

FEDTECH

# What it really takes for breakthrough technologies to break through

An expert perspective developed through ten years of supporting  
technologies from lab to mission and market

## A shifting global context

Our global environment is shaped by increasing complexity and urgency. Security threats, energy challenges, and economic pressures continue to intensify as powerful new technologies emerge.

Our work reflects a consistent emphasis on **enabling researchers and entrepreneurs to operate together more effectively**. As the pace and stakes of technological change increase, the ability to move promising technologies from research into real-world use has become closely tied to national capability and competitiveness. It is within this context that FedTech's approach to technology transition has taken shape.

"There's a perfect storm going on. There are seismic challenges in the world... Yet, there's amazing new technology coming online. How do we actually think about building back the United States as a science and technology leader of the world?"

**Robyn Brazzil**

Senior Executive and Chief Delivery/Operations Leader, FedTech



## Bridging federal research and market reality

Over the past decade, FedTech has worked with federal agencies, local governments, research institutions and universities, startups, small businesses, and private-sector partners to support the transition of advanced technologies into real-world use.

Since 2015, we have partnered with the Department of Defense, Department of Energy, NASA, the Department of Homeland Security, and dozens of other federal entities. Through custom-designed programs and a robust network of relationships across government, academia, and industry, **FedTech supports the commercialization of lab developed innovations** critical to maintaining U.S. global leadership.

This work is grounded in a recognition that many promising technologies struggle, not because of technical limitations, but because of the difficulty of navigating the path from research environments into mission and market contexts. From the outset, we have focused on catalysing technology transition through uncertainty, iteration, and change.

“Entrepreneurs and researchers have so much to gain from one another, and need each other. There’s power in connecting these communities.”

**Ben Solomon**  
CEO, FedTech



## Startup Studios: building companies around mission- aligned technology

FedTech Startup Studios are designed to build new companies around promising university and federal lab developed technologies, rather than incubating existing startups.

The Studios systematically identify innovations with transition potential and mission alignment, and match them with entrepreneurial talent capable of forming new ventures. Using this approach, we now **build companies across a range of industries, from aerospace to biotech**, applying a consistent venture-building framework while remaining grounded in mission-specific contexts.

“Everything in that studio lives, breathes and dies on the client’s mission.”

**Robert Wines**

Program Manager, National Security, FedTech



## Accelerator programs: supporting existing startups through commercialization

In addition to forming new companies, FedTech operates Accelerator programs designed for startups that already have a technology in development and are preparing to engage with institutional and mission-driven customers.

These programs focus on supporting companies as they move from technical readiness into formal engagement with government and regulated environments. Through the Accelerator programs, **startups are supported by our network of mentors**, subject-matter experts, government stakeholders, and licensing specialists. The emphasis is on preparing teams to operate within institutional contexts – including understanding expectations, navigating engagement processes, and communicating their technology in terms relevant to government stakeholders.

“Through the FedTech cohort, the team was given mentorship and resources that helped them learn and speak the language of government, then build a persuasive package that Sandia accepted.”

Accelerator Program Participant

## Internal Innovation: aligning to institutional requirements

FedTech's Internal Innovation programs work directly with researchers and scientists inside federal labs to support technology transition from within institutions themselves. These programs prepare scientists to become active participants in the commercialization of the technologies they develop.

Drawing inspiration from the original DC I-Corps model, Internal Innovation initiatives support customer discovery, exploration of use cases, and engagement with external stakeholders. **This approach generates individual successes whilst building institutional capacity for sustained innovation.**

By focusing on institutional participation, these programs ensure that promising technologies do not remain trapped in the gap between research and real-world application.

## The importance of people

Across Startup Studios, Accelerator programs, and Internal Innovation initiatives, most important of all is the central role of people in technology transition.

Researchers, entrepreneurs, mentors, operators, and institutional partners all contribute to whether advanced technologies successfully move from research into mission and market environments. This emphasis on **people, participation and collaboration is a central tenet to the continued success of FedTech** today and into the future.

“Yes, we are a company that seeks to commercialize deep tech that comes out of federal labs, that comes out of university labs. But whether we were in the pre-COVID environment, the virtual environment, or the hybrid environment that we live in now, we are very much a people-first organization. The technologies are here to serve the people.”

**Robert Wines**

Program Manager, National Security, FedTech

