



# Case Study

## 2017 GOLD NORTH AMERICAN EFFIE AWARD WINNER

### "LOCKHEED MARTIN FIELD TRIP TO MARS"

In an era of Silicon Valley innovation, Lockheed Martin was seen as an outdated defense contractor. Especially when it came to space. It found itself losing its customers to start-up SpaceX. If Lockheed Martin didn't prove its innovativeness, it risked losing further business to SpaceX. Lockheed Martin set out to shift the conversation away from SpaceX by creating the first-ever group virtual reality experience. It shifted the conversation - receiving 180% more mentions in the Mars conversation than SpaceX and 132% more mentions than Musk.

Competition:  
North American Effie Awards

Ran in:  
USA

Category:  
Media Innovation -  
New Channel Creation

Brand/Client:  
Lockheed Martin

Lead Agency:  
McCann New York

Contributing Companies:  
Momentum Worldwide  
Weber Shandwick  
Universal McCann

Product/Service:  
Space Exploration

Classification:  
National

Dates Effort Ran:  
April 7, 2016 - April 22, 2016

Credits:  
Chris Cooper  
Dan Donovan  
Josh Grossberg  
Rik Koletar  
Mike Medeiros  
Jessica Mendoza  
Lisa Nocella  
Chloe Scutt  
Dave Waraksa  
Steve Zaroff



## Executive Summary

### The Challenge

Lockheed Martin needed to prove its innovativeness or lose out to SpaceX.

### The Idea

Don't talk about what our technology can do – show where it can take us.

### Bringing the Idea to Life

Lockheed Martin brought the first generation that will walk on Mars closer than ever to the Red Planet via the first-ever group virtual reality experience and used their excitement to spark a passion for space across the nation.

### The Results

Lockheed Martin changed how VR is experienced, shifted the Mars conversation and got noticed by the innovation and technology community.

## Effie Awards Category Context

In an era of Silicon Valley innovation, Lockheed Martin was seen as an outdated defense contractor. Especially when it came to space. It found itself losing the conversation and thought leadership to start-up SpaceX. If Lockheed Martin didn't prove its innovativeness, it risked losing business to SpaceX. Lockheed Martin set out to gain recognition in the innovation community and shift the space conversation. To do so, it created the first-ever group virtual reality experience and brought Mars closer than ever before. Lockheed Martin changed the VR experience from a solitary event to a shared moment that would be unforgettable.

# State of the Marketplace & Brand's Business

## The New Face of Innovation in Space

Lockheed Martin is living in the era of Silicon Valley innovation. Today's innovation is fast-paced, disruptive and entrepreneurial in spirit. Compared to Silicon Valley Lockheed Martin seemed slow and outdated. A defense contractor that was stuck in the Cold War Era.

As a result, Lockheed Martin's customers, the government and Department of Defense, started looking more and more towards Silicon Valley for innovation. Especially when it came to space. Elon Musk and his SpaceX Corporation found success in a category that had been solely dominated by defense contractors. From 2014-2015, it had increased its share of launches against Lockheed Martin by 11% while Lockheed Martin's share of launches decreased by 16% (*Wikipedia, 2016*).

And now, SpaceX is making bold promises of getting to humanity to Mars at an affordable price. Even though Lockheed Martin was actually creating the technology that would one day bring us to Mars, SpaceX was dominating the conversation. No matter how often Lockheed Martin talked about its innovative spacecraft, it wasn't able to shift the conversation away from SpaceX. There was a real risk that congress could take away funding from Lockheed Martin's Mars program and allocate budget to SpaceX's endeavors.

Lockheed Martin needed to prove its innovativeness or lose out to SpaceX.

## Audience

### Influencing the Innovation and Technology Community

For Lockheed Martin to be viewed as truly innovative, it needed to reach the people that were shaping the innovation narrative:

**Innovation and Technology Community:** Lockheed Martin identified publications that had influence with the larger innovation and technology community. Its goal was to reach publications like Engadget (*20.3MM monthly visitors, Source: Comscore, 2015*), Popular Science (*3.2MM monthly visitors, Source: MRI Doublebase, 2013*) or PSFK (*673K monthly visitors, Source: Similarweb, 2016*).

## Objectives & KPI's

### Make Our Marketing As Innovative As Our Technology

Create a one-of-its-kind marketing experience. Lockheed Martin wanted to create a meaningful experience that would put it at the forefront of the Mars conversation. To do so, it needed to:

Goal:	Objective:	Benchmark	KPI:
Shift the Mars conversation away from Musk and SpaceX	Surpass average weekly social mentions of Mars and SpaceX/Elon Musk	<ul style="list-style-type: none"> <li>Benchmark set against performance of SpaceX on social. We wanted to outperform this metric: 2015 Avg. Weekly Social Mentions:</li> <li>Mars + SpaceX: 2K</li> <li>Mars + Musk: 2.5K</li> </ul>	Increase week over week mentions of Mars + Lockheed Martin (170 avg. mentions weekly) by 2.4K to lead Mars conversation
	Surpass average weekly social net sentiment of Mars and SpaceX/Elon Musk	<ul style="list-style-type: none"> <li>Benchmark set against performance of SpaceX on social. We wanted to outperform this metric: 2015 Avg. Weekly Social Net Sentiment:</li> <li>Mars + SpaceX: 55%</li> <li>Mars + Musk: 50%</li> </ul>	Increase week over week net sentiment of Mars + Lockheed Martin (47% weekly average) by 15%
	Surpass average views of SpaceX videos	<ul style="list-style-type: none"> <li>Benchmark set against performance of SpaceX's video views. We wanted to outperform this metric: 2015 Avg. Video Views:</li> <li>SpaceX Videos Views: 460K</li> </ul>	Gain 2X video views of SpaceX using owned video content

Capture the news cycle    Benchmark set against performance of highest performing PR story in Lockheed Martin's history. We wanted to outperform these metrics:

- 18 original media placements
- 50MM impressions

## Insight

### Changing the Mars Conversation

With Musk and SpaceX dominating the conversation around Mars and space, the narrative was solely focused on how they would get us there. They were able to grab the media's attention because they were bringing in a new perspective to the space industry.

Few ever thought a private company would be able to successfully launch rockets, but SpaceX proved them wrong. They broke conventions and seemingly were able to make the impossible happen. And as a result, they have become the face of innovation in space.

Now all anyone talked about was the plan SpaceX has to get humankind to Mars. People were so focused on the technology needed to get to Mars (Lockheed Martin included) that they forgot there was a different perspective on the Mars conversation, one that's about how the technology will change our lives and the world forever.

**Insight:** To change the conversation, you have to bring a new perspective to the table.

## The Big Idea

**Don't talk about what our technology can do – show where it can take us.**

## Bringing the Idea to Life

### The First Trip to Mars

The first generation that will walk on Mars is on Earth, in elementary school, today. With the first manned mission to Mars being only a handful of years away, Lockheed Martin wanted to make this generation the focal point of that mission by creating a STEM initiative and using them to bring a new perspective to the Mars conversation.

To inspire the first generation that will walk on Mars, we brought the Red Planet closer than it has ever been before via the first-ever group virtual-reality experience. To do so, we created 200 virtual square miles of Mars' surface using Unreal Engine 4. We then mapped the Mars surface to the real streets of Washington, D.C, and showcased geological features, the Curiosity rover, a realistic base camp and a massive Martian dust storm.

And then we bought a school bus.

We completely gutted the bus to install our custom-built windows that could transform into the surface of Mars. We then reoutfitted the bus to make it look and feel like any other school bus.

By integrating our virtual Mars surface, GPS, 3-axis accelerometer, magnetometer, and laser surface velocimeter, the bus became our virtual reality "headset." When the bus moved, the surface of Mars moved, and when the bus turned, we turned on Mars.

Our first riders, D.C.-area students, thought they were going on a normal field trip. But as the windows transformed to reveal the Martian landscape, we surprised them with a field trip unlike any other.

To reach the innovation and technology community, we shared the first trip to Mars across social media. We also did media outreach to tech publications to share video and photo assets related to the Mars bus experience.

## Communication Touch Points - All

### Interactive/Online

- 👉 Display Ads
- 👉 Brand Website/Microsite
- 👉 Contests
- 👉 Digital Video
- 👉 Geo-based Ads
- 👉 Mobile/Tablet Optimized Website

### Mobile/Tablet

- 👉 App
- 👉 In-App or In-Game

### OOH

- 👉 Other

### Print

- 👉 News Paper
- 👉 In-Store Merchandizing
- 👉 Retail

### SEARCH ENGINE MARKETING

(SEM/SEO)  
Social media  
Sponsorship  
Trade shows

## Additional Marketing Components

- 👉 Not Applicable

## Paid Media Expenditures

Current Year: September 2015 – August 2016

- 👉 \$500-999 thousand

Year Prior: September 2014 – August 2015

- 👉 Not Applicable

### Budget

- 👉 Less than other competitors.
- 👉 Less than prior year's budget.

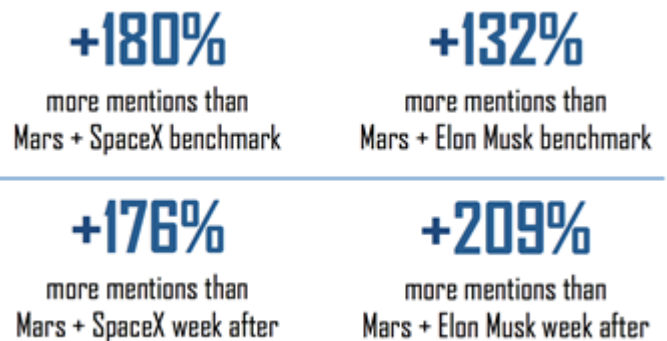
## Owned Media & Sponsorship

Lockheedmartin.com/generation beyond, Lockheed Martin's owned social channels (Facebook, Twitter, Instagram, LinkedIn)

## Results

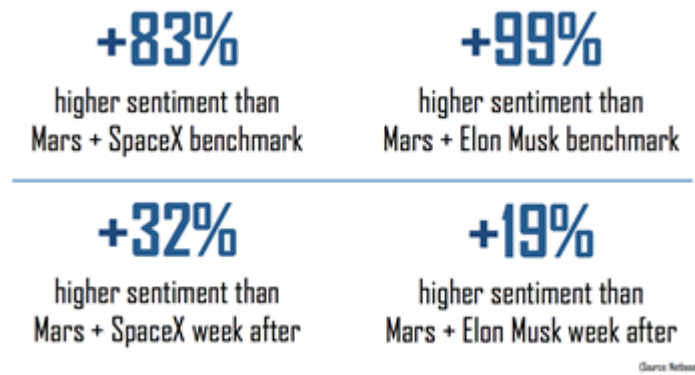
Lockheed Martin completely transformed the way virtual reality is experienced, took back the Mars conversation and its place as a leader in space.

VR has always been a solitary experience with the use of a headset. It can put someone in a completely different world, but only that person can revel in the moment. With the bus as a platform, Lockheed Martin was able to take the virtual reality experience and make it into something that people could share together in the moment. And the results of such an innovation were impressive.



(Source: Netbase)

In the week after the launch of the bus, Lockheed Martin increased its mentions by 5.6K (KPI: increase by 2.6K) from the previous week and surpassed the benchmarks for SpaceX and Elon Musk's Mars social mentions. And it even led the Mars conversation for that week.



The net sentiment around Lockheed Martin and Mars was at 100%, which was a 203% increase (KPI: increase by 15%) from the previous week. It surpassed the benchmarks and the sentiment for that week by a wide margin (Source: Netbase, 04/07/16-04/22/16).



Since the inaugural field trip, videos featuring the virtual field trip have been viewed over 6 million times as of August (13x more than the average SpaceX video, well over our 2X KPI) (Owned Social Channels, Aug 2016). The bus was even a trending topic on Facebook for more than 24 hours. Conversation spanned across 55 countries and many different groups of people, including educators, Mars enthusiasts, technology influencers, virtual reality experts, parents, and even school transportation organizations. We successfully earned over 40 original media placements (KPI: 25 original media placements), earning over 90MM impressions (KPI: 70MM impressions) (PR Agency, Apr 2016). The placements included major news outlets like NBC, ABC, and Fox covering the story, as well as leading technology and innovation sites like Engadget, PSFK, Popular Science, and Futurism. The bus was even highlighted for its groundbreaking use of VR at the 2016 Samsung Developers Conference Keynote.

## Other Contributing Factors

"Failure is part of innovation – perhaps the most important part."

Failure: VR sickness created by inaccuracy of GPS

Innovation: Create a more accurate tracking system using GPS, magnetometer, accelerometer and industrial timing laser.

Failure: Unable to avoid going through Martian mountains

Innovation: Create large scale virtual map and marry it to an actual map of DC

Failure: Rendering couldn't keep up with bus in real time

Innovation: Link amalgamated sensor data to several high-end gaming computers so each window/screen rendered Mars properly in a way that gave perspective and continuity.



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