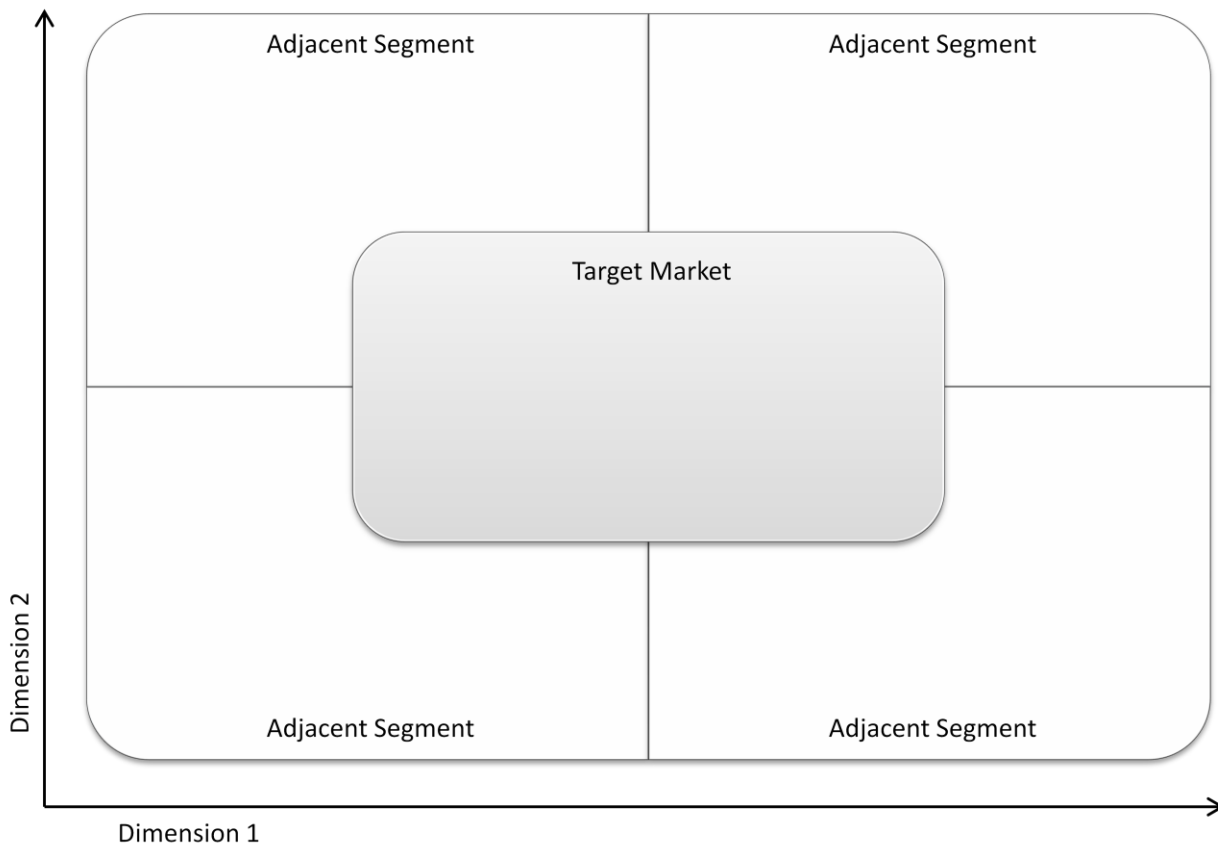


Target Market Selection

Define a group of potential customers whose problem or use of your solution share several characteristics/dimensions. Choose a segment of the market in which:

- you are differentiated
- you can deliver value quickly
- customers are accessible
- there are adjacent markets for growth

One approach is to segment the market along two dimensions and choose a target segment that lies within relevant adjacent segments.



Benefit Ladder

Express how your solution meets customer needs at a functional and emotional level. Consider which level will be the focus of customer communication. Higher levels can be more powerful once functional benefits are well established among target customers.

Emotional Benefits

How customers feel about your product/service

Customer Benefits

Customer advantage based on functional benefits

Product Benefits

Functional benefits provided by product attributes

Product Attributes

Features and attributes of the product/service offering

Value Proposition

Based on your target market selection, identify the problem they have in common and how the use of your solution provides unique value. This is the company's raison d'être and fundamental strategy. Consider – How big is the problem? How unique is your solution?

Target Customer	
Customer Problem <i>Situation that puts them in your market</i>	
Relevant Solution <i>Product/service offering</i> <i>Features & attributes</i> <i>Compelling reason to buy</i>	
Specific Benefits <i>Quantified value</i> <i>Key differentiation</i>	

Frame of Reference

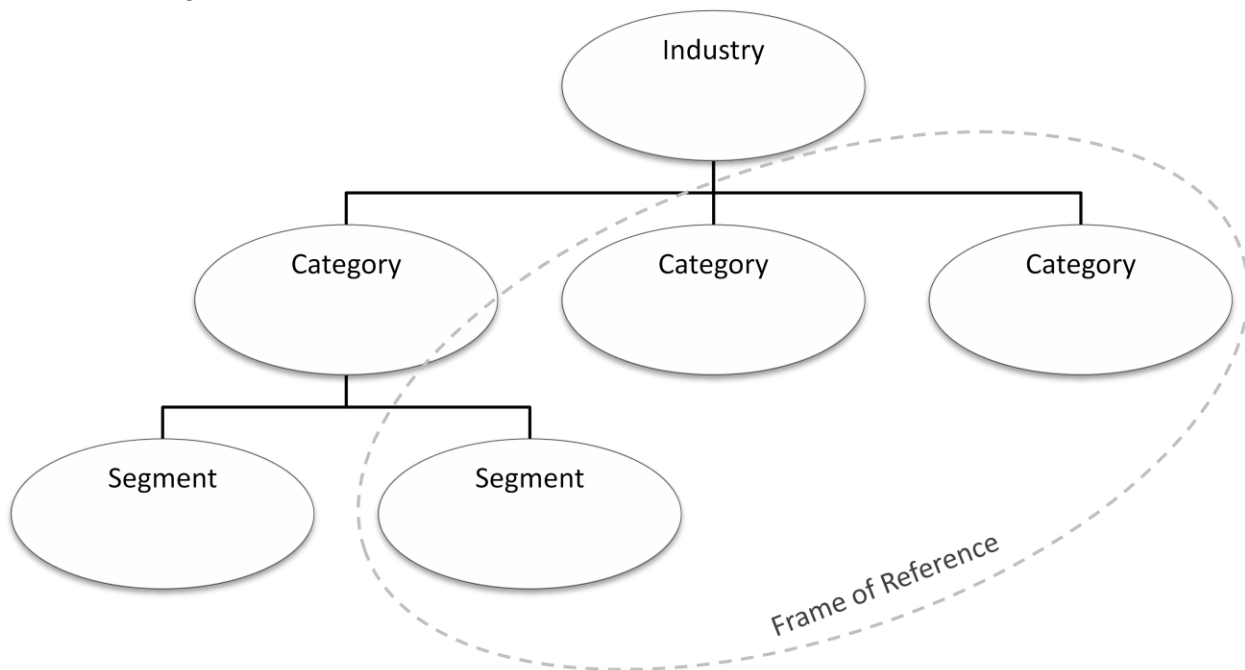
Define the buyer's category of options which establishes your competitive set and from which you will compare/differentiate in your communication. The frame should be:

- from buyer's point of view
- large enough to capture meaningful volume
- small enough to be differentiated

One approach is to identify the categories and/or segments within the industry which make up the competitive set and define the broader frame within which customers make choices.

Note: Source of Volume will be from a larger group of categories and segments. The Frame of Reference is the relevant boundary for comparative communication to a target market.

Example



Positioning Statement

Develop a framework for communication which combines the previous elements into a strategic statement:

- which demonstrates an understanding of your customer
- which conveys how you deliver unique value
- which establishes the competitive field

For [target end user]	
who wants/needs [compelling reason to buy]	
[product name] is a [frame of reference]	
which provides [key benefit].	
Unlike [main competitor],	
[product name] is [key differentiation].	

Creative Strategy Brief

This template provides your agencies or creative service providers with background on your business and your goals for the marketing program. It is the strategic context for the marketing elements that will be developed.

<p>Company Name Address Contact Info</p>	
<p>Company Background <i>History, products and services, value proposition, business model canvas</i></p>	
<p>Customer Background <i>Segmentation, target market definition</i></p>	
<p>Competitive Landscape <i>Who are your competitors and how are you differentiated</i></p>	
<p>Business Situation <i>What is the problem or opportunity you are using marketing to solve</i></p>	
<p>Marketing Objective <i>What are your overall goals for the marketing program</i></p>	
<p>Budget <i>What can you spend on nonworking (development) and working (media) costs?</i></p>	



Creative Design Brief

This brief provides your creative service providers with the information they need to give you work that meets your objectives with minimal revisions, and a clear record against which to evaluate the work they deliver.

Company Name Address Contact Info	
Project Name <i>Working title of the campaign or individual element to be designed</i>	
Project Description <i>Campaign or single element, related efforts that are integrated</i>	
Due Date <i>For supplier deliverables, not the in-market date unless they are responsible for production</i>	
FOR EACH ELEMENT:	
Description <i>Where it is used/seen, how customers interact with it</i>	
Role <i>The purpose of the element in the marketing campaign or program</i>	
Objectives <i>As a result of interacting with this element, what do you want customers to think? To feel? To do?</i>	



Copy Direction <i>Tone, outline</i> <i>Supplier to write full copy or client to provide draft manuscript?</i>	
Design Direction <i>Look and feel, mandates or style guide</i>	
Reference <i>Any samples that represent what you are looking for</i>	
Legal <i>Trademark, copyright, disclaimers</i>	
Technical Specifications <i>Size, materials, limitations, requirements</i>	
Deliverables <i>Number of options requested in first round, where files are to be sent</i>	
Attachments <i>Your logo, images, manuscript</i>	

Work Plan and Timeline:

- Client sends brief and supporting materials to agency/supplier..... [Date]
- Client and supplier review brief in live meeting [Date]
- Supplier provides estimate and timeline to client [Date]
- Brief, estimate and timeline approved and signed by decision-makers [Date]
- Wireframe developed for website [Date]
- Wireframe revised and approved [Date]
- Copy manuscript developed – at least headlines and subheads before design [Date]
- Copy manuscript revised and approved [Date]
- First round creative – 2-3 rough concepts [Date]
- Second round creative – refinements on 1 concept, sometimes 2 [Date]
- Final round creative – approved, sometimes with small changes [Date]
- Final art ready for production [Date]