DARPA’s mission is to make the pivotal early technology investments that create or prevent decisive surprise for U.S. national security.

**MESSAGE I**

Small Businesses must ensure they are ready to accept the level of effort, commitment, and investment required to bring an idea from the lab to the marketplace.

- Understand that the DARPA SBIR/STTR process is not linear, but is a continuous, iterative journey from proof-of-concept to prototype delivery and beyond.

- Understand that some technology areas may require additional feasibility studies related to the Phase I and/or additional testing and development during or after Phase II. Do not expect to go directly from Phase I to Phase II or directly from Phase II to Transition/Commercialization.

**MESSAGE II**

Small Businesses must align internal management activities with the government process to execute SBIR/STTR projects.

- Communicate with PMs and Contracting about positive and negative events to ensure contract requirements are met.

- Anticipate critical milestones; plan to add resources as required.

- Actively seek alternative funding arrangements. Do not rely solely upon the financial support of the SBIR/STTR award.

- Seek guidance from specialists such as attorneys, accountants, and contract administrators who can help coordinate SBIR/STTR requirements.

**MESSAGE III**

Small Businesses must plan for Transition and Commercialization throughout the entire process.

- Explore a diverse range of applications early in the process to help identify potential customers and investors.

- Establish relationships with those who are willing and able to provide development or investment funds.

- Seek opportunities to benchmark via concept or product demonstrations, or tests in operational environments.

Participate in the Transition and Commercialization Support Program. The SBPO, in partnership with the T2C Team, can provide support.