

MOMENTUM ONE ZERO

Launching a £70M innovation centre, then building the machinery behind the brand.

Marketing Lead | Launch management • Stakeholder engagement • Operating systems • B2B growth • Innovation

THE CONTEXT

Momentum One Zero is Queen’s University Belfast’s £70M digital innovation centre under the Belfast Region City Deal. It forms part of Queen’s wider £230M innovation programme alongside AMIC and iREACH Health, connecting research, industry and government around data-driven innovation.

I joined at founding stage. February to June 2024 was about getting a new organisation ready to meet the market, culminating in the public launch of Queen’s three innovation centres. From July 2024 onwards, the challenge changed: Momentum One Zero existed publicly, but its industry-facing brand, channels, stakeholder rhythms and marketing operation still had to be built.



01 LAUNCH MANAGEMENT

The launch was a project, not a party

The June 2024 launch brought together Queen’s three Belfast Region City Deal innovation centres and more than 200 internal and external stakeholders, including Economy Minister Conor Murphy and representatives from government, industry, further and higher education and the wider community.

I owned Momentum One Zero’s workstream inside the wider Queen’s delivery team: guest-list development, invitations, speakers, agenda, event production, branding and collateral, partner coordination, ministerial and VIP handling, supplier management, run-of-show and post-event follow-up.

SCOPE	MAP	PLAN	COORDINATE
Define M1.0 requirements inside a three-centre launch	Guests, speakers, partners, VIPs and suppliers	Workback schedule, approvals and production deadlines	QUB teams, centres, partners and vendors
DELIVER	CONTROL	CLOSE	TRANSITION
Agenda, production, collateral and VIP flow	Late changes, dependencies and approval risk	Follow-up and stakeholder communications	Move from launch into ongoing brand operation

PROJECT-MANAGEMENT LAYER

Scope • workback planning • stakeholder mapping • dependency management • approvals • supplier coordination • risk and issue handling • live delivery • closure

02 DELIVERY UNDER PRESSURE

A hard external deadline is very good at exposing weak process

Speakers change. Approvals arrive late. Suppliers still need final files. I structured the workstream around dependencies rather than a flat task list, separating decisions that would block production from items that could remain flexible.

The stakeholder architecture mattered just as much. Government representatives, university leadership, academics, industry partners, speakers and suppliers needed different information at different points. Delivery depended on knowing who owned a decision, who needed consultation and who simply needed a timely update.



03 JULY 2024 → SEPTEMBER 2025

Then the organisation had to become a brand

After launch, I became effectively the standalone marketing function for Momentum One Zero. Central university marketing was largely institutional and student-facing. Momentum One Zero needed a B2B model built around companies, funders, researchers, government and innovation partners.

I built the operation from the ground up: website, social channels, editorial calendar, newsletters, events, partner campaigns, case studies, media activity, stakeholder database, brand governance, agency management, industry outreach and thought leadership.

Each channel needed inputs, owners, approval routes, deadlines and reporting. Without that structure, a one-person function becomes a queue of urgent requests remarkably quickly.

04 MARKETING OPERATIONS

I built the operating system before scaling the output

Campaign calendar

Launches, funding milestones, events, partner activity and planned campaigns.

Approval process

Source owners and sign-off routes for technical accuracy and organisational approval.

Event tracker

Milestones, suppliers, invitations, dependencies and post-event actions.

Reporting dashboard

Channel and campaign performance brought into a regular review rhythm.

Stakeholder map

Industry, government, academic, advisory-board, partner and media relationships.

Asset library

Reusable brand and campaign assets rather than repeated one-off production.

Project pipeline

Forward view of research, funding and partnership milestones worth externalising.

Budget & supplier process

Scoping, procurement, briefing, delivery checks and invoice management.

THE PRACTICAL BENEFIT

The system gave me an early-warning view of what was coming, where information lived, who needed to approve it and which dependencies could derail delivery. It turned a solo function from reactive execution into planned programme delivery.

05 BUILDING CREDIBILITY

The news pipeline became evidence of an organisation taking shape

The first year tracked Momentum One Zero becoming more concrete: leadership appointments, major research awards, international R&D partnerships, Industry Advisory Board governance and cross-border programmes. I wrote, managed and promoted this output, coordinating with the people closest to the work so complex activity could be communicated accurately and accessibly.

Leadership Interim Executive Director appointment during a critical stage of development.

£6.25M UKRI award Supply-chain resilience across food, critical minerals and fashion.

US–Ireland R&D AI-enabled agri-food research through the US-Ireland R&D Partnership Programme.

Industry governance Appointment of the Chair of Momentum One Zero’s Industry Advisory Board.

€9.85M ONEHEALTH Cross-border AI and health innovation with academic, SME and policy partners.

The editorial pipeline also acted as a project pipeline: it surfaced milestones, information owners, dependencies and stakeholder approvals across the organisation.

06 B2B ENGAGEMENT

One organisation, several stakeholder propositions

Industry partners wanted a reason to collaborate. Researchers needed accuracy. Government and funders needed evidence of delivery and economic relevance. Senior leadership needed coherence. Prospective partners needed a simple route into technically complex capability.

I treated engagement as segmentation rather than broadcasting: different propositions, evidence and cadences, held together by one organisational narrative.

INDUSTRY	GOVERNMENT / FUNDERS	ACADEMIA	WIDER MARKET
Capability, collaboration and routes in	Progress, impact and economic relevance	Research accuracy and collaboration	Clear proposition and accessible proof

07 OUTCOMES

Scale and working portfolio metrics

The institutional scale is source-backed: Momentum One Zero is a £70M centre within Queen’s £230M innovation programme; the June 2024 three-centre launch attracted more than 200 stakeholders; and Queen’s projected the centres to support up to 4,000 jobs. The marketing-performance figures below are illustrative drafting estimates and should be replaced with analytics before publication.

£70M	200+	4,000	~3×
M1.0 programme	launch stakeholders	jobs projected across three centres	website traffic vs early baseline
~2.5×	~65%*	50+*	8+
LinkedIn audience growth	average engagement growth	qualified industry / partner enquiries	campaigns, events and major workstreams

08 THE BUILD SEQUENCE

From launch to operating rhythm

FEB–JUN 2024	LAUNCH BUILD	Stakeholders, brand and web preparation, suppliers, speakers, event production and public launch.
JUL–DEC 2024	FOUNDATION	Channels, editorial rhythm, stakeholder database, campaign calendar, website and operating processes.
JAN–SEP 2025	SCALE	More programmes and proof, stronger industry engagement, formalised governance and a more mature B2B narrative.



09 DELIVERY DISCIPLINE

The part I carry into project roles

The most useful part of this experience was not simply learning how to market an innovation centre. It was learning how to create order around something that was still becoming an organisation.

There was no mature marketing operation to inherit. I established the stakeholder architecture, delivery cadence, approval routes, supplier processes, campaign pipeline and reporting structure while simultaneously shipping the work those systems were meant to support.

That required the same habits I use in project delivery: define the outcome, identify dependencies, make ownership visible, sequence decisions, surface risk early, keep stakeholders informed and close the loop after delivery.

THE RESULT

Momentum One Zero moved from launch-stage proposition to an active, recognisable industry-facing innovation brand, with a functioning marketing operation behind it rather than a collection of one-off activities.