



International Engagement Working Group

Table of Contents

1. Background.....	2
2. Executive Summary	2
3. Action Plan.....	5
3.1. Objective 1: Develop Space Scotland’s International Visibility Campaign	5
3.2. Objective 2: Help to develop bilateral and multilateral space relationships between Scotland and other nations.	7
3.3. Objective 3: Support Scottish Development International in its trade facilitation efforts.....	8
3.4. Objective 4: Represent and support Space Scotland during international engagements and trade shows	8
3.5. Objective 5: Develop a Core Knowledge base on common issues when “doing business internationally”	8
4. Governance and Membership.....	8
5. Dependencies and Risks	8

1. Background

Space Scotland is the coordinating body representing the Scottish space sector. Its mission is to **grow a globally competitive, sustainable, and inclusive space economy in Scotland**, aligned to the ambitions of Scottish and UK space policy. Space Scotland brings together industry, academia, government, and the public sector to deliver on four strategic priorities:

- Position Scotland as a leading location for space launch and manufacturing.
- Exploit space data and applications to address national and global challenges.
- Build a resilient, diverse, and highly skilled workforce.
- Ensure the sector is recognised as a leader in sustainability and responsible space.

Working Groups are one of the delivery mechanisms within Space Scotland. Each group operates under a shared framework of Terms of Reference and Action Plans, ensuring work is strategically aligned, practically deliverable, and visible to the wider ecosystem. Working Groups report progress and issues to the Delivery Coordination Group and contribute evidence, advice, and outputs to the Space Scotland Chief Executive Officer (CEO) and Board. The purpose of each Working Group is to:

- **Align** expertise around specific themes linked to Scottish and UK space policy.
- **Define** and deliver actions that support the sector's growth.
- **Surface** challenges, dependencies, and opportunities for collaboration.
- **Provide** advice and insight to the Space Scotland Board and partners.
- **Represent** the collective voice of the sector in their thematic area.

This Action Plan sets out what the Working Group will focus on over the coming years. It highlights the group's priorities, the activities planned, and how these will support the growth of Scotland's space sector. The plan is designed to give clarity to members, partners, and the wider community about where effort is being directed, what outcomes are expected, and how people can get involved.

2. Executive Summary

This Action Plan outlines the priorities and activities of the Working Group. It is structured to provide a clear and accessible overview of the group's objectives, the actions it will take, and the expected timeframes for delivery. The plan is divided into two key timelines:

- **Near-term plans (2–5 years):** These actions are designed to align closely with the Scottish Space Strategy, ensuring the group’s activities support immediate national priorities and opportunities.
- **Long-term vision:** This section sets out broader objectives and aspirations for the group beyond the initial 5-year period, providing a forward-looking perspective on future growth and strategic impact.

The Working Group’s purpose is to deliver strategic international engagement that opens markets, fosters innovation, and secures Scotland’s leadership in the global space economy, and its objectives align with the Scottish Space Strategy and other ecosystem priorities. Each objective is underpinned by a set of actions or work packages that have been identified and prioritised through consultation with members and partners.

The table below outlines the planned actions for each year, mapped against the group’s objectives. This provides a high-level roadmap to track progress and ensure accountability, while allowing flexibility as priorities evolve.

Summary of objectives:

- **Objective 1:** Develop Space Scotland’s international visibility campaign. *“Space Scotland is International”*
- **Objective 2:** Help to develop bilateral and multilateral space relationships between Scotland and other nations.
- **Objective 3:** Support Scottish Development International in its trade facilitation efforts
- **Objective 4:** Represent and support Space Scotland during international engagements and trade shows
- **Objective 5:** Develop a Core Knowledge base on common issues when “doing business internationally”

High-level action timeline:

	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
2026–2027	1. Identify key international markets for growth. 2. Create a "Space Scotland is	1. Map potential partner nations for collaboration. 2. Initiate conversations with foreign space agencies. 3. Design a	1. Identify key trade opportunities for collaboration. 2. Develop joint promotional	1. Identify key international events worth attending. 2. Create a presentation template for trade shows. 3. Develop	1. Identify common international business challenges. 2. Conduct interviews and surveys

	International " slogan. 3. Develop digital content highlighting Scotland's space capabilities.	framework for bilateral communications .	materials. 3. Attend SDI workshops and training sessions.	communicatio n kits for representatives	with industry experts. 3. Collect resources and articles on international trade.
2027–2028	4. Launch a social media campaign targeting global audiences. 5. Collaborate with Scottish influencers for brand awareness. 6. Develop partnerships with international space publications.	4. Conduct virtual meetings with identified partners. 5. Help and support in the Drafting of agreements or MoUs for cooperation. 6. Explore joint research and development opportunities.	4. Collaborate on trade missions within budget limits. 5. Share insights on international market trends. 6. Leverage SDI's network for space industry growth.	4. Organize participation in virtual trade shows. 5. Schedule regular prep sessions for teams attending shows. 6. Gather resources on host countries' business cultures.	4. Organize virtual workshops on doing business internationally. 5. Create a digital knowledge repository on these issues. 6. Update resources regularly based on learned insights.
2028–2029	7. Participate in low-cost global webinars and podcasts. 8. Develop a cultural exchange program online. 9. Monitor campaign success and collect feedback.	7. Facilitate exchange programs with partner countries. 8. Organize joint virtual summits with partners. 9. Evaluate relationship progress and adapt strategies.	7. Facilitate connections between Scottish and global businesses. 8. Research potential space industry partners through SDI. 9. Monitor economic impacts of trade	7. Evaluate trade show performance and improve strategies. 8. Build connections with global industry professionals. 9. Disseminate post-event reports to stakeholders.	7. Host a series of webinars with industry experts. 8. Develop checklists and guides for international ventures. 9. Expand repository with case studies and best

		facilitation efforts.		practices.
2029–2030	10. Host virtual international space events. 11. Adapt campaign strategies based on feedback. 12. Explore innovative digital marketing tools.	10. Co-publish reports with SDI on space trade. 11. Enhance communication strategies with SDI. 12. Support SDI-led trade shows and exhibitions.	10. Localize presentation materials for targeted audiences. 11. Train team members on effective representation skills. 12. Strengthen follow-up processes after engagements.	10. Sustain and grow the knowledge base. 11. Update strategies for knowledge dissemination. 12. Ensure knowledge base aligns with evolving global trends.
2030–2031	13. Assess campaign impact on international presence. 14. Strengthen relationships with global industry leaders. 15. Plan for future campaign sustainability.	13. Review impact of trade support initiatives. 14. Develop strategies for sustained support efforts. 15. Innovate new methods for trade facilitation.		
2031+				

3. Action Plan

3.1. Objective 1: Develop Space Scotland's International Visibility Campaign

Below is a draft Plan for the International engagement strategy work plan for Space Scotland's international visibility campaign. "Space Scotland is International" This plan breaks the project

into discrete tasks and estimates the manhours required for each task along with a cost estimate based on an assumed rate of £125 per hour. (Keep in mind that actual billing rates and scheduling priorities might vary based on consultants that are available to execute this work.) The Project work would be supported from members of the IEWG as well as contracted staff and as such the costing relates only to the Contracted staff hours as an estimate. The overall project is broken into three phases: a Setup (planning) phase, an Execution (implementation) phase over approximately 12–16 weeks, and a Review & Optimization (wrap-up) phase.

Project Breakdown

Phase 1: Setup and Strategic Planning (Weeks 1–4)

1. “Space Scotland is international” Strategy & Planning Document (40 hours – £2,000)

Task Description: Develop a strategic document outlining the campaign’s objectives, KPIs, timelines, budget allocations, and overall digital vision.

Delivery Team: IEWG Team, Digital Strategist and Project Manager.

Outcome: A clear project roadmap and strategy memo approved by key stakeholders.

2. “SPACE SCOTLAND IS INTERNATIONAL” DIGITAL CAMPAIGN, CONTENT STRATEGY DEVELOPMENT (30 HOURS – £3,750)

Task Description: Define content themes, messaging guidelines, and create an editorial calendar tailored for international audiences.

Delivery Team: IEWG Team, Content Strategist and Digital Strategist.

Outcome: A monthly content plan with topic ideas, timelines, and distribution channels.

Phase 2: Implementation & Execution (Weeks 5–16)

3. Content Production (135 hours – £16,875)

Task Description: Blog Posts, Develop 5 thought-leadership blog posts (estimate 15 hours each for drafting and editing = 75 hours). Video Production: Produce 1 flagship video that tells Space Scotland’s international story (40 hours from planning through editing). Infographics & Visuals: Create impactful infographics that explain key industry trends and technological expertise (20 hours).

Delivery Team: IEWG Team, Content Creators, Video Producer, Graphic Designer.

Outcome: A suite of multi-format content assets ready for distribution across digital channels.

4. SEM & PAID DIGITAL CAMPAIGN SETUP (80 HOURS – £10,000)

Task Description: Setup: Develop and launch initial paid campaigns across platforms like Google Ads and LinkedIn (20 hours). Ongoing Management: Optimize and adjust campaigns with targeted keyword bidding and ad performance reviews (estimated 5 hours/week for 12 weeks = 60 hours).

Delivery Team: IEWG Team, SEM Specialist, Digital Marketer.

Outcome: Paid campaigns that drive quality traffic and increase Space Companies in Scotland internationally.

5. Social Media Management (36 hours – £4,500)

Task Description: Plan and execute targeted social media posts, engage with international audiences, and schedule posts (approximately 3 hours per week over 12 weeks).

Delivery Team: IEWG Team, Social Media Manager, Content Strategist.

Outcome: Increased engagement and consistent presence across social channels.

6. ANALYTICS & REPORTING DASHBOARD SETUP (145 HOURS – £18,125)

Task Description: Configure Google Analytics, from Space Scotland Website traffic, integrate custom tracking, and build dashboards (Power BI) that visualize KPIs (25 hours). Ongoing Monitoring: Conduct weekly performance reviews and generate reports (10 hours/week for 12 weeks = 120 hours).

Delivery Team IEWG Team, Data Analyst, Digital Strategist.

Outcome: A robust monitoring system that tracks progress in real time, facilitating agile adjustments to strategy.

Phase 3: Project Management & Coordination (Throughout the Project Period)**7. Project Management & Coordination (24 hours – £3,000)**

Task Description: Conduct weekly meetings, manage timelines, coordinate between teams, and ensure that milestones are met throughout the execution phase (approximately 2 hours/week over 12 weeks).

Delivery Team: IEWG Team, Project Manager.

Outcome: Seamless coordination and timely delivery of all strategic components.

3.2. Objective 2: Help to develop bilateral and multilateral space relationships between Scotland and other nations.

3.3. Objective 3: Support Scottish Development International in its trade facilitation efforts

3.4. Objective 4: Represent and support Space Scotland during international engagements and trade shows

3.5. Objective 5: Develop a Core Knowledge base on common issues when “doing business internationally”

4. Governance and Membership

The delivery of this Action Plan will be overseen by the Working Group members under the leadership of its Co-Chairs. Membership includes representatives from industry, academia, and public sector partners, who contribute on a voluntary basis.

The group will meet on a Quarterly meetings, with monthly activity-based sessions as needed. Occasional (bi-annual) workshops to bring the full community together may be planned on the basis to review progress, refresh priorities, and report updates through the *Space Scotland Delivery Coordination Group*. Chairs are responsible for ensuring actions are followed up between meetings, with support from Space Scotland’s executive team where relevant.

This Action Plan is a live document. It will be reviewed annually to ensure objectives remain aligned with Scottish and UK space policy, and amended as required in consultation with members.

Note: The Space Scotland Delivery Coordination Group structure is still under discussion at board level.

5. Dependencies and Risks

Progress on the actions set out in this plan will depend on several external factors, including:

- Interdependencies with other Working Groups (e.g. shared data, skills needs, or cross-cutting sustainability issues).

- Alignment with national and regional initiatives, including Scottish Government priorities and UK-wide programmes.
- Resource availability, particularly the volunteer time of members and the availability of external funding.

Risks to delivery include limited engagement from members, lack of funding to support activity beyond volunteer capacity, or duplication of effort with other organisations. These risks will be reviewed periodically, with issues escalated through the Delivery Coordination Group to the Space Scotland Board where necessary.

