



Building a deeptech Europe

D3.5: Training Plan 3

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STARTUP
EUROPE





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X-Europe Partners



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1. Introduction

This document was developed by Growth Tribe BV (GTBV) as part of the X-Europe project. It corresponds to [Training Plan 3](#) (Deliverable 3.5), as referenced in the Description of Action in Annex 2 of Grant Agreement no. 871795.

This document is part of Work Package 3 (WP3) – Skills and Training, which concerns the planning, preparation, delivery, assessment, and review of X-Europe skills and training services. These services include training sessions, acceleration, incubation (as permitted while adhering to COVID-19-safe practices), and one-on-one mentoring. X-Europe offers matchmaking and visibility services as well, as detailed in [D4.6 - Service Plan3](#) (please read for the complete timeline of the programme).

D3.5 is one of three publicly accessible documents outlining the structure of these X-Europe services. [D3.1 - Training Plan 1](#), which was submitted in Month 2 of the project, presented the consortium’s initial plans concerning the delivery of services to the first and second X-Europe cohorts. [Training Plan 2 \(D3.4\)](#) summarised the lessons learned from the first two cohorts, then incorporated those lessons into an optimised training plan for the third and fourth cohorts. As the last iteration of the X-Europe training plan deliverables, this document (D3.5) presents the WP3 service approach for the final two X-Europe cohorts:

- **Cohort 5 – SpaceTech:** July – December 2021
- **Cohort 6 – FinTech:** October 2021 – February 2022

The following report provides a big-picture overview of the high-quality skills and training services offered by the X-Europe programme, offering potential participants and the European Commission a concise introduction to the programme’s benefits to European deeptech startups, investors, corporations, and ecosystems. The consortium is pleased with the positive participant feedback we’ve already received, summarised in the following statement from two X-Europe alumni:

“X-Europe is a perfect blend of everything a startup needs to accelerate their growth: business advice, mentorship, connections, investment, marketing... It's a unique accelerator which will take your company to the next level.” – Vitor Crespo and Filipe Quinaz (Co-founders, Criam)

As the X-Europe programme continues and more feedback is gathered and available for analysis, we will maintain the high standard of quality services produced for our first four cohorts and incorporate any new lessons learned. More detailed information on the consortium’s feedback collection process can be found in [D3.3 – Training Delivery Report 1](#), [D3.11 – Training Delivery Report 2](#), and [D3.12 – Training Delivery Report 3](#).

This overview is outlined as follows:

- **Training services**
- **Mentoring services**
- **Acceleration services**
- **Incubation services**

2. X-Europe Training Services

A core element of the X-Europe programme is interactive development support aimed at teaching participants the growth skills they need to overcome the specific challenges faced by European deeptech startups. This training support is delivered in the form of training sessions (led by Growth Tribe) and training webinars (run by TNW).

The schedule for delivery of these training services is shown below in Table 1. Please note that these dates are preliminary and may be subject to change if needed to make sure the greatest number of startups can attend.

Table 1. Schedule for remaining X-Europe training services

Service	Cohort 5	Cohort 6 (Tentative dates)
TNW training webinar 1: Investment readiness	28/07/21, 12:00-13:00 CET	13/10/21, 12:00-13:00 CET
GTBV training session 1	21/09/21, 14:00-17:00 CET	03/11/21, 14:00-17:00 CET
GTBV training session 2	22/09/21, 14:00-17:00 CET	04/11/21, 14:00-17:00 CET
TNW training webinar 2: Events readiness	03/11/21, time TBD	27/01/22, time TBD
TNW training webinar 3: Startup readiness and business development	23/11/21, time TBD	02/12/21, time TBD
TNW training webinar 4: Peer learnings and 1-on-1 mentoring knowledge exchange	01/12/21, time TBD	20/01/22, time TBD

2.1 Growth Tribe Training Sessions

2.1.1 Goal

The X-Europe Growth Tribe training sessions help startups develop their businesses and market their products more effectively to ramp up sustainable growth. The modules delivered during the training cover topics such as data-driven UX decisions, tried and tested business models, and the use of digital and AI technologies to support business success.

2.1.2 Format

Each X-Europe startup participates in two training sessions with the rest of their cohort. The sessions are three hours long each and run for two consecutive days. Modules, exercises, and group discussions keep participants actively engaged and reinforce their learning process. These sessions are delivered in a remote, live, interactive format until the transmission risk that live events pose with COVID-19 transmission is mitigated. The conditions of the pandemic will be closely monitored by the consortium in the hopes that training for the last two cohorts can be delivered in a hybrid format, with startups

who wish to attend coming to Growth Tribe in Amsterdam for sessions that are also shared via an interactive video feed with startups who can't attend in person. The virtual delivery of the sessions is done via Zoom, which allows trainers to easily divide the larger group into smaller breakout rooms for small-group activities. Figure 1 shows the virtual training delivery format from the cohort 3 Growth Tribe training sessions.

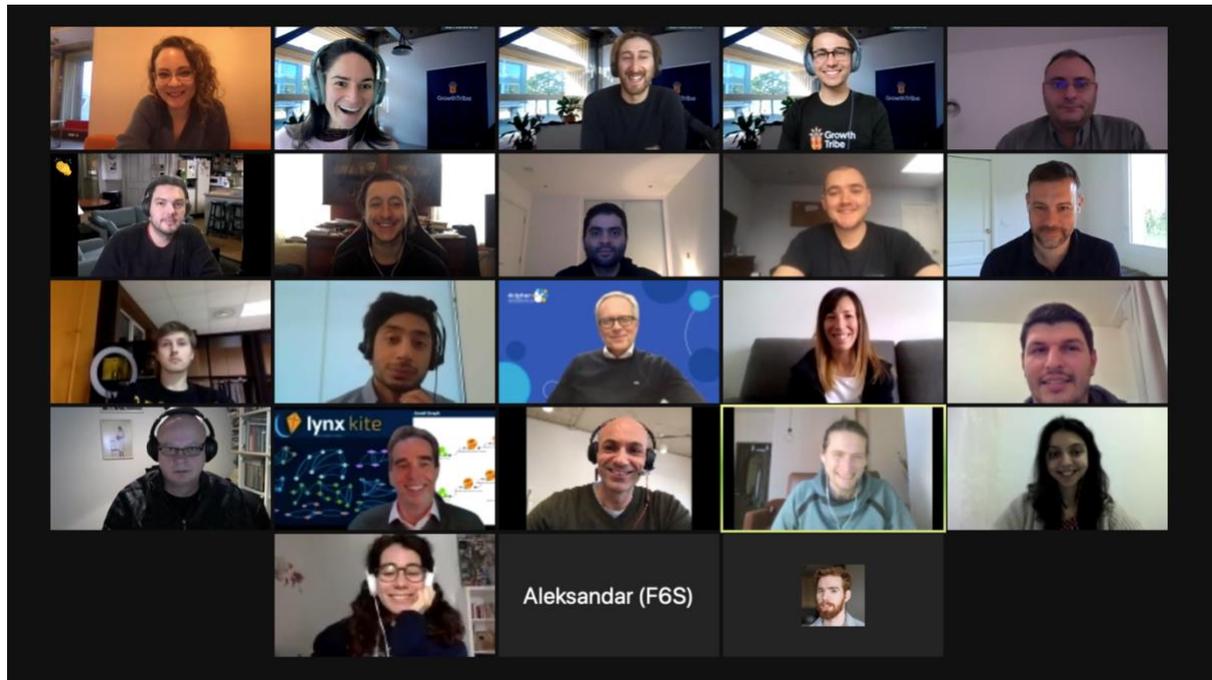


Figure 1. Cohort 3 virtual training session (lower-stage startups)

Up to two employees from each startup are invited to participate. Their details (email, job title, name) will be collected following their cohort's kick-off meeting to ensure that course registration and certificate details are correct.

If all startups choose to send two employees each, the participants are divided into two groups based on startup development stage (group 1, for lower-stage startups, and group 2, for more advanced-stage startups). This division is done by arranging each participating startup into a list by the development stage they indicated on their application (seed, scaling, or growing), increasing in maturity level as the list descends. The list is then divided in half, with the startups in the first half being assigned to group 1 and those in the second half to group 2. Each group is taught by two trainers during the session, ensuring that there is always someone on-hand to respond to questions and assist with technical issues even while the other is presenting to the larger group.

If, as was the case with the cohort 4 training sessions, some startups decline participation or sign up to attend but don't show because of last-minute meetings or site visits, the two groups will be combined into one after ensuring that all Zoom links and calendar event details are accordingly updated. This allows for more robust networking and livelier discussions and encourages active participation from startups. Additionally, startups benefit from having four trainers in one group so that every breakout room has its own dedicated facilitator during any small-group exercises.

2.1.3 Content

The main topics of the Growth Tribe training sessions are as follows:

- Growth mindset and soft data
- JTBD (jobs to be done) and personas
- Pirate funnels
- Rapid experimentation
- Engineered marketing
- Conversion copywriting
- Landing page optimisation
- Working in sprints

These subjects will be supplemented by exercises and industry-specific advice tailored to the startups in each cohort, so they may vary slightly for each cohort.

Learning takes place in the format of active and rapid experimentation on startups' own websites, collaboration with and feedback from peers, and testing innovative growth tools such as Zapier and HotJar, among others. Screenshots of some learning materials from Cohort 3's Growth Tribe training sessions is given in Figure 2, found below.

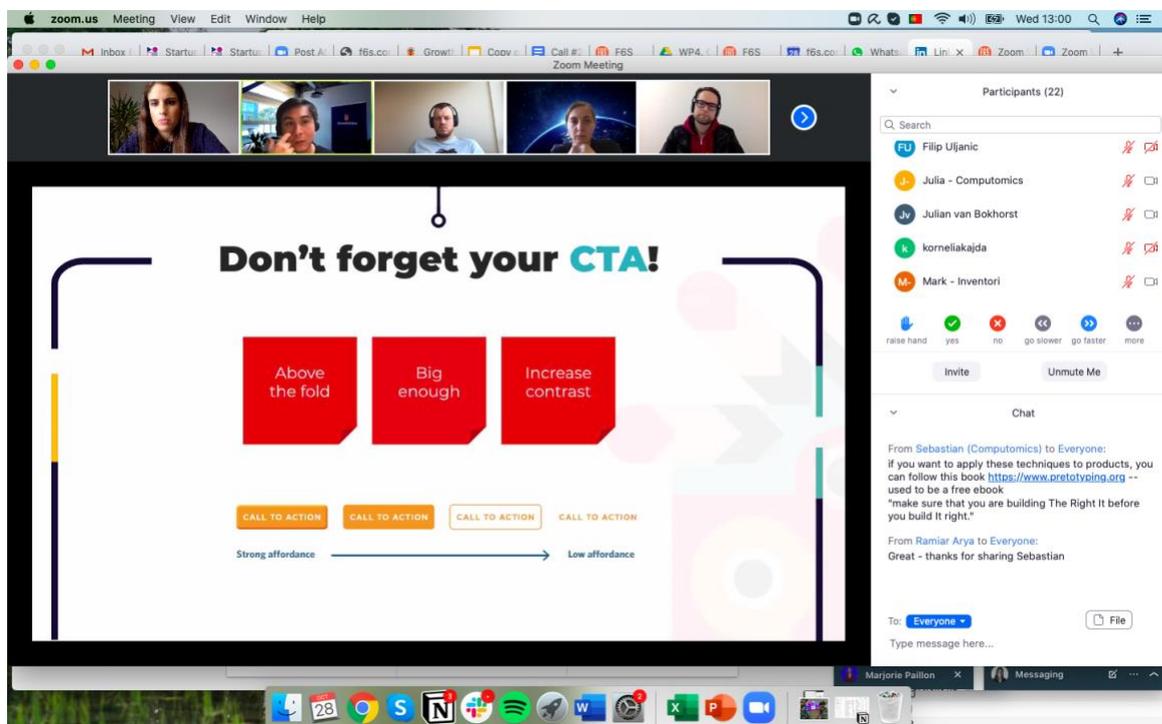


Figure 2. Training session content example (cohort 3)

Throughout these sessions, participants are supported in their learning journey by access to Growth Tribe's online learning environment, presented below in Figure 3.

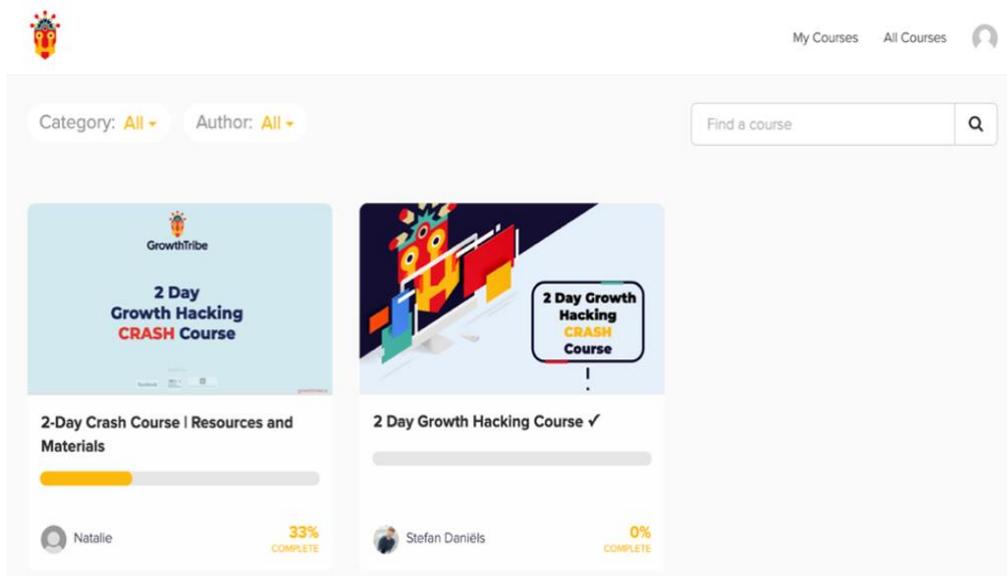


Figure 3. Growth Tribe's online learning environment

2.2 TNW Training Webinars

2.2.1 Goal

Each X-Europe startup is invited to participate in four TNW training webinars to enhance the growth skills they gain from the other X-Europe WP3 services. The topics of and schedule for these webinars are summarised in Table 1.

2.2.2 Format

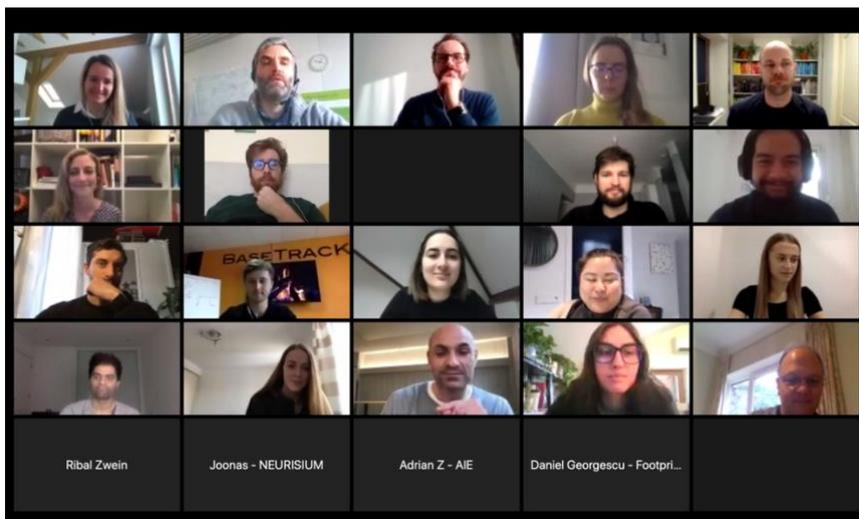


Figure 4. Cohort 3 investment readiness webinar

The expert-moderated webinars are planned for an hour and a half each – including time for Q&A – and are held through Zoom. This online format, depicted in Figure 4 and Figure 5, makes it easy to ensure that startups can send as many attendees as desired without the restriction of travel costs, and that the webinar moderator can easily field

questions from startups via Zoom chat, while keep up the interactivity level and facilitating discussions and the sharing of experiences between the participants.

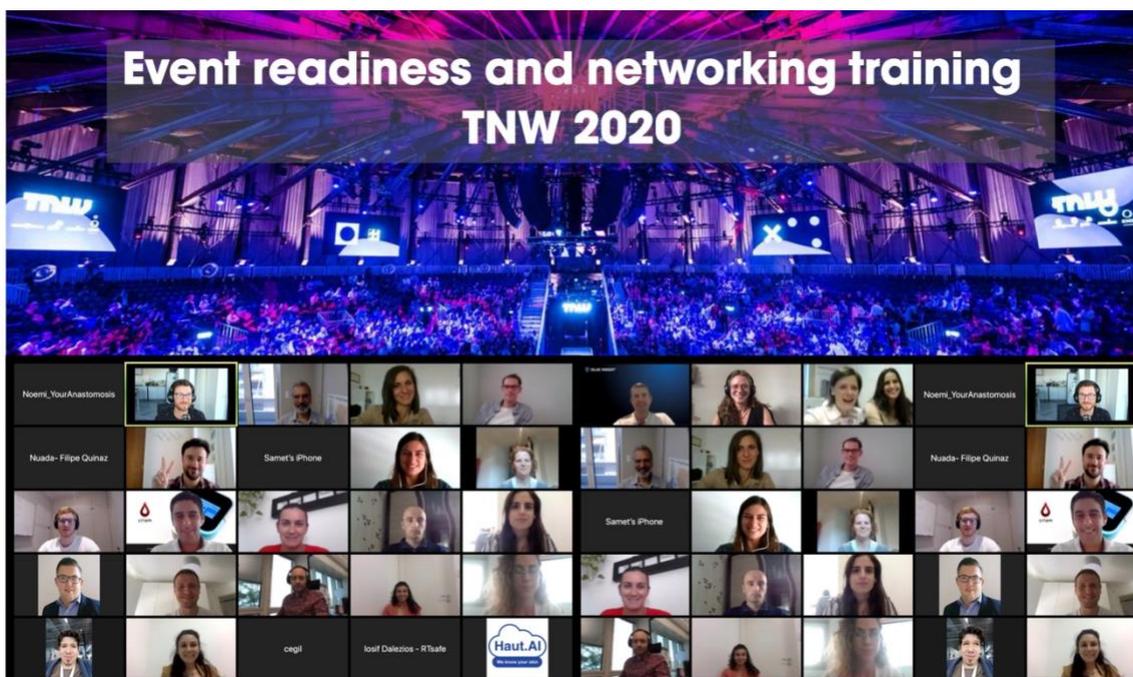


Figure 5. Virtual webinar setup example

2.2.3 Content

Each of the four TNW webinars for each cohort focuses on a different X-Europe training mission. Run by experts from TNW or TNW's network of European tech leaders, the webinars are focused on the following topics:

- Investment Readiness: *Insights on how to hook an investor and increase your chances of fundraising.*
- Startup Readiness and Business Development: *Develop your product, understand your stakeholders, and create a scaling company.*
- Events Readiness: *From events and community experts gain insight in how to prepare for and get the most out of events (including online!) and network like a boss.*
- Peer Learning & 1-on-1 Mentoring Exchange: *Gather the learnings of the one-on-one mentorships in a facilitated, group learning session.*

The schedule for these webinars is summarised in Table 1. Schedule for remaining X-Europe training services.

3. X-Europe Mentoring Services

Over the course of each X-Europe cohort, representatives recommended by each partner will deliver a series of one-on-one mentoring sessions to the participating startups. These mentor-mentee pairings are prepared carefully by Design Terminal based on startups’ interests/needs and mentors’ specialties. More about the pairing process can be found in Section 3.3. Once the mentor pairings are established, mentoring sessions are held as described in Section 3.2.

Table 2. Schedule for remaining X-Europe mentoring services

Cohort	Mentoring service setup	Mentoring session delivery
Cohort 5	28/07/21 – 31/08/21	01/09/21 – 13/11/21
Cohort 6	13/10/21 – 12/11/21	15/11/21 – 19/01/22

3.1 Goal

X-Europe works with carefully curated cohorts of deeptech startups, many of whose products are highly technical in nature. Their deep technical knowledge is, in some cases unparalleled; as such, it’s not our goal or that of our mentors to provide technical product advice (i.e., research or design guidance, bioscience expertise, agricultural experience, etc.). Where we *can* be of great assistance to startups is in their business development, networking, and growth strategies. This not only best utilises the skills of the consortium, but also addresses a perceived deficiency in business skills in these technically driven deeptech founders.

The X-Europe mentoring service is a core element of giving startups individualised guidance and training to face the challenges unique to their fundraising stages, regions, and domains. Our mentors are experts in skills such as marketing, business model development, storytelling, and sales. Through our mentoring processes, startups are equipped with even more skills to grow their businesses more swiftly and sustainably. The sessions also provide ideal environments in which startups can apply the techniques they’ve learned from X-Europe’s Growth Tribe training sessions, TNW training webinars, Design Terminal Acceleration Week, and networking/matchmaking access.

3.2 Format

Startups will receive four 1.5-hour mentoring sessions from top-quality mentors. The mentors for cohorts 5 and 6 are listed in Table 3 and are also featured on the programme website at <https://www.xeurope.eu/mentors>.

Table 3. X-Europe mentors (cohorts 5 and 6 - preliminary list)

Name	Specialisation	Nominated by...
Zoltán A. Vardy	strategy, business model and business development, pricing, crisis management, pitch and presentation training, leadership	DTERM
Gergely Szilágyi	product development, strategy, project planning and management, organisation development, product management on strategic and operational level	
Péter Vidos	product development, digital product development, strategy, pitch training, leadership	
Antonio Garcia	HR, project management, agile coaching, traditional workplace environments	GTBV
Daniel Ushida	user acquisition strategy, business experiments	
Hasan Tahir	T-shaped marketing, growth, design, and public speaking	
Ilinca Doinea	hands-on performance marketing, team leadership, growth coaching	
Carolina Lapa	corporate innovation journey, startup-corporate collaborations	TNW
Gianluca Bellan	sales process mentoring, business development	
Lennaert Jonkers	Entrepreneurship, international startup support	
Viesturs Sosārs	product-market fit, fundraising strategy/tactics	TCHILL
Amid Moradganjeh	product design, interaction design	
Wallace Green	storytelling, pitching	
Indrek Põldvee	b2b lead generation, sales	

These mentors have ample preparation time (4 hours per session) and aftercare time (3 hours) to ensure that sessions have the greatest impact possible. COVID-19 conditions and mentor locations permitting, startups will be able to decide with their mentors if the sessions will be delivered in person or remotely. Figure 7 shows an in-person X-Europe mentoring session at Design Terminal from cohort 3, while Figure 6 presents an online mentoring session that took place through X-Europe at Design

Terminal’s Acceleration Week (cohorts 3 and 4). The mentoring X-Europe delivers directly to the startups will be one-on-one sessions, with one mentor for each startup.



Figure 6. A virtual mentoring session for cohort 3 startups during the Design Terminal Acceleration Week



Figure 7. An in-person mentoring session at Design Terminal (cohort 3 acceleration week)

3.3 Matchmaking Process & Mentor Support

Design Terminal, the task lead of X-Europe mentoring, follows an intensive pairing process to match mentors with startups according to the startups’ needs, mentors’ strengths, and mentors’ interests.

These personalised pairings ensure that the mentors can provide the maximum tailored support to their startups.

Because the chemistry of the startup with their mentor is extremely important to the success of the sessions, Design Terminal has continually improved the matchmaking process since the first X-Europe cohort. In the system implemented for cohort 4, which we plan to continue for the final two cohorts, Design Terminal collects input from both the startups and mentors about who they'd like to be paired with. Startups participating in the mentoring service are provided with a list of mentors for their cohort like the one in Table 3 and indicate their top mentor preference (if they have one). Mentors are also provided with information about the startups and indicate their top three choices for mentees based on mentors' perceived potential to support them.

These preferences are taken into consideration to plan a mentoring "speed-dating" call with short rounds of introductions between potential mentor-mentee pairings so they can get a sense of the chemistry the collaboration offers. The outcomes of this call are weighed alongside mentor preferences, mentee preferences, and mentor schedules to assign final pairings. Even then, if a pairing doesn't work out ideally, the consortium partners are on-hand to assist and rearrange mentoring assignments swiftly and efficiently.

In addition to these careful steps taken to optimise the X-Europe mentoring experience for both startups and mentors, the consortium is implementing more thorough mentor support to ensure that they have the information, resources, and oversight to deliver quality mentoring sessions. Starting with the mentors from cohort 3, each cohort's mentors are invited to join an hour-long mentoring best practices call with consortium partners (depicted in Figure 8). During this call, mentors are invited to share their feedback and exchange lessons learned during X-Europe mentoring session delivery. This information is carefully considered by the consortium partners alongside startup feedback about the mentoring to determine if any improvements to the process are necessary.

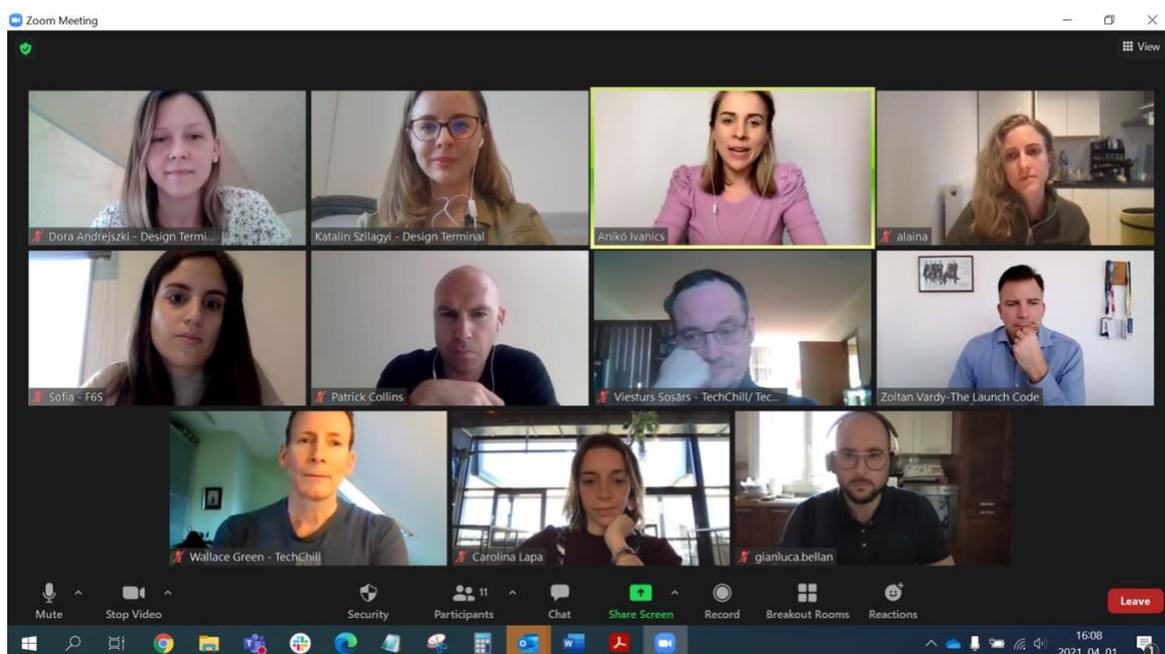


Figure 8. "Mentoring – best practices" virtual knowledge exchange for X-Europe mentors (01/04/2021)

3.4 Content & Tracking

During the four mentoring sessions to which each startup is entitled through X-Europe, the mentors and mentees jointly select the growth and business development topics on which to focus. These topics often align with the mentors’ areas of expertise, listed in the middle column of Table 3.

After each session, mentors record the session date and summarise what was worked on in that session in a tracking sheet for the consortium like the one below in Figure 9 (which is not yet filled in, as this screenshot was taken at the beginning of the cohort and thus only shows one planned date for a mentoring session).

Dear Mentors! Please keep us on track about the mentoring session by updating this sheet as soon as you've made a session! :) In the gaps, please write the date (dd.mm) and the topic of the session. Thank you!							
Nominating	Mentor's name	Startup's name	1st session	2nd session	3rd session	4th session	Comments
TCHILL	Amid Moradganjeh	VivaDrive					
GTBV	Antonio Garcia	Sensefinity Secmotic					
TNW	Carolina Lapa	phelas					
GTBV	Daniel Ushida	VEMINI	June 29th				
		DeNoize					
DTERM	Gergely Szilágyi	TTM - Total Traffic Management					
		Voltaplant					
		MHS					
TNW	Gianluca Bellan	Hedyla					

Figure 9. The mentoring tracking sheet used for cohort 3

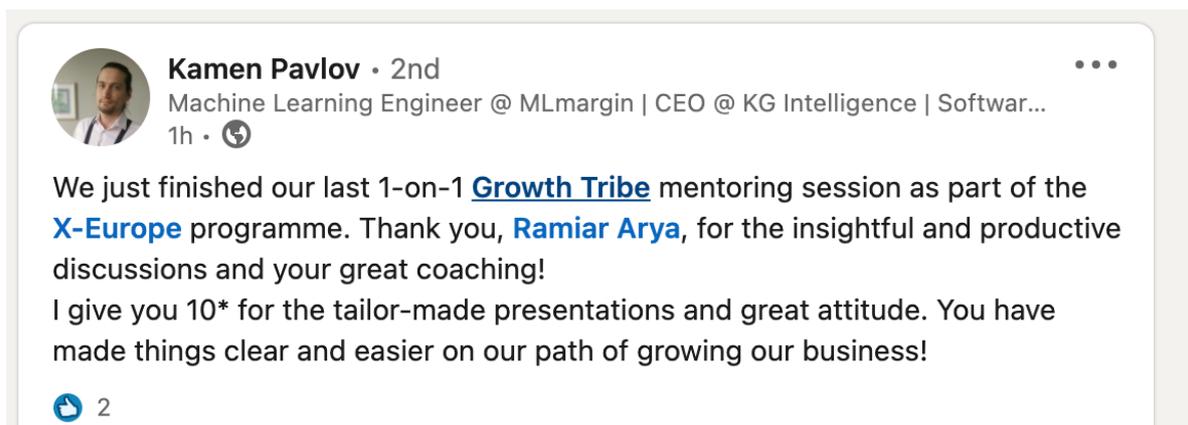


Figure 10. A happy cohort 3 mentee's feedback

4. X-Europe Acceleration Services

The acceleration services for each X-Europe cohort are provided by Design Terminal during the Design Terminal Acceleration Week event, a five-day bonanza of expert business growth panellists, learnings through group discussion, and networking opportunities. Table 4 demonstrates the timeline for Design Terminal’s final X-Europe Acceleration Week, which will serve both cohorts 5 and 6 simultaneously to allow for more startup networking opportunities and cross-pollination of ideas between deeptech fields.

Table 4. Schedule for the final X-Europe acceleration week

Date (both cohorts)	Time (CET)	Event
25/10/21	10:00-14:00	Welcome & community-building
26-28/10/21	13:00-17:00 each day	Workshops, mentoring sessions, pitches
29/10/21	13:00-17:00	Knowledge exchange & closing remarks

4.1 Goal

The Design Terminal Acceleration Week aims to reinforce the “training and skills” objective of the X-Europe programme. In conjunction with the programme’s training events, one-on-one mentoring sessions, and incubation services, these acceleration services will ensure that startups are able to identify, troubleshoot, and overcome the blockers they may face as small businesses by ensuring that the latest tools in business automation and most innovative contacts in deeptech ecosystems across Europe are well within reach.

4.2 Format

The five-day event (October 25th – 29th, 2021, for cohorts 5 and 6 together) involves approximately 25 hours of valuable online content in the form of workshops, storytelling sessions, mentoring, meetups, and other networking opportunities (elaborated below in Section 4.3Content).

For previous cohorts, this event was delivered remotely to prevent the risks of COVID-19 transmission; the initial plan was for them to be delivered in Budapest, Hungary. The plan for cohorts 5 and 6 is currently to broadcast the event remotely via a live, interactive feed so that startups can participate via Zoom. A snapshot of Acceleration Week attendees on Zoom from cohorts 3 and 4 is shown in Figure 11.

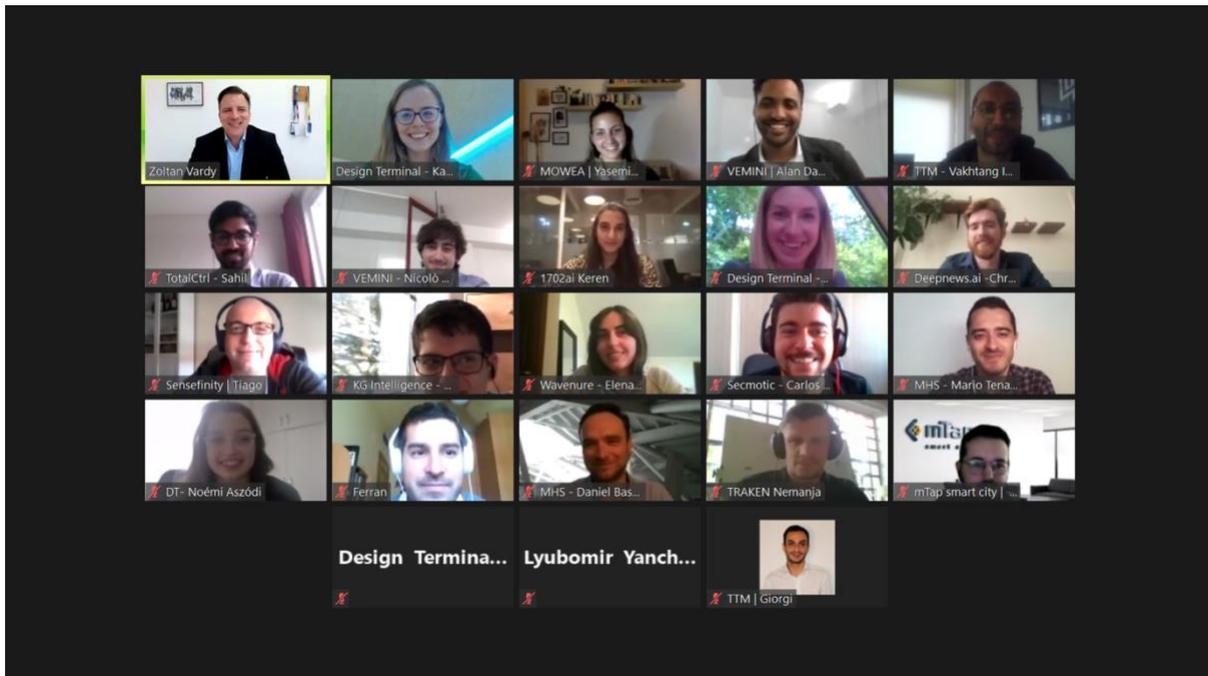


Figure 11. Virtual acceleration week format (cohorts 3 and 4)

4.3 Content

Each X-Europe cohort will benefit from a similar acceleration programme, adapted to the cohorts’ industries. The schedule and topics for the third Acceleration Week is not yet finalised, but the programme will be very similar to that of the second Acceleration Week, presented in Figure 12.



Figure 12. X-Europe acceleration week schedule for cohorts 3 and 4 (24-28/05/2021)

The first day of acceleration services will focus on community-building through games and teamwork activities. In addition to fostering personal networking connections between participants, these activities will also support the startups in developing a better understanding of each other's products and services. Additionally, this community-building session will give participants a closer look into the Visegrad ecosystem and its business environment as leading actors from the region will be invited to present a short summary of their work and background.

The following three days of acceleration services, startups will benefit from mentoring and workshops. The workshops will focus on several soft skills including communication, creative thinking, teamwork, team dynamics, time management, and conflict-resolution skills. Some content used to support these workshops can be seen below in Figure 13 and Figure 14.

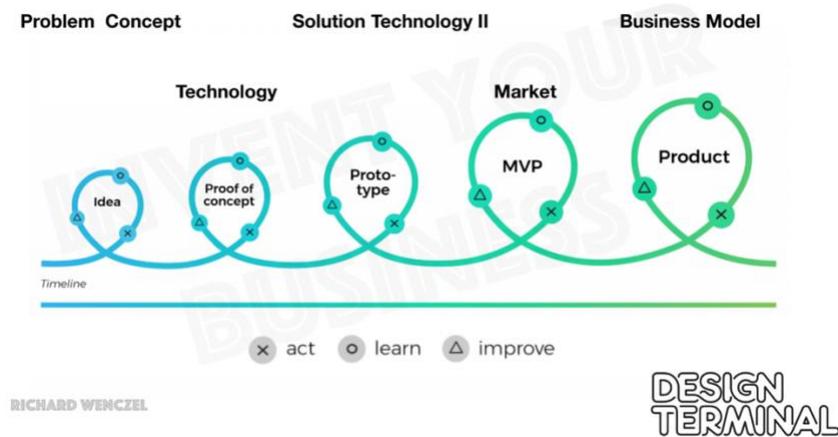


Figure 13. Acceleration week content example (cohorts 3 and 4)

Figure 14. Acceleration week content example 2 (cohorts 3 and 4)

Mentoring sessions will reinforce the development of these soft skills as startups meet with experts and mentors who are professionals in the aforementioned areas. A remote mentoring session from the second X-Europe Acceleration Week is shown in Figure 6.

Startups will also be given homework to test and reinforce their learning and address any residual questions. Some of this homework will be in the form of individual tasks, while other assignments will involve startups working in teams. The X-Europe workshops and mentoring sessions will be rounded out by the attendance of other invited regional deeptech partners and startups with whom X-Europe startups can build relationships.

On the final day of the acceleration programme, startups will meet remotely to review lessons learned and put the spotlight on inspiring, educational startup success and failure cases. The review portion will involve discussing the results of the acceleration, evaluating individual homework, and recapping group work. The closing of the remote acceleration week will solidify lessons learned and give time for final networking, encouraging startups to continue their growth and maintain an innovative mindset beyond the confines of the X-Europe programme.

5. X-Europe Incubation Services

The WP3 training, mentoring, and acceleration services are rounded out by incubation services delivered by TNW and TechChill. Subject to startup interest, TNW will select two startups per cohort for a two-month-long membership to their TQ Incubator at TNW in Amsterdam, while TechChill will select between one and three startups from each cohort for two-month-long access to the TechChill Incubator in Riga (number of startups accepted depends on demand). The selection process for either incubator space will involve an individual meeting between TNW's and TCHILL's incubator teams and each cohort's startups to evaluate which of the startups would most benefit from the incubation services. Table 5 outlines the dates for the proposed physical incubation services for the final two X-Europe cohorts.

Table 5. Schedule for remaining X-Europe incubation services

Service	Any two-month period between...	Location
Cohort 5 incubation at TechChill	28/07/21 - 31/12/21	Riga, LV
Cohort 5 incubation at TNW	28/07/21 - 31/12/21	Amsterdam, NL
Cohort 6 incubation at TechChill	13/10/21 - 10/02/22	Riga, LV
Cohort 6 incubation at TNW	13/10/21 - 10/02/22	Amsterdam, NL

Depending on the status of the ongoing COVID-19 pandemic, these memberships may involve virtual soft-landing webinars rather than physical access in Riga and Amsterdam. This was the case for cohorts 2 and 3. As elaborated on pages 18 and 19 of [D3.6 - Delivery of Training Overview Handbook 2](#), the X-Europe incubation services initially proposed for in-person delivery for these cohorts were replaced by TechChill's event supporting soft-landing in Latvia. This event was called "Your Next Move: Spotlight on the Baltics" and took place on 08/04/21. This replacement service is further detailed in [D3.8 – Delivery of Training Overview Handbook 4](#). Additionally, TNW will be running a similar incubation event on 23rd September 2021 to focus on boosting awareness of the Benelux ecosystem. At time of writing, the first draft agenda and initial speaker invites have been launched, with public promotion due to begin in August 2021.

5.1 Incubation at TNW's TQ Incubator

Incubation at TNW's TQ incubator will consist of the following:

- A space to work at TNW Spaces West, access to other Spaces if requested
- Access to community events
- Possibility to host their own events
- Access to Slack Community
- Introductions to help companies locate in the Netherlands (e.g., banks, legal support, local support agencies)
- Matchmaking (potential partners, clients, fellow startups)
- Ongoing check-ins with startups

- A personalised, needs-based approach, including a detailed intake session to identify and best service company needs

Incubation at The Next Web’s Amsterdam-based community incubator includes many valuable aspects: a physical workspace at TNW Spaces West (and access to other Spaces if requested, COVID-19 permitting), access to TNW community events, matchmaking services and a foot in the door with TNW’s network via personal introductions to their community.

Given that COVID-19 conditions permit in-person access, the startup selected for incubation by TNW will be given access to a flex desk. The startup will also be able to use other TNW Spaces by request as they take advantage of the chances X-Europe provides to grow their company. Some of TNW’s physical office spaces in Amsterdam are presented in Figure 15.



Figure 15. Scenes from the TQ Spaces incubator

Again, whether this is in-person or virtual (depending on COVID-19), the startup will also receive access to TNW community events. These include events like monthly meetups, investor office hours, business consultant visits, AWS and google for startup support, and more. Because these events keep a finger on Europe’s fast-changing startup scene, or are community organised, these events are often planned and executed in a month or less. As such, the specific event topics and dates are still being developed by TNW.

Finally, the startup chosen for TNW incubation will have a networking advantage through personal introductions to the TNW community and its Slack channel. This community incorporates partners throughout the Netherlands including banks, legal support, local support agencies, etc. With these rich incubation offerings, TNW will further the X-Europe goal of building deeptech startup connections.

5.2 Incubation at the TechChill Incubator

Incubation at the TechChill Incubator located in Riga includes many valuable aspects: a physical workspace (COVID-19 permitting), access to TechChill and TechHub community events, and a foot in the door with TechChill’s network via personal introductions to their community.

Given that COVID-19 conditions make it safe for startups to access the space in person, the startup(s) selected for incubation from each cohort by TechChill will be given desks or other physical workspaces in TechHub Riga (an example of this space is provided in Figure 16).



Figure 16. TechHub Riga

The startup(s) can also use TechHub Riga’s meeting rooms as they take advantage of the chances X-Europe provides to grow their company. The incubation periods for the final two cohorts are presented in Table 5.

Again, whether this is in-person or virtual (depending on COVID-19), the startup will also receive access to TechChill and TechHub community events. These include events like monthly meetups, investor office hours, business consultant visits, and more. Because these events keep a finger on Riga’s fast-

changing startup scene, these events are often planned and executed in a month or less. As such, the specific event topics and dates are still being developed by TechChill.

Finally, the startup chosen for TechChill incubation will have a networking advantage through personal introductions to the TechChill community and its Slack channel. This community incorporates TechChill partners such as corporations, accelerators, VCs, banks, government officials, etc. TechChill will further the X-Europe goal of building deeptech startup connections through the incubation services offered for one participant per cohort.

6. Conclusion

A primary goal of the X-Europe programme is to deliver high-quality training and skills services to participating startups through growth training sessions, training webinars, one-on-one mentoring pairings, acceleration services, and incubation services. [Training Plan 3](#) (this document) outlines the skills and training services to be delivered to cohorts 5 and 6. The approach summarised in the previous sections elaborates on the information presented in [D3.4 - Training Plan 2](#) and [D3.1 - Training Plan 1](#), considering the lessons learned by the consortium during the first four X-Europe cohorts.

Feedback gathered from the participants of the first four cohorts is presented in depth in [D3.3 – Training Delivery Report 1](#), [D3.11 – Training Delivery Report 2](#), and [D3.12 – Training Delivery Report 3](#). These analyses and the participant testimonials found on our website (xeurope.eu) confirm that the X-Europe consortium is succeeding at delivering the high-quality services that we set out to produce. However, the consortium is dedicated to not only reaching its goals, but also to exceeding them and adhering to the highest possible standard of quality. As such, feedback will be continuously gathered from participants and analysed to consider any ways in which these X-Europe services can be improved until the very end of the sixth cohort.

Apart from the skills and training services, X-Europe provides matchmaking and visibility services. For a complete understanding of the programme's offer for cohorts 5 and 6, please consider this document (D3.5) alongside [Service Plan 3](#) (the latter provides the full timeline), available at xeurope.eu/resources.

The X-Europe team looks forward to receiving applications from and further benefiting startups interested in the valuable services described above. Find out more at xeurope.eu!