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Marketing brief template

One page, one owner. Write "unknown" where you cannot answer, and how you would find out.

Field	What good looks like	Your answer
Business situation	Two or three sentences on where the business is now and why this work is being asked for now. Facts, not ambition.	
What the customer is doing today	How buyers currently find, compare and choose you. Mark what you know from data or conversations and what you are assuming.	
The decision or outcome	One sentence: what will be decided, or what will change, because this work exists.	
What exists and is worth keeping	Existing content, data, messaging and relationships the supplier should build on, so they do not start from a blank page.	
The constraint you suspect	Your best guess at what is getting in the way. It may be wrong, and saying so is fine.	
Audience and approvers	Who the work is for, and the named people consulted on it, in the order they see it. Approvers give input. They do not decide.	
Deliverables and format	What will exist at the end, in what form, and how many rounds of feedback are included.	
Scope and exclusions	What is in, and what is explicitly out. The exclusions save the most arguments.	
Budget range and timing	A range rather than a single number, and the dates that are fixed versus preferred.	
How success will be judged	The measure, who reads it, and when. If a measure would never change a decision, drop it.	
The one owner	The person who decides: yes, no or not yet. One name, not a committee.	
What you cannot say or claim	Regulatory limits, unverifiable claims, competitors you will not name, topics that are off the table.	

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