

**Call for Applications of Coaches and Subject- Matter Experts**

**HealthTech ventures**

**Submission Deadline:** **30/09/2025**

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Fit 4 Start: Concept and Implementation

**Introduction**

The objective of the present document is to explain the application process to become a coach (hereafter the **‘Coaches’**) or subject-matter expert (hereafter the **‘Subject-Matter Experts’**) during the coaching phase (hereafter the **‘Coaching Phase’**) of the Fit 4 Start programme – Edition 16 (hereafter the **‘Programme’**).

The Programme is an acceleration programme initiated and financially supported by the Ministry of the Economy of the Grand Duchy of Luxembourg (hereafter the **‘Initiator’**) and organized by Luxinnovation GIE (hereafter the **‘Organiser’**) that aims to support the launch and the development of high potential innovative, tech- and data-driven start-ups.

**Programme Objective**

The Programme and its associated Coaching Phase, which is an integral part of the Programme, seek to accelerate the development of local and international start-ups that wish to set up their businesses in Luxembourg and expand into the EU market and beyond. Projects are selected on the basis of calls for applications published once a year. Programme participants are selected by a jury, composed of experts, who evaluate the relevance of the projects presented during the ‘pitching’ sessions organized by the Organiser.

The pitching sessions will take place in person in Luxembourg. However, the Organiser reserves the right to change at any time to remote sessions in the event of a change in the epidemiological situation or other cases of force majeure. Following the pitching sessions and selection of the Fit 4 Start participants, the Coaching Phase will officially kick-off mid-January 2026 in physical mode.

The selected Programme participants will benefit from a support and funding programme embodied as follows:

The Coaching Phase, which is a 6-month period of coaching held by Coaches, who are start-up experts with high entrepreneurial knowledge and expertise in the field of start-up ventures, and Subject-Matter Experts, who are selected based on relevance of their expertise for the respective cohort of Participants.

* Access to one of the partners’ co-working spaces
* Access to up to EUR 150,000 in equity-free funding from the Initiator.

By the end of the Coaching Phase, the start-ups must be able to demonstrate a solid business plan that could convince potential partners and investors.

During the Coaching Phase, the Organiser involves Coaches and Subject-Matter-Experts having the competence in supporting innovative, tech- and data-driven start-ups (*cf. ‘Eligibility’ below*).

The Organiser ensures assistance throughout the Coaching Phase to allow the good execution of the tasks given to the Coaches, in accordance with the overall Programme agenda.

While the Organiser provides the overall Programme agenda, the selected Coaches will be in charge of timetabling the start-ups during the Coaching Phase.

**Coaching Phase of the Programme**

The Coaching Phase of the Programme aims to refine and validate (customer validation) the start-ups’ value proposition, to bring the candidates to establish a viable business model and to assist the start-ups in the acquisition of their first clients or in their internationalization process.

The coaching team, assembled by the Organiser after consultation with the Initiator, is composed of Coaches and Subject-Matter Experts. All Coaches shall apply a lean and agile methodology to challenge and support the selected projects. This methodology builds on a KPI based assessment, taking four major learning blocks into account (product-market fit; business model; go-to-market strategy; revenue model). Additional KPIs may be set in line with the specificities of each project and its field of activity.

Coaches are both supportive and exacting. Their role is to encourage and challenge the entrepreneurs as well as to communicate honestly about their projects. Fostering openness, ambition and enthusiasm is part of each Coach’s role too.

Subject-Matter Experts focus mainly on providing knowledge in their field of expertise and their involvement is typically limited to a one-day group session with possibly one-to-one follow-up meetings.

The coaching team serves as a link between the steering committee (hereafter the ‘**Steering Committee[[1]](#footnote-1)**’) and the participants. The requests and/or requirements emanating from the Steering Committee are implemented by the participants with the support of the Coaches.

Overall, the Programme offers an intense coaching experience, including:

1. **Sessions provided by Coaches**
   1. **Organisation**

The coaching sessions are organized, per Programme focus area, as follows:

* Group sessions on topics identified as being relevant to all start-ups (e.g. customer discovery, field-testing, etc.)
* Individual coaching sessions with each start-up in line with their specific needs
* In-person 1 to 1 coaching sessions for each start-up
* Digital sessions which are preparing for the Steering Committees
* Participation in the periodic Steering Committees
* The Coaches are required to participate in all Steering Committees.
  1. **Responsibilities of the Coaches**

The responsibilities of the Coaches are, among others, as follows:

* Support the start-ups during the Coaching Phase and guide them towards the Coaching Phase’s overall objectives. In general, ensure the follow-up and a periodic support of the start-ups during the Coaching Phase (questions, networking requests, etc.) through the digital platform made available to them by the Organiser;
* Prepare and lead the coaching sessions;
* Attend all Steering Committees;
* Participate in coaching debriefing meetings;
* Ensure a consistent reporting, towards the participating start-ups, to the Organiser, the coaching team, as well as the members of the Steering Committee. Such reporting includes, but is not limited to, the following:
* Coaching feedback for every candidate at the end of every coaching session;
* Comments about the **coaching report** written by each candidate at the end of every coaching session;
* Revision of the **progress report** prepared on this basis by every candidate (report used as support);
* Report and general debriefingfor every candidate to the attention of the Steering Committee members;
* Validation of the comments/goals identified through the Steering Committees and communication to the candidates.
* Occasionally participate in press interviews and provide testimonials for promoting the Programme;
* Coordinate their collaboration with the other Coaches from the same track and the Organiser.

One ‘Head Coach’ per track will be designated whose additional responsibilities include among others:

* Ensuring the role of leader in the coaching team (organisation, report collection, respect of deadlines, preparation of sessions, debriefing);
* Ensuring clear communication and alignment between the coaching members, the jury members and the Organiser;
* Reporting promptly potential issues, concerns, etc. directly to the Organiser;
* Preparing and managing coaching sessions (e.g. prepare content, set up planning for coaching days, etc.);
* Collecting and compiling the different types of reports and information required in a presentable format;
* Preparing and leading the Steering Committee sessions (e.g. presentation of debriefing report, project progress, etc.);
* Organising and leading coaching debriefing sessions during the coaching days, in preparation of each Steering Committee as well as after each Steering Committee.

1. **Sessions of General Information provided by Subject-Matter Experts**

These interventions are led by specialists in key areas likely to be useful to the candidates (e.g.: intellectual property, GDPR, fund raising, circular economy, etc.). They can be organised as half or full day sessions depending on the subjects, Programme requirements and the overall Programme agenda. The format of one-to-one follow-up meetings can also be considered as a complementary learning tool.

**Remuneration**

* A standard rate of up to EUR 1,500 (excluding VAT) per day and per Coach is foreseen.
* Eventual related costs (e.g. for transportation & accommodation), which are not part of the standard remuneration package (if any), are only reimbursable after prior written agreement given by the Organiser and upon presentation of receipts of real incurred costs.
* Coaches are not entitled to additional compensation for travel time.
* The selection of Coaches will be made on an overall budget impact basis.

The collaboration between a Coach and the Organiser will be formalised with the signature of the Coaching Agreement, the General Clauses to the Coaching Agreement and the Code of Ethics and Conduct.

Eligibility

**Profile of Coaches**

The Programme is open to all candidates demonstrating among others:

* the competence and experience in supporting innovative, tech- and data-driven start-ups/projects;
* particular expertise in one or more of the following areas: digital medical devices, digital therapeutics, digital diagnostics, remote monitoring, medical technology, medical devices, IVD devices, reimbursement of digital health innovation, business models for innovation financing
* great knowledge of new technologies in general;
* great knowledge of the national and international start-up, as well as the HealthTech landscape (institutional and economical);
* expertise of the Lean Start-up and of the Agile methods;
* the ability to deliver services in English (Luxembourgish, French and German are considered an asset).

The candidates will have to prove at least 5 years of relevant experience in supporting innovative, tech- and data-driven start-ups/projects. Previous coaching experience in incubation-, acceleration- and/or in any similar programme targeted at HealthTech/MedTech sectors).

**References and Case Studies**

Candidates are requested to submit:

* the description of 3 support cases carried out on behalf of clients;
* a methodology and programme proposal in line with the Programme;
* a list and the contact details of 5 start-ups supported as references (other than the cases described).

Application Submission and Deadline

Interested candidates should submit their applications together with all related supporting materials via the Organiser’s online registration platform by no later than 30/09/2025**.** Applications received after such deadline will be rejected by the Organiser.

Professional agencies willing to propose multiple candidates, can submit a maximum of 5 CVs of experienced Coaches.

Contact

For further information on the Programme, its Coaching Phase and this application process interested candidates may contact:

**LUXINNOVATION GIE**

**Team Fit 4 Start**

[fit4start@luxinnovation.lu](mailto:fit4start@luxinnovation.lu)

1. Periodic meetings of the jury, representatives of the Initiator and the Organiser as well as the Coaches to review, follow and evaluate the progression of the projects. [↑](#footnote-ref-1)