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National Aeronautics and Space Administration

Strategic Communications Framework

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Overview

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Overview

The Office of Communications Planning (OCP) is charged with developing long-term communication strategies and plans for increasing public awareness and understanding of NASA's mission and goals.

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Overview

What is a Strategic Communications Framework?

A Guide to implement Strategic Communications

- It is a document which includes message architecture, target audiences, new outreach mechanisms, and strategies for implementation.
- It can be used to build support throughout the Agency for Strategic Communications plans and activities.
- It is an actionable document that evolves.

A Strategic Communications Framework Guides the Agency's Communications

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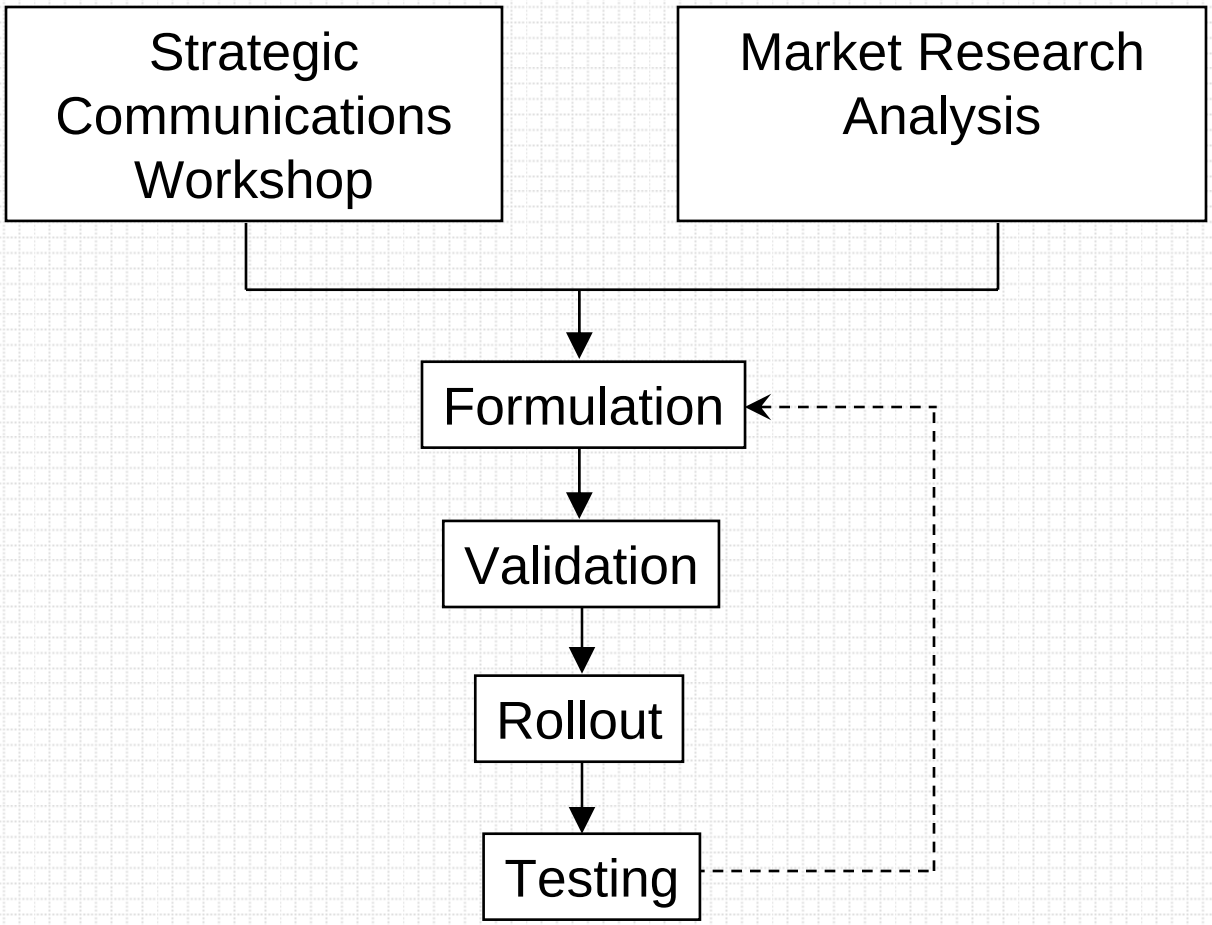
Strategic Communications Framework

Overview

Process



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Strategic Communications Workshop

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Strategic Communications Framework

Strategic Communications Workshop

Goal

Solicit and capture critical input and ideas toward development of a strategic communications framework to include: messaging, new outreach mechanisms, and strategies for implementation.

Objectives

- Through information sharing, build support throughout the Agency for strategic communications planning and activities.
- Encourage creative input and ideas for strategic communications plans and programs.
- Identify new audiences and delivery mechanisms.

Bottom Line Objective:
Idea Generation and Information Sharing

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Methodology

- The NASA Strategic Communications Workshop was held in Washington DC October 11-13, 2006
- Total Workshop Participants
  - 80+ NASA Civil Servants
  - Each Center represented
  - Each Headquarters Mission Directorate and Strategic Communications Office represented
  - 50/50 Center to HQ ratio

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Methodology (cont.)

- The workshop consisted of guest speakers and structured breakout sessions. For the breakout sessions, participants were divided into 4 groups with approximately 20 individuals in each group.

- Breakout sessions were conducted on four strategic communications topics:
  - *What's the right message? (audiences and messages)*
  - *Communicating without the press release (external communications)*
  - *Leveraging partnerships and developing new ones*
  - *Internal communications*

- Each of the four groups participated in each of the four breakout sessions.

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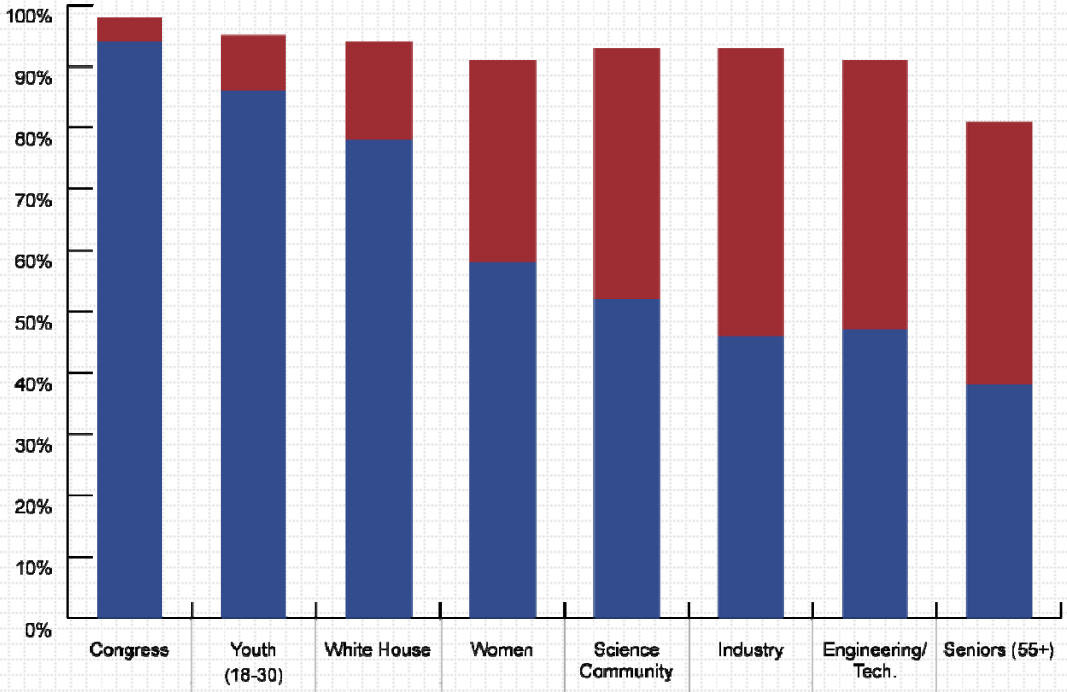
Strategic Communications Workshop

Audiences

Two target audiences are perceived as the top priorities for NASA:



	Congress	Youth (18-30)	White House	Women	Science Community	Industry	Engineering/ Tech.	Seniors (55+)
Fairly Important	4%	9%	16%	33%	41%	47%	44%	43%
Very Important	94%	86%	78%	58%	52%	46%	47%	38%

1. Congress – important because of appropriations and financial/political support; and

2. Young Adults – viewed as vital to the future of the space program, both in terms of public support and future staffing.

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Audiences (cont.)

What's Working:

- Communication with the White House and Capitol Hill
- Brand recognition
- Strong reputation
- Recognizable logo
- Great video and photographic imagery
- Communication with the science community
- Education programs
- NASA Web site (mentioned as both "working" and "not working")
- Good at communicating with those already "on board" with NASA

What's Not Working:

- Not effectively reaching youth market
- Not communicating relevance of NASA
- Inconsistent message across centers
- Too focused on "events"
- Too narrowly focused
- Stuck in Apollo era
- Not using new technologies (i.e. ipod, YouTube)
- Bureaucracy
- Public apathy/low awareness of mission
- NASA appears remote and removed from the public
- Not effectively reaching minorities
- NASA Web site suboptimal

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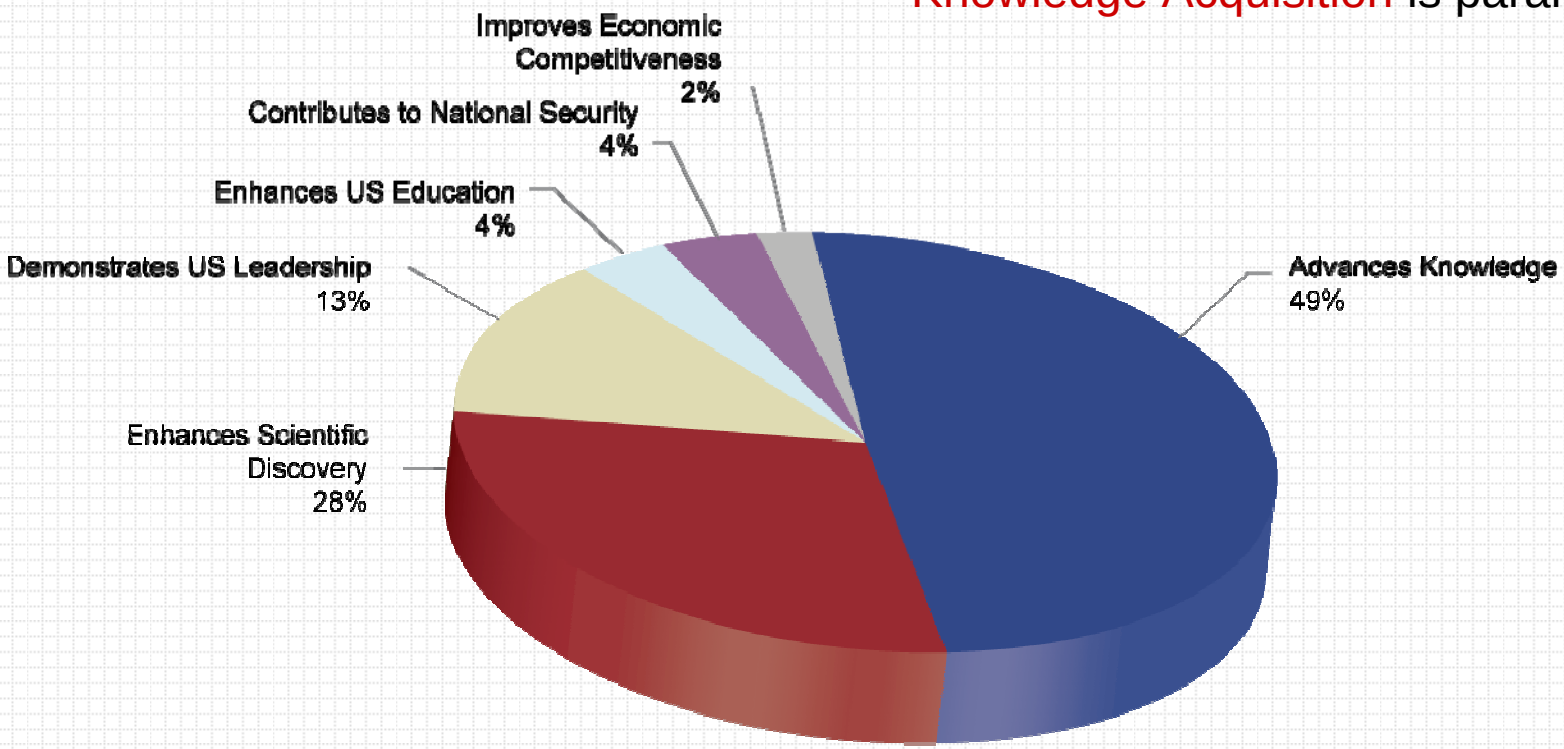
Strategic Communications Workshop

Messages

When asked to select the *key* "promise" or benefit that NASA provides to the public, almost half of the participants indicated that Knowledge Acquisition is paramount.



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Messages (cont.)

Suggestions for what NASA should be telling the public generally fall into the following thematic categories:

Relevance – NASA's impact on everyday life

Inspiration – Encourage the dream of possibility

Leadership – U.S. setting the example and leading the journey

Knowledge – Supporting advancement and technology

Discovery – The destiny to explore

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Messages (cont.)

When asked to express in their own words the message that NASA should be conveying to the public about the agency and what it stands for, comments fall into five general thematic categories:

Relevance

- ✓ How NASA impacts/improves lives now and in the future
- ✓ How discoveries support medical advancements and robotics, technology
- ✓ Explain how NASA impacts/provides value for taxpayer dollars
- ✓ Tell people what NASA has done for them since Apollo

Inspiration

- ✓ NASA missions encourage people to dream and hope
- ✓ Inspires the next generation of explorers
- ✓ Possibility, courage, energize, sense of adventure, engage
- ✓ NASA programs have a “cool” factor, especially for youth
- ✓ Fulfills human potential

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Messages (cont.)

Leadership

- ✓ NASA exploration makes it a safer world
- ✓ NASA changes the future
- ✓ NASA maintains U.S. edge
- ✓ Job creation – both at NASA and within support industries
- ✓ Promotes international cooperation

Knowledge

- ✓ NASA is the world leader in technology and science
- ✓ Exploration = advancement
- ✓ Promotes learning and benefits education
- ✓ Advances aeronautics research and earth science
- ✓ Teaches/reinforces the “fun” of math and science

Discovery

- ✓ Continues the legacy of exploration
- ✓ U.S. as a pioneer: “We explore because it’s our destiny as human beings”
- ✓ “NASA is the doorway to exploration”

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External Communications

- Participants call for a clear, concise, focused message to be developed at HQ level, then personnel empowered at field level to implement. Additional resources are needed for accomplishing effective external communications.

- The greatest opportunities with key youth audience are technology-based: podcasts, interactive technologies, gaming, and television programming partnerships.

- The NASA Web site is perceived favorably, with improvement needed in its search capabilities, streamlined content/navigation and additional youth-focused content.

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External Communication Methods

Entertainment Opportunities

- ✓ Advertising
- ✓ Promote NASA presence on network television and/or public television, e.g. Discover and Digital Learning Network
- ✓ Offer more downloads and on-demand options
- ✓ Public service announcements (PSA)
- ✓ Radio
- ✓ NASA brand placement and relationships with the Motion Picture Association

Technology Opportunities

- ✓ Podcasting, blogs, text messaging, YouTube
- ✓ NASA TV improvements
- ✓ NASA e-magazine

Events

- ✓ Congressional events such as receptions
- ✓ Astronaut events – ribbon cuttings, photo ops, special appearances
- ✓ Speakers bureaus
- ✓ Contests
- ✓ Town Hall meetings

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Partnerships

- NASA's internal approval structures are viewed as posing a significant barrier to partnerships and more creative external communication. This is viewed as particularly challenging given the need to be more creative and proactive to successfully reach a younger audience.

- Greatest opportunities for effective NASA partnerships are perceived as:
  - Industry partners with mutually beneficial synergies, e.g. Discovery Channel, IMAX, Zero-G
  - Traditional media partners, including the mainstream and trade press
  - Youth-oriented media partners, including television and multimedia organizations, e.g. MTV, YouTube, XGames
  - Sports organization partnerships, e.g. ESPN, Olympics, NASCAR

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Internal Communications

- Overall, participants desire improvements to NASA's internal communications.
- The majority of suggested improvements for internal NASA communications fall into four general areas:
  - Efficiency
    - ✓ Short, concise, accurate and timely
    - ✓ Streamline what we have already and stop reinventing
  - Automated/Instant
    - ✓ Outgoing messages and alerts, daily emails, text messaging, pop-ups, podcasts, NASA "question of the day"
  - Interactive
    - ✓ Face-to-face interaction with dialog opportunity, brown bag luncheons, more all-hands meetings
  - Electronic Dialog
    - ✓ Blogs (mentioned frequently), NASA intranet as automatic homepage with daily bulletins are effective ways to convey information from top management

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Market Research Analysis

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Market Research Analysis

Objectives

Review existing market research to…

1. Distill into key insights that can inform action
2. Identify gaps that require additional exploration

Scope

The team reviewed 50+ studies, presentations, and other materials conducted by a multitude of organizations including:

1. Harmonic International Surveys, Studies (primarily 2004)
2. Dittmar & Associates Surveys (late 2004[1])
3. Gallup Surveys (2003-2006)
4. Coalition for Space Exploration Focus Groups (Spring 2006)
5. The Unland Company Focus Groups (Jan–Feb 2005)

1 Dittmar & Associates also conducted an 18-24 year old only survey from Oct 2005-Feb 2006

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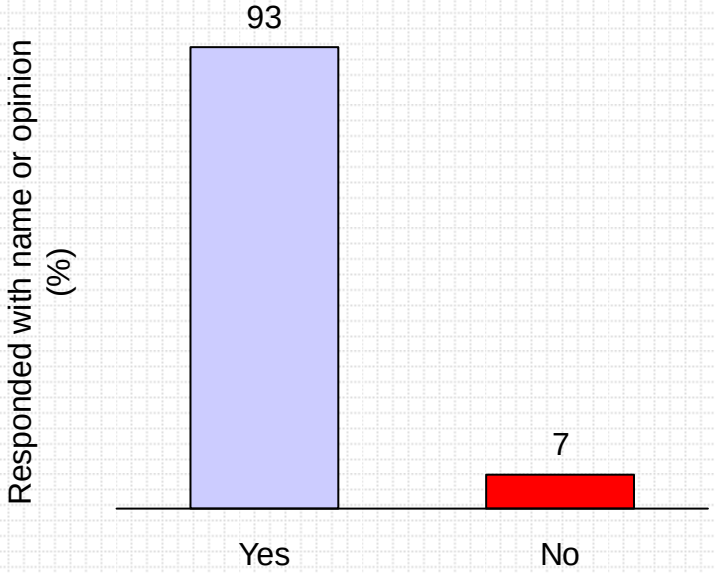
Market Research Analysis

NASA Brand Strengths

1 Near Universal Awareness[1]

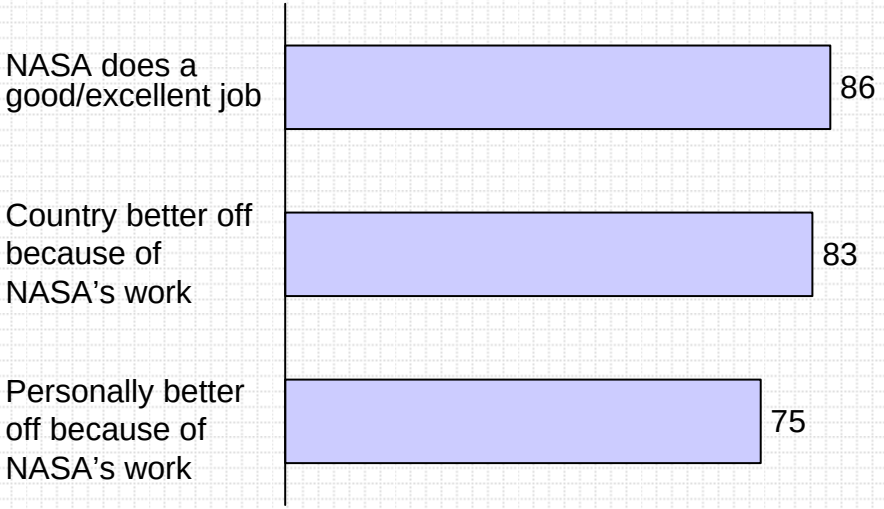
What is NASA?
(Source: Harmonic Research)



1 While not a true measure of awareness, it is a good proxy

2 Enormous Public Appreciation

Key Appreciation Metrics
(Source: Harmonic Research)



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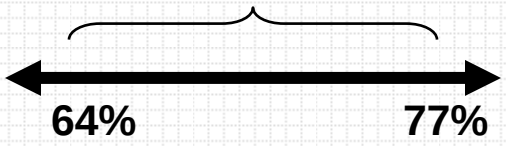
Market Research Analysis

NASA Brand Strengths (cont.)

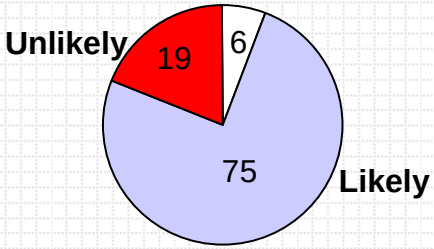
③ High Support

Key Support Metrics
(Sources: Gallup, Dittmar, Harmonic Research)

- **Range of support for VSE and space program in polls since 2004[1]**



- **How likely is it that NASA can accomplish what it sets its mind to?**



1 Most recent Gallup measure was 67% in August 2006

④ Wide Appeal

Key Appeal Metrics
(Source: Harmonic Research)

80% **overall interest in the space program**

59% **say they would be interested in working for NASA**

43% **say they want more information about NASA**

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Market Research Analysis

NASA Brand Challenges: Knowledge, Relevance, and Excitement are Low

Challenge

Description

Evidence

❶ Little Specific Knowledge

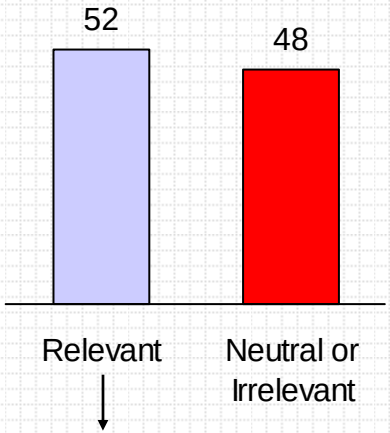
The public doesn't understand what NASA does today

- 42% cannot name other things NASA does beyond "Space" (Harmonic Research)
- Only 6% of public understands NASA "extremely well" and about 1/3 say that don't understand very well or not at all (Harmonic Research)
- Most cannot name any specific NASA spin-off technologies (CSE Focus Groups – Tang cited often)

❷ Lack of Relevance

Many do not feel NASA is relevant to their lives

NASA and space program relevance to American public (Source: Dittmar)



Support for increasing NASA funding was much higher among this group

❸ Low Excitement

Many are unexcited about the current vision and feel disconnected from NASA

- Low excitement around the VSE– for instance, only 18% of Americans expressed interest/excitement in the plan to send humans to Mars (Dittmar)
- Public feels alienated and wants to be more involved with NASA (Dittmar open-end analysis)

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Market Research Analysis

NASA Brand Challenges: Disconnected from Current Activities, Culture

	❹ Disconnect from Activities	❺ Lack of Current Context
Challenge		
Description	Most people associate NASA with space but think NASA does science better and should head in that direction	Americans see no compelling external driver for why we need NASA
Evidence	• 80% of the public first associates NASA with space-related activities (Source: Harmonic) • But they think NASA does science best: science~45%, exploration ~27%, education ~15%, aviation ~3% (Source: Dittmar)	• Brand equity and memorable achievements were accomplished in context of Space Race, Cold War & New Frontier • There is ambivalence about our country continuing to be #1 in space (Sources: Dittmar, Center for Cultural Studies & Analysis)

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Market Research Analysis

NASA Brand Balance Sheet

Strengths	Challenges
1 Near Universal Awareness	1 Little Specific Knowledge
2 Enormous Public Appreciation	2 Lack of Relevance
3 High Support	3 Low Excitement
4 Wide Appeal	4 Disconnect from Activities
	5 Lack of Current Context

Key challenges on which NASA should focus communications resources and measure on a regular basis.

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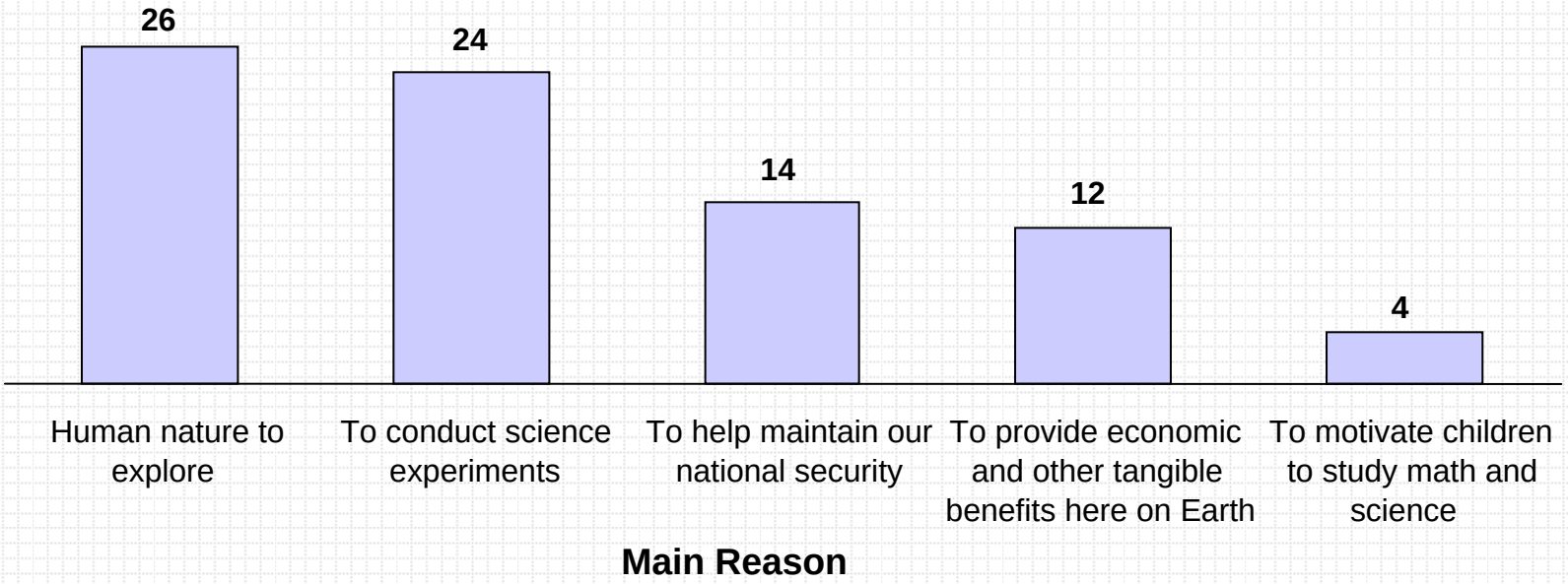
Why Explore? No Consensus Exists

What do you think is the main reason America continues to explore?
(Source: Gallup)



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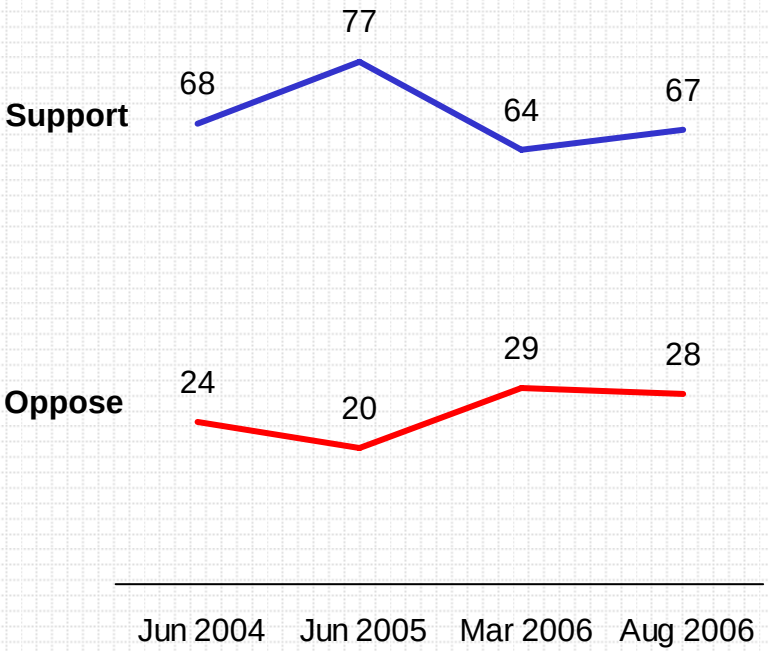
Market Research Analysis

Perceptions of the VSE: High Support, Lower Excitement, Rationale Unknown

Support or oppose new plan?[1]
(Source: Gallup)



Feelings about key elements of VSE
(Source: Dittmar)

Key Element	Excited or Interested	Not Excited or Interested	Neutral
1 Mars Rover Program	69	28	3
2 Human Mission to Moon	52	23	25
3 Human Mission to Mars	18	54	28

Many do not understand the rationale for Moon and Mars missions – they question our ability to get to Mars and wonder why we are returning to the Moon.
(Source: Dittmar; CSE Focus Groups)

1 The Gallup question informed the respondent that the NASA budget was less than 1% of the federal budget – however, the 2004 Dittmar study did not provide any reference and the support level was similar (69 support, 26 oppose).

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Market Research Analysis

Key Audience Findings

Educators

(Source: Dittmar)

- Teachers and educators reflect the general public's attitudes – they have positive associations about NASA but lack specific understanding, knowledge
- Only 11% of educators said NASA does a "good" job communicating its activities
- Space program is not well-represented in schools or colleges – unlikely to be discussed unless teacher takes individual initiative
- 90% of educators think it is important for their students to be familiar with NASA activities but only ~25% had taken students on NASA related field trip

Space Policy Leaders

(Source: Harmonic)

- Many space policy leaders have negative feelings about NASA
- They are frustrated and disappointed and believe NASA lacks focus and is broken

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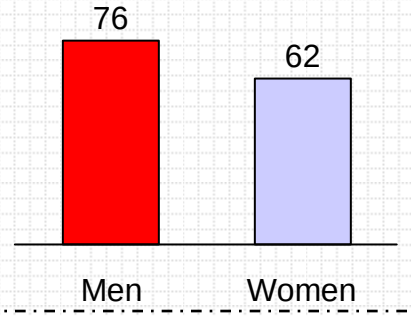
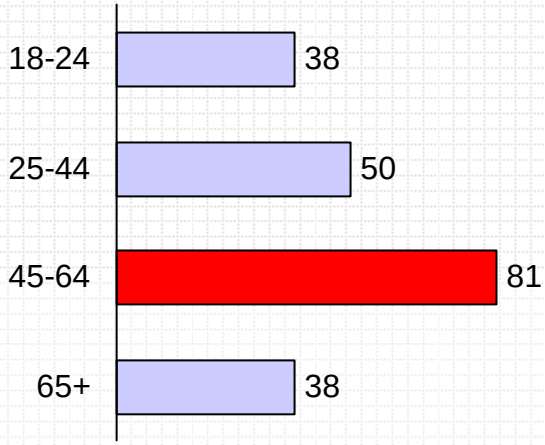
Market Research Analysis

Demographic	Split	Example	Notes
Gender	Men Women	Support for VSE (Source: Dittmar)	• Men recognize the technological benefits of NASA and see it as asserting American prestige, while women view it more as tradeoff versus other resources such as health care and education
Age	18-24 25-44 45-64 65+	Excited or Interested in Human Mission to Moon? (Source: Dittmar)	• The NASA "base" support comes from 45-64 year olds – dubbed the "Apollo Generation" – that view NASA through their Space Race experience • The younger generation, especially those <24 year olds, do not find NASA relevant to their lives and question the value of NASA – they have either no frame of reference (18-24) or tragedy and Shuttle as frame (25-34) • The older generation (>65) thinks about NASA in terms of tradeoffs with social programs and is not as supportive as the Apollo Generation





Base support

Note: Age splits should not be interpreted confirmed best groupings – for instance 70+ may be better for senior split

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Market Research Analysis

Research Firm	Strengths	Weaknesses/Limitations
① Harmonic	• Excellent overview of NASA brand equity, and public/educators knowledge and feelings • Tested general benefits and specific messages	• Benefits tested came from unaided public focus groups • Messages tested lacked specificity and tested poorly on explaining NASA • Message testing did not measure impact on relevance, excitement • Message umbrella of "Exploration Advances Knowledge" did not make connection with benefits, even though they cited a key need
② Dittmar	• Tested relevance and excitement metrics; Tested each component of the VSE; Identified key demographic differences	• Limited scope - primarily focused on VSE and did not test messaging
③ Gallup	• Asked same questions over multiyear period, allowing ability to see trends in the data	• Focused on measuring support, which is not good metric for success

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Market Research Analysis

Messages that focus on a NASA vision and plan test better than messages focused on destinations or specific missions

Top 1/3 of messages tested

- ★ **We go into space to discover answers to questions as old as humanity itself, and to ask new ones.**
- ★ **As the world's largest research organization, NASA spearheads our thrust into new technologies and discoveries, more so than any other unified force on Earth has before, and at a pace never seen before.**

Bottom 1/3 of messages tested

- **The Moon, the space station, the space telescope, then Mars and beyond. Each is a calculated step in seeking new understanding of how we can improve ourselves and our relationship with the universe.**
- **The Moon, the space station, Mars and beyond: improving life on Earth and understanding our universe are best achieved taking one calculated step at a time.**

Source: Harmonic Research

★ **One of top messages tested by Harmonic**

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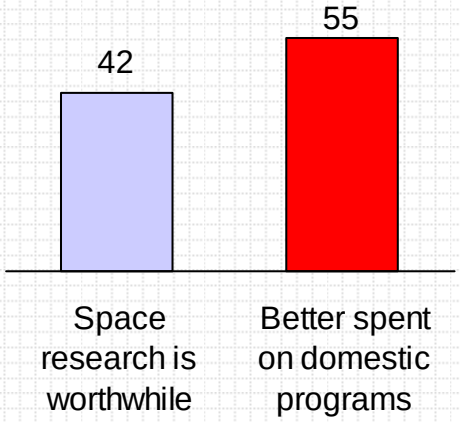
Market Research Analysis

Frame NASA funding in terms of value and percentage of federal budget, not vs. other federal programs or general public spending

NASA Funding vs. Social Programs

Is space research investment worthwhile or better spent on domestic programs like health care and education?
(Source: AP Ipsos Poll)



Note: The public has no idea how much current NASA budget is or how it compares to the past.

Message Testing Results

"For less than 1% of the federal budget, NASA has provided 8% of all scientific discoveries in the last 30 years"
67% positive thoughts

"Annually in this country we spend over $110 billion on junk food, and over $40 billion on lawn and garden, and over $19 billion on cosmetics. For all that it provides, we spend only $16.2 billion on NASA"
62% negative thoughts
(Source: Harmonic)

When told that NASA cost is less than 1% of the federal budget, those saying NASA funding should increase from current levels goes from 30% to 42%
(Source: Dittmar)

One of top messages tested by Harmonic

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Market Research Analysis

Talk about human flight and robotic activities as complements, not substitutes, for each other – both are popular with public

Human Exploration

- **73% believe benefits justify risks of human space flight** (Source: Gallup)
- **73% favor continuing sending humans into space** (Source: AP Ipsos)

Robotic Exploration

- **59% favor using robots over humans for Mars & Moon mission when framed as "more affordable"** (Source: AP Ipsos)
- **The Mars rover program generates the highest excitement of any VSE component** (Source: Dittmar)
- **Robots are not as exciting as human space flights** (Source: CSE Focus Groups)

Both

- **66% agree that it is important to have space program with both human and robotic exploration** (Source: Gallup)

★ **Robots can blaze trails through space, but only people can tell us how space feels**

★ **One of top messages tested by Harmonic**

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Market Research Analysis

Message Guidance

In light of the analysis of the opinion research…

NASA communications should:

- **Demonstrate NASA's role**
- **Illustrate its *relevance***
- **Engage its key audiences**

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Market Research Analysis

Filling Opinion Research Gaps

Topic	Strategic Gaps	Recommended Research
General Messaging	• Full economic impact of space-related activities is undocumented • Benchmarks on NASA knowledge, relevance, and engagement have not been established • New messages with very specific benefits (TBD) have not been tested for their ability to affect above key benchmarks	1. Economic impact analysis by state, community, industry, group, etc. 2. Inventory of NASA's best spin-offs by category 3. National quantitative general message survey
Specific Audience Insights	• Generational differences have been identified but not fully explored • Understanding of other key audiences may need to be further refined	1. Oversampling on national surveys 2. Focus Groups 3. In-depth Interviews

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Market Research Analysis

Workshop Results Align with Market Research

	Strategic Communications Workshop	Market Research Analysis
NASA Brand	• High Brand Recognition • Strong Reputation	• Near Universal Awareness (93%) • 86% say NASA does good/excellent job.
Message	• Advancing Knowledge resonates best with public. • Messages to include elements of Relevance, Inspiration, Leadership, Knowledge, and/or Discovery.	• Messages that focus on a NASA vision test better than messages focused on destinations or specific missions. • Frame NASA funding in terms of percentage of federal budget, not compared with other federal programs or consumer goods spending.
Audiences	• Congress and Young Adults • Not effectively reaching youth market.	• Congress and Young Adults • Under 24 question the value of NASA.
What is Not Working	• Public apathy/low awareness of mission. • NASA appears remote and removed from the public.	• 42% cannot name what NASA does beyond “space”. • Public feels alienated and wants to be more involved.

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Message Architecture

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Message Architecture

Message Elements

Vision for Space Exploration
How we plan to do it.

Brand Promise
What we offer.

Target Audience
Who we want to reach.

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Message Architecture

Vision for Space Exploration

"The fundamental goal of this vision is to advance U.S. scientific, security, and economic interests through a robust space exploration program."

Vision for Space Exploration

The Vision is the Mission

- Vision for Space Exploration message components:
  - Science
  - Economic
  - Security
  - Leadership

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Message Architecture

Vision for Space Exploration

The **Mission Statement** articulates an organization's purpose both for those in the organization and for the public.

The **Vision for Space Exploration** is NASA's mission statement – It tells us specifically what to do and why we need to do it.

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Message Architecture

Relevance

Our vision is to be the world's most dynamic science company, creating sustainable solutions essential to a better, safer, and healthier life for people everywhere.

We dedicate ourselves to humanity's quest for longer, healthier, happier lives through innovation in pharmaceutical, consumer, and animal health products.

To unlock the potential of nature to improve the quality of life.

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Message Architecture

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Message Architecture

	Science	Economic	Security	Leadership
Role	Hubble Space Telescope	COTS	Global Strategy	Orion, ARES
Relevance	Greater Understanding of the Universe	Technological Innovation	Peaceful Cooperation through Exploration	Leading the Way to Space
Engage Audiences	Photos, Hubble Mission Coverage	Demonstrations	Speeches, Op-Eds	Test Flights, Milestones

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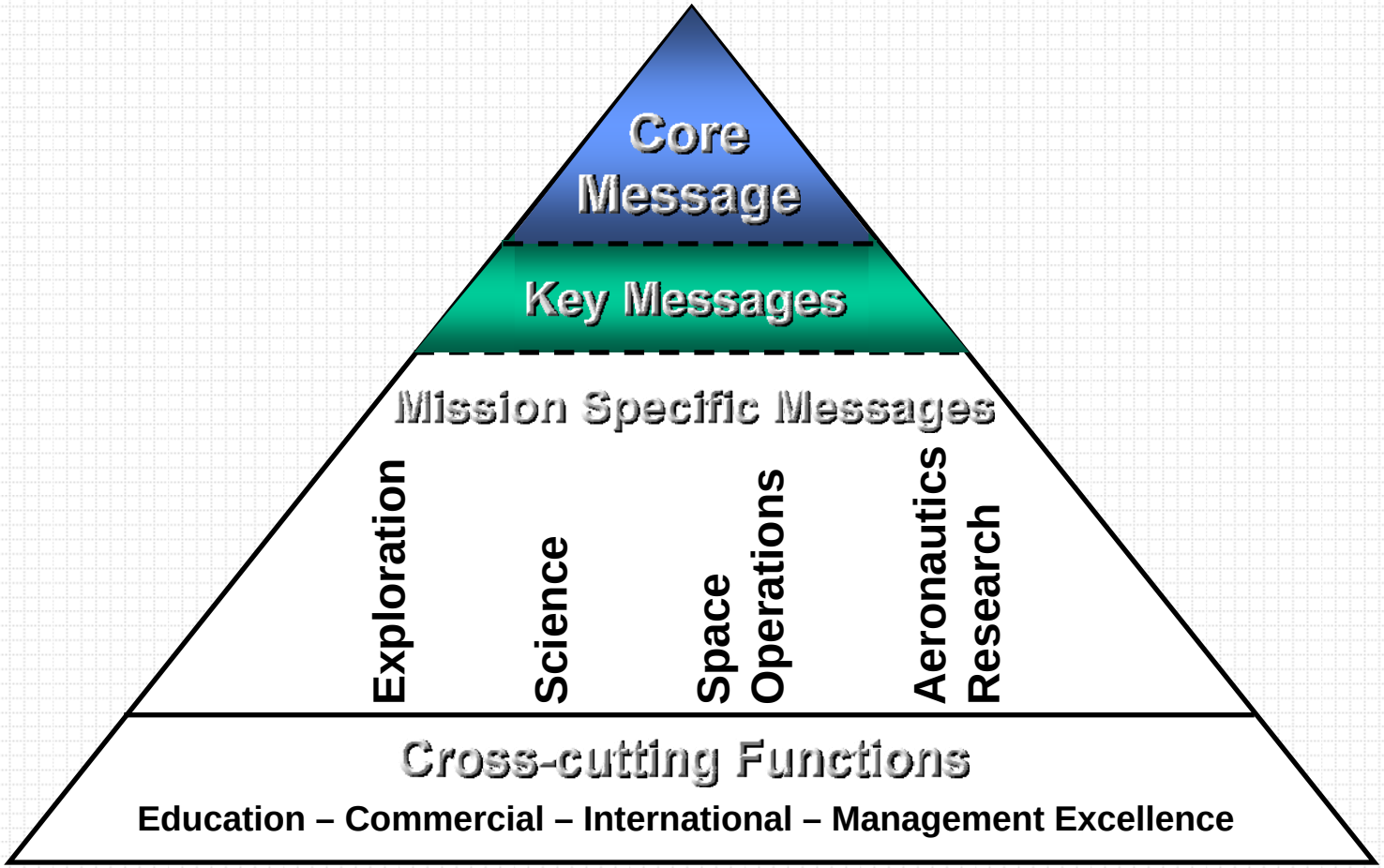
Message Architecture



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Message Architecture

Key Messages

NASA Explores New Worlds to Improve Our Own

Science

NASA advances knowledge and scientific discovery in its quest to explore new worlds and understand our home planet.

Economic

NASA enhances economic competitiveness by spurring innovation and technological advancement that improves our lives.

Security

NASA improves security by leading other nations in the peaceful pursuit of knowledge, discovery, and technical excellence through the exploration of space.

Leadership

NASA's robust exploration program offers opportunities for leadership in an alliance of great nations in the pursuit of common dreams.

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Message Architecture

Exploration

NASA Explores New Worlds to Improve Our Own

Science	Economic	Security	Leadership
Exploration of space forges a path of discovery that opens new worlds to greater understanding and answers fundamental questions about the universe and our place in it.	Exploration of space is a technical challenge that results in new innovations and technological breakthroughs that improve our quality of life on Earth.	Exploration of space creates opportunities to learn more about Earth and provide information needed to preserve and protect it.	NASA's Exploration Program ensures U.S. leadership in space, an endeavor worthy of a great nation.

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Message Architecture

Space Operations

NASA Explores New Worlds to Improve Our Own

Science	Economic	Security	Leadership
NASA's human space program enables the advancement of scientific discovery through a balance of human and robotic exploration activities.	NASA's human space program is creating commercial opportunities such as advances in medical knowledge and health technologies that drive economic growth on Earth.	The challenges of human space flight advance safety procedures and technologies that improve and protect our lives on Earth.	NASA's unique capabilities and knowledge enable it to lead the way to extending a permanent human presence into space and incorporating space into our daily lives.

Strategic Communications Framework

Message Architecture

Science

NASA Explores New Worlds to Improve Our Own

Science	Economic	Security	Leadership
NASA science is opening up new worlds and answering the mysteries of Earth and the universe through exploration and research.	NASA science is developing new technologies and capabilities with the potential to benefit billions of people on Earth.	NASA science provides critical Earth and space climate, weather and environmental information that contributes to a cleaner, healthier safer world.	NASA is the global leader in Earth and space science whose excellence in the pursuit of knowledge and discovery continues to shape and define our world.

Strategic Communications Framework

Message Architecture

Aeronautics Research

NASA Explores New Worlds to Improve Our Own

Science	Economic	Security	Leadership
NASA's aeronautics research provides state-of-the-art research and testing capabilities to improve the Nation's air transportation system, air transportation safety and the performance of future air and space vehicles.	NASA's aeronautics research provides cutting edge innovations that advance and strengthen U.S. military and civilian aviation and aeronautics, and contribute to continued U.S. leadership in the aviation sector.	NASA's aeronautics research enhances aviation safety for civilian and military applications as well as space flight.	NASA's aeronautics research enables continued U.S. leadership in aviation, aeronautics and space exploration through innovation and technological advances.

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Message Architecture

Cross-cutting Functions

Education Message

NASA's space exploration mission provides the tools, resources, and excitement to attract and retain students in the STEM disciplines. That contributes to a stronger, more innovative and competitive national workforce.

International Message

NASA is working with nations around the world in a shared program of exploration and scientific discovery. Working with its international partners, NASA advances knowledge to build a cleaner, healthier, and safer world.

Commerce Message

NASA's partnership with commercial enterprise enables new innovations and efficiencies that contribute to the pursuit of knowledge and scientific discovery. We will build a viable and sustained global commercial enterprise in space that will drive economic growth and improve life on Earth.

Management Excellence Message

For less than seven tenths of 1% of the federal budget NASA provides future benefits through technological advancement and scientific discovery. We are aligning our organization and workforce to achieve the Nation's exploration objectives, while building stronger, healthier, and safer communities.

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Message Architecture

Elevator Speech

NASA EXPLORES NEW WORLDS TO IMPROVE OUR OWN

- We send humans and robots into space on a quest of exploration and scientific discovery
- We create new commercial markets, and spur economic growth at home
- We monitor weather, climate and the environment to have a cleaner, healthier, safer world
- For less than seven tenths of one percent of the annual federal budget, we build a better future through the exploration of space, and improve life here on Earth

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Outreach Strategies

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Outreach Strategies

- Outreach Strategy
- Outreach Mechanisms - New Ways of Communicating
- Audience Targeting and Delivery Mechanisms
- Management Tools and Infrastructure

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Outreach Strategies

Relevance

Bring our audiences "*inside*" NASA and show them how NASA affects their lives.

- **Relevance through information**
- **Relevance through access**

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Outreach Strategies

Keys to Communication

- Illustrate the importance of space to America's economy.
- Highlight benefits to people that exist because of technology developed by NASA.
- Engage and inspire audiences about the future benefits of NASA, and its leadership in space exploration, aeronautics research, science, and education.

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Outreach Strategies

Target Audiences

- **Decision-makers/Influencers**
  - Congress
  - White House
  - Policy-makers
  - Industry
- **Building Group**
  - Young Adults (18-24)
  - Minorities
  - Women
  - Seniors (70+)
- **Maintaining Group**
  - Men (45-65)
  - Space Community
  - Hobbyists/Enthusiasts

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Outreach Strategies

New Ways of Communicating

Build Online Communities

MyNASA

- Use MyNASA feature on external web site to register users and push information about NASA news, events, announcements, speeches, discoveries, video, images, and Insider information to users.
- Post an online blog for users to post comments, observations, make recommendations, and chat with NASA leadership about select topics.

NASA & You

- Build online benefits catalog on nasa.gov
- Provide live link listing of benefits, e.g., linked images and stories of how NASA has contributed to healthier lives
- Invite audience to tell stories of how NASA impacts their lives
- Monthly NASA & You feature sent out to MyNASA registered users

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Outreach Strategies

New Ways of Communicating

Build Online Communities (cont.)

http://communications.nasa.gov

- NASA Intranet site that provides information and tools for NASA communicators.
- Provide presentation templates and content for NASA speakers.
- Provide online NASA Master Events Calendar of NASA exhibits, conferences, events, and other important dates of relevance to communicators and other internal audiences.
- Provide links to NASA-related news, announcements, and events.
- Post a discussion board to share ideas, information, updates, etc. among NASA employees.

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Outreach Strategies

New Ways of Communicating

Popularize NASA through Partnerships

NASA Files

- Partner with Discovery to produce a program on NASA science
- Enlist celebrity host, e.g., David Duchovny or Patrick Stewart
- Highlight new NASA discovery, technology, or mission and discuss the related science topics
- Provide blog to allow audience to participate and discuss the topics

Geocaching

- Partner with GPS manufacturer Garmin on geocaching game
- Provide NASA prizes and link hunts to NASA missions, events, and activities
- Build online NASA geocaching blog for participants to share ideas, hints, and information

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Outreach Strategies

New Ways of Communicating

Reach Policy-makers and Influencers

Opinion Campaign

- Target events and announcements to place op-eds in influential publications and online journals from NASA leadership and third parties on key issues including education, international relations, space exploration, space-based economic growth, science discoveries, best management practices, etc.

NASA Lecture Series

- NASA sponsors a lecture series at the National Press Club on topics ranging from science, exploration, U.S. competitiveness, economic growth, etc.

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Strategic Communications Framework

Outreach Strategies

Target Audiences and Delivery Mechanisms

Kids

- Video Games
- NASA Trading Cards
- Competitions
- Partnerships (Disney, Nickolodeon, Discovery Kids, PBS)

Young Adults (18-24)

- Podcasts
- YouTube
- MySpace
- Blogs
- Ringtones
- Popular Culture (Movies, TV, Music)

NASA Message Architecture

Women

- Promote Women Role Models
- Profiles in Popular Magazines
- Women's Business and Professional Organizations

Hobbyists/Enthusiasts

- Sponsorships (Tour de France, NASCAR, Marathons)
- Geocaching
- Memberships
- Online Journals

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Strategic Communications Framework

Outreach Strategies

Target Audiences and Delivery Mechanisms

Congress/Policymakers
- Astronaut Visits
- Shuttle Launch Invitations
- Center Tours
- Exclusive Online Resources
- Lecture Series

Educators
- Teacher of the Month Website
- Online Lesson Plans
- School Exhibits

NASA Message Architecture

Commercial
- Industry Luncheon Series
- CEO Day
- Speakers Bureau

Minorities
- Partnerships (NBA, NAACP, Church Organizations, Boys/Girls Clubs)
- Spanish Language Website
- Popular Culture (Movies, TV, Music)

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New Message Platform

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New Message Platform

- **Relating NASA's mission and goals in an understandable context that generates excitement and demonstrates how it benefits people's lives.**

- **Drawing on the analysis of our research, current NASA policy, and the needs of our priority audiences, we are working on a new Message Platform to test and then build around a powerful theme…**

The Space Economy

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What is The Space Economy?

Space – The expanse in which the solar system, stars and galaxies exist: universe. (*Websters II*)

Economy – A system for the management of resources and production of goods and services. (*Websters II*)

<u>The Space Economy</u> – *The system of managing resources and the production of goods and services in the course of exploring and utilizing space.*

Examples:

Infrastructure – Space operations, suppliers, contractors
Applications – GPS, weather, climate, defense, imagery
Transactions – Finance, medicine, communications
Commerce – Tourism, services, logistical support

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New Message Platform

The Space Economy

"As I see it, questions about the Vision boil down to whether we want to incorporate the Solar System in our economic sphere, or not. …The ultimate goal is not to impress others, or merely to explore our planetary system, but to use accessible space for the benefit of humankind."

Dr. John Marburger
The President's Science Advisor
Speech to the 44th Robert H. Goddard Memorial Symposium
March 15, 2006

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New Message Platform

The Space Economy

There's a high-tech precedent for this theme. Ten years ago, Cisco began to build awareness of its soon-to-burgeon sector, using the theme of The Internet Economy.

- **We can begin reaching our most important audience – policymakers – with information available today. We can reach other audiences with new messages built around our broader benefits.**
- **Thought leadership by NASA and supporting industries can now popularize The Space Economy, which means the full array of economic & scientific benefits that are derived from the exploration and utilization of space.**

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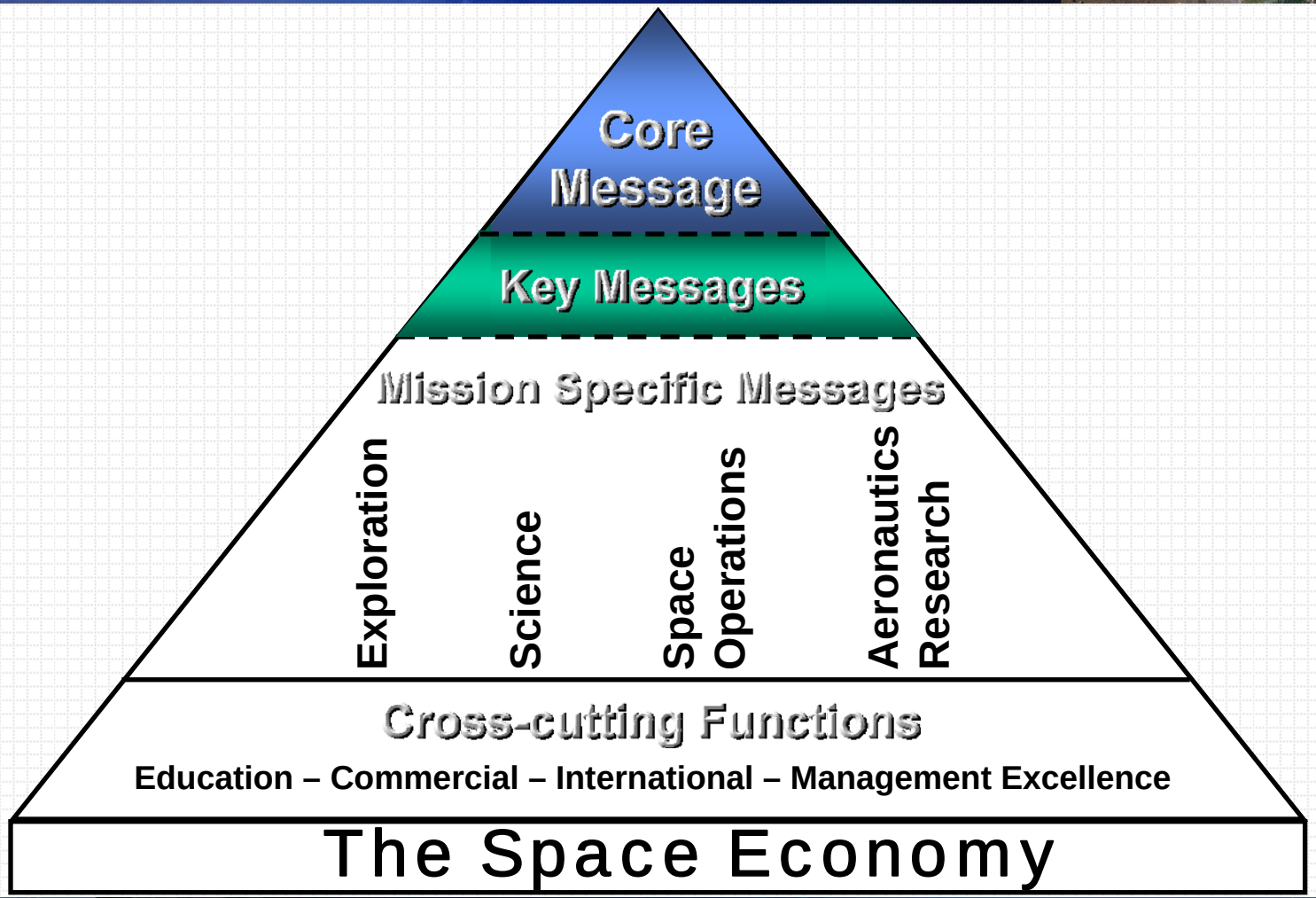
Strategic Communications Framework

New Message Platform



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Strategic Communications Framework

New Message Platform

The Space Economy

Establish NASA thought leadership around The Space Economy theme:

- **Develop economic models for space leadership.**
- **Develop economic indicators and impact analysis to bring specificity to The Space Economy theme.**
- **These can lead to a de facto rebranding of NASA in terms of relevance and benefits for our target audiences.**

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Next Steps

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Next Steps

NASA Strategic Communications Framework

- Rollout at NASA HQ and Center roadshows.
- Implement feedback loop to incorporate Agency comments
- Brief the Hill, Industry and International partners.
- Field test and refine messages.
- Develop Handbook and Implementation Plan.
- Integrate messages into Agency communications materials.
- Implement recommended Outreach Strategies.

Market Research - Continue with testing and focus groups to fill gaps:

- Messages
- Space Economy Theme
- Benefits
- Key Audiences

The Space Economy - Examine partnering opportunities to move forward with Space Economy research and metrics.

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Next Steps

Management Tools and Infrastructure

- **http://communications.nasa.gov**
- **Communications Toolkit**
  - **Presentation Templates**
  - **NASA Presentation Tool**
  - **NASA Benefits Catalog**
- **Communications Coordinating Committee (CCC)**
- **Master Events Calendar**
- **Exhibits**
- **Speakers Bureau**
- **Communications Material Review (CMR) Team**
- **Space Act Agreements**

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Schedule

Upcoming Major Schedule Milestones

- January 22 - February 1 - Focus Groups held and findings incorporated
- February 9 - 28 - Conduct Field Survey, analysis, and finalize research
- March 5 - Market Research results incorporated into Implementation Plan
- March 9 - First draft Implementation Plan completed
- March 16 - Implementation Plan finalized
- Week of March 19 - Begin Senior Staff and Leadership briefing process
- Week of April 2 - Roll out Implementation Plan across Agency

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Strategic Communications Framework

Schedule

ACTIVITY	OCT	NOV	DEC	JAN	FEB	MAR	APR
DEVELOP FRAMEWORK							
FORMULATION PHASE							
STRATEGIC COMMUNICATIONS WORKSHOP	11-13						
MARKET RESEARCH ANALYSIS							
DRAFT FRAMEWORK							
VALIDATION PHASE							
VALIDATION SESSION WITH MANAGEMENT							
INPUTS/CONCURRENCES RECEIVED		27					
BRIEF SENIOR MGMT (INCL. ADMINISTRATOR)							
OMC/SMC				10, 17			
IMPLEMENTATION PHASE							
IMPLEMENTATION PLANNING PROCESS						9 16	
ROLL-OUT FRAMEWORK							
Center Visits							
TEST MESSAGES (External)				22-25	28		
FY 2008 BUDGET ROLLOUT							
OMB AUTHORITY FOR TESTING EXPIRES					28		
BRIEF SENIOR MGMT						19	
ROLL-OUT IMPLEMENTATION PLAN							2

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Definitions

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Strategic Communications Framework

Definitions

Brand Promise: What an organization offers to its customers.

Core Message: Overarching statement that defines the essence of NASA.

Elevator Speech: A short (25 - 30 second) explanation of what the Agency is, does, and why it matters to people.

Geocaching: Virtual treasure-hunting game using GPS technology.

Key Messages: Top 2-4 messages that further define and illustrate the core message.

Message Architecture: A message structure consisting of an organization's core message and supporting messages related to its mission, goals, and activities.

Message Platform: The message foundation from which all Agency communications are derived.

Outreach: The intent is to raise awareness of, or interest in, NASA, its goals, missions and/or programs, and to develop an appreciation for and exposure to NASA activities.

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Definitions

Strategic Communications: Planned communications and methodology to deliver the Agency's messages, keyed to its goals and objectives, to its target audiences in a manner that is meaningful and resonates as true, convincing and desired.

Strategic Communications Framework: Plan to implement strategic communications. Involves identification of messages, target audiences and dissemination methods appropriate for each target audience.

Target Audience: A group of individuals, usually defined by demographics as age, sex, ethnicity, income, occupation, interests, etc., with whom the Agency prioritize as necessary to communicate, educate and influence.

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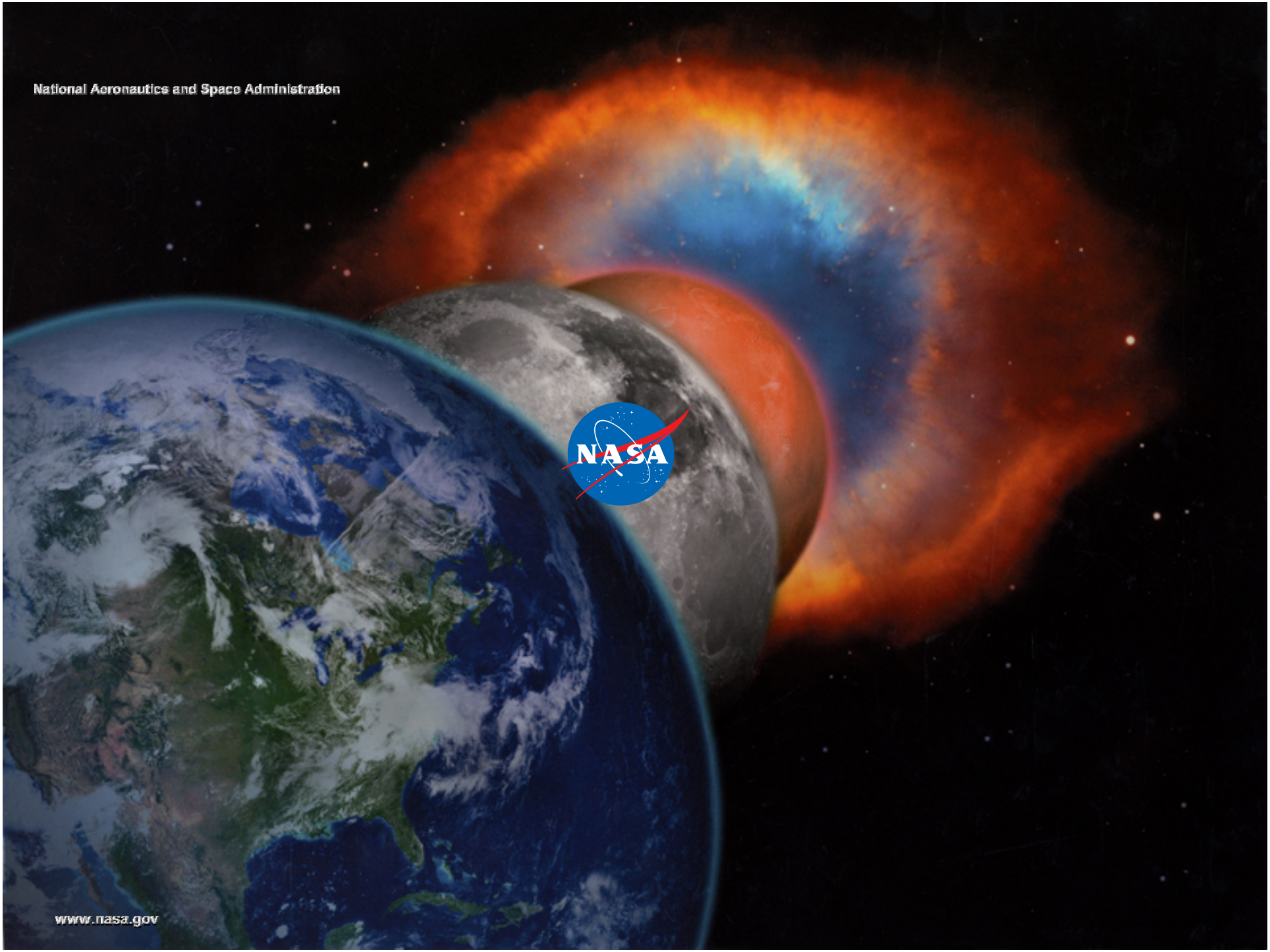
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