



IMPACT, EXPLOITATION & MARKET UPTAKE PARTNER

Horizon Europe

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Accelerating technology valorisation

We are an **execution-driven Impact, Exploitation & Market Uptake Partner (SME)** for Horizon Europe consortia & deep-tech teams. We help translate project results into credible pathways to use - spanning adoption by industrial and public stakeholders, partner-led productisation and downstream uptake & implementation routes.

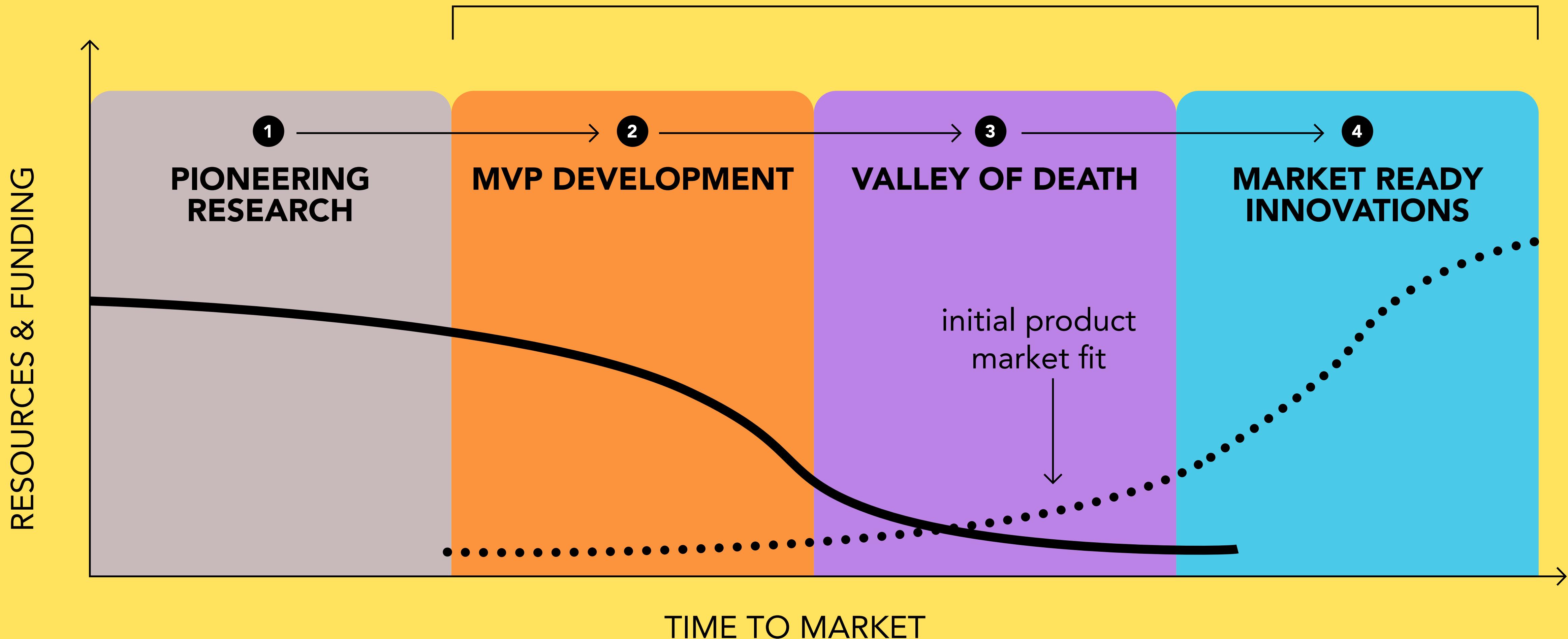
DevelopMinded supports in scaling break-through technologies by **bridging science, entrepreneurship, and impact.**

Many deep-tech technology projects struggle to convert outputs into uptake conditions, which include: validated use-cases, measurable evidence, ownership clarity and continuation routes. We strengthen this bridge by running the **market-facing and exploitation workstream** alongside the technical work.

ENABLING LEAPS FROM RESULTS TO UPTAKE - AND EXPLOITATION LOGIC TO DEPLOYMENT AND SCALE.



Where we support projects and innovations:



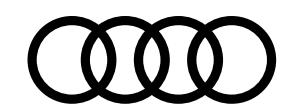
Track record of impact and execution

Our contributions have been recognised by leading innovation ecosystems:

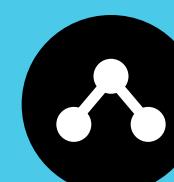
- In the past year alone, we have supported **35+ ventures**, with over 60% re-engaging us for further commercialisation activities
- Our core team of generalist experts drive core venture-building activities across domains, complemented by a wide network of specialists with deep expertise in specific verticals.
- To this date, our clients have raised over **€379.9M in private & public funding and secured 100+ strategic pilots (€131.6M in public funding raised in 2025 alone)**.
- **One of the highest performing EIC Service Providers (BAS)**



Trusted implementation partner across Europe's leading innovation ecosystems.



Our Main Thematic Clusters



ADVANCED MATERIALS & ENERGY STORAGE FOR CRITICAL INFRASTRUCTURE

- High-Performance Structural & Lightweight Materials
- Functional Materials for Energy Conversion
- Grid-Scale & Distributed Energy Storage Systems
- Clean Energy Integration & Smart Grids



DEFENCE, SECURITY & SPACE SYSTEMS

- Space-Based Intelligence, Surveillance & Reconnaissance (ISR)
- Secure Space & Terrestrial Connectivity Systems
- Defence & Civil-Security Sensing and Decision Support
- Resilient Infrastructure & Societal Protection Systems



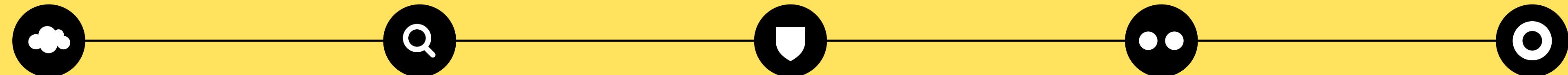
MANUFACTURING, ROBOTICS AND AUTONOMOUS SYSTEMS FOR INDUSTRY

- Flexible and Modular Industrial Robotics.
- AI-Driven Smart Factories & Production Digital Twins.
- Autonomous Intralogistics & Industrial Mobility
- Automated Industrial Sensing, Inspection & Predictive Maintenance

HORIZON EUROPE CLUSTERS TARGETED: CLUSTER 3 / CLUSTER 4 / CLUSTER 5

Our Cross-Cutting Thematic Focus Areas

The cross-cutting digital technologies that run across all of our main thematic clusters which include:



**DATA, CLOUD,
EDGE &
INTEGRATION**

**AI/ADVANCED
ANALYTICS**

**CYBERSECURITY
& TRUST**

**DIGITAL TWINS
& SIMULATION**

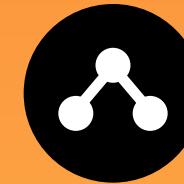
**SEMI-
CONDUCTORS,
PHOTONICS,
QUANTUM,
SENSORS**

Impact, Exploitation & Market Uptake Partner

DevelopMinded partners with deep tech consortia to lead the impact and exploitation pathway and drive the market uptake. We ensure that ambitious R&D projects translate into adoption conditions that gain real market traction, measurable outcomes and a continuation route beyond the grant to drive long-term value. We bring experience across EU funding instruments and a strong track record within the (EIC) innovation ecosystem.



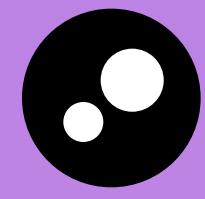
**IMPACT, EXPLOITATION
& MARKET UPTAKE
WORKSTREAM**



**ECOSYSTEM &
STAKEHOLDER
ORCHESTRATION**



**JOINT BUSINESS
DEVELOPMENT &
MARKET ACCESS**



Impact, Exploitation & Market Uptake workstream

Horizon Europe evaluators prioritize projects with a clear path from results to adoption, credible beneficiaries, measurable outcomes, and plans that extend beyond reporting. DevelopMinded adopts this approach from the outset by defining impact pathways, KPIs, and an exploitation narrative. We lead execution, transforming pilots and outputs into evidence of real-world uptake, procurement-relevant metrics, and a practical beyond-grant exploitation route. Our approach is tailored to project maturity. For Innovation Actions, we support deployment and scale-up. For Research Innovation Actions, we provide validation and exploitation frameworks to enable readiness for future uptake.

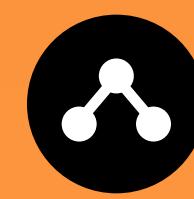
WHAT WE DO:

INNOVATION ACTIONS (IA'S)

- **Adoption cases:** Turn pilots into an end-user deployment value case to identify who adopts/buys, how operational impact is quantified and deployment conditions that make uptake realistic.
- **Business & KPI pack:** Translate project outputs into procurement requirements and baselines that can be tracked within the project and reused with buyers/operators.
- **Replication design:** Plan how the solution piloted in the project can be rolled out to multiple additional sites by defining what stays the same versus what changes per site. This is captured in a clear roll-out playbook to identify who does what, when and how.
- **Post-grant commercial route:** Select the most credible pathway and specify the execution steps that carry adoption forward.

RESEARCH INNOVATION ACTIONS (RIA'S)

- **Impact thesis:** Pinpoint the beneficiaries, timing drivers and where the result sits in the value chain, so the project has a sharp description on why it matters.
- **Evidence plan:** Map the uncertainties to a milestone proof plan that identifies the evidence produced, where, by whom and by when, in order to move from research to validated use cases.
- **Exploitation structure:** Contribute to exploitation roles and valorisation options within the consortium. Define who will take results forward and how, by clarifying partner roles, access/rights and the chosen exploitation route. Include IP/FTO assumptions as needed.
- **Follow-on pathway:** Define the decision points and progression path supported by a credible narrative and validation targets. Identify the next calls, scale-up mechanisms, strategic partners and equity funding options.



Ecosystem Orchestration & Partner Models

In Horizon Europe, the difficulty rarely lies the science, but rather in making a multi-actor consortium behave like a delivery system, with aligned roles, clean interfaces, fast decisions and credible validators. DevelopMinded helps develop the consortium operating model around the use case by bringing in the right adopters/validators, clarifying responsibilities and decision rights while securing the commitments that make pilots and demonstrations meaningful. This results in a partnership structure that avoids coordination deadlocks, produces credible validation and can continue after the grant through a realistic commercialisation approach.

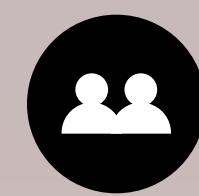
WHAT WE DO:

HORIZON EUROPE - INNOVATION ACTIONS (IA)

- **Deployment ecosystem:** Coordinate with the delivery actors and asset owners required to deploy, integrate and run pilots in real operating environments.
- **Operating model:** Define roles, decision rights and delivery governance to keep multi-partner implementation fast and coordinated.
- **Adoption commitments:** Secure deployment intent by clarifying where the adoption will arise, under what technical/procurement conditions and what evidence is needed to trigger rollout.
- **Beyond-grant model:** Structure the continuation vehicle, commercial alliance, JV or follow-on rollout consortium in order for replication and long-term adoption to continue post grant funding.

RESEARCH INNOVATION ACTIONS (RIA'S)

- **Validation ecosystem:** Orchestrate the end-users, tech owners, TTOs, testbeds and early adopters to validate feasibility, use-case pull and future deployment constraints.
- **Collaboration rules:** Set exploitation ownership, incentives and value-share principles to keep the collaboration executable once commercial value emerges.
- **Pilot partners:** Assign who validates what aspect, where and why. This helps match the pilots/testbeds to the critical uncertainties and credible validators.
- **Commercial vehicle options:** Identify the most realistic valorisation route based on ownership and partner capability. This can be through licensing / partner-led productisation/venture vehicles or commercialisation vehicles.



Joint Business Development & Market Access

Horizon Europe projects often have strong technical workstreams but a rather weak market gravity, not because the solution is poor, but because none are tasked to convert outputs into demand signals while delivery is happening. DevelopMinded acts as the consortium's market-facing execution partner by prioritising use cases and buyer pathways, running structured outreach to deployers and via channel partners as well as shaping pilot designs and messaging into procurement-ready proof. Towards the end, the project does not only report impact but exits with reference credibility, traction signals and a continuation pipeline partners can realistically execute.

WHAT WE DO:

HORIZON EUROPE - INNOVATION ACTIONS (IA)

- **Buyer activation:** Activate target accounts and route-to-market partners that can procure, integrate and deploy the solution at scale.
- **Commercial packaging:** Package outcomes into a procurement-ready story and adoption assets that reduce buyer friction.
- **Traction capture:** Convert pilots into commercial signals by structuring LOIs, MoUs and early agreements tied to measurable pilot outcomes and adoption conditions.
- **Scale pipeline:** Build a replication pipeline across sites/regions by sequencing next deployments, identifying asset owners/operators and clarifying partner roles for rollout.

RESEARCH INNOVATION ACTIONS (RIA'S)

- **Customer discovery:** Validate demand signals early to avoid over-investing in the wrong pilots. Take into consideration the overall fit, willingness-to-pay, adoption barriers.
- **Pilot pipeline:** Build an early adopter/testbed pipeline that proves feasibility and generates reference credibility.
- **Market narrative:** Develop a convincing and sharp positioning story linking the innovation to urgency, differentiation and a credible route to adoption.
- **Funding readiness:** Define the next-step pathway and proof requirements so the project can transition to follow-on funding, scale-up instruments or strategic partners.

Horizon Europe Overview

From research to real-world deployment - Impact pathways for RIA (validation) and IA (scale).

HORIZON EUROPE PLAYBOOK

1

RIA: MAKE RESEARCH ADOPTION-READY

RIA's are won by projects that translate results into validated use cases and a believable exploitation route.

- Use-case focus:** Reduce the scope to the few use cases that matter and define the adoption conditions and beneficiaries.
- Proof discipline:** Convert the claims made into a milestone evidence plan. Identify what must be shown, where and by whom.
- Exploitation architecture:** Set the roles/rights and the most credible path forward to enable valorisation to be executable.

2

IA: TURN PILOTS INTO ROLL-OUTS

IA's are judged on uptake through operationally validated demonstrations, replication and a credible scale plan.

- Procurement-proof value:** Package the pilots into operator-grade value cases and procurement-facing KPIs.
- Replication readiness:** Define the repeatable roll-out model. Major considerations include integration templates, partner roles and scale assumptions.
- Adoption signals:** Structure the commitments and traction signals that de-risk multi-site deployment.

3

BEYOND THE GRANT - KEEP THE MOMENTUM OWNED

Evaluators and Partners want impact that outlives the project and clarity on who drives it.

- Continuation vehicle:** As the project evolves, choose and structure the route after completion. Options include partner-led productisation, JV/spin-outs or follow-on consortiums.
- Commercialisation approach:** Define what happens next so adoption continues. Consider the pipeline, roles, evidence that can be reused and partnership models.
- Follow-on funding readiness:** Connect the outputs to the next funding/scale mechanism with clear validation targets.

How we work

STEP 1

STEP 2

STEP 3



MATCHMAKING & CAPABILITY ASSESSMENT

We review the call and consortium plan to ensure alignment, clarify impact and exploitation goals, and determine where DM can lead impact, exploitation, market uptake, or commercialisation governance work packages.

ROLE, SCOPE & BUDGET

Together with the consortium coordinator, we define a realistic work package scope, including deliverables, KPIs, partner interfaces, and budget lines. Each element aligns with Horizon Europe rules and evaluator expectations for impact.

JOINT PROPOSAL DEVELOPMENT & SUBMISSION

We co-develop and coordinate the impact, exploitation, and go-to-market sections, ensuring clear connections to pilots, validation, uptake pathways, and measurable outcomes. Upon approval, we pro-actively contribute to the development of the consortium agreement, finalisation of KPIs and milestones.

DELIVERY & IMPACT CREATION

We manage the exploitation, market uptake and commercialisation tracks, including stakeholder engagement, market validation, IP/FO, investor readiness, evidence and KPI reporting while planning for adoption and replication (IA) or validation and exploitation structuring (RIA). We also provide a clear beyond-grant continuation plan.

Why partner with DevelopMinded?

- **Accelerating the consortium's path from IP to market**

We specialise in deep-tech valorisation, turning complex research outputs, TRL/CRL progression and regulatory hurdles into clear, executable commercial pathways that work across consortium partners.

- **An extension of the consortium's delivery capacity**

We operate as a hands-on extension of founding teams, research partners and industrial actors, adding market, financial, regulatory and organisational capabilities so commercialisation does not depend on any single partner building everything in-house.

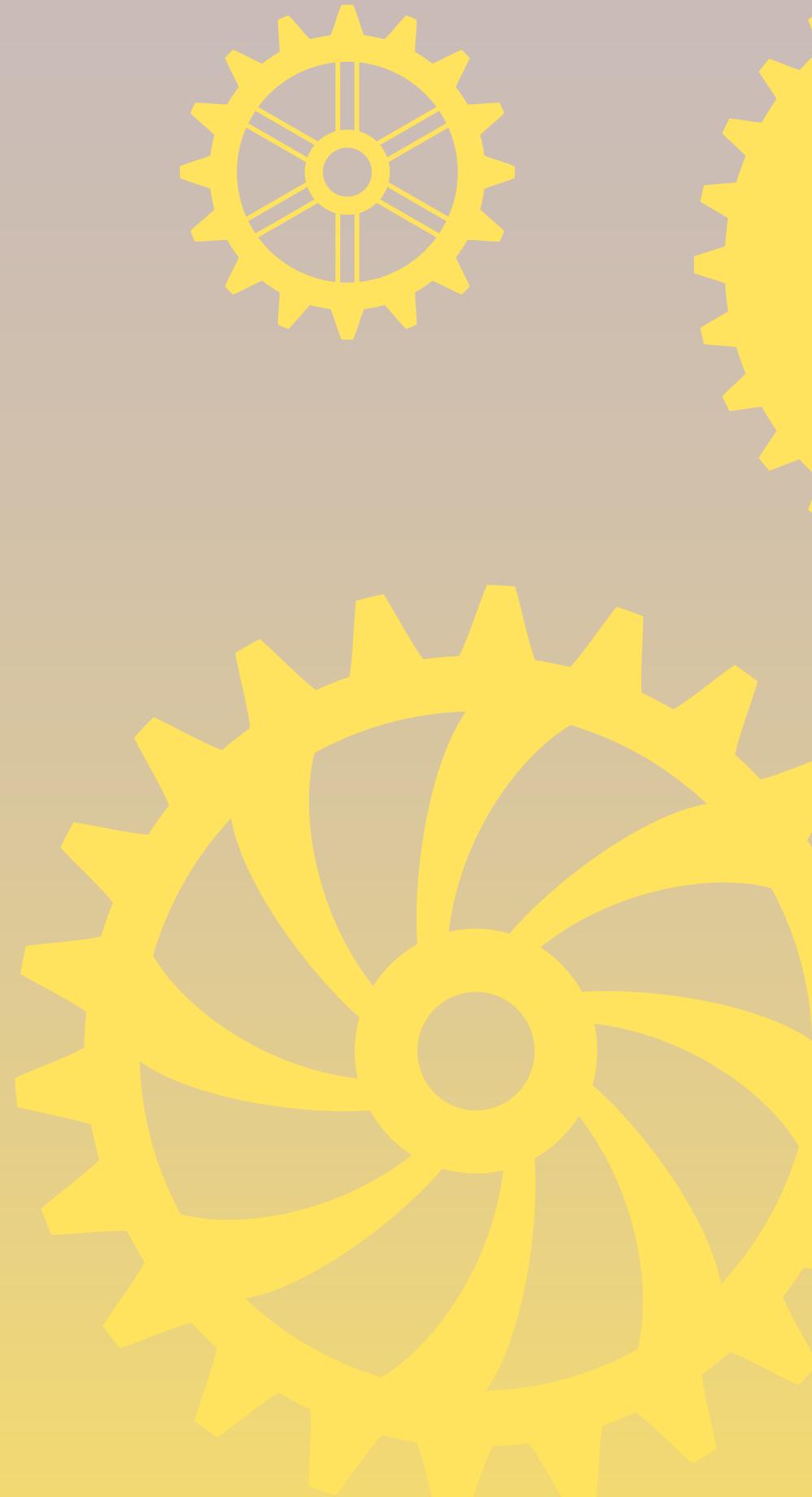
- **Enabling access to follow-on funding and capital**

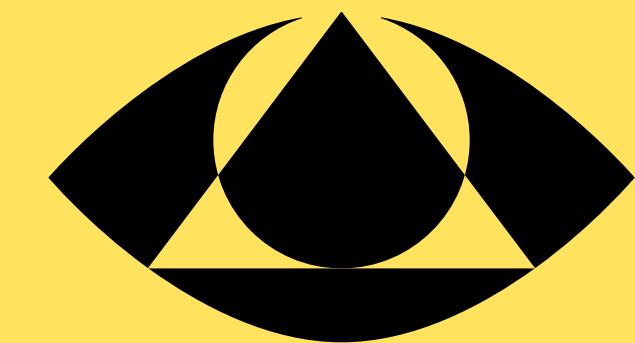
From exploitation and venture models to financial plans and investor-ready materials, we help position validated project results for EIC follow-on instruments, equity investment and strategic partners.

- **Execution-oriented within the project**

We execute alongside the consortium testing markets, structuring pilots, engaging customers and partners, and building commercial pipelines while independently driving these workstreams so technical teams remain focused on delivery.

Where appropriate, we partner with technology owners and industrial actors to pursue venture-building pathways through joint ventures or licensing for new use cases and adjacent verticals. We help structure shared vehicles, align governance and value-sharing, and support hands-on business development—creating scalable routes to market without disrupting core activities or forcing premature spin-outs.





**DEVELOP
MINDED**

Let's build together!

Reach out to us to explore how we can collaborate.

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www.developminded.com