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Building a Standout Quantum Comms Strategy

A practical guide from TFD's Quantum Practice, developed in partnership with voices from the quantum technology industry.

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Foreword from TFD Founder & CEO, Stephanie Forrest

When I started working in quantum over six years ago, practical quantum computing was still considered to be years away. While AI was turning the heads of the world's largest investors - attracting more than 20 per cent of total VC funds in 2020, according to the OECD - early financiers in quantum needed to be risk-tolerant and comfortable with technical uncertainty.

At that time, VCs were investing in a technology defined more by its future potential than its present-day commercial reality. **That world is gone.**

If you're reading this, your priorities have likely already moved from scientific exploration to commercialising a product. That means you're being asked to demonstrate technical progress, market relevance and a credible path to customers. It also means you're vying for capital and attention in an increasingly crowded sector.

Competing in this new age demands much more than a novel idea and a VC who's willing to take a chance. It means successfully navigating a growing gap between genuine progress and hype. It means being honest - yet aspirational - about what your technology can do and what its value will be long-term. Above all else, it means being compelling and authentic.

That requires translating quantum's impact into language that resonates with audiences beyond the scientific community, including non-technical customers, prospects, policymakers, investors, and media. **These are fundamental communication challenges.**

At TFD, we help quantum companies clearly communicate their technology, businesses, and ambitions. We developed this practical guide to share our own insights, alongside those of people working across the quantum technology ecosystem. It takes an 'under-the-hood' look at what makes an

effective quantum communications strategy, and how companies can communicate their value more clearly.

Thank you to our contributors from industry, investment, academia, and the media, who agreed to support us with this project. We hope you enjoy reading it as much as we enjoyed creating it.



Stephanie Forrest,
CEO and Founder, TFD - Think Feel Do

Introduction: From the science to the business of quantum

An industry in transition

Public interest in quantum technology has surged, as governments increasingly view it as critical national infrastructure. Backing ambitious national strategies with real-world investment, total dedicated public funding committed to quantum research and innovation by governments worldwide surpassed **\$56 billion** in 2025 (QED-C).

Private equity has moved just as fast, with investment doubling that year to **almost \$5 billion**. This is felt most keenly in the US, where a fifth of private funds went to a single company, PsiQuantum, in its **\$1 billion Series E** round. However, Europe is following suit, with **Oxford Quantum Circuits** announcing a **\$350 million Series C** round in 2026.

The uptick in public and private investment follows real technical progress. Logical error rates are falling as quantum systems grow larger, and the industry is making strides in quantum error correction. Meanwhile, quantum sensors are delivering real-world practical advantages for Position, Navigation, and Timing (PNT), subsurface mapping, and high-sensitivity magnetometry. Early testbeds are laying the groundwork for a future quantum internet.

All this is underscored by ongoing international collaboration, which is accelerating the speed of innovation, and by supply chains transitioning from bespoke, lab-scale research setups towards more industrialised processes.

The workforce is also broadening. Companies are increasingly hiring non-quantum engineers into applied roles, alongside a small but growing set of business, policy, and communications professionals to drive growth and reach customers.

And quantum is just getting started.

The next challenge facing growing companies in the sector is inherently tied to communication:

“This is the century where quantum goes industrial. We are moving from a field to an industry, and that shift changes everything about how companies need to communicate.”

– Michael Baczyk, Investor, Heartcore Capital

That’s because funding and technical progress do not automatically translate into market understanding or customer trust.

As money flows into the sector, the companies that pull away from the pack will be those who don’t just rely on technical merit, but sell the vision of what their company can deliver.

Good problems to have

Content and messaging strategies built for technical milestones, academic grants, or early fundraising now need to stretch into consistent, proactive communication across a range of audiences.

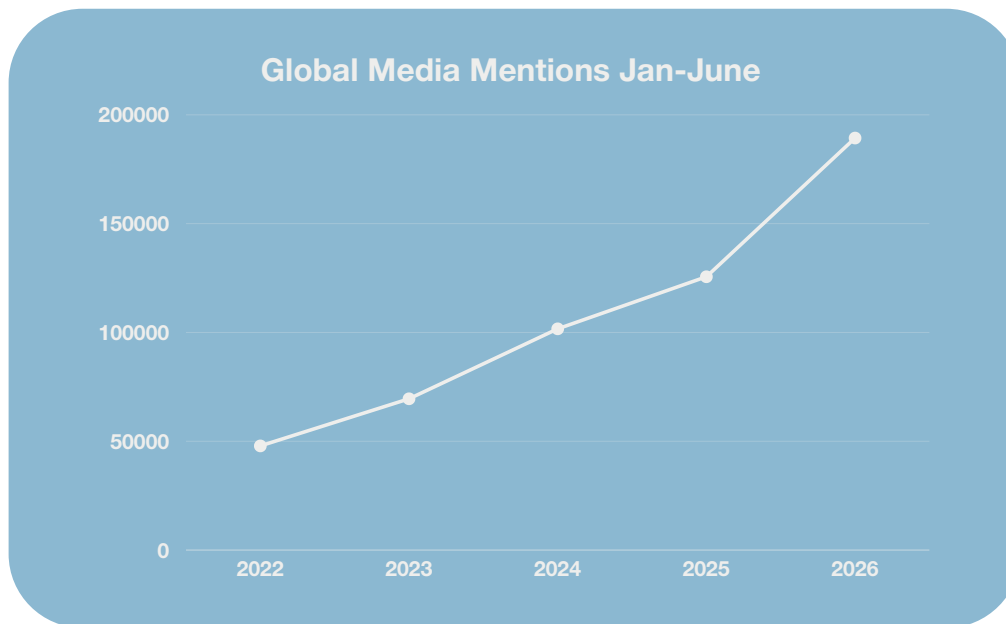
There is also a broader shift happening. The focus is no longer on translating complex science for the layperson. It’s translating complex science into clear commercial value and human impact.

This is felt keenly among the media.

Benchmarking against the competition is now key to cutting through:

“Technical and commercial claims in quantum are difficult to read through. If there’s tangible evidence of where an evolution makes your company stand out compared to the rest of the market – such as validation from a third party, real results with a customer, or “we have this number of logical qubits, and we can break down why it makes us stand out compared to others” – that will likely catch my attention.”

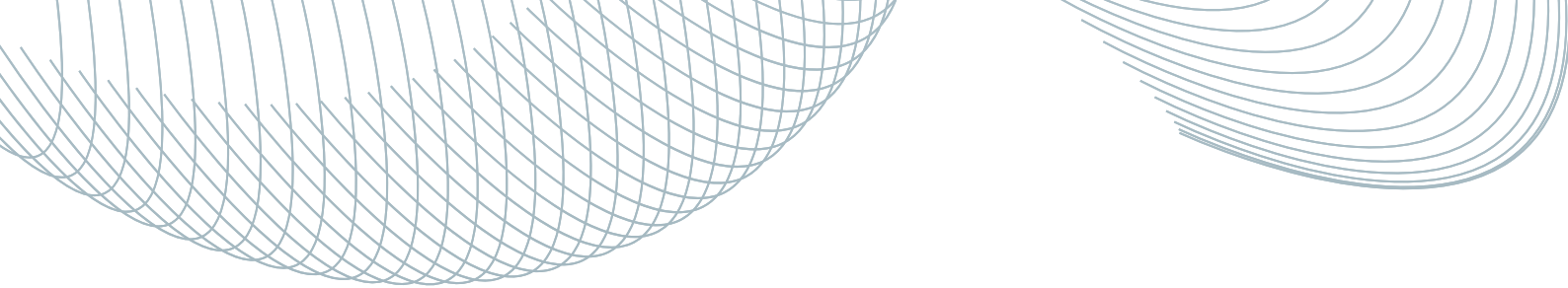
– Daphné Leprince-Ringuet, Senior Reporter at Sifted



Global media interest in quantum technology has steadily increased over the last five years.

But with criticism growing that some companies are exaggerating their claims, maintaining authenticity has become a primary communication challenge. The real skill is knowing when a milestone deserves noise and when it doesn’t, and communicating clearly about where you’re going.

Proving customer relevance and return on investment while the market is still developing means managing claims, expectations, and technical credibility as scrutiny increases. But **Jeroen Bakker, PhD, Partner, Novo Holdings Seed Investments**, agrees this requires a delicate balancing act:



“Big visions are great, but we also need something tangible. Let’s be realistic about what the first product will look like. Sometimes you get lost in the hyperbole, which is not that useful if you want to assess something on its merit.”

So how do you do it?

The rest of this guide sets out a practical formula built on defining clear messages, understanding audiences, and selecting the appropriate channels to reach them. Importantly, it outlines why having the agility to adapt - and the creativity to stand out - in a fast-changing market is so critical at a time when building trust and confidence is key.

Chapter one: Your quantum comms foundation

No matter who we spoke to or the audience we spoke about, the answer to what should form the foundation of any successful communication strategy was the same: **clear, concise, and consistent messaging.**

This should be your first port of call, before you get distracted by the different audiences and channels. **Anja Bräuning, Lead Corporate Communications & Marketing at eleQtron GmbH**, summarised this perfectly:

“You cannot change the underlying message. If you tell people inside the company one thing and people outside another, it will eventually clash. Internal communication is external communication. You can adjust the angle, the lens, or the level of technical depth, but the core message must stay consistent.”

But where do you begin, and how do you balance selling your company successes without giving in to hype?

Validation – the antidote to hype

Being able to determine what’s true, identify genuine milestones, and debunk overinflated claims is critical to building trust in a company, and by extension, the industry overall.

In an age of constant ‘breakthrough’ announcements, it can be easy for a company to slip into a pattern of overinflating its claims, leading to declining credibility and trust.

“The average quantum press release is either ‘we have achieved another historic breakthrough and will cure cancer’ or ‘we improved a parameter by ten per cent.’”

– **Michael Baczyk, Heartcore Capital**

However, that’s not to say you shouldn’t shout about your company successes. In fact, this might raise red flags with some of your audiences and cause issues with your long-term competitive positioning.

He continued: *“The winners live in between. The middle ground is where you communicate real technical progress without oversimplifying it into meaninglessness, and without assuming your reader already lives in your lab.”*

Emilia Conlon, Head of Communications, Riverlane, agreed:

“The transition from academia to industry can bring new communication challenges. Many technical experts are used to communicating through research papers and conferences, rather than broader marketing and communications channels. Part of the comms role is helping teams articulate why an achievement matters, providing context around its significance, and ensuring it resonates with audiences beyond specialist communities.”

Experienced communicators in quantum understand this tightrope. Their advice?

“Don’t add to the hype surrounding quantum. Not every update is going to be an earth-shattering milestone, so offer a realistic perspective on the significance of your news. This way, when you truly have a landmark announcement, your readers will really appreciate the **magnitude of your success.**”

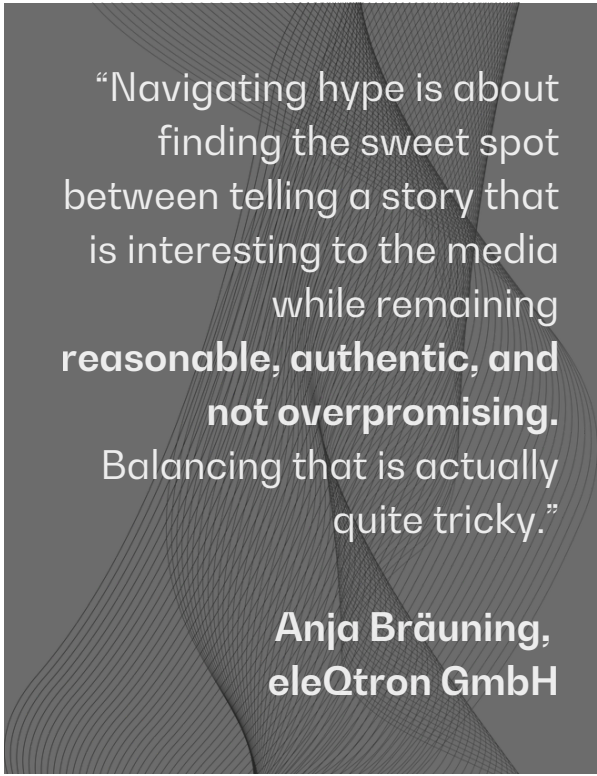
– **Rebecca Malamud, Rigetti Computing**

As **Daphné Leprince-Ringuet's**

earlier comments highlight, an effective way to validate your results and claims - which media and investors are increasingly asking for - is providing strong evidence and third-party validation. But the *type* of validation and who it comes from has a big impact on the credibility of the story:

"If you can get other people to validate your assumptions, that's a great step. Then it comes down to what type of people they are. You have to look at whether they have something to lose."

"The more there is at stake, the more credibility it can bring you." – **Jeroen Bakker, Novo Holdings Seed Investments**



"Navigating hype is about finding the sweet spot between telling a story that is interesting to the media while remaining **reasonable, authentic, and not overpromising.** Balancing that is actually quite tricky."

Anja Bräuning,
eleQtron GmbH

As the industry shifts to encompass more communication about new processes, products, real-life applications, and commercial product outcomes, there's an increasing challenge of communicating why your company's work or news matters.

Dr Andy Sellars, a member of the UK Government Semiconductor Advisory Panel, has spent years advising the UK government via institutions such as UK Research & Innovation (UKRI). He also serves as Director of Strategy at CORNERSTONE, where he advocates for policy support for silicon photonics, an emerging technology.

He told us that the greatest communication errors he's seen when it comes to tech companies trying to reach policymakers involve discussing the technology rather than applications and impact. He also pointed to the need for industries to present a coherent message, saying if they don't, *"it can be confusing to non-experts and policymakers alike."*

Every milestone you communicate will be interrogated, and any weaknesses in the methodology and metrics will be identified. This is now standard practice for ascertaining whether your news is a genuine breakthrough.

Emilia Conlon, Riverlane, puts the difficulty of effectively communicating quantum products down to the industry still finding its way:

“One challenge has been how quickly the industry has shifted in a few years. Research papers used to be the currency and still hold immense value, but we're now an industry that's launching products, running experiments, and delivering project outcomes. Some of those outcomes won't come with the built-in validation of a peer-reviewed paper, so clear communication and other forms of external validation are becoming even more important.”

One core message with an adjustable lens

A key part of defining your narrative is to understand the underlying goal.

What is the outcome you want to achieve? How do you want your audiences to think and feel when they read your message? What action do you want them to take? Much of the challenge comes down to who the story is written for.

“Most quantum companies are optimising for how they are perceived inside the quantum world. They forget there is a much bigger world outside it, and that bigger world is where the customers, the capital and the political will actually sit. Narrative is the work of showing where you fit in that bigger world, and it is by far the hardest thing to do.

Creating it, reinforcing it, defending it, and putting it to the market before you act, rather than acting first and explaining afterwards.”

– Michael Baczyk, Heartcore Capital

However, this isn't a one-and-done exercise.

For your messaging to be successful on an ongoing basis, you need to continue measuring and evaluating whether it's effective:

"Never assume. It can be easy to get comfortable with messaging that worked six months ago, but audiences, markets and priorities change. You have to keep testing your assumptions and speaking to the people closest to those stakeholders to make sure your message is still resonating."

– Emilia Conlon, Riverlane

Chapter two: Same story, tailored & targeted

Once you have defined your messaging, the next step is to understand which strands of it are important for each of your audiences and which proof points you need to convince them.

The key here is to make sure you have clearly defined and mapped each audience. **That means gaining a deep understanding of their needs and circumstances.**

Considering how to tailor your message for each audience can be a fine balancing act. After all, the diverse group of stakeholders you're communicating with care about very different things, requiring different angles.

Your board might put more emphasis on milestones, whereas customers will prioritise the benefits they stand to gain from your solution, and the speed at which you can deliver it.

"One of the biggest challenges in tech comms is tailoring the message for specific audiences without changing the core narrative. If you use the wrong language or depth, you risk losing either credibility or audience attention. For example, if technical peers feel that a spokesperson's social media posts sound exaggerated or unlike them, that can quickly undermine their credibility within their professional circle."

– Anja Bräuning, eleQtron GmbH

In this chapter, we will guide you on how to reach each target audience.

Investors: Proof & creative problem solving

When speaking to investors, there are two main types of conversations and end goals to consider:

- 1. Proactively communicating progress with existing investors.**
- 2. Reaching new investors in an ever-growing market of start-ups, scale-ups, and spin-outs vying for their attention.**

The key to cutting through is an original story. As there are so many companies doing similar things and hoping to solve the same problem in slightly different ways, a fresh look or an interesting founder story and background will help investors remember you, not just understand you.

“Investors want the problem, and they want evidence you have lived inside it. The people who genuinely know the problem are the best placed to solve it. So the must-haves are simple: what problem are you solving, how have you experienced that problem yourself, why is it a burning problem for the people who have it, why does solving it matter for the whole field, and why is this a large opportunity.”

– Michael Baczyk, Heartcore Capital

If you want to proactively communicate progress to your investors, roadmaps and vision statements deserve careful consideration.

“Roadmaps are great, but they very quickly become more of a wish than reality if you go more than two years out. Roadmaps serve the purpose of generating attention, but this is short-lived if you can't follow through. There's a risk with roadmaps: if it creates too much attention and you're going to miss those targets, it's going to backfire.”

– Jeroen Bakker, Novo Holdings Seed Investments

Our conversations with investors highlighted that even though there's a time and a place for vision statements and big goals, they look for something tangible that shows them that what they're investing in can demonstrate ROI.

Direction still matters, though: what investors want is credible direction, not a vague roadmap.

“Investors are not looking for proof of life; they are looking for proof of direction. A company that is shaping its market will always read better than one that is responding to it.”

– Michael Baczyk, Heartcore Capital

A big part of this is utilising media coverage as a vehicle to deliver transparent, authentic communication. So how should quantum communicators best engage with the media?

Media: Simplicity sells

Unless you're speaking to a trade journalist with a technical background who's specialised in quantum, your language will likely need to be heavily adapted to get your message across.

It's not easy to explain quantum in layman's terms. However, if you're pitching to journalists, you need to be ready to explain your technology and company in very simple language.

Overly technical jargon stops stories from being picked up. **This is something we hear from journalists time and time again:**

Their advice on how to avoid this?

For comms people: Research the journalist and publication ahead of time. Provide your spokesperson with the necessary background to help them tailor their language, understand what to explain, and how technical to make it.

For spokespeople: before you get started, kick off briefings by asking the journalist how familiar they are with quantum technology. That way, you have another chance to tailor your language and technical depth accordingly.

“Using jargon and overly technical language is a **huge problem**. This is common in highly siloed scientific fields, but fails to broaden the message so that it reaches an **increasingly multidisciplinary quantum industry**.”

Matthew Swayne,
Editorial Director & Chief
Content Officer, The
Quantum Insider

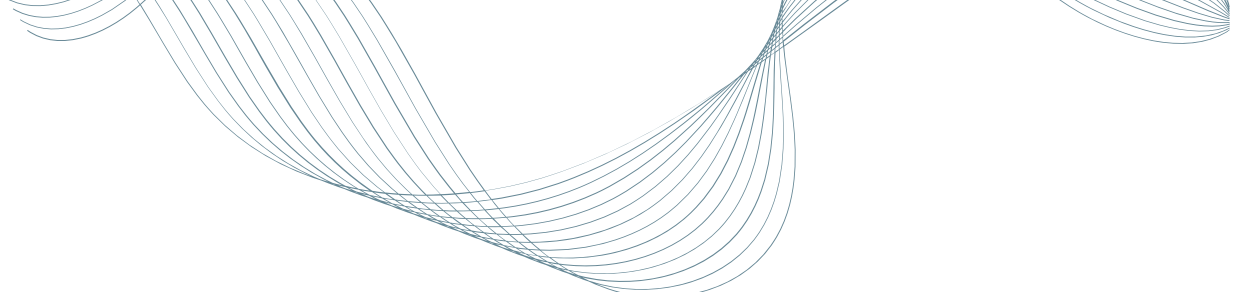
“Don’t go too deep into the technicalities without checking you haven’t lost the journalist. Make sure you give them the opportunity to ask a lot of questions. I really value how passionate quantum founders can get about the topic, but it is a complex technology, and it can require slowing down to do some hand-holding, especially for non-technical reporters.”

Daphné Leprince-Ringuet,
Sifted

Think: how would I explain this to a smart eight-year-old, or to your neighbour?

Nick Huber, a freelance journalist and media & content consultant who regularly contributes to the **Financial Times**, told us:

“Explain the basics of your business in one sentence of simple language. If you can’t do that, why would a journalist trust you to offer insights into an industry? Not everyone knows as much about your favourite subject as you. Or cares about it. Make them care. Imagine you’re the journalist and their audience.”



Another way to explain things is to use visuals and metaphors, which, when chosen well, can do more work than three paragraphs of technical detail.

Matthew Swayne, The Quantum Insider, shared: *“Visuals are always welcome, and companies that provide images and graphics tend to perform better with readers but also have a chance to better shape their story.”*

Policymakers: Open dialogue & detail

When asked what signals to policymakers and institutions that a quantum company is ready for partnership, our interviewees pointed to two things: credibility and clarity.

For **Stuart Woods, CIO-Head of Innovation, Novo Nordisk Foundation Quantum Computing Programme (NQCP)**, credibility often shows up in the *“history of their leadership team, and the pedigree of their investors - particularly which VCs invested.”* **But pedigree and history alone aren’t enough.**

One of the biggest challenges for governments is translating the technical and commercial realities of quantum into actionable policy - without oversimplifying the sector.

“Industry has a responsibility to move beyond broad statements about the future potential of quantum and provide policymakers with a much more granular picture of where technologies are today, what their next milestones are, and what is required to turn European technological excellence into European economic value.”

– **Cécile Perrault, Executive Director, European Quantum Industry Consortium (QuIC)**

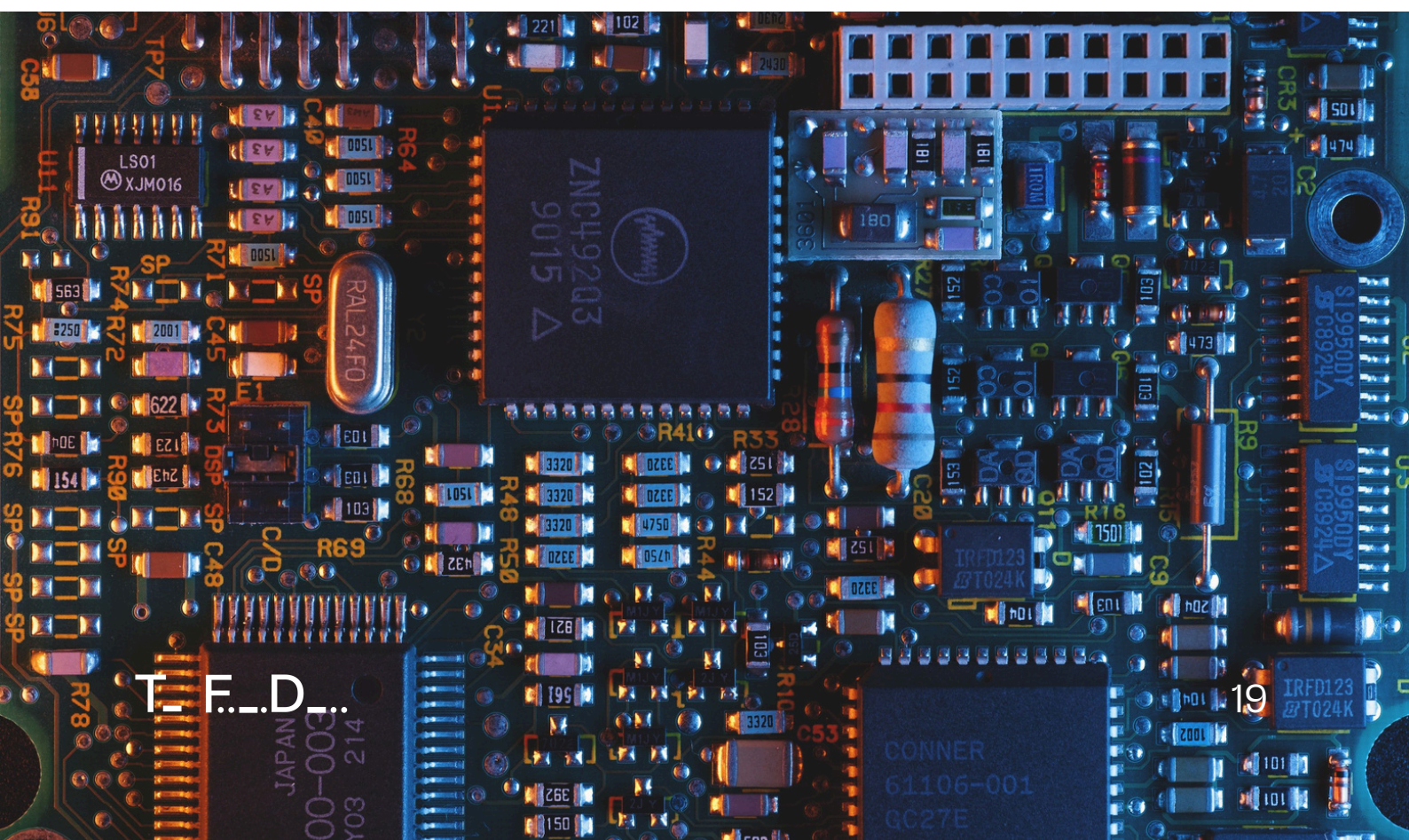
She also stressed the importance of distinguishing between the different technologies when speaking to policymakers. A funding, procurement or regulatory approach appropriate for one part of the quantum ecosystem may be completely inappropriate for another.

“Quantum is not a single technology developing on a single timeline. Computing, sensing, communications and enabling technologies are at different levels of maturity, have different markets and face different barriers to commercialisation.”

The challenge for industry is to communicate not only what quantum could achieve in the long term, but what companies need today to move from research and demonstration towards deployment and scale.

“Quantum companies need to find alignment between the tech companies’ strengths and the most appropriate issues facing the government of the day. For example, quantum tech closely aligns with the challenges faced by the defence industry.”

– Dr Andy Sellars, Member of the UK Government Semiconductor Advisory Panel



However, individual companies rarely have the standing to shift policy alone. To build lasting influence, the quantum sector can learn from more mature tech markets.

Dr. Andy Sellars, Member of the UK Government Semiconductor Advisory Panel, points out that quantum can learn a key lesson from more mature sectors:

“More established industries, such as automotive, aerospace and defence, have trade associations to represent them – they coordinate messages, and provide a degree of independence and objectivity.”

Already, we’re seeing industry bodies forming for Quantum to adopt this approach, such as the European Quantum Industry Consortium (QulC).

“Rather than policymakers having to interpret hundreds of individual company positions, organisations such as QulC can consolidate experience from across the ecosystem and identify areas of common concern. That creates a more continuous and evidence-based exchange between industry and government.

“Success would mean moving from periodic consultation towards an ongoing two-way dialogue between industry, policymakers, investors, researchers and end users, alongside systematic industry representation in relevant decision-making committees.”

– Cécile Perrault, QulC

No matter which of these audiences you’re looking to speak to, the key is to really understand them. Establish a base knowledge of what your target audience currently thinks about you and how you want to change or strengthen this perception. From there, you can then choose which messaging strands will be most effective for this audience.

Chapter three: Choose your channel

Once your message is clear and your audience is defined, the question becomes practical: how do you reach them and encourage them to take action? For an industry this new, that's harder than it sounds.

Stuart Woods, NQCP, says the first question should be: "Does the general public actually want to know? Does the story you have to share matter to them?"

If the answer to that is no, you need to be more granular.

"Once I know the goal, I ask, 'Who is the audience?' Then I adapt the messaging, the language, or the channel. Sometimes you just need to switch channels to better reach an audience or achieve your goal. But again, the underlying message should remain consistent."

- Anja Bräuning, eleQtron GmbH

Your channels can be split into four categories:

Owned

Comprises your website, social media channels, blogs, and more. Think of your owned channels as anywhere you publish content that is generated internally and controlled by you.

Earned

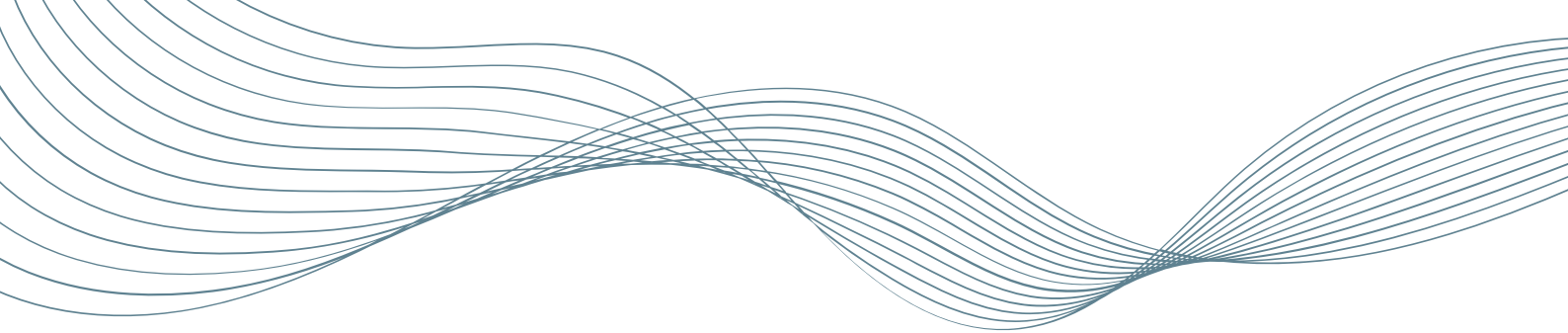
Includes platforms where an external party, such as a journalist or an analyst, may mention your company. These mentions are written up independently, 'earned' via relationships and story quality.

Paid

Are platforms where you've paid for publicity - events, advertisements, paid media, and so on.

'Borrowed'

Platforms you neither own nor pay for outright, such as third-party events and speaking slots. You're borrowing someone else's collective voice to reach an audience.



Owned channels

Don't underestimate the reach of your owned content

Owned content is where quantum companies have the most control. However, it can also be the place they have the least discipline. It's easy to treat a website or blog as a static brochure rather than a live asset, and it's even easier to generate content for your owned channels with AI when you're operating in a busy scale-up.

But automation alone won't make your content memorable. In a technically dense field like quantum, creativity can be the differentiator that helps complex ideas stick. Creative framing, through storytelling, unexpected analogies, or interactive explainers, can build trust and shape how entire market categories and industry segments are understood.

For time-poor journalists and analysts working in this technically dense sector, a company's own explainers are frequently the first port of call:

"I rely a lot on quantum companies' websites and blog posts, and there are startups that have very solid websites explaining their tech, which is really useful for me. If one startup explains trapped ions very well, that is obviously applicable to other companies in the space I might be reporting on. I also refer to research institutes' blogs and web pages."

- Daphné Leprince-Ringuet, Sifted

Investing time and resources into your owned channels is a non-negotiable. To get the best out of them, you need to bring your experts on board and address your audiences directly.

Done well, your owned content can become reference material for how your market category or industry segment is understood. A clear, well-maintained technical explainer builds trust in your company and can shape the vocabulary journalists and investors use across the whole sector.

Social Media... is LinkedIn king?

It's tempting to treat LinkedIn as just another distribution channel. Our contributors see it as something closer to a trust signal; the place investors, journalists, and peers go to sense-check a company before they take a meeting or write a story. Jeroen Bakker, Novo Holdings Seed Investments, put it plainly: "News sources-wise, I would say the first spot is going to be LinkedIn."

Michael Baczyk, Heartcore Capital, agreed: "The information supply chain in quantum runs through newsletters, LinkedIn posts, and Discord servers. Most companies still spend the majority of their comms budget everywhere else."

Journalists rely on it too. **Daphné Leprince-Ringuet, Sifted**, called LinkedIn her "biggest source of information outside of traditional media by far across all sectors," noting that founder posts often do the work of making an announcement digestible in a way a press release alone doesn't.

That means consistency matters more than frequency: a steady drumbeat of company news, hires, and leadership thinking, rather than a five-times-a-week push. **Anja Bräuning, eleQtron GmbH**, also flags one underused lever – employees themselves:

"Empowering employees to post on LinkedIn is also key. They act as multipliers, and when an employee shares a message, it comes across as much more authentic and trustworthy than a corporate post."

Taking a creative approach to building that consistency is how you stand out to followers. For **Rebecca Malamud, Rigetti Computing**, the platform serves as a source of inspiration:

“I get a lot of ideas and creative solutions from seeing what other marketing and comms leaders are doing in their respective fields.”

In a feed dominated by funding announcements and hiring news, a post that makes clever use of narrative hooks, personal anecdotes, or contrarian insights is a welcome change. **This is how you start real conversations.**

Paid channels

Events dominate, but how do you balance cost and relevance?

Events with a narrow focus on quantum have been instrumental to the sector’s early growth, carving out space to forge new connections and plant the seeds of collaboration.

But as the industry commercialises, our contributors told us that failing to branch out can leave you trapped in the quantum bubble.

The flip side is that broader tech events offer scale, but dilute the audience, which makes investing in a booth a harder sell for execs.

This may explain why industry players are increasingly running their own events.

Anja Bräuning pointed to **eleQtron GmbH’s** own industry day, aimed squarely at early-adopter decision-makers in pharma and chemicals, as an example of selecting audiences carefully: “early adopters are large enterprises and research institutions, not small-to-medium businesses”.

Emilia Conlon described a similar shift at Riverlane, running masterclasses for government and journalists:

“Investing in education, which matters so much in quantum, given the range of understanding across your audience groups, has been really important for us.”

‘Borrowed’ channels

Invitation-only

This can also extend to attending third-party events. These are ‘owned events’ - but you’re invited to participate, rather than hosting.

Several people we spoke to, including **Anja Bräuning, eleQtron GmbH**, favour the outcomes of taking an active role, such as participating in panels, keynotes, and technical talks:

“One really good conversation with the right person at a side event is worth far more than a massive booth with thousands of passive visitors if nothing actionable comes from it.”

Michael Baczyk, Heartcore Capital, framed the underlying principle:

“Roundtable formats and closed sessions are where the real conversations happen, and speaking or keynote slots are worth pursuing because they carry genuine branding value rather than just attendance.”

Industry associations

Many voices are stronger than one, so despite growing competition, policy advocacy creates opportunities for (sometimes unlikely) collaboration.

We've seen cross-border associations including the Quantum Economic Development Consortium (QEDC) and European Quantum Industry Consortium (QuIC) expand in the last few years.

"There is now a much more structured dialogue between the European quantum industry and policymakers than there was only a few years ago. The Quantum Europe Strategy is an important example, particularly because it recognises that Europe's strength in research must be translated more effectively into industrial capacity and market opportunities."

- Cécile Perrault, QuIC

Earned channels

Which outlets, why, and when?

We've talked already about *how* to speak to the media and what makes a good story. But what channels should you use to get these stories in front of them?

You can, of course, go directly to their inbox. **Nick Huber, freelance journalist**, and **Daphné Leprince-Ringuet, Sifted**, shared some guiding principles to think about when doing so:

"Pitch with the Sifted headline in mind. Send me the headline that I should be writing, and which works for the publication I am writing for. It should be that clear for me to be able to imagine it as a piece."

- Daphné Leprince-Ringuet, Sifted

“Work out why the journalist may be interested in quantum tech. Has the journalist written about it? Or their newspaper or magazine? Send them a personalised story pitch. Don’t pitch the same story to loads of other journalists at the same time. You’ll know when you’ve got a strong story pitch. It almost sells itself.”

- Nick Huber, freelance journalist

You may also wish to set up ‘background briefings’ during quieter periods when you don’t have news to share, or to help journalists deepen their understanding of quantum topics.

This won’t result in immediate coverage, but it puts you on the radar of journalists interested in your vertical. **Daphné Leprince-Ringuet** told us she holds a lot of “informal chats” to “catch up on what’s going on”, and these can lead to her reaching back out to those spokespeople when she’s writing a relevant story.

The other way to think about reaching the media is more cyclical.

While almost everyone uses LinkedIn, many journalists are also committed to reading traditional media sources. Most of our contributors report that they still read global business outlets, like the **Financial Times, Bloomberg, The New York Times, and The Wall Street Journal**, to stay on top of broader market trends that may impact the sector.

To our earlier point about how important it is to validate claims, many science and tech editors we’ve spoken to recently have told us they are reading top-tier scientific journals - such as **Nature** - to verify stories.

The more you can feature in these publications, the more journalists will come to you looking for stories.

But channel choice only works once messaging and audience are fixed. Get those two wrong, and even the best-chosen platform just amplifies the wrong story faster. That’s why the final piece of the formula is the agility to keep adjusting as the ground shifts beneath you.

Chapter four: Strategy to succeed, agility to endure

This guide has made the case for getting your comms strategy right at the outset and building steady foundations on which quantum companies can grow.

But that strategy cannot stay static. Agility is what keeps it working as the industry moves around it.

This is where communications can become a competitive advantage, helping you adapt with every inevitable change.

Companies that can flex their strategy in response to political upheaval, market shifts, or supply chain disruption will be the ones still standing when the dust settles.

New round? New room

Investment is perhaps the most obvious plane for change. As **Michael Baczyk, Heartcore Capital**, points out:

“Every round changes who you are talking to. Most companies keep talking to the people who funded the last round instead of the people who will fund the next one.”

As **Anja Bräuning, eleQtron GmbH’s** earlier insights suggest, different hires, investors, and metrics may require you to adjust the lens through which you view and deliver your communications. Yet many companies are tempted to push back.

They believe staying true to their identity requires a steadfast commitment to their early positioning. But this needs reframing. Michael Baczyk, Heartcore Capital, argues that evolving your position is a sign that your company is “growing into a new set of conversations”. This should be welcomed.

Put down the cookie-cutter

So, if a changing audience is one challenge, knowing where to find them is another. Compared to more mature sectors, quantum has no established channel playbook to fall back on:

“Quantum is still a very fragmented ecosystem. Important questions to ask are: how do you effectively communicate what type of company you are, and what channel should you pick? Who would you like to target, and what are the right events for that?”

- Jeroen Bakker, Novo Holdings Seed Investments

Without a clear map of the landscape, those questions can yield different answers every time you ask them, which makes a ‘chameleon’ strategy tempting. Blend into every room, and you get a bite of every cherry - right?

Wrong. Even if your comms ‘lenses’ are agile, they cannot stretch to every event, platform, and channel. Attempting to do so is the fastest way to say nothing at all.

“The risk is that because you don’t know exactly where to go, you want to do it all. And if you do it all, you’re going to spread yourself very thin.”

- Jeroen Bakker, Novo Holdings Seed Investments

Trying to do too much stops you from taking a real, differentiated position on anything. **Don’t fall into this trap.**

Instead, be disciplined. **Here, agility means doing less, better.**

Hold on to your core message - the comms fundamental we outline in chapter one - but rigorously tailor your comms per audience, selecting the right channels to reach them.

Think of it this way: **It's better to deliver two or three standout presentations than to go into twenty rooms and play it safe.**

Fundamentals first

So, while the landscape around quantum comms has become more complex, the fundamentals of good communication haven't. But as audiences shift and the map gets harder to follow, it's tempting to think the job of a comms professional is changing beyond recognition. **It isn't.**

Being agile doesn't require a departure from the consistent-message principle explored in chapter one. **Being agile means staying curious.**

Emilia Conlon, Riverlane, says there's no need to reinvent the wheel:

"Don't be afraid or intimidated by the tech itself. The fundamentals of good communication don't change just because the subject is quantum - the guidelines are the same as in any other industry. Stay curious, keep learning the science, but don't wait until you feel like an expert to start contributing."

Her comments dispel a common myth: that you need a PhD in quantum physics to succeed in the sector. The reality is that quantum needs talent from outside of its echo chamber to prosper.

In comms in particular, curiosity will get you further than credentials, **Emilia Conlon, Riverlane**, continued:

Some of the most valuable work we can do comes from asking what might feel like the ‘stupid’ question, and bringing that outside perspective. Those questions are usually the ones your audience is quietly asking too, and if you can’t get a straight answer, neither will they.”

Agility, your force multiplier

Anja Bräuning, eleQtron GmbH, asked us to look back to quantum’s earlier days, when PR and media relations were mostly handled part-time by the physicists building the technology.

Doing so makes it clear how far the sector has come, from a niche only scientists and engineers could speak on, to one that national newspapers now cover with genuine interest.

As the market matures, non-experts are being brought in. And instead of the challenge being purely ‘quantum’, for **Anja Bräuning, eleQtron GmbH** the ask for comms professionals is much broader:

“Communications sits at the top of the marketing funnel by driving awareness. Explaining what customers can achieve with the technology is the skill we need to master next. That means developing domain expertise in those client industries such as pharmaceuticals or chemicals.”

That handover is itself a form of agility. Recognising when a function has outgrown the person who built it by necessity, and bringing in someone whose job it is to keep adapting the story in sync with the company.

Creativity takes courage

Everything so far in this chapter has outlined the importance of agility as a reactive principle: a new funding round changes who you're talking to, and a fragmented landscape changes where you find them.

But the most valuable form of agility is far more proactive: being brave.

Not least because trust is quantum's currency, and AI is flooding B2B tech with content that's fast, cheap, and largely interchangeable.

In a market full of sameness, generic content fails to stand out and, most importantly, risks damaging the hard-earned trust quantum companies depend on.

There's no such thing as "playing it safe" anymore. The real risk is never trying anything new.

When a comms brief comes in, ask yourself: is there a different format we could deliver this in? Can we add something new to this conversation?

Strategy gets you in the room, a clear position, a coherent narrative, an audience you understand. Agility - including the courage to try something no one's tried yet - is what keeps you standing out once you're in it.

The TFD formula

Funding and technical progress don't automatically translate into market trust, and the sector is now established enough that technical merit alone no longer wins the room.

That's the challenge this guide has addressed.

In an era where AI-generated content makes it easy to add to the noise, staying human and authentic is key to clear communication.

As quantum technology scales and matures, communicating it effectively will be key to convincingly conveying its true impact, importance, and how it will shape our future.

Some of our experts summarised it perfectly:

"There is a responsibility to clearly communicate our progress towards the next inflection point. We also need to balance the excitement of what we're building with maintaining expectations of where the technology is today and how far we are from general commercialisation."

- Rebecca Malamud, Rigetti Computing

"Ultimately, good communication should lead to better decisions: investment going to credible opportunities, public procurement stimulating demand, regulation reflecting how the technologies actually develop, and potential users understanding where quantum can create genuine economic or societal value."

- Cécile Perrault, QulC

The TFD Formula

Throughout the last chapters, we have guided you through our formula for building a **successful quantum communications strategy**:

1. Message
One consistent, validated story, resistant to hype

2. Audience
The same story, told through different lenses depending on who's listening

3. Channels
Owned, earned & paid working together

4. Authenticity
Human-led insight & narrative over AI-generated content that risks losing trust

5. Agility
The willingness to keep testing all three as the company & market shift

Summary

The way forward_

As this guide has argued, getting each step of your strategy right is no longer optional in a sector this crowded.

But strategy isn't a one-and-done exercise. Measuring whether your messaging is landing, whether the right audiences are actually hearing it, and whether your channel choices are converting attention into trust is a discussion in itself, and one that requires its own rigour, tools, and evidence.

As the industry continues to evolve, so will how we communicate quantum. Here at the **TFD Quantum Practice**, we're dedicated to continuously helping the industry communicate better.

If you found this helpful and would like to delve deeper into your company's quantum communications strategy, **please get in touch.**

Accreditations

We want to thank the experts who graciously took the time to speak with us and offer their insights:



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Cover image: "Synergy" by Julian Voss-Andreae. Voss-Andreae is a German sculptor based in Oregon, whose work often draws on his background in science.

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