

Measures and support actions	Timeframe	Expected results/impact	Efficiency indicators	BIC	BITF	ICBL	BINS
1. Improvement of organisational and financial framework of BIs/STPs							
Improvement of the BI/STP management capacities and expertise	2014-2019	<ul style="list-style-type: none"> BI/STP management is of high-quality and consist of professionals with business expertise and past work experience in the private sector; The widest possible array of services available, regardless of whether they are internally or externally provided, with the possibility of some being charged to the tenant companies; Close linkages with the local business community, training organizations and financial operators are established; 	<ul style="list-style-type: none"> The number of different services; Number of partners among relevant business, training and financial institutions; Number of externally funded projects where BIs/STPs participate; 	<ul style="list-style-type: none"> Completed training for possibilities for EU funding. Completed training for Management of start ups. Developed a data base of external service providers for marketing, legal services, accounting... Developed cooperation with private sector company (BI tenant) for the provision of training to SME's in the area of communications, public relations, coaching. Tenants are involved as target group in 5 projects implemented in 2015. 	15	<ul style="list-style-type: none"> Consulting services to tenants available either by internal or external consultants. Pool of more than 50 consultants and trainers established. Established contact with local financial institutions, development bank as well as with regional SEED and VC funds. ICBL Business Angel network in process of development. ICBL is an associate EBAN member since 2012. 	<ul style="list-style-type: none"> 6 external consultants. Pool of more than 10 mentors is established. Established contact with local financial institutions, development bank as well as with regional SEED and VC funds.
Provision of complementary support services		<ul style="list-style-type: none"> Equity/semi-equity capital facilitating the growth-oriented companies development is available; 			2	Technology Transfer Office within ICBL established within NORBAS project funded through HERD program by Norwegian Ministry of Foreign Affairs	2 project funded by international and local investors. BINS preparing preincubation program with local investors.
Establishment of close linkages with the local business community, training organizations and financial operators		<ul style="list-style-type: none"> Knowledge transfer from university to industry and commercialization of university research 			0		
Establishment of strong links with local universities and promotion of the transfer of knowledge from university to industry and the commercialization of university research		<ul style="list-style-type: none"> Clear model both financial and non-financial support to BI/STP established; 			y		
Establishment of close links between public institutions that are dealing with the issue of economic, science and technology development		<ul style="list-style-type: none"> New organizational and financial models for sustainability developed; 			y		
Establishment of regional cooperation and exchange of good practices.		<ul style="list-style-type: none"> Better cooperation possibilities for external funding for projects such as EU, World Bank and similar institutions; 			y		
2. Infrastructure development that suited to meeting start-up and spin-off needs							
Renovation/construction of the building and working space for the BI/STP	2014-2019	<ul style="list-style-type: none"> The right facilities that can provide the basis for the self-sustainability of the incubator and an environment where entrepreneurs and incubator staff can work together to develop new business 		Realised investment in infrastructure to enhance energy efficiency of BI in order to decrease operational costs of BI and tenants.	expanded for 1800m2	600 m2 of space fully equipped and 100% occupied by startup companies	800 m2 of space fully equipped and 100% occupied by startup companies
Selection of BI/STP optimal size to ensure its independence from external resources and self-sustainability.				improved	in last quarter of 2015. ICBL started to search for additional 200 m2. Space should be available to startups by the end of first quarter of 2016.		
Selection of the proper neighbourhood and location of the property for BI/STP (transportation, parking, postal/banking services, proximity to university and its laboratories, etc.)				y			
Facilitation of networking opportunities with other businesses to tenants.				y			
Provision of the research facilities (space equipped for specific research equipment, its installation and storage of samples and material used in research for the scientific-oriented tenants).				n			
3. Implementation of collaborative software platforms form improved communication and innovation management							
Initiating of online platform for innovation management meeting BIs/STPs requirements	2014-2016	<ul style="list-style-type: none"> Online platform for innovation management up and running as a cloud service; Enhanced competitiveness and entrepreneurial climate; Lowered administrative burden of BI/STP staff and less coaching time spent due to process automation and document library; 	<ul style="list-style-type: none"> Number of innovative products/services of BIs tenants with reduced time to market cycle due to using collaborative innovation software; 	First phase of the project has been realised. Analyses of the BI needs are completed with respect to structure of the tenant companies, management capacities, BI resources and expected results. We expect to acquire fund during 2016 to complete setting up platform for innovation management based on the experience gained during the WBCInno project.	n		0
Promoting the platform in order to collect larger number of ideas	2015-2016	<ul style="list-style-type: none"> Increased awareness on importance of brainstorming, open innovation and crowdsourcing with wider public; Platform has active users from every segment (university, BI/STP tenants, business, investors); BI/STP perform user management of the users on platform; Users are being motivated to contribute on an ongoing basis (e.g. organizing idea challenges on a specific problem-solving topic) 	<ul style="list-style-type: none"> List and number of promotion efforts; Number of new users invited to the platform; Number of ideas submitted per month; Number of challenges per timeframe; Number of reviewed ideas per month; Number of scored ideas per month; 		n		

Providing efficient online tools for selection of promising ideas and candidates for tenants by stakeholders	2014-2016	<ul style="list-style-type: none"> Idea management workflow with different user roles and stakeholders configured within the platform; 	<ul style="list-style-type: none"> Number of approved/parked/rejected ideas per month; Top innovators per month/quarter/year; Most popular ideas per timeframe; Most active ideas per timeframe;)
Development of specific tools for monitoring, control and generation of progress reports	2014-2016	<ul style="list-style-type: none"> Specific set of performance and intelligence reports; 	<ul style="list-style-type: none"> Number of different types of reports; 	n)
Providing high level of security (access and data protection) and efficient documentation management	2014-2016	<ul style="list-style-type: none"> Enabling secure environment with different access levels for users; Enabling possibility for storing, sharing and finding documents; 	<ul style="list-style-type: none"> Number of user access attempts per Number of document uploads per)
Using innovation management software system for control and monitoring of BI/STP performance	2014-2019	<ul style="list-style-type: none"> Complete overview of BI/STP performance for monitoring and benchmarking; Higher quality of support provided to BI/STP tenants in the first few years; Higher possibility for tenants to network, exchange thoughts and be well informed; Milestone setting and performance targeting; 	<ul style="list-style-type: none"> Number of commercially successful results of the innovation Number of new opportunities created by participants in BI environment; Number of tenants that have received innovation methodology)
4. Improvement of services for tenants of BIs/STPs							
Development of service program	2014-2015	<ul style="list-style-type: none"> Service program for BIs/STPs tenant developed as important "recruitment tool" and the key element for Development Plan of every BI/STP; Basic, additional and advanced services available; 	<ul style="list-style-type: none"> Number of services developed within the service program 	Developed training program for start ups based on CANVAS methodology for testing business models and ideas.	2	Business matchmaking program actively implemented in 2014 and 2015.) billion
Improvement of the delivery of service program	2014-2015	<ul style="list-style-type: none"> Developed services are clearly described and easy to understand for recipient prior to delivery; Estimated time for completion of service; Defined and easy-to-access request for service Role of the client is defined (complete and partial involvement, appointments, etc.) 	<ul style="list-style-type: none"> Number of used services Number of clients LEVEL OF CLIENTS satisfaction determined through a survey (a questionnaire needs to be...) 	<p>Realised business plan trainings for 5 companies.</p> <p>Conducted training for the unemployed (from the National employment service) who want to start their own business (essentials in business start up and business plan development).</p>	all	828 program implemented with Norwegian companies in two cycles. In each cycle 10 incubated companies was represented.)
Capacity building trainings of BIs/STPs staff	2014-2016	<ul style="list-style-type: none"> Well-targeted and high quality services to tenants Capacity to identify and assess different specific needs of the BIs/STPs tenants Competence to plan and customize the delivery of services in accordance with the tenants structure and their identified needs Competence to evaluate provided service and their impact through tenants' feedback Competence to cooperate and exchange the methods and experiences with other BIs/STPs staff. 	<ul style="list-style-type: none"> Number of BIs/STPs staff trained in capacity building trainings; Number of services delivered in accordance with the perceived needs 	4 staff members trained in EU financed projects. 1 staff member attends PhD studies with these focus on BI.	5	BI staff participated at 6 capacity building trainings in 2014 and 2015. 5 people from BI participated on capacity building trainings.)
				Developed questionnaire for Training needs assessment for tenants.	10)
					y)
				Developed cooperation with BI Novi Sad in provision of training courses for incubator tenants. Theme: Business planning; Day to day communication and exchange of ideas with other BI. Given lecture on marketing strategies for 24 family start ups in cooperation with NTP Cačak. BIC was a guest lecturer at BI Valjevo and guest lecturer in a project targeting Roma	y)
5. Application of new incubation models – virtual business incubators							
Implementation of the capacity building program on entrepreneurship for students, graduates and entrepreneurs and facilitation of the creation of start-ups	2014-2016	<ul style="list-style-type: none"> Developed business skills training program; Increased number of students/graduates and entrepreneurs with business skills; 		Business skills training program is developed and is divided into 3 thematic areas: Management, Marketing and Sales.	y	Business skills training programs developed. Training programs are based on Lean Startup Methodology and they last from 6 to 10 days. In 2015 more then 100 people participated.)
Improvement of the competitiveness of enterprises in selected regions and implementation of new technology and services to reduce costs	2014-2019	<ul style="list-style-type: none"> Developed set of virtual incubator services; Reduced overhead costs of companies; Increased competitiveness of companies; 	<ul style="list-style-type: none"> Number of users of BI managed web-portal; Number of users of "Virtual office" services – message handling, virtual post box, ICT/e-mail, website hosting; 	Under development	no web portal)
				2 users of One day office in the reporting period	9)
					y)
Improving area-based partnerships for development and/or employment	2014-2019	<ul style="list-style-type: none"> Established local/regional partnerships and networks for the support of entrepreneurship; 	<ul style="list-style-type: none"> Number of joint initiatives towards users of VI; 		2)
6. Establishment of creative and entrepreneurial framework with schools and universities							

Providing structural institutional framework for enhancing cooperation with the universities and schools on institutional level	2014-2019	<ul style="list-style-type: none"> Provision of the framework for structured cooperation; 	<ul style="list-style-type: none"> The number of new pieces of legislation; 		1	7 internship cycles are organized in partnership with more than 50 companies. More than 350 students participated in internship program working on 70 projects assigned by companies. 350 students passed trainings on Team work and Project management.	}	
		<ul style="list-style-type: none"> Definition of concrete joint activities and their implementation; 	<ul style="list-style-type: none"> The number of new cooperation contracts; 	Signed Cooperation contract with National Agency for Regional Development, defining cooperation model.	3			}
Developing set of awareness raising activities from both types of institutions	2014-2019	<ul style="list-style-type: none"> All of the groups involved are more aware of the possibilities for cooperation, and benefits of it; 	<ul style="list-style-type: none"> The number and types of organized motivational events; 	Realised 7 promotional events for students in order to introduce them to BI activities. Specifically, student parliament, youth organisation AIESEC, JAZAS, First grammar school, Polytechnic school. Events such as Youth speak forum	4		}	
		<ul style="list-style-type: none"> Students as target group, especially ones from the secondary education, are more aware of the prospects for their future professional development; 	<ul style="list-style-type: none"> Developed promotional material; 		3			}
Involving BIs/STPs in the education and research process	2014-2019	<ul style="list-style-type: none"> Involvement of BIs/STPs increases the overall quality of education offer and its openness to the society; On individual level, development of future young professionals and improved employment; 	<ul style="list-style-type: none"> The number of courses (formal and LLL) introduced/revisted; The number of lectures involving 	Developed 1 LLL course in innovation management.	0		5 3	
		<ul style="list-style-type: none"> Also, companies and support organisations are involved in tailoring the offer to the actual needs; 	<ul style="list-style-type: none"> The number of placements in companies; 	Developed training program in cooperation with ICT cluster for the deficient labour force in ICT industry. Conducted 264 training hours for 55 unemployed in 2015.	0			}
			<ul style="list-style-type: none"> The number of companies involved; The number of PhDs with the industry; 		0			
			<ul style="list-style-type: none"> The number of brokerage events and "science days"; The number of training events, lectures and workshops; The number of project proposals; The number of participants in various events; 		0			}
Additional activities that would involve all the stakeholders and lead to the improvement of the cooperation	2014-2019	<ul style="list-style-type: none"> These activities would lead to the increased cooperation and networking among actors. Young people can have a whole new view of science as something interesting and motivation to get involved in the scientific ventures. 	<ul style="list-style-type: none"> The number of realized outsourcing contracts with BIs tenants at Number of inventions/patents/licenses of BIs tenants at annual level; Number of working hours University staff was engaged; 		2		2 per year 12 per year	
			<ul style="list-style-type: none"> Number of logistic services delivered by university staff/units; Number of STP tenants that used any kind of support from 		5			}
			<ul style="list-style-type: none"> Number of new start-ups and spin-offs; Number of participants at various competitions organized by BIs/STPs; 		2			
			Organised round table on the topic Employment - personal initiatives..		150			}
7. Creation of mechanisms and structures for high-tech innovations in cooperation with universities and research centres								
Using university resources for strengthening of innovation potential of BIs tenants	2014-2019	<ul style="list-style-type: none"> Increased number of innovative products/services of BIs tenants with reduced innovation process cycle due to using university resources; 	<ul style="list-style-type: none"> Number of realized outsourcing contracts with BIs tenants at Number of inventions/patents/licenses of BIs tenants at annual level; Number of working hours University staff was engaged; 		4		}	
		<ul style="list-style-type: none"> Improved competitive position of BIs tenants on the market; 	<ul style="list-style-type: none"> Number of logistic services delivered by university staff/units; Number of STP tenants that used any kind of support from 		2			}
		<ul style="list-style-type: none"> Provision of additional financial resources for equipment and software maintenance at Universities; 	<ul style="list-style-type: none"> Number of new start-ups and spin-offs; Number of participants at various competitions organized by BIs/STPs; 		0			
Providing logistic support by experienced university staff and its knowledge transfer units during the initial development phase of STPs in WBC region	2014-2019	<ul style="list-style-type: none"> Higher quality of logistic support provided to STP tenants in the first few years; University knowledge transfer units will establish sustainable links with STP tenants; 	<ul style="list-style-type: none"> Number of logistic services delivered by university staff/units; Number of STP tenants that used any kind of support from 		2		}	
		<ul style="list-style-type: none"> Improved entrepreneurial spirit at universities at all levels (students, researchers, professors); Increased number of start-ups and spin-offs initiated by university graduates, researchers and professor; Increased number of ideas coming from students and university staff; 	<ul style="list-style-type: none"> Number of new start-ups and spin-offs; Number of participants at various competitions organized by BIs/STPs; 	1 start up created	8			6 - 8 per year 60 - 100 per year
Engaging experienced university teachers/experts for delivery professional specialized trainings to BIs/STPs tenants	2014-2017	<ul style="list-style-type: none"> BIs/STPs tenants trained in the specific technological areas necessary for their business; BIs/STPs extended the list of their services; University professors and experts contribute to human resources development of BIs/STPs tenants; 	<ul style="list-style-type: none"> Number of specialised trainings; Number of certified trainees; 	Delivered 6 trainings for BI by University staff	6		12 per year	
		<ul style="list-style-type: none"> Entrepreneurial spirit is improved among students; 	<ul style="list-style-type: none"> Number of trainings organized by BIs/STPs; Number of students involved in trainings, volunteering and practical placements supported by BIs/STPs; 		2			}
		<ul style="list-style-type: none"> Better connection between BIs/STPs and young people as potential applicants for business plan competitions; As long-term impact, better graduates' employability; 	Organised 29 trainings for students	5		8 per year		
Developing entrepreneurial and practical skills of students through volunteering and practical placement program	2014-2019	<ul style="list-style-type: none"> Better connection between BIs/STPs and young people as potential applicants for business plan competitions; As long-term impact, better graduates' employability; 	<ul style="list-style-type: none"> Number of trainings organized by BIs/STPs; Number of students involved in trainings, volunteering and practical placements supported by BIs/STPs; 	Over 400 students involved in training activity	5			80 - 100 per semester
					y		}	
Providing additional funding of BIs/STPs and their internationalization through joint project applications and establishment of new partnerships	2014-2019	<ul style="list-style-type: none"> Provision additional funding for development of BIs/STPs human resources and infrastructure; Indirect benefit in terms of improved logistic services for BIs/STPs tenants; 	<ul style="list-style-type: none"> Number of project proposals; Number of funded joint projects; Annual budget from international funds for BIs/STPs; 	Participation in 2 project proposals for EU funding	3	ICBL participated at 4 projects partnering with University of Banja Luka and University of Istocno Sarajevo. Projects are funded by EU and Norwegian government.	8 proposals 5 projects 80.000 euro	
					2			}
					80%			

				<ul style="list-style-type: none"> Number of new established contacts between BIs/STPs and international institutions dealing with knowledge transfer, innovation and research; 		15		10 - 15 per year with institutions
8. Organisation of competitions and awards for best business plans, best student's / researcher's ideas								
Promoting entrepreneurial spirit and culture among the students and researchers at university centres in WBC region	2014-2019	<ul style="list-style-type: none"> Increasing the number of spin-off companies founded by students and university employees based on participating in the competition; 	<ul style="list-style-type: none"> Number of individual participants at trainings; Number of teams presenting their final business model; Number of projects that entered the phase of pre-incubation; Number of projects that entered the incubation phase; Number of workplaces; Number of spin-offs; 	Conducted summer internship program for 9 students with the focus on business strategies of innovative SMEs	30	ICBL has organized Startup Academy and Startup camp. In Startup Academy 58 teams applied from which 25 teams developed their business models and presented them. Three of those were awarded with 5.000 EUR starting capital. In Startup camp 25 students participated. 8 ideas were presented at the final event and three were awarded.	120 students per semester, 40 business model develop per semester, 4 trainings topics	
		<ul style="list-style-type: none"> Indirectly useful for all participants is assimilation of new knowledge necessary for the development of a new product and a spin-off company. 		Conducted training for 40 students - 11 teams	10	10 teams		
		<ul style="list-style-type: none"> Newly created value of spin-off companies; 		1 project entered pre incubation phase	15	2 after SWNS #01 and SWNS #02		
		Motivation and support for researchers from universities for the development of spin-off companies		2014-2019	1 project entered incubation phase.	8		1
		Connecting BI/STP with the academic community and successful entrepreneurs with the goal of exchanging experiences		2014-2019	2 workplaces created	50		1
The support for the pre-incubation process of business incubators	2014-2019							
Securing additional finances for start-up projects via the competition award money	2014-2019				4			
9. Improving visibility, promotion and internationalization of BIs/STPs for their sustainable development								
Development of efficient marketing plan and methods for BIs/STPs	2014-2019	<ul style="list-style-type: none"> Access to the most promising innovative young companies, which will initiate the regional economic growth and development; 	<ul style="list-style-type: none"> Number of internationalization activities; Number of international firms or multinational companies attracted by BIs/STPs; Number of sponsors and partners attracted by BIs/STPs Number of companies that successfully went internationally supported by BI/STP; Internationalization success ratio; Number of joint international projects; 		4		6 4 16	
		<ul style="list-style-type: none"> Established relations with the EU and world promising institutions to their profile available and visible in business support community; 		2 international companies admitted as BI tenants	3			
		<ul style="list-style-type: none"> BIs/STPs tenants have various reasons for internationalization: growth, employees, resources and ideas; 		Organised promotional events (5), promotions of activities in newspapers (6); Round tables (2) in 2015, to promote BI and tenants.	5			
		<ul style="list-style-type: none"> BIs/STPs tenants can expand their business or get the easy access to the resources difficult to have on the local markets; 			3			
		Strategic internationalization of BIs/STPs						
Activities aimed to stimulate and support tenants to develop their internationalization					3			
10. Networking among BIs and with STPs and universities on local, regional and EU level								
Map of BIs/STPs in WB countries	2014-2017	<ul style="list-style-type: none"> Visibility of established BIs/STPs region and more importantly their functional performances; 	<ul style="list-style-type: none"> Completeness of data about tenants; Media coverage, webbits (break down into the lists – web news, flyers, newspaper Number of business-to-business relations and R&D collaboration; Number of ideas on the platform collected by BIs/STPs 	At least 20 Published articles in local newspapers, TV broadcasts and web articles on BI activities.		y		
		<ul style="list-style-type: none"> Improved cooperation and networking among BIs at all levels (national, regional, international) and additionally with STPs and universities; 						
		Facilitation of business-to-business relations and R&D collaboration		2014-2019	<ul style="list-style-type: none"> Established benchmarking practice leading to improved BIs efficiency : 		20	
Handling of benchmarking data for BIs/STPs	2014-2019							