

The Value of Brand Voice: Designing Through Ambiguity

Terran Orbital | 2023 | Social Media Content Strategy

Context

I was initially brought in to revise a promotional video script for **Terran Orbital**. The direction was to make the company feel more fun and relatable. The script was approved and shortly after, I joined the small marketing team as a copywriter. The team was talented and capable. What we didn't have was clarity. Within my first two weeks, I was collaborating with the Social Media Manager to assess how we were showing up publicly and internally.

Problem

There was no clearly defined brand voice. Marketing was mostly reactionary. Engagement remained largely internal. At the same time, I was tasked with refreshing the State of the Company annual report for their anniversary year. I approached it by interviewing employees, synthesizing perspectives, and shaping a narrative that could unify the organization. It quickly became clear: We weren't struggling with creativity. We were missing alignment.

An organization cannot communicate consistently without first deciding who it is.

Decision

Instead of posting more content, we designed infrastructure. Partnering cross-functionally, a four-channel content system was built: Each channel had a defined tone. Each served a specific business purpose (morale, recruitment, partnerships, and education). This was supported by a three-month proactive calendar and protected production

time to ensure consistency. In parallel, I developed the annual report to establish internal narrative cohesion — balancing transparency, morale, and strategic positioning. The goal wasn't noise. It was clarity.

Outcome

When the system was presented, we learned something important: The intended brand voice was far more formal, defense-aligned, and authoritative than earlier direction had suggested. The gap wasn't execution. It was executive alignment. Without a defined mandate for voice, implementation stalled. I exited shortly thereafter due to direction differences. One year later, Terran Orbital was acquired by **Lockheed Martin**, whose public presence reflects a clearly defined and consistently executed voice.

What This Taught Me

Initiative alone isn't enough. Infrastructure requires sponsorship. I still stand by the system we designed, but if I were to approach it again, I would secure explicit executive alignment on brand identity, appetite for cultural positioning, risk tolerance, and marketing authority.

Influence first. Architecture second.

Ambiguity doesn't intimidate me. But I've learned that clarity at the top determines how far initiative can travel.