

MOMENTUM ONE ZERO

From visibility to growth: connecting communications, business development and delivery.

Marketing Lead | Process design • Project management • Business development enablement • Stakeholder engagement • Organisational development

THE ORGANISATION

Momentum One Zero is Queen’s University Belfast’s £70M digital innovation centre, created through the Belfast Region City Deal. It brings researchers, engineers, industry and government together around secure connected intelligence, with sector activity spanning health, cyber security, agri-food and advanced digital technologies.

By October 2025, Momentum had moved beyond launch. Its programmes, partnerships, engineering activity, external events and physical build were all accelerating. The next challenge was not simply to make the organisation more visible. It was to make a growing organisation easier to connect, evidence and commercialise.

My role evolved with it. I continued to lead marketing, but increasingly worked across engineering, business development, operations and leadership to build the lightweight systems that linked activity to impact, impact to market engagement, and market engagement back to commercial opportunity.

01 SCALE-UP CONTEXT

The problem had changed: growth created coordination debt

A project team could complete valuable technical work while business development still needed a usable proof point. A conference could create promising conversations without a consistent way to capture what happened next. A funding or programme milestone could matter to the quarterly project board, yet communications might hear about it too late.

None of these were dramatic failures. They were the predictable gaps that appear when an organisation grows faster than its operating routines.

THE DESIGN QUESTION

How do you create enough structure to make growth measurable and repeatable without adding bureaucracy to a fast-moving innovation centre?

02 GROWTH OPERATING MODEL

I connected the work into one operating loop

DELIVERY	CAPTURE	PACKAGE	ENGAGE	ROUTE	LEARN
Projects, programmes, engineering milestones	Comms & impact pipeline	Stories, case studies, events, media	Industry and stakeholder response	Sector tagging and BD follow-up	ROI, reporting and next actions

The shift was from output tracking to value tracking. An event was not complete when we attended it. A project was not commercially useful simply because the engineering was finished. A story was not successful because it had been published. Each needed a route into the organisation’s wider objectives.

03 COMMS & GOVERNANCE TRACKER

A shared pipeline for impact, not another spreadsheet

Projects, funding wins, partnerships and technical milestones were happening across multiple teams. I created a central communications and impact tracker so teams could flag what was coming, who owned the information, what approvals were needed, which channels were relevant and where each item sat in the delivery cycle.

It became more than a content calendar. Momentum reports progress quarterly to stakeholders and its project board, and this became a crucial record of key impact stories. It gave the organisation a common evidence pipeline rather than relying on memory, inboxes or who happened to be in a meeting.

LIGHTWEIGHT PORTFOLIO MANAGEMENT

Identify → Log → Assign → Prioritise → Develop → Approve → Publish → Report

04 EVENT PORTFOLIO & LEAD GENERATION

I put an ROI question behind the event calendar

Momentum operates in an ecosystem where conferences and industry forums genuinely matter. The problem is that a full diary can look like progress even when nobody knows what happened afterwards.

I changed how events were selected and recorded: strategic objective, target audience, sector relevance, representation, pre-event preparation, contacts made, follow-up and resulting value. Sector tagging then helped route relevant enquiries towards the right business-development conversations.

EVENT LIFECYCLE

Select → Prepare → Attend → Capture → Qualify → Route → Follow up → Evaluate

I also represented or supported Momentum at major ecosystem events including Big Data Belfast 2024 and 2025, HIRANI events in 2025 and 2026, and Connected AI 2026. The process meant those appearances could be evaluated as part of a portfolio rather than treated as isolated calendar entries.

20–50	30+	15+	6
organic inbound enquiries / month	events assessed or tracked	strategic events supported / represented	sector areas for routing
90%+	0 → 20–50	3	ROI
priority-event follow-up captured	organic enquiry baseline to monthly flow	New processes introduced	built into event selection



05 BUSINESS DEVELOPMENT ENABLEMENT

Turning engineering delivery into commercial proof

Momentum's technical teams were producing sophisticated work. Business development needed that work translated into concise evidence a prospective partner could understand and reuse in a pitch or proposal.

I worked with engineering teams to extract the client problem, technical intervention, solution and outcome; wrote the narrative; created a repeatable success-story template; and handed the finished asset to the business-development team for pitching calls and proposals.

THE HAND-OFF

Engineering delivery → Structured discovery → Commercial case study → BD pitch / proposal → Prospective partner

This required enough technical fluency to interrogate the work without flattening it. My job was not to pretend to be the engineer. It was to understand the engineer well enough to surface the commercial relevance.

One editorial system, multiple routes to market

Website, newsletters, social media, events, case studies and external publications were managed as one editorial portfolio. A partnership announcement could become a website story, newsletter item, social proof point and BD conversation; an event could feed contacts back into the lead process; a technical delivery milestone could become a case study and later a stakeholder-reporting proof point.

I also managed Momentum's relationship with Sync NI across three consecutive issues: identifying stories and spokespeople, pitching topics, coordinating interviews and contributors, reviewing the process and writing copy. The Summer 2026 edition produced three Momentum-related features across healthcare AI, leadership and digital health.

3	3	40+	25+
consecutive Sync NI issues managed	features in one Summer 2026 issue	impact stories captured	external stories / features
35–50%	30–40%	20–50	10
estimated YoY website traffic growth	estimated LinkedIn audience growth	monthly inbound enquiries	integrated editorial portfolios

A construction milestone became a multi-stakeholder delivery project

The appointment of Henry Brothers and the subsequent sod-cutting marked a visible transition from planned facility to active construction. I managed the communications around the contractor announcement and then owned the sod-cutting event workstream across stakeholder and VIP invitations, government representatives, contractor coordination, agenda and speakers, site logistics, health and safety coordination, press, photography, collateral, run-of-show and post-event follow-up.

Because the event took place around a live construction programme, the dependency map was different from a standard corporate event. Site access, safety, contractor requirements, VIP movement, media needs and the public narrative all had to line up against one fixed milestone.

DELIVERY FRAME

Scope → Stakeholders → Dependencies → Site / H&S risk → Production → Live delivery → Communications → Closure

Not every strategic partnership needed me in the room

For the strategic MoU with AICC, my role was communications rather than partnership negotiation. I managed the external narrative and supporting communications while the commercial and strategic relationship remained with the appropriate leads.

That distinction mattered in a cross-functional organisation: good project delivery is partly knowing what you own, what you influence and what should remain with somebody else.

The internal operating model mattered too

As Momentum grew across academic, corporate and operational teams, I facilitated the process of defining the team's shared values and owned the translation from workshop discussions into a practical framework and guide.

The five values - Team Players, Integrity, Respect, Ownership and Adaptability - were written as behaviours rather than wall decoration: follow through on milestones, surface problems early, share information, work across functional boundaries and take responsibility for visible friction.

A USEFUL RULE

"If you see it, own it or route it." The principle captured both the values framework and the way the wider operating model was designed.

What the systems changed

By this stage, the marketing function was no longer operating as a downstream service waiting for requests. It had become connective infrastructure across delivery, governance, market engagement and business development.

BUSINESS NEED	SYSTEM / INTERVENTION	OPERATIONAL VALUE
Projects happening across teams	Impact / comms tracker	Central visibility and quarterly evidence
Increasing event activity	Event prioritisation + ROI tracker	Better selection, follow-up and learning
New organic interest	Lead capture + sector tagging	Clearer routing into BD
Complex technical delivery	Standardised success stories	Reusable sales enablement
Multiple external channels	Integrated editorial portfolio	Consistent market narrative
Growing multidisciplinary team	Shared Values framework	Common behavioural expectations
Public construction milestone	Structured event workstream	Controlled multi-stakeholder delivery

11 WORKING METRICS

Impact at a glance

20–50	30+	40+	15+
organic inbound enquiries / month	events tracked / assessed	impact stories captured	commercial case studies created
4	35–50%	30–40%	90%+
consecutive Sync NI issues	estimated YoY website traffic growth	estimated LinkedIn audience growth	priority milestones captured for reporting

12 CLOSING PERSPECTIVE

The scale-up lesson

The interesting part of this phase was not producing more communications. It was recognising that the organisation had reached the point where informal coordination was becoming expensive.

I introduced structure where it created leverage: a shared evidence pipeline, event ROI, lead routing, reusable commercial proof, clearer editorial coordination and a practical behavioural framework. The systems were deliberately lightweight, because the goal was not process for its own sake. The goal was to help a growing innovation centre make better use of the work it was already doing.

THE RESULT

Momentum moved towards a more connected growth model: delivery generated evidence, evidence supported engagement, engagement generated trackable interest, and the organisation had clearer systems for deciding what happened next.