

FP10 / Horizon Europe 2028–2034

What Companies, Researchers and Innovation Partners Should Prepare For

FP10 will shape the next phase of European research and innovation funding. The future Horizon Europe programme is expected to cover 2028–2034 and become larger, more strategic and more connected to competitiveness, deployment and real-world impact.

Useful link: https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en



Why FP10 Matters Already

The next EU Framework Programme is already taking shape. Although the first calls are still ahead, companies, universities, RTOs, SMEs, public authorities, clusters and innovation ecosystems should already start preparing.

What organisations should do now:

- Map technologies and services against future EU priorities
- Identify possible consortium roles
- Build visibility in relevant ecosystems
- Monitor European Partnerships and consultations
- Prepare early project concepts
- Connect with coordinators before calls are published

❏ **Main takeaway:** The strategic race starts before the official call text appears.

The Big Shift in FP10

FP10 is expected to continue under the Horizon Europe name, but with a stronger competitiveness logic.

The future programme is expected to be:

Bigger

Simpler

Faster

More strategic

More connected to deployment

More focused on European added value

More linked to industrial and societal impact

This means successful projects will need to show not only excellent research, but also clear pathways to use, uptake and long-term value.



Main takeaway: Proposal writing alone will not be enough. Strategic positioning will matter more.

Useful link: https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/horizon-europe-2028-2034-twice-bigger-simpler-faster-and-more-impactful-2025-07-16_en



Competitiveness Becomes Central

FP10 will be more closely connected to Europe's competitiveness, technology leadership and industrial value creation.

This is highly relevant for organisations working in:

- Artificial intelligence
- Data and digital technologies
- Semiconductors
- Advanced manufacturing
- Clean technologies
- Health innovation
- Space and security
- Critical infrastructure
- Circular economy
- Industrial competitiveness

What future projects must explain:

- Why the topic matters for Europe
- How the results support competitiveness
- Which value chain is affected
- Who will use the solution
- How the project contributes to resilience, sovereignty or industrial leadership



Main takeaway: A strong FP10 project should connect research with Europe's strategic priorities.

From Research to Investment

One of the key challenges for Europe is the innovation gap. Europe is strong in science and collaborative research, but research results often do not move quickly enough towards demonstration, deployment, scale-up and investment.

FP10 is expected to support a stronger innovation-to-investment journey.

Future projects should show:

01

How results will be validated

02

Where they will be demonstrated

03

Who will adopt them

04

How stakeholders will be involved

05

What exploitation route is realistic

06

Which investment or deployment pathway could follow



Main takeaway: A strong project will show the pathway from idea to real-world value.

Research and innovation — [Horizon Europe](#) — The EU's research and innovation funding programme 2021-2027

Research and innovation — [Horizon Europe 2028 - 2034: twice bigger, simpler, faster and more impactful](#)

European Competitiveness Fund

A major novelty in the future EU budget architecture is the proposed European Competitiveness Fund. Horizon Europe 2028–2034 is expected to be closely connected to this fund, especially for competitiveness-related collaborative research.

Why this matters:

Research and innovation may be more linked to deployment

Strategic technologies may receive stronger attention

Projects may need clearer industrial relevance

Synergies with other EU funding instruments may become more important

Market uptake and scale-up logic may be expected earlier

 **Main takeaway:** Organisations should not look at Horizon Europe alone. They should understand the broader EU competitiveness agenda.

Useful link: https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en

Collaborative Research Will Remain Important

Collaborative research will remain one of the core strengths of Horizon Europe. However, future collaborative projects will need to be more clearly aligned with European priorities and more convincing in terms of impact, exploitation and stakeholder relevance.

A strong consortium should include partners that are essential for the project logic:

Technology providers

Research organisations

SMEs and scale-ups

Industrial partners

End-users

Public authorities

Clusters and associations

Standardisation actors

Communication and exploitation experts

Deployment partners

 **Main takeaway:** Partners should not be selected only because they are available. They should be selected because they are strategically necessary.

European Partnerships: What Will Change

European Partnerships will continue to play an important role in FP10. However, the partnership landscape is expected to become more selective, strategic and aligned with EU priorities.

Future partnerships are expected to be assessed through principles such as:

- EU added value
- Necessity
- Strategic coordination
- Policy alignment
- Portfolio logic
- Shared commitment
- Life-cycle approach

What this means for organisations:

- Monitor partnership agendas early
- Follow consultations
- Join relevant associations and working groups
- Build visibility before calls are launched
- Understand Strategic Research and Innovation Agendas
- Position yourself inside future ecosystems



Main takeaway: In FP10, visibility before the call may be as important as the proposal itself.

Useful links: <https://www.era-learn.eu/news-events/news/fp10-commission-outlines-future-approach-to-european-partnerships>

<https://www.era-learn.eu/>

Simplification Does Not Mean Easier Proposals

Simplification is one of the strongest FP10 directions.

The Commission aims for:

- Simpler programme structure
- Faster implementation
- Reduced time to grant
- Shorter work programmes
- Less prescriptive topic descriptions
- Streamlined reporting
- Broader use of lump sum funding

But shorter topics do not automatically make proposals easier. When topic descriptions become less prescriptive, applicants must interpret the topic more strategically and define the project logic themselves.

📌 **Main takeaway:** Shorter templates require stronger strategy.

Lump Sum Funding: What Applicants Must Prepare

Lump sum funding is expected to continue expanding. It can reduce administrative burden, but it requires stronger planning from the beginning.

Applicants need to prepare carefully:

- Work package structure
- Task distribution
- Deliverables
- Milestones
- Partner responsibilities
- Budget logic
- Implementation risks
- Internal reporting
- Evidence of completion
- Consortium coordination

Risk to avoid:

- Weak work package design
- Unrealistic milestones
- Unclear partner responsibilities
- Budget not aligned with tasks
- Too many deliverables without clear value

 **Main takeaway:** Under lump sum funding, weak planning becomes an implementation risk.

Useful link: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/horizon/lump-sum>

Research and innovation — [Horizon Europe](#) — The EU's research and innovation funding programme 2021-2027

[FP10: Commission outlines future approach to European Partnerships — ERA-LEARN](#) — The webinar "Shaping FP10: State of Play & Preparation by the European Commission" was organised by key European research, development and innovation stakeholder organisations on 2 June 2026 and brought together representatives from the research and innovation community for an exchange with the European Commission on the state of play of FP10 preparations. Pauline Rouch, Director of the Common Policy Centre at DG Research and Innovation, presented the European Commission's current thinking on the next EU Framework Programme for Research and Innovation. The discussion offered important insights for the European Partnership community, in particular on simplification, portfolio-building and...

[EU Funding & Tenders Portal](#) — The Funding and Tenders Portal is the single entry point (the Single Electronic Data Interchange Area) for applicants, contractors and experts in funding programmes and procurements managed by the European Commission.

TRLs and Deployment Pathways

FP10 is expected to cover a broad range of Technology Readiness Levels, from early research to validation, demonstration and deployment. Projects should clearly explain where they stand in the innovation chain.

Key questions to answer:

01

What is the current TRL?

03

Where will the solution be validated?

05

What happens after the project?

02

What TRL will be reached by the end of the project?

04

Who are the end-users?

06

Is the next step market entry, policy adoption, standardisation or investment readiness?



Main takeaway: A strong FP10 proposal will not only describe activities. It will show a credible pathway to impact.

Useful link: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

EU Missions and Dual-Use Research

EU Missions are expected to remain relevant, especially towards the 2030 targets.

Mission-related areas include:

- Climate adaptation
- Cancer
- Soil
- Cities
- Oceans and waters
- Regional innovation ecosystems

Mission projects will need stronger:

- Stakeholder mobilisation
- Local implementation
- Policy relevance
- Sustainability planning
- Synergies with national and regional funding

Dual-use research may also become more relevant in selected topics.

Relevant areas may include:

- AI
- Cybersecurity
- Sensors
- Advanced materials
- Robotics
- Semiconductors
- Space technologies
- Communication infrastructure
- Critical systems



Main takeaway: Future projects may need stronger deployment, ethics, security and compliance logic.

Useful link: https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-missions-horizon-europe_en

What Companies Should Do Now

Companies should not wait until the first FP10 calls are published. They should prepare their EU project positioning now.

Practical actions:

- Map technologies, products and services against EU priorities
- Define possible consortium roles
- Clarify current TRL and target TRL
- Identify use cases and pilot opportunities
- Prepare a short EU project profile
- Build relationships with coordinators
- Follow relevant European Partnerships
- Prepare exploitation and market uptake logic
- Identify possible standardisation or deployment relevance

Possible company roles in a project:

- Technology provider
- Pilot owner
- Industrial validator
- End-user
- Data provider
- Exploitation partner
- Standardisation actor
- Deployment partner





What Coordinators and Research Organisations Should Do Now

Coordinators, universities and research organisations should start building FP10-ready pipelines.

Recommended actions:

- Identify strategic topic areas
- Map future partnership priorities
- Prepare concept notes early
- Connect with companies and end-users
- Engage regions and deployment actors
- Build balanced consortia
- Plan impact from the beginning
- Integrate exploitation and communication early
- Think beyond the project duration
- Prepare sustainability and uptake pathways

A strong coordinator will need to show:

- Excellent science
- Strong project logic
- Right partners
- European added value
- Impact pathway
- Implementation capacity
- Exploitation potential
- Stakeholder relevance



Main takeaway: The strongest coordinators will combine excellent research with a credible route to impact.

FP10 Readiness Checklist

Use this checklist to assess whether your organisation is ready.

Do we know which FP10 priorities are relevant for us?

Do we understand where our technology or expertise fits?

Do we have a clear EU project profile?

Do we know our possible consortium role?

Do we understand our TRL and next development step?

Do we know which partners we need?

Do we monitor European Partnerships and consultations?

Do we have potential coordinators or strategic partners?

Do we have a credible impact and exploitation logic?

Do we understand lump sum planning?

Do we have evidence of market, policy or stakeholder relevance?

Do we have internal capacity for proposal preparation

Useful Links to Save

European Commission — Horizon Europe / FP10:

https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en

European Commission news — Horizon Europe 2028–2034:

https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/horizon-europe-2028-2034-twice-bigger-simpler-faster-and-more-impactful-2025-07-16_en

ERA-LEARN — FP10 and European Partnerships:

<https://www.era-learn.eu/news-events/news/fp10-commission-outlines-future-approach-to-european-partnerships>

ERA-LEARN — European Partnerships portal:

<https://www.era-learn.eu/>

EUA — FP10 webinar page:

<https://eua.eu/events/eua-events/webinar-shaping-fp10-state-of-play-preparation-by-the-european-commission.html>

YouTube recording — FP10 state of play webinar:

https://youtu.be/NrCOLb17EQY?is=tqATyBjaWh3nrBE_

European Commission — EU Missions:

https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-missions-horizon-europe_en

European Commission — Lump sum funding:

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/horizon/lump-sum>

EU Funding & Tenders Portal:

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>