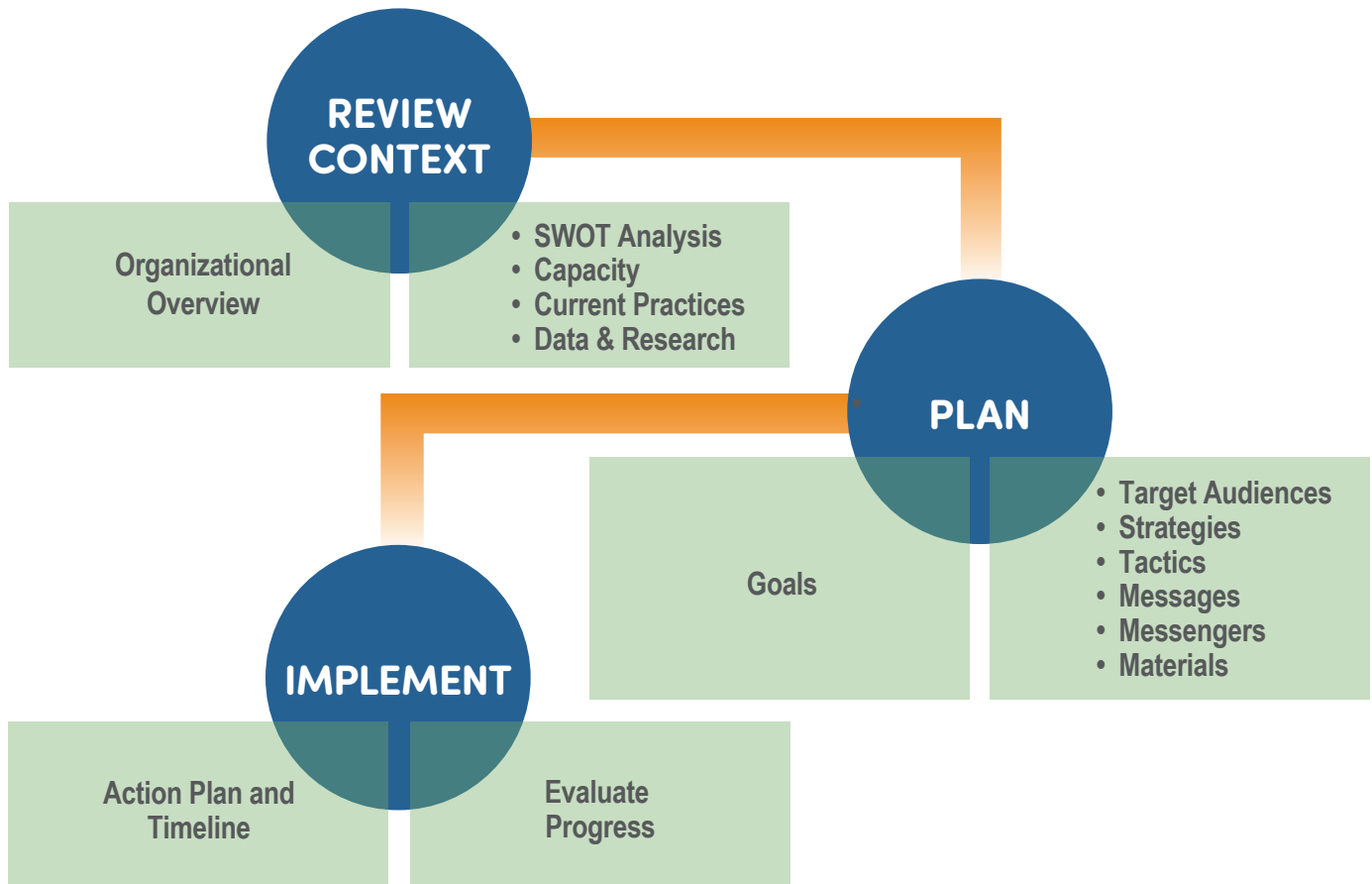# ACS Marketing Communication (MarCom) Plan Worksheet

A MarCom plan, short for Marketing Communication plan, serves as a roadmap for coordinating marketing efforts and ensuring consistency in messaging across various channels such as advertising, public relations, digital marketing, and social media.

Through years of research and experience in the field, ACS has identified the (sometimes non-sequential) steps to an effective MarCom plan. Ideally, you would tackle each of these steps at some point in your communication approach. Some of these steps are more difficult or take more time to complete than others.

This worksheet provides a structured framework for nonprofit organizations to develop a comprehensive marketing communication plan that aligns with their mission, engages their target audience, and achieves their strategic objectives.

REVIEW CONTEXT

Organizational Overview

- SWOT Analysis
- Capacity
- Current Practices
- Data & Research

PLAN

Goals

- Target Audiences
- Strategies
- Tactics
- Messages
- Messengers
- Materials

IMPLEMENT

Action Plan and Timeline

Evaluate Progress

Our Process

1 Organizational Overview

Understanding who you are as an organization sets the stage for communication.

What are your organization's current programs? What campaigns are you running or planning to run under each? Think about your organization's current communication landscape, including trends, challenges, and opportunities.

Programs	Current Campaigns

2 SWOT Analysis

Elements	Details
Strengths	
Weaknesses	
Opportunities	
Threats	

Review Context

Capacity

Determine the internal capacity for communication and assets to leverage externally and points to increase communication capacity.

How much time can your organization devote to this effort per week?

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Who will be the lead?

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Review Current Practices

Determine the effectiveness of current messaging, website, social, paid, and earned media, branding, and marketing efforts.

What is working well?

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What can be improved?

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Review Context

5 Data and Research

Evaluate research and outcome data related to communication efforts, including awareness, audiences, messaging, strategies, and tactics.

What data/research is available to help you meet your goal?

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What data is missing?

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Plan

6 Goals

Define your organization's overall organizational goals (broad goals that apply to the entire organization) and program- and campaign-specific goals (specific, measurable objectives).

Overall Organizational Goals

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Program- and Campaign-Specific Goals

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7 Target Audiences

Prioritize who you want to target with your communication effort. Who are the influencers that will make a difference for your effort? Some people may need more (or different) information than others.

Who is your target audience(s)?
What type of communication will they receive?

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8 Strategies

List out the ways to reach the goals. If goals are your destination, strategies are the roadmap you will use to get there.

Overall Strategies

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Program- and Campaign-Specific Strategies

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9 Tactics

List out the ways to fulfill each strategy. Think of tactics as your turn by turn directions on your roadmap. These should help you fulfill your strategies.

Write 1–2 tactics for each strategy.

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Continued →

10 Messages

Determine core and program-specific messages.

What are your core messages?

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What are your campaign-specific messages?

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11 Messengers

Determine who is the best messenger to deliver the messages to each audience.

Who are your most appropriate messengers?

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12

Communication Channels

Determine the need for formal or informal materials to support your effort (such as brochures, one-pagers, website content, etc.).

Communication Vehicles by Audience and Program			
AUDIENCE ___ **PROGRAM** ___	☐ Website ☐ Press Releases ☐ Social Media (Facebook, X, Twitter, SnapChat) ☐ Email Marketing ☐ Website/Blog ☐ Pay-Per-Click (PPC) Advertising ☐ Influencer Marketing ☐ Direct Mail ☐ Events/Experiential Marketing	**AUDIENCE** ___ **PROGRAM** ___	☐ Website ☐ Press Releases ☐ Social Media (Facebook, X, Twitter, SnapChat) ☐ Email Marketing ☐ Website/Blog ☐ Pay-Per-Click (PPC) Advertising ☐ Influencer Marketing ☐ Direct Mail ☐ Events/Experiential Marketing
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13 Budget and Resources

Determine your budget across different activities/channels and the human and technological resources needed.

Overall Budget

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Program- and Campaign-Specific Allocations

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Resources Needed

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Implement

14 Action Plan and Timeline

Develop an action plan that includes each activity, who is doing it, and a timeline. This will serve as a guide during implementation.

Program/Campaign	Element	Details
	Review Context	
	Challenges	
	Capacity/Lead	
	Goals and Objectives	
	Target Audience	
	Strategies and Tactics	
	Messages and Messengers	
	Communication Channels	
	Budget and Resources	
	Timeline	
	Evaluate Progress	

Implement

15 Evaluate Progress

Continuously evaluate progress to assess the effectiveness of the MarCom plan, ensuring that each program's goals are met and areas for improvement are identified and addressed.

EVALUATION:

Component	Evaluation Criteria	Metrics/KPIs	Tools/Methods	Frequency

Advocacy & Communication SOLUTIONS

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