

Deep-dive Module Coaches

Call for Applications of

Coaches &

Subject-Matter Experts



Submission
Deadline:
02/03/2026

Content

Fit 4 Scale: Concept and Implementation	3
Introduction	3
Programme Objective	3
Support Phase of the Programme	4
Remuneration	5
 Eligibility	 5
Profile of Coaches	5
References and Case Studies	6
 Application Submission and Deadline	 6
 Contact	 6

Fit 4 Scale: 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 support phase (hereafter the '**Support Phase**') of the Fit 4 Scale programme – Edition 1 (hereafter the '**Programme**').

The Programme is an acceleration programme initiated 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 companies.

Programme Objective

The Programme and its associated Support Phase, which is an integral part of the Programme, seek to accelerate toward the scaleup stage and on their path to European growth. Companies are selected on the basis of calls for applications published once a year. Programme participants are selected by the Lead Mentors (5 participants in the edition # 1), who evaluate the companies applied during the review and pitching sessions organized by the Organiser.

The pitching session take place in person in Luxembourg. However, the Organiser reserves the right to change at any time to remote sessions in the cases of force majeure. Following the pitching sessions and selection of the Fit 4 Scale participants, the Support Phase will officially start end of February 2026.

The selected Programme participants will benefit from a 9-months support period embodied as follows:

- Mentoring held by Lead Mentors, who are experienced entrepreneurs with proven scaling and fundraising expertise. Each Participant is paired with an experienced entrepreneur who provides one-to-one guidance throughout the Programme.
- Internationalisation Support: Inclusion in the Entrepreneur-in-Residence initiative, as well as guidance to identify and support to access relevant EU accelerators, corporate partnerships, and international trade fairs.
- Ad-hoc 1:1 support held by Subject-Matter Experts. These are customised sessions addressing specific challenges faced by scale -ups, delivered by a pool of experts offering one-off specialised support.
- Capital access opportunities to engage with Luxembourg-based venture capital funds as a sounding board, along with support in identifying relevant international investors and benefiting from targeted introductions, including during Luxembourg Venture Days.
- Deep-dive modules held by Coaches. Deep-dive modules address core scaling needs with topics such as Scaling sales, Financials: discipline & planning, Building the team: hiring & leadership, and AI acceleration.
- AI acceleration support through AI Factory; a dedicated focus on AI within the Deep-Dive Modules, including technical readiness assessments and identification of opportunities to integrate AI in support of scaling efforts.
- Visibility support opportunities through ecosystem events, communication channels, and media exposure.

By the end of the Support Phase, the companies must be able to demonstrate a growth trajectory that could convince potential partners and investors. During the Support Phase, the Organiser involves Coaches and Subject-Matter-Experts having the competence in supporting innovative, tech- and data-driven companies (*cf. 'Eligibility' below*).

The Organiser ensures assistance throughout the Support Phase to allow Coaches execute and deliver high-quality modules in accordance with the overall Programme scope and agenda.

Support Phase of the Programme

The Support Phase of the Programme aims to equip companies with the tools and strategies to build repeatable, scalable sales processes; build financial rigour and forward-looking planning to support rapid growth; and strengthen the leadership and talent acquisition of the companies to scale their culture and capabilities, and support with AI acceleration.

The coaching team, assembled by the Organiser after consultation with the Initiator, is composed of Coaches and Subject-Matter Experts who are selected based on relevance of their expertise for the respective cohort of participants.

Coaches individually support and accompany the participants throughout the deep-dive modules predefined deep-dive modules addressing core scaling needs in domains of scaling sales, financials, building the team and AI acceleration. The Coaches are start-up and scale-up experts with high entrepreneurial knowledge and expertise in the field of start-up and scale-up ventures. The Coaches report to the Organiser, the Initiator and the Lead Mentors on the participants' progress and evolution.

Subject-Matter Experts focus mainly on providing on-demand support in their field of expertise to help companies tackle specific challenges. They are the experts, investors, consultants from diverse domains crucial for scale-up success. The Subject Matter Experts are selected based on the relevance of their expertise to the specific needs of each participant.

The involvement of Coaches and Subject-Matter Experts is typically limited to 2–4-hour group sessions, followed by one-to-one meetings focused on supporting the specific challenges of each programme participant.

1. Sessions provided by Coaches

1.1. Organisation

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

- a. Group sessions on topics identified as being relevant to all companies in Fit 4 Scale programme. These topics are as follows:
 - Scaling sales: equip companies with the tools and strategies to build repeatable, scalable sales.
 - Financials: discipline & planning: build financial rigour and forward-looking planning to support rapid growth
 - Building the team: hiring & leadership: Strengthen leadership and talent acquisition to scale culture and capabilities
 - AI acceleration support. Specific AI focus as part of deep-dive modules including technical assessments and identification of opportunities to scale.
- b. Individual coaching sessions with each company in line with their specific challenges and needs. These are 1 to 1 in-person coaching sessions for each company.

1.2. Responsibilities of the Coaches

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

- a. Support the companies during the Support Phase in scheduled deep-dive sessions and guide them towards the overall programme objectives.
- b. Prepare and lead the group Coaching sessions; including the content, agenda, duration, and setup planning for the coaching.
- c. Participate in coaching debriefing meetings with the Initiator and the Organiser. Reporting promptly potential issues, concerns, etc. directly to the Initiator and the Organiser.

- d. Ensure a consistent reporting, towards the participating companies, to the Organiser and the Initiator. Such reporting includes, but is not limited to, the following:
 - Coaching feedback, report and general debriefing for every participant at the end of every coaching session.
 - Comments about the coaching report written by each participant at the end of every coaching session.
 - Contribution to the progress report prepared for every participant.
 - Validation of the comments/goals identified through the engagement with the participants.
- e. Occasionally participate in press interviews and provide testimonials for promoting the Programme.
- f. Collecting and compiling the different types of reports and information required in a presentable format.

2. Sessions of General Information provided by Subject-Matter Experts

These interventions are led by specialists in key areas likely to be useful to the participants; e.g.: intellectual property, GDPR, fund raising, circular economy, technical details, 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 and Subject-Matter Experts will be made on an overall budget impact basis.

The collaboration between a Coach, a Subject-Matter Expert 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 and Subject-Matter Experts

The Programme is open to all candidates demonstrating among others:

- The competence and experience in supporting innovative, tech- and data-driven companies/projects.
- Expertise in one or more of the following areas:
 - Scaling sales
 - Financials: discipline & planning
 - Building the team: hiring & leadership
 - AI acceleration support.
- Great knowledge of new technologies in general.
- Great knowledge of the national and international start-up and ICT landscape (institutional and economical).
- Expertise of the Lean Start-up and of the Agile methods.
- The ability to deliver services and report 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 companies/projects. Previous coaching experience in incubation, acceleration and/or any similar programmes is considered a benefit.

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 companies 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 **02 March 2026**. 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 Support Phase and this application process interested candidates may contact:

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