Europe

Building a deeptech Europe

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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 (GTRIBE) as part of the X-Europe project. It corresponds to Deliverable 3.1, Training Plan, as referenced in the Description of Action in Annex 2 of Grant Agreement no. 871795.

D3.1 is part of in Work Package 3 (WP3) – Skills and Training, which aims to ensure that the X-Europe cohort participants receive the growth skills they need to build their startups. This deliverable is referred to in the Grant Agreement as the "Training Plan"; the title "Training Plan 1" (TP1) is also used for this same deliverable in an attempt to discern from Training Plan 2 and Training Plan 3, which will be submitted later in the project.

TP1 is a publicly accessible document outlining the structure of the first X-Europe cohort's training and mentoring. D3.2, the Training Overview Handbook, will provide a more detailed version of this information to enable consortium collaboration.

Accessing this summary of Growth Tribe's training goals will enable partners to align with each other, the European Commission, and potential cohort participants. By clarifying the training and mentorship offerings of X-Europe, this plan will ensure that the project's full potential is fully advertised and realised.

This plan is presented as follows:

- A situational overview of the training
- An overview of the training content
- An introduction to the tailoring of content to each cohort, including:
  - o Tailoring by startup level
  - o Tailoring by startup industry
  - o Tailoring by startup interests
- Methods of gathering feedback
- The X-Europe feedback analysis procedure
- Incorporating feedback through training improvements
- Training resource overview
- Risk management

The details provided below are intended to demonstrate the high-potential, high-value services that SMEs can access through participation in X-Europe. All abbreviations used in this report are drawn from X-Europe Deliverable 1.1; a glossary can be found in the annexes of D1.1.

2 Training Summary

2.1 Training Delivery

The X-Europe action aims to enable European startups selected for the program to develop an effective digital approach to growing companies. To that end, Growth Tribe will provide each X-Europe cohort with two live training sessions and access to Online Learning Environment support. Along with the one-on-one mentoring sessions, investor connections, and digital challenges introduced in the X-Europe programme, these training sessions and resources will ensure that startups have the sustainable, innovative skills needed to continue developing.

A full day comprising two training sessions will be presented before each of six partner conferences, detailed in Table 1. Some of these dates are provisional (TBC – to be confirmed) or haven't yet been announced (TBA – to be announced); therefore, event dates and locations may change as the project progresses.

Date	Event	Location
18-19/06/2020	The Next Web conference 2020	Amsterdam
19-20/10/2020 (dates TBC)	Design Terminal conference 2020	Budapest
02/2021 (exact dates TBA)	TechChill conference 2021	Riga
06/2021 (exact dates TBA)	The Next Web conference 2021	Amsterdam
10/2021 (exact dates TBA)	Design Terminal conference 2021	Budapest
02/2022 (exact dates TBA)	TechChill conference 2022	Riga

Table 1: X-Europe events (provisional)

Attendance at these events is limited to selected startups from the corresponding X-Europe cohort.

While the larger training framework will remain the same for the six X-Europe cohort trainings, as established in Section 2.2 below, the content and method of instruction will be tailored to each cohort according to its composition in terms of startup maturity (3.1), industry (3.2), and interests (3.3).

2.2 Training Content Overview (Curriculum)

Table 1.3.2.1 of the Grant Agreement (p. 151) provides an outline of the training topics provided, matched with that topic's objective and justification of its inclusion in X-Europe. Key training subjects, as outlined in Table 1.3.2.1, include *Business growth in the era of digitalization*, *AI in business*, *Startup readiness and business development training*, and *Investor readiness training*.

The X-Europe action will address these training goals through in-person training days and access to online growth marketing materials and references, as detailed above in Section 2.1. GTRIBE will be responsible for *Business growth in the era of digitalization*, *AI in business*, and most aspects of *Business*

development training. The other topics – *Startup readiness* and *Investor readiness* – will be overseen by Design Terminal.

The X-Europe curriculum covering *Business growth in the era of digitalization*, *AI in business*, and most aspects of *Business development training* is full of examples that inspire participants to rethink their approach to business, marketing, and product development. These topics will be covered in Growth Tribe's onsite trainings. They'll focus heavily on the processes and frameworks that make growth marketing scalable and replicable and empower participants to carry out self-reliant, fast, data-driven work by introducing them to helpful tools through hands-on exercises.

Growth Tribe's trainers are dedicated to providing one-on-one guidance and tips, which will add further personalised value to the lessons and ensure that future cohort trainings incorporate all possible improvements. There will be question and answer sessions (Q&A) after each exercise so participants can share their thoughts and discuss how to overcome any challenges in a group setting.

The trainings' principal focus will be growth marketing skills taught through smaller course modules focusing on a specific skill per module. Topics that are universally relevant to X-Europe participants will be the course's foundation. This includes the areas outlined in Table 2.

Growth marketing and process implementation	Usability
Customer acquisition	Persona development
Lead generation	High-conversion landing page creation
Behavioural psychology	Cohort-specific topics (refer to Section 3)

Table 2: X-Europe topics

More startup-stage-specific topics will be presented according to their relevance to each cohort's participants. Growth Tribe's approach to tailoring X-Europe content is described in detail in Section 3.

The other two areas of training, *Startup readiness* and *Investor readiness*, will be addressed by Design Terminal through one-on-one mentoring, as detailed in Deliverable 4.1, the Service Plan.

3 Content Tailoring

3.1 Tailoring by Startup Maturity

The selection of each cohort and the cohort participants' intake forms will gauge each startup's development level on a continuum from early-stage startups to scaling startups. As startups grow, so do their skill needs. Growth Tribe's X-Europe courses will address these needs by considering the distribution of the maturity levels of each cohort's startups. The three levels of startup maturity used to categorize startups in the X-Europe programme are listed below in Table 3.

Maturity group	Focus
Early-stage startups	Product testing
Mid-stage startups	Expanding, product & structure refinement
Scaling startups	Scaling, acquisition

Table 3: Startup stages used for X-Europe

Earlier-stage startups may benefit more from lessons in data scraping, persona identification/development, and the creation of a fitting social media powerhouse. Mid-stage startups continue to benefit from further persona development, user experience (UX), and refining a growth funnel, while scaling startups should invest time in brand alignment and organisational growth implementation.

After the selection of the first cohort's participants by our consortium partners, Growth Tribe will obtain background information on each startup from their applications. For scale-up maturity content tailoring, the following topic sets will be available to startups based on their maturity levels:

- Early-stage startups: persona identification/development, social media powerhouse creation
- Mid-stage startups: personal development, UX, growth funnel refinement
- Scaling startups: growth implementation, brand alignment

Feedback will be gathered about the relevance of each set of trainings to its corresponding cohort as detailed in Section 4.

3.2 Tailoring by Startup Industry

Each of the six X-Europe cohorts will focus on startups from a specific industry:

- Health (MedTech)
- AgriTech
- Sustainable cities (GreenTech)
- Space and Quantum Computing
- Cybersecurity Blockchain
- AI (Big Data)

These are preliminary and subject to adjustment.

The curriculum plans for each cohort will take that cohort's industry-specific needs into account. For example, a cohort focused on MedTech startups might cover AI's potential for medical data processing, whereas space-industry startups may benefit more from modules about UX, as many aerospace engineering courses don't include marketing or behavioural psychology elements.

As with the tailoring according to startup maturity level, background information from the application round will be used to select cohorts that focus on the above industries

3.3 Tailoring by Startup Interests

Although they will be given less weight than industry- and maturity-based customization, the interests of the startups in each cohort will also impact training course contents. The intake form for cohort participants will prompt the startups to rank six growth marketing topics by utility and relevance for their specific situations. Startups will submit their responses by numbering those topics on a scale of one through six, with one being the highest priority to them and six being the lowest. These rankings will be averaged among all respondents per topic and the two most popular topics (i.e. those with the lowest and second-lowest numeric scores, which translate to the highest and second-highest priority scores respectively) will be included as modules in the training.

Like the tailoring approaches in Sections 3.1 and 3.2, tailoring by startup interests will be done for each cohort through collaboration with The Next Web and F6S, who will lead the application and selection process.

4 Review Practices

4.1 Methods of Feedback

With each cohort, mandatory participant feedback surveys will be collected and analysed to maximise the efficacy of X-Europe training. Growth Tribe's standard procedure is to gather participant feedback after each training; in the context of X-Europe, this feedback will be centred around the training content and the delivery of that content.

To assess the quality of the training's content, both quantitative and qualitative feedback will be collected from training participants immediately following the end of their second in-person live training course. By collecting feedback when the experience is still fresh, more accurate and insightful information can be gathered and leveraged to improve the relevance, level of detail, and helpfulness of that training's content. Participants' feedback submission will allow them to access the login details for the OLE, thus encouraging their continued participation for the efficacy of the X-Europe training actions.

This section serves to delineate some preliminary focal points of the cohort feedback forms. These are subject to change before each X-Europe event and between cohorts, but they are useful in providing an overview of the type of feedback that will be gathered.

Content-specific feedback questions are focused on the following:

- How useful was this content to participants?
- Was the content novel and engaging?
- Was the curriculum organized in a clear, understandable way?
- What other topics might be included?

A second area of feedback will evaluate the delivery of that content to X-Europe participants, encompassing things like training location, schedule, and format. Course-delivery-related questions will include:

- Was the trainer's teaching method engaging and/or interactive?
- Was the language used in the course pronounced and explained clearly, at an understandable speed?
- Was the classroom/training space conducive to learning? If not, what could have improved the setting?
- Was the training schedule effective for your learning style?

Finally, participants will be asked for their general impression of the training services:

- What was your general perception of the training?
- Would you recommend this training to other startups?

The answers to these questions will be gathered either through participant numerical input from along a presented continuum (i.e., "Rate the relevance of the course information to your startup on a scale from 1 to 10, with 10 being perfect relevance and 1 being completely irrelevant") or through online survey forms (typeforms) requesting textual answers. As the locations for some X-Europe training courses are still being determined, these contents of the feedback form are still open to further tailoring and improvement.

4.2 Feedback Analysis

Once collected, the mandatory quantitative and qualitative feedback detailed above (detailed in Section 4.1) will be analysed for commonalities. An average will be taken for each question's numerical responses, while the text of the qualitative feedback will be assessed for patterns.

Quantitative questions with low average scores (low rates of participant satisfaction) will be flagged for improvement. A list of any recurrent qualitative feedback points will be created from a summary of the textual responses so that these themes can be addressed before the next cohort begins.

4.3 Incorporating Improvements

One of Growth Tribe's strengths lies in the unflagging renewal of our curricula. As with Growth Tribe traineeship feedback, the feedback analysis from each cohort will be summarized in an internal consortium post-training report (presented in the X-Europe Training Plan Deliverables: D3.3, D3.11, D3.12, D3.13, D3.14, and D3.15).

Trainers will re-examine course content and delivery according to these post-training reports within three weeks of the previous training's delivery. All changes related to addressing this feedback will be documented internally in the Training Plan Overview Handbook deliverables (D3.2, D3.6, D3.7, D3.8, D3.9, and D3.10) so that partners can provide input on any training modifications.

5 Training Resources (OLE)

Support for the skills development of each cohort will continue well beyond the limits of the training schedules and classroom walls. Upon providing their training feedback, participants will receive access to Growth Tribe's exclusive Online Learning Environment (OLE), which will provide an opportunity for them to revisit and reapply the learnings. This continual learning portal will grant the cohorts access to up-to-date course materials from the completion of their training until the end of that cohort's X-Europe experience.

The OLE is essentially an outside-of-classroom access point for training references. Through it, participants can view the training slides, benefit from a comprehensive list of links for the tools they've been introduced to during the courses, and communicate with other cohort members, further contributing to X-Europe's goal of fostering trans-European network connections.

Participants will have access to the OLE after completing the mandatory post-training feedback survey. They are encouraged to take advantage of this access to course materials and participant contact information to refresh and reinforce their new skills. Any questions about the skills can be referred to other cohort members or answered online by one of Growth Tribe's dedicated trainers.

Access to the OLE resources will begin the day after completion of a cohort's training day and end at the conclusion of that cohort's programme. Participants can use these resources to implement the skills they've gained from the training day as they work through the X-Europe programme with one-on-one mentoring and optional corporate challenges. In this way, OLE access ensures the longevity and proficiency of skills the startups gain through participation in X-Europe.

6 Conclusion

Implementing a methodical, logical training plan for X-Europe is vital to further this programme's goals of connecting and empowering startups across Europe. This document has established a baseline for training topics, review methods, and tailoring to startups' needs. These goals as they relate to the first X-Europe cohort will be described in greater detail in D3.2, Training Overview Handbook 1 (confidential).