

1. Terms of reference: The terms of reference should be outlined in a few words. We get a first-hand view of the situation. The company and the agency cooperate to make sure that they share the same view of the task in hand.

2. Product/service: What are the products or services that communication is to cover? Background, field of applications, market relevance, etc. The significance of the product for the manufacturer.

3. Brand: The company or brand - the source of the message in profile, image, market position, the genetic code of the brand. Current market performance. What potential needs to be or could be tapped? BtoB communication is a matter of confidence-building. What can the brand contribute?

4. Initial situation: What conditions are relevant for the terms of reference? Product, market, competition, communication.

5. Target group: Who do you want to reach with BtoB communication? Profile of target group(s). Current situation of target group/company concerned, decision-making structures, information hierarchies, people who prepare for and take decisions. Aspects of corporate policy that need to be considered when addressing target groups.

6. Targets of campaign: What type of campaign is to be developed? What do you want to achieve through the campaign? Marketing objectives (market shares, sales, distribution, etc.)? Communication objectives (brand and product)? National or international orientation?

7. Current insights: What does the target group think of the brand, the product and the message source's profile at present?

8. Required insights: What should the target group think in the future? Required attitudes to the brand, product, service, etc.? What are the potential factors for market success?

9. Core message: What core message do you want to position in connection with the brand or the relevant product or service?

10. Customer benefit: What is the benefit to a customer opting for the product or service today? Personal benefits such as a feeling of safety, a good feeling, confirmation? Technical and economic benefits? What is the customer benefit that is actually perceived?

11. Reasons: The reasons for success. How can we prove our claim and support our promise? What features confirm customers' expectations? What ensures customer satisfaction?

12. Campaign language: How do we speak to the customer? What language does the potential customer know and need? Brand diction as the basis for successful communications. Are there any special deadlines, key terms, killer terms or taboos?

13. Customer reaction desired: What effects is communication to have on the customer? What possible reactions can we offer and should we offer? What should the customer ideally do?

14. Essential elements of communication: CD/CI requirements. Dos and don'ts. Communication and sales structures, etc.

15. Communication channels and promotion materials: Implementation. Measures. Technical details.

16. Budget: What budget is available for campaign development and implementation? Have any parts of the budget already been committed (political decisions, etc.)?

17. Media planning: Who is responsible – in-house unit, media agency, etc.? Who takes media decisions? Significance of individual media for the brand. Are there any strategic cooperations?

18. Timing: When must the campaign be completed/ready for use? Requirements for intermediate steps: liaison procedures?

19. Contacts: What are the decision-making processes in the company? Who are the decision-makers? Who influences decisions and whose interests need to be taken into account?

20. Additional information: Anything else that could be important.