities to support promotional activities throughout the project duration while maintaining a consistent visual identity across all platforms and materials.

Activity 6.2.7.: The branding of the EDIH office space

The branding of the EDIH office space will create a professional and visually cohesive environment that effectively communicates the hub's identity and mission. Covering a 20m² area, the project will transform the workspace into a modern, branded setting that promotes the hub's activities while providing clear information to visitors.

Wall graphics and stickers will be applied throughout the office space, featuring the EDIH logo and visual identity elements. A large wall panel will prominently display the hub's mission statement alongside its logo, serving as a focal point in the reception area. Glass partitions will receive decorative vinyl stickers that maintain transparency while reinforcing brand recognition.

Three poster boards in A1 format will be produced using high-quality materials, either laminated or mounted on forex boards. These will showcase the hub's key services and areas of operation in a visually engaging manner. At the entrance, an information board measuring 60x40 cm will be installed, crafted from plexiglass with engraved details including the EDIH name, logo, and contact information.

The production process will begin with finalizing all design elements based on the existing visual identity guidelines, ensuring consistency in colors, fonts, and logo usage. Content for all informational materials will be carefully curated to communicate essential messages clearly and concisely. Technical specifications for each element will be verified

before production begins, including material choices and printing techniques suitable for long-term durability in an office environment.

Professional installers will handle the placement of all branded elements, paying special attention to alignment and positioning for maximum visual impact. The completed office branding will create a unified professional appearance that immediately identifies the space as part of the European Digital Innovation Hub network. The materials will be designed to withstand regular use while maintaining their visual appeal over time, providing both functional information and brand reinforcement.

Expected outcomes include enhanced brand recognition, improved communication with visitors, and a more professional working environment that effectively promotes the hub's services. The branded office space will serve as a physical representation of the EDIH's values and capabilities, making a positive impression on partners and stakeholders during meetings and events. All materials will be produced to high quality standards, with careful attention to detail in both design and execution.



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Quality Assurance Process

Organigram of the quality assurance process:

The QMP is articulated in 3 main sections:

- (1) Quality Management for Deliverables: defining key project deliverables and quality requirements for each category.
- (2) Quality Management for Outputs: defining the critical project outputs and quality requirements for them.
- (3) Quality Management for Work Processes: defining the critical project processes and the quality assurance methods.

The main quality assessment goals concerning both deliverables and processes are:

- To provide a quality assurance guide for the actions required by each involved partner;
- To provide specific qualitative indicators and concrete quality standards for deliverables, outputs and processes within the project.
- To exhibit the performance of the project's quality plan in accordance to the contractual requirements.

The QMP shall be used by:

- All the partners involved in the Project (Lead Partner, Projects Partners, Task Leaders and Deliverable Responsible).
- Anyone working on behalf of a Partner or any external stakeholder will be involved in reviewing or defining deliverables.
- Internal reviewers appointed by the coordinator responsible for reviewing completed deliverables and sign-off.

Project Quality Management

Project Quality Objectives relate to deliverables and outputs as follows:

a. Deliverables

- **Management (M)**
- **Implementation Documents (DI1)**
- **Implementation Process (DI2):**
- **Implementation & Result (DI3).**
- **Communication (C)**

b. Outputs:

- **Management (M).**
- **Implementation (OI1).**
- **Implementation (OI2)**

- **Implementation (OI3)**
- **Communication (OC):**
 - c. **Work processes**

Some of the work processes to be considered in the S4AI_Hub project are the following:

- Deliverable preparation process;
- Progress monitoring consistently one month before the end of the Reporting Period;
- Deliverable submission;
- Financial and narrative reporting (on a 6-monthly basis).

(a) Quality management for deliverables

i. Key project deliverables

The complexity of the S4AI_Hub project leads to a wide variety of deliverables, classified as follows:

- Plans, Reports, Policy documents, Frameworks and Other Documents
- Training Courses, Tutoring materials
- Workshops and Public events
- Pilots, Evaluations
- Publications, Promotion materials and Online E-Learning materials

All the deliverables will be prepared according to the standards and procedures set by the project in the Application Form. Each partner, responsible for a deliverable, must communicate all additional standards and procedures associated with the respective deliverable to all contributing partners involved in the development process.

Plans, Reports, Policy Documents, Frameworks and Other Documents

In the S4AI_Hub project, multiple types of documents, reports, plans, policy documents and frameworks will be produced. Some of the documents are intended for internal use, while others are public. However, internal documents and reports typically pertain to the project's daily operations, while external deliverables offer insights into the project's work, research progress, and outcomes. External deliverables require meticulous drafting, rich content, clear structure, and professional presentation. Furthermore, the QMP and the designated Quality Manager oversee the quality of these deliverables to ensure they meet the necessary standards.

The deliverables and reports should have a uniform appearance, structure and referencing scheme. An indicative structure is given below:

- Cover Page
- Table of contents
- Executive summary
- Deliverable content
- References (if necessary)

- Additional detailed technical and other information, if necessary, will be given in Appendices.

Reports produce information which has been compiled as a result of research and analysis of the available data and information at European, Danube Region and partner state levels. Reports can cover a wide range of topics but usually focus on transmitting information with a clear purpose to a specific audience.

Training Courses, Tutoring Materials

Training courses and tutoring materials are a necessary part of any project or activity that involves the exchange and accumulation of knowledge. Depending on the learning objectives and length of the training project/activity, there can be a wide range of material types.

Regarding the S4AI_Hub project, this deliverable refers to a series of toolkits as the following:

- Guidelines (i.e. Design guidelines, local policy guidelines)
- User guides (User guide for the interactive digital tools)
- Surveys.

Workshops and Public events

S4AI_Hub will positively contribute to the dialogue and exchange of knowledge between partners through the organisation of numerous project meetings and events, encouraging communication and cooperation between them.

These types of deliverables include a series of events like as following:

- S4AI_Hub meetings
- Local, thematic events
- Public campaigns and conferences

All meetings, workshops and other events planned in the context of the S4AI_Hub project must be professionally organised and meet the requirements concerning the nature and the numbers/type of target audiences. The deadline for completing necessary preparation activities depends on the event itself, but it must give enough time for participants' registration.

Additionally, the organiser will be responsible for providing all materials required for the event (if the event is offline-promotional or informative material, supporting documents, printed agendas, etc.) and for elaborating reports/minutes on the held event upon its completion. If the event is online, the organiser will be responsible for creating a dedicated web page that provides information about the event's agenda and ensures participants' registration. Also, the organiser will ensure the proper functioning of the technical part regarding the event organisation platforms online (ZOOM, Google Meet, etc.) and in person.

Pilots, Testbeds

*S4AI_HUB will support the process of detailed solution design, making technological choices regarding technologies and services, assisting in defining detailed architecture, validation, and benchmarking of solutions. The agreed-upon pilots must conduct their experiments through laboratories (AI Lab, Experimentation Lab, or Startups Open Innovation Lab) within three to nine (3 to 6) months, utilizing

selected services or resources provided by S4AI_HUB. Depending on the nature of the service, different procedures may apply. Generally, activities will include identifying a provider capable of meeting the pilot requirements (if not within internal capacity), negotiating terms for resource provision, including start and end dates, and ensuring intellectual property compliance clauses with service providers. Additionally, preparations and finalization of agreements between S4AI_HUB and pilot partners will be undertaken, after which the pilot will confirm access to the service.

Test Before Invest – This service will work on validating the feasibility of the proposed solution by testing the solution or requirements to determine the scope for proof of concept or prototype testing. This will reduce the risk of commercialization and implementation of the product's use before its validation.

Testing and Improving Digital Usability – This service is developed as a 6-month service for testing in a real-world environment alongside the company's systems to confirm the projected benefits envisioned by the project designers and effectively demonstrate the usefulness of the selected technology. Tailored to the needs of each project, this support includes collaboration with partners from academia, the private sector, and the public sector. The goal is to enable lasting digital transformation within the applicant organization, with a broad exchange of insights and best practices.

To ensure successful implementation, S4AI_HUB provides Test Before Invest support for digital transformation to SMEs and the public sector aiming to improve their operations through digital technologies, as well as Test Before Invest support for new products and services for those developing new solutions.

Rigorous evaluations play a crucial role in assessing the effectiveness and feasibility of the implemented pilot actions. Peer evaluation and validation reports provide comprehensive assessments of pilot outcomes, facilitating mutual learning and best practice sharing among project partners. By systematically evaluating the performance of pilot actions, the project ensures evidence-based decision-making and enhances the scalability and replicability of successful interventions.

Each pilot undergoes thorough consideration by the entire Consortium, considering the outcomes of project evaluations and quality risk assessments before implementation.

[Publications, Promotion Materials and Online E-Learning Materials](#)

Promotion and dissemination materials should be adequately developed and designed according to the principles and guidelines provided by the Coordinator to respond to the target audiences following the set action plan. They must follow the agreed methodology, address the selected target groups, and achieve the goals set within the planned time frame. All partners must consult the final version of documents and use the templates provided for a common and uniform communication and dissemination image.

[ii. Quality Requirements of Deliverables](#)

Quality control activities will monitor and verify that project deliverables and outputs meet defined quality requirements and that the processes conducted to manage and create deliverables/outputs are followed and are effective.

Plans, Reports, Policy Documents, Frameworks and Other Documents

The content of all plans, reports, policy documents, frameworks and other documents depends on their nature. They should follow the standard templates created by the COO. The content of the documents is the responsibility of the task leader / deliverable leader, but all the participants involved in the deliverable creation should agree with its content and structure. Moreover, the documents should always meet quality requirements based on the criteria defined below and be classified into two groups:

A. Content

- **Completeness:** Deliverables should be complete, reliable and clearly written to avoid misinterpretations or misunderstandings.
Indicators: missing content, redundancy
- **Accuracy:** All information used in the deliverable should be checked for correctness and appropriately supported by references.
Indicators: Error in Content, References, Insufficient Documentation
- **Relevance:** Deliverables should focus on key issues and consider the specific project's scope and target audience.
Indicator: Irrelevant information
- **Originality:** Authors (main authors, contributing authors) are responsible for ensuring that the document content is original and unpublished, and that it doesn't affect, in any way, the rights of third parties, in compliance with the International, Community and legislative provisions regarding copyrights. The partner responsible for a deliverable (output) shall ensure that the content of each report/analysis/tool/training material is the result of each author's own work, it has not been transcribed nor copied from other sources, except for the ones that are explicitly quoted.
Each project partner is responsible for verifying that the contribution/document by internal or external experts/authors meets the provisions regarding copyrights of text, data, images, art works, music, sounds, or movies (the list is not exclusive).
Each report / project contribution will be submitted to the analysis of an anti-plagiarism software.
Indicator: Clearance by antiplagiarism software.

B. Appearance and Structure

- **Uniformity:** All deliverables should have a uniform layout and structure according to the existing template.
Indicator: Lack of uniformity
- **Language:** All deliverables should be carefully checked for grammar, syntax and spelling errors.
Indicator: Syntax, spelling and grammars errors.

All the activity should be justified with appropriate material as follows:

Activity type	Source of verification
Seminar, conference (organization)	- Agenda; - Participants (registration list, signed by the Participant User); - Photos (hall, participants, speakers, program/project visualization, catering); - Presentation (with name, title and speaker signature); - Copies of materials provided to participants; - Feedback with recommendations and ratings from participants; - Public notice or invitations; - Service receipt; - Financial documentation related to the above.
Seminar, conference (participation)	- List of participants; - Report of the project representative; - Photo of the representative (in front of the agenda or other space at the seminar); - Information about the seminar posted on the project/beneficiary website; - Certificate(s) (if applicable); - Financial documentation related to the above.
Training course	- List of participants, full name, address, contact (phone, e-mail), name of the organization they represent; - Training program; - Training materials; - Feedback for training evaluation; - Training report and summary of feedback; - Photos from the training with visualization of the program/project; - Photos of the provided catering/coffee break; - Press publications with visualization of the program/project; - Documents on receipt of the service (if necessary for conducting a tender procedure).
Exhibition (participation)	- Hall plan; - Stand plan; - Stand photos (the visibility plaque must be visible in the photo).
Online events (seminars, conferences, trainings, etc.)	- Email invitations and confirmations of receipt; - Virtual event access data (meeting ID, access link, etc.); - Event software log; - Screenshots taken during the event, clearly indicating the date and number of participants;

	- Audio/video recording (if possible); - List of participants (names and emails); - Feedback from participants (in case of target group participation); - Other evidence suitable for the purpose.
Application for trademark or patent protection	- Copy of registration form; - Certificate; - Financial documentation related to the above.
Testing	- Test results report; - Certificate; - Financial documentation related to the above.
Website / portal	- Screenshot; - Website counter results, including site launch; - Service acceptance documents (if required to conduct a tender procedure); - Financial documentation related to the above.
Publications, advertisement	- A copy of the publication with a visualization of the program/project, including the first page of the magazine and the header of the User where the publication is located; - Financial documentation related to the above.
Advertisement (non-publication)	- Advertisement photos; - Video/Audio material with visualization of the program/project; - Financial documentation related to the above.
Internally completed tasks	- Progress reports and related physical results; - Drawings; - Developed strategies, plans, etc.; - Technical documentation (test results, test photos, etc.).
Working meetings	- List of participants, full name, address, contact (phone, email), and name of the organization they represent; - Detailed agenda; - Photos; - Meeting report.
External experts	- Documents on receipt of the service (if necessary to conduct a tender procedure); - Report on completed tasks; - Copies of produced materials; - Commissioning protocol.
Equipment procurement	- Procurement document, including Final Acceptance Certificate; - Declaration/Certificate of Origin of Equipment/Materials; - Inventory Lists; - Available equipment, stamped as described.
Promotional material purchase	- Tender documents, technical specifications, signed contracts; - Procurement documents, including the Certificate of Acceptance; - Copies of the produced material;

- Photographs taken during the receipt of promotional material.

Quality Dimension	Assessment
Work carried out corresponds to that described in the Application Form / Grant Agreement	YES - NO - n/a
Submitted for internal review within the deadline	YES - NO - n/a
Delivered in final form before the deadline in the AF/GA	YES - NO - n/a
Good English language and grammar	YES - NO - n/a
Documents formatted according to project templates	YES - NO - n/a
Accuracy and Quality of the Technical Content	Very Poor - Poor - Fair - Good - Very Good - n/a
Validity of the Scientific Approach	Very Poor - Poor - Fair - Good - Very Good - n/a
Compliance with Legal Framework and Procedures	YES - NO - n/a
Plagiarism checks passed successfully	YES - NO - n/a
Cost / Expenditure corresponding to Budget from AF/GA	YES - NO - n/a

Training Courses, Tutoring materials

Quality Dimension	Assessment
Work carried out corresponds to that described in the Application Form / GA	YES - NO - n/a
Provided relevant information that guided users to replicate promising practices and emerging practices	YES - NO - n/a
Proposed tasks of the project easier to complete	YES - NO - n/a
Enhanced learning experience	YES - NO - n/a

Provided comprehensive explanations	YES - NO - n/a
Allowed the sharing of the findings and recommendations	YES - NO - n/a
More collaborative and transparent approach	YES - NO - n/a
Compliance with Legal Framework and Procedures	YES - NO - n/a
Cost/Expenditure corresponding to Budget from AF/GA	YES - NO - n/a
Compliance with the deadlines from the AF/GA	YES - NO - n/a

Workshops and Public events

Quality Dimension	Assessment
Number of participants according to the size and amplitude of the event	YES - NO - n/a
Type of targeted audience according to the nature of the event	YES - NO - n/a
Achieved the goals mentioned in the AF	YES - NO - n/a
New connections have been made that brought added value to the project	Very Poor - Poor- Fair - Good - Very Good - n/a
Increased local capabilities, shared S4AI_Hub knowledge or shared other experiences and related best practices mentioned in the AF	Very Poor - Poor- Fair - Good - Very Good - n/a
Relevant speakers supported the goal of the event	YES - NO - n/a
Enhanced communication and collaboration between different stakeholder	Very Poor - Poor- Fair - Good - Very Good - n/a
Promotion and publicity of the event	Very Poor - Poor- Fair - Good - Very Good - n/a
Compliance with Legal Framework and Procedures	YES - NO - n/a
Cost/Expenditure corresponding to Budget from AF/GA	YES - NO - n/a
Compliance with the deadlines from the AF/GA	YES - NO - n/a

Pilots, Evaluations

Clear criteria for SMEs/startups to qualify for testing services.
Needs assessment to define test objectives, success metrics, and technology readiness level (TRL).
Step-by-step guides, online resources, and workshops to ensure effective engagement with testing environments.
Adherence to GDPR, cybersecurity, and AI ethics regulations.
Industry-aligned KPIs and evaluation methodologies for performance assessment.
Real-time tracking of system behavior, performance deviations, and failure points
Third-party expert evaluation of testing outcomes, ensuring objectivity.
Continuous input collection through surveys, interviews, and feedback sessions.
Clear insights on performance, risks, and investment recommendations.
Additional guidance for refining AI solutions before scaling.
Support in identifying funding, partnerships, and market entry strategies post-testing.

Publications, Promotion materials and Online E-Learning materials

Quality Dimension	Assessment
Compliance with the visual identity/design of the templates established by COO	YES - NO - n/a
Compliance with the number of publications, prints & media appearances establish by COO in monitoring tool	YES - NO - n/a
Regular communication and promotion activities throughout each period of the Project	YES - NO - n/a
Constant updating the communication and promotion activities in the monitoring tool created by the COO	YES - NO - n/a
Work carried out for promotional activities and events corresponds to that described in the AF	YES - NO - n/a
Reached a wider database of stakeholders and interested parties according to the target group establish in the AF	YES - NO - n/a

Promote project findings, results or outputs	YES - NO - n/a
Good English language and grammar	YES - NO - n/a
Compliance with Legal Framework and Procedures	YES - NO - n/a
Cost/Expenditure corresponding to Budget from AF/GA	YES - NO - n/a
Compliance with the deadlines from the AF/GA	YES - NO - n/a

b. Quality management for outputs

iii. Key Project Outputs

All outputs will adhere to the standards and procedures outlined in the project Application Form. Each output lead is responsible for ensuring that all contributing partners involved in the development process are informed of any additional standards and procedures specific to the respective output.

For a successful output description, the responsible person must fill out both documents on output reporting as listed below. All document templates are available in shared folders on MS Teams.

iv. Quality requirements of Outputs

Output title:	
Type of output:	
Contribution to PO indicator:	

Summary of the output (max. 1500 characters)
Please describe the output in terms of content, objective, scope and main characteristics.
Added value (max. 1500 characters)
Applicability and replicability (max. 1500 characters)

Please provide a concrete description of how the project output is to be applied in real life and could be replicated in other geographical and sectorial areas or different environments.	
Suggestions for improvement, if applicable (max. 1500 characters)	
Output Quality Level	☐ Low ☐ Average ☐ Good ☐ Excellent

c. Quality management and assurance for processes

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables and outputs. The previous section presented the quality control criteria for the various deliverables and outputs. In this section, the processes that will ensure those criteria are described.

The Quality Manager for the project is appointed from COO and assumes the responsibility of ensuring that all members fulfil their designated tasks. This includes activities such as proofreading, analysis, and qualitative review of project outputs. QM is tasked with ensuring that all project outputs undergo thorough proofreading before being submitted by the COO to the DTA/EC.

In the role, the QM is responsible for the accuracy and reliability of information provided in the quality report with the cooperation with the COO. The COO must ensure that the quality assurance process is followed up on effectively. This involves ensuring that the partnership duly considers all recommendations and findings from the QM.

Furthermore, any actions implemented based on these findings must be documented and included in the quality report corresponding to the specific output.

Therefore, QM is responsible for:

- reviewing all the project deliverables and outputs and providing feedback to the partnership and the deliverable/output leader;
- ensuring that the findings of the deliverables are included in the final outputs to be submitted to the Project Officer with cooperation with the COO.
- The COO is responsible for:

- validation of the deliverables and outputs before submission to the DTA/Project Officer;
- informing the DTA/Project Officer about any obstacles/ problems encountered during the process.

2. Deliverable / Output preparation process

To ensure the timely submission of S4AI_Hub Deliverables and Outputs, the preparation process has been articulated as follows:

- Table of Contents (TOC): 1,5 months before the due date (by D/O responsible)
- First draft: 1 month before the due date (by D/O responsible)
- Final version of the draft: 3 weeks before the due date (by D/O responsible)
- Quality check by the Quality Manager in 1 week: review to be delivered 2 weeks before due date
- Revision and integration of D/O based on the outcomes of the review process: 1 week before due date (by D/O responsible)
- Final review by the LP/ QM and upload on the shared Teams Folder of Final version in PDF format by the due date for submission to DTA/Project Officer.

To ensure that the deliverables of the project are of high quality and meet the specifications, each Deliverable will be reviewed externally by the Quality Manager who did not take part in writing the Deliverable (possibly, external to the Task in which the Deliverable is produced). If some problem occurs, it is promptly reported by the Partner in charge of the Deliverable to the Activity Leader to be put to the attention of the Project Coordinator. The internal submission deadline for Deliverables is three weeks ahead of the official date to allow enough time for the quality procedure.

d. Deliverable / Output submission and review process

The submission process is based on continuous reviews and feedback that will allow the D/O responsible to face and solve any problems. The process consists of the following steps:

- Deliverable/Output Responsible to Task Leader: The Deliverable/Output responsible sends the deliverable to the Task Leader which should review it within a predetermined period of time.
- Deliverable/Output Responsible and/ or Task Leader to Quality Manager: The QM reviews the deliverable according to the prevailing quality criteria, comments on it and sends it to the Project Manager.
- Project Manager to Deliverable Responsible: The Project Manager reviews the deliverable, integrates all comments into a peer review file, and sends it to the Deliverable. Responsible for an overall revision and the production of the final version. When the final version is ready, it is communicated to all involved.

This procedure should not necessarily be organised linearly; more steps could be done in parallel after the first version of the deliverable/ output is ready. The Deliverable / Output Responsible should upload the document in the shared folder from Teams and write an email to LP, Task Leader and the allocated Quality Manager to fulfil the quality check in a pre-defined time.

The deliverables submission procedure involves several reviews before the final submission. Every review monitors the deliverable's compliance with the quality criteria. The final rating may be marked as:

- Fully accepted: In this case, the deliverable is considered as the final version and is sent to the next level of revision (if necessary).
- Revisions required: In this case, the author has a predetermined period to include or disregard those comments and finalise the deliverable.
- Rejected: In this case, the deliverable should be rewritten and go through the described procedure again.

vi. Reporting

Lead Partner has to regularly report about the project's progress, proving that the implementation is in accordance with the Grant Agreement. Therefore, the CoP has to submit a KPI Progress Report (every 6 months) describing the activities carried out, the outputs, and deliverables delivered during the reporting period, and Interim report, presenting the project's financial progress.

The project is divided into 8 reporting periods for KPIs (6 months period), and 3 for interim reporting (M18, M24, M36) and final reporting -M48. Project Partner Reports (prepared by each project partner) must be submitted at the end of each 6-month period. Progress Reports must be submitted 30 days after the end of each reporting period. The official deadlines for reporting to the DTA/Project Officer are as follows:

	Reporting Period	Deadline for submission of Progress Report
KPIs reporting	January-June 2025	30.july 2025
	July-December 2025	31.january 2026
	January-June 2026	30.july 2026
	July – December 2026	31.january 2027
	January-June 2027	30.july 2027
	July – December 2027	31.january 2028
	January-June 2028	30.july 2028
	July – December 2028	31.january 2029
Interim report	January 2025-June 2026	30.july 2026
	July 2026-December 2027	31.january 2027
	January 2027 -December 2027	31.january 2028
Progress Report ¹	January-December 2025	31.january 2026
	January-December 2026	31.january 2027
	January-December 2027	31.january 2027
	January -December 2028	31.january 2027

¹ Progres Report is to be delivered by each member of Consortium to Coordinator as per Partnership Agreement

To ensure the quality of the reporting process the following standards have to be achieved:

- Punctuality: partners must comply with reporting/submission deadlines to prevent possible blockages at a certain stage of the project.
- Objectivity: the information reported must be in accordance with the concrete activities carried out in a certain period of time (which can be validated through pieces of evidence and facts). Information must be specific instead of vague or general to avoid interpretations or errors.
- Accuracy: reporting activity must be accurate in providing precise information and ensuring it is as correct as possible
- Regularity: to prove that the implementation activities are in accordance with AF, reporting activity must be constant throughout the lifetime of the project
- Timeliness: the information reported must be up-to-date concerning the specific reporting period

e. Progress Monitoring

For easier tracking of the project activities and time plan defined in the AF a project GANTT chart was developed to enable overall control of the project plan and achievement of planned outputs and results in the provided time frames, respecting the set milestones. The project GANTT chart includes activities' names, duration, semester and Activity Leaders, and planned outputs and deliverables per activity.

Implementation of the Workplan will be monitored with the help of the Workplan tracking document prepared to serve Task Leaders and contributing partners, as well as the LP and QM to follow the progress of each partner by tasks which are agreed at project meetings and in between.

The process of updating the checklist will be the following:

- The tracking file for each D/O will be uploaded to a shared online folder to which all ALs will receive access.
- The responsibility of each AL is to update the tracking file each month in two ways:
 - to update (add) the tasks if there were some new tasks defined in the last month
 - to update the progress of each partner.

Through the tracking system, the Project Manager (LP) will monitor the project progress, remind partners about deadlines for sending the agreed outputs to the QM and make sure that the project is following the implementation plan. This kind of monitoring aims to ensure better acquaintance with the project progress to everybody involved and better circulation of outputs.

Conclusion

The Quality Management Plan outlines our commitment to delivering high-quality outputs and outcomes for the project S4AI_Hub. By implementing the strategies, processes, and procedures outlined in this plan, we aim to ensure that project deliverables meet or exceed the expectations of our stakeholders and contribute to the successful achievement of project objectives.

Appendix A: Project Time Line

Action Plan
Project end
date:

Project title:

S4AI_HUB

31-dec-2028

TASK	ACTIVITY DESCRIPTION	PARTNER	RESPONSIBLE PERSON	PROGRESS	STATUS	START	DAYS	END
Activity P	PREPARATORY ACTIVITIES					1-dec-2024	120	31-mar-2025
Activity P.1	Partnership agreement	NTP Niš	Ivan Pavlović	100%	Finished / Finalizovano	1-dec-2024	25	26-dec-2024
Activity P.2	Setting up the MS Teams platform and Google Drive repository	NTP Niš	Ivan Pavlović	100%	Finished / Finalizovano	1-dec-2024	120	31-mar-2025
Activity P.3	Deposit of signatures	NTP Niš	Branislava Milanović	100%	Finished / Finalizovano	4-jan-2025	10	14-jan-2025
Activity P.4	Partners opens a dedicated account for Grant implementation purposes	NTP Niš	Branislava Milanović	70%	Critical / Kritično kašnjenje	4-jan-2025	10	14-jan-2025
Activity P.5	NTP Niš s transfer a first milestone payment to dedicated account	NTP Niš	Branislava Milanović	0%	Critical / Kritično kašnjenje	14-jan-2025	15	29-jan-2025
Activity P.6	Procurement for EDIH Office-ICT and Furniture	NTP Niš	Ivan Pavlović	0%	Manageable delay / Neznatno kašnjenje	15-dec-2024	45	29-jan-2025
WP 1	Manage an Effective and Sustainable S4AI_HUB	NTP Niš	Ivan Pavlović	0%		4-jan-2025	537	25-jun-2026
T1.1.	EDIH coordination and management	NTP Niš	Ivan Pavlović	0%	On track / Na vreme	4-jan-2025	360	30-dec-2025
Activity 1.1.1	Roles and responsibilities to be identified	NTP Niš	Ivan Pavlović	100%	On track / Na vreme	4-jan-2025	30	3-feb-2025
Activity 1.1.2	Define procedures and rules	NTP Niš	Ivan Pavlović		On track / Na vreme	4-jan-2025	30	3-feb-2025
Activity 1.1.3	Organization of 1st Project Team Meeting	NTP Niš	Ivan Pavlović	100%	Finished / Finalizovano	3-feb-2025	14	17-feb-2025

Activity 1.1.4	Organization of 1st Project Steering Committee Meeting	NTP Niš	Ivan Pavlović	100%	Finished / Finalizovano	3-feb-2025	14	17-feb-2025
Activity 1.1.6	Organization of 2nd Project Team Meeting	NTP Niš	Ivan Pavlović	0%	On track / Na vreme	10-jul-2025	15	25-jul-2025
Activity 1.1.7	Reporting	NTP Niš	Ivan Pavlović	0%	On track / Na vreme	1-jan-2025	540	25-jun-2026
D1	S4AI_HUB Strategy and Plans prepared and adopted	NTP Niš	Ivan Pavlović	100%	Finished / Finalizovano	4-jan-2025	90	4-apr-2025
D3	Collaborative tools created	NTP Niš	Ivan Pavlović	100%	Finished / Finalizovano	4-jan-2025	90	4-apr-2025
T1.2	Capacity building of S4AI_HUB staff on AI issues	IVI	Ilja Popović	100%	Finished / Finalizovano	3-feb-2025	24	27-feb-2025
Activity 1.2.1.	Support organization of capacity building (premises, refreshment, ..)	NTP Niš	Ilja Popović	100%	Finished / Finalizovano	3-feb-2025	24	27-feb-2025
Activity 1.2.2.	Technical issues of trainings (agenda, training material, trainers)	IVI	Ilja Popović	100%	Finished / Finalizovano	3-feb-2025	24	27-feb-2025
D2	S4AI_HUB staff trained in lack of skills on AI	IVI	Ilja Popović		Finished / Finalizovano	4-jan-2025	90	4-apr-2025
T1.3.	Collaboration with Digital Transformation Accelerator (DTA)	NTP Niš	Aleksandra Ristić	10%	On track / Na vreme	4-jan-2025	360	30-dec-2025
Activity 1.3.1	Provide to the DTA the necessary data/information	NTP Niš	Aleksandra Ristić	5%	On track / Na vreme	4-jan-2025	360	30-dec-2025
Activity 1.3.2	Participate in the relevant support activities of the DTA	NTP Niš	Aleksandra Ristić	10%	On track / Na vreme	4-jan-2025	360	30-dec-2025
Activity 1.3.3	Participation in the "Train the trainer" programme organised by the DTA	NTP Niš	Aleksandra Ristić	60%	On track / Na vreme	4-jan-2025	360	30-dec-2025
D5	KPIs report M6	NTP Niš	Marko Ljubenović	0%		1-jan-2025	180	30-jun-2025
D6	KPIs report M6	NTP Niš	Marko Ljubenović	0%		1-jul-2025	180	28-dec-2025
WP2	Innovation ecosystem and networking	CDT				26-jul-2015	3833	22-jan-2026

T.2.1.	Identification and matchmaking	NTP Niš	Miloš Grozdanović	2%	On track / Na vreme	1-feb-2025	180	31-jul-2025
Activity 2.1.1.	EDIH Caravan-South-East Serbia	NTP Niš	Miloš Grozdanović	2%	On track / Na vreme	1-mar-2025	120	29-jun-2025
Activity 2.1.2.	EDIH Caravan-West Serbia	STP Čačac	Mirko Pešić	2%	On track / Na vreme	1-mar-2025	120	29-jun-2025
Activity 2.1.3.	EDIH Caravan-Belgrade	ICEF	Ilija Radovanović	0%	On track / Na vreme	1-mar-2025	120	29-jun-2025
Activity 2.1.4.	EDIH Caravan-Vojvodina	IVI	Zorka Glušica	0%	On track / Na vreme	1-mar-2025	120	29-jun-2025
Activity 2.1.5.	Organization of S4AI_HUB community events-1	NTP Niš	Marko Ljubenović	0%	On track / Na vreme	1-sep-2025	45	16-okt-2025
Activity 2.1.5.	Organization of S4AI_HUB community events-2	NTP Niš	Marko Ljubenović	0%	On track / Na vreme	1-okt-2025	45	15-nov-2025
Activity 2.1.5.	Needs and gaps analysis for digital transformation of SMEs in Serbia (link T3.2)	NTP Niš	Miloš Grozdanović	5%	On track / Na vreme	4-jan-2025	150	3-jun-2025
Activity 2.1.5.	Setting-up the AI business matchmaking platform-	ICEF	Boško Nikolić	2%	On track / Na vreme	1-feb-2025	333	31-dec-2025
D13	Needs and gaps analysis for digital transformation of SMEs in Serbia (link T3.2)	NTP Niš	Miloš Grozdanović	5%	On track / Na vreme	4-jan-2025	150	3-jun-2025
T.2.2	Digital Maturity Assessment –Bootcamp for digital transformation	CDT	Filip Mrdak	0%	On track / Na vreme	1-mar-2025	210	27-sep-2025
Activity 2.2.1	Prpeare Operational Manual for DMA	CDT	Filip Mrdak	10%	On track / Na vreme	1-feb-2025	90	2-maj-2025
Activity 2.2.2	Prepare and publish an open call for Bootcamps	CDT	Filip Mrdak	0%	On track / Na vreme	1-mar-2025	120	29-jun-2025
Activity 2.2.3	Publish an open call for Bootcamps	CDT	Filip Mrdak	0%	On track / Na vreme	10-jun-2025	30	10-jul-2025
Activity 2.2.4	Commission evaluation	CDT	Filip Mrdak	0%	On track / Na vreme	11-jul-2025	15	26-jul-2025
Activity 2.2.5	Digital Maturity Assessment	CDT	Filip Mrdak	0%	On track / Na vreme	26-jul-2015	60	24-sep-2015
Activity 2.2.6	Expert analysis of the company	CDT	Filip Mrdak	0%	On track / Na vreme	25-sep-2025	60	24-nov-2025
Activity 2.2.7	Developing strategy and first project idea for digitalization/innovation	CDT	Filip Mrdak	0%	On track / Na vreme	24-nov-2025	30	24-dec-2025

Activity 2.2.8	Providing the Strategy and TBI Voucher		Filip Mrdak	0%	On track / Na vreme	23-dec-2025	30	22-jan-2026
T.2.3.	Sustainable Innovation Ecosystem	CDT	Filip Mrdak	0%	On track / Na vreme	4-jan-2025	360	30-dec-2025
Activity 2.3.1	Utilising the JRC Innovation Radar Platform	CDT	Filip Mrdak	0%	On track / Na vreme	4-jan-2025	360	30-dec-2025
T2.4.	Events as tools for networking	Ni-Cat	Goran Mladenović	0%	On track / Na vreme	4-jan-2025	360	30-dec-2025
Activity 2.4.1	Organization of Business to Business Digital Brokerage events	Ni-Cat	Goran Mladenović	0%	On track / Na vreme	15-sep-2025	15	30-sep-2025
Activity 2.4.2	Organization of "Business clubs"	Ni-Cat	Goran Mladenović	0%	On track / Na vreme	15-okt-2025	15	30-okt-2025
Activity 2.4.3	Networking online session with diaspora	Ni-Cat	Goran Mladenović	0%	On track / Na vreme	30-nov-2025	15	15-dec-2025
T2.5.	Events as tools for networking	NTP Niš	Marko Ljubenović	50%	On track / Na vreme	1-jan-2025	180	30-jun-2025
Activity 2.5.1	Key EDIH Event "Forum of Advanced Technology"	NTP Niš	Marko Ljubenović	50%	On track / Na vreme	1-jan-2025	180	30-jun-2025
T2.6	EDIH internationalisation	ICEF	Ilija Radovanović	0%	On track / Na vreme			
Activity 2.6.1	Develop partnerships for integrating external technical offers into the S4AI_HUB and into the S4AI_HUB marketplace when appropriate	ICEF	Ilija Radovanović	0%	On track / Na vreme	4-jan-2025	360	30-dec-2025
Activity 2.6.2	Participation on first EDIH events	ICEF	Ilija Radovanović	0%	On track / Na vreme	1-apr-2025	60	31-maj-2025
Activity 2.6.3	Participation on second EDIH events	ICEF	Ilija Radovanović	0%	On track / Na vreme	1-sep-2025	60	31-okt-2025
Activity 2.6.4	Participation on 1st General European Commission events	ICEF	Ilija Radovanović	0%	On track / Na vreme	1-jun-2025	60	31-jul-2025
Activity 2.6.5	Participation in 2nd General European Commission events	ICEF	Ilija Radovanović	0%	On track / Na vreme	1-okt-2025	60	30-nov-2025
Activity 2.6.6	Participation in 1st industry-related events, fairs, and tradeshows	ICEF	Ilija Radovanović	0%	On track / Na vreme	1-maj-2025	60	30-jun-2025
Activity 2.6.7	Participation in 2nd industry-related events, fairs, and tradeshows	ICEF	Ilija Radovanović	0%	On track / Na vreme	1-nov-2025	60	31-dec-2025

T2.7	Developing list of services	NTP Niš	Miloš Grozdanović	0%		1-jan-2025	364	31-dec-2025
Activity 2.7.1	List of tools and services offered through S4AI_HUB	NTP Niš	Miloš Grozdanović	0%	On track / Na vreme	1-jan-2025	364	31-dec-2025
WP3	Developing Skills and Trainings	IVI		0%		1-jan-2025	363	30-dec-2025
T3.1.	Train-the-Trainer (DTA)	NTP Niš	Aleksandra Ristić	0%	On track / Na vreme	1-jan-2025	270	28-sep-2025
T3.2	Developing programme curriculum (Link D13)	NTP Niš	Aleksandra Ristić	15%	On track / Na vreme	1-mar-2025	180	28-avg-2025
T3.3	Provide advanced digital knowledge and skills	NTP Niš	Aleksandra Ristić	0%	On track / Na vreme	1-sep-2025	120	30-dec-2025
Activity 3.3.1	Selecting trainers for educational and capacity	NTP Niš	Aleksandra Ristić	0%	On track / Na vreme	1-avg-2025	90	30-okt-2025
Activity 3.3.3	Providing the training	IVI	Zorka Glušić	0%	On track / Na vreme	30-okt-2025	60	29-dec-2025
Activity 3.3.4	Providing mentoring	IVI	Zorka Glušić	0%	On track / Na vreme	30-okt-2025	60	29-dec-2025
WP4	Test before invest	ICEF				1-mar-2025	713	12-feb-2027
T4.1.	Test before Invest Launching	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-jan-2026	30	14-feb-2026
Activity 4.1.1.	Preparation of Operational Manual for TBI	ICEF	Ilija Radovanović	5%	On track / Na vreme	1-mar-2025	90	30-maj-2025
Activity 4.1.1	Restricted Public Call - preparation, Application & Selection	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-jan-2026	30	14-feb-2026
Activity 4.1.2	Analyse technical requirements and fulfil the specific agreements to cover them	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-feb-2026	30	17-mar-2026
Activity 4.1.3	Develop detailed work plans including objectives, milestones, KPIs, IPR and exploitation plans	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-mar-2026	30	14-apr-2026

Activity 4.1.4	Provision and enable access to the requested EDIH AI SERBIA services and infrastructure	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-apr-2026	150	12-sep-2026
T4.2.	Experimentation Lab	ICEF		0%	On track / Na vreme	15-apr-2026	150	12-sep-2026
Activity 4.2.1.	Provision and enable access to the requested S4AI_HUB services and infrastructure	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-apr-2026	150	12-sep-2026
T4.3	AI Lab	IVI		0%	On track / Na vreme	15-apr-2026	150	12-sep-2026
Activity 4.3.1.	Provide support in prototyping AI solutions, testing their feasibility, effectiveness, and scalability	IVI	Ilija Popović	0%	On track / Na vreme	15-apr-2025	150	12-sep-2025
T4.4	Startups open innovation lab	NTP Niš	Marko Ljubenović	0%	On track / Na vreme	15-apr-2026	150	12-sep-2026
Activity 4.4.1.	Contracting open Innovation Expert for integration successful projects from TBI phase into the framework	NTP Niš	Ivan Pavlović	0%	On track / Na vreme	1-jul-2025	90	29-sep-2025
Activity 4.4.2	Organization of hackathon/open innovation challange-Niš	NTP Niš	Marko Ljubenović	0%	On track / Na vreme	15-apr-2026	150	12-sep-2026
Activity 4.4.3	Organization of hackathon/open innovation challange-Čačak	NTP Čačak	Mirko Pešić	0%	On track / Na vreme	15-apr-2026	150	12-sep-2026
T4.5	Provide first-level support and monitoring progress	ICEF		0%	On track / Na vreme	15-sep-2026	150	12-feb-2027
Activity 4.5.1	Establishing operational support procedures for the pilots, including providing first-level support for inquiries, monitoring progress, tracking KPIs, and identifying risks	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-sep-2026	150	12-feb-2027
Activity 4.5.2	Organization of community meetings-platform to assess pilot status	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-sep-2026	150	12-feb-2027

Activity 4.5.3	Digital usability test & improvement/product validation:	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-sep-2026	150	12-feb-2027
Activity 4.5.4	Support with impact assessments for the implemented concepts	ICEF	Ilija Radovanović	0%	On track / Na vreme	15-sep-2026	150	12-feb-2027
Activity 4.5.5	Utilization of a Trello board for tracking all subtasks and monitoring progress	ICEF	Ilija Radovanović	0%		15-sep-2026	150	12-feb-2027
T4.6	Define pre-commercial agreements for continued business relationships	NTP Niš	Miloš Grozdanović	0%	On track / Na vreme	12-feb-2027	120	12-jun-2027
Activity 4.6.1	Formulation of Pre-commercial Agreements	NTP Niš	Miloš Grozdanović	0%	On track / Na vreme	12-jun-2027	120	10-okt-2027
WP 5	Securing Investment	ICT Hub	Olga Arsenović	0%	On track / Na vreme	1-jul-2025	180	28-dec-2025
Activity 5.1.1	Operational Manual for Securing investment	ICT Hub	Olga Arsenović	5%	On track / Na vreme	1-mar-2025	90	30-maj-2025
T5.1	Support in assessment of financial possibilities	ICT Hub	Olga Arsenović	0%	On track / Na vreme	1-jul-2025	180	28-dec-2025
Activity 5.1.2	Utilizing data analytics and financial expertise	ICT Hub	Olga Arsenović	0%	On track / Na vreme	1-jul-2025	180	28-dec-2025
T5.2	Support in the development of business plans/investment plans/grant applications/pitch	ICT Hub	Olga Arsenović	0%	On track / Na vreme	1-jul-2025	180	28-dec-2025
T5.3	Support in developing feasibility studies	ICT Hub	Olga Arsenović	0%	On track / Na vreme	1-jul-2025	180	28-dec-2025
T5.4	Organization of promo days-Test before buying	ICT Hub	Olga Arsenović	0%	On track / Na vreme	1-jul-2025	180	28-dec-2025
WP 6	Promotion, Dissemination and Outreach	NTP Niš	Stanislava Simić	0%	On track / Na vreme	1-jan-2025	180	30-jun-2025
T6.1.	Development of communication strategy, marketing plan	NTP Niš	Stanislava Simić	0%	On track / Na vreme	1-jan-2025	180	30-jun-2025
Activity 6.1.1	Developing Communication Strategy	NTP Niš	Stanislava Simić	0%	On track / Na vreme	1-jan-2025	180	30-jun-

								2025
Activity 6.1.2	Developing Marketing Plan	NTP Niš	Stanislava Simić	0%	On track / Na vreme	1-jan-2025	180	30-jun-2025
Activity 6.1.3	Developing website	NTP Niš	Stanislava Simić	0%	Finished / Finalizovano	1-jan-2025	30	31-jan-2025
Activity 6.1.4	Content development and dissemination	NTP Niš	Stanislava Simić	0%	On track / Na vreme	1-jan-2025	180	30-jun-2025
D23	Dissemination and Exploitation strategy	NTP Niš	Stanislava Simić			1-jan-2025	180	30-jun-2025
T6.2	Contract Signature services-marketing and promotion	NTP Niš	Stanislava Simić	0%		1-feb-2025	300	28-nov-2025
Activity 6.2.1	Design of Campaign and common visual identity	NTP Niš	Stanislava Simić	0%	On track / Na vreme	1-feb-2025	100	12-maj-2025
Activity 6.2.2	Testing of target groups	NTP Niš	Stanislava Simić	0%	On track / Na vreme	12-maj-2024	15	27-maj-2024
Activity 6.2.3	Printing promotional materials	NTP Niš	Stanislava Simić	0%	On track / Na vreme	27-maj-2025	15	11-jun-2025
Activity 6.2.4	Creating EDIH office visibility	NTP Niš	Stanislava Simić	0%	On track / Na vreme	27-maj-2025	30	26-jun-2025
Activity 6.2.5	Creating digital materials	NTP Niš	Stanislava Simić	0%	On track / Na vreme	27-maj-2025	30	26-jun-2025
Activity 6.2.6	Promoting through media channels	NTP Niš	Stanislava Simić	0%	On track / Na vreme	27-maj-2025	240	22-jan-2026
Activity 6.2.7	Developing partner portal pages	NTP Niš	Stanislava Simić	0%	On track / Na vreme	27-maj-2025	30	31-jan-2025
Activity 6.2.9	Producing promotional films and animations	NTP Niš	Stanislava Simić	0%	On track / Na vreme	1-apr-2025	270	27-dec-2025

Appendix B: Deliverable template

Deliverable D X.Y

Deliverable title

Project acronym:	XXXXXX
Starting date:	01/0X/201X
Duration (in months):	XX
Call (part) identifier:	XXXXXX
Grant agreement no:	XXXXXX
Due date of deliverable:	Month XX
Actual submission date:	DD-MM-YYYY
Responsible/Author:	Name + Beneficiary Short Name
Dissemination level:	PU/CO
Status:	Draft/Issued

Reviewed: (yes/no)

Document history		
Revision	Date	Description
1		First issue

Report contributors		
Name	Beneficiary Short Name	Details of contribution

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ICEF



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1. . Executive Summary

The Executive Summary shall:

- outline the aim and conclusion of the deliverable
- include the methodology/approach
- highlight the major findings, results and recommendations
- mention the eventual shortcomings/limitations
- be written in an easy understandable language,
- with short and concise wording, so that it can also be used in other documentation or public websites to explain the content of the deliverable
- not be more than 1 page
- be readable separately from the rest of the document, so that those who read only the executive summary should get the essence of the document without the details
- not be a copy of the conclusions section

2. Abbreviations and acronyms

Abbreviation / Acronym	Description

3. Background

The present document constitutes the Deliverable DX.X “TITLE” in the framework of the Flagship Project XXX – [Name] as described in the S4AIHUB and contributes as well to the Project XXX – [Name]. *(If Applicable)*

4. Objective/Aim

This document has been prepared to provide (...)

Please describe the objective / aim of the present deliverable linked to the FP addressed.

5. [Content of the deliverable] Heading 1

5.1. Heading 2

5.1.1.Heading 3

5.1.1.1. Heading 4

5.1.1.1.1. Heading 5

- Bullet point Level 1
 - Bullet point Level 2
 - Bullet point Level 3

6. Conclusions

The conclusions shall:

- Briefly introduce the context of the work
- Restate the problem
- Describe the objective of the task/deliverable
- Mention the methodology
- Summarise the findings
- Evaluate the results
- Point out the eventual shortcomings/limitations
- Highlight the best solution
- Evaluate the work/deliverable (Have the planned objectives of the task/deliverable been achieved?)
- Propose implications for other tasks/works/projects
- Propose future work

7. References

LastName1 X. Y., LastName2 X. Y. – *Title* – YEAR, Publication (Vol., Issue)

8. Appendices



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