



# Scratch

how to build a potent modern brand from the inside out

(excerpt)



# Brand: The evolution

The definition of what a brand is  
(and is not) has evolved since the earliest  
days of products and services.



**This is the single, biggest change modern companies and organizations must understand in order to be successful:**

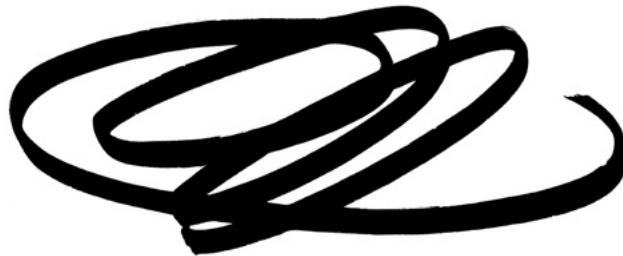
**Not just agency jargon or business speech, a brand is a set of powerful ideas, the totality of your company or organization, built from the inside out.**

It's an amalgam of expectations and experiences — promises you make and keep to your employees, consumers, the world. It's what comes to life in people's minds — that memory — how they imagine and interpret the actions and ideas of your organization.



**This new definition breaks down the wall between a brand's story and how it communicates that story in a way that connects people to the Whole Brand.**

It's a game-changer in the modern market, where, research shows, consumers aren't as interested in your story until it helps them tell their own.



IT IS NOT THE  
STRONGEST OF SPECIES  
THAT SURVIVES NOR THE  
MOST INTELLIGENT.  
IT IS THE ONE MOST  
ADAPTABLE TO CHANGE.\*

– Charles Darwin

\*and it's never been more true for brands

In the early days of brands – we call this the icon era – name recognition alone drove sales and consumer loyalty. Decades later, brands became more than logo and identity, as experience became a competitive advantage.

Today, while product and experience are still pertinent to brand success, we are in the midst of a new era that requires brands to leverage the connective nature of the world. Think partnerships and acquisitions as well as how to prove your brand's purpose and express it in the world.



**Brand Icon Era**

Brand was once considered a type of product manufactured by a particular company under a particular name.



**Brand Experience Era**

Brand evolved to include the consumer's experience as part of its identity.



**Brand System Era**

Brand is a system of connected ideas, in which every part of the business can be used to fuel love and loyalty.







Every moment, every decision, every action is an opportunity to make a brand amazing, to create meaningful relationships with consumers that they remember fondly and share wildly (or not).

**This means a potent modern brand must be human-centered, nimble, empathetic, adaptable and versatile, so that it can answer consumer needs in the moment.**

And the sum of these actions creates a network of connected ideas — like the operating system of a powerful computer framework for communication, design and innovation; engineered to bend and stretch, deconstruct and reassemble into an infinite number of platforms.

Can you control it? No.

Can you direct it? Yes, if you harness the power of creativity to build intention, consensus and connections every chance you get. Creativity simply asks we use our imaginations to change the way things have been done.

Change the form, change the process, change the outcome.

Every brand consists of an operating system — and while none are identical, the stronger and more creative the ideas within each system are, the more potent the brand will be.

## Why think about a brand like an operating system?

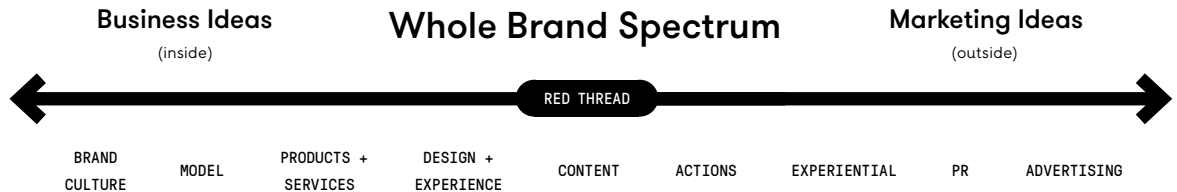
People are watching everything an organization does. Whole brands behave with integrity and purpose, inside and out.

Brands need to move at the speed of the modern consumer. To do that, they need a powerful and motivating idea everyone can rally around to make them fluid, fast and efficient.

# The future will belong to Whole Brands that apply creativity to every facet of the organization for the win.

The emerging workforce wants to work for a brand that is driven by a common belief. Every aspect of the brand, every employee, needs to be inspired by a singular agenda.

A potent modern brand needs to be clear and more coherent than consistent, and able to deftly create connective tissue across all touchpoints on what we call the whole brand spectrum to create equity in every action it takes.





# Ode to the modern brand

You are more than a mark and a message.  
These days, you know you have to be

an answer and an easy button  
a guide and a game-changer  
cultural provocateur  
guerrilla for good will.

**Nimble and empathetic  
you share, you raise your hand,  
you own everything you do.**

You commit to giving people MORE than a good product.  
Then you prove it.







**You think  
backward / upward / wayward  
and constantly, driven by heart and  
hustle to make the new newer, the old  
better, the weird ... weirder.**

Through experiments and experience  
you tell / show / love / listen to stories

yours + mine + theirs = ours.

## You know

connections matter

an idea is the shortest distance between two people  
we are in this together.

## You believe

creativity solves any problem and empowers you  
to influence minds and methods with intention.

## And you are

not just here but here + now, with a purpose  
remembered, remarkable: relevant, because as long as you are,  
the future is wide open.

