

HealthTech Acceleration Programme for Japanese startups in the UK

Consignment specifications

1. Background

JETRO is a Japanese governmental organisation that promotes trade and investment between Japan and other countries. One of our current core activities is facilitating innovation. As part of this, JETRO supports the global expansion of Japanese startups.

JETRO London will organise an acceleration focusing on **HealthTech (Medical Devices, Digital Health, etc.)** to support Japanese startups to expand their business in the UK and Europe.

2. Programme Outline

The programme consists of two phases:

- Phase 1 (Preparation & Foundation):
 - A four-month hybrid course (online/onsite) for startups to build a strong international business foundation by understanding the UK and European market landscape, industrial structure, finance, intellectual property, regulatory requirements and reimbursement systems.
 - Phase 1 will consist of four months of online and in-person sessions, and startups may also participate in the UK onsite tour if they choose to.
 - By the end of Phase 1, startups are expected to have finalized a comprehensive business plan for entering the UK market.

After Phase 1, the contractor will form a judging committee with partner(s) to evaluate and select Phase 1 participants to proceed to Phase 2.

- Phase 2 (Validation & Strategy Building):
 - A four-month hybrid course (online/onsite) for startups to design products compliant with local regulations, validate commercial plans, develop clinical trials and IP strategies, and establish critical networks with potential partners/KOLs for clinical trials, evidence building and collaborative research.
 - Phase 2 will feature a four-month online mentoring course, combined with an overseas in-person programme of at least one week*.
 - By the end of Phase 2, startups are expected to be in a position where they can immediately execute their UK market entry** strategy through the guidance of the contractor such as:
 - All critical validations are identified.
 - Necessary networks are established.

- A clear roadmap and immediate next steps for market entry strategy are clearly defined.

*The exact duration of the overseas programme may be subject to change through consultation between the contractor and JETRO, to ensure that the support content and structure are optimal for the startups.

** In this programme, 'Market Entry' is defined not only as immediate commercial sales but also encompasses the preparation and initiation of clinical trials and regulatory pathways required for future market access.

3. Startups to be Supported

- Eligibility: Japanese startups or founders
- Target Sectors: Medical Devices, Digital Health and HealthTech
- Number of startups:
 - (Phase 1) 5-10
 - (Phase 2) 1-4 (selected from Phase 1 participants)
- Technology Readiness Level (TRL) of the startups:
 - (Phase 1) Minimum TRL 3 (analytical and experimental critical function or characteristic proof-of-concept)
 - (Phase 2) Minimum TRL 5 (technology basic validation in a relevant environment).

4. Schedule

February 2026	Contractor selection
March – April	Call for participants
Mid-May	Participants selection
July – October 2026 (4 months)	(Phase 1) Programme kick off Tokyo onsite programme Learning sessions / Mentoring (Online) UK onsite programme (5 days or more)
November – February 2027 (4 months)	(Phase 2) Intensive mentoring / Matchmaking / Clinical strategy building etc. (online/onsite) UK onsite programme (5 days or more)
10 th March 2027	Submission of work completion report Completion of contract

5. Outsourced Tasks

(1) Promotional material creation

The Contractor shall provide JETRO with the following information or slides for the promotional materials to recruit participants:

- Detailed introduction of the Contractor including its strength and values offered in the programme
- Profiles of candidate mentors and their areas of expertise

- Value proposition and curriculum outline

(2) Application screening & Participant Selection

- a. The Contractor, in consultation with JETRO, shall determine the criteria for the selection of the startups.
- 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 will 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.

(3) UK Market Entry programme (Phase1)

The Phase1 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)

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.

*This part can be included in the Tokyo on-site programme, depending on its timing.

- b. Tokyo Onsite Programme

The contractor will deliver 1–2 day face-to-face programme in Tokyo. The date and contents of the programme will be determined in consultation with JETRO.

Note: All travel expenses to Japan such as flight tickets and accommodation fees, must be included in the contract amount and should be covered by the contractor. However, the cost of the Tokyo venues should be **excluded** from the contract amount, as JETRO's office facilities will be available.

- c. Workshop/Learning session (Online)

The contractor will hold lectures or interactive group coaching online sessions once every two weeks in Phase1.

Tokyo Onsite Programme and Workshop/Learning session (Online) may cover the following items:

- I. Introduction to UK & EU Healthcare Markets
 - Market size, key players, customer demographics, reimbursement systems
- II. Regulatory Compliance
 - UK MHRA regulations
 - EU MDR (Medical Device Regulation) and SaMD requirements
- III. Market Entry Pathways
 - CE/UKCA marking process
 - Distribution channels and partnership strategies in the UK and EU
- IV. Business Operations & Incorporation
 - Company formation procedures in the UK and EU
 - Tax and legal essentials

- V. Investment & Fundraising
 - Characteristics of European investors
 - Preparing effective pitch materials
 - Introduction of UK/European grants
- VI. Reimbursement & Pricing Strategies
 - NHS reimbursement and major EU country systems
- VII. Market Research & Customer Analysis
 - Understanding healthcare providers
 - Patient segments across UK/Europe
- VIII. Pitching & Negotiation Skills
 - Tailoring presentations for European investors and partners
- d. One-on-One Mentoring (Online)

The Contractor will match mentors to each startup based on the startup's business area, situation and needs. Then, the Contractor will arrange an initial introductory meeting between a mentor and a startup.

One-on-one mentoring should be arranged regularly at least twice per month during phase 1, excluding the holiday period.

The Contractor will monitor the individual mentoring situation and report it to JETRO. In case the mentoring is not working well or if the startup wishes to change the mentor, the Contractor will replace the mentor as soon as possible
- e. UK Onsite Programme

At the UK onsite programme, the Contractor will support the startups to understand UK life science ecosystem and market, and make connections with relevant people to let the startups choose (or judge if) the UK is their market to expand.

The programme will be conducted in the location the Contractor proposes for 5 Business days or more. The programme contents are expected to be follows. In addition, the Contractor may also propose some ideas on how to support the start-ups more effectively.

 - I. 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.
 - II. Site visit to the startup ecosystem facilities or medical research institute

The contractor will arrange a site visit to the startup ecosystem facilities or medical research institute.
 - III. One-on-One Mentoring

The contractor will arrange face to face mentoring opportunities for the startups and their mentors.
 - IV. Business meeting arrangements

The Contractor will arrange an average of 3 business meetings per startup with potential research partners, users, investors and so on.
 - V. Wrap-up session (final day of the onsite programme)

The contractor will run a wrap-up session as the final content of phase 1 where startups can be given feedback and confirm their next steps.

(4) Selection for Phase 2

The Contractor will select startups who will participate in phase 2 programme from phase 1 participants who apply for phase 2 programme.

- a. The Contractor, in consultation with JETRO, shall determine the criteria for the selection of the start-ups.
- b. Conduct document screening and video interviews with applicants as necessary.
- c. Based on the phase 1 results, application documents and video interviews, the Contractor will evaluate the applicants according to the selected criteria and report its evaluations with comments to JETRO and finalise the list of companies to participate.

(5) Strategy-Building programme (Phase2)

The contractor will provide necessary contents and customised mentoring by assigning medical, health, and other professionals as mentors to each startup. Mentors navigate startups to design products adjusted to the regulations of the target market, validate commercial plan with guidance, develop clinical trial and IP strategies, etc.

Phase2 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.

- a. One-on-One Mentoring (Online/In-Person)

This is expected to be deeper/one step further mentoring compared with phase 1 mentoring. Develop strategies with mentors for market entry, focusing on regulatory compliance, pricing based on business model, and clinical trial preparation.

Each startup will receive a minimum of 12-hour mentoring sessions during Phase 2. The 12 hours of mentoring are expected to be delivered by combination of multiple mentors with different expertise.

The contractor needs to report the progress of each mentoring session and mentors' comments to JETRO about once a month.
- b. Meeting arrangements with relevant people (Online/In-Person)

The Contractor will arrange an average of 5 business meetings per startup with local KOLs, potential research partners, users, investors and so on.
- c. Workshops/Learning Sessions (Optional)

Workshops, lectures or learning sessions will be held on topics of common interest to the participating companies, based on their needs for support in developing their UK operations.
- d. UK onsite programme

The contractor will provide comprehensive on-site guidance to help startups achieve critical objectives, including designing products compliant with local regulations, validating commercial plans, and developing strategies for clinical trials and intellectual property.

The Contractor will also facilitate connections with potential partners for evidence generation and collaborative research.

 - I. One-on-One Mentoring

The contractor will arrange face to face mentoring opportunities for the startups and their mentors.

- II. Organizing and following up on site visits to local ecosystems
- III. Arranging and coordinating business meetings with prospective partners or clients
- IV. Providing opportunities of pitching and networking with key stakeholders in the local healthcare and innovation ecosystem
- V. Ideally, providing opportunities of feasible, initiating joint research activities to strengthen partnerships and accelerate market entry

Note: Regarding UK onsite programme, the following expenses shall be included in the total contract price:

- Venues for all activities: The Contractor is responsible for securing necessary venues. Subject to prior coordination and availability, JETRO London's meeting rooms (seminar style, capacity: approx. 30 people) may be utilised for parts of the programme. However, JETRO does not guarantee availability.
- Contractor's travel and subsistence: All expenses related to the travel, accommodation, and subsistence of the Contractor's personnel during the onsite programme.

6. Submission of the Project Report

The Contractor shall submit a report to JETRO by 10 March 2027, summarizing:

- The results of all activities and achievement of all outsourced related content.
- Strategic recommendations for JETRO's future programmes.

7. Payment Terms

Payments shall be processed separately for Phase 1 and Phase 2. All invoices shall be inclusive of VAT and any other applicable taxes and shall be paid by JETRO within 20 days of receipt of a valid invoice.

For phase 1:

- 50% of the Phase 1 amount upon contract signing.
- 50% of the Phase 1 remaining amount upon JETRO's confirmation of Phase 1 completion.

For phase 2:

- The total Phase 2 amount shall be calculated based on the final number of participating startups
- 50% of the Phase 2 amount upon its commencement.
- 50% of the Phase 2 remaining amount upon JETRO's confirmation of Phase 2 completion.

8. Conditions for the Contractor(s) engaged in the programme

The Contractor engaged in this programme shall meet the following requirements:

- a. Possess an established organisational structure and the operational capacity to manage and complete the project. The Contractor must demonstrate a global network and the expertise necessary to function as an Accelerator, Venture Capital firm, or a related professional organisation.

- b. Demonstrate a proven track record of implementing acceleration programmes solely tailored and focusing on Scale-up within Europe.
- c. Possess deep sector-specific knowledge and a professional network in the **HealthTech (Medical Devices, Digital Health, etc.)** industries, including connections with regulatory bodies and healthcare providers.
- d. Ideally possesses a track record of supporting startups that have achieved unicorn status.
- e. Be capable of adhering 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.
- f. Has knowledge and systems/tools for handling confidential and/or personal information accordingly.

9. **Other**

- a. Any matters not explicitly described in these specifications shall be resolved through mutual discussion between JETRO and the Contractor on a case-by-case basis.
- b. Personal information collected during the programme shall be used solely for the defined purposes of this project. Such data will be handled in accordance with applicable privacy laws and may be shared within JETRO for administrative purposes.