

Regional Conference on Business Environment Reform in South East Europe:  
**Driving the Growth and Competitiveness Agenda**  
Podgorica, Montenegro, October 19 – 21, 2008

Session V-A:  
**Government Services to the Private Sector – ICT as a Catalyst for Reform**

# **Serbia's Business Registration Reform**

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Агенција за привредне регистре



Serbian Business Registers Agency [www.apr.sr.gov.yu](http://www.apr.sr.gov.yu)

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# About Serbian Business Registers Agency (SBRA)

- From January 2005, SBRA operates 3 major state registers in Serbia, all in the form of single centralized public electronic database:
  - **Business Entities Register**  
(including: Companies, Entrepreneurs, Foreign Branch offices, Annual financial reports);
  - **Financial Leasing Register** and
  - **Movable Assets Pledge Register**,
- SBRA is in Serbia the key factor of:
  - **Reform** of the Business registration system
  - **E-government** initiative.



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## What was the problem and how did ICT help resolve it? (1)

- **Central database:**  
Distributed system (17 commercial courts) replaced by SBRA centralized system with Central and 13 Regional offices
- **Full Automation of the critical business processes**
- **Standardized processes and services:**  
The same service is offered to any SBRA customer in Serbia
- **Availability of data to local authorities:** Proactive approach –  
Direct co-operation with Serbian municipalities, including technical support and Client applications developed, installed and supported by SBRA.



## What was the problem and how did ICT help resolve it? (2)

- **Information exchange with other governmental agencies:**  
“Open standards” (at all levels) + “Open minds”
- **Introduction of G2G electronic services:**  
“Push principle” towards “old-fashioned” governmental partners  
*Problem: Qualified Electronic signatures still not available in Serbia.*
- **Usage of G2B Internet services:** Marketing and PR essential  
Consistent “Internet agency” image;  
Popular Web site, redesigned Q1/2008
- ...



# Accuracy and reliability of information (1) - Internal

- **SBRA internal registry system:**  
Completely accurate, up-to date and transparent (Internet search, multi-channel delivery of information, Web service connections, ...)
- **Integration of internal registers**  
(Business entities – Financial leasing – Pledges) still not complete, due to the inconsistent laws behind them
- **Improvement of the quality of data and services:**  
Depending on additional legal reform.



## Accuracy and reliability of information (2) - External

- **Other National registers not on-line:**  
Register of Citizens / Address register / Land register, etc.
- **Low level of ICT infrastructure and skills and/or lack of willingness** to exchange information  
Example: Tax Authority in regards with “One stop Shop” project
- **Removal of inactive companies:**  
Based on very complicated regulations and practices (reformed soon?)
- **Future:**  
SBRA is active in many related working groups and initiatives (XBRL).



# Results measurement (1)

- **Key Performance Indicators (KPI),**  
Continually identified by the Top management, recorded, measured, analyzed and used for decision support
- **Internal factors:**
  - **Volumes:** No. of processed submissions,  
No. of scanned papers, etc.
  - **Operational efficiency** at all levels:  
Departments, groups, individuals
  - **Availability / Manageability** of the system  
(recorded and assessed by IT department)
  - **Financial results**, compared to business plans.



## Results measurement (2)

- **External factors:**
  - **Usage - figures and trends**  
for all offered SBRA services (standard and on-line)
  - **Availability (24/7) and visibility**  
of the data and new services (proper marketing campaigns, PR)
  - **Usability of the information and services** offered by the SBRA  
Web site [www.apr.gov.rs](http://www.apr.gov.rs) (measured by admin. tools)
  - **Relations with partners** (G2G, G2B) – Periodical assessment.



# Summary: SBRA – Key lessons learned (1)

- *“Do Things Right First Time, Every Time!”*,
- **“Services oriented administration”**:
  - SOA principles “by design”
  - “Business-like” approach to operations
- **ICT department** properly:
  - Organized and positioned
  - Budgeted and staffed



## Summary: SBRA – Key lessons learned (2)

- **Critical factors:**
  - “Institution-wide” strategic planning and follow-up, PM skills,
  - Teamwork among Top management, ICT and the “production” (common vision and “Project portfolio”)
- **Close partnerships:**
  - **G2G** (National Bank of Serbia, Rep. Stat. Office, Min. of Finance);
  - **G2B** (ICT partners, Banks, Leading companies, etc)
- **Proactive impact on:**
  - Legal environment
  - Other institutions
  - Private sector.



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# **THANK YOU for your attention!**

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