

X-HUB TOKYO OUTBOUND SUPPORT PROGRAMME 2026 UK Course Outsourcing Specifications

1. Background

X-HUB TOKYO is a platform funded by the Tokyo Metropolitan Government that connects Tokyo to the global innovation ecosystem and accelerates start-ups that are pioneering a new era.

The project supports the global growth of Tokyo-based start-ups by providing them with the information needed to enter overseas markets, networking with large corporations and VCs, mentoring as well as pitch coaching, etc.

The following services are outsourced to the Contractor, who shall be firmly rooted in the local ecosystem to ensure the effective delivery of the project.

2. Course Outline

The course is approximately a 6-month hybrid programme of online and face-to-face sessions. The face-to-face programme takes place in Japan, UK. For further details, please refer to Section 6: Outsourced Tasks.

3. Target Startups

- Japanese startups which have a base in Tokyo
- Business sector: Sustainability (may be narrowed down after discussion with the Contractor)
- Target stages: Seed-Later (TBC after discussion with the Contractor)
 - ❖ Participants from Seed to Early-stage Startups are supposed to be either founders or C-level.
 - ❖ Target Stage: any stage
 - We prefer tailoring our support according to the participants' growth stage to achieve different goals (mentioned in 4. Goals of the programme).
 - ❖ Number of startups: Approximately 10 startups
 - ❖ Maximum 3 people per company are allowed to participate in the programme. The Contractor needs to cover any costs necessary for all the participants **excluding** flight, other individual transportation (details TBC), and accommodation.

4. Goals of the programme

Participating startups to achieve the following objectives to facilitate their business expansion:

- (1) Understand the UK/Europe's business cultures and market
- (2) Make relevant connections with the key people (including investors) suitable for each startups' stage in the UK/European ecosystems

- (3) Opportunities to listen to and speak with foreign startups who have successfully developed in the UK (ideally unicorns)
- (4) Assess and adjust the business plans, marketing methods, etc.
- (5) Find partners or clients in the UK/Europe

Along with these, followings are specific goals for the startups in each stage:

<Seed-Early>

- (1) Make relevant connections with people who help product development, validation of technology (writing a draft of white paper), and team building
- (2) Understand about UK/European supportive policies for the participants and grants including its efficient utilization way, know-how on application, etc.

<Middle-Later>

- (1) Make relevant connections with potential clients, distributors, or people who help sales expansion
- (2) Help to build strategies of sales expansion in the UK and Europe

5. Estimated Schedule

Early-June 2026	Sign contract
Mid-June – Mid-July	Application opens for Tokyo startups
Mid-July – Mid-August	Participants selection
Mid-September – February 2027	Programme delivery
- Early Sep- Early November	Preparation programme (Tokyo onsite/Online)
- Late January- Early February	-UK onsite programme, Demo-day -Wrap up session at the end of the UK onsite programme
- Middle- Late February	Follow up mentoring (Online)
5th March 2027	Final report submission Completion of contract

6. Outsourced Tasks

- (1) Presentation at the participants recruiting online seminar (tentative)

JETRO plans to host a webinar in late June to recruit startups for the programme, and the Contractor will talk about the features and draft content of the programme (which should be less than 30-minute slot). JETRO and the Contractor may set an online call beforehand to 1) understand the Contractor's strengths and resources, and 2) discuss for the presentation structure.

(2) Participants selection

All in conjunction with JETRO, the Contractor

- a. Shall determine the criteria for the participants selection.
- b. Conduct document screening followed by (video) interviews for applicants who pass the document screening.
- c. Based on the application documents and (video) interviews, the Contractor shall evaluate the applicants according to the selected criteria and report its evaluations with comments to JETRO and finalise the list of companies to participate in the course. Based on this, JETRO and the Tokyo Metropolitan Government will finalise approximately 10 startups as the participants of the course.

(3) Preparation Programme

The preparation programme will consist of the following contents. In addition, the Contractor may also propose some ideas on how to support the startups more effectively.

a. Kick-off Webinar (Online) (Optional)

The Contractor will run a kick-off Webinar to explain the details of the course. The Kick-off Webinar should be recorded for startups that cannot make it due to unforeseen reasons.

b. One-on-One Mentoring (Online)

The Contractor will arrange mentors who suit each startup as best as they can.

The Contractor will arrange an initial introductory meeting with the mentor, followed by as many mentoring sessions as the participants request during the preparation programme term.

The Contractor will report about the mentoring with comments from each mentor after finishing 2nd mentoring. With the report, the Contractor or JETRO will contact mentees if necessary (e.g. when mentoring doesn't seem going well).

c. Tokyo Onsite Programme

The Contractor will deliver a 1-2 day(s) face to face programme in Tokyo. The date and content of the programme will be determined after consultation with JETRO based on the status, maturity and needs of the participants.

Note: All travel expenses of the Contractor's relating to the business trip to Japan, such as flight tickets and accommodation fees, must be included in the contract amount and should be covered by the Contractor. As for the venue for the on-site programme in Tokyo, where a JETRO meeting room is available, it may be made available for use. In the event that a JETRO

meeting room is unavailable, the Contractor shall, at its own expense, secure and provide an alternative venue that meets JETRO's requirements.

(4) UK onsite programme

The UK onsite programme will be conducted in London, Oxford, or Cambridge for about 10 Business days. The programme will consist of the following contents. In addition, the Contractor may also propose some ideas on how to support the start-ups more effectively.

❖ The 10-business day on-site programme needs to be designed to allow participants time for personal work, individual business meetings, and individual participation with external events.

a. Workshop/Learning Session

Workshops and presentations will be held on topics of common interest to the participating companies, based on their needs for support in developing their UK operations.

b. One-on-One Mentoring

The Contractor will arrange mentoring during the on-site course as many times as required by the participating companies. Face-to-face mentoring is preferred.

c. Pitch Coaching

The Contractor will provide pitch coaching to startups with experienced coaches prepared.

d. Business Meeting Arrangements

The Contractor will arrange approximately 5 business meetings for each with potential clients, strategic partners such as academics and investors. They are allowed to arrange online meetings, but face-to-face meetings are preferred. Introduction from mentors is ideal as well as from the Contractor, and meetings can be taken place anytime during the programme if it's difficult to be done during the participants' stay in the UK.

❖ For startups that are unable to join the UK onsite programme for unforeseen reasons, they may be provided online business meetings.

e. Demo Day

The Contractor will run a demo day during the UK onsite programme with more than 50 participants invited. Expected participants are listed below:

- Potential strategic partners
- Potential customers
- Potential investors

- People who work at public organization such as universities and government officials
- Media and publishing companies

f. Wrap-up session (final day of the UK onsite programme)

The Contractor will run a wrap-up session as the final content of the course where startups can be given feedback and confirm their next steps.

(5) Follow up mentoring

After UK onsite program, the Contractor will arrange online mentoring sessions or group wrap-up sessions to follow up startups' activities.

Note: Regarding (4), any expenses mentioned below should be **included** in the contract amount:

- ❖ Venue for all activities. However, if requested in advance, it may be possible to use JETRO London's meeting rooms (seminar style, capacity approximately 30 people) for part of the programme, subject to coordination with other JETRO London activities.
- ❖ Travel expenses of the Contractor during the onsite programme

7. Final Report submission

- (1) The Contractor must submit a report to JETRO by 5 March, 2027, summarizing the results of all the activities for the outsourced related content.
- (2) The report should include suggestions to assist JETRO with hosting similar programmes in the future.

8. Term of contract

The term of the contract is from the contract start date to March 31, 2027.

9. Payment Terms

After the start of the contract, 50% of the total contract amount, including VAT and other taxes, shall be paid within 40 days of receipt of the invoice. The remaining amount shall be paid within 40 days of receipt of the invoice after confirming the completion of the work.

10. Contractor Eligibility and Requirements

The Contractor must satisfy the following criteria to be considered for this project:

- (1) Has an established organizational structure and capabilities to manage and complete the project properly. Has a global network, and knowledge

necessary for implementing the project as an Accelerator, Venture Capital, or any other related organization.

- (2) Has effective experience of implementation of acceleration programs solely tailored and focusing on Scale-up in Europe.
- (3) Ideally has experience building up unicorns in the past years.
- (4) Has investment arms and has close connections with European top tier VCs.
- (5) Has proven track-record in various European countries and experience working with the European Union.
- (6) Can adhere to JETRO's requests, as well as report to communicate with, and consult with JETRO and outsourcing partner to support this programme in an adequate manner. Can present efficient data for programme evaluation.
- (7) Has knowledge and systems/tools for handling confidential and/or personal information accordingly.

11. Other

- (1) If any matter not described in this specification arises during the programme, it shall be discussed with a person in charge and a response shall be determined on a case-by-case basis.
- (2) Your proposal must include your mentor list who may be mentors for the programme participants, and industry sectors within their capability.
- (3) Personal information collected will only be used within the programme for the purposes defined prior and will be shared within JETRO.