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EXECUTIVE SUMMARY

The S4AI_HUB project aims to establish a sustainable and high-performing European Digital Innovation Hub in Serbia, focused on supporting SMEs and public sector organizations in their digital transformation, particularly in the field of Artificial Intelligence. This deliverable presents the initial framework for monitoring progress and assessing impact through Key Performance Indicators (KPIs), in line with the project's objectives and the overall ambition to drive innovation, foster collaboration, and strengthen regional digital ecosystems.

The methodology applied combines a results-oriented monitoring and evaluation (M&E) system with regular data collection and analysis, structured across three key checkpoints—M18, M36, and M48. KPIs have been designed to capture quantitative progress, reflect the hub's outreach and service delivery, and guide strategic adjustments. These indicators measure the number of SMEs supported, strategic partnerships formed, regional DIHs connected, institutions reached, participation in industry events, and services offered through the S4AI_HUB marketplace. Baseline values for 2024 are set at zero, reflecting the starting phase of implementation, while clearly defined targets have been established for each milestone to ensure measurable progress.

The first findings demonstrate that the project has laid solid groundwork for scaling up activities and delivering on its impact goals. Early engagement with stakeholders and visibility efforts have already resulted in increased awareness and initial collaborations, setting a promising foundation for the upcoming reporting periods. The approach integrates both technical and relational aspects of DIH operations, emphasizing not only numbers but also the quality and sustainability of partnerships and services.

Some limitations at this stage include the evolving nature of digital innovation ecosystems and the challenge of attributing long-term impact to early-stage interventions. The KPIs will therefore be reviewed and potentially refined as the project evolves, ensuring alignment with both strategic objectives and on-the-ground developments. Despite these limitations, the KPI framework provides a clear structure for tracking performance and supports evidence-based decision-making within the project.

Overall, this document establishes a transparent, structured, and dynamic system for impact monitoring. It reflects the project's commitment to measurable outcomes and accountability, while offering a foundation for continuous improvement and strategic alignment throughout the lifespan of S4AI_HUB.

1. ABBREVIATIONS AND ACRONYMS

Abbreviation / Acronym	Description
S4AI_HUB	Serbian European Digital Innovation Hub on Artificial Intelligence.
D	Deliverable
AI	Artificial Intelligence.
T	Task
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
DTA	Digital Transformation Accelerator
EU	European Union
GA	Grant Agreement
SME	Small and Medium Enterprises
DEP	Digital Europe Programme
EDIH	European Digital Innovation Hubs
KO	Key Objective
DMA	Digital Maturity Assessment
ECCP	European Cluster Collaboration Platform
TBI	Test Before Invest
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
AMD	Advanced Micro Devices
CEO	Chief Executive Officer
NALED	National Alliance for Local Economic Development
STEM	Science, technology, engineering, and mathematics
ROI	Return on investment
EIT	European Institute of Innovation and Technology
JOIST	JOIST Innovation Park Larissa, Greece
PMO	Project management office
VC	<i>Venture capital</i>
VR	Virtual Reality
IoT	Internet of Things
RCC	Regional Cooperation Council
INNDIH	Valencia Region Digital Innovation Hub
CROBOHUB.AI	Croatian Robotics Digital Innovation Hub

2. BACKGROUND

The present document constitutes the Deliverable D5.1 “KPI Framework and Impact Monitoring” in the framework of the Flagship Project S4AI_HUB – Serbian European Digital Innovation Hub on Artificial Intelligence. As described in the S4AI_HUB project, this deliverable lays the foundation for systematically tracking the performance and impact of the hub’s activities. It contributes to the overarching goals of the Digital Europe Programme by ensuring transparent, evidence-based progress monitoring and supports alignment with broader EU efforts aimed at strengthening digital innovation capacity, particularly in the field of Artificial Intelligence.

3. OBJECTIVE/AIM

This document has been prepared to provide a structured overview of the Key Performance Indicator (KPI) framework established for the S4AI_HUB project, in alignment with the project's overall goals under the Digital Europe Programme. Its aim is to define measurable indicators that will enable consistent monitoring, evaluation, and reporting of progress toward the project's specific objectives. The deliverable supports the development of a transparent and results-oriented performance assessment system, ensuring that the S4AI_HUB delivers meaningful impact in supporting the digital transformation of SMEs and public sector stakeholders through AI-driven innovation services

4. IMPACT AND KPI ASSESSMENT

WP1 of the S4AI_HUB project is dedicated to Monitoring and Evaluation (M&E), including the design, tracking, and periodic assessment of Key Performance Indicators (KPIs) that measure the hub's success in delivering its services and achieving impact. All core consortium members contribute to this work package in accordance with their thematic roles—ranging from digital innovation service provision to capacity building, communication, and ecosystem engagement. The present deliverable, developed under Task 1.1, constitutes the first version of the impact and KPI assessment framework and outlines the structure for collecting, analyzing, and reporting performance data throughout the project lifecycle.

The methodology used for developing the KPI system is grounded in a participatory and impact-oriented approach, aligning with the principles of the Digital Europe Programme and the specific objectives of the S4AI_HUB. It includes the establishment of baseline values, targets for three key project milestones (M18, M36, and M48), and the integration of a result-based reporting mechanism through the Digital Transformation Accelerator (DTA) system every six months. The KPIs were initially defined during the proposal phase and further refined during the inception of the project in collaboration with all partners.

To ensure comparability and strategic alignment, the KPIs reflect dimensions across relevance, reach, service delivery, and stakeholder engagement. Specific indicators include the number of SMEs directly supported, strategic partnerships established with multipliers and service providers, number of connected regional DIHs, outreach activities toward SMEs and public institutions, participation in industry events, and the number of services available in the S4AI_HUB marketplace.

The rationale behind the selection of these KPIs rests on several key criteria:

- **Direct alignment with project objectives:** Each KPI tracks progress against clearly stated goals in the Grant Agreement (GA), particularly the strengthening of digital transformation capacities in SMEs and public administrations.
- **Coverage of multiple impact dimensions:** Indicators capture quantitative outputs across technical, economic, institutional, and ecosystem-building categories.
- **Stakeholder-driven relevance:** The KPIs were validated by partners who are responsible for implementing respective work streams, ensuring feasibility and meaningfulness of the metrics.
- **Measurability and comparability:** The values are expressed in clear numerical form to allow for objective tracking and cross-period analysis.
- **Scalability and adaptability:** As the project evolves, the KPI framework allows for revisions to incorporate lessons learned and respond to external factors or emerging opportunities.

The KPI list is supported by an internal tracking tool shared among project partners, with responsibility for individual indicators allocated based on task leadership. This ensures accountability and regular updates, contributing to a transparent and data-informed management process.

As of this first version, the indicators serve both as a strategic compass and as operational metrics, enabling the S4AI_HUB to continuously assess whether its services, partnerships, and outreach activities are on track to meet its mission. Future iterations of this deliverable will build upon cumulative results, incorporate additional qualitative insights where necessary, and provide the basis for the final evaluation of impact at project completion (M48)

This section builds upon the foundational KPI framework established in the first reporting period. In line with evolving reporting requirements from the European Commission (HADEA), the S4AI Hub has integrated a new, structured KPI table to provide a clearer, sector-specific breakdown of service delivery. This new format enhances the granularity of our impact assessment, aligning with the Grant Agreement's (GA) objectives while ensuring full transparency and comparability of our results.

4.1. History of KPI Development

The development of the KPI framework within the S4AI_HUB project was initiated under Task 1.1 as part of the broader Monitoring and Evaluation (M&E) system. The process was led by the coordination team in collaboration with all consortium partners, ensuring a participatory and mission-driven approach to performance measurement. The original set of KPIs was defined during the proposal phase and grounded in the strategic goals outlined in the Grant Agreement (GA), focusing on the delivery of high-quality services, ecosystem engagement, and digital transformation support for SMEs and public institutions.

During the first months of the project, the initial KPI set was reviewed and validated through internal consultations, bilateral exchanges, and feedback rounds with thematic work package leaders. Comparative insights were also drawn from prior Digital Europe Programme (DEP) and Horizon 2020 projects, particularly those related to Digital Innovation Hubs (DIHs) and Artificial Intelligence deployment in SMEs, ensuring coherence with European-level expectations and best practices.

The number of KPIs was intentionally limited to those that are both result-oriented and operationally measurable, allowing the team to focus on meaningful progress rather than administrative overhead. The framework includes clear baseline values, measurable targets at M18, M36, and M48, and a system for tracking contributions through the Digital Transformation Accelerator (DTA) platform every six months.

This iterative process allowed the team to ensure that each KPI aligns with one or more project objectives, is feasible to measure with available data, and reflects the diversity of activities implemented by the S4AI_HUB across its strategic domains—capacity building, business support, ecosystem integration, and technology uptake.

A summary of key milestones in the KPI development process is provided below:

Date	Activity
January 2025	Initial review of proposal-defined KPIs and mapping against project objectives
February 2025	Internal partner consultations to confirm relevance and data availability
March 2025	Alignment with DTA reporting structure and Digital Europe Programme indicators
April 2025	KPI framework draft shared with all WP leaders and adjusted based on feedback
May 2025	Final version of KPI list agreed among partners and integrated into tracking tools
June 2025	Submission of first internal KPI monitoring report and onboarding to DTA system

Table 1. Key milestones in the KPI development process

This collaborative and adaptive process ensures that the KPI system remains a living component of project management, capable of reflecting real-time developments and supporting evidence-based decision-making throughout the duration of the S4AI_HUB project.

4.2. Evolution of the KPI Tracking System

The KPI development process, initiated under Task T1.1, has progressed from a strategic framework to an operational data collection and reporting system. During this reporting period, the consortium successfully transitioned to the new standardized KPI reporting template mandated by HADEA. This involved mapping our ongoing activities and results against the template's structure, ensuring a seamless integration of our existing monitoring practices with the new format. The participatory approach, involving all work package leaders, was maintained to validate data accuracy and relevance.

4.3. Rationale for the Choice of KPIs

The selection of Key Performance Indicators (KPIs) within the S4AI_HUB project has been guided by the need to quantitatively assess the project's effectiveness in delivering support to SMEs, public institutions, and the broader digital innovation ecosystem. Each KPI has been carefully aligned with the project's specific objectives as outlined in the Grant Agreement, ensuring that measurement efforts directly reflect progress in strategic domains such as AI service uptake, ecosystem building, and stakeholder engagement.

To ensure relevance and coherence, the KPI framework was built on several foundational criteria. First, all indicators are explicitly linked to one or more project objectives, enabling precise monitoring of results and impact. The selection process also ensured comprehensive coverage, with KPIs reflecting multiple performance dimensions—namely technical, economic, institutional, and ecosystem-level impacts—while remaining simple enough to track with reliable data sources.

Quantifiability was a central criterion: KPIs were defined using metrics that are clear, specific, and measurable over time. This allows for consistent progress tracking at each of the three project milestones (M18, M36, M48), as well as biannual reporting through the Digital Transformation Accelerator (DTA) system. Furthermore, baseline values and target benchmarks have been established based on realistic yet ambitious projections derived from the S4AI_HUB's service model and capacity targets.

The development of KPIs was not done in isolation. Stakeholder involvement played a vital role throughout the process. Partners responsible for implementing technical and business support services contributed their domain expertise to define feasible, impactful indicators. This bottom-up approach ensured not only methodological soundness but also practical alignment with field realities and institutional capacities.

Finally, where relevant, the KPIs were cross-checked against indicators used in comparable DEP to enhance coherence, comparability, and transferability of results. By applying these rigorous criteria, the project guarantees that its KPI system is not only a monitoring tool but a strategic instrument to drive learning, adjustment, and ultimately, impact in advancing AI-driven digital transformation in Serbia and the wider region.

4.3.1. Rationale and Application of the New KPI Table

The newly adopted table format provides a matrix view of our impact, cross-referencing core EDIH services with key economic sectors (Manufacturing, Textile, Health, Food, etc.). This allows for a more nuanced analysis of where our support is being directed and which sectors are most actively engaging with specific services like "Test before Invest" or "Digital Skills." The rationale remains unchanged: each reported figure is directly linked to a GA objective, is quantifiable, and reflects the project's "impact-first" approach by showing real beneficiary engagement.

4.4. S4AI Hub KPI Performance Overview (Cumulative to Date)

The table below summarizes the Key Performance Indicators for the S4AI Hub, detailing service delivery across different sectors and beneficiary types (SMEs vs. Public Sector) for the reporting period. This data reflects the active launch of our flagship services and initial ecosystem-building activities.

EDIH S4AI_HUB - KPI Reporting Table

	Sectors											
Services	ICT & Digital Technologies	Manufacturing & Industry	Health & Life Sciences	Agriculture & Food Systems	Finance & Business Services	Trade & Commerce	Tourism & Hospitality	Creative industry	Environment & Sustainability	Education & Social Services	Other	Total
Test Before Invest												
Number of SMEs and Public sector receiving services:												
Public sector												
Private sector / SMEs												
Description of services: Please breakdown it as per KPIs identified in your GA												
/												
Digital Skills and Training												
Number of SMEs and Public sector receiving services:												
Public sector												
Private sector / SMEs	5	4	2	1	4	2	3	/	1	/	3	25
Description of services: Please breakdown it as per KPIs identified in your GA												
Bootcamps (2)	2	/	/	/	1	/	1	/	/	/	/	4
Support to Find Investment (Access to Finance)												
Number of SMEs and Public sector receiving services:												
Public sector												
Private sector / SMEs												

Description of services: <i>Please breakdown it as per KPIs identified in your GA</i>												
/												
Ecosystem and Networking												
Number of SMEs and Public sector receiving services:												
Public sector												
Private sector / SMEs	3	/	/	/	1	/	1	/	/	/	/	5
Description of services: <i>Please breakdown it as per KPIs identified in your GA</i>												
Participants in B2B networking events - VIII Business Club	3	/	/	/	1	/	1	/	/	/	/	5
South East European Innovators Challenge 2025	2	/	/	/	/	/	/	/	/	/	/	2
Enriching and Strengthening the EDIH Network and Interaction with other EU Initiatives												
Number of SMEs and Public sector receiving services:												
Public sector												
Private sector / SMEs												
Description of services: <i>Please breakdown it as per KPIs identified in your GA</i>												
/												

Digital Maturity Assessment												
Number of SMEs and Public sector receiving services:												
Public sector												
Private sector / SMEs	8	16	2	4	7	7	3	1	3	4	9	64
Communication activities												
Please breakdown it as per KPIs identified in your GA												
Press Release						2						
Social Media Engagement						Social Media Engagement FB, IG, LN: cumulative total of approximately 89,239 visits/views/impressions Facebook: nearly 2,001,974 impressions/views Instagram: Reach 225k; Views 805.6k; Content interactions 2.2k LinkedIn: Organic impressions 43,034 Organic members reached: 23,939 Organic clicks: 3,230						
Newsletter Subscriptions						820						
Number of directly informed SMEs and public institutions						632						

4.5. . Impact-First Approach

The S4AI_HUB project is grounded in an “impact-first” approach, where all activities, services, and engagement mechanisms are designed to generate tangible benefits for end-users—primarily SMEs, public institutions, and the regional innovation ecosystem. From the earliest stages of implementation, the project has prioritized relevance, usability, and stakeholder alignment, ensuring that support services, capacity-building actions, and ecosystem coordination reflect the actual needs and demands of beneficiaries.

This approach is multidimensional, integrating technical, organizational, economic, and social impact pathways. The S4AI_HUB methodology recognizes that successful digital transformation—particularly through the uptake of Artificial Intelligence in business and public administration—depends not only on technology readiness but also on awareness, trust, accessibility, and perceived value by the end users. Therefore, the project combines service delivery KPIs with proactive measurement of digital presence, reach, and responsiveness to stakeholder expectations.

To support this strategy, the project incorporates digital impact KPIs into its broader performance monitoring system. These indicators reflect how well the project is resonating with its audiences online and offline. Tracking includes metrics such as user interaction with online services and content, visibility of S4AI_HUB across digital platforms, thematic relevance of communications, and responsiveness to inquiries from SMEs and institutions. Additionally, participation in public events, downloads and usage of marketplace services, and stakeholder feedback loops contribute to the assessment of how the project is perceived and utilized in real time.

The “impact-first” principle is also operationalized through stakeholder co-creation activities, ensuring that services evolve based on user feedback and contextual insights. Each partner is responsible for identifying and maximizing impact within their domain, whether it concerns AI adoption, policy alignment, capacity building, or regional DIH integration. This collective responsibility strengthens the systemic impact of the project across local, national, and European levels.

Importantly, the S4AI_HUB approach views impact not as a final outcome but as a continuous, adaptive process. This includes periodic adjustments to communication strategies, service offerings, and outreach methods, based on evolving user behavior, digital trends, and ecosystem needs. Through this dynamic alignment between planned activities and observed outcomes, the project aims to ensure high relevance, visibility, and adoption of its services throughout its duration and beyond its conclusion.

The data within second reporting period demonstrates a strong initial focus on **Ecosystem and Networking** and foundational **Digital Maturity Assessments**, which are critical first steps in our service pipeline. The selection of **20 SMEs for the Innovation Camp** (tracked under DMA and as a pipeline for future TBI) and the support for **6 startups to secure grant funding** are key early results. The four signed MoUs underscore our commitment to **Strengthening the EDIH Network**. The communication KPIs confirm successful market outreach. This quantitative snapshot validates our strategic approach: building awareness and assessing needs first (DMA, Networking), to then channel beneficiaries into deeper technical and financial support services (Skills, Investment, TBI) in subsequent periods. The KPI system remains a dynamic management tool, and targets for M18 will be reviewed based on this initial performance.

The third reporting period further confirmed the validity of this impact-first logic. Activities increasingly shifted from awareness and assessment towards structured service delivery, preparation of implementation instruments and stronger connection between different work packages. Digital Maturity Assessment continued to serve as the entry point for companies, with additional assessments implemented and linked to practical digital transformation needs. The connection with the City of Niš Digital Voucher programme demonstrated how S4AI_HUB can create functional synergies with local financing instruments, using DMA as a diagnostic basis for more concrete implementation support.

In the area of skills and capacity building, WP3 progressed from curriculum design and catalogue development to the first pilot delivery of training services. Five online trainings were implemented between 9 and 15 June 2026, with 58 participants from companies involved in the project. The topics addressed digital security, electronic business infrastructure, AI in supply chains and operational processes, basic application of AI in everyday business, and access to finance for SMEs. This confirmed the relevance of the developed training catalogue and demonstrated beneficiary interest in practical, business-oriented digital skills.

Access to Finance activities under WP5 also moved towards direct company-level advisory support. Initial expert assessments were prepared for four companies with different financing needs, including internal digitalisation, ERP and process optimisation, development of software-based solutions, energy-efficiency platforms and innovation project pipelines. This confirmed that financing support must be differentiated according to business model, maturity level and type of investment need. The project therefore continued to move beneficiaries from general interest towards clearer, financeable and better structured investment or grant preparation cases.

Within WP4, the reporting period focused on preparation of the restricted Test Before Invest call in accordance with the Grant Agreement. No completed TBI beneficiaries are reported for this period; however, the preparation of the restricted call framework represents a necessary step for ensuring that future TBI support is targeted, technically feasible and aligned with identified beneficiary needs. The preparation of the SEE Open Innovation Challenge 2026 under T4.4 Startups Open Innovation Lab further contributed to the development of a startup and innovation pipeline for future validation, pilot cooperation and open innovation activities.

The development of the S4AI_HUB service catalogue under T2.7 also strengthened the impact-oriented implementation model. By translating partner capacities into user-oriented service descriptions, the consortium created a clearer access point for beneficiaries. The catalogue defines what each service offers, who it is intended for, which problem it solves, what the user receives, how the service is implemented and what the next step is. This directly supports better onboarding, clearer communication and more efficient movement of users through the Hub's service pathway.

In parallel, dissemination and networking activities continued to support the project's visibility and ecosystem positioning. The Launcher 2026 public call generated significant interest from startup teams, while S4AI_HUB participation at the Kopaonik Business Forum 2026 contributed to policy-business visibility and positioning of the Hub in discussions on intelligent industry and AI-driven transformation. The Business Club event organised on 25 June 2026 supported knowledge exchange on access to finance and business growth, linking WP2 networking activities with WP5 investment-readiness logic.

The cumulative data to date shows that the S4AI_HUB project is gradually moving from ecosystem awareness and service design towards integrated service delivery. The project's impact pathway is becoming increasingly visible: beneficiaries are first informed and engaged, then assessed through DMA or ecosystem activities, then directed towards training, advisory support, financing preparation, Test Before Invest or open innovation opportunities. This confirms that the KPI framework is not only a reporting tool, but also a management mechanism that helps the consortium track where beneficiaries are in the service pipeline and where additional support is required.

Importantly, the S4AI_HUB approach views impact not as a final outcome, but as a continuous and adaptive process. The project regularly adjusts communication strategies, service descriptions, outreach formats and support mechanisms based on observed user needs, partner feedback and implementation experience. Through this dynamic alignment between planned activities and actual beneficiary demand, the project continues to strengthen its relevance, visibility and practical value for SMEs, startups, public institutions and the wider innovation ecosystem.

Overall, the first three reporting periods demonstrate a clear progression: the first period established the foundations, the second period activated the service pipeline, and the third period started to consolidate direct service delivery and implementation readiness. This confirms the strategic approach of building awareness and assessing needs first, then gradually channelling beneficiaries into deeper technical, training, investment and testing support services in subsequent phases of the project.

S4AI HUB Key Objective (KO)	S4AI_HUB Dimension	Corresponding KPIs	Short Description / Target
KO1. Enhancing Digital Transformation of SMEs and Public Sector	Digital Tools Adoption & Infrastructure	- 5% ↑ in adoption of digital tools- 5 pilot projects scaled- 1M€ secured for digitalization	Increased digital infrastructure, improved operational efficiency, and more use of digital platforms by SMEs and public sector
	Improved Digital Maturity	- Measured via DMA at T0, T1, T2	Digital maturity growth measured over time through structured assessment
	Digital Skills & Training	- 5% growth in SMEs/startups engaged in DT (JRC Radar)- 80+ orgs in Digital Bootcamp	Boosting skills and enabling transformation via training and workshops
	Test Before Invest (TBI)	- 24+ orgs supported with TBI	Pilot projects enabling real-world testing of solutions before

KO2. Fostering Innovation and Market Creation	Access to Finance	- 10+ collaborative applications- 10+ digitalisation vouchers- 5 investment cases	market Triggered funding mechanisms through EDIH intervention
	Product/Service Innovation	- 10 new digital products/services/business models- 5 sustainable products- Open Innovation Repository- AI Matchmaking platform	Boosting innovation and digital solution creation across sectors
	SME Competitiveness	- 3% ↑ in SME market share- 10% entering new markets	Strengthened market presence and economic impact
	Collaboration & Ecosystem Building	- At least 10 collaborations between universities & industry- At least 5 inter-agency collaborations- 5 cross-EDIH collaborations	Fostering quadruple-helix, intersectoral and EU-wide partnerships
	IP Awareness & Exploitation	- Policies established via T4.1 and T4.6- Dissemination/exploitation support	Clear IP strategy & commercialization support
KO3. Green & Sustainable Digital Transformation	Green Tech Adoption	- 10 green technologies implemented- 3% growth in green market share	SMEs and public actors adopt renewable and efficient tech
	Sustainable Practices	- 5% ↓ in resource use or waste- Circular economy and eco-innovation adoption	Sustainability embedded in business operations
KO4. Economic and Employment Growth	New Business Creation	- 50 new startups/spin-offs- 2% growth in IP output- Funding secured by startups	Growth of new ventures & innovation output
	Employment & Job Quality	- 1% ↑ in ecosystem employment- 20 new businesses- 2% ↑ in skilled professionals	Tech job creation, entrepreneurship and skill development
KO5. Social Impact, Inclusion & Accessibility	Inclusive Digitalization	- Digital inclusion programs- Accessibility via Serbian-Korean Center- Gender equality & diversity actions	Targeting underserved, disabled, rural, and minority communities
	Education & Lifelong	- AI in education- High-end	Improved access

	Learning	assistive tech- EdTech and skill development programs	and personalization of learning
	Societal Impact	- 1% ↑ in social indicators- 5% ↑ in citizen e-engagement- 2% ↑ in social enterprises	Smart cities, improved governance, and healthier communities
KO6. Strengthening the EDIH Network	Collaboration with EDIHs & EU-level actors	- 5+ formal EU collaborations- Participation in EDIH network & matchmaking	Strategic integration into the EU EDIH ecosystem for knowledge and best-practice exchange
	Contribution to SDGs	- Activities mapped to SDGs (e.g., 3, 4, 5, 8, 9, 10, 11, 12, 13, 17)	Holistic contribution to UN Sustainable Development Goals

Table 1. Mapping Table: Dimensions & KPIs to ULTIMO Key Objectives5.

5. DIGITAL IMPACT AND COMMUNICATION

The focus on digital impact lies in the technical measurement of search volume and engagement related to project topics across all communication channels, including website, apps, media releases, video content, brochures, as well as pilot-relevant content on local and national digital channels. The technical approach relies innovatively on the optimization of published content to increase visibility, readability and ease of finding on all search platforms. Even more important than that is the measurement of reach, i.e. how much the published contents are used, understood and searched by users.

All communication plans and measures, where applicable and where partners deliver their content and keywords, are monitored and analyzed by the impact assessment partner S4AI HUB, which collects initial and ongoing data on active users. The results are immediately delivered to the communication teams and experts involved in all communication and dissemination activities of the S4AI HUB project. Once the pilot phase begins, both the activities of the Project Management Team and their internal communications will be closely monitored and accompanied by partner assessments of S4AI HUB impact, using national data for the country where the pilot is being implemented.

The digital impact monitoring strategy is based on the "impact first" principle, which means that all generated content is proactively analyzed and KPIs for impact are provided to teams working on content, as well as those involved in the implementation of pilot projects. A keyword tracking strategy begins with the creation of a list of keywords in collaboration with all project partners, which is then refined by the communications team. The result is an extensive list of keywords and a shortened list of branded keywords that are monitored regularly every month for the duration of the project to monitor how the name S4AI HUB appears in user searches on the Internet. A comprehensive list of keywords is measured at the beginning, middle and end of the project to get a benchmark of search volume at different stages. Regarding the monitoring of keywords for the pilots, before the start of the pilot phase, additional, specific lists of keywords are created in cooperation with the partner organizations involved in the pilots, which are then also monitored on a monthly basis.

This approach enables timely and accurate monitoring of the project's digital impact, as well as its recognition in the public, which enables communication activities to be coordinated and optimized for maximum reach and user engagement.

5.1. Dissemination Activities

5.1.1. Dissemination activity name: Kick-off Event and Public Presentation of the S4AI Hub

Type of activity: Launch event, project promotion, and stakeholder communication

Description of the activity:

On February 21, 2024, Niš Science and Technology Park officially launched the Serbian European Digital Innovation Hub on AI (S4AI_HUB). The event gathered project partners and government representatives from two key ministries, highlighting the hub's role in Serbia's digital transformation. Attendees learned about S4AI_HUB's four core services: networking, training, testing, and investment support for AI adoption in businesses. Speakers emphasized how this initiative will strengthen Serbia's innovation ecosystem and help SMEs compete digitally. The event successfully communicated the project's goals to media and stakeholders, positioning it as a strategic step in aligning Serbia with EU digital priorities while supporting local startups and public sector modernization.

Description of the objectives:

To launch the S4AI Hub project, present its mission and partners, and publicly communicate the vision, services, and institutional support behind the EDIH initiative.

Photo/video/link/printscreens:

<https://drive.google.com/drive/folders/1HBwayauuJX3Xu6v0m4dWzXgm19FZcTcw?usp=sharing>

5.1.2. Dissemination activity name: *Regional Info Days – Launcher*

Type of activity: Information and outreach event (physical, promotional)

Description of the activity:

As part of the promotional efforts for the new season of the Launcher accelerator program, Info Days were organized in five cities across Serbia – Vranje, Leskovac, Kruševac, Paraćin, and Novi Pazar. These events were held physically and brought together approximately 70 participants. The aim was to present the opportunities offered by the Launcher program to local teams and individuals interested in developing innovative ideas and launching startups.

Each Info Day featured a presentation on the program's structure, eligibility criteria, and the types of support available – including education, mentorship, expert guidance, and financial incentives. The format encouraged open discussion, where participants could ask questions, receive guidance on the application process, and clarify potential concerns.

Strong interest, active participation, and meaningful dialogue with local communities demonstrated that there is a growing potential for startup ecosystem development across the country. In addition to promoting the program, these events served as a catalyst for fostering entrepreneurial spirit among young people and innovators beyond major urban centers.

Description of the objectives:

To promote Launcher in local communities, inform potential applicants, and activate regional startup potential beyond large innovation hubs.

Photo/video/link/printscreens:

https://drive.google.com/drive/folders/1AHJa6fz2l5MUrGK4MDMLR4wkRXq8lfuX?usp=drive_link

<https://youtu.be/gslgel3R5S4?si=riOHMtaTRsK7mFGJ>

5.1.3. Dissemination activity name: Promotion of the 9th Forum of Advanced Technologies and participation of S4AI Hub

Type of activity: Event promotion and S4AI Hub participation

Description of the activity:

The 9th Forum of Advanced Technologies, held in Niš, was one of the most prominent national events dedicated to innovation, digital transformation, and advanced technologies. Within the Forum's rich agenda, the S4AI Hub and its partners played a significant role, delivering a total of nine sessions, including panels, keynote speeches, and fireside chats. Topics covered included artificial intelligence, digital transformation, industrial innovation, and startup support.

All sessions involving S4AI Hub partners were visually branded with the S4AI Hub logo, emphasizing the Hub's strategic presence and positioning as a key stakeholder in Serbia's innovation ecosystem. Their participation contributed to the overall professionalism and impact of the Forum, of Advanced Technologies while also enabling direct engagement with attendees and raising awareness of the Hub's activities.

Description of the objectives:

To position the S4AI Hub and its partners as key innovation actors through strategic content and visibility at the 9th Forum of Advanced Technologies.

Photo/video/link/printscreens:

[Communication on Social Media](#)

[Media links](#)

5.1.4. Dissemination activity name: Promotion of S4AI Hub activities at the International Fair of Technics and Technical Achievements

Type of activity: Event promotion and participation of S4AI Hub partners

Description of the activity:

During the 67th International Fair of Technics and Technical Achievements, partners of the S4AI Hub presented their planned support activities for startups and SMEs within the European Digital Innovation Hub initiative. A key moment of the Hub's presence was the panel discussion titled "European Digital Innovation Hubs – Opportunities for Growth and Innovation", where each partner highlighted their area

of expertise and explained how they will contribute to digital transformation and innovation capacity-building for small and medium-sized enterprises. The panel served to showcase the specific services that S4AI Hub will offer – from artificial intelligence applications and simulation technologies to mentoring, solution testing, and access to infrastructure and knowledge.

Description of the objectives

To present the scope and support capacities of the S4AI Hub for startups and SMEs through participation in a national panel dedicated to the EDIH initiative.

5.1.5. Dissemination activity name: *Presentation of the Launcher Program at the International Fair of Technics and Technical Achievements*

Type of activity: Promotional event (trade fair participation)

Description of the activity:

From May 19 to 23, 2025, the Launcher program was presented at the 66th International Fair of Technics and Technical Achievements in Belgrade – one of the most prominent regional events for industrial and technological innovation. Although the call for applications had already closed (with a total of 108 applications submitted), the program was promoted as a relevant platform for early-stage startup development and support.

Visitors had the opportunity to learn more about the structure of the program, the types of support provided – including mentoring, training, and financial incentives – and the broader role of Launcher in strengthening the national startup ecosystem. Through the joint exhibition of the Science and Technology Park Niš and partner organizations, the program's results and previous success stories were shared to inspire future applicants and partners.

Description of the objectives

To promote the role of the Launcher program in supporting early-stage startups and present its impact to a wider professional audience after the application phase closed (108 teams applied).

5.1.6. Dissemination activity: Info Day: S4AI Hub – Opportunities for Digital Transformation of SMEs

Type of activity: Promotional event

Description of the activity:

On October 15th, the Science and Technology Park Niš organized the S4AI Hub Info Day, during which the first public call for micro, small, and medium-sized enterprises was presented. The event introduced SMEs to the services and opportunities offered by the S4AI Hub in supporting digital transformation through artificial intelligence and Industry 5.0 technologies.

Special focus was placed on the “Innovation Camp for Digital Transformation” service, which supports companies in defining business challenges, assessing digital maturity, and developing an initial digitalization project idea with expert guidance.

Communication channel: [Instagram](#), [Facebook](#), [LinkedIn](#), [s4ai.rs](#)

Description of the objectives

The goal of the activity was to inform and encourage micro, small, and medium-sized enterprises (MSMEs) to utilize the services of the S4AI Hub for support in digital transformation through AI and Industry 5.0 technologies, specifically by promoting the first public call for MSMEs and highlighting the "Innovation Camp for Digital Transformation" service for defining business challenges, assessing digital maturity, and developing initial project ideas with expert guidance.

5.1.7 Dissemination activity: S4AI Hub Roadshow

Description of the activity:

In order to promote the activities of the S4AI Hub and raise awareness of the first public call for micro, small, and medium-sized enterprises, the S4AI Hub has organized a nationwide roadshow titled the **S4AI Hub Roadshow**. The caravan was implemented during October and November 2025 and aimed to bring information about AI-driven digital transformation and Industry 5.0 technologies closer to companies across Serbia.

Through a series of local events, the S4AI Hub presented its services, free expert support, and opportunities available under the "Innovation Camp for Digital Transformation," enabling direct engagement with SMEs and fostering interest in structured digital transformation initiatives.

Cities covered by the S4AI Hub Caravan

- Novi Pazar, Vrnjačka Banja, Pirot, Kruševac, Belgrade (4 locations), Čačak, Zlatibor, Novi Sad

Communication channel: [Instagram](#), [Facebook](#), [LinkedIn](#), [s4ai.rs](#)

Media coverage: [MEDIA LIST](#)

Description of the objectives

The objective was to conduct a nationwide roadshow to directly engage micro, small, and medium-sized enterprises across Serbia, raising awareness of the S4AI Hub's first public call and promoting its services—particularly the "Innovation Camp for Digital Transformation"—to encourage AI-driven digital transformation and adoption of Industry 5.0 technologies.

5.1.7 Dissemination activity: Butterfly Innovation Forum

Description of the activity:

The Science and Technology Park Niš participated in the Butterfly Innovation Forum, contributing to the panel "*Changing Regional Innovations Through Digital Innovation Hubs.*" The event served as a platform to present STP Niš's strategic vision and its role in leading the transition of Southeast Serbia toward a knowledge- and innovation-based economy.

Within this context, the S4AI Hub was presented as a natural extension of STP Niš's ecosystem-oriented approach and positioned as a national one-stop shop for digital transformation, aiming to align and optimize AI-driven digitalization processes for companies and public institutions across Serbia.

Communication channel: [LinkedIn](#)

Description of the objectives

The objective was to present the S4AI Hub as a national one-stop shop for AI-driven digital transformation at a major regional forum, positioning it as the strategic extension of the STP Niš ecosystem to advance Serbia's transition to a knowledge-based economy.

5.1.8. Dissemination activity: 1. Activity name: STP Niš Strengthens Regional Cooperation through the S4AI Hub at the Western Balkans Digital Summit 2025 in Skopje

Description of the activity:

The Science and Technology Park Niš, as the coordinator of the Serbian European Digital Innovation Hub for Artificial Intelligence (S4AI Hub), participated in the Western Balkans Digital Summit 2025 in Skopje, which brought together representatives of the EDIH network, public institutions, and innovation ecosystems from across the region, with the aim of accelerating digital transformation and strengthening regional cooperation within the Digital Europe Programme.

During the event, as part of a workshop organized by INNOFEIT, STP Niš, together with six officially recognized EDIHs from the Western Balkans, signed a Multilateral Memorandum of Understanding, establishing a framework for joint activities focused on ecosystem development, capacity building, and improved access to European funding.

Communication channel: [Instagram](#), [Facebook](#), [LinkedIn](#), [s4ai.rs](#)

Description of the objectives

The objective was to present Serbia's innovation ecosystem and its capacity for leading digital transformation at a key regional summit, specifically highlighting the role of the S4AI Hub as the national coordinator, while also formalizing strategic regional cooperation through a multilateral MoU to strengthen joint ecosystem development, capacity building, and access to European funding.

5.1.9. Dissemination activity name: Presentation of Launcher Startups at the VIII Business Club

Type of activity: Startups promotion and business networking event

Description of the activity:

During the VIII Business Club event, held on September 18, five startups supported through the Launcher program had the opportunity to present their solutions to members of the Business Club. Through short and focused pitch presentations, business representatives were introduced to new teams, their innovative solutions, and products currently under development, as well as to the startups' market potential and future growth plans.

The event created a valuable space for direct dialogue between startups and business stakeholders, encouraging discussions on potential investment opportunities, advisory and mentorship support, and future business cooperation. The Business Club was jointly organized by the NiCat Cluster and the Science and Technology Park Niš, serving as an important platform for strengthening the local startup

ecosystem and fostering meaningful connections between early-stage innovative teams and established companies, with the aim of supporting the development of sustainable and competitive businesses.

Description of the objectives:

To increase the visibility of Launcher startups, facilitate connections with potential investors and business partners, and encourage knowledge exchange and collaboration within the local innovation ecosystem, contributing to the development of sustainable, knowledge- and technology-based businesses.

5.1.10. Name of the activity: Digital Europe Programme Information Session – NCP Outreach and Ecosystem Engagement

Type of activity: Information session / Capacity building and networking event

Description of the objectives:

The primary objective was to participate as a guest speaker in an official National Contact Point (NCP) information session to raise awareness about the Digital Europe Programme (DEP) among Serbian stakeholders. Specifically, the S4AI Hub aimed to present its role and success as a concrete example of a funded DEP initiative (the EDIH call), thereby demystifying the application process and showcasing the tangible opportunities available. The session sought to educate potential applicants from institutions, the private sector, and research organizations on DEP's structure, Serbia's participation rights, and practical tips for building successful consortia, with the broader goal of stimulating high-quality project proposals from Serbia.

Outcomes:

The S4AI Hub was successfully represented by Ivan Pavlović at the event held at Europe House in Niš on October 9. His presentation within the agenda segment on "Successful EU Projects" provided attendees with a firsthand, practical case study of navigating and winning a DEP grant. This direct testimony contributed to demystifying the application process and highlighted the strategic alignment of such projects with national digital priorities. The session facilitated initial networking among participants, creating a foundation for potential future consortia. By actively supporting the NCP's outreach efforts, the S4AI Hub reinforced its position as a key ecosystem player and a reliable source of expertise for other Serbian organizations aspiring to engage with the Digital Europe Programme.

5.1.11. Name of the activity: Participation as a Panelist at the FORWARD Conference 2025 in Banja Luka

Type of activity: Conference participation / Expert panel discussion

Description of the objectives:

The objective was to represent the S4AI Hub as a key regional expert at a prestigious international conference, contributing to the panel discussion "AI and Contemporary Challenges." The aim was to share insights on the transformative impact of Artificial Intelligence on SMEs, education, healthcare, and public administration, specifically from the perspective of a functioning European Digital Innovation Hub. The participation sought to position the S4AI Hub as a thought leader in the Western Balkans, showcase

Serbia's advancements in applied AI, and foster connections with regional entrepreneurs, experts, and AI enthusiasts to explore collaborative opportunities and strengthen the Hub's regional network.

Outcomes:

The S4AI Hub was successfully represented at the FORWARD Conference 2025 in Banja Luka on December 4. Participation in the high-profile panel alongside serial entrepreneurs, academics, and brand strategists provided a platform to articulate the Hub's mission and practical experience in supporting digital transformation. This engagement increased the visibility of the S4AI Hub within the Bosnian-Herzegovinian and regional innovation ecosystem, directly reaching an audience of professionals focused on AI implementation in business and society. The event facilitated valuable networking with regional stakeholders, potentially opening avenues for future cross-border collaboration and knowledge exchange. By contributing to this established regional forum, the S4AI Hub reinforced its credibility and active role in shaping the dialogue around AI's practical application and challenges in Southeast Europe.

5.1.12. Dissemination activity name: Launch of the Public call for the Launcher program

Type of activity: Information event for early-stage startups

Description of the activity:

On May 13, the Info day was organized to present the new, third cycle of the Launcher program, introduced as one of the support services available through the S4AI Hub. The event gathered more than 50 participants, including startup teams, potential applicants, ecosystem stakeholders, and representatives interested in startup development support.

During the event, participants were introduced to the main objectives of the Launcher program, which is designed for early-stage startups seeking to develop, test, and validate their business ideas through structured mentoring, educational, and financial support. The presentation provided detailed information on the public call, including eligibility criteria, application requirements, program benefits, the structure and timeline of the program, as well as the types of support available to selected startups.

The public call was promoted through the Launcher and STP Niš communication channels, with clear information on eligibility, available support and application procedure. The application deadline was extended until 15 June 2026 in order to provide additional time for interested teams to prepare and submit their applications. Following the closure of the call, 135 applications were received from startup teams from Serbia.

Description of the objectives:

To inform and engage early-stage startups regarding the opening of the public call for the third cycle of the Launcher program, by presenting the application conditions, selection criteria, program structure, and available forms of mentoring, educational, and financial support. The event also aimed to motivate innovative teams to apply and to highlight the role of the S4AI Hub as a support mechanism for developing and validating business ideas and strengthening knowledge- and technology-based startups.

Outcomes:

The activity resulted in strong interest from the startup community, with 135 applications submitted. The promotion contributed to wider awareness of S4AI_HUB services among early-stage teams and created

a pipeline for further support through structured education, mentoring, expert guidance and follow-up development activities.

5.13. Dissemination activity name: Regional Info Days – Launcher

Type of activity: Information and outreach events

Description of the activity:

To support the launch of the third cycle of the Launcher program and maximize the outreach of the open public call, a coordinated promotional campaign was implemented between 13 May and 15 June 2026. The campaign aimed to increase awareness of the program among innovative teams, researchers, students, and early-stage startups across Serbia and encourage their participation in the call.

A series of on-site presentations was organized at the Faculty of Economics, the Faculty of Electronic Engineering, and the Faculty of Sciences and Mathematics in Niš, as well as within the Regional Innovation Startup Centers in Vranje, Kruševac, Paraćin and Leskovac.

To ensure broader accessibility and reach participants from different regions, an online information session was organized, providing detailed guidance on the application process, eligibility criteria, program benefits, and available mentoring, educational, and financial support. Additionally, a joint promotional event was held together with the Raising Starts program, where former Launcher grant recipients shared their experiences and insights with prospective applicants, showcasing the program's impact and opportunities for startup growth.

Outcome:

The promotional campaign increased the visibility of the Launcher program and ensured broad outreach to innovative teams, researchers, students, and startups across Serbia. Through a combination of on-site presentations, regional outreach activities, an online information session, and experience sharing from previous beneficiaries, the campaign successfully encouraged participation in the open call.

As a result, 135 applications were submitted to the third cycle of the Launcher program, marking the highest number of applications received since the program was launched and exceeding the results of the previous two cycles.

5.1.14. Dissemination activity name: S4AI_HUB participation at the Kopaonik Business Forum 2026

Type of activity: High-level conference participation, expert panel and ecosystem visibility activity

Description of the activity:

During the reporting period, S4AI_HUB was presented at the 33rd Kopaonik Business Forum, one of the most relevant economic and policy events in Serbia and the region. Within the Forum programme, the panel "Transforming Industry for the Intelligent Age" was organized in partnership with the Kopaonik Business Forum, the Serbian Association of Economists and Science and Technology Park Niš.

The panel addressed the role of artificial intelligence, data, automation and innovation ecosystems in strengthening industrial competitiveness. The discussion brought together representatives of the

innovation ecosystem, public sector, European Commission, regional technology parks and business support organizations. Ivan Pavlović, Project Manager of S4AI European Digital Innovation Hub, participated as one of the panel speakers, presenting insights from S4AI_HUB's work with companies in Serbia and the region, with a particular focus on micro, small and medium-sized enterprises.

The discussion emphasized that industrial transformation is not only a matter of large-scale technology investment, but also of identifying concrete business challenges, improving data readiness, testing smaller pilot solutions and gradually integrating AI into business and production processes. From the S4AI_HUB perspective, the panel served to communicate the practical role of EDIH services in supporting companies through needs assessment, digital maturity analysis, testing of innovative solutions and capacity building.

Description of the objectives:

The objective of the activity was to position S4AI_HUB within a high-level national and regional policy-business forum, promote the practical relevance of AI-driven digital transformation for industry and SMEs, and strengthen the visibility of S4AI_HUB as a support mechanism for companies entering the intelligent transformation process.

Outcomes:

The participation increased the visibility of S4AI_HUB among policy makers, business representatives, innovation actors and regional stakeholders. It also contributed to the public positioning of S4AI_HUB as a relevant actor in connecting industry, innovation infrastructure and digital transformation support services.

5.1.15. Dissemination activity name: Dissemination of S4AI_HUB services and regional good practice examples

Type of activity: Online dissemination / social media

Description of the activity:

The dissemination activity consisted of a series of social media posts presenting the S4AI_HUB service portfolio and examples of good practice from the region. The activity was aimed at informing startups, SMEs and innovation ecosystem stakeholders about available AI and digital transformation support, while also sharing practical examples, experiences and success stories that demonstrate the relevance and potential impact of digital and AI-based solutions.

Description of the objectives

To present S4AI_HUB services and share regional good practices that encourage the uptake of AI and digital solutions.

5.1.16. Dissemination activity name: Train the Trainers training for S4AI Hub partners

Type of activity: Training / capacity-building activity

Description of the activity:

The Train the Trainers training was held on 28 January at the premises of the Centre for Digital Transformation, within the S4AI Hub project. The activity aimed to strengthen the capacities of future trainers who will provide expert support to micro, small and medium-sized enterprises in the process of digital transformation and the application of modern technologies.

The training gathered representatives of partner and consortium organizations. Through interactive sessions, knowledge exchange and practical examples, participants improved their competencies for transferring expertise, mentoring companies and effectively implementing support programmes for enterprises in selected areas.

The training contributed to establishing the foundations for a high-quality and sustainable knowledge transfer model, with the aim of enabling SMEs to access innovation more easily, improve business processes and strengthen their competitiveness.

The training was delivered by Jovan Miljković, Full Professor at the Faculty of Philosophy, Department of Pedagogy and Andragogy, University of Belgrade, and Svetlana Nikolić, HR consultant and Director of the HR agency Spin Team, both with extensive experience in designing and delivering professional training programmes.

Description of the objectives:

To strengthen the capacities of future trainers to support SMEs in digital transformation and the use of modern technologies.

5.1.17. Dissemination activity name: Presentation of S4AI Hub at the “Biznis razgibavanje” event in Čačak

Type of activity: Networking event / stakeholder event / presentation

Description of the activity:

The “Biznis razgibavanje” event was held at the Science and Technology Park Čačak and was dedicated to the capacities and development of the innovation community of Šumadija and Western Serbia. The event gathered representatives of science and technology parks, development centres, educational institutions, the startup community and the business sector, with the aim of strengthening cooperation and exchanging experiences in the field of innovation and technological development.

The event was opened by Darko Vasilić, Acting Director of the Science and Technology Park Čačak, who presented the Park’s current activities and future plans, emphasizing the importance of networking and joint action among all actors of the innovation ecosystem.

During the programme, current activities and projects implemented by the Science and Technology Park Čačak at regional and national level were presented, including S4AI Hub, supported through the Digital Europe Programme. The project was presented as an initiative focused on supporting micro, small and medium-sized enterprises in introducing digital transformation into their business operations.

Special attention was given to the panel “Innovation Community of Šumadija and Western Serbia”, which brought together representatives of the academic sector and regional innovation centres. The discussion

enabled the exchange of views on the challenges, capacities and potential for further development of the regional innovation ecosystem.

Description of the objectives:

To present S4AI Hub and strengthen cooperation with regional innovation ecosystem stakeholders.

5.1.18. Dissemination activity name: Participation of S4AI Hub members at “Accelerating Autonomy with European Frontiers” in Warsaw

Type of activity: International event / study visit / networking and knowledge exchange

Description of the activity:

From 10 to 12 March, S4AI Hub members participated in the international event “Accelerating Autonomy with European Frontiers”, held in Warsaw. The event served as an important platform for sharing experiences, strengthening cooperation and exchanging knowledge in the field of digital innovation and autonomous technologies across Europe.

The event brought together representatives from countries involved in European Digital Innovation Hub projects. Participants had the opportunity to learn about best practices in developing digital innovation ecosystems and to discuss the challenges and opportunities that different regions face in the context of digital transformation.

The event was organized in cooperation with GIZ, through two regional projects, EU4Digital and DT4SME, providing participants with insights into concrete projects, tools and methodologies applied across different European countries. These projects are co-financed by the European Union and the German Federal Ministry for Economic Cooperation and Development.

For S4AI Hub members, the event represented an opportunity to exchange experiences with representatives of other digital innovation hubs, present activities and initiatives implemented in Serbia, and identify potential areas for future cooperation.

The activity contributed to strengthening the capacities of S4AI Hub by enabling expert networking, access to relevant European practices and methodologies, and better understanding of common challenges and solutions in the development of digital innovation hubs.

Description of the objectives

To exchange EDIH experiences, strengthen S4AI Hub capacities and identify cooperation opportunities in digital innovation.

Photo printscreen:

https://drive.google.com/drive/folders/1CyzMwrTCQFpQQ4GSD-CxFJ3wZOj6Pj3t?usp=drive_link

5.1.19. Dissemination activity name: Dissemination of S4AI Hub experience on local innovation ecosystem development

Type of activity: Panel discussion / ecosystem event

Description of the activity:

The dissemination activity was implemented through participation in the panel “Community that grows – What is needed for the development of an innovation ecosystem?”. Ivan Pavlović participated on behalf of S4AI Hub and shared experiences related to the importance of local support, education and connecting different stakeholders within the innovation ecosystem.

The discussion emphasized the role of initiatives such as Launcher in creating space for new ideas, partnerships and the development of the AI and startup community. Launcher was presented as one of the activities implemented by the Science and Technology Park Niš within the Serbian European Digital Innovation Hub on AI, contributing to ecosystem development, startup support and stronger cooperation among relevant actors.

Description of the objectives:

To share S4AI Hub experience on ecosystem development and promote support for AI and startup community growth.

5.1.20. Dissemination activity name: Presentation of the Launcher support programme and third cycle open call

Type of activity: Info Day / online or public presentation / open call promotion

Description of the activity:

The dissemination activity was implemented through the promotion and organization of the Launcher Info Day, linked to the launch of the public open call for the third cycle of the Launcher support programme. The activity was focused on presenting the programme objectives, structure, available support mechanisms, application requirements and expected benefits for startup teams and early-stage innovators.

Participants and interested applicants were informed about the role of Launcher as one of the activities implemented within the Serbian European Digital Innovation Hub on AI (S4AI_HUB), aimed at supporting the development of AI and startup initiatives, strengthening innovation capacities and encouraging the growth of the local and regional startup ecosystem.

The Launcher project is implemented by the Science and Technology Park Niš, co-funded by the European Commission – DG Connect, with the support of the City of Niš and the company Fazi.

Description of the objective: To present the Launcher open call and inform startup teams about available support, eligibility and application process.

Photo printscreen:

https://drive.google.com/drive/folders/1R-o8x9ZEE2_XKDkgYPcEXP8dfSTAT8dv?usp=sharing

5.2. Communication activities

5.2.1. Activity name: Promotion of the Public Call on social media

Description:

The main objective of the campaign was to generate at least 50 applications, with a focus on teams from all parts of Serbia. The campaign was conducted in three phases, running in parallel on Facebook and Instagram, with no distinction in content approach. Formats included reels, static posts, carousels, and stories, ensuring messages were effectively communicated through both organic and paid reach.

Communication channel: Instagram, Facebook, LinkedIn

Outcome:

The number of applications increased and the reach was significantly extended. The digital campaign was executed in three distinct phases:

- **Phase 1: Pre-launch (Before opening of the call):**
15 different posts were published, with reels and carousel posts showing the best performance. The campaign focused on motivating the audience to apply, with a clear call-to-action. An engagement ad campaign launched in the first few days reached 160,000 people. On April 17, the official promotion began with the message: "SECURE UP TO RSD 1,150,000 AND LAUNCH YOUR BUSINESS IDEA," which resulted in 225,000 video views, a 32% hook rate, 51.33% hold rate, and nearly 10,000 link clicks to the application form.
- **Phase 2: During the application period (April 14 – May 16):**
In addition to the main campaign, several supporting messages were promoted:
 - "Developing an innovative idea?" – 673 link clicks
 - "What to expect from the Launcher program" – 599 clicks
 - "5 reasons to apply your team" – 493 clicks
 A separate ad was also launched for the Online Info Day event, aimed at presenting the program in more detail and addressing frequently asked questions.
- **Phase 3: Post-call closure:**
This phase covered the education and support sessions with selected teams, aiming to further develop their ideas and prepare them for final presentations. Social media was used to share updates and educational content, including previews and recaps of lectures, and posts such as "5 tips for a perfect pitch." The Demo Day event, marking the end of the first phase, was also announced during this period.

In addition, S4AI Hub partners promoted the open call on their social media to engage startups from their respective regions.

Media coverage:

The media campaign included distribution of press releases to national and regional online portals, as well as TV appearances and live interviews.

[Media links](#)

S4AI Hub Partners – Open Call - Launcher Communication

STP Niš: <https://ntp.rs/aktuelnosti/5420/>

STP Čačak: <https://www.ntpcacak.rs/sr/clanak/686/>

NiCat Cluster: [First Public Call Open for Participation in the S4AI HUB Launcher Program | NiCAT](#)

IVI: https://ivi.ac.rs/en/news/first-public-call-open-for-participation-in-the-s4ai_hub-launcher-program/

CDT: https://cdt.org.rs/en/vesti/first-public-call-opened-within-the-s4ai_hub-for-participation-in-the-launcher-program

ICEF: [Покрени свој AI стартап уз Launcher акцелератор – ICEF](#)

S4AI Hub Partners on Social Media Channels

https://drive.google.com/drive/folders/16RzXEIU3QfJYCQ6kkk1tusMPjsc70DZ8?usp=drive_link

5.2.2. Activity name: Info Day Promotion on Social Media

Description:

To ensure strong local outreach, each Info Day was announced and promoted through a targeted social media campaign. Unique visual designs were created for each of the five cities, adapted to reflect the local context and audience. Posts were published across Instagram, Facebook, and LinkedIn channels of the Launcher program, Science and Technology Park Niš, and local partners. The content format included static visuals, carousels, and stories, with a clear and direct call-to-action for attending the event and learning more about the application process.

The communication emphasized direct access to information, informal interaction, and the opportunity to ask questions in person. Engagement levels on social media reflected strong interest in the program in all five regions, and the visual diversity helped boost relevance and recognition of the events.

Communication channels: Instagram, Facebook, LinkedIn

Outcome:

- Strengthened local awareness of the Launcher program
- Around 70 participants reached across five cities
- Increased engagement from regional audiences
- Strengthened visibility and positioning of Launcher as an inclusive, nationally relevant program

5.2.3. Activity name: Post-fair awareness campaign on social media

Photo/video/link/printscreens:

https://drive.google.com/drive/folders/1MmgEM2w7zntWiHqQhC33fbEslcllrT2W?usp=drive_link

Description:

Following the fair, a communication campaign was carried out on social media to further promote the goals, scope, and benefits of the Launcher program. Although the application process was closed, the

posts served to maintain visibility, build trust in the program's structure, and inspire future engagement from innovative teams.

Content formats included recap posts, photo carousels from the fair, and informative posts about the types of support offered to selected startups. Key messages focused on what Launcher offers, how it contributes to startup growth, and how the ecosystem can connect with the program in future cycles.

Communication channels: Facebook, Instagram, LinkedIn

Outcome:

- Reinforced positioning of Launcher as a strategic national startup support program
- Increased awareness among technical and innovation-focused audiences
- Stimulated interest for future collaboration and upcoming program cycles
- Promoted the success of the call, which attracted 108 submitted applications

5.2.4. Activity name: Post-fair awareness campaign on social media

Photo/video/link/printscreens:

https://drive.google.com/drive/folders/1MmgEM2w7zntWiHqQhC33fbEslcllrT2W?usp=drive_link

Description:

Following the fair, a communication campaign was carried out on social media to further promote the goals, scope, and benefits of the Launcher program. Although the application process was closed, the posts served to maintain visibility, build trust in the program's structure, and inspire future engagement from innovative teams.

Content formats included recap posts, photo carousels from the fair, and informative posts about the types of support offered to selected startups. Key messages focused on what Launcher offers, how it contributes to startup growth, and how the ecosystem can connect with the program in future cycles.

Communication channels: Facebook, Instagram, LinkedIn

Outcome:

- Reinforced positioning of Launcher as a strategic national startup support program
- Increased awareness among technical and innovation-focused audiences
- Stimulated interest for future collaboration and upcoming program cycles
- Promoted the success of the call, which attracted 108 submitted applications

5.2.5. Activity name: Digital promotion of the Forum of Advanced Technologies and S4AI Hub participation via institutional and social media channels

Description:

The Forum was promoted via its official social media profiles (Instagram, Facebook, LinkedIn), featuring content such as speaker announcements, session highlights, countdowns, and behind-the-scenes

insights. All communication was consistently branded and included S4AI Hub visual elements, strengthening recognition of the partnership.

In parallel, S4AI Hub partners promoted their participation through their own channels – social media and websites – announcing their sessions, highlighting topics, and inviting their communities to join. After the event, they shared follow-up posts with key takeaways, speaker quotes, photos, and impressions from their sessions, further amplifying their contribution and extending the Forum's visibility.

In addition to organic promotion, a targeted paid campaign was launched on Instagram. With a daily budget of €12, the ad included a direct link to the Forum registration form and aimed to maximize reach. The campaign achieved a total reach of 274,526 unique users, with the most engaged demographic being men aged 25–34, who accounted for 145 link clicks. Although Meta automatically expanded the target age range to 18–65+, the 25–34 age group remained the most effective segment.

Communication channels:

Instagram, Facebook, LinkedIn (Forum and partner profiles), official institutional websites and newsletters

Media coverage:

The media campaign included distribution of press releases to national and regional online portals, as well as TV appearances and live interviews.

[Media links](#)

Outcome:

- Forum of Advanced Technologies sessions delivered with active involvement of S4AI Hub partners
- Consistent visual identity with S4AI Hub branding across all materials
- Instagram ad campaign: 274,526 unique users reached, 145 link clicks
- Strong partner-led promotion through pre-event and follow-up communication
- Strengthened positioning of S4AI Hub in the national innovation ecosystem

5.2.6. Activity name: Post-panel promotion of S4AI Hub activities via social media and partner websites

Description:

Following the panel discussion, all Hub partners carried out **follow-up communication** through their social media channels (LinkedIn, Facebook, Instagram). Posts included key takeaways from the panel, event photos, speaker quotes, and messages highlighting the importance of EDIHs in strengthening the domestic innovation ecosystem.

The communication was aligned with the S4AI Hub's visual identity and emphasized the collaborative nature of the partnership. The goal was to inform the broader public, relevant institutions, and the SME sector about the upcoming services and opportunities available through the Hub.

Photo/video/link/printscreens:

https://drive.google.com/drive/folders/1QiQ7S48EMaE7VQT0OXetqAha3eaeNAZJ?usp=drive_link

[European Digital Innovation Hubs – A Gateway to Growth and Innovation - Istraživačko-razvojni institut za veštačku inteligenciju](#)

Communication channels:

LinkedIn, Facebook, Instagram (partner and institutional profiles), official websites of partner organizations

Outcome:

- S4AI Hub partners actively participated in a nationally relevant event
- Increased visibility of the Hub through a joint panel and digital communication
- Follow-up communication raised awareness about the EDIH's role in SME support
- A clear overview of available services was presented to potential future users

5.2.7. Activity name: Media and Digital Communication of the S4AI Hub Kick-off

Description:

The kick-off event was widely promoted through press releases, official statements, and posts on social media and institutional websites. High visibility was ensured through coordinated communication across the entire consortium.

As part of the project's preparatory phase, the official visual identity of the S4AI Hub was developed, including the logo, color palette, typography, and a functional project website.

Social media content related to the event included photos, key messages, speaker quotes, and summaries of the project's purpose and service offerings. Particular emphasis was placed on the consortium's partnership model, institutional support, and the European dimension of the initiative.

Communication channels:

Social media (LinkedIn, Facebook, Instagram), official websites of STP Niš and project partners, national media outlets:

Social media links:

https://drive.google.com/drive/folders/1HBwayauuJX3Xu6v0m4dWzXgm19FZcTcw?usp=drive_link

Media links:

https://docs.google.com/spreadsheets/d/1J8Q1IMDkRyOH7e3t2g895xtu-qmr6NER/edit?usp=drive_link&ouid=114839706033159203761&rtpof=true&sd=true

Outcome:

- Official launch of the project with presence of national-level stakeholders
- Extensive media coverage and institutional promotion
- Defined visual identity and project website established
- Strong positioning of the S4AI Hub in Serbia's innovation and digitalization ecosystem

5.2.8. Activity name: Development of the S4AI Hub Communication Strategy & Media Plan

Description:

As a foundational activity, a comprehensive [communication strategy](#) and [marketing plan](#) were developed to guide all outreach efforts for the S4AI Hub. This framework established clear objectives, target audiences (MSMEs, startups, public institutions), key messages, and a mix of channels to ensure consistent and impactful communication. The strategy specifically emphasized reaching companies in less developed regions to ensure balanced territorial impact and positioned the S4AI Hub as the central national reference point for AI-driven digital transformation within the European Digital Innovation Hub ecosystem.

Communication channels: Internal strategy document, project team alignment.

Outcome:

- Created a unified strategic framework for all project communication.
- Ensured coherent messaging and targeted outreach across all activities.
- Established a strong institutional identity for the S4AI Hub at national and European levels.

5.2.9. Activity name: Launch of the S4AI Hub Newsletter

Description:

A dedicated newsletter channel was established to maintain regular, direct communication with stakeholders. The campaign was segmented and timed to support key project milestones. The first newsletter promoted the S4AI Hub Info Day, the second targeted applicants for the "Innovation Camp," and the third focused on collecting feedback via a survey. Content was tailored for each audience segment to inform, engage, and activate recipients.

Communication channels: Email marketing platform.

Outcome:

- Achieved high open and click-through rates, indicating strong audience interest and engagement.
- Successfully communicated key milestones (event promotion, applicant updates, feedback collection).

- Built a high-quality contact list with minimal unsubscribes, confirming content relevance.
- Fostered two-way communication and provided valuable input for improving Hub activities.

5.2.10. Activity name: National Social Media Campaign for Digital Innovation Camp

Description:

A coordinated, multi-platform social media campaign was launched to increase the S4AI Hub's visibility and drive applications for its free digital maturity assessment. Official profiles were created and managed on Facebook, Instagram, and LinkedIn. The campaign used a mix of organic posts and paid advertisements with optimized visuals (static and video formats) based on A/B testing. The primary goal was to drive traffic to application and sign-up landing pages, with clear calls to action encouraging companies to register for the assessment and the Innovation Camp.

Communication channels: [Facebook](#), [Instagram](#), and [LinkedIn](#), (paid & organic).
Outcome:

- Generated approximately **27,500 visits** to application and sign-up pages.
- Achieved nearly **2 million impressions** on Facebook, effectively reaching the core MSME target audience.
- High engagement on Instagram with posts explaining the program and showcasing caravan activities.
- Established a strong foundation for future content (case studies, success stories).

5.2.11. Activity name: Organic Social Media Content & Community Building

Description:

Alongside paid campaigns, a continuous stream of organic content was developed and shared across social networks to build community and credibility. This included informational posts about the application process, program benefits, eligibility criteria, and strategic explanations of the Hub's role. High-performing content featured announcements, deadline extensions, and real-time coverage from the S4AI Hub Roadshow (caravan). On LinkedIn, emphasis was placed on professional B2B visibility, leveraging shares by Hub participants and partners to amplify reach organically.

Communication channels: Facebook, Instagram, LinkedIn (organic).

Outcome:

- Strengthened the Hub's credibility through consistent, valuable content.
- High engagement on posts related to the application process and caravan events.
- Enhanced professional visibility on LinkedIn through community-driven sharing.
- Maintained audience interest and program awareness between major campaign pushes

5.2.12. Activity name: Social media campaign on S4AI_HUB services and regional good practice examples

Description:

A series of social media posts was implemented to present the services provided by S4AI_HUB, as well as examples of good practice from the region. The posts informed relevant target groups, including startups, SMEs, technology companies and innovation ecosystem stakeholders, about available support in the areas of artificial intelligence, digital transformation, expert support and innovation services. In addition, the campaign showcased regional examples and success stories to demonstrate how AI and digital solutions can be applied in practice.

Photo printscreen:

https://drive.google.com/drive/folders/1sfrBm3BBarLrZgl4NSG6ngyaZVKysHQ6?usp=drive_link

Communication channels: LinkedIn, Facebook, Instagram

Outcome:

The activity increased the visibility of S4AI_HUB services and promoted regional examples of good practice. It contributed to raising awareness among startups, SMEs and ecosystem stakeholders about available AI and digital transformation support, while also encouraging knowledge exchange and interest in practical applications of digital and AI-based solutions.

5.2.13. Activity name: Communication of S4AI HUB participation at the 33rd Kopaonik Business Forum

Description:

S4AI HUB was presented through participation in the panel “Transforming Industry for the Intelligent Age”, held during the 33rd Kopaonik Business Forum, one of the most significant economic events in Serbia and the region. The communication activity highlighted the role of S4AI HUB in supporting companies, especially micro, small and medium-sized enterprises, in identifying opportunities for the application of artificial intelligence, data and automation.

The panel addressed how AI and digital technologies are transforming industry, with a particular focus on practical approaches such as smaller pilot initiatives, structured use of data and gradual implementation of AI solutions in business processes.

Photo printscreen:

https://drive.google.com/drive/folders/107UxOIUnJqid_Te5QYkHsXgWz6_CbWQn?usp=drive_link

Communication channels: Science and Technology Park Niš website and social media channels, S4AI HUB communication channels, LinkedIn and other relevant online platforms

<https://s4ai.rs/en/s4ai-hub-at-the-kopaonik-business-forum-industrial-transformation-starts-with-small-steps/>

Outcome:

The activity increased the visibility of S4AI HUB at a high-level regional economic event and positioned the Hub as a relevant support mechanism for AI and digital transformation. It contributed to raising awareness among companies, institutions and ecosystem stakeholders about the importance of data readiness, pilot projects and practical AI adoption in industry.

5.2.14. Activity name: Communication of the Train the Trainers training within S4AI Hub

Description:

A communication activity was implemented to present the Train the Trainers training held within the S4AI Hub project on 28 January at the Centre for Digital Transformation. The activity highlighted the importance of strengthening the capacities of future trainers who will support SMEs in digital transformation and the application of modern technologies.

The communication also emphasized the role of partner and consortium organizations in building a sustainable knowledge transfer model and supporting companies in improving business processes, accessing innovation and strengthening competitiveness.

Photo printscreen:

https://drive.google.com/drive/folders/18rbO-1stY5yFeFUIEqPDlaFulsB9aZpc?usp=drive_link

Communication channels:

Website, LinkedIn, Facebook, Instagram, partner communication channels and/or internal project communication channels.

Outcome:

The activity increased the visibility of S4AI Hub capacity-building activities and informed relevant stakeholders about the development of a trainer network for supporting SMEs in digital and AI transformation.

5.2.1.5. Activity name: Communication of S4AI Hub presentation at the “Biznis razgibavanje” event

Description:

A communication activity was implemented to present the participation and visibility of S4AI Hub at the “Biznis razgibavanje” event held at the Science and Technology Park Čačak. The event focused on the development of the innovation community of Šumadija and Western Serbia and gathered representatives of science and technology parks, development centres, educational institutions, startups and the business sector.

Through the communication activity, S4AI Hub was highlighted as a project supported through the Digital Europe Programme and focused on providing support to micro, small and medium-sized enterprises in the process of digital transformation.

Photo/video/link/printscreens:

https://drive.google.com/drive/folders/1d3KznhbMcFTnQukQt_BaVa4rq7_p68kL?usp=drive_link

Communication channels:

Website, LinkedIn, Facebook, Instagram, partner communication channels and/or event communication channels.

Outcome:

The activity increased the visibility of S4AI Hub among regional innovation ecosystem stakeholders and contributed to raising awareness of available support for SMEs in the field of digital transformation and innovation.

5.2.16. Activity name: Communication of S4AI Hub participation at the international event in Warsaw

Description:

A communication activity was implemented to present the participation of S4AI Hub members at the international event “Accelerating Autonomy with European Frontiers”, held from 10 to 12 March in Warsaw. The event gathered representatives involved in European Digital Innovation Hub projects and focused on digital innovation, autonomous technologies, ecosystem development and international cooperation.

The communication highlighted the importance of international knowledge exchange, networking with other digital innovation hubs and strengthening the capacity of S4AI Hub through exposure to European practices, tools and methodologies.

Photo printscreens:

https://drive.google.com/drive/folders/1CyzMwrTCQFpQQ4GSD-CxFJ3wZOj6Pj3t?usp=drive_link

Communication channels:

Website, LinkedIn, Facebook, Instagram: <https://s4ai.rs/s4ai-hub-na-kopaonik-biznis-forumu-industrijska-transformacija-pocinje-malim-koracima/>

Outcome:

The activity increased the visibility of S4AI Hub’s international cooperation and contributed to raising awareness of its role in the European Digital Innovation Hub ecosystem. It also highlighted the importance of cross-border knowledge exchange for strengthening digital innovation capacities in Serbia and the region.

5.2.17. Activity name: Communication of S4AI Hub participation in the panel on innovation ecosystem development at Launcher Open call event

Description:

A communication activity was implemented to present the participation of S4AI Hub in the panel “Community that grows – What is needed for the development of an innovation ecosystem?”. Ivan Pavlović participated on behalf of S4AI Hub, sharing experiences on the importance of local support, education and connecting different actors of the innovation ecosystem.

The communication also highlighted the Launcher project as one of the activities through which the Science and Technology Park Niš and S4AI Hub support new initiatives, cooperation opportunities and the development of the AI and startup community.

Photo printscreen:

<https://drive.google.com/drive/folders/16bAcHclAMQC8qtkJrcvx478X0ZYVXZDV?usp=sharing>

Communication channels:

LinkedIn, Instagram, website: <https://s4ai.rs/en/ntp-nis-community-launch-opening-of-a-new-cycle-of-the-launcher-programme/>

Outcome:

The activity increased the visibility of S4AI Hub and the Launcher project within the local innovation ecosystem. It contributed to raising awareness about the importance of local support, education, cooperation and community-building for the development of AI and startup initiatives.

5.2.18. Activity name: Promotion of Launcher Info Day and launch of the third cycle open call

Description:

A communication activity was implemented to promote the Launcher Info Day and announce the launch of the public open call for the third cycle of the Launcher support programme. The activity aimed to inform startup teams, early-stage entrepreneurs, innovators and other relevant stakeholders about the opportunity to apply, the programme structure, available support, eligibility criteria and application process.

The Launcher project is implemented by the Science and Technology Park Niš within the “Serbian European Digital Innovation Hub on AI (S4AI_HUB)”, co-funded by the European Commission – DG Connect, with the support of the City of Niš and the company Fazi.

Media link:

<https://www.youtube.com/watch?v=jyXxF7BKvoY>

<https://www.youtube.com/watch?v=IS5yQAHZ83k>

<https://www.youtube.com/watch?v=n0C2WAAWtjw&t=1s>

<https://www.youtube.com/watch?v=63ga7iUO6So>

Communication channels:

Website: <https://s4ai.rs/en/launcher-programme-application-period-has-ended/>

Outcome:

The activity increased the visibility of the third cycle of the Launcher support programme and informed relevant target groups about the open call and Info Day. It contributed to reaching potential applicants, encouraging interest in the programme and directing startup teams and innovators to the application process.

5.2.19. Activity name: 10th Business Club – “How to Secure Investment and Achieve Success”

Description:

The 10th Business Club, organized by the NiCAT Cluster within the EDIH project, focused on investment opportunities, company growth financing, legal aspects of AI use, and commercialization of scientific research. Speakers shared practical insights on investment readiness, cooperation with industry, responsible AI implementation, and turning research results into market-oriented products.

Photo printscreen:

https://drive.google.com/drive/folders/1N2e1z5pdS-b66tawkd5aZ9xU9V0MMJvs?usp=drive_link

Communication channels:

The activity was communicated through NiCAT Cluster and S4ai communication channels, including social media and direct communication with relevant stakeholders from the business, research and innovation ecosystem.

[10 Business Club “How to Access Investments and Achieve Success” – Serbian European Digital Innovation](#)

Outcome:

The event strengthened cooperation between companies, researchers, experts and innovation support organizations, while raising awareness of EDIH support for digital transformation, innovation and responsible AI adoption.

5.2.20 Activity name: EDIH Summit 2026 – Strengthening Serbia’s Position in the European AI Innovation Ecosystem

Description:

ICEF participated in the EDIH Summit 2026, held on 9–10 June in Brussels, on behalf of the Serbian AI-focused EDIH consortium, S4AI_HUB. The event gathered European Digital Innovation Hubs, EU institutions, AI infrastructures and innovation actors to discuss practical AI adoption, digital transformation and support for SMEs and public administrations. Participation was important for connecting Serbia’s EDIH ecosystem with European priorities, practices and cooperation opportunities in applied AI and Industry 5.0.

Photo printscreen:

https://drive.google.com/drive/folders/1N2e1z5pdS-b66tawkd5aZ9xU9V0MMJvs?usp=drive_link

Communication channels:

The activity was communicated through ICEF and S4AI_HUB partner communication channels, including social media and institutional communication with relevant stakeholders from the research, innovation, industry and digital transformation ecosystem.

Outcome:

The participation contributed to strengthening Serbia's visibility within the European Digital Innovation Hubs Network and supported better alignment of S4AI_HUB services with European practices. It also opened opportunities for stronger cooperation in AI, technology transfer, SME support and public-sector digital transformation.

5.2.21. Activity name: EDIH Summit 2026 – Strengthening Serbia's Position in the European AI Innovation Ecosystem

Description:

ICEF participated in the EDIH Summit 2026, held on 9–10 June in Brussels, on behalf of the Serbian AI-focused EDIH consortium, S4AI_HUB. The event gathered European Digital Innovation Hubs, EU institutions, AI infrastructures and innovation actors to discuss practical AI adoption, digital transformation and support for SMEs and public administrations. Participation was important for connecting Serbia's EDIH ecosystem with European priorities, practices and cooperation opportunities in applied AI and Industry 5.0.

Photo printscreen:

https://drive.google.com/drive/folders/1ybns8xWjZdvcG_ZMzP8Nav004YgNnrIn?usp=drive_link

Communication channels:

The activity was communicated through ICEF and S4AI_HUB partner communication channels, including social media and institutional communication with relevant stakeholders from the research, innovation, industry and digital transformation ecosystem.

[S4AI Hub at EDIH Summit 2026 in Brussels: Serbia as Part of Europe's AI Innovation Network – Serbian European Digital Innovation](#)

Outcome:

The participation contributed to strengthening Serbia's visibility within the European Digital Innovation Hubs Network and supported better alignment of S4AI_HUB services with European practices. It also opened opportunities for stronger cooperation in AI, technology transfer, SME support and public-sector digital transformation.

6. REPORTING OF EDIH SERVICES DELIVERY

Summary

The S4AI Hub has successfully implemented a series of foundational activities that form the backbone of its service delivery framework. These critical preparatory steps, while not formal KPIs, have established the necessary infrastructure and operational capabilities required for the Hub to function effectively and deliver tangible results.

Key achievements include the development of comprehensive governance structures and operational manuals that define service delivery protocols and staff responsibilities. The team has conducted in-depth analysis of digital transformation needs across Serbian SMEs, while simultaneously building platforms to connect innovators with potential partners and investors. A structured acceleration program has been launched to nurture early-stage startups, complemented by specialized training modules and mentorship initiatives.

Strategic efforts have been made to align the Hub's services with national digitalization priorities, particularly through engagement with government innovation programs. Preparations are underway to support startups in securing investment, with practical guidance materials developed ahead of schedule. Concurrently, a robust communication strategy has been formulated to ensure effective outreach across stakeholder groups.

International collaborations have been initiated to integrate Serbian innovators into broader European networks, while major events have successfully brought together ecosystem players to foster knowledge exchange. The Hub has also invested in building internal expertise, particularly in AI-related competencies, to ensure high-quality service delivery.

These collective efforts have created an enabling environment where the Hub's core services can thrive. By establishing these fundamental operational, strategic and partnership frameworks, the S4AI Hub has positioned itself as a driving force in Serbia's digital transformation journey, ready to deliver meaningful support to startups, SMEs and public institutions alike.

Building upon the strong operational framework established in the first period, the S4AI Hub successfully transitioned into a phase of active service delivery and measurable impact in the second reporting period. The focus shifted from preparation to execution, marked by the launch of the flagship Innovation Camp for Digital Transformation service and the achievement of significant, quantifiable results across all core pillars of operation.

The partners defined and published the first public call for the Innovation Camp for Digital Transformation service. The call was intensively promoted through a combined online social media campaign and offline activities via the S4AI Hub Roadshow and Info Day events. This outreach generated substantial market interest, resulting in 58 high-quality applications from micro, small, and medium-sized enterprises. Following a rigorous administrative and qualitative evaluation, 20 MSMEs were selected to participate in the first cohort of the in-depth program.

Concurrently, the Hub significantly advanced its international positioning and collaboration. It strengthened ties within the Western Balkans EDIH network and established valuable connections with

EDIH structures across Europe to provide added value for its users. This period saw the formalization of these strategic relationships through the signing of three Memoranda of Understanding with other EDIHs.

The S4AI Hub continued its dedicated support for the startup innovation pipeline, maintaining mentorship for companies from the Launcher program cohort. A key milestone was facilitating access to finance for six selected startups, securing 8,500 euros for each to advance their product development to a Minimum Viable Product at Technology Readiness Level 5. This crucial funding prepares them for the subsequent stage of support through the Hub's Test before Invest service with technological mentors.

Furthermore, the S4AI Hub actively solidified its role as the national reference point by intensifying promotion at major events both in Serbia and internationally. This sustained visibility campaign has successfully established the Hub as the primary and relevant contact for all entities undertaking digital transformation.

These accomplishments demonstrate the S4AI Hub's effective transition to full operational capacity and its proven ability to deliver concrete value. By successfully launching its core service, selecting its first beneficiaries, securing key international partnerships, providing direct financial support to startups, and strengthening its market leadership, the Hub has unequivocally proven its vital role in accelerating Serbia's digital and AI-driven transformation.

Work Package 1 (WP1) Manage an Effective and Sustainable S4AI_HUB

T1.1 - EDIH Coordination and Management

The project team organized three coordination meetings to align activities and ensure smooth implementation. To maintain regular communication, bi-weekly virtual meetings are being conducted via Zoom to discuss administrative and financial updates, with plans for at least two physical meetings annually throughout the project duration. Additional meetings are scheduled as needed for specific topics such as strategy development or onboarding new pilots. Clear roles and responsibilities have been defined across the team, including the appointment of subtask leaders, communication and technical teams, pilot leads, and coordinators. The team has also identified internal and external experts to support service delivery. Comprehensive procedures have been established for key processes including onboarding new pilots, participation in events and tradeshow, and forming new collaborations and partnerships. The team developed essential manuals covering Test-Before-Invest (TBI), Securing Financing, and Digital Maturity Assessment (DMA) methodologies. A centralized collaboration platform was created on MS Teams, serving as a repository for all project documentation, templates, pilot files, and financial records, thereby fulfilling Deliverable D1.3 (Collaborative Tools Created). Key deliverable D1.1 (S4AI_HUB Strategy and Plans) have been successfully prepared and submitted through the SYGMA platform. The Consortium Agreement (MS1) was finalized during the project's initial phase, establishing the foundation for partnership collaboration.

In the second reporting period, the project's coordination and management framework was further strengthened to support the transition into active service delivery and the launch of the Hub's core activities. Building on the established foundation, the team conducted **two additional coordination meetings** to align on strategic priorities and operational workflows. The regular cadence of **bi-weekly virtual meetings was maintained and intensified** to facilitate agile decision-making, particularly focusing on the critical phases of defining and launching the public call for MSMEs for the Innovation

Camp, as well as planning the subsequent pipeline of services (including training, Test before Invest, and Securing Financing).

Clear roles and responsibilities, defined in the initial period, proved effective in managing the increased workload. Subtask leaders, pilot leads, and coordinators worked in tandem to execute the detailed plan following the public call. The team utilized the established comprehensive procedures—for onboarding, event participation, and forming collaborations—to ensure a structured and efficient process.

The previously developed essential manuals (Test-Before-Invest, Securing Financing, Digital Maturity Assessment) served as the operational backbone for planning the next stages of service delivery. The centralized MS Teams collaboration platform continued to be the primary repository, ensuring all documentation related to the public call, applicant evaluations, and event planning was systematically organized and accessible.

A significant focus of the coordination efforts was on defining the **dynamic calendar of DIH events and activities** for the upcoming period, ensuring alignment between promotional activities, service delivery milestones, and international engagements. This proactive planning was crucial for managing the Hub's growing visibility and operational scope.

The foundational documents, including the S4AI_HUB Strategy and Plans (D1.1) and the Consortium Agreement, continued to guide all activities, ensuring consistent and strategic project implementation aligned with its core objectives.

During the third reporting period, WP1 activities focused on strengthening project coordination, operational monitoring, internal reporting procedures and preparation for the first project review. The work package continued to provide the management framework for the implementation of all technical, service-delivery, communication and reporting activities across the consortium.

The coordination role of STP Niš was particularly important in this reporting period, as several work packages entered an operational implementation phase. WP2 consultation activities with companies, WP3 training delivery, WP4 preparation of the restricted Test Before Invest call, WP5 Access to Finance support and WP6 dissemination activities required stronger synchronisation of timelines, responsibilities and reporting inputs.

Two project team meetings were organised during the reporting period, on 6 March 2026 and 15 May 2026. The meetings were used to review the status of implementation across work packages, agree short-term deadlines, clarify dependencies between activities and prepare the consortium for upcoming deliverables, milestones and reporting obligations. In addition, a dedicated project team meeting was held in June 2026 with the purpose of preparing the financial reporting process and aligning partner inputs for the upcoming review meeting.

The project management process resulted in an updated implementation timeline covering key activities from May 2026 onwards. The timeline consolidated deadlines for the Launcher public call, WP2 consulting activities, WP3 trainings, WP4 Test Before Invest call preparation, WP5 Access to Finance work, deliverable submission, milestone completion, review meeting preparation, partner financial reporting and the organisation of the 10th Forum of Advanced Technologies.

Under T1.1, the coordinator continued to manage the operational implementation of S4AI_HUB through regular coordination with consortium partners, WP leaders and task leaders. The focus was placed on aligning implementation dynamics across work packages and ensuring that partner activities remain linked to the Grant Agreement, reporting obligations and the overall S4AI_HUB service pathway.

At the project team meeting held on 6 March 2026, partners reviewed the status of activities in all work packages. The discussion confirmed the need to align WP2, WP3, WP4 and WP5 as a connected implementation sequence. WP2 consulting activities and expert reports were identified as inputs for future Test Before Invest activities under WP4, while WP3 trainings were planned as a follow-up capacity-building mechanism for beneficiaries. WP5 activities were planned to start with startups and subsequently with SMEs, depending on their progress through the service pipeline.

At the project team meeting held on 15 May 2026, the consortium further consolidated the short-term implementation plan for Q2 and Q3 2026. The meeting defined operational deadlines for the completion of WP2 consulting activities, implementation of WP3 trainings, preparation and publication of the WP4 Test Before Invest call, start of WP5 activities with SMEs, delivery of partner inputs for the list of services, completion of deliverables and milestones, and preparation for the project review meeting.

The coordinator also confirmed the continuation of key ecosystem activities, including the Launcher programme, the 10th Forum of Advanced Technologies, the second public call for SMEs and public administration planned for October 2026, and the preparation of the EDIH caravan as a promotional and outreach activity. These activities were treated as part of the broader implementation framework and linked with the relevant technical and dissemination work packages.

A stronger decentralised management approach was introduced during the reporting period. Partners were reminded that each WP leader and task leader is responsible for the implementation, monitoring and timely delivery of activities within their work package. The coordinator retained the central role in monitoring progress, resolving dependencies, consolidating inputs and ensuring reporting readiness.

To support this process, regular biweekly online project meetings were introduced, every second Wednesday at 11:00. This mechanism was established to ensure continuous operational synchronisation, timely escalation of implementation issues and more efficient monitoring of short-term deadlines.

T1.2 - Capacity Building of S4AI_HUB Staff on AI

A dedicated two-day capacity building workshop was conducted by IVI to enhance staff competencies in AI-related services. The training covered AI-driven training and assessment methods, technical support for AI solution development, and engagement with AI-focused stakeholders. This workshop was strategically combined with the project kick-off meeting to optimize time and resources. The capacity building initiative has equipped the S4AI_HUB team with the necessary skills to effectively deliver AI-oriented services including TBI, DMA, and financing support, while strengthening the hub's ability to foster an AI-focused innovation ecosystem. Key deliverable D1.2 (S4AI_HUB Staff Trained in AI) was finalized during the project's initial phase, establishing the foundation for partnership collaboration.

T1.3 EDIH Management

Under T1.3, management activities focused on administrative coordination, internal reporting, financial reporting preparation and readiness for the upcoming project review.

The coordinator informed partners about the reporting obligations arising from the Grant Agreement and the Consortium Agreement. In line with the agreed internal reporting model, partners were instructed to submit narrative and financial reporting documentation to STP Niš. The purpose of this process is to ensure that the coordinator has complete, timely and verifiable information for project reporting, review preparation and payment workflow management.

During the reporting period, reporting templates, financial reporting instructions and time declaration documents were distributed or prepared for partners. The coordinator also emphasised that the delivery of reports and supporting documentation by all partners is a precondition for further processing of partner payments and for the preparation of consolidated project reporting towards the European Commission / HaDEA.

A dedicated meeting in June 2026 was organised to prepare partners for financial reporting and the upcoming review process. The meeting focused on clarifying the reporting workflow, expected documentation, financial input requirements, resource reporting and the connection between partner-level reporting and the review meeting preparation.

The consortium also started structured preparation for the first project review. The updated timeline defined key deadlines for the preparation of review materials, including the first review preparation phase in June, the second review preparation phase in July, finalisation of work package PPT materials by 1 August 2026, submission of partner financial reports by 1 August 2026 and the Mid-term Review meeting scheduled for 21 August 2026.

In parallel, the coordinator monitored the deadline for completion of deliverables and milestones by 30 June 2026. Particular attention was given to deliverables and outputs due within this period, including the list of S4AI_HUB services, which required coordinated input from all partners.

The management approach adopted during the reporting period combined regular meetings, timeline-based monitoring, partner reporting obligations, centralised consolidation of inputs and preparation of review documentation. This approach strengthened project control and reduced implementation risk in a period when several work packages had overlapping deadlines and interdependent activities.

Main management outputs during the reporting period included:

- organisation of project team meetings on 6 March and 15 May 2026;
- organisation of a dedicated financial reporting preparation meeting in June 2026;
- consolidation of short-term implementation deadlines across all work packages;
- preparation of an updated implementation timeline;
- introduction of regular biweekly online coordination meetings;
- preparation and circulation of reporting templates and instructions for partners;
- coordination of partner inputs for deliverables, milestones and KPI reporting;
- preparation for the RP1 / Mid-term Review process;

- follow-up of partner obligations related to narrative and financial reporting.

Overall, WP1 activities during the third reporting period ensured that the project moved from a general coordination model towards a more structured implementation and reporting management system. The work carried out under WP1 provided the necessary operational basis for service delivery, compliance, partner accountability, financial reporting and review readiness.

Work Package 2: Innovation Ecosystem and Networking

The S4AI Hub has made significant progress in implementing Work Package 2 focused on strengthening Serbia's innovation ecosystem through targeted networking and matchmaking activities.

T2.1 - Identification and Matchmaking

As part of T2.1 - Identification and Matchmaking, we have completed a comprehensive "Needs and Gaps Analysis for Digital Transformation of SMEs in Serbia" that provides crucial insights into the current state of digital readiness across Serbian businesses. This in-depth analysis examined multiple critical dimensions of the digital transformation landscape, from infrastructure capabilities and data organization to financial constraints and support systems.

The findings from this analysis have enabled us to develop both short-term and long-term recommendations to address identified gaps, while simultaneously serving as a foundational element for our upcoming T2.2 activities. The study particularly focused on evaluating existing testing and simulation environments, mapping technological strengths across regions, assessing the availability of knowledge-intensive services, and understanding financial barriers faced by SMEs.

In parallel, we have successfully developed and implemented key user functionalities for our AI-driven business matchmaking platform. This innovative platform utilizes sophisticated algorithms to intelligently connect ecosystem participants - including startups, investors, potential partners and customers - based on aligned objectives and complementary needs. The platform's advanced matching capabilities represent a major step forward in our ability to facilitate meaningful business connections within Serbia's innovation landscape.

The development of the S4AI Hub's central Digital Collaboration and Matching Platform is currently in an active implementation phase, with the core architecture established and key functionalities being developed and refined. This platform represents the critical technological backbone designed to automate and enhance the Hub's service delivery by intelligently connecting all ecosystem actors upon its completion.

Active development is focused on creating a fully bilingual system that supports both Serbian and English. A central aspect of the work involves integrating advanced Natural Language Processing (NLP) algorithms to power the platform's core automatic matching engine, ensuring precise connections between different user groups in both languages.

The development is structured around accommodating multiple key user types. Work is underway to build distinct user journeys and interfaces for primary participants, including solution-providing companies (including startups), companies seeking digital transformation, and public administration institutions.

Concurrently, the system architecture is being designed to integrate external entities such as solution-seeking businesses, investors, and European EDIHs. Dedicated modules for Hub partners and comprehensive administrative tools are also in development.

For solution-providing and solution-seeking companies, functionalities under development include structured processes for data entry and questionnaire completion, application management for Hub services and programs (BootCamps, courses, "Test before invest"), and progress tracking dashboards. A significant development focus is on the matching algorithms that will connect these two groups automatically. Development for public administration users includes workflows for secure data verification and onboarding, application portals, and interfaces to view and track relevant digital solutions. For investors and external partners, the development includes modules for profile management, searchable directories of companies, and tools for scheduling and reporting.

The administrative backend, a critical component, is being built to allow for the dynamic management of all questionnaires, user verification, phase definition for various programs, progress monitoring, and evaluation processes.

The application is being developed using a robust Java 8 Spring backend for stability and business logic, with an Angular-based frontend utilizing the PrimeNG library to create a modern, responsive user interface. The integration of machine learning and NLP for the matching functionality is a core part of the ongoing technical implementation.

These strategic initiatives under T2.1 have effectively established the necessary groundwork for our subsequent ecosystem development efforts. By combining rigorous analytical insights with cutting-edge matchmaking technology, we are well-positioned to deliver targeted, data-driven interventions that will accelerate digital transformation and foster sustainable growth across Serbia's SME sector. The insights gained will directly inform our future activities to ensure maximum impact in addressing the most pressing challenges facing Serbian businesses in their digital evolution. During the reporting period, the platform development process continued as part of the broader WP2 service infrastructure. The expected role of the platform is to improve user onboarding, support service discovery, facilitate matchmaking based on defined parameters and strengthen evidence-based monitoring of ecosystem interactions. Final technical status and implementation progress will be consolidated based on the input of the responsible partner.

T.2.2 Digital Maturity Assessment – Bootcamp for digital transformation

Digital innovation

The S4AI Hub has successfully executed the Launcher 2025 program as part of its T.2.2 Digital Maturity Assessment – Bootcamp for digital transformation. This regional pre-seed acceleration program, implemented through the Science and Technology Park Niš, has established itself as a vital entry point for early-stage startups into Serbia's digital innovation ecosystem. Between January and June 2025, the program made significant strides in nurturing entrepreneurial talent, beginning with a national public call that attracted 108 applications from aspiring startups across the country. Following a rigorous selection process, 16 of the most promising teams were chosen to participate in Phase 1 of the program.

The program's structured approach, grounded in the Running Lean methodology, provided participants with comprehensive support through eight carefully designed educational modules. These sessions

covered essential aspects of startup development including idea refinement, customer validation techniques, effective market positioning strategies, and pitching skills. Complementary events such as "Prepare to Launch" workshops and regional Info Days further enriched the participants' experience while generating substantial interest in the local entrepreneurial community. The program's impact has been amplified through the official recognition and financial backing from the Ministry of Science, Technological Development, and Innovation, ensuring its alignment with national innovation priorities.

The S4AI Hub successfully executed the Launcher 2025 programme as part of its Digital Maturity Assessment and Bootcamp service. This regional pre-seed acceleration programme, implemented through the Science and Technology Park Niš, established itself as a vital entry point for early-stage startups into Serbia's digital innovation ecosystem.

The programme's first phase began between January and June 2025 with a national public call that attracted 108 applications from aspiring startups across the country. Following a rigorous selection process, 16 of the most promising teams were chosen. Through a structured approach grounded in the Running Lean methodology, participants received comprehensive support via eight educational modules covering idea refinement, customer validation, market positioning, and pitching skills. Complementary workshops and regional Info Days further enriched the experience.

This initial phase concluded with a Demo Day on July 4, 2025, where 15 teams presented their results to a Selection Committee. Following evaluation, **five top-performing teams were selected to advance to Phase 2 (the pre-incubation phase)**. To formalise their progression, all selected teams were required to register as legal entities. An informative session was organised in cooperation with the Serbian Business Registers Agency (APR) to guide this process. After preparing detailed project plans, budgets, and KPIs, grant agreements were signed, formally launching Phase 2 in August 2025.

The core of Phase 2 was the delivery of intensive, tailored mentorship and integration with S4AI Hub services. Each of the five startups first underwent a comprehensive Digital Maturity Assessment (DMA) to evaluate their technological readiness, market knowledge, and capacity for financing and validation. This assessment established a personalised foundation for their development.

The startups then received structured, hybrid-format mentorship combining business and technical expertise:

- **Business Mentorship:** Focused on strengthening strategic foundations, refining business models, and preparing for financing. A total of **30 sessions** were delivered (6 per startup).
- **Technical Mentorship:** Provided hands-on support to overcome technical challenges and refine solutions. A total of **15 sessions** were delivered (3 per startup).

It is important to note that while this activity is reported under networking and ecosystem building, the direct service provided to the startups—comprising the structured mentorship, training, and hands-on development support—was primarily delivered **within the framework of WP3 (Skills and Trainings)**. Coaches and mentors were actively engaged to work directly with the startups on innovation development, forming the core of the support mechanism during the pre-incubation phase.

At the end of Phase 2, mentors prepared final evaluation reports for each startup. These reports included a comprehensive assessment and **tailored recommendations for specific S4AI Hub services**, such

as test-before-invest validation, advanced skills training, and support in securing investment. This ensured a smooth, data-driven transition for the startups from pre-incubation into the Hub's advanced support mechanisms.

The Launcher programme has proven to be a strategically important instrument for strengthening the national innovation ecosystem. By combining structured education, targeted mentorship, and data-driven assessment, it effectively reduces early-stage risks and increases startup readiness. Most importantly, it functions as a critical gateway to the S4AI Hub, ensuring that high-potential teams are systematically identified and prepared to fully utilise advanced innovation support services, thereby building a resilient pipeline for Serbia's long-term technological and economic development.

Digital Transformation

In the second reporting period, the S4AI Hub transitioned into the operational delivery phase of its flagship service, the **Innovation Camp for Digital Transformation**. The activity focused on launching a public call, executing a targeted promotion campaign, conducting a rigorous selection process, and formally onboarding the first cohort of beneficiary companies.

The process commenced with the official **publication of the First Public Call for Micro, Small, and Medium-sized Enterprises (MSMEs)** on the S4AI Hub platform. The call detailed the service, which is designed to support companies in defining business challenges, assessing digital maturity, and developing an initial digitalization project idea with expert guidance, ultimately preparing them for further advanced services like "Test before Invest." The market value of the service was established at €2,100 per user, fully subsidized by the project for selected MSMEs.

To ensure broad and effective outreach, the public call was promoted through an **intensive, multi-channel campaign**. A key promotional activity was the organization of the **S4AI Hub Info Day on October 15th**. This event served to directly introduce SMEs to the Hub's opportunities, with special emphasis on the Innovation Camp. The campaign was further amplified through a coordinated online effort across **Instagram, Facebook, and LinkedIn**, driving traffic to the application portal on s4ai.rs.

The outreach proved highly successful, generating significant market interest. By the application deadline, **a total of 58 complete applications were received** from eligible MSMEs across Serbia.

A formally established **Commission for the Preparation and Implementation of the Public Call** was responsible for the subsequent evaluation. The process followed a strict two-phase methodology:

1. **Administrative Eligibility Check:** All 58 applications were verified for completeness and applicant eligibility (MSME status, proper registration, etc.). All applications passed this initial screening.
2. **Qualitative Evaluation:** The eligible applications were assessed based on three pre-defined criteria, each scored on a scale of 1-5:
 - Business rationale and organizational commitment.
 - Potential value and impact of the proposed digital transformation/innovation.

- The applicant's implementation capacity (financial, organizational, project-based, and temporal).

Each commission member independently scored assigned applications. The final score for each application was the arithmetic mean of all received grades. Based on this rigorous scoring and subsequent committee deliberation, a final ranked list of candidates was produced. Following the evaluation, the Commission formally submitted its report and recommendations. Based on the available program capacity and budget, the S4AI Hub consortium made the final selection.

As a result, 20 top-ranked micro, small, and medium-sized enterprises were officially selected to form the first cohort of the Innovation Camp for Digital Transformation. These companies have been formally notified and are now proceeding to the contract signing and onboarding phase, where they will begin the structured service process involving Digital Maturity Assessment, expert analysis, and strategy development with certified consultants.

This activity successfully moved the Hub from service design to active delivery, establishing a clear pipeline of beneficiary companies and demonstrating the strong market demand for structured digital transformation support in Serbia.

Within third reporting period, assessment activities were implemented through the S4AI_HUB / EDIH framework to provide SMEs with a structured baseline of their digital readiness, key process gaps, priority areas for improvement and possible next steps in their digital transformation journey.

The assessment process was based on a structured DMA methodology aligned with the European Commission framework. It covered the main dimensions of digital transformation, including digital business strategy, digital readiness, human-centric digitalisation, data management and connectivity, automation and artificial intelligence, and green digitalisation. The process included guided interviews with company representatives, analysis of the current state, identification of operational bottlenecks and formulation of recommendations for further action.

The purpose of the assessment was not only to produce a formal score, but to help companies understand their current position, identify the most relevant weaknesses and translate digital transformation into practical business value. The assessments confirmed that companies from different sectors are facing similar structural challenges, although their level of digital maturity and complexity differs.

The most frequent improvement areas identified through the assessment and consultation process included:

- integration of ERP, CRM, POS, WMS, accounting and e-commerce systems;
- migration from fragmented Excel, Access and legacy databases to structured digital platforms;
- real-time stock visibility and improved warehouse management;
- unified customer communication and omnichannel inquiry management;
- automation of offer generation, invoicing, reporting and document workflows;
- introduction of AI assistants, AI chatbots and RAG-based knowledge systems;
- better customer segmentation, CRM usage and data-driven marketing;
- structured use of business intelligence, dashboards and analytics;

- cybersecurity baseline, GDPR readiness and safe use of cloud and AI tools;
- preparation of digital transformation roadmaps and investment plans;
- validation of software products and technical concepts before full investment.

The assessed cases also confirmed the relevance of the Test Before Invest logic. Companies are more willing to invest in digital solutions when they can first validate functionality, accuracy, user acceptance, integration feasibility and expected return on investment. This is particularly relevant for AI-based tools, ERP migrations, custom software platforms and data-driven business models.

Digital Bootcamp was positioned as the next logical step after DMA. While DMA provides the diagnosis, the Bootcamp supports companies in strengthening internal knowledge and preparing their teams for implementation.

The Bootcamp concept is focused on practical capacity building for owners, managers and key employees. It is designed to help companies understand digital tools, automation, data, AI, CRM, ERP, cybersecurity and digital marketing in a business-oriented way. The objective is to move companies from general awareness to concrete internal readiness for implementation.

The assessment process showed that lack of internal knowledge is often one of the major barriers to digital transformation. Even where financial capacity exists, companies may lack a clear understanding of what to purchase, how to implement solutions, how to manage vendors, how to avoid unnecessary investments and how to measure results. For this reason, the Bootcamp is treated as an important bridge between assessment and implementation.

Cohesion with the City of Niš Digital Voucher Programme

During the reporting period, S4AI_HUB activities were functionally connected with the City of Niš Digital Voucher programme, which supports micro, small and medium-sized enterprises in the implementation of digital transformation projects.

The Digital Voucher was identified as a complementary local financing instrument that can help companies implement specific digital solutions. Eligible areas include implementation of existing software solutions, development and implementation of web and software solutions, automation and digitalisation of business processes, and introduction of advanced technologies such as IoT, artificial intelligence, data analytics, cloud solutions and similar technologies.

The connection between the Digital Voucher and S4AI_HUB was particularly relevant because the DMA report was included as a supporting element in the application process. For companies that had not previously completed a DMA, Science and Technology Park Niš, through the EDIH S4AI_HUB, supported the implementation of digital maturity assessments and provided expert input for better preparation of applicants.

In this way, the Digital Voucher was not treated only as a subsidy mechanism, but as part of a broader digital transformation pathway. DMA provided the diagnostic basis, while the voucher created an opportunity for companies to implement concrete improvements.

As part of activities related to the Digital Voucher and S4AI_HUB support, a total of seven DMA assessments were completed for companies from the City of Niš / South and Eastern Serbia region. The average DMA score of the assessed group was approximately 45, indicating a moderate level of digital

maturity, with visible potential for improvement in automation, data management, process integration, customer communication and the use of advanced digital tools.

Sector-wise, the assessments confirmed that digital transformation needs are not limited to IT companies. Relevant needs were identified in healthcare services, tourism, telecommunications-related activities, manufacturing, processing and service-oriented businesses. This confirms the relevance of the EDIH approach for a broad range of SMEs.

Overall, the implemented activities confirmed that SMEs need a structured process that starts with diagnosis, continues with expert interpretation and leads to concrete, measurable and financeable digital transformation projects. Through the combination of DMA, Digital Bootcamp, expert consulting, Digital Voucher support and Test Before Invest logic, S4AI_HUB strengthened its role as a practical ecosystem connector for companies moving from fragmented digital initiatives towards structured digital transformation.

WP2 T2.4 – Networking Events as Tools for Ecosystem Development

During the third reporting period, S4AI_HUB continued to use targeted networking events as a tool for ecosystem activation, knowledge exchange and engagement of SMEs, entrepreneurs and relevant stakeholders.

As part of these activities, a Business Club event was organised on 25 June 2026, focusing on the topic “How to Reach Investments and Achieve Business Success”. The event addressed access to finance, investment opportunities, business growth strategies and practical entrepreneurship experiences.

The Business Club format provided a structured platform for interaction between entrepreneurs, experts, project stakeholders and members of the business community. It supported the exchange of practical knowledge, discussion on financing pathways and identification of potential cooperation opportunities.

From the S4AI_HUB perspective, the event contributed to strengthening the connection between ecosystem networking and other EDIH services, particularly Access to Financing under WP5. It also supported the broader objective of WP2 by creating a space where companies can better understand available support mechanisms, connect with relevant actors and identify next steps for business growth and digital transformation.

The activity confirmed the relevance of smaller, topic-focused networking formats as complementary tools to larger EDIH events. Such formats enable more direct communication with beneficiaries, more targeted exchange of information and stronger engagement of companies that may later enter other S4AI_HUB service pathways.

T2.5 Key EDIH Event “Forum of Advanced Technology”

The 9th Forum of Advanced Technologies – TechMomentum (T2.5 Key EDIH Event “Forum of Advanced Technology”) was successfully held on June 11 and 12, 2025, at the Science and Technology Park Niš as a key EDIH activation event for Serbia’s European Digital Innovation Hub on AI (S4AI Hub). The event brought together stakeholders from the startup ecosystem, industry, and academia to promote AI-driven innovation, foster regional networking, and facilitate knowledge exchange on digital transformation. This

year's Forum of Advanced Technologies gained official recognition and financial backing from the Ministry of Science, Technological Development, and Innovation, ensuring crucial co-funding for the S4AI Hub's initiatives while optimizing resource allocation and scaling the Hub's impact. The program spanned seven thematic zones, featuring 70+ sessions with 150+ speakers and attracting 1,200+ participants. Main conference hall events, conducted in English, were livestreamed globally via YouTube, broadening accessibility. A special focus was placed on AI adoption and EDIH-themed content, showcasing best practices, implementation challenges, and collaboration models among European Digital Innovation Hubs. The Forum successfully achieved its objectives—demystifying AI, strengthening stakeholder capacities, and enabling matchmaking—with no major constraints. Key outcomes have paved the way for project-based collaborations and enhanced regional/international cooperation under the S4AI Hub framework.

During the third reporting period, preparatory and concept development activities continued for the 10th Forum of Advanced Technologies, planned for 16–17 September 2026 under the theme "TechIntelligence: Transforming Industry for the Intelligent Age".

The Forum is planned as a key EDIH ecosystem event and will be used to present how digital transformation, artificial intelligence and advanced technologies can be translated into practical value for industry, SMEs and the wider regional economy. The event is expected to gather companies, startups, research organisations, universities, public institutions, technology providers, international partners, experts and other relevant stakeholders of the innovation ecosystem. The event concept is designed as a development journey. The Main Stage will provide the strategic perspective on intelligent industry, AI, digitalisation, talent, financing and internationalisation, while specialised programme stages will offer practical formats such as panels, expert talks, workshops, matchmaking sessions and dedicated thematic corners. A strong focus will be placed on EDIH services, including digital maturity assessment, Test Before Invest, expert support, access to knowledge, partnerships and concrete pathways for companies to start or accelerate their transformation.

Through the Forum, S4AI_HUB will be positioned as a practical support mechanism for companies, helping them understand where they stand, what they need, which tools and partners are available, and how to move from digital awareness to implementation and growth. The event will also serve as a platform for strengthening collaboration between industry, academia and the innovation ecosystem, while promoting STP Niš as a regional connector for digital transformation, technology transfer, R&D cooperation and business development.

T2.6 EDIH Internationalization

The S4AI Hub actively pursued international collaboration through two strategic visits to Spain, strengthening ties with European innovation ecosystems and positioning Serbia's digital capabilities on the international stage.

The first engagement took place at C2Lab in Zaragoza, where the S4AI Hub delegation participated in targeted meetings with cluster managers and innovation stakeholders. The visit focused on establishing new partnerships, forming consortia for future collaborative projects, and presenting the EDIH S4AI Hub's mission and service portfolio. These discussions created concrete opportunities for cross-border cooperation, particularly in AI-driven innovation and digital transformation initiatives.

Building on this momentum, Goran Mladenović, Director of the NiCAT Cluster, represented the S4AI Hub at the "Cluster Meet Regions" event organized by the European Cluster Collaboration Platform (ECCP) and the European Union. This high-level forum served as a platform to deepen inter-cluster collaboration, explore funding and project opportunities under European programs, and actively promote the S4AI Hub's activities to a wider European audience. The participation facilitated valuable connections with regional innovation actors while raising awareness of Serbia's growing capabilities in AI and digital technologies.

EDIH Days in Dortmund, International days of the Digital Week

Type of activity: Event (lectures and workshops)

Description of the objectives: Participation in the EDIH Days in Dortmund aimed at strengthening the European Digital Innovation Hub (EDIH) ecosystem through networking, knowledge exchange, and collaboration. The objectives included discussing applied AI solutions for SMEs, digital maturity and skills development, and EDIH management and strategic approaches, as well as establishing connections with other European EDIHs to explore opportunities for cross-border cooperation.

Link: <https://www.diwodo.de/en/>

Outcomes:

- Strengthened connections with EDIH representatives from across Europe
- Exchange of best practices related to applied AI, digital maturity, and skills development for SMEs
- Improved understanding of EDIH management and strategic frameworks
- Identification of potential opportunities for future cross-border collaboration and joint activities within the EDIH network

Digital Innovation Exchange event in Budapest

Type of activity: Event (lectures and panels)

Description of the objectives: Participation in the Digital Innovation Exchange event in Budapest with the objective of exchanging experiences, ideas, and visions among European Digital Innovation Hubs, strengthening cross-border collaboration, and reinforcing the role of the Serbian eDIH S4AI_HUB within the European digital innovation ecosystem. The event aimed to address key topics such as joint infrastructure, European-level service catalogues, shared advanced capabilities, and the long-term sustainability of EDIHs.

Link: <https://konferencia.dkf.hu/event/164/>

Outcomes:

Enhanced collaboration and networking with European Digital Innovation Hubs, exchange of practical experiences related to joint infrastructure and service sharing, improved understanding of sustainability models for EDIHs, and identification of opportunities to translate discussions into concrete future collaborations at European level.

ONEX Connect 2025

Type of activity: Event (panels)

Description of the objectives: Participation in the ONEX Connect 2025, titled "Digitalna transformacija u praksi: Uloga EDIH-ova u regionu," with the objective of contributing to discussions on digital transformation, sustainable innovation, and international partnerships. Through panel participation, ICEF, as a representative of the Serbian eDIH S4AI_HUB, aimed to highlight the role of European Digital Innovation Hubs in supporting SMEs, fostering innovation, and strengthening the digital and innovation ecosystem in Serbia and the region.

Link: <https://www.b2match.com/e/onex-connect-2025>

Outcomes:

Increased visibility of ICEF and S4AI_HUB within the regional digital innovation ecosystem, exchange of knowledge and best practices on the practical role of EDIHs in digital transformation, strengthened regional cooperation, and reinforced awareness of the importance of EDIHs in supporting SMEs through advanced digital technologies.

Webinar for the Diaspora - "IT Potentials of the Engineering Region"

Type of activity: Webinar / Networking Event

Description of the objectives: To present the success stories of companies from the Ni-CAT Cluster in Niš and to strengthen collaboration between local companies and Serbian experts living and working abroad. The webinar, part of the S4AI project, aimed to showcase the regional IT ecosystem's potential, fostering connections that could lead to knowledge transfer, investment, and partnership opportunities.

Link: Information disseminated via direct invitation.

Outcomes:

- Successfully presented the Niš engineering and IT cluster to an international audience of professionals.
- Facilitated initial networking between 25 diaspora professionals and the local business ecosystem.
- Raised awareness of the S4AI Hub's role in connecting regional innovation with global Serbian expertise.

OktoberTech 2025 Conference Participation (Las Palmas de Gran Canaria)

Type of activity: Conference Attendance & Networking

Description of the objectives: While not a direct project activity, the participation in the OktoberTech 2025 event—focused on innovation, digitalization, and new technology development—was utilized as an opportunistic platform for project promotion. The objective was to leverage the international gathering to

establish contacts with clusters, institutions, and companies in AI, cybersecurity, and tech excellence, and to informally present the S4AI_HUB project to a new network.
Link: OktoberTech 2025 event.

Outcomes:

- Established numerous professional contacts with international stakeholders in key technological fields.
- Conducted incidental promotion of the S4AI_HUB project and Serbia's digital innovation ecosystem.
- Gained insights into global tech trends and potential future collaboration models.

The InnoHealth Forum 2025

Description of the activity:

The InnoHealth Forum 2025 was a two-day hybrid health technology and innovation event held on 26–27 September 2025 at the JOIST Innovation Park in Larissa, Greece. It was organized by JOIST Innovation Park together with the European Digital Innovation Hub Health Hub, attracting professionals from healthtech, digital health, biopharma, startups, investors, policymakers, researchers, and academic institutions. The forum featured thematic panels, keynote talks, interactive workshops, live demonstrations, roundtable discussions, open innovation challenges, and networking and matchmaking activities such as the Match4Health brokerage event. Through an exhibition with participating organizations and sessions on cutting-edge topics like AI & health, data-driven healthcare, and sustainable health systems, the event provided a platform for showcasing innovative solutions and fostering collaboration across sectors and regions.

Description of the objectives:

The primary objective of InnoHealth Forum 2025 was to shape the future of health innovation by connecting healthtech leaders, digital transformation practitioners, industry stakeholders, and decision makers across Europe and beyond. The forum aimed to accelerate the adoption of digital health solutions and technologies by facilitating knowledge exchange, highlighting emerging trends (such as AI in health, data-driven care, and hospital-startup collaboration), and creating opportunities for business growth and partnerships. Additionally, it sought to support the development of sustainable, resilient health systems by fostering interaction between startups, established firms, investors, researchers, and policy influencers, thereby strengthening the health innovation ecosystem and enabling participant organizations — including Service Providers like S4AI Hub — to expand their networks and impact.

EDIH Summit 2026: Strengthening the AI Innovation Ecosystem

Type of activity: Event (panels, lectures, networking)

Description of the objectives: Participation in the EDIH Summit 2026 aimed at strengthening the European Digital Innovation Hub (EDIH) ecosystem through networking, knowledge exchange, and collaboration. The objectives was to examine how Europe's AI innovation ecosystem functions in practice and to support AI adoption by SMEs and public administrations. The Summit facilitated dialogue among

key stakeholders on effective support mechanisms, ecosystem collaboration, scalable practices, and the evolving requirements of AI adoption, as well as establishing connections with other European EDIHs to explore opportunities for cross-border cooperation.

Link: <https://european-digital-innovation-hubs.ec.europa.eu/edih-summit-2026-strengthening-ai-innovation-ecosystem>

Outcomes:

- Strengthened connections with EDIH representatives from across Europe
- Exchange of best practices related to applied AI, support mechanisms and AI adoption for SMEs and public administrations
- Improved understanding of EDIH management, scalable practices and strategic frameworks
- Identification of potential opportunities for future cross-border collaboration and joint activities within the EDIH network

VivaTech 2026

Type of activity: Event (panels, lectures, networking)

Description of the objectives: Participation at the VivaTech 2026 event, aimed to bring together startups, major corporations, institutions, investors, researchers, and international leaders focused on the technological innovation and future technologies. The objectives included access to cutting-edge technologies, foster high-level knowledge exchange through expert insights, and enabling networking and partnership opportunities among a diverse international community. S4AI Hub had a representatives at the Serbia stand, where the numerous B2B meetings were held throughout the four-day conference, presented S4AI project, and fostered collaboration with French institutions as well as the partners and institutions from other countries. Sessions on Artificial Intelligence and AI Factories were attended, which are expected to become a new link with EDIHs and an important component of the future European AI ecosystem.

Link: <https://vivattech.com/>

Outcomes:

Strengthening of European and international partnerships, access to emerging technologies and innovation trends, enhanced visibility and positioning of the eDIH, identification of potential pilot projects and use cases, expansion of the innovation ecosystem network, and support for strategic alignment with EU AI priorities.

T2.7 Developing list of services

During the third reporting period, the activities under T2.7 were completed through the preparation of the S4AI_HUB service catalogue framework and the consolidation of partner inputs for Deliverable D2.3 – Catalogue of S4AI_HUB Services.

The objective of this task was to translate the technical capacities, expertise and planned project activities of S4AI_HUB partners into a clear, user-oriented catalogue of services. The catalogue was not developed as a formal inventory of partner competences, but as a practical entry point for potential beneficiaries, showing what S4AI_HUB offers, who each service is intended for, which problem it addresses, what the user receives, how the service is implemented and what the next step for the user is.

Science and Technology Park Niš, as the coordinator, prepared and distributed instructions to all partners for the development of service descriptions. The instructions defined a common structure for each service and required partners to describe their services from the perspective of user value, rather than only from the perspective of technical capacity or institutional expertise.

Each partner was requested to provide input for the services under its responsibility, using the following common structure: service name, service category, short user-oriented description, target group, problem addressed, activities implemented by the partner, concrete outputs for the user, format and duration, required user inputs, partner capacity, examples of application, next step for the user and estimated service value.

The agreed division of responsibilities was used as the basis for the catalogue preparation. CDT provided inputs related to Digital Maturity Assessment, Digital Bootcamp and support for the development of digital transformation strategies. IVI was responsible for Skills and Trainings. ICEF was responsible for Test Before Invest services. ICT Hub was responsible for Access to Financing. STP Niš coordinated the process, consolidated inputs, harmonised the structure, edited the language and ensured the overall user-oriented positioning of the catalogue.

A first structured service input was delivered by CDT and used as a reference model for further consolidation of the catalogue. The CDT service input provided a clear basis for presenting the digital transformation support pathway, starting from assessment of digital maturity, continuing through interpretation of results and capacity-building activities, and leading towards the preparation of a digital transformation strategy or roadmap. This approach was used to strengthen the logic of the catalogue as a connected service journey, rather than a set of isolated activities.

The CDT services were positioned as an entry point for companies that need to understand their current level of digital maturity, identify priority areas for improvement and define realistic next steps. The Digital Maturity Assessment service was described as a diagnostic and advisory service that helps SMEs and other beneficiaries identify gaps in areas such as digital strategy, business processes, data management, use of digital tools, automation, AI readiness, cybersecurity and green digitalisation. The expected output for the user is a structured assessment, interpretation of results and recommendations for further action.

The Digital Bootcamp service was positioned as a follow-up capacity-building mechanism for companies that need to strengthen internal understanding of digital transformation and prepare management and

key staff for implementation. The service is designed to help beneficiaries move from general awareness to more concrete decision-making on digital tools, automation, data, AI and process improvement.

The support for the development of digital transformation strategies was positioned as a more advanced advisory service for companies that have already identified needs and require a structured plan for implementation. This service helps users define priorities, activities, timelines, resources and expected effects of digital transformation, creating a basis for future investment, implementation or connection with other S4AI_HUB services.

Based on this model, the catalogue was structured to reflect the full S4AI_HUB support pathway. The user journey starts with identification of needs and digital maturity assessment, continues through training and advisory support, and may lead to Test Before Invest, access to laboratories and expert infrastructure, or Access to Financing support. In this way, the catalogue supports a coherent service logic: diagnose, build capacity, test, finance and implement.

The preparation of the catalogue also contributed to internal alignment among partners. Through the process of collecting and editing service descriptions, the consortium clarified the role of each partner, the scope of individual services, expected user outputs and links between different work packages. This is particularly important for avoiding overlaps between services and ensuring that beneficiaries can be directed to the most relevant form of support.

The final catalogue structure was prepared to be understandable for external users, but also sufficiently detailed for project management and reporting purposes. The language was adjusted to be practical, concise and service-oriented. Technical terminology was reduced where possible, and each service was described through the concrete value it provides to SMEs, startups, public sector organisations and other target groups.

The completion of this task represents an important step in the operationalisation of S4AI_HUB services. It provides a common reference point for communication, beneficiary onboarding, partner coordination and future service delivery. It also supports the preparation of the S4AI_HUB marketplace logic by defining services in a standardised format that can be further used for online presentation, matchmaking, reporting and monitoring.

Overall, T2.7 resulted in a consolidated and user-oriented service catalogue framework, based on partner inputs and aligned with the S4AI_HUB service model. The activity strengthened the visibility, clarity and usability of the Hub's offer and created the basis for more efficient engagement of beneficiaries in the next implementation phases.

Work Package 3: Developing Skills and Trainings,

T3.2 Developing programme curriculum

The S4AI Hub has taken concrete steps to enhance its capacity-building initiatives by preparing a project task for engaging an external consultant. This report details the systematic work conducted to assess the training and skills development needs within the Serbian digital ecosystem and to design a foundational training curriculum aligned with the S4AI Hub's strategic goals.

The service provider has been chosen on tender procedure, initiated the process by conducting a **comprehensive internal capacity mapping** across the entire project consortium. A detailed questionnaire was distributed to all partners to catalogue their existing training programs, instructor expertise, and readiness to deliver courses. This survey, supplemented by examples of best practices from other European EDIHs, aimed to establish a clear picture of the in-house knowledge base. The analysis revealed that six consortium partners collectively offered **24 distinct training programs**. Thematically, these were categorized into key technological domains, with a dominant focus on **AI in Business (9 programs)**, followed by **Specialized Training (5 programs)** and **Green ICT (4 programs)**. This mapping served as the initial, expert-driven ("indirect") assessment of the available training supply.

To complement this with direct market intelligence, the service provider executed a **mixed-methods needs assessment targeting end-users**. This involved three primary research activities:

1. **Quantitative Survey:** A detailed questionnaire, integrated into the S4AI Hub's application process for companies, was used to gather data from a broad sample. The survey assessed companies' digital maturity, current and desired skill levels across six domains (Digital Strategy, AI, Cybersecurity, etc.), and their specific training interests, preferences, and readiness to invest in upskilling. The analysis of 58 responses highlighted a significant skills gap, with the highest priority needs identified in **AI in Business** and **Digital Business & Analytics**.
2. **Qualitative Focus Groups:** To gain deeper contextual insights, three separate online focus groups were conducted on December 18, 2025, with representatives from:
 - **The Public Sector:** Revealed challenges related to basic digital skills, limited internal capacity, and a top-down implementation culture, alongside interest in practical, process-oriented AI training.
 - **The Startup Community:** Exhibited high technical literacy but identified critical gaps in business knowledge for the digital economy, specifically in regulation, grant applications, and accounting for innovative products.
 - **Small and Medium Enterprises (SMEs):** Recognized the importance of digitalization but faced capacity constraints, expressing a need for practical training linking technology to specific business processes, especially in **Cybersecurity, Cloud Solutions, and Business Analytics**.
3. **In-depth Interviews:** Supplementary interviews with individual representatives from the public sector and SMEs provided nuanced, firsthand accounts that enriched the findings from the focus groups, offering concrete examples of challenges and expectations.

Synthesis and Curriculum Development Implications:

The analysis conclusively identified a strong alignment between the consortium's existing training offerings and the market's high-priority needs, particularly in foundational AI. However, it also pinpointed critical areas for curriculum expansion and refinement.

Based on the consolidated findings, the service provider formulated clear, actionable recommendations for the S4AI Hub's training program:

- **Retain and Expand Core Curriculum:** Continue developing core training in AI fundamentals, Green ICT, and regulatory frameworks. **Expand the offering in Cybersecurity and Business Analytics**, where the largest gap between needs and existing internal capacity was identified.

- **Implement Modular Learning Paths:** Design tailored learning pathways for different target groups (Public Sector, Startups, SMEs) based on their specific maturity levels and challenges.
- **Adopt Effective Training Formats:** Prioritize flexible, intensive, and practice-oriented formats like block courses and hands-on workshops over short online sessions.
- **Integrate Advisory Components:** Ensure training is complemented by advisory and mentoring support, especially for startups and SMEs with limited internal capacity.
- **Foster Cross-Sector Learning:** Organize joint workshops and formats that connect the public sector, SMEs, and startups to promote knowledge exchange and the development of integrated digital solutions.

The service provider has successfully completed a rigorous, evidence-based analysis of training needs. By mapping internal consortium capabilities against direct feedback from key stakeholder groups, a clear and actionable foundation has been established. The resulting findings and recommendations directly inform the development of a relevant, targeted, and effective Skills and Training program for the S4AI Hub, ensuring it addresses the real-world challenges faced by Serbia's businesses and public institutions in their digital transformation journey.

During the third reporting period, S4AI_HUB continued the structured development and operationalisation of its training framework through the finalisation of Deliverable D3.1 – Catalogue of courses created. This activity built on the previously conducted needs assessment and partner capacity mapping and resulted in a consolidated training catalogue designed to support the development of advanced digital skills among SMEs, startups and public sector organisations.

The training framework was developed through a multi-phase methodological process implemented by the external service provider, in cooperation with S4AI_HUB partners. The process included the analysis of relevant strategic and regulatory documents, review of good practices from other European Digital Innovation Hubs, survey-based assessment of training needs, focus groups with key target groups, semi-structured interviews, and mapping of available training capacities within the consortium.

The analysis confirmed a clear need for differentiated training pathways, depending on the maturity level and operational needs of each target group. Public sector representatives expressed the need for basic and intermediate digital competencies, practical understanding of AI use cases and structured internal capacity building. SMEs identified practical training needs related to cybersecurity, cloud solutions, business analytics, digital tools and the application of AI in concrete business processes. Startups demonstrated a higher level of technical readiness, but pointed to the need for business, regulatory, financial and market-oriented knowledge.

As a result of this process, a catalogue of 24 training courses was structured under the EDIH Academy model. The courses cover key thematic domains, including artificial intelligence, cybersecurity, cloud services, digital business analytics, Green ICT and specialised programmes for the startup ecosystem. The catalogue provides a basis for future delivery of training services within S4AI_HUB and enables clearer alignment between user needs, digital maturity assessment results and available capacity-building services.

The methodological framework also defined core elements for training programme design, including learning objectives, target groups, learning outcomes, content structure, delivery methods and evaluation procedures. In this way, the activity contributed to the standardisation of the S4AI_HUB training offer and

created the basis for quality assurance, future curriculum updates and continuous improvement of the training portfolio.

T3.3 Provide advanced digital knowledge and skills

Under T3.3. Provide advanced digital knowledge and skills, the S4AI Hub has made significant progress in delivering advanced digital knowledge and skills through its structured Launcher program. The initiative successfully implemented a comprehensive training framework designed to equip early-stage startups with essential competencies for digital transformation and market readiness.

The program's Phase 1 (Education Phase) engaged 16 startup teams through eight specialized modules, delivered in a hybrid format to maximize accessibility and participation. The curriculum covered critical aspects of startup development, including lean methodology, customer discovery, value proposition refinement, MVP specification, monetization strategies, user acquisition, pitching techniques, and cybersecurity awareness. Each module combined interactive workshops with practical exercises, ensuring participants could immediately apply learned concepts to their ventures.

The task successfully concluded **Phase 1 (Education Phase)** with a Demo Day on July 4, 2025. Following the presentations by 15 teams, a rigorous evaluation by a Selection Committee led to the **selection of five top-performing startup teams** to advance into the next stage of the program.

Transition to Advanced, Tailored Support: To formalize their progression, a dedicated support structure was established. An informative session was organized in cooperation with the **Serbian Business Registers Agency (APR)** on July 10, 2025, to guide the selected teams through the legal registration process. Subsequently, each team developed detailed project plans with budgets, objectives, and KPIs, leading to the signing of grant agreements. This formalized the commencement of **Phase 2 - Pre-incubation** in August 2025, a five-month period dedicated to intensive mentorship and integration with S4AI Hub services.

Core Activity: Structured Hybrid Mentorship Program: The primary delivery mechanism for advanced skills in this period was a **structured, dual-track mentorship program**. Each of the five startups received personalized support combining business and technical expertise, delivered in a hybrid format to ensure flexibility and continuity.

- **Business Mentorship:** Focused on strategic development, business model refinement, market strategy, and investor readiness. A total of **30 business mentoring sessions** were delivered (6 per startup).
- **Technical Mentorship:** Provided hands-on support to overcome specific product development challenges, improve technical architecture, and ensure scalability. A total of **15 technical mentoring sessions** were delivered (3 per startup).

This mentorship ensured the direct application of previously acquired knowledge, translating theoretical concepts into viable business and product development actions.

Integration with S4AI Hub Services and Assessment: A key objective of T3.3 was to bridge skills development with other Hub services. To this end, all five startups underwent a comprehensive **Digital Maturity Assessment (DMA)**. This evaluation of their technological readiness, market knowledge, and

financing capacity served as the diagnostic foundation for their personalized development path within the Hub's ecosystem.

Outcome and Gateway Function: At the conclusion of Phase 2, mentors prepared final evaluation reports for each startup. These reports contained a **structured assessment and specific recommendations** for the next stage of S4AI Hub support, such as Test-Before-Invest validation, advanced skills training, or support in securing investment. This process ensures that the advanced knowledge provided is directly actionable and channels the startups seamlessly into the most relevant follow-on services.

In the second reporting period, Task T3.3 successfully transitioned from group-based education to delivering **advanced, tailored digital skills through intensive mentorship**. By combining structured mentoring with formal assessment and clear pathways into the broader S4AI Hub service portfolio, the task has effectively equipped a cohort of startups with the practical competencies and strategic guidance necessary to accelerate their growth, validate their solutions, and advance towards market entry and investment readiness. The Launcher program, under T3.3, has proven to be a critical gateway and capacity-building instrument within the S4AI Hub's one-stop-shop model.

During the reporting period, S4AI_HUB moved from the curriculum development and validation phase towards the initial delivery of training activities. Pilot trainings were organised within WP3 in the period from 9 to 15 June 2026. A total of five online trainings were delivered, with 58 participants from companies involved in the project.

The pilot trainings covered topics identified as relevant through the needs assessment and training catalogue development process. The following trainings were delivered:

- Digital Security for All, with 21 participants;
- Introduction to the Infrastructure of Electronic Business, with 10 participants;
- Application of Artificial Intelligence in Supply Chains and Operational Processes, with 6 participants;
- Basics of Applying Artificial Intelligence in Everyday Business, with 13 participants;
- Access to Finance for Small and Medium-Sized Enterprises, with 8 participants.

The trainings were delivered online, enabling wider participation and easier access for companies from different locations. The content combined introductory, practical and business-oriented topics, reflecting the key objective of WP3: to strengthen the capacity of companies to understand, adopt and apply digital and AI-based solutions in their operations.

The pilot delivery also served as a practical validation of the developed EDIH Academy model. It enabled the consortium to test the relevance of selected training topics, the readiness of trainers, the adequacy of training formats and the administrative procedures for organising and documenting training activities. Trainers were requested to provide presentations, agendas, training reports and supporting materials, in order to complete the project documentation and ensure that participants receive the relevant follow-up materials.

The implementation of pilot trainings represents an important step in connecting the analytical and methodological outputs of WP3 with direct service delivery to end users. It confirms the transition from

training programme design to operational implementation and provides the basis for further scaling of S4AI_HUB training services in the next reporting periods.

Overall, WP3 activities during the third reporting period contributed to the establishment of a more structured, needs-based and quality-oriented training system within S4AI_HUB. The finalisation of the course catalogue, combined with the delivery of pilot trainings, strengthened the role of S4AI_HUB as a support mechanism for the development of advanced digital skills and practical AI adoption among companies in Serbia.

Work Package 4: Test Before Invest

Under Work Package 4: Test Before Invest, the S4AI Hub has laid the groundwork for its upcoming service by developing a comprehensive operational manual for the Test Before Invest (TBI) program. This foundational document, prepared by the project partner ICEF, establishes clear guidelines for future calls for applications once the necessary conditions are in place for implementation.

The manual meticulously defines the scope of work, service dynamics, funding allocation, and service specifications tailored to three distinct target groups:

- Public administration – Supporting government entities in evaluating and adopting innovative solutions
- SMEs – Helping small and medium enterprises validate and refine their digital products
- Startups – Enabling early-stage ventures to test their solutions in real-world conditions

By outlining the funding amounts, service types, and implementation timelines, the manual ensures a structured and equitable approach to supporting each beneficiary category. This preparation phase is critical for ensuring a smooth rollout of the TBI service, which will provide crucial validation opportunities for innovators while minimizing investment risks.

The S4AI Hub has taken proactive steps to align Serbia's innovation ecosystem with national digital transformation priorities under Work Package 4: Test Before Invest. Recognizing the operational synergies between the GovTech Program - implemented by the Innovation Activity Fund with GIZ funding - and public administration digitalization efforts, the Hub has initiated coordination with the Ministry of Science, Technological Development and Innovation and the Innovation Activity Fund to harmonize implementation processes.

A strategic proposal has been submitted to GIZ for the upcoming GovTech cycle, outlining a framework for collaboration between Serbia's two EDIHs and the national GovTech Program. This initiative establishes clear mechanisms for EDIH involvement in evaluating and validating GovTech solutions, leveraging their expertise in AI and digital transformation while applying Test Before Invest methodologies to support public sector adoption of innovative technologies.

The proposed model creates an integrated pipeline connecting technology providers with government needs, where startups and SMEs developing GovTech solutions can access both technical validation through EDIH services and potential procurement opportunities. This approach aims to optimize resource

utilization, prevent duplication of efforts, and accelerate the implementation of digital solutions across government institutions.

The Ministry and GIZ have responded positively to this collaborative proposal, with plans underway to formalize the partnership structure before the next GovTech funding cycle. This initiative demonstrates the S4AI Hub's role in bridging innovation ecosystems with public sector modernization, ensuring Serbia's EDIHs actively contribute to both entrepreneurial development and government digital transformation.

During the third reporting period, WP4 activities focused on the preparation of the restricted call for Test Before Invest support, in line with the Grant Agreement and the operational logic of the S4AI_HUB service pathway.

Building on the previously developed Test Before Invest operational manual, the work in this period was directed towards defining the procedural, technical and administrative conditions for launching the first restricted call. The call is designed as a follow-up mechanism for beneficiaries that have already entered the S4AI_HUB service pipeline through previous activities, including digital maturity assessment, expert analysis, capacity-building activities and identification of concrete digital transformation or product validation needs.

The restricted nature of the call is important from both programme and quality assurance perspectives. The purpose is not to launch a broadly open and generic call, but to ensure that Test Before Invest support is provided to beneficiaries with a clearly identified need, sufficient readiness and a defined testing or validation case. This approach reduces implementation risk, improves the quality of selected pilots and ensures better alignment between beneficiary needs, available technical capacities and the expected outputs of WP4.

T4.1 Test Before Invest Launching

Under T4.1, the main focus was placed on preparing the restricted public call documentation and defining the implementation framework for the first TBI selection cycle.

The preparatory work included clarification of the call scope, eligibility logic, target groups, expected types of support, application requirements, selection criteria and internal evaluation procedure. The call preparation was carried out in accordance with the Grant Agreement, which foresees Test Before Invest as a service enabling SMEs, startups and public sector organisations to test, validate and demonstrate digital and AI-based solutions before making larger implementation or investment decisions.

The draft call framework was designed to support cases where beneficiaries need to validate feasibility, technical functionality, integration potential, usability, business value or expected impact of a proposed digital solution. This includes, but is not limited to, AI-based applications, automation tools, software prototypes, data-driven solutions, digital products and process digitalisation concepts.

Particular attention was given to ensuring that the selection process is based on objective and operationally relevant criteria. These include the clarity of the identified problem, relevance of the proposed testing case, expected digital transformation value, technical feasibility, beneficiary readiness, availability of required inputs, alignment with S4AI_HUB capacities and potential for follow-up implementation.

The preparation of the restricted call also included internal coordination with the responsible partner in order to ensure that the call does not create unrealistic expectations among applicants and that selected cases can be matched with available laboratory, expert and infrastructure capacities.

T4.2 Experimentation Lab

During the reporting period, no full pilot implementation was reported under the Experimentation Lab. Activities were focused on preparing the conditions for future selection and allocation of beneficiaries whose testing needs are related to digital solutions that do not primarily fall under advanced AI-specific validation.

The Experimentation Lab is expected to support beneficiaries in testing software solutions, process digitalisation tools, automation concepts, data workflows, prototype functionalities and other digital transformation solutions in a controlled environment. The preparatory work under this task included defining the type of information that beneficiaries need to provide in the application phase in order to enable technical assessment, including description of the current state, proposed solution, testing objective, available data or systems, expected results and implementation constraints.

This preparation is relevant for ensuring that selected cases can be translated into detailed work plans with clear objectives, milestones, technical requirements and expected outputs.

T4.3 AI Lab

Under T4.3, preparatory work focused on defining the framework for future AI-related Test Before Invest cases. The AI Lab is intended for beneficiaries whose testing needs include validation of AI-based products, AI components, machine learning models, AI assistants, data-driven decision support tools or similar solutions.

The reporting period confirmed the relevance of AI validation before full investment, especially in cases where companies need to test accuracy, reliability, data quality, scalability, usability or expected business benefits of AI-based solutions. This is particularly important because many SMEs demonstrate interest in AI tools, but do not always have sufficient internal capacity to assess technical feasibility, implementation risk or expected return on investment.

The preparatory activities therefore focused on defining what kind of technical input will be required from applicants, including information on available data, intended use case, expected AI functionality, user environment, integration needs, possible risks and validation criteria.

T4.4 Startups Open Innovation Lab

During the third reporting period, activities under T4.4 focused on the preparation of the SEE Open Innovation Challenge 2026 as a regional open innovation mechanism linked to the S4AI_HUB Test Before Invest logic and the Startups Open Innovation Lab.

The SEE Open Innovation Challenge 2026 was developed as a structured format for connecting concrete business and technological challenges with innovative solutions from startups, research teams, technology companies and innovation-driven organisations across Southeast Europe. The format is

designed to go beyond a traditional startup competition, with emphasis on practical problem-solving, validation of solution-market fit, pilot potential, technology adoption and follow-up cooperation between challenge owners and solution providers.

The Challenge is planned to be organised by Science and Technology Park Niš through the Alliance of Science and Technology Parks of Southeastern Europe, in partnership with HUB201 (for cybersecurity issues) and S4AI_HUB (for AI issues). It will take place on 17 September 2026 at Science and Technology Park Niš, as part of the 10th Forum of Advanced Technologies.

During the reporting period, the preparatory work focused on defining the concept, thematic scope, partner roles, eligibility logic, recruitment approach, evaluation criteria, benefits for selected teams and implementation timeline. The Challenge will focus on two strategic domains: Artificial Intelligence and Cybersecurity.

The Artificial Intelligence tracks include smart manufacturing, energy and green tech, smart cities and public sector, trusted AI and AI governance, and HealthTech AI. The Cybersecurity tracks include AI for cyber defence, Zero Trust and digital identity, cyber resilience, OT and industrial cybersecurity, and secure AI and AI governance.

The format is primarily intended for startups and innovation teams with solutions at early to mid-stage maturity, particularly Technology Readiness Levels 2–5 and Commercial Readiness Levels 2–5. The planned recruitment model foresees the involvement of Alliance members, each of whom will be invited to nominate up to two startups or innovation teams. The recruitment phase is planned to start on 1 July 2026, while final nominations are planned by 15 August 2026.

The evaluation framework will focus on relevance of the proposed solution, innovation potential, technical feasibility, business impact, scalability and potential for pilot implementation. This is directly aligned with the objective of T4.4, as the activity creates a structured pipeline of startups and innovation teams whose solutions may be further validated, mentored, connected with challenge owners and prepared for future testing or pilot cooperation.

Selected teams are expected to receive access to mentoring, B2B matchmaking, visibility through regional communication channels, presentation opportunities during the 10th Forum of Advanced Technologies and follow-up discussions with potential challenge owners, partners and investors. In addition, the connection with S4AI_HUB creates a basis for follow-up advisory support, digital maturity-related guidance and possible continuation through relevant EDIH S4AI HUB services.

The activity remained preparatory during the reporting period. No completed pilots are reported under T4.4 for this period. However, the preparation of the SEE Open Innovation Challenge represents an important step towards operationalising the Startups Open Innovation Lab by creating a practical mechanism for identifying relevant startup solutions, validating their potential and connecting them with real market and industry needs.

T4.5 Provide first-level support and monitoring progress

Preparatory work under T4.5 focused on defining how selected TBI cases will be monitored once implementation starts. The first-level support function is expected to ensure regular communication with

beneficiaries, follow-up of technical progress, identification of implementation issues and collection of evidence for reporting.

The monitoring approach will need to include clear baseline information, agreed objectives, milestones, responsibilities, expected outputs and documentation requirements. This is particularly important because TBI activities must generate evidence that the service has been delivered and that the beneficiary has received concrete value from testing, validation or expert support.

During this reporting period, the activity remained in the preparatory phase, linked to the development of call documentation and the future selection process. The monitoring system will become fully operational once beneficiaries are selected and individual work plans are approved.

Work Package 5: Securing Investment

The S4AI Hub has made significant progress under Work Package 5: Securing Investment by completing the first draft of the "Guide to Find Investment" well ahead of schedule. Although this deliverable was originally planned for submission at the 18-month project mark, the team prioritized its early development to better support the first cohort of startups graduating from the Launcher program as they prepare for their next growth phase.

This comprehensive guide has been carefully designed to address the specific needs of early-stage startups navigating the complex world of funding and investment. It provides practical, actionable guidance on becoming investment-ready, helping entrepreneurs understand how to prepare compelling pitch materials, develop realistic financial projections, and determine appropriate valuations for their ventures. The resource also offers valuable insights into the various funding options available, from government grants and angel investors to venture capital firms and strategic corporate partnerships.

Recognizing the importance of the investment process itself, the guide includes detailed information about what to expect during due diligence and how to approach critical negotiations with potential investors. It covers essential topics like term sheets, equity considerations, and maintaining productive investor relationships. By making this resource available to Launcher participants immediately after their Demo Days in July 2025, the S4AI Hub ensures these promising startups can hit the ground running as they begin seeking funding during Phase 2 of their development.

The early completion of this guide demonstrates the Hub's proactive approach to supporting Serbia's startup ecosystem. The document will continue to evolve based on real-world feedback from both entrepreneurs and investors, ensuring it remain relevant and effective in addressing the dynamic challenges of securing investment in the region.

In alignment with the strategic objectives of WP5 and the practical application of the "Guide to Find Investment," the S4AI Hub has successfully facilitated direct financial support for its startup portfolio.

Building on the foundational guidance provided, the Hub actively worked with startups from the Launcher program cohort to prepare and position them for specific funding opportunities. This hands-on support

involved refining their investment pitches, financial models, and project proposals to meet the criteria of local grant schemes.

As a direct result of this tailored support and advocacy, **six selected startups have secured non-refundable financial grants from the City of Niš**. Each startup received funding in the amount of **€8,500**, earmarked for the continued development and advancement of their product towards a market-ready state.

This achievement represents a critical, tangible outcome of WP5, demonstrating the Hub's effective role in bridging preparatory knowledge with actionable access to finance. It validates the methodology outlined in the guide and provides the startups with essential capital to progress their technological and business development. The Hub will continue to monitor the utilization of these funds and provide further advisory support to ensure their effective deployment.

During the third reporting period, WP5 activities progressed from the general design of the Access to Finance support service towards the first company-specific advisory inputs. The work focused on both for the startups and SMEs assessing the financing needs, investment readiness and most appropriate funding pathways for selected S4AI_HUB beneficiaries.

Access to Finance – Individual Support to Startups

As part of the WP5 activities, the ICT Hub has established a structured model of individual (one-on-one) support to startups in the area of Access to Finance (A2F). Startups entering this segment come from the Launcher programme implemented by NTP Niš. Out of a total of six startups per cohort, the ICT Hub works with the number that matches its available capacity – estimated at around two startups per cycle. Since some startups have already secured investment during the programme (which is already accounted for in the project KPIs), the focus is placed on those startups with the greatest need and potential for additional A2F support, in order to maximise the effect of the service.

In the first six months of 2026, two startups from the Launcher programme – Fino App and Veletron – were selected, and individual A2F support work was initiated with them.

The support per startup is organised in five phases:

1. Initial assessment / financial analysis – analysis of the business model, identification of financing needs, and review of the existing pitch deck.
2. Work on the investment case – revision of the pitch deck, definition of the funding strategy, and preparation of the investment plan.
3. Financial projections / business case – unit economics, a basic three-year projection, and cost and investment structure.
4. Pitch training and preparation – storytelling, simulation of the investor pitch, and feedback.
5. Matching with financing – identification of relevant grants/investors and recommendation of funding options.

The initial expert review covered four companies with different business profiles, maturity levels and financing needs. The reviewed cases included retail and e-commerce companies seeking support for internal digitalisation, ERP implementation, process optimisation and rebranding; a consulting company

developing an energy-efficiency software platform; and a company with experience in project-based innovation, consortium development and grant-funded R&D activities.

The analysis confirmed the need for a differentiated Access to Finance approach. Some companies require support in identifying subsidies, subsidised loans or other non-equity instruments for digitalisation and operational improvements. Others require more advanced support in structuring a product case, defining the value proposition, validating business models, preparing project concepts and identifying relevant grant or innovation funding opportunities.

Access to Finance – Individual Support to Small and Medium-Sized Enterprises (SMEs)

In addition to its work with startups, the ICT Hub has developed a model of individual A2F support for small and medium-sized enterprises. Around 20 SMEs have entered the EDIH programme, first going through the consulting process with the Centre for Digital Transformation (CDT). This is followed by three mandatory trainings, after which approximately six companies apply for the Test Before Invest service (implemented by the Innovation Centre of the Faculty of Electrical Engineering), where they receive support for implementing AI solutions in their operations.

It was agreed that the A2F activities should be launched in parallel, at least through the initial assessment, in order to speed up the process and avoid unnecessary waiting for the completion of other phases. Since it is not certain that all companies entering Test Before Invest will be suitable for A2F support, the number of companies receiving this service may vary. An important advantage is that the ICT Hub holds the profiles of all 20 companies that entered the programme, which enables the expert to assess which companies have the greatest potential and need for A2F support.

In order to assess the companies' readiness for A2F support, an additional questionnaire was prepared and sent to the companies to collect key information on their financial needs and their suitability for this service. Based on the collected responses and expert insights, CDT carried out the initial screening, and a decision was made on the four companies to be worked with: Uniprom, Skundrić TZC, Dirigent Acoustics, and Viva Consulting. The expert prepared a work plan for these companies, and its implementation began during June 2026.

The collected inputs are also significant for other project partners, in particular for CDT, which already carries out the assessment of companies' digital maturity level. By defining the required information, it was clearly determined which outputs from the earlier programme phases serve as inputs for the A2F activities, thereby ensuring a more efficient and better-coordinated process among the partners.

The support per enterprise is organised in four phases:

1. Financial readiness assessment – analysis of business operations, investment needs, and digital transformation plan.
2. Feasibility study – investment assessment, ROI / cost-benefit analysis.
3. Funding strategy – grant programmes, banks, and EU funds.
4. Preparation of documentation – investment plan and basic financial projections.

T5.1 Support in assessment of financial possibilities

Under T5.1, S4AI_HUB initiated individual assessment of financial needs and available financing options for selected companies. The assessment focused on understanding what type of financing is required, for which purpose, in which amount, at what stage of development and through which potential instruments.

For companies operating in retail, wholesale and e-commerce, the main financing needs are linked to the improvement of business infrastructure, introduction or upgrade of ERP systems, automation of internal processes, digital marketing, rebranding, optimisation of space and more efficient management of sales and operational workflows. Since these companies do not primarily develop new products or technologies, the most suitable financing options are expected to include subsidies, subsidised loans, donor-supported programmes implemented with financial institutions and similar non-equity instruments.

For the company developing an energy-efficiency software platform, the financing need is linked to concept validation, MVP development, development of the first usable version of the platform and alignment of product features with market and customer needs. The estimated financing need identified in the initial expert input is in the range of EUR 50,000–100,000. The preferred financing instruments are grants or other forms of non-equity financing.

For the company with a broader pipeline of innovation and development projects, the main need is not only to identify financing opportunities, but also to assess the maturity of individual project ideas, their compatibility with available funding instruments and the quality of the project narrative. Grant financing remains the most relevant pathway for this type of beneficiary, particularly where consortium-based or innovation-oriented applications are applicable.

Overall, the assessment showed that financial readiness is directly linked to the clarity of business needs, quality of project definition, level of digital or product maturity, and the ability of companies to explain the expected business and market impact of the proposed investment.

T5.2 Support in the development of business plans, investment plans, grant applications and pitch materials

Activities under T5.2 focused on defining the scope of individual advisory work required to prepare companies for future financing opportunities.

For retail, wholesale and e-commerce-oriented companies, the planned support includes clarification of digitalisation priorities, definition of investment needs, preparation of a structured financing rationale and identification of the most appropriate subsidy or subsidised loan opportunities. Particular attention is given to presenting the proposed improvements in a way that is understandable to financing institutions, including expected effects on efficiency, process optimisation, sales, customer experience and business growth.

For the company developing the energy-efficiency platform, the planned support includes refinement of the value proposition, identification of possible weaknesses in the financing case, analysis of market indicators, definition of user benefits, review of the competitive landscape, preparation of application narratives and pitch practice. This support is particularly relevant because the company is moving from

consulting-based services towards a product-based business model, which requires a different financing logic and a clearer commercialisation narrative.

For the company with several potential innovation projects, the work is focused on organising the project pipeline through structured concept notes, evaluating project maturity, defining financing needs, identifying relevant opportunities and improving the application narrative. This includes stronger focus on market sizing, expected impact, value proposition, business model logic and potential cooperation models with consortium partners.

The first company-specific inputs therefore created a basis for targeted Access to Finance support in the following period, including preparation of financing strategies, identification of relevant opportunities and, where needed, improvement of pitch and application materials.

T5.3 Support in developing feasibility studies

Under T5.3, the initial work focused on identifying which companies require additional feasibility analysis before entering a financing or investment process.

The reviewed cases indicate that feasibility-related support is particularly relevant for companies developing new digital products, software platforms, energy-efficiency solutions or project-based innovation concepts. For such companies, financing readiness depends on the ability to demonstrate that the proposed solution addresses a relevant market problem, has a defined user segment, offers measurable benefits and can be delivered through a sustainable business model.

For companies focused on internal digitalisation and operational improvement, feasibility analysis is more closely related to the clarity of the investment need, expected process improvements, cost optimisation, implementation timeline and the capacity to finance part of the investment through own resources or credit instruments.

The planned feasibility-related work includes assessment of product and market assumptions, analysis of implementation risks, review of financing alternatives, definition of required resources and preparation of a structured rationale for future applications. In selected cases, this may also include support in defining the most appropriate cooperation model with external partners, particularly where consortium-based funding is relevant.

This task remains closely connected with T5.1 and T5.2, as feasibility inputs are used to determine whether a company is ready to apply for financing, which instrument is most suitable and what additional preparation is required.

T5.4 Organisation of Promo Days – “Test Before Buying”

During the reporting period, activities under T5.4 were not the primary focus of WP5 implementation. However, the first Access to Finance consultations provided useful input for the later design of promotional, investor-facing and financing-oriented formats.

The company-specific analysis confirmed that promotional formats should not be generic. Companies seeking subsidies or subsidised loans require a different preparation process from companies targeting grants, innovation funding, investors, banks or corporate partners. Therefore, future “Test Before Buying”

and Access to Finance formats should be structured around the maturity of the company, type of financing need, quality of the financing case and relevance of the target audience.

The insights collected through the initial advisory work will support the preparation of future Access to Finance activities, including selection of suitable companies, preparation of concise financing narratives, identification of relevant financing audiences and structuring of presentations around business value, market potential, implementation readiness and expected impact.

Overall, WP5 activities during the third reporting period contributed to the establishment of a more practical and company-oriented Access to Finance service. The work confirmed that S4AI_HUB beneficiaries need support not only in identifying available funding opportunities, but also in translating their business, digitalisation or innovation needs into clear, financeable and credible proposals.

Work Package 6: Promotion, Dissemination and Outreach

T6.1. Development of communication strategy, marketing plan

For the purposes of the S4AI Hub, a comprehensive [communication strategy](#), [marketing plan](#) and media plan were developed to support the effective implementation of project activities and ensure strong visibility at national and European levels. Communication was recognized as a key enabling element of the project, directly contributing to its core mission of accelerating digital transformation and promoting the adoption of artificial intelligence among small and medium-sized enterprises, startups, public institutions, and research and development organizations in Serbia.

The strategy provides a structured framework for planning and implementing communication activities throughout all phases of the project, with a focus on informing, engaging, and motivating relevant stakeholders to use the services of the S4AI Hub. Particular attention was given to reaching companies and organizations in less developed regions, supporting balanced territorial impact and increased digital competitiveness.

The communication and marketing plan defined clear objectives, target groups, key messages, channels, and tools, ensuring consistent and coherent messaging across all outreach activities. Through this approach, the S4AI Hub is positioned as a central reference point for artificial intelligence-driven digital transformation, enabling greater awareness of its role, services, and impact, while strengthening its institutional identity within the European Digital Innovation Hub ecosystem.

T6.2 Content development and dissemination

The S4AI Hub has laid the groundwork for comprehensive content development and dissemination activities under T6.2, with preparations currently underway to enhance the Hub's visibility and engagement across multiple channels. A project task has been an external service provider who is responsible for executing the full range of content creation and dissemination activities.

Activity 1: Preparation and Design of a Common Visual Identity and Campaign Design

The Service Provider successfully established the foundational visual identity for the S4AI Hub. This included the development and adoption of a **common visual identity (logo, color palette, typography)** and the creation of a comprehensive **brandbook** to ensure consistency. Furthermore,

a **creative campaign concept** for both online and offline promotion was developed. Templates for presentations and initial designs for promotional materials (roll-ups, backwalls) were prepared, laying the groundwork for all subsequent communications.

Activity 2: Testing Target Groups and Mailing Campaign

While the initial plan called for physical focus groups in four regions, the Service Provider adapted the methodology to be more agile and integrated with ongoing project activities. A robust **direct mailing (newsletter) campaign** was established as a primary channel. Three highly successful newsletter campaigns were executed:

The first newsletter campaign, focused on promoting the S4AI Hub Info Day and sent on October 13, 2025, reached 366 recipients with full deliverability. The campaign achieved an above-average open rate, indicating strong audience interest and effective subject line messaging. Reader engagement was further reflected through click activity, while low unsubscribe and spam complaint rates confirmed the relevance of the content and good alignment with audience expectations.

A second targeted newsletter was sent on December 5, 2025, to applicants for the "Innovation Camp for Digital Transformation." This campaign demonstrated very strong performance, achieving a notably high open rate and perfect deliverability. The absence of bounces and unsubscribes highlighted the high quality of the contact list and a strong level of trust among applicants, while continued click activity indicated sustained engagement with the selection and onboarding process.

The third newsletter campaign, distributed on December 16, 2025, focused on collecting audience feedback through a survey. This campaign recorded particularly high engagement, with a strong open rate and an exceptional click-to-open rate. The high level of interaction confirmed that the message and call to action resonated strongly with recipients, encouraging meaningful participation and providing valuable input for further improvement of S4AI Hub activities.

Activity 3: PR Campaign and Media Presence

The Service Provider initiated the PR strategy by securing strategic media placements that aligned with key project milestones. This included:

- **Media Dissemination** of major project announcements, such as the launch of the public call for the Innovation Camp and the organization of the S4AI Hub Roadshow.
- **Strategic Event Coverage:** Ensuring the S4AI Hub's activities at high-profile forums like the **Western Balkans Digital Summit 2025** and the **Butterfly Innovation Forum** were communicated through the project's owned channels (website, social media). The groundwork has been laid for building deeper media relationships, with initial visibility successfully established in the professional and regional public sphere.

Activity 4: Marketing on Social Media

This activity was executed with significant impact. The Service Provider **created and managed official S4AI Hub profiles on Facebook, Instagram, and LinkedIn**. A coordinated paid and organic social media campaign was launched to promote the flagship "Innovation Camp for Digital Transformation." The campaign was optimized through A/B testing and

targeted segmentation, directly contributing to the project's lead generation goals. Results include nearly **2 million impressions on Facebook** and approximately **27,500 visits to application landing pages**, demonstrating effective audience engagement and campaign management.

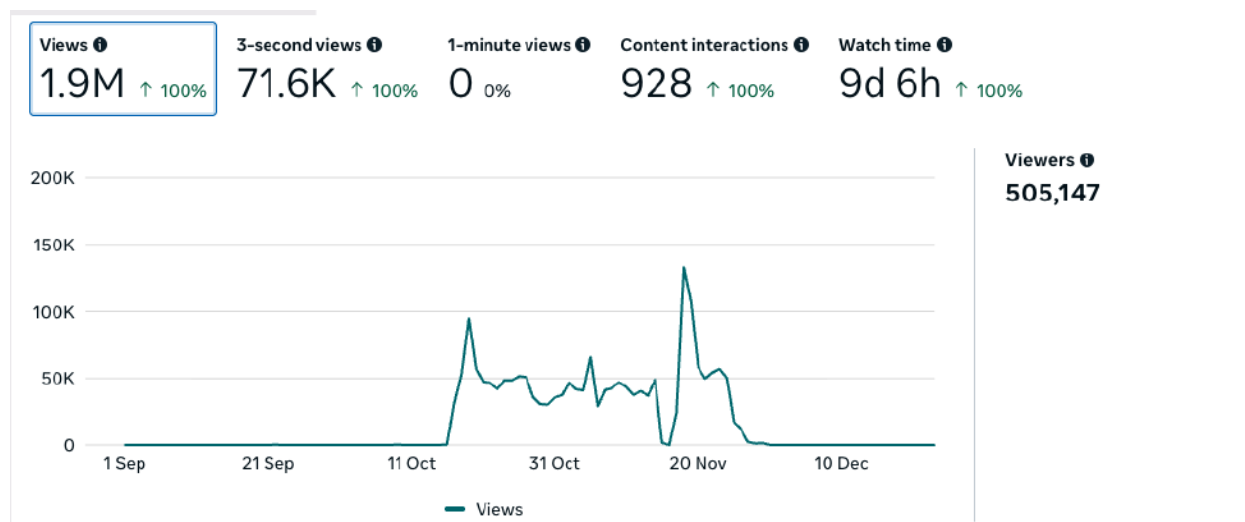
The communication campaign was launched in October 2025 and focused on increasing the visibility of the S4AI Hub and its support mechanisms for companies undergoing digital transformation. As part of the campaign, official profiles were created and managed on [Facebook](#), [Instagram](#), and [LinkedIn](#), in line with the agreed communication and media plan. A key focus of the campaign was encouraging companies to sign up for a free digital assessment, aimed at evaluating their current level of digitalisation and identifying opportunities for further digital transformation.

The allocated budget was implemented in accordance with the predefined and approved media strategy, with a strong emphasis on the initial phase of the program. This phase was dedicated to raising awareness of the S4AI Hub, promoting the program and its key benefits for participating companies, and clearly communicating the role of the S4AI Hub in supporting businesses throughout the digitalisation process.

The campaign was primarily designed to drive traffic to informational and application landing pages, enabling companies to apply for the program and register for a free digital maturity assessment. Through combined promotional activities across platforms, the campaign generated approximately 27,500 visits to the application and sign-up pages, contributing to strong initial engagement and interest from the target audience.

FACEBOOK

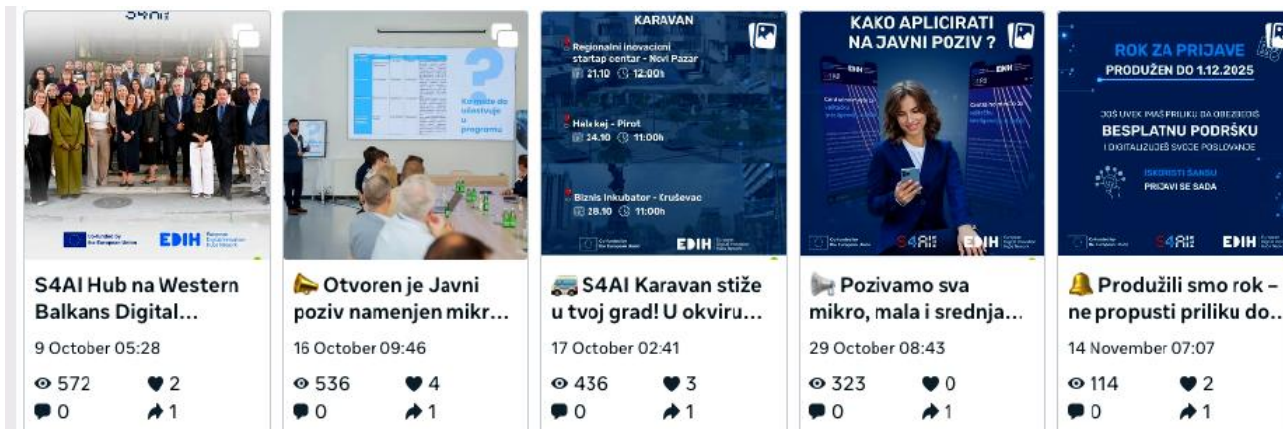
With nearly 2 million impressions, Facebook proved to be one of the most important platforms for this campaign. Based on initial research, the highest concentration of micro, small, and medium-sized enterprise (MSME) owners, who are the primary target audience for S4AI_HUB services, is active on this platform.



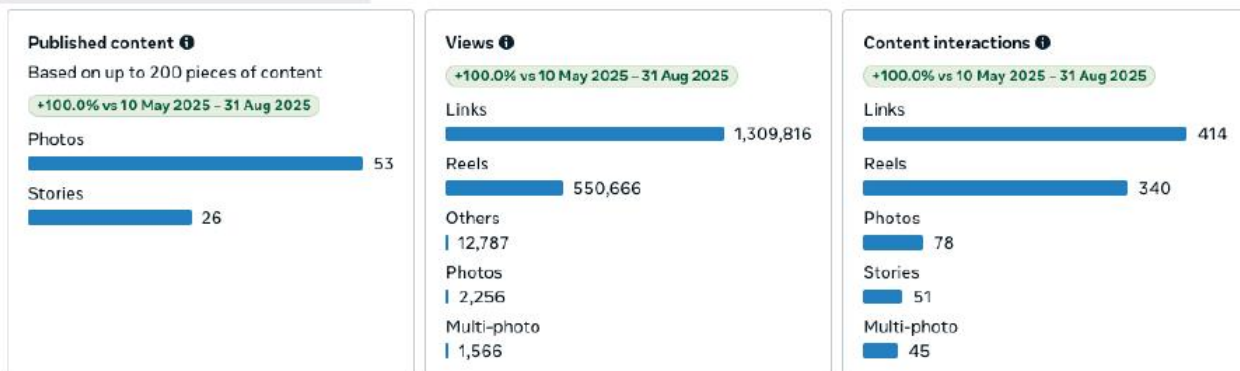
Top-performing posts by reach

The best-performing content organically included:

- Informational posts
- Announcements about the opening of applications
- Posts extending the application deadline

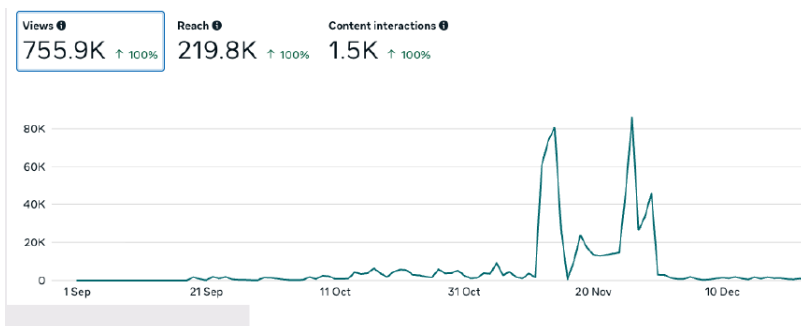


These formats generated strong engagement and efficiently drove traffic to the application pages.



INSTAGRAM

A high number of impressions, combined with solid reach and interaction rates, indicates that the promotional aspect of the campaign performed very well on Instagram as well.



Top-performing posts by reach

The strongest-performing posts were:

- Informational posts related to the application process
- Explanations of the program
- Eligibility requirements
- Clear presentation of potential benefits for participants of the Innovation Camp



Additionally, posts from the S4AI caravan activities achieved very strong engagement and visibility, reinforcing the campaign's credibility and on-the-ground presence.

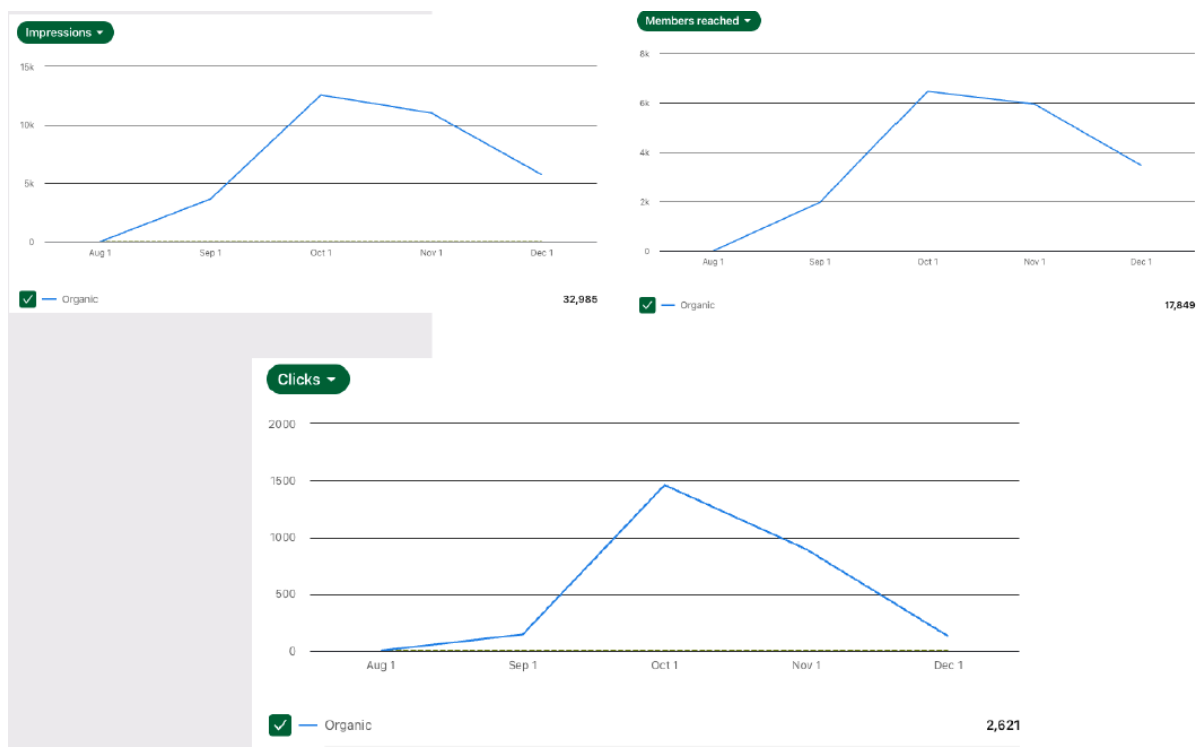


LIKINEDIN

On LinkedIn, the focus was placed on:

- Presenting the project
- Explaining the strategic purpose and function of the S4AI_HUB
- Communicating the value of digital maturity assessments for companies

Due to limited budget availability for paid LinkedIn campaigns, the emphasis was on organic content and community-driven distribution.



Thanks to a high number of shares by HUB participants and partners, this channel also delivered satisfactory and meaningful results, especially in terms of professional credibility and B2B visibility.

ADS SOCIAL MEDIA

Advertising campaigns were designed with clearly defined KPIs.

Primary KPI:

- Achieve the highest possible number of program applications and sign-ups for the free digital assessment

Secondary KPI:

- Achieve a cumulative reach exceeding 500,000 users

Reach, as a secondary KPI, served as a key indicator of:

- General awareness of the program
- Visibility of changes in application conditions
- Overall penetration within the targeted audience

A single main campaign was created with multiple audience segments, allowing us to efficiently meet these objectives.

Visual assets were optimized based on initial A/B testing, where:

- Static visuals
- Supported by two video formats proved to be the most effective solution within the available

budget.

The initial campaign is considered **successful**. With the project ongoing and the **first phase of marketing**

completed, along with an initial pool of registered companies and assessments conducted, new opportunities are opening for further content development.

Future materials, such as:

- Case studies
- Success stories
- Demonstrated digital transformation outcomes are expected to deliver **even stronger results** and provide a solid foundation for continued and more advanced marketing activities in the next phases of the project.

During the previous two quarters, communication activities within the S4AI Hub project were largely driven by the implementation of highly specialized, company-oriented support activities, including digital maturity assessments, mentoring processes, trainings, and direct advisory work with SMEs and public sector organizations.

A significant portion of these activities involved individual engagements with companies and beneficiaries that contained business-sensitive information and therefore were not suitable for direct public communication or media exposure. Consequently, the communication strategy was adapted to balance the need for project visibility with the confidentiality requirements of participating organizations.

Rather than focusing on individual company cases, social media communication emphasized the broader impact of the project by highlighting measurable progress, educational initiatives, implementation support, ecosystem development, and regional digitalisation trends. This approach enabled S4AI Hub to maintain continuous and relevant communication while respecting the privacy and trust of project beneficiaries.

From General Awareness to Progress-Oriented Communication

As the project implementation progressed, communication increasingly shifted from general awareness-raising about artificial intelligence and digital transformation toward showcasing concrete achievements and the collective impact of hub activities, including:

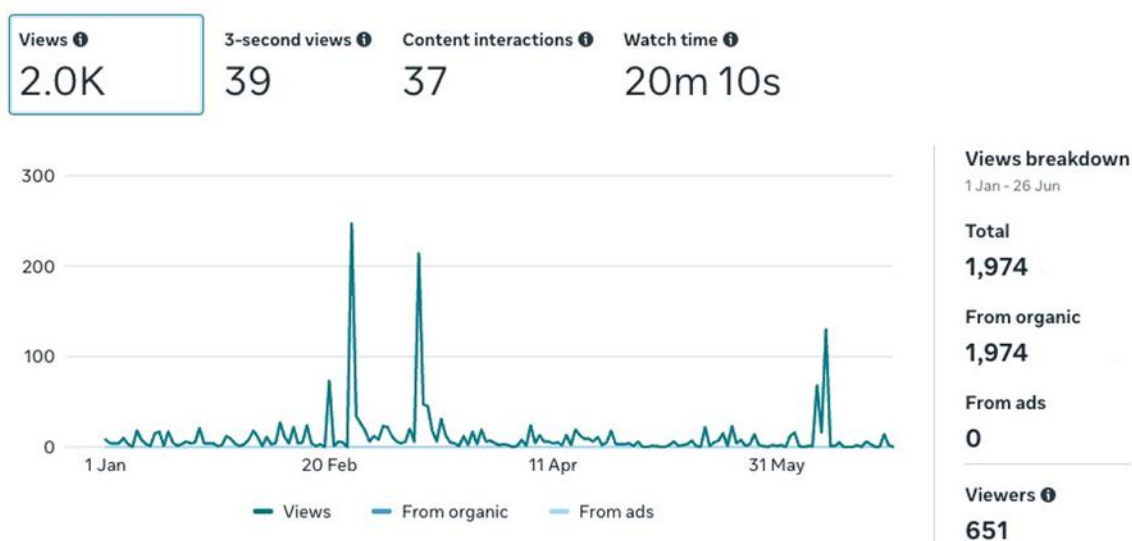
- Educational activities and training programme
- Capacity-building initiatives for companies and institutions
- Implementation support and digital transformation processes
- Regional digitalisation trends and ecosystem engagement
- Participation in events and dissemination of project results

This approach allowed S4AI Hub to present tangible outcomes and demonstrate the practical value of its services while ensuring that confidential company-level activities remained appropriately protected.

The shift toward progress-based storytelling created a more implementation-oriented narrative and improved the overall relevance of communication efforts.

FACEBOOK

Reporting the progress of the project through the Facebook channel.



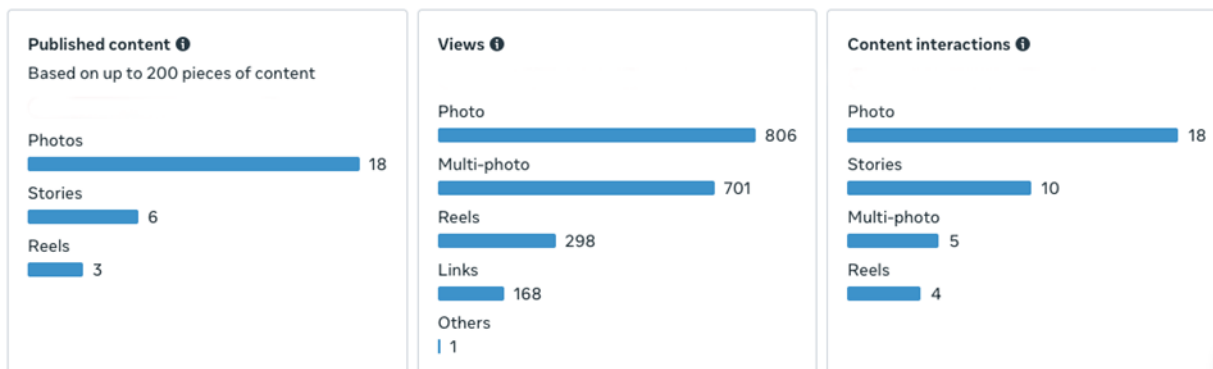
Top-performing posts by reach

The best-performing content organically included:

- Informational posts about S4ai Hubs activities
- Explanation posts tied to explaining less known facts about AI and Digitalisation



These formats generated strong engagement and efficiently drove traffic to the application pages.



INSTAGRAM:



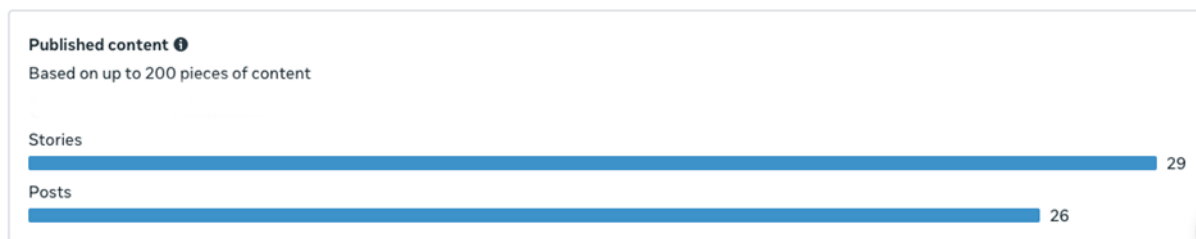
Top-performing posts by reach

The strongest-performing posts were:

- Informational posts related to the application process
- Information about activities
- Launcher



Additionally, posts from the **S4AI caravan activities** achieved very strong engagement and visibility, reinforcing the campaign's credibility and on-the-ground presence.



LINKEDIN:

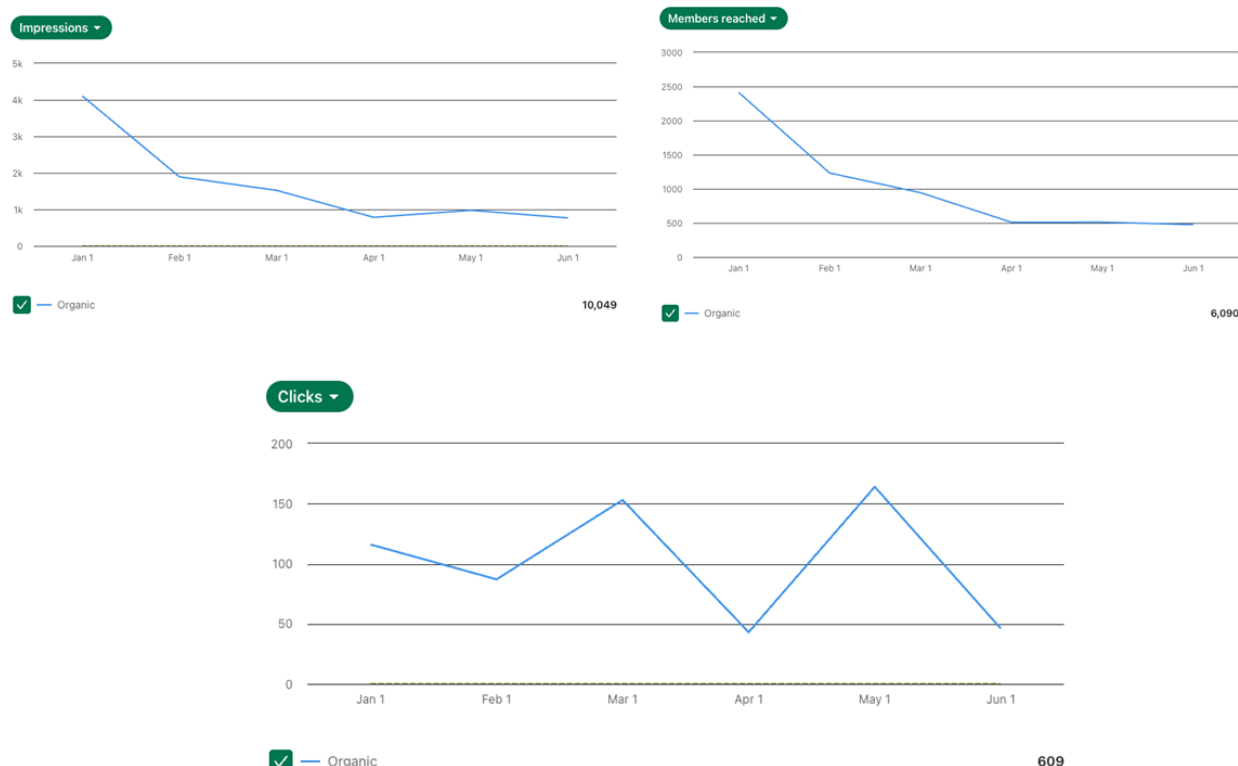
On LinkedIn, the focus was placed on:

- Presenting the project
- Explaining the strategic purpose and function of the

S4AI_HUB

- Communicating the value of digital maturity assessments for companies

Due to limited budget availability for paid LinkedIn campaigns, the emphasis was on **organic content** and **community-driven distribution**.



Activity 5: Preparation of a Promotional Film

Work on this activity has commenced in line with the project's progression. The Service Provider has begun **archiving raw video material** ("non-edited footage") from key project events such as the **S4AI Hub Roadshow (Caravan), Info Day**, and other promotional activities. This archival work is the essential first step towards the production of shorter social media video content and the final promotional film, ensuring a library of authentic visuals is available for future editing and production phases.

Activity 6: Preparation and Design of Promotional Marketing Material

The Service Provider has completed the **design phase for the full range of promotional materials** as specified (notebooks, badges, stickers, roll-ups, backwall, promotional items, etc.). These designs adhere to the approved visual identity. The procurement and physical production of these items are pending, scheduled to follow the design approval and in coordination with the project's event calendar and physical dissemination needs.

Activity 7: Branding of the EDIH S4AI Hub Office Space

The branding of the dedicated 25m² S4AI Hub office space within the Science and Technology Park Niš has been fully completed and installed. This activity involved the production and physical installation of custom wall graphics, A1-format poster boards, and an informational entrance plaque, all adhering to the project's visual identity.

The result is a professionally branded environment that serves a strategic, lasting purpose. This space is established as the permanent **S4AI Hub Corner**, designed to function as a versatile venue for smaller-scale events, workshops, and meetings. Furthermore, it is specifically equipped to serve as a dedicated **media point**, providing a consistent, branded backdrop for interviews, press statements, and media engagements. This creates a lasting legacy asset that reinforces the Hub's institutional identity for visitors, partners, and the media.

Activity 6: Preparation, Design, and Distribution of Promotional Marketing Material

This activity was fully executed, moving beyond design into physical production and active campaign deployment. The Service Provider prepared the visual design for the entire range of specified promotional items. Following design approval, all materials were physically produced, delivered, and distributed to project partners across the consortium.

The produced items — including notebooks, badges, stickers, roll-up banners, the backwall display system, promotional bottles, stress balls, brochures, tote bags, and business backpacks — were actively utilized in the promotional campaign. They were deployed at key events such as the **nationwide S4AI Hub Roadshow**, the **Info Day**, and other networking forums, ensuring consistent and professional physical visibility for the Hub.

Result: A complete suite of branded promotional materials was created, supplied to partners, and integrated into the offline marketing activities, directly enhancing the project's physical presence and supporting stakeholder engagement across Serbia.

Conclusion:

The Service Provider has fully delivered on the initial strategic and design phases (Activities 1, 6 design, 7 design) and has successfully transitioned key operational activities (Activities 2, 3, 4, 5 initiation) from planning to execution. The work completed in this reporting period has directly contributed to the successful market launch of the S4AI Hub's services, generating significant awareness and tangible applicant interest. All activities are on track, with future work focused on the continued execution of the media plan, production of physical materials, and development of video content as the project evolves.

6.1. Reporting of EDIH's Events

6.1.1. Key EDIH event-Forum of Advanced Technologies

Executive Summary

The 9th Forum of Advanced Technologies – TechMomentum was successfully held on June 11 and 12, 2025, at the Science and Technology Park Niš as a key EDIH activation event for Serbia's European Digital Innovation Hub on AI (S4AI Hub). The event brought together stakeholders from the startup ecosystem, industry, and academia to promote AI-driven innovation, foster regional networking, and facilitate knowledge exchange on digital transformation.

This year's Forum of Advanced Technologies gained official recognition and financial backing from the Ministry of Science, Technological Development, and Innovation, ensuring crucial co-funding for the S4AI Hub's initiatives while optimizing resource allocation and scaling the Hub's impact. The program spanned seven thematic zones, featuring 70+ sessions with 150+ speakers and attracting 1,200+ participants. Main conference hall events, conducted in English, were livestreamed globally via YouTube, broadening accessibility.

A special focus was placed on AI adoption and EDIH-themed content, showcasing best practices, implementation challenges, and collaboration models among European Digital Innovation Hubs. The Forum successfully achieved its objectives—demystifying AI, strengthening stakeholder capacities, and enabling matchmaking—with no major constraints. Key outcomes have paved the way for project-based collaborations and enhanced regional/international cooperation under the S4AI Hub framework.

Objectives

The general objective of the event was to raise awareness about the importance of innovation and digital transformation in Serbia and the region by connecting key actors from industry, academia, institutions, and international networks.

Specific objectives included:

- Connecting startups and SMEs with European innovation networks to foster innovation and digital transformation.
- Strengthening ties between research institutions, industry, and the public sector.
- Promoting digital skills among youth and supporting their professional development.

Content of the Deliverable

Event Name: 9th Forum of Advanced Technologies – *TechMomentum*

Date: June 11–12, 2025

Number of participants: Over 150 speakers, 1500+ registered, 1200+ attendees.

Format: In-person event with livestreaming from the conference hall via YouTube.

Website: <https://fnt.rs>

List of participants: Available in the agenda on the website: <https://fnt.rs/agenda-june-11-2025/>

Event Description

The Forum took place across 7 thematic zones – Conference Hall, Main Hall, Startup Zone, Edu Zone, Heritage Zone, Podcast Corner, and Media Corner. Each zone was thematically focused on different aspects of advanced technologies and tailored to specific target groups. More than 70 program activities were held, including panels, workshops, pitch sessions, and bilateral meetings. The Forum enabled direct engagement among innovation ecosystem actors, aiming to foster concrete collaborations and projects. On the margin of the Forum of Advanced technologies, Western Balkan 6 Economies EDIH related workshop was organized by Regional Cooperation Council with more than 17 participants coming from WB6 economies.

Day 1

The conference hall

The conference hall opened with an introductory ceremony (Grand Opening), followed by an inspiring opening keynote (No Guts, No Glory) delivered by Dr. Milan Randelović, Director of the Science and Technology Park Niš, which set the tone for the event. He emphasized courage and innovation as key values in technological progress, while pushing the boundaries of Niš's technological advancement and highlighting the bold vision of Innovation District Niš.

Keynote: Empowering Innovation: How AMD Uses AI to Shape the Future- AMD's Andrej Zdravković took the audience through the company's AI journey, showing how it transformed from hardware-focused to an AI-driven innovator. He revealed how AI helps AMD optimize chip layouts for better performance and lower power consumption, sometimes achieving what engineers thought impossible. The keynote featured stunning examples of AI applications powered by AMD technology in weather prediction and genomic research. Zdravković stressed that AMD's philosophy centers on making AI acceleration accessible while maintaining rigorous ethical standards.

Panel: Her Power in Science: Stories of Innovation and Impact-Moderated by Jelena Preradović Stevanović from Philip Morris, this inspiring panel highlighted women's growing influence in STEM fields. H.E. Michelle Cameron shared Canada's initiatives supporting gender equality in science, while Dr. Indira Popadić discussed challenges female entrepreneurs face in tech-driven businesses. Professor Zlatica Marinković provided valuable insights from academia, emphasizing the need for systemic changes to encourage more women in engineering. The conversation revealed how mentorship programs and corporate policies can create more inclusive scientific communities.

Keynote: Consolidating Structured and Unstructured Data and AI Use-Cases-This insightful session examined how forward-thinking companies are breaking down data silos to create more robust AI solutions. The speaker demonstrated how combining customer transaction records with support tickets and social media interactions leads to more nuanced understanding of consumer behavior. Technical approaches were discussed for maintaining data lineage and model interpretability when working with complex, multi-format datasets. A recurring theme was that the most innovative AI applications emerge at the intersection of different data modalities rather than from any single source alone.

Panel: AI Meets Cybersecurity: Risks, Defenses, and the Road Ahead-This panel examined AI's dual role in cybersecurity—both as a powerful defense tool and a potential threat amplifier. Experts discussed how machine learning enhances threat detection through real-time pattern analysis while also enabling sophisticated AI-generated attacks like deepfakes and adaptive malware. The conversation highlighted the critical need for explainable AI models in security applications and the importance of maintaining human oversight. Key takeaways included the necessity for continuous security training, ethical frameworks, and balancing innovation with risk management as AI becomes fundamental to cybersecurity infrastructure. The panel concluded that while AI transforms security practices, skilled professionals remain essential in this evolving arms race.

Keynote: The story of female entrepreneurs who make a difference-This inspiring session highlighted the growing impact of women-led businesses across industries. The discussion revealed how female entrepreneurs bring unique perspectives to problem-solving, often addressing underserved market needs through innovative approaches. Examples showcased demonstrated how women are successfully balancing profitability with social impact, creating businesses that drive both economic growth and community development. The conversation emphasized the importance of mentorship networks and access to funding in helping women overcome traditional barriers in entrepreneurship. A key insight emerged that businesses founded by women tend to reinvest more in their teams and local communities, creating a multiplier effect. The session concluded by examining how changing perceptions and supportive policies can further accelerate the rise of women entrepreneurs globally.

Keynote: From Prompt to Impact: What's Under the Hood of Microsoft Copilot-This session provided a behind-the-scenes look at how AI-powered assistants are transforming modern workspaces. The presentation explored the technical architecture that enables these tools to interpret user intentions and deliver relevant, context-aware suggestions across applications. Key discussion points included the balance between AI automation and human oversight, along with real-world examples of productivity gains in document creation, data analysis, and workflow optimization. The talk also addressed responsible AI development, emphasizing built-in safeguards for accuracy, privacy, and ethical considerations. Attendees gained insights into how these technologies are evolving to better understand complex queries while maintaining transparency in their operations.

Panel: Global and Regional Trends: An Opportunity for a "Technological Leap"- Infrastructure, Education and Investment-this forward-looking discussion examined how strategic alignment between infrastructure development, education reform, and investment strategies can accelerate technological adoption across the region. Panelists emphasized that current global disruptions present a unique window for emerging economies to bypass traditional development stages through targeted technological adoption. The conversation highlighted how digital infrastructure projects must be paired with workforce upskilling initiatives to create sustainable ecosystems, with particular focus on building innovation pipelines between academia and industry. Experts stressed that attracting technology investments requires demonstrating both technical readiness and market potential, suggesting regional collaboration could create more attractive conditions for global capital. A recurring theme was the need for education systems to shift from knowledge transmission to fostering adaptive problem-solving skills suited for rapidly evolving technological landscapes. The panel concluded that coordinated policy measures across these three pillars could enable the region to not just follow, but actively shape global tech trends in select niche areas.

Panel: After the investment, the real work begins-Moderator Nebojša Bjelotomić led a frank discussion on post-investment challenges with TS Ventures' Davor Sakač. The panel revealed how funding is just the starting point, with startups often unprepared for scaling operations, building professional teams, and fixing unit economics. Sakač emphasized the "expectation gap" between investors and founders, stressing that money alone can't solve structural issues. The discussion particularly highlighted Balkan startups' struggles with international expansion due to regulatory hurdles. Key advice focused on transparent investor communication and systematic scaling across operations, talent, and financial controls.

Business zone

Panel: STEM Leadership Redefined: The Role of Women in Tomorrow's Tech-This thought-provoking discussion explored the transformative impact of women's leadership in shaping the future of technology. Participants highlighted how diverse leadership styles in STEM fields foster more innovative and inclusive work environments, ultimately driving better business outcomes. The conversation addressed persistent gender gaps in technical roles while showcasing successful initiatives that are helping to bridge this divide. Speakers shared practical strategies for creating supportive ecosystems that empower women throughout their STEM careers - from education to executive levels. The panel examined how mentorship programs, flexible work structures, and conscious bias elimination contribute to building robust pipelines of female tech talent. A key focus was the need to redefine traditional leadership models in technology sectors to better align with 21st century workplace dynamics. Participants emphasized that organizations embracing gender diversity in STEM leadership positions gain competitive advantages through broader perspectives and enhanced problem-solving capabilities. The discussion concluded with a forward-looking perspective on how emerging technologies like AI present both challenges and opportunities for achieving true gender parity in tech leadership roles, calling for proactive measures to ensure women help shape the next wave of technological transformation.

Panel: Longevity Innovation: Building a Healthier Future for Serbia-This discussion revealed Serbia's transformative potential in the global longevity revolution. Panelists unanimously emphasized that our country - through its combination of proven medical tradition, accessible clinical research, and growing health startup ecosystem - can become a regional hub for preventive medicine and healthy aging innovations. The key advantage lies in developing personalized solutions - from DNA-based nutrition to AI-powered predictive medicine - that will enable citizens to actively manage their own health journeys. This represents not just an economic opportunity, but a chance to reduce healthcare system burdens through preventive health models. Serbia has the potential to position itself not merely as an adopter, but as a creator of global longevity standards in the coming decade. Our unique mix of medical expertise, technological talent, and cost-effective research capabilities creates the perfect testing ground for breakthrough solutions that could shape how the world approaches healthy aging.

Panel: Building the BIO4 Ecosystem-The discussion highlighted Serbia's strategic efforts to establish itself as a regional leader in biotechnology and interdisciplinary research. Experts emphasized how integrating biology, informatics, and advanced technologies creates synergistic opportunities for scientific breakthroughs with commercial applications. A key focus was developing infrastructure that connects academic research with industry needs, particularly in pharmaceutical development, agricultural biotechnology, and medical diagnostics. Panelists stressed the importance of cross-sector collaboration between research institutions, startups, and established companies to accelerate innovation cycles. The conversation also addressed challenges in commercializing scientific discoveries, with suggestions for

improving technology transfer mechanisms and creating more favorable conditions for bio-entrepreneurship. Education reform emerged as another critical factor, with calls for more interdisciplinary training programs that combine life sciences with computational and engineering skills. Looking ahead, participants expressed optimism about Serbia's potential to become an important node in global biotechnology value chains, provided current initiatives receive sustained support and proper coordination between all stakeholders in the BIO4 ecosystem.

Panel: Hype or Help - How AI Is (Really) Being Used in Today's Solutions-this panel cut through the AI hype to reveal practical, real-world applications transforming industries today. Experts demonstrated how businesses are moving beyond theoretical potential to implement AI solutions that deliver measurable ROI - from automating routine processes to generating predictive insights. The discussion highlighted a crucial shift occurring across sectors, where AI adoption is becoming more targeted and problem-specific rather than technology-driven. Panelists emphasized that successful implementations focus first on clear business needs, then match appropriate AI tools rather than chasing trends. A key insight emerged about the "maturity curve" of AI adoption - companies progressing from basic automation to increasingly sophisticated cognitive applications as they build internal capabilities. The conversation also addressed common pitfalls, particularly the importance of data quality and change management alongside technical implementation. The panel concluded that while AI's transformative potential is real, sustainable value comes from strategic, phased adoption rather than revolutionary overhauls - with the most successful organizations treating AI as an enhancer of human capabilities rather than a replacement.

Keynote: Insights on the Finnish startup ecosystem with Maria 01, the leading startup campus and community in Nordics-Anni Anttonen from Maria 01 shared how Finland's flagship startup campus connects 1,300+ tech companies through intentional "collision culture." She revealed startups in their ecosystem raise more funding thanks to concentrated talent and investor access. Anttonen advised Balkan innovators to leverage local strengths rather than copy Silicon Valley models. The session ended with an open invitation for Serbian startups to join Maria 01's international scaling programs.

Panel: The Future Starts with Youth: Opportunities in the Age of Advanced Technologies-This discussion highlighted how Serbia can prepare its youth for technological disruption through education reform and opportunity creation. Experts emphasized the urgent need to align skills training with emerging job markets, particularly in digital and green technologies. The panel showcased successful initiatives connecting young talent with tech industries through apprenticeships and startup support. Key recommendations included modernizing STEM curricula and expanding access to tech education across urban and rural areas. Participants stressed that investing in youth tech skills today will determine Serbia's competitive position tomorrow. The session concluded that systemic collaboration between schools, employers and policymakers is essential to build a future-ready workforce.

Panel: Applications of Artificial Intelligence-This session explored real-world AI implementations across industries, demonstrating how businesses can leverage artificial intelligence for tangible results. Experts showcased practical use cases where AI drives efficiency, innovation and competitive advantage in Serbian companies. The discussion highlighted key considerations for successful AI adoption, including data quality requirements and workforce upskilling needs. Panelists emphasized that AI's true value emerges when applied to specific business challenges rather than pursued as a standalone technology. Successful implementation examples ranged from process automation to advanced

analytics, proving AI's versatility. The session concluded that organizations must develop clear AI strategies aligned with their core objectives to maximize benefits while managing risks.

Edu zone

Workshop: Using Artificial Intelligence in Agile Product Development-This hands-on session demonstrated how AI tools can enhance agile product development cycles. Participants learned practical techniques for integrating AI into sprint planning, backlog refinement and quality assurance processes. The workshop covered AI applications for automating repetitive tasks, predicting delivery timelines and optimizing team productivity. Attendees practiced using AI-powered tools for real-time progress tracking and risk identification in product development. Key takeaways included methods to balance AI automation with human oversight in agile environments. The session emphasized that AI should complement, not replace, core agile principles and team collaboration. Participants left with actionable strategies to implement AI solutions in their product development workflows while maintaining agility.

Fireside chat: AI for SMEs: From Vision to Practice-This informal discussion provided small and medium enterprises with realistic pathways to adopt AI technologies. The AI Institute experts demystified common misconceptions about AI implementation costs and technical requirements for smaller businesses. Practical case studies illustrated how Serbian SMEs successfully deployed AI for inventory optimization, customer service automation and predictive maintenance. The conversation particularly focused on cost-effective solutions that deliver quick ROI, such as cloud-based AI tools and modular implementations. Key advice centered on starting with well-defined problems rather than technology-first approaches. The session concluded with resources and support programs available to help SMEs take their first steps in AI adoption, emphasizing that pilot projects often provide the most valuable learning experiences

Fireside chat: AI Possibilities: Unlocking Opportunities for SMEs and Small Practices, Center for Digital Transformation-This candid discussion explored how small businesses can harness AI without extensive resources. Digital transformation expert Ema Petrović outlined common entry points like chatbots and data analytics tools that deliver quick wins. MojoAI's Eleonora Sergijević countered AI hype with real-world examples, showing how her startup helps SMEs implement focused AI solutions in weeks rather than months. The conversation revealed surprising affordability - many useful AI tools now cost less than traditional software licenses. Moderator Filip Mrdak emphasized that successful adoption starts with identifying repetitive tasks rather than chasing cutting-edge tech. This session has put strong emphases how the SMEs could bridge the gap in development using the S4AI HUB services. A key insight emerged: SMEs actually adapt faster than enterprises when implementing AI, as they face less bureaucracy. The session closed with actionable first steps - from free AI audits to micro-pilots - proving every business can start their AI journey today through S4AI HUB services

Panel: Why mentorship matters for startup growth – StarTech project-This discussion highlighted how mentorship plays a crucial role in supporting startups through various growth stages. Industry experts and successful founders emphasized that experienced guidance helps new entrepreneurs avoid common pitfalls and accelerate their progress. The conversation revealed that structured mentorship programs significantly improve startup survival rates and fundraising success. Panelists noted how mentorship

creates a valuable knowledge-transfer mechanism within the entrepreneurial ecosystem, benefiting both new founders and seasoned professionals.

Panel: Early-stage startup funding: How to secure it-This discussion explored practical funding avenues for emerging startups, with a special focus on the Launcher program through S4AI Hub's digital innovation initiative. Panelists explained how this initiative helps startups refine their products while connecting them with potential investors. The program provides technical support to develop minimum viable products and creates pathways to secure follow-on funding from angels and institutional investors. Experts emphasized how structured support programs can help startups demonstrate market potential and meet investor expectations more effectively. The conversation highlighted that combining product development assistance with financial guidance gives early-stage ventures better chances of securing crucial initial funding.

Fireside chat: Advanced AI technologies: Applications and Smart Manufacturing-This discussion highlighted the key role of the S4AI Hub in advancing smart manufacturing through applied AI technologies. The conversation demonstrated how the Hub provides companies with access to practical AI solutions and technical expertise for production optimization. The S4AI Hub enables businesses to collaborate with academic institutions and tech startups to identify the most effective AI implementation points. The focus remains on tangible improvements - from predictive maintenance to supply chain optimization. The session particularly emphasized how the interrelation of industry-academia helps manufacturers of all sizes adopt AI incrementally, starting with high-impact pilot projects before expanding to plant-wide implementations.

Green Technologies in Serbia: What Do We Already Have and How Can We Make the Most of It?-This session provided an overview of Serbia's emerging green technology sector and its untapped opportunities. The discussion highlighted existing capabilities in renewable energy solutions, waste management innovations, and sustainable agricultural technologies developed by local startups and research institutions. Key focus areas included leveraging Serbia's technical talent and natural resources to build a competitive green tech economy. The conversation explored practical ways to accelerate adoption - from improving regulatory frameworks to fostering public-private partnerships for clean tech deployment. The session concluded that Serbia possesses strong foundations for green innovation, but requires more systematic support mechanisms to scale solutions from pilot projects to market-ready applications that benefit both the economy and environment

Fireside chat: Accessing EU Funds: A Practical Guide to Participating in EU Programs-This session provided practical advice for accessing EU programs like Horizon Europe, Digital Europe, and Green Deal initiatives. Experts explained how to identify suitable calls matching Serbia's development priorities in research, digitalization, and sustainability. Key recommendations included forming international partnerships early and utilizing national support services when preparing proposals. The discussion highlighted Digital Europe's relevance for Serbia's tech sector, particularly in AI and cybersecurity projects. Panelists emphasized that successful applications require demonstrating European added value while aligning with local strengths. Participants learned that quality proposals often need 6-12 months preparation, but Serbian organizations are increasingly winning significant grants through strategic approaches.

Fireside chat: How can we better support agrifood startups in Serbia in cooperation with EIT Food-

This fireside chat examined practical ways to strengthen Serbia's agrifood startup ecosystem through strategic collaboration with EIT Food. The discussion opened with an analysis of current challenges facing early-stage agricultural innovators, particularly around accessing testing facilities, mentorship networks and distribution channels. Panelists highlighted EIT Food's existing programs that could be adapted for the Serbian context, such as their business creation initiatives and market validation support. A key focus was how to connect Serbia's agricultural strengths with EIT Food's pan-European network to create more opportunities for local startups to pilot solutions and access international markets. The conversation explored potential models for regional innovation hubs that would combine local knowledge with EIT Food's technical expertise, citing successful examples from other markets. Participants agreed that such partnerships could help address specific Serbian agricultural challenges while positioning local innovators as regional leaders in sustainable food systems. The session concluded with actionable recommendations for creating more tailored support programs that bridge the gap between Serbia's farming community and technological innovators.

Panel: Artificial Intelligence in the Service of Innovation-This panel examined how AI acts as a catalyst for innovation across various sectors in Serbia. The discussion highlighted practical examples where AI solutions developed by local startups and research teams are transforming industries from healthcare to agriculture. Panelists emphasized that successful AI implementation requires balancing technological potential with real-world needs, suggesting many Serbian companies still treat AI as an add-on rather than core innovation driver. The Center for Digital Transformation shared insights on helping traditional businesses identify where AI can create genuine value, while ICT Hub representatives discussed supporting startups in developing commercially viable AI products. A recurring theme was the importance of building bridges between academic research and industry applications to ensure AI innovations solve actual market problems. The conversation also touched on ethical considerations, with participants agreeing that responsible AI development should be prioritized from the outset rather than treated as an afterthought. Several case studies demonstrated how properly implemented AI solutions can give Serbian businesses competitive advantages both locally and internationally.

Startup zone

Workshop: AI Co-investment program : Opportunity for AI Startups-The workshop presented Serbia's AI Co-investment Program as a key funding source for early-stage AI startups, blending public and private capital. Mladen Stojanović outlined eligibility criteria, emphasizing scalable solutions and strong technical teams. Participants learned practical application tips through success stories of past recipients who secured growth funding. The session clarified that the program supports ventures at various stages, not just mature startups, while stressing the importance of demonstrating clear market needs. Founders received direct feedback on aligning their projects with program goals during interactive discussions. The workshop particularly highlighted successful applications addressing specific industry challenges through innovative AI approaches.

Workshop: Innovation Methodology-This workshop introduced Microsoft Garage's unique approach to innovation, blending structured methodology with creative freedom. Milan Gospić demonstrated how

their proven framework helps teams rapidly test ideas through hands-on experimentation while maintaining strategic focus. Participants learned practical techniques for validating concepts quickly and cost-effectively, mirroring the same processes used by Microsoft's global innovation teams. The session emphasized that successful innovation requires both systematic thinking and willingness to fail fast - core principles behind Microsoft Garage's track record of transforming raw ideas into market-ready solutions. Attendees gained actionable insights they could immediately apply to accelerate their own innovation cycles.

DAY 2

Conference Room

Movie: Welcome to the City of Technologies-This short film traces the evolution of Electronics Industry Niš (EI Nis), showcasing how its industrial heritage shaped the city's innovation ecosystem. Through archival footage and interviews, it highlights EI's role in nurturing generations of engineers who later drove Niš's tech boom. The documentary demonstrates how this manufacturing legacy directly influenced the creation of science parks and startup incubators, bridging the city's industrial past with its current identity as a regional technology hub. It celebrates how Niš transformed from an electronics manufacturing center into a thriving innovation district.

Annual Awards-The annual awards ceremony honored outstanding achievements in Serbia's technology sector, recognizing both individual excellence and corporate innovation. The prestigious Engineer Vladimir Jasić Award celebrated an exceptional professional who made significant contributions in advanced technologies through research, development or implementation. Simultaneously, the award for most successful company in advanced technologies highlighted an organization driving technological progress through cutting-edge solutions with measurable market impact. These accolades underscored Serbia's growing capabilities in tech innovation while inspiring the next generation of engineers and entrepreneurs. The recipients exemplified how technical expertise combined with visionary leadership can position Serbia competitively in global technology landscapes

Panel: Balkan Alliance: Opportunity for Regional Development-This panel discussion explored how the Balkan Alliance of Science and Technology Parks fosters regional collaboration to boost innovation across Southeast Europe. Moderator Miloš Grozdanović from Niš's tech park facilitated an exchange between Todor Mladenov of Sofia Tech Park and Tasos Vasiliadis from JOIST about creating synergies across borders. The conversation highlighted successful joint initiatives that have already connected institutions throughout the region while addressing remaining barriers to deeper cooperation. Panelists shared concrete examples of knowledge transfer and resource sharing between member parks that have accelerated local innovation ecosystems. They emphasized how the alliance helps smaller technology parks leverage collective strengths to compete globally, particularly in attracting international investment and talent. The discussion also touched on developing common standards for startup support services across the region to create a more unified innovation marketplace. Participants agreed that sustained institutional support will be crucial to fully realize the alliance's potential as a driver of regional economic transformation through technology and entrepreneurship.

Panel: Alliance for education: why should we all join forces for future generations-This panel united educators, students and industry representatives to discuss improving Serbia's education system through

stronger partnerships. Teachers shared challenges in modernizing STEM programs with limited resources, while students described how practical, hands-on learning with tech companies helped prepare them for real careers. The discussion highlighted successful examples where schools and businesses collaborated on curriculum development, mentorship programs and equipment donations. All agreed that systemic change requires long-term commitment from all stakeholders - schools adapting to industry needs, companies investing in future talent, and policymakers creating frameworks for cooperation. The conversation emphasized that such alliances shouldn't be temporary projects but permanent collaborations ensuring education evolves alongside technological progress. Participants left with concrete ideas to scale existing successful models across more schools and regions.

Panel: Inside the EDIH Journey: Lessons from Partners and Stakeholders-This panel brought together key stakeholders to share insights from implementing the European Digital Innovation Hub (EDIH) initiative in Serbia and the region. Representatives from the EU delegation, academic institutions and regional organizations discussed practical experiences in establishing these critical digital transformation support centers. The conversation revealed how EDIHs serve as bridges between cutting-edge technologies and local businesses, particularly SMEs looking to adopt AI and other advanced solutions. Panelists shared valuable lessons about tailoring services to meet specific regional needs while maintaining connections to the broader European innovation ecosystem. Challenges like ensuring financial sustainability and measuring real impact emerged as common themes across different hubs. The discussion highlighted successful approaches to building trust with local industries and creating meaningful collaborations between research institutions and private sector partners. Participants agreed that EDIHs play a crucial role in democratizing access to digital transformation tools, but require ongoing adaptation to remain relevant as technologies and market needs evolve. The session provided concrete examples of how these hubs help bridge the innovation divide between Western Europe and the Balkans while preserving local economic specificities.

Keynote: The super app effect: 5 rules for the new era of brand-user interaction, Rakuten Viber-In this keynote session, Nikolaos Syrios from [Rakuten Viber](#) shares key insights on how brands can evolve in an age where platforms are no longer just apps—they're ecosystems. From messaging to engagement, discover how global platforms like Viber are setting the pace—and what your brand can learn from it. This keynote explored how super apps are redefining digital engagement between brands and users. Nikolaos Syrios from Rakuten Viber shared five essential principles for successful brand interactions in this evolving landscape, drawing from the platform's global experience. He demonstrated how consolidated digital ecosystems create new opportunities for meaningful, contextual communication between businesses and consumers. The presentation highlighted how brands can leverage these platforms to move beyond transactional relationships and build ongoing, value-added dialogues with their audiences. Syrios emphasized the importance of respecting user attention, providing genuine utility, and integrating seamlessly into daily digital routines. Real-world examples showed how these approaches drive both customer satisfaction and business results across different markets.

Panel: Building the Future: Innovation Districts as a Development Strategy-This panel examined how innovation districts can drive regional development by clustering research institutions, startups and tech companies. Experts shared experiences from developing such hubs in Serbia and beyond, highlighting their role in fostering collaboration and accelerating growth. The discussion covered strategies for creating vibrant ecosystems where talent, ideas and capital converge to generate economic impact. Panelists emphasized the importance of designing these districts with both physical infrastructure and support programs that facilitate meaningful connections between stakeholders. Successful examples

demonstrated how tailored approaches can transform local strengths into competitive advantages on the global stage. The conversation also addressed challenges in sustaining these ecosystems long-term through balanced public-private partnerships and continuous adaptation to market needs. Participants agreed that well-planned innovation districts serve as powerful engines for job creation, talent retention and technological advancement when aligned with regional capabilities and ambitions.

Keynote: Energy Transition & Green Technologies, Siemens Energy-Petar Tatomirović from Siemens Energy outlined the urgent global shift toward sustainable energy systems, emphasizing that the transition must balance reliability, affordability, and decarbonization. He highlighted Siemens Energy's role in advancing technologies like hydrogen-ready gas turbines, grid modernization, and industrial electrification to bridge fossil fuel dependence with renewable integration. Case studies demonstrated how tailored regional strategies—from Europe's offshore wind to hydrogen projects in the U.S.—are accelerating progress. The keynote stressed collaboration across governments, industries, and innovators to scale solutions, noting that investments in green tech must triple by 2030 to meet net-zero goals. Tatomirović closed with a call to action saying that energy transition isn't a choice—it's an opportunity to redefine economic growth while preserving our planet.

Fireside chat: From brown to green: Why gender equality in STEM is non-negotiable?-This fireside chat made a compelling case that gender equality in STEM is essential for effective climate action. UNDP experts demonstrated how excluding women from green tech sectors undermines the just transition, citing data that diverse teams drive better environmental solutions. The discussion showcased programs breaking down barriers in education and hiring while stressing that policies must proactively ensure equitable opportunities. The session left no doubt: achieving sustainable development requires full participation of all talents.

Fireside chat: AI in Serbia - Vision, Readiness, and Opportunity-This discussion examined Serbia's potential to become a regional AI hub, with industry leaders sharing insights on current capabilities and future opportunities. The conversation highlighted Serbia's strong technical talent pool and growing startup ecosystem as key advantages in AI development. Panelists acknowledged challenges like limited access to specialized infrastructure and funding, but emphasized how local companies are already delivering innovative AI solutions globally. The session explored practical steps to strengthen Serbia's AI ecosystem, including better academia-industry collaboration and targeted government support. Success stories demonstrated how Serbian AI startups are competing internationally in niches like natural language processing and predictive analytics. Participants agreed that focusing on specific industry applications rather than general AI could give Serbia a competitive edge. The discussion concluded that with the right investments and partnerships, Serbia can position itself as a leader in developing practical, ethical AI solutions for regional and global markets.

Fireside chat: 2 Disruptors - Crypto and AI with 1 Lesson: Change Doesn't Wait for Permission- This fireside chat explored how disruptive technologies like crypto and AI challenge traditional approaches to innovation. Industry leaders discussed parallels between these two transformative fields, emphasizing that breakthrough advancements often emerge outside established systems. The conversation highlighted how agile, permission-less development can create opportunities even in resource-constrained environments. Panelists shared practical examples of local solutions that gained traction by focusing on real-world problems rather than waiting for ideal conditions. The discussion reinforced that technological progress doesn't follow linear paths, and ecosystems that embrace experimentation can compete globally. Key takeaways included the importance of practical

implementation over theoretical perfection and the value of learning from previous tech revolutions when navigating new ones. The session ultimately presented a case for proactive, adaptive approaches to emerging technologies.

Keynote: PMO – Dead or Alive? Project Management Institute-This keynote examined the evolving relevance of project management approach in modern organizations. The speaker argued that while traditional PMO models face challenges, they remain valuable when adapted to current business needs. The discussion highlighted how successful PMOs now balance structure with flexibility, combining proven methodologies with agile approaches. Examples showed how transformed PMOs add strategic value by aligning projects with organizational goals and digital transformation efforts. The session emphasized that project management continues to play a critical role, but must evolve to stay effective in today's fast-changing business environment.

Panel: Beyond the Term Sheet: VC Perspectives on Startup Readiness and Fund Strategy-This panel discussion brought together venture capital investors to share insights about what happens after startups secure initial funding. The conversation moved beyond basic investment terms to explore how founders should prepare for long-term relationships with investors. Experienced VCs emphasized that securing capital is just the beginning, with true partnership requiring alignment on growth strategies and exit timelines. The discussion revealed how different funds approach portfolio support, from hands-on mentoring to strategic networking. Investors shared common pitfalls they observe, particularly around unrealistic valuations and growth projections that strain founder-VC relationships. Panelists agreed the strongest startups view funding as a tool for execution rather than an end goal itself. A key theme emerged about the importance of transparency during challenging periods, with investors noting they can often help troubleshoot problems when informed early. The session provided practical advice for navigating board dynamics and maintaining productive investor communications throughout a company's growth journey

Business zone

Keynote: From Insight to Impact: Building Ethical, Agile, and Human-Centered AI Systems-Sara Goze from Izmir TeknoPark presented a framework for developing AI systems that balance innovation with ethical considerations. She emphasized the growing need to design AI solutions that prioritize human values while maintaining technical agility. The session explored practical methodologies for embedding ethical principles throughout the AI development lifecycle without compromising speed or functionality. Goze showcased case studies where human-centered design approaches led to more adoptable and socially beneficial AI implementations. She demonstrated how iterative testing with diverse user groups can surface biases and improve system performance. A key insight was that ethical AI systems often demonstrate better long-term performance and user trust, ultimately driving sustainable impact. The talk concluded with actionable strategies for organizations to implement these principles across their AI initiatives.

Keynote: Cyber Security and Smart Sourcing: From Building Products to Powering Partners-Ersin Yilmaz Aslan from Spheretech explored how cybersecurity strategies must evolve in increasingly interconnected business environments. He presented a model where security becomes a shared responsibility across product teams, partners, and supply chains. The talk highlighted how smart sourcing practices can enhance rather than compromise security postures when implemented thoughtfully. Practical examples demonstrated how organizations can build security into partnership frameworks from

the outset, creating value for all stakeholders. Aslan emphasized that modern cybersecurity extends beyond products to encompass entire business ecosystems, requiring new approaches to trust and collaboration. The session provided actionable insights for balancing innovation with risk management in partner-driven digital transformation.

Panel: Driving the Energy Transition: The Role of Digital and Green Technologies-This discussion highlighted the collaborative efforts between the University of Niš and the Niš Science and Technology Park to establish a Center of Excellence for Energy Transition and Regenerative Economics. Panelists from academia and industry emphasized how this initiative combines digital innovation with sustainable energy solutions to drive regional development. The conversation focused on integrating green technologies with smart digital systems to optimize energy efficiency and renewable energy adoption. Experts shared insights on developing local expertise while aligning with global sustainability goals, positioning Niš as a hub for energy innovation in the Balkans. The project exemplifies how academic-industrial partnerships can accelerate Serbia's transition to a low-carbon economy.

Panel: Advanced Technologies and the Future of the Economy: Opportunities for Serbia and the Region-This panel examined Serbia's potential to leverage advanced technologies for economic transformation. Experts discussed how AI, green tech and other innovations could create new opportunities while addressing regional challenges. The conversation highlighted successful local examples and identified key areas for collaboration between startups, academia and government to build a competitive knowledge economy. Panelists emphasized the importance of developing specialized niches where Serbia can excel globally, supported by targeted investments in talent and infrastructure. The discussion concluded that coordinated efforts across sectors could position the country as a regional leader in specific technology domains while driving sustainable economic growth

Keynote: Scaling Up in the Industry That Never Sleeps-This keynote addressed the challenges and strategies for scaling operations in the fast-paced IT industry. Aleksandar Đalović shared insights on sustainable growth through adaptable business models and continuous innovation. The discussion emphasized balancing rapid expansion with quality and stability while navigating ever-changing market demands. Practical examples illustrated how companies can maintain competitive advantage through strategic flexibility. The core message highlighted that success in this dynamic sector requires resilience, adaptability and constant evolution to stay ahead.

Panel: From Research to Impact: The Power of Tech Transfer-This panel explored how scientific research can be transformed into real-world solutions through effective technology transfer. Experts discussed the challenges and opportunities in bridging the gap between academic discoveries and commercial applications. The conversation highlighted successful examples where research institutions partnered with industry to bring innovations to market. Key topics included identifying commercially viable research, protecting intellectual property, and creating sustainable collaboration models between academia and businesses. Panelists emphasized the importance of building ecosystems that support researchers in developing entrepreneurial skills while helping companies access cutting-edge technologies. The discussion also touched on funding mechanisms and policy frameworks that can accelerate tech transfer processes. Overall, the session demonstrated how strategic partnerships between research institutions and industry can drive innovation and economic growth.

Fireside chat: From Leaders to Leaders: Innovative Coaching for the 21st Century-This fireside chat explored modern leadership development approaches needed in today's rapidly changing business

environment. The discussion highlighted how traditional coaching models must evolve to address 21st century challenges like digital transformation and workforce disruption. The conversation emphasized the growing importance of adaptive leadership skills, emotional intelligence, and continuous learning in executive development. Panelists shared insights on creating coaching frameworks that foster innovation while maintaining organizational stability. Practical examples demonstrated how tailored leadership programs can drive transformation at both individual and company levels. The session provided actionable strategies for developing leaders who can navigate complexity, inspire teams, and sustain performance in volatile markets. Key takeaways focused on balancing short-term business demands with long-term leadership growth through innovative coaching methodologies.

Panel: Innovations in preserving the past and cultural interpretation with AI and VR, Tourist organisation of Niš-This discussion showcased how Niš is leveraging AI and VR to reinvent cultural tourism. Panelists from academia and tourism presented collaborative projects that use immersive technologies to preserve and interpret local heritage. The conversation revealed how digital tools create interactive historical experiences while maintaining scholarly rigor. Examples included virtual reconstructions and AI-enhanced short movies that deepen visitor engagement. The session highlighted successful partnerships between technical experts and cultural institutions, demonstrating how technology can make heritage more dynamic without compromising authenticity. The panel illustrated how thoughtful tech integration can transform public engagement with history and culture and showcase the AI generated video at the end.

Go Digital in the Western Balkans and SME Go Green – A Transformation Journey-The discussion introduced EBRD's integrated approach to helping Balkan SMEs simultaneously digitalize and green their operations. The new "Go Green" component complements existing digital transformation support with environmental sustainability measures. The program provides tailored solutions addressing regional SME needs, from energy efficiency to circular economy practices. Examples showed how businesses can reduce costs while meeting ecological targets through smart technology adoption. The initiative reflects growing recognition that digital and green transitions must progress together for meaningful impact. By combining technical expertise with financial support, the program aims to accelerate sustainable business practices across the region while maintaining economic competitiveness.

Edu zone

Panel: Explore the North – Illuminating the Path to Nordic Markets in Northern Express Line, NALED-This discussion examined pathways for Serbian companies to access Nordic markets through initiatives like the Northern Express Line. Panelists from Serbia and Finland shared practical experiences about bridging business cultures and meeting Scandinavian customer expectations. The conversation highlighted how understanding local values like sustainability and work-life balance creates competitive advantages. Examples showed Serbian startups successfully adapting products for Nordic markets through targeted mentorship programs. The session emphasized that while challenges exist in scaling northward, the rewards justify the effort for businesses committed to quality and innovation. Strategic partnerships and government-supported programs were presented as effective ways to mitigate expansion risks while accelerating market learning curve

Round table: How Can We Accelerate the Growth of Serbia's Innovation Ecosystem Together?-This collaborative session examined how to drive faster development of Serbia's innovation ecosystem through coordinated action. Representatives from across the sector discussed how to better connect

existing programs, resources and expertise to support entrepreneurs nationwide. The conversation revealed both challenges and opportunities in building a more inclusive and effective innovation environment, with particular focus on strengthening regional hubs. Participants shared practical ideas for improving startup support systems, from education to funding, while maintaining local relevance. The discussion highlighted successful models of public-private collaboration that could be scaled, while acknowledging the need for more systemic approaches to ecosystem building beyond isolated initiatives.

Workshop: AI Powered Innovation - The Microsoft Garage-The workshop explored Microsoft Garage's unique innovation model that blends structured AI development with entrepreneurial creativity. Through interactive demonstrations, participants experienced how controlled experimentation can yield breakthrough solutions while managing technical and business risks. Gospić shared proven techniques for validating AI concepts quickly, from ideation to prototype, using real Microsoft case studies. The session particularly highlighted approaches for overcoming common barriers to AI adoption in traditional organizations. Attendees practiced applying these methods to their own challenges, gaining practical skills in agile AI development that balance innovation potential with implementation realities.

Round Table: Role Models and Mentorship: Inspiring the Next Generation of Women in STEM-This discussion explored how mentorship and visible role models can inspire more women to enter and thrive in STEM fields. Academics and industry leaders shared successful initiatives bridging the gender gap in technical education and careers. The conversation revealed how early exposure to STEM through school programs and personal mentoring relationships can shape career trajectories. Examples demonstrated the power of women supporting women through professional networks and structured mentorship programs. The session also addressed remaining challenges in workplace culture and career progression that require systemic solutions. Participants agreed that achieving gender balance in STEM requires continuous, collaborative efforts from educators, employers and professional communities to both attract and retain female talent.

Masterclass: Protecting IoT Devices from Cyber Attacks – Challenges and Solutions-This technical session delved into the critical challenges of securing Internet of Things devices in an increasingly connected world. Cybersecurity specialist Vladan Todorović shared practical approaches to protecting IoT systems against sophisticated attacks. The masterclass explored vulnerabilities inherent in connected devices and demonstrated proven countermeasures at both hardware and software levels. Participants gained insights into implementing end-to-end security for IoT ecosystems, from secure development practices to real-time threat monitoring. The training emphasized that IoT security demands specialized strategies differing from traditional IT security models, particularly given devices' resource constraints and long lifecycles. Attendees left with concrete methodologies to evaluate and enhance the security of IoT implementations in their professional environments.

Round table: Health Tech Lab-This roundtable examined the development of Serbia's health technology ecosystem through collaborative innovation. Experts from startups, research and support organizations discussed how to transform medical challenges into viable tech solutions. The conversation showcased successful models of cooperation between healthcare professionals and technologists in creating impactful products. Participants analyzed both the opportunities and unique obstacles in health tech entrepreneurship, from lengthy validation processes to specialized funding needs. The discussion highlighted Serbia's advantages in this field, including cost-effective R&D capabilities and skilled professionals, while identifying areas needing improvement like regulatory guidance and investor

education. The session concluded that targeted support for health tech ventures could position Serbia as a leader in medical innovation for regional markets.

Startup zone

Special event: Speed Dating session-This innovative networking format enabled startups to efficiently connect with potential clients and partners through a series of brief, focused meetings. The structured approach helped entrepreneurs quickly identify the most promising business opportunities while giving corporate attendees exposure to multiple innovative solutions in a short timeframe. The session created an energetic environment for forging strategic relationships, with participants exchanging contacts for deeper discussions. The speed dating model proved particularly effective for matching specialized B2B solutions with companies actively seeking innovation, demonstrating how targeted networking events can deliver tangible business outcomes beyond traditional conference interactions

3rd Digital Innovation Hubs Regional Workshop

The 3rd Digital Innovation Hubs Regional Workshop was organized on margin of Tech Momentum by Regional Cooperation Council (RCC) in Niš and successfully fostered cross-border collaboration among Western Balkan innovation stakeholders in providing the services within European digital innovation framework. Following participation in the 9th Forum of Advanced Technologies' opening sessions, attendees engaged in a comprehensive tour of Niš Science and Technology Park, highlighting regional innovation infrastructure development. The interactive mapping session identified key ecosystem strengths and gaps, with DIHs sharing lessons from 2023-2024 support programs. Participants co-created strategies to enhance hub sustainability through improved capacity-building and EU4Digital-aligned frameworks. The second day's design thinking sessions yielded concrete proposals for future support instruments, emphasizing regional specialization and knowledge-sharing. The workshop concluded with commitments to strengthen DIH networks and pursue joint initiatives, leveraging Niš's growing position as a regional innovation node. The blend of structured sessions and informal networking, including a tech garden party, effectively facilitated lasting connections.

Conclusions

The 9th Forum of Advanced Technologies in Niš successfully positioned itself as a catalytic event for Serbia's AI transformation, serving as a flagship activation point for the S4AI Hub - Serbia's European Digital Innovation Hub on Artificial Intelligence. By convening diverse stakeholders from startups, SMEs, public sector and academia, the Forum demystified AI applications while addressing its societal implications with uncommon nuance.

The event's strategic design as an EDIH activation initiative achieved multiple objectives: it bridged AI knowledge gaps for traditional businesses, showcased practical public sector digitalization use cases, and fostered crucial dialogues about responsible AI development. Particularly impactful were sessions dismantling common AI myths while demonstrating tangible benefits for small businesses through the S4AI Hub's support mechanisms.

Beyond theoretical discussions, the Forum operationalized the EDIH's mission through hands-on workshops matching participants with AI experts and concrete pathways to access Hub services. This practical orientation helped translate awareness into actionable opportunities, with many SMEs initiating conversations about AI adoption.

The Forum's true success lies in its dual achievement - advancing Serbia's AI ecosystem while establishing the S4AI Hub as a trusted resource for organizations at various digital maturity levels. As participants left, they carried not just new connections, but a clearer understanding of how AI can drive their growth when approached strategically through supported, ethical implementation. The 9th Forum of Advanced Technologies - TechMomentum marked a significant milestone in Serbia's digital transformation journey, serving as the flagship activation event for S4AI Hub, the country's European Digital Innovation Hub focused on artificial intelligence. Over two intensive days in June 2025 at the Science and Technology Park Niš, this comprehensive gathering brought together all key stakeholders in Serbia's innovation ecosystem - from tech startups and established corporations to academic researchers and government representatives - creating a dynamic platform for collaboration and knowledge exchange around AI adoption and digital transformation. With more than 1,200 participants engaging across seven thematic zones, the forum's scale and scope reflected the growing importance of advanced technologies in Serbia's economic development strategy. The event's design as an S4AI Hub activation initiative ensured focused attention on practical AI applications while addressing common misconceptions and barriers to adoption. Over 70 sessions, featuring 150 speakers from diverse backgrounds, provided attendees with both conceptual frameworks and hands-on demonstrations of AI solutions relevant to various sectors.

A distinctive feature of this year's forum was its strong emphasis on bridging the gap between AI potential and real-world implementation. Special EDIH-themed blocks showcased concrete examples of how European Digital Innovation Hubs operate across different contexts, offering Serbian participants valuable models for collaboration and service delivery. These sessions particularly highlighted mechanisms for supporting small and medium enterprises through their digital transformation journeys, with case studies demonstrating measurable business impacts from AI adoption. The forum's significance was further amplified by its recognition and co-funding from Serbia's Ministry of Science, Technological Development and Innovation. This institutional endorsement not only provided necessary resources but also signaled strong government commitment to positioning AI and digital technologies as priorities for national development. The ministry's involvement helped optimize the event's impact while ensuring alignment with broader strategic objectives for technological advancement.

Beyond the formal program, the forum created numerous opportunities for organic networking and matchmaking. Structured sessions connected startups with potential investors, researchers with industry partners, and public sector representatives with technology providers. These interactions laid the groundwork for future collaborations that will continue under S4AI Hub's ongoing programs and initiatives. The event's hybrid format, with livestreamed English-language sessions, extended its reach beyond physical attendees to regional and international audiences.

The forum's outcomes demonstrate progress on multiple fronts. For S4AI Hub specifically, it successfully activated key target groups, raising awareness about available services and support mechanisms while addressing common concerns about AI adoption. For participants, it provided both inspiration and practical pathways to begin or accelerate their digital transformation efforts. And for Serbia's innovation ecosystem more broadly, it reinforced connections and shared understanding that will drive collaborative progress in the coming years.

6.1.2. Launcher programme

Executive Summary

The Launcher 2025 program is a regional pre-seed acceleration initiative implemented by the Science and Technology Park Niš, as part of the Serbian European Digital Innovation Hub (S4AI_Hub) stream for startups. It is designed to support early-stage startups through structured education, mentoring, and non-dilutive financial support. The program is aligned with the Running Lean methodology, guiding teams through idea validation, customer discovery, and business model development, and is structured in two phases: early validation and pre-incubation. This year's Launcher, as a startup stream of EDIH S4AI Hub, gained official recognition and financial backing from the Ministry of Science, Technological Development, and Innovation, ensuring crucial co-funding for the S4AI Hub's initiatives while optimizing resource allocation and scaling the Hub's impact. The program is co-financed by the Ministry to further strengthen Serbia's innovation ecosystem.

It represents the digital bootcamp for innovation within the task T.2.2. Digital Maturity Assessment – Bootcamp for digital transformation as well as T3.3 Provide advanced digital knowledge and skills.

Between January and June 2025, the program progressed through preparation, the launch of a national public call, promotional activities across multiple cities, and the implementation of an intensive educational curriculum for selected teams. A total of 108 applications were submitted, and 16 teams were selected for Phase 1.

Educational support was delivered through eight thematic modules focusing on idea refinement, customer validation, market positioning, and pitching. Events such as *"Prepare to Launch"* and Info Days generated significant interest and regional participation.

Despite external delays early in the year, the program met all core milestones within the revised timeline. The deliverable confirms that Launcher is effectively contributing to the development of sustainable innovation-driven startups and the broader entrepreneurial ecosystem in Serbia.

Objectives

The main objective of the Launcher 2025 program is to serve as an official entry point for early-stage startups into the Serbian European Digital Innovation Hub (S4AI Hub). Through its public call and structured acceleration process, the program identifies and supports high-potential teams, connecting them with the S4AI ecosystem and enabling access to relevant services, knowledge, and partners.

In addition to serving as a pipeline for onboarding startups into the EDIH, Launcher also aims to strengthen innovation capacity and promote digital transformation across the startup community.

Furthermore, Launcher increases the visibility and uptake of EDIH services by engaging startups in educational modules, mentoring, and early validation processes, ensuring long-term integration into the digital innovation ecosystem.

Content of the Deliverable

The implementation of the Launcher 2025 program followed a structured process consisting of preparatory activities, the opening of the public call, regional promotional events, evaluation of submitted applications, and the beginning of the Phase 1 acceleration program for selected teams.

1. Preparation and Planning Phase (January – March 2025)

During the initial phase, the program team coordinated the creation of the official program guide and public call documentation. Promotional planning and alignment with partner institutions were conducted. Due to external circumstances at the national level, the original timeline was revised, and communication activities were adapted accordingly.

2. Public Call for Applications

The public call was officially launched on April 14, 2025, and remained open until May 16, 2025. Applications were collected via an online form on the official website: www.launcher.rs. A total of 108 applications were received, and after an internal evaluation process, 20 teams were selected for Phase 1.

3. Events and Activities Overview

3.1. Prepare to Launch Niš

- Date: April 14–15, 2025
- Number of participants: 63
- Format: On-site (physical)
- Website: www.launcher.rs
- Description: This two-day event introduced the new program cycle and officially marked the opening of the public call. Day one focused on program structure, application criteria, and sharing success stories of former participants. Day two featured workshops forming the “Mini Startup School”, providing early-stage teams with practical insights into idea development, team collaboration, and the Lean Startup approach.

3.2. Info Days in 5 Cities

- Date:
 - Vranje and Leskovac – April 23
 - Kruševac and Paraćin – April 28
 - Novi Pazar – May 8
- Number of participants: Approximately 70 total
- Format: On-site (physical)
- Website: www.launcher.rs

- Description: These local outreach events were designed to raise awareness about the program among potential applicants outside major urban centers. Participants were introduced to the program structure, expected outcomes, and types of support available. Each event included interactive Q&A and direct communication with the organizing team.

3.3. Online Info Day

- Date: May 9, 2025
- Number of participants: 18
- Format: Online (Zoom)
- Website: www.launcher.rs
- Description: The online info session provided broader national visibility and allowed interested participants to clarify doubts and get application tips directly from program organizers.

3.4.. Phase 1 - Educational Component

Phase 1 of the program officially started on May 30, 2025, with 16 selected teams. The educational component consisted of eight thematic modules, held primarily at the Science and Technology Park Niš.

Module	Title	Date(s)	Format
Module 1	Running Lean: Modeling and Refining the Idea	May 30-31	Hybrid (two group-workshop + individual sessions)
Module 2	Customer Discovery	June 4	Hybrid (workshop)
Module 3	UVP, Competition & Differentiation	June 5	Hybrid (workshop)
Module 4	User Journey & MVP Specification	June 13	Hybrid (workshop)
Module 5	Monetization & Pricing	June 20	Hybrid (workshop)
Module 6	Acquiring First Users	June 24	Hybrid (workshop)
Module 7	Pitching & Storytelling	June 26	Hybrid (workshop)
Module 8	Cyber security	June 30	Online (lecture)

Demo Days are scheduled for early July 2025, where a Selection Committee will evaluate the teams and select the top five to receive financial support and progress into Phase 2. These chosen teams will complete their legal registration in line with national regulations, ensuring they are fully operational and compliant. As part of their continued development, they will benefit from structured mentorship within the

program, as well as access to the S4AI Hub's comprehensive support services. This includes Digital Maturity Assessment (DMA) to evaluate their tech readiness, curated knowledge resources for market and technical insights, assistance in securing financing through investor connections and funding opportunities, and test-before-invest validation to refine their offerings. To further bolster their growth, additional seed funding will be provided to help turn their innovations into market-ready solutions.

Phase 1 of the program was successfully concluded with the organization of Demo day, held on July 4, 2025, where 15 teams presented the results of their work to a Selection Committee.

Following the evaluation process, five teams were selected to advance to phase 2 of the program (pre-incubation phase). These teams received financial and mentorship support, as well as access to the S4AI Hub and its services, enabling them to further develop their solutions, strengthen market validation, and accelerate their technological and business readiness.

3.5. Legal Registration and Grant Contracting

After Demo day all selected teams had a formal obligation to register their startups as legal entities in accordance with national legislation. To support this requirement, on July 10, 2025, an informative session was organized in cooperation with the Serbian Business Registers Agency (APR), helping them navigate the process more efficiently and in compliance with regulations.

In addition, teams were required to prepare project plans, including a budget, objectives, and key performance indicators (KPIs). Based on the approved project plans, grant agreements were signed, enabling the formal start of Phase 2 implementation.

3.6. Phase 2 - Pre-incubation

Duration: 5 months

The pre-incubation phase officially started in August 2025 and the main focus was on providing tailored expert mentorship to the startups and guiding them toward the services offered by the S4AI Hub, which served as the primary tool for accelerating their growth and development. After completing all formal requirements, the five selected startups underwent a *Digital Maturity Assessment (DMA)*, which evaluated their technological readiness, market and technical knowledge, capacity to secure financing through investor connections and funding opportunities, and the viability of their solutions through test-before-invest validation.

This process served as the first step in the personalized support and established the foundation for the startups' ongoing work with their mentors.

3.6.1. Mentorship support

Through the mentorship program, each startup received structured and personalized support combining both business and technical expertise, tailored to its specific development needs. This dual-mentorship approach ensured balanced progress across strategic, operational, and technological dimensions.

- **Business mentorship** – focused on strengthening startups’ business foundations and supporting their strategic development. Mentors monitored progress against project plans and KPIs, and guided the development of business models, value propositions, market strategies, and customer acquisition approaches. They also helped refine project plans, addressed key challenges, connected startups with relevant industry contacts and potential partners, and supported teams in preparing for market expansion and further financing, including the development of investor decks.
 - Number of business mentoring sessions delivered per startup: 6
 - Total number of business mentoring sessions delivered: 30
- **Technical mentorship** - focused on helping startups overcome technical challenges and guiding them toward optimal solutions and architectures. Mentors provided hands-on support, sharing knowledge and experience from real-world business and research environments, and assisted teams in refining their technological solutions, improving scalability and reliability, and aligning technical development with overall project goals.
 - Number of technical mentoring sessions delivered per startup: 3
 - Total number of technical mentoring sessions delivered: 15

The mentorship was delivered in a hybrid format, combining *in-person* and *online* sessions. This approach ensured continuity, flexibility, and equal access to expert support for all teams, regardless of their location.

At the end of Phase 2, mentors conducted a comprehensive assessment of each startup and prepared final evaluation reports. Based on this assessment, and taking into account the specific areas of support provided by the S4AI Hub, mentors guided startups toward the services most relevant to their current stage of development and identified needs.

The assessment and recommendations focused on key S4AI Hub support areas, including *test-before-invest validation*, *skills development and training*, *support in securing investment* and *networking and matchmaking activities*. The final mentor reports provided a structured and evidence-based justification for the recommended services, ensuring that each startup was directed toward targeted, actionable, and program-aligned forms of support that could most effectively contribute to the further development and strengthening of their innovative solutions.

Conclusion

The Launcher program represents a strategically important instrument for strengthening the national innovation ecosystem and supporting the early development of technology-driven startups. As an integral

part of the broader S4AI Hub framework, the program plays a key role in identifying high-potential teams and systematically preparing them to effectively utilize advanced innovation support services.

By combining structured education, targeted mentorship, and data-driven assessment tools, Launcher contributes to reducing early-stage risks and increasing startups' readiness for further growth, digital transformation, and market entry. The program's design ensures that support is needs-based and aligned with real development challenges, enabling startups to progress in a focused and sustainable manner.

Importantly, Launcher functions as a gateway to the S4AI Hub, enabling a smooth and well-structured transition from early validation to more advanced forms of support. Through this alignment, the program enhances the overall effectiveness and impact of S4AI Hub services, ensuring that resources are directed toward teams with demonstrated commitment, capacity, and development potential.

Going forward, the continued alignment between the Launcher program and S4AI Hub priorities will remain essential for fostering innovation-driven entrepreneurship, supporting digital transformation, and building a resilient pipeline of startups capable of contributing to long-term economic and technological development

Conclusions

The Launcher 2025 program has proven to be an effective mechanism for engaging early-stage startups and guiding them through a structured validation and development process. As a designated channel into the S4AI Hub, the program successfully contributed to the identification and preparation of teams ready to benefit from advanced innovation support services.

Using the Running Lean Startup methodology, the program equipped participants with practical tools to define problems, test assumptions, and refine their solutions. The educational modules and events were well-attended and positively evaluated by participants, indicating strong relevance and demand.

The objectives of the deliverable have been met. The program helped raise awareness of available EDIH services, activated regional startup potential, and facilitated structured onboarding into the innovation ecosystem.

Further work will focus on monitoring team progress, implementing Phase 2, and maintaining strong alignment with S4AI Hub priorities in the areas of digital transformation and innovation-driven entrepreneurship.

6.2. Reporting on EDIH collaboration

6.2.1. Name of the activity: EDIH Collaboration Initiative within the Southeast European Science and Technology Parks Alliance

Type of activity: Strategic networking and partnership development through a steering committee meeting

Description of the objectives:

The primary goals of this initiative were to strengthen regional cooperation in innovation infrastructure by expanding the newly formed Alliance of Science and Technology Parks of Southeast Europe. The meeting specifically aimed to onboard Science and Technology Parks from Belgrade and Čačak as new members, building on the foundational work of Niš Science and Technology Park. A key focus was establishing structured collaboration between European Digital Innovation Hubs (EDIHs) hosted by these parks across Southeast Europe. The participants worked to create a framework for knowledge sharing, joint service development, and coordinated support for digital transformation in the region, with plans to operationalize this through concrete events and joint initiatives.

Outcomes:

The meeting successfully achieved several important outcomes, including the formal admission of Belgrade and Čačak Science and Technology Parks into the regional alliance, significantly expanding its reach and potential impact. Participants agreed to make EDIH collaboration one of the central pillar of the alliance's work, recognizing the strategic importance of digital transformation support across Southeast Europe. The first major implementation step was confirmed with the scheduling of a regional EDIH networking event in InnoHealth Forum 2025-Shaping the Future of Health, organized with JOIST Innovation Park' Larisa, Greece for September 2025, designed to facilitate practical cooperation between hub operators. This development creates new opportunities for startups and SMEs in the region to access combined expertise and resources from multiple innovation hubs, while strengthening the position of Serbian science parks as key players in the European innovation landscape.

6.2.2. Name of the activity: Strategic Partnership Formation for WB6 Cross-Border EDIH Cooperation

Type of activity: High-level partnership agreement and consortium building

Description of the objectives:

The primary objective was to establish strategic partnerships between EDIHs across Western Balkan economies to strengthen regional cooperation in digital innovation. Focused discussions centered on creating a formal consortium between DIH Onix Banja Luka (Bosnia and Herzegovina) and INNOFEIT Center for Technology Transfer and Innovations (North Macedonia) to jointly respond to the upcoming GIZ public call for cross-border EDIH cooperation in WB6 economies. The initiative aimed to leverage complementary capabilities and resources to enhance regional digital transformation efforts through coordinated action.

Outcomes:

While no formal agreements were signed, the parties reached a mutual understanding about the benefits of strategic partnership and identified several areas of potential cooperation. They outlined preliminary concepts for consortium formation and discussed possible frameworks for collaboration should they decide to jointly respond to the GIZ funding opportunity. The talks established a foundation for future negotiations and set the stage for more concrete planning in subsequent meetings. Both organizations expressed willingness to continue discussions and explore this partnership further as the GIZ call parameters become clearer.

6.2.3. Name of the activity: Exploratory Discussions on Transnational EDIH Collaboration with INNDIH Valencia

Type of activity: Bilateral partnership exploration meeting

Description of the objectives:

The discussion aimed to identify potential areas of collaboration between S4AI Hub and INNDIH Valencia (Spain) in offering transnational services, particularly focusing on startup support programs. Key objectives included examining synergies between their respective accelerator initiatives, exploring opportunities for joint activities, and planning a structured study visit in Year 2 of the project to facilitate knowledge exchange and develop sustainable governance models for ongoing cooperation.

Outcomes:

The meeting identified strong alignment in both EDIHs' approaches to startup acceleration, creating a foundation for future collaboration in this area. Participants agreed in principle to organize a joint study visit in Year 2, combining the planned project visit with specific knowledge-sharing activities at INNDIH Valencia's facilities to examine their successful service models firsthand. While no formal agreements were signed, both parties expressed commitment to further develop concrete proposals for sharing best practices in startup support services and potentially creating aligned program components that could benefit startups in both regions. The discussion also opened possibilities for future cooperation in other service areas where complementary expertise exists.

6.2.4. Name of the activity: Letter of Support for CROBOHUB.AI EDIH Consolidation Proposal

Type of activity Formal partnership endorsement and future collaboration framework

Description of the objectives:

The letter of support was prepared to formally endorse Croatia's CROBOHUB.AI application for the DIGITAL-2025-EDIH-EU-EEA-08-CONSOLIDATION-STEP call, while establishing a foundation for future Western Balkan-Adriatic regional cooperation. The objectives included demonstrating cross-border alignment with CROBOHUB.AI's mission to strengthen AI adoption in industry, while outlining specific collaboration pathways in knowledge exchange, SME support services, and joint innovation initiatives that would benefit both ecosystems.

Outcomes:

The letter of support has successfully established a framework for future collaboration between our EDIH and CROBOHUB.AI, creating opportunities for knowledge sharing and joint initiatives in AI adoption and digital transformation. This partnership enables cross-border support for SMEs through service referrals and lays the groundwork for potential joint training programs and innovation projects. By aligning with Croatia's EDIH, we've strengthened our regional network position and created pathways to participate in broader European digital initiatives, while supporting the integration of Western Balkan and EU innovation ecosystems. The endorsement also positions us favorably for future consortium opportunities under the evolving EDIH 2.0 framework.

6.2.5. **Name of the activity: Strategic Collaboration Agreement with Smart Circuit Interreg Central Europe Project**

Type of activity: High-level partnership agreement / International networking and consortium building

Description of the objectives:

The objective was to formalize a strategic, non-binding cooperation between the Serbian European Digital Innovation Hub on AI (S4AI HUB) and the multinational Smart Circuit Interreg Central Europe project consortium. The aim was to establish a framework for mutual engagement in accelerating the twin green and digital transitions, specifically by integrating S4AI HUB into the broader European network focused on circular economy and sustainable manufacturing. This partnership seeks to facilitate knowledge exchange, provide access to cross-regional "test before invest" services, and explore joint initiatives that leverage complementary technological strengths to support SMEs in adopting circular and digital practices.

Outcomes:

A **Memorandum of Understanding (MoU)** was successfully signed with the Smart Circuit project, coordinated by Krakow Technology Park. The MoU establishes a formal cooperation framework until March 31, 2028, focusing on key areas such as facilitating multi-stakeholder engagement, providing access to technology and expertise, developing digital skills for the circular economy, and driving regional innovation. This agreement positions the S4AI HUB within a network of 16 Digital Innovation Hubs across Central Europe, enhancing its capacity for transnational collaboration and creating pathways for Serbian SMEs and stakeholders to engage in EU-wide circular innovation and development corridors (CDCs). The MoU represents a significant step in expanding the Hub's European footprint and aligning its activities with strategic EU priorities like the European Green Deal.

6.2.6. **Name of the activity: Formalization of the Western Balkans EDIH Network through a Multilateral MoU**

Type of activity: High-level partnership agreement / Regional strategic networking and institutional cooperation

Description of the objectives:

The primary objective was to formally establish a structured framework for cooperation among officially recognized European Digital Innovation Hubs (EDIHs) in the Western Balkans. By signing a Multilateral Memorandum of Understanding, the parties aimed to strengthen institutional coordination, harmonize digital transformation efforts across the region, and amplify the collective impact of the WB6 EDIH

network. Specific goals included facilitating knowledge and best practice exchange, promoting joint ecosystem development, enhancing access to EU funding, and providing mutual institutional support to overcome administrative and capacity-building challenges.

Outcomes:

A landmark **Multilateral Memorandum of Understanding was successfully signed on September 30, 2025**, in Skopje, North Macedonia. The signatories include seven official EDIHs from the Western Balkans 6 economies: DIU (Albania), CIPS (Serbia), INNOFEIT (North Macedonia), DIG-4K (Kosovo* UN1244), DIVA (Albania), MontEDIH (Montenegro), and S4AI_HUB (Serbia, coordinated by STP Niš). This MoU establishes a formal, non-binding cooperation framework with quarterly review meetings. It commits the hubs to mutual support in capacity building, joint visibility, networking facilitation, and coordinated advocacy before the European Commission. The signing, which took place during the Western Balkans Digital Summit 2025, marks a pivotal step in transforming regional dialogue into a concrete operational alliance, positioning the Western Balkans as a more integrated and competitive digital innovation region.

6.2.7. Name of the activity: Letter of Endorsement for the Establishment of EDIH ALPHA Switzerland

Type of activity: Formal partnership endorsement / International networking and support

Description of the objectives:

The objective was to provide formal institutional support and endorsement for the initiative to establish a new European Digital Innovation Hub (EDIH) in Switzerland, named **EDIH ALPHA**, with a specialized focus on Responsible Artificial Intelligence. The activity aimed to strengthen the pan-European EDIH network by welcoming and supporting a new member, while aligning with the S4AI Hub's mission to foster cross-border collaboration in AI-driven digital transformation. The endorsement served to signal confidence in the initiative's alignment with European strategic priorities and to offer a foundation for future knowledge exchange and mutual support.

Outcomes:

A formal **Letter of Support was successfully issued on October 21, 2025**, from the S4AI Hub in Niš, Serbia, to the initiative's lead, Syntezia Sàrl in Geneva, Switzerland. The letter explicitly endorsed the creation of EDIH ALPHA, highlighting its strategic focus on Responsible AI as a valuable complement to the European digital innovation landscape. The S4AI Hub committed to sharing its knowledge and best practices to ensure the new hub's success. This action strengthened the S4AI Hub's profile as a collaborative and supportive actor within the expanding EDIH network and established a direct channel for future collaboration on Responsible AI topics between Serbia and Switzerland.

6.3. Create Collaboration with other stakeholders

63.1. EDIH internationalization -Cluster Meet Regions

Type of activity: Event

Description of the objectives: The purpose of the official trip was the participation of Goran Mladenovic, director of the NiCAT Cluster, in the "Cluster Meet Regions" event organized by ECCP and the EU, with the aim of strengthening collaboration between clusters, exploring project opportunities, and promoting the activities and portfolio of EDIH S4AI HUB project.

Link:

<https://www.clustercollaboration.eu/content/edih-s4ai-hub-building-stronger-digital-future>

<https://www.clustercollaboration.eu/content/clusters-meet-regions-palma-spain>

Outcomes: Goran Mladenovic participated in the "Cluster Meet Regions" event held in Palma de Mallorca, organized by ECCP and the EU, with the aim of strengthening cooperation between clusters, exploring project opportunities, and promoting the activities and portfolio of EDIH S4AI HUB project. He established a total of 11 new business contacts, 4 of which are highly relevant for future collaboration.

<https://drive.google.com/file/d/17w-fYyhu1rTJRuxJQ5ajdx7Rka0XrWeM/view?usp=sharing>,
<https://drive.google.com/file/d/19hFvbbQ7uotfMx9QS2UFSfwTRu2FqLMr/view?usp=sharing>,
<https://drive.google.com/file/d/1P-ABfce0UzV-y5VVybsgQWZBe02xW5tG/view?usp=sharing>,
<https://docs.google.com/document/d/1WwclToBuNqw8CWx3p9vb96cNRXTJ7puA/edit?usp=sharing&oid=114963367630502991871&rtpof=true&sd=true>,
<https://drive.google.com/file/d/1iWN4va8vBdiYVWmUUoLOYPHg7dg4ZJa0/view?usp=sharing> ,
<https://drive.google.com/file/d/1ISkVJhHT4sNR8aihCHZ-MgJCQMeo8fD/view?usp=sharing> ,
<https://docs.google.com/document/d/1ru4Wp9VfO4pzam5Wn7synWssl4MO7ZR/edit?usp=sharing&oid=114963367630502991871&rtpof=true&sd=true> ,
https://drive.google.com/file/d/1xi2uhicir6JM3hc11KE-w6tEL_QQLVCE/view?usp=sharing

6.3.2. EDIH internationalization- C2Lab Zaragoza, Spain

Type of activity: Meetings

Description of the objectives: The purpose of the official trip was to participate in the C2Lab in Zaragoza, with the aim of networking with other cluster managers, forming consortia for future projects, and presenting the EDIH project.

Link: <https://www.clustercollaboration.eu/content/edih-s4ai-hub-building-stronger-digital-future> and <https://www.clustercollaboration.eu/content/c2lab-zaragoza-spain>

Outcomes: Goran Mladenovic participated in the C2Lab workshop for cluster matchmaking and the development of joint AI projects in areas such as healthcare, industry, and smart cities, held in Zaragoza. He established a total of 9 new contacts.

<https://drive.google.com/drive/folders/1a143jUBH5cYKVVwbqCC5cN4eKqCp2czN?usp=sharing>

7. CONCLUSIONS

The first six months of the S4AI_HUB project have successfully established the foundational framework for monitoring and evaluating progress toward becoming a sustainable European Digital Innovation Hub in Serbia. This initial phase was critical in setting up the Key Performance Indicator (KPI) system that will guide the project's implementation and measure its impact on SMEs and public sector organizations undergoing digital transformation, particularly in Artificial Intelligence.

The core challenge addressed during this period was developing a robust yet flexible monitoring and evaluation system capable of capturing both quantitative outputs and qualitative outcomes across the project's diverse activities. This required balancing immediate operational needs with long-term strategic goals while ensuring alignment with the Digital Europe Programme's requirements.

The primary objective of this deliverable was to create a structured KPI framework that enables consistent tracking of progress toward the project's goals. The methodology employed was participatory and impact-oriented, involving all consortium partners in refining initial indicators from the proposal phase into actionable metrics. The system was designed around three key milestones (M18, M36, M48) with six-month reporting intervals through the Digital Transformation Accelerator platform.

Key findings from this setup phase demonstrate that the project has:

1. Established a comprehensive set of 15 KPIs covering service delivery, ecosystem engagement, and institutional impact
2. Developed baseline measurements (set at zero for 2024) and defined incremental targets through 2028
3. Implemented an internal tracking tool distributed across consortium partners
4. Initiated data collection processes for the first reporting period

The results show promising early progress, particularly in establishing the monitoring infrastructure and securing partner buy-in for the KPI system. However, several limitations must be acknowledged. As a new hub, all baseline measurements started at zero, making initial progress appear modest. The evolving nature of digital innovation ecosystems means some indicators may require refinement as the project matures. Additionally, attributing long-term impact to early-stage interventions remains challenging at this preliminary stage.

The most effective solution has been the development of a balanced KPI framework that combines:

- Quantitative service delivery metrics (e.g., SMEs supported)
- Qualitative partnership indicators (e.g., DIHs connected)
- Ecosystem development measures (e.g., marketplace services)

Evaluation confirms that the planned objectives for this initial phase have been achieved, with the KPI system now operational and ready for the first comprehensive data collection at M6. The framework

successfully integrates both technical and relational aspects of DIH operations while maintaining flexibility for future adjustments.

These efforts have important implications for other work packages, particularly in establishing:

1. Standardized reporting procedures for service delivery (WP2)
2. Baseline measurements for skills development programs (WP3)
3. Tracking mechanisms for test-before-invest activities (WP4)

For future work, the focus should shift to:

1. Completing the first full KPI data collection and analysis cycle
2. Validating indicator relevance through real-world application
3. Preparing for the first major evaluation at M18
4. Exploring integration with other European DIH monitoring systems

In conclusion, this initial KPI framework provides S4AI_HUB with a strong foundation for evidence-based management and continuous improvement. While the true test will come during implementation, the systematic approach established in these first six months positions the project well to deliver meaningful, measurable impact in Serbia's digital transformation journey. The coming reporting periods will focus on operationalizing this framework while maintaining the flexibility needed to adapt to ecosystem developments and emerging opportunities.

8. CONCLUSIONS FOR THE SECOND REPORTING PERIOD (M12)

The second reporting period marks S4AI_HUB's successful transition from foundational establishment to active, impactful service delivery. Building upon the robust monitoring and operational framework set up in the initial six months, the Hub has demonstrably executed its core mission, generating tangible results and validating its strategic approach to accelerating Serbia's AI-driven digital transformation.

The primary challenge of this period was to operationalize the planned services and convert strategic partnerships into concrete outcomes for beneficiaries. This was effectively addressed through the execution of a structured, multi-channel launch of the flagship "Innovation Camp for Digital Transformation" and the intensification of ecosystem-building activities.

Key quantitative and qualitative findings demonstrate that the project has:

1. **Launched and Delivered Core Services:** Successfully published the first public call, conducted a rigorous selection process, and onboarded a cohort of **20 Micro, Small, and Medium-sized Enterprises (MSMEs)** into the Innovation Camp. This directly activated the service pipeline for Digital Maturity Assessment (DMA) and 64 of them has received the DMA, and activated service for expert analysis, and strategy development.

2. **Generated Significant Market Demand:** The promotional campaign achieved remarkable reach, with nearly **2 million impressions** on Facebook and **27,500 visits** to application pages, culminating in **58 high-quality applications**. This confirms a strong market need for structured digital transformation support.
3. **Provided Direct Financial Support:** Moved beyond guidance to actionable finance, enabling **six startups** from the Launcher program to secure non-refundable grants of **€8,500 each** from the City of Niš, providing critical capital for product development.
4. **Solidified Regional and European Positioning:** Formally integrated into key networks through the signing of **four strategic Memoranda of Understanding**, including a multilateral agreement with six other Western Balkan EDIHs and a collaboration with the Smart Circuit Interreg Central Europe project. This embeds the Hub within both regional and pan-European innovation ecosystems.
5. **Advanced Startup Capacity Building:** Through the Launcher program, delivered intensive, hybrid-format mentorship, resulting in **30 business and 15 technical mentoring sessions** for five high-potential startups, effectively bridging early-stage education with advanced Hub services.

The results confirm the effectiveness of the "impact-first" methodology and the KPI framework established in the first period. The data now reflects measurable progress against targets, moving from zero baselines to concrete figures in ecosystem engagement, skills development, and pipeline creation for future services like Test Before Invest.

The most significant achievement has been the transition from planning to execution, proving the Hub's capacity to deliver its promised value proposition to Serbian SMEs and startups. The balanced focus on high-visibility outreach, rigorous service delivery, and strategic international networking has created a virtuous cycle of awareness, engagement, and impact.

These accomplishments have critical implications for the next phases of the project:

1. **For WP2 (Innovation Ecosystem):** The established pipeline of 20 MSMEs requires seamless service delivery and must be nurtured towards advanced stages (e.g., TBI).
2. **For WP3 (Skills & Training):** The successful needs analysis provides a clear roadmap for curriculum development tailored to public sector, startup, and SME needs.
3. **For WP4 (Test Before Invest) & WP5 (Securing Investment):** The first cohorts from the Launcher and Innovation Camp programs represent the primary candidate pool for these upcoming advanced services.

For the forthcoming work, the focus must shift towards:

1. **Deepening Service Impact:** Ensuring the 20 Innovation Camp companies and supported startups achieve significant developmental milestones and clear pathways to further Hub services.

2. **Leveraging International Networks:** Activating the signed MoUs for joint projects, knowledge exchange, and cross-border service referrals to add European value for local beneficiaries.
3. **Systematizing Success:** Developing case studies and success stories from the initial cohorts to refine methodologies and enhance future communication and outreach.
4. **Preparing for Scale:** Building on the operational proof-of-concept to plan for increased service capacity and broader geographic reach within Serbia.

In conclusion, the second reporting period has unequivocally demonstrated the S4AI_HUB's operational viability and its pivotal role as a national catalyst for digital transformation. By delivering measurable results, securing strategic partnerships, and directly supporting innovators, the Hub has laid a solid foundation for sustained impact. The project is now poised to consolidate these gains, deepen its service delivery, and solidify its position as the central reference point for AI-driven innovation in Serbia and a recognized partner within the European Digital Innovation Hub network.

9. CONCLUSIONS FOR THE THIRD REPORTING PERIOD (M18)

During the third reporting period, covering the period from 1 January to 30 June 2026, the S4AI_HUB project continued to progress from the initial establishment and service design phase towards a more operational and beneficiary-oriented implementation model. The activities implemented during this period confirmed that the project is gradually consolidating its role as a structured support mechanism for SMEs, startups, public sector organisations and the wider innovation ecosystem in Serbia.

A key feature of this reporting period was the stronger integration between work packages. Digital Maturity Assessment activities under WP2 continued to serve as an entry point for identifying beneficiary needs and defining practical transformation priorities. These findings were increasingly connected with training activities under WP3, Access to Finance support under WP5 and the preparation of Test Before Invest activities under WP4. This confirms that the S4AI_HUB service pathway is becoming more coherent and that beneficiaries are being guided from awareness and assessment towards more concrete forms of support.

WP1 provided the necessary coordination, management and reporting framework for this transition. Regular project team meetings, updated implementation timelines, preparation of partner reporting procedures and the initial preparation for the first project review contributed to stronger operational control. The coordination activities also helped clarify dependencies between work packages, short-term deadlines and responsibilities of partners.

Within WP2, the project continued to develop its ecosystem and networking function. Additional DMA activities, the connection with the City of Niš Digital Voucher programme, the preparation of the S4AI_HUB service catalogue and the organisation of targeted networking formats demonstrated the practical value of combining diagnostics, advisory support, ecosystem activation and access to further services. The completion of the service catalogue framework under T2.7 represents an important step towards clearer beneficiary onboarding and more transparent presentation of the Hub's offer.

WP3 marked an important shift from curriculum development towards training delivery. The finalisation of the course catalogue and the implementation of five pilot online trainings with 58 participants confirmed both the relevance of the selected topics and the readiness of the consortium to deliver capacity-building services. The strong interest in digital security, AI application, electronic business infrastructure and access to finance indicates that companies need practical, business-oriented and accessible training formats.

WP4 activities remained in the preparatory phase, focused on the restricted Test Before Invest call and the operational framework for future pilot selection and implementation. Although no completed Test Before Invest pilots are reported in this period, the preparatory work represents a necessary step to ensure that future TBI support is targeted, technically feasible, documented and aligned with the Grant Agreement. The preparation of the SEE Open Innovation Challenge 2026 further supported the development of a startup and innovation pipeline under the Startups Open Innovation Lab.

WP5 progressed towards direct company-level Access to Finance support. Initial expert assessments for four companies showed that beneficiaries require differentiated financing pathways, depending on their maturity, business model and investment needs. The work confirmed that Access to Finance support must go beyond identification of funding sources and include structuring of financing narratives, clarification of investment needs, feasibility considerations and preparation for grant, subsidy, loan or investment opportunities.

Dissemination and communication activities continued to support the visibility and positioning of S4AI_HUB. The promotion of the Launcher 2026 public call, S4AI_HUB participation at the Kopaonik Business Forum and preparation of major ecosystem activities contributed to wider recognition of the Hub and its services. These activities also helped maintain the connection between project implementation, public visibility and beneficiary pipeline development.

Overall, the third reporting period demonstrates clear progress in moving from project set-up and service definition towards integrated implementation. The main achievement of the period is not only the delivery of individual activities, but the gradual formation of a connected support pathway: beneficiaries are identified, assessed, informed, trained, advised and prepared for further testing, financing or innovation support.