



# Zoom in. Zoom out.

Success through the whole brand lens

State  
of the  
Whole  
Brand  
Report

2023

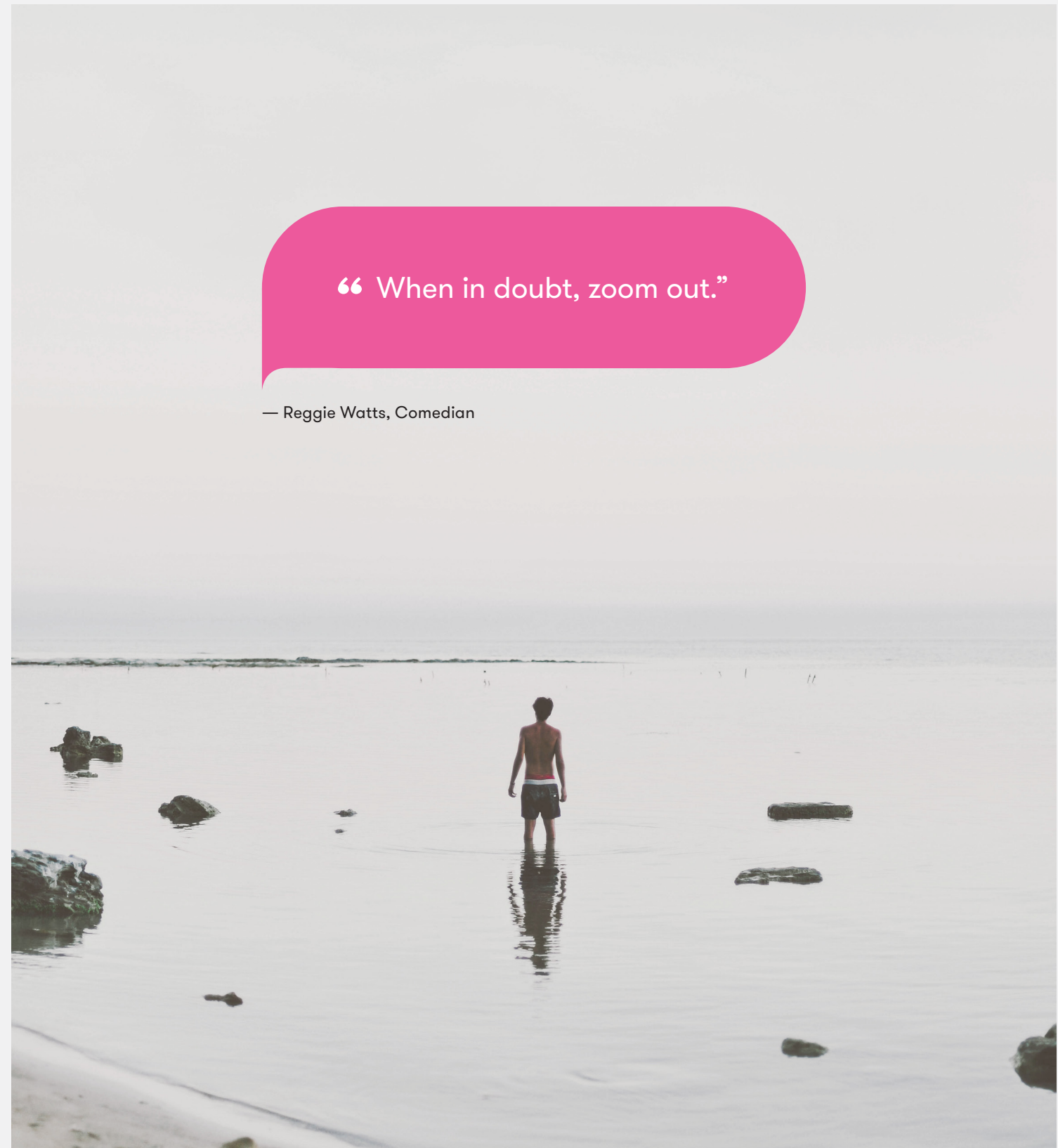


“The bigger you get, the smaller you need to act.”

— Andy Spade, Entrepreneur

“When in doubt, zoom out.”

— Reggie Watts, Comedian



Rip it. Don't read it.

Steal it.

Use it.

Debate it.

Quote it.

Use it for 2024 planning.

Drop it

in your next presentation.

Act on it.

# How to use this report

# Should I even read this?

We made this report for people building brands under a time of extreme pressure and limited resources.

Are you a CEO who needs data that helps prioritize the initiatives of your organization?

Are you a CMO who wants to work closer with your Chief People Officer?

Are you a VP of Marketing constantly debating performance vs. brand marketing?

Are you a brand manager wanting to shape the product itself?

Are you an agency strategist delivering insights for more than TV + extensions?

Are you a challenger brand that needs to act bigger than your budget?

Are you an entrepreneur who is building your business plan?

This is for you.  
Welcome to Whole Brand Thinking™.



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# Zoom in. Zoom out.



## Here's the thing about vision: You can't change what you don't see.

And to see the big picture, you'll need to press your nose against the glass of reality — zoom in, all the way. Hyperfocus on the minutiae for a hot minute or five.

[adjust aperture]

Then, zoom out and up, 31 miles or so above Earth. Really work that lens. From the stratosphere, you can nearly see the future — and all the other things you thought were

irrelevant details are in fact the very connective tissue that binds us all to each other. To our communities. To the planet.

Repeat frequently, at the exact right time.

Do this daily, and you might be a visionary. Teach others to do this, and you might build a legacy. Apply this mindset to your brand, and you could change the world.



Zoom in and out every day to make connections your competitors won't be able to see.

## As a metaphor, the concept of zooming in and out describes a dynamic capability that certain brands have in common: seeing their entire organization as a holistic system.

We call these nimble experts of perspective whole brands: They know how to go deep and wide and when to zoom in or out on the parts and pieces that make up its ecosystem.

They know the smallest details can be big ideas and powerful actions, especially if those actions impact the greater world.

Whole brands zoom along a spectrum of ideas — from business ideas to marketing ideas — to balance reactive and proactive decisions like it's an art form.

**And for four years running, our data proves that whole brands win in the market.**

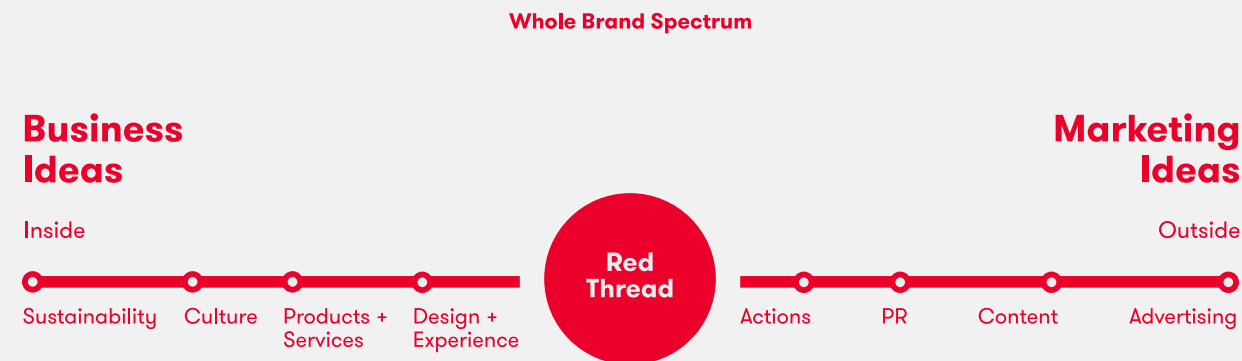
# Whole Brand Defined

A whole brand is an organization that treats everything it does as the brand, inside and out, from marketing ideas to business ideas.

Why Whole Brand? Because modern consumers, employees and stakeholders don't see a brand like marketers, as parts and pieces, logos, advertising or performance and measurement. They see a brand as the

sum of every experience they've had with it, inside and out.

**This is the Whole Brand Spectrum. This is your playground for growth and ideas.**



Four key characteristics define whole brands and set them apart from fractured brands.

- 1 It is a collection of actions.**  
A whole brand is an organization that treats everything it does as the brand, inside and outside, from sustainability to advertising and all the ideas in between.
- 2 It starts with an idea.**  
A core, long idea guides, inspires and connects every action a whole brand takes, across the spectrum of marketing ideas to business ideas. We call this the red thread.
- 3 Practice what you preach.**  
A whole brand is full of purpose and action, and it matches what it says and does internally with what it says and does externally.
- 4 Success x 3.**  
A whole brand measures success holistically by balancing 1. profit 2. performance across the Whole Brand Spectrum with 3. impact on people, communities and the planet.

# The Whole Brand Study



“ After four years of immersive and extensive research, we have a deep understanding of where brand growth and power come from — and most brands don’t operate at maximum (brand) capacity. Competitive advantage is no accident, and for brands needing it, the proof is here.”

— **Dave Gutting**, SVP, Strategic Projects | Barkley



# We had a hypothesis.

Could we create a method to measure an entire organization across multiple dimensions, in a way that matches how people, not marketers, really see and experience brands?

We set out to discover whether we could generate a single number to tell us who will win in the marketplace.

Most organizations measure a brand's success in the rearview, we thought.

What if we could predict it?

To take a robust approach, we chose six widely accepted business metrics as measures of market performance.

- 1 Penetration
- 2 Preference
- 3 Premium Price
- 4 Recommendation
- 5 Usage
- 6 Velocity

We then identified five areas of business that are incredibly accurate predictors of market performance:

- 1 **Product + Services:** What you make and sell.
- 2 **Brand Culture:** The knowledge, skill and energy your employees bring to your customers, clients, consumers and culture through the lens of your brand.
- 3 **CX:** The experience of your customers across the whole brand.
- 4 **Design:** The visual and verbal system you have in place to get people's attention — for them to recognize you on a scale of any size.
- 5 **Marketing:** What you do to promote your brand, its products and services.

We're not saying it's that easy.

But it is this prescriptive: focus on those five things and dominate the market.

The evidence is overwhelming.



# Brands are systems.

They work as interconnected parts, reaching their peak performance as whole brands.

From the early days of this study, we based much of our thinking on the hypothesis that brands had exited the eras of the icon and experience, and had entered the era of the system.

Our 2023 research study affirms this hypothesis, going a long way to identify how brands become whole, strong, and powerful. It builds on three prior years of similar results, giving us strong confidence that the system view is sound.

Whole Brand Thinking™ is Systems Thinking.

# 2023 research at a glance

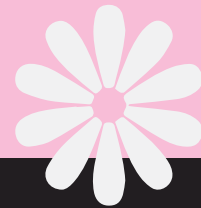
Here's what we did this year:

**We studied 184 brands in 25 categories, via survey research with n=5896 general population consumers. We highlight four key measurements to evaluate these brands:**

- **Whole Brand Index (WBI)**  
It assigns a single value to the total set of all actions a brand takes when it enters the market. It's an independent variable.
- **Market Performance Average (MPA)**  
This measures how well a brand performs in a competitive market, i.e., its business results (consumer-reported). It's a dependent variable.
- **Coefficient of Variation (CV)**  
This measures the variability within the WBI. The lower the CV, the more consistent the brand is in its behavior.
- **Purpose Index**  
This measures how strongly a brand operates with a purpose beyond just making money. It's one thing to make a rhetorical claim that purpose is important; the Purpose Index proves it can be measured.



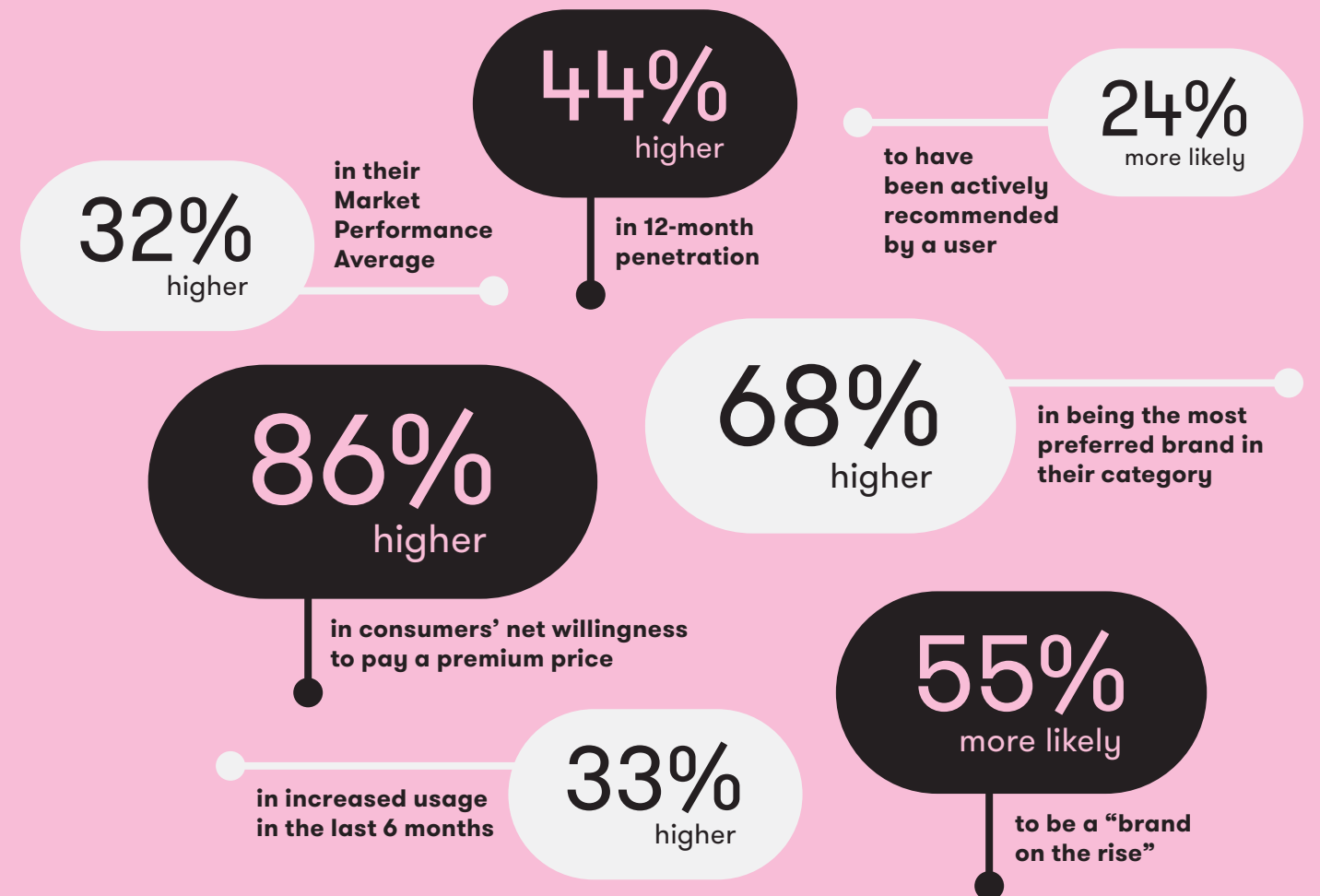
Whole brands out-perform, out-profit and out-impact fragmented brands. Period.



In four years of studying total brand performance — 19,000 consumers, more than 2000 brands, in 40+ categories — we found the top 20% of brands have consistent records of superior performance versus the 80% of brands scoring below them.

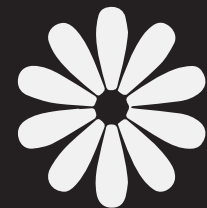
Here's the underlying power of the Whole Brand Index: The average WBI is 75. The average WBI of the top quintile is 81, and the average WBI of the bottom 4 quintiles is 74. That's only 8% higher.

But that small difference translates into a huge difference in business results. The brands in the top quintile are:



# Best performing brands

These 12 brands ranked in the top quintile for all four key measures.



Brand	WBI	MPA_RB	Purpose Index	WBI CV
Apple	82.5	58%	65.9	13.1%
Burberry	81.5	50%	68.8	13.3%
Calm	80.9	60%	79.3	10.8%
Dawn	83.9	49%	74.2	11.7%
Fenty Beauty	83.6	49%	71.4	12.5%
Google	81.9	48%	66.0	14.3%
Gucci	82.4	51%	65.9	14.3%
Headspace	79.6	42%	71.9	11.3%
Louis Vuitton	83.0	49%	67.3	14.4%
Nike	82.3	52%	64.9	13.6%
Rare Beauty	81.1	45%	72.2	13.6%
Samsung	81.2	48%	65.6	13.1%

# Key takeaways



1

**60%  
predictive**

The Whole Brand Index predicts 60% of market performance. Act whole, win more.

2

**Product + communications  
still carry the most weight**

These are the two biggest levers to market performance in all categories. Always start there.

3

**Purpose is  
an accelerant**

Not just a fleeting aspiration, purpose impacts business results. Act on it, daily; results speed up.

4

**Consistency  
pays off**

Stronger brands feature less volatility in performance than competitors.

5

**Prioritize  
the whole**

Performance across all WBI dimensions matters. You can do it all, but not all at once.

# Detailed findings

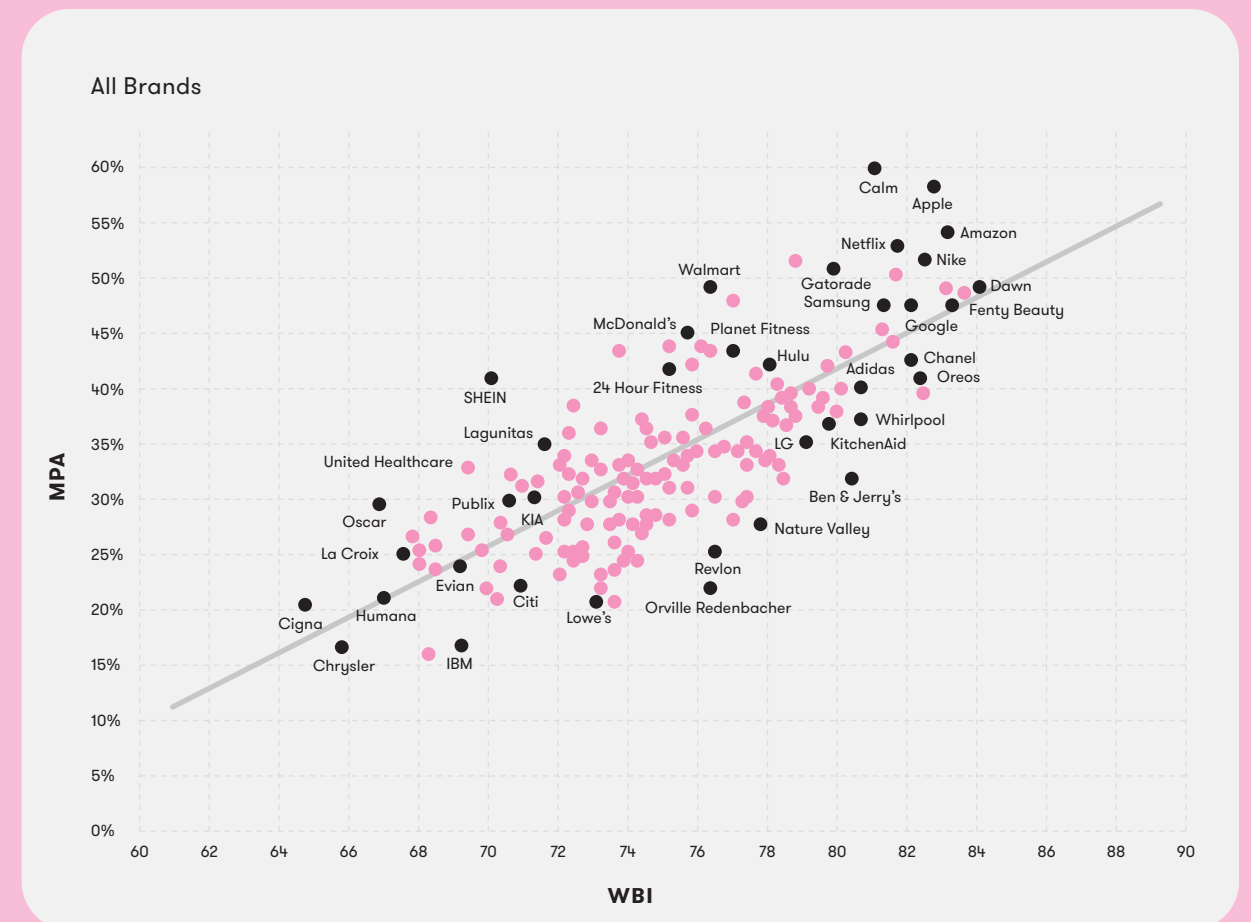
## Takeaway #1

The Whole Brand Index explains almost 60% of a brand's performance in a competitive marketplace.

Since we began these studies in 2020, our most important takeaway each year has been the strong correlation between the Whole Brand Index and the Market Performance Average. For four years, the average correlation between the two is 60%.

The details on our 2023 results:  $r=.744$ ,  $r^2=.59$ ,  $p<.05$ .

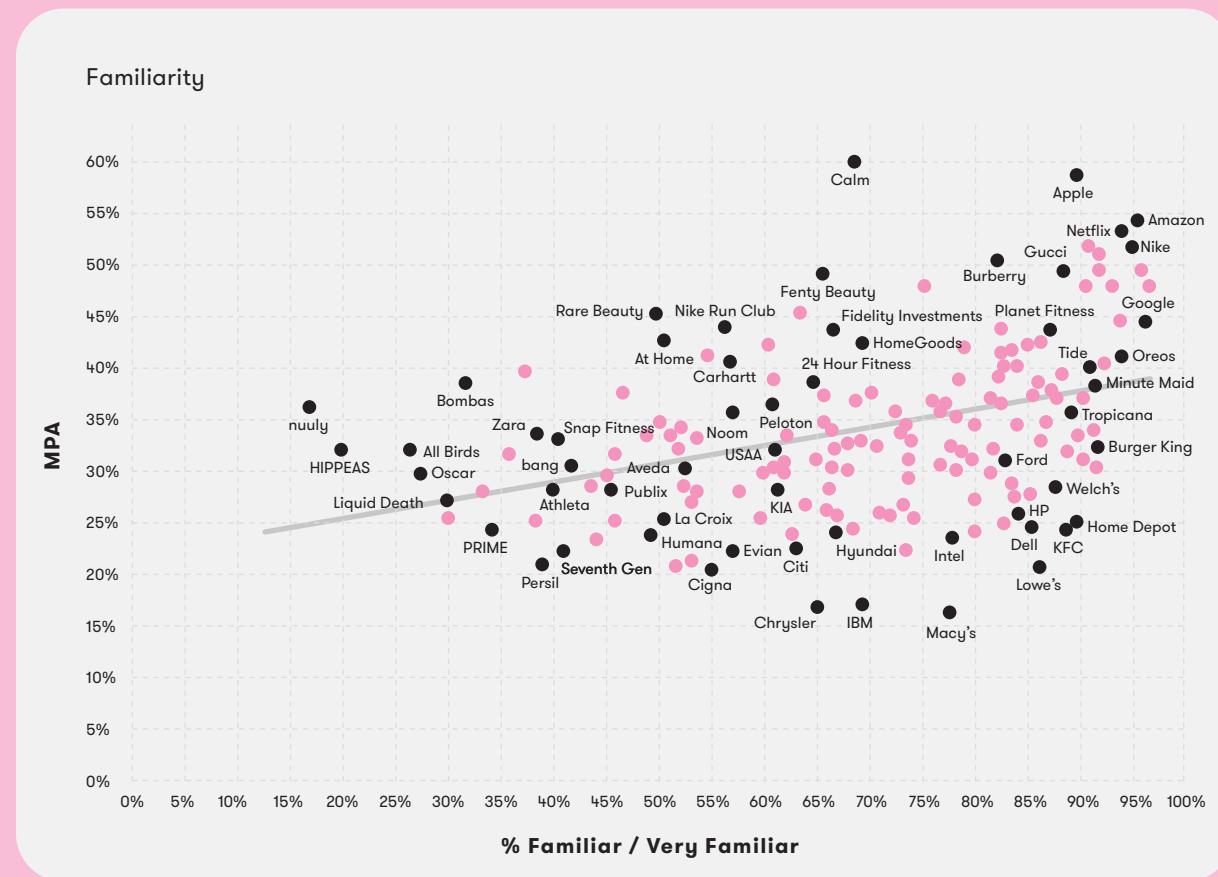
The chart below displays the latest regression model, based on the 2023 research, showing a 59% correlation between WBI and MPA:  $r=.744$ , ( $R^2=.59$ ,  $p<.05$ ). This aligns with the four-year running average of  $R^2=.60$ .



Sum of WBI vs. sum of Mpa Rb.

$R^2=.59$ ,  $p<.05$

One good way to put the power of this correlation in perspective is to compare it to the correlation between brand familiarity with MPA. The regression for that shows a much weaker correlation:  $R^2=.15$ ,  $p<.05$ :



Sum of % Familiar T2B vs. sum of Mpa Rb.

The Whole Brand Index explains 60% of marketplace variance, while the familiarity score explains 15%. This is a powerful case to validate *Whole Brand Thinking*, which is by nature a holistic viewpoint.

The business is the brand and the brand is the business.

Under the guidance of a central idea, a brand operates like an engine firing on all cylinders.

Traditional marketing puts great faith in brand familiarity. It makes sense: People can't buy your brand if they don't know it. That's why marketers consistently default so much of their strategic behavior to mapping progress through the marketing funnel.

Familiarity has its limits, however: It only explains about 15% of what your brand does as a competitive force. After that, you're guessing.

Business success often depends on making the right move with limited information. But why limit the information available to you? Especially if you have information that is four times more useful than what you have now.

The importance of this finding is that a higher magnitude of data analytics is entering the picture for anyone who owns or runs a brand.

What do you choose: The wide angle lens of *Whole Brand Thinking* that explains 60% of what you see, or the zoom lens of the traditional funnel that explains 15% of what you see?

The two regression charts we showed above are like satellite intelligence revealing enemy positions. Any brand willing to zoom out and look at the whole picture gains a competitive advantage.

**The implication:** The WBI should be a strategic planning tool for a brand at the C-suite level. Adopt the scorecard that measures the totality of both your brand and your competitors. That will give you unprecedented insight into your competitive situation that can help you orchestrate growth.

# Takeaway #2

Product and Communications carry the most weight on the WBI, but levels vary by category.

No matter your title, the WBI tells us to always start with product and communications. Based on a relative weights analysis below, these two dimensions tend to be the top predictors of market performance.

## But as you look across categories, a few differences emerge.

For example, in large retail, Communication Relevance overindexes, signaling that finding the right occasion, job to solve and communicating that directly is key to retail traffic. In food and snack, product value overindexes. In a world

of RTBs, know exactly how your food or snack brand creates distinct value in the lives of your consumers. In retail banking, a Memorable Customer Experience is more important. And in fitness, Digital Support is more important.

Overall	Raw.RelWeight	TOTAL	Large Retail	Food + Snack	Retail Banking
Product_Value	0.0586	21.21	16.67	25.76	17.98
Communication_Relevance	0.0386	13.96	16.35	13.00	9.69
Product_Uniqueness	0.0365	13.22	11.24	15.73	14.02
Communication_Frequency	0.0354	12.79	14.10	14.61	9.73
CX_Memorable	0.0276	9.97	9.61	10.44	12.11
Support_Digital	0.0235	8.49	10.63	7.29	9.21
Support_Workforce	0.0234	8.45	5.97	7.60	9.39
CX_Easy	0.0123	4.46	7.74	TBD	8.37
Design_Consistent	0.0120	4.33	4.67	3.26	5.69
Design_Recognizable	0.0086	3.11	3.04	2.32	3.81

**The implication:** Creating a whole brand can feel overwhelming, so go back to relative weights that drive market performance. The daily reminder. Start with your products: How do they solve consumer needs? Focus on communications and you can drive maximum relevance. And then find enduring success in working across the spectrum.



## Takeaway #3

When applied properly, purpose is the single biggest accelerant contributing to market success.

In the last five years, brand purpose has been a hot topic, from the pages of industry trade publications to the lead topics of keynote speakers at every imaginable conference.

This year, we measured it and described its role as a “moderator variable” between the WBI and the MPA.

In looking at both high- and low-performing brands, we found that Purpose has a 51% correlation to MPA ( $r=.715$ ,  $r^2=51\%$ ). That’s lower than the WBI correlation ( $r^2=59\%$ ), though still respectable. But the WBI comprises readily observable factors that clearly touch consumers. Purpose is different; it permeates a brand at many different levels.

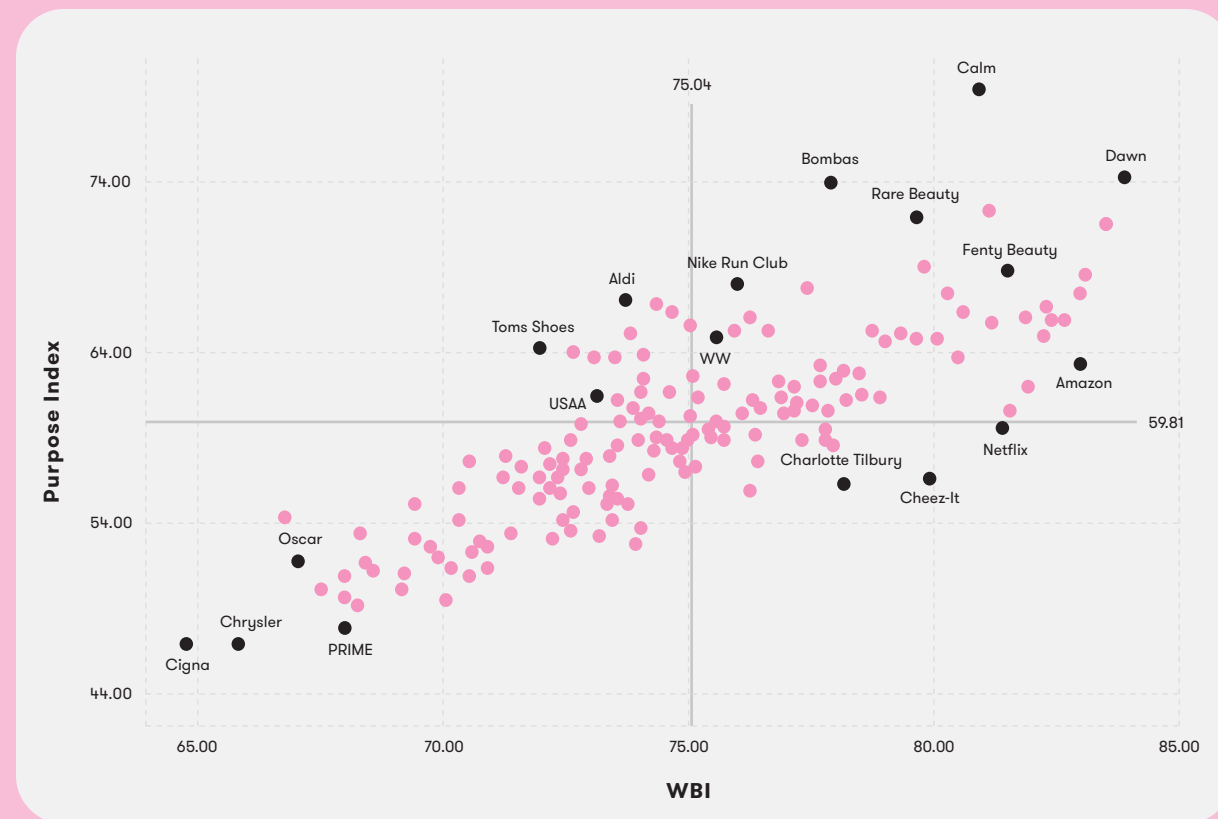
In the following chart, the gap between the two lines widens the steeper the regressions become. The top line represents brands with rising purpose scores and high WBI scores.

The lower line represents brands with lower purpose scores. In both cases, the higher the WBI, the higher the MPA (illustrating our  $R^2$  correlation of 59%).



**⚡ The killer point:** Brands with higher purpose scores tend to have higher MPA scores, but MPA is highest when a brand has high Whole Brand and high Purpose scores.

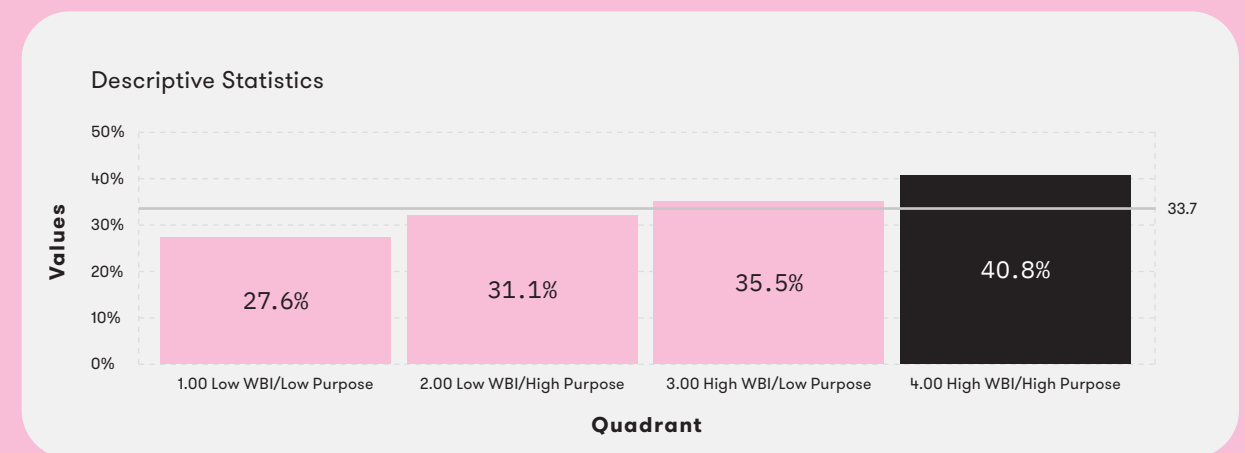
The following scatter-plot chart shows what we've seen before: As WBI scores increase, so do purpose scores. Brands in the top left quadrant and the bottom right are exceptions to this trend. They are "off-diagonal."



In the following table, we see fewer brands in off-diagonal or inconsistent quadrants where WBI and Purpose have opposite scores. Market performance (MPA\_RB) is higher for brands with high WBI and Purpose Index scores.

Descriptive Statistics	WBI		Purpose_Index		MPA_RB	
	N	Mean	N	Mean	N	Mean
<b>Overall</b>						
<b>1.00 Low WBI/Low Purpose</b>	72	71.4	72	54.6	72	27.6
<b>2.00 Low WBI/High Purpose</b>	25	73.8	25	62.7	25	31.1
<b>3.00 High WBI/Low Purpose</b>	21	77.0	21	58.5	21	35.5
<b>4.00 High WBI/High Purpose</b>	68	78.7	68	64.7	68	40.6

One more data point to consider: Brands with both high WBI and high purpose have an MPA of almost 41%, which is 50% higher than low WBI/low purpose brands, averaging 28%.



**The implication:** Brands can consciously use purpose to their daily advantage, controlling it, communicating it and proving it in ways that will lead to measurable, outsized growth.

## Takeaway #4

High-performing brands in WBI have less variance in their performance than brands with lower scores. Despite macro and category volatility, they build stability.

**This is measured in the Coefficient of Variation (CV), which tells us how volatile or stable a brand is. The lower the CV, the less volatile the brand. Investment professionals frequently use CV to identify lower-risk investment instruments.**

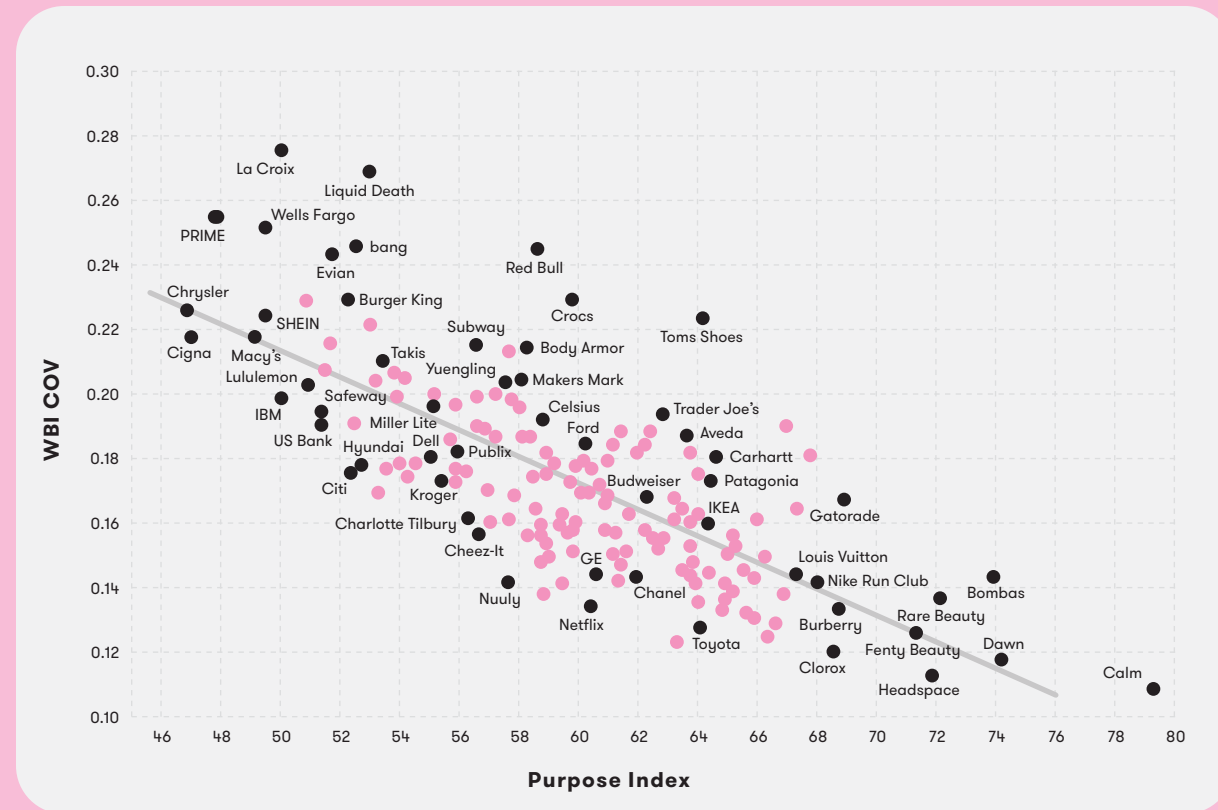
**For every category in our research, between 400 and 500 consumers scored the brands within it across five dimensions. Each dimension gave us a subscore that fed into an aggregated score that is the WBI. With each dimension getting hundreds of individual scores, there is a variance in viewpoint. It can be widely dispersed or highly consistent.**

**The CV measures the degree of that dispersion. A reminder on how this score works: The CV is the quotient of the standard deviation of a brand's WBI divided by the mean WBI.**

**Investopedia describes it as “a statistical measure of the relative dispersion of data points in a data series around the mean.” Brands with a low CV behave more consistently with consumers than brands with a higher CV.**

### Why is this important?

- Brands with the highest WBI scores are the most consistent in their performance across all brand dimensions — because they have the lowest CV scores.
- Brands in the top quintile of WBI have an average CV of 14%, versus an average CV of 22% for the lowest quintile.
- There is also a strong negative correlation between the CV and the MPA,  $r=-.623$ ,  $R^2=39\%$ .
- There is a negative correlation between the CV and the Purpose Index,  $r=-.73$ ,  $R^2=54\%$ , as the following scatter plot shows. Note that with a negative correlation, everything moves in an opposite direction, but in this case, lower is better.



A lower CV is important for a variety of reasons, but most importantly because brands with lower CVs may find it easier to forecast future results since their performance is less volatile than others.

Here’s an example from this year’s research, looking at the relative performance of three brands in athletic and outdoor wear:

Brand	WBI	CV	MPA
Nike	82.3	14%	52%
Allbirds	74.0	15%	32%
Lululemon	70.5	20%	27%

Nike leads this category with a WBI of 82.3. Allbirds and Lululemon are brands doing respectably well. Both should worry Nike, but which one is more likely to be troublesome?

Based on whole brand data, the answer is Allbirds. They have a good WBI and are already outpacing the trendy Lululemon in MPA. Nike should eye them carefully, however, because their CV is just 15%, right behind Nike’s 14%. A low CV means a brand is more disciplined and less likely to stumble; it’s also easier to forecast where it might head.

**⚡ The implication:** Stability is better than volatility when you’re running a brand. Brands should set a goal of low variance across their key dimensions; the correlation to a high WBI is too hard to ignore. It can only lead to good things.

## Takeaway #5

Prioritization is the hidden advantage of building a whole brand.

**We've spent much of the report focusing on how brands with high WBI scores achieve success and stability in the face of volatility.**

**But what if you're a brand on that lower end of the WBI or you suspect you may show up there? The strategy is to do it all, but not all at once. Prioritization is key.**



### The implication:

- Find ways to prioritize your day, your quarter, your annual plan, and your short-range and long-range plan.
- Use the relative weights as we have shared. Prioritize big bets in certain areas of the spectrum and test-and-learns everywhere.
- Prioritize the actions your organization can take internally and share externally.
- Take an action with your people, your workforce culture, then find space for that in your marketing communications to the world.

# Whole brands to watch

Earlier, we highlighted the top-performing brands, scoring in the top four most important metrics in our study.

Here is a deeper look at six of these brands. We showcase them here as examples of brands with relevant stories that demonstrate why they score so high. Are they perfect? No, but they model Whole Brand Thinking™ in a useful way that demonstrates the uniqueness of their power.

**Calm:**

A rising star in technology for wellness, driven by a higher purpose.

**Gatorade:**

A pioneer of purpose, it's still relevant after all these years.

**Dawn:**

A heritage CPG brand that's proving to be an old-school competitor.

**Fenty Beauty:**

Led by a celebrity who means business, it's the most powerful of the Instagram beauty brands.

**Whirlpool:**

An industrial icon that is still a fearless innovator for the home.

**Toyota:**

It's the best-selling model in America, a halcyon of reliability, with appeal for all.

Here's how these brands score on four key metrics.

Brand	WBI	MPA	Purpose Index	CV
Calm	80.9	60%	79.3	10.8%
Gatorade	79.8	51%	68.9	16.6%
Dawn	83.9	49%	74.2	11.7%
Fenty Beauty	83.6	49%	71.4	12.5%
Whirlpool	80.6	37%	66.3	12.5%
Toyota	79.4	39%	64.1	12.7%
Average of Brands to Watch	81.4	48%	70.7	12.8%
Average of All Brands	75.0	17%	34%	17.3%

This showcase consists of brands that embrace the best of Whole Brand Thinking™.

Are they perfect? No. Are they interesting and helpful on your path to becoming a whole brand? Yes.

Let's take a closer look at each of them by answering two questions: What's their story? What's their magic?

## Whole brands to watch:

# Calm



To make the world a healthier and happier place.

### What's Calm's story?

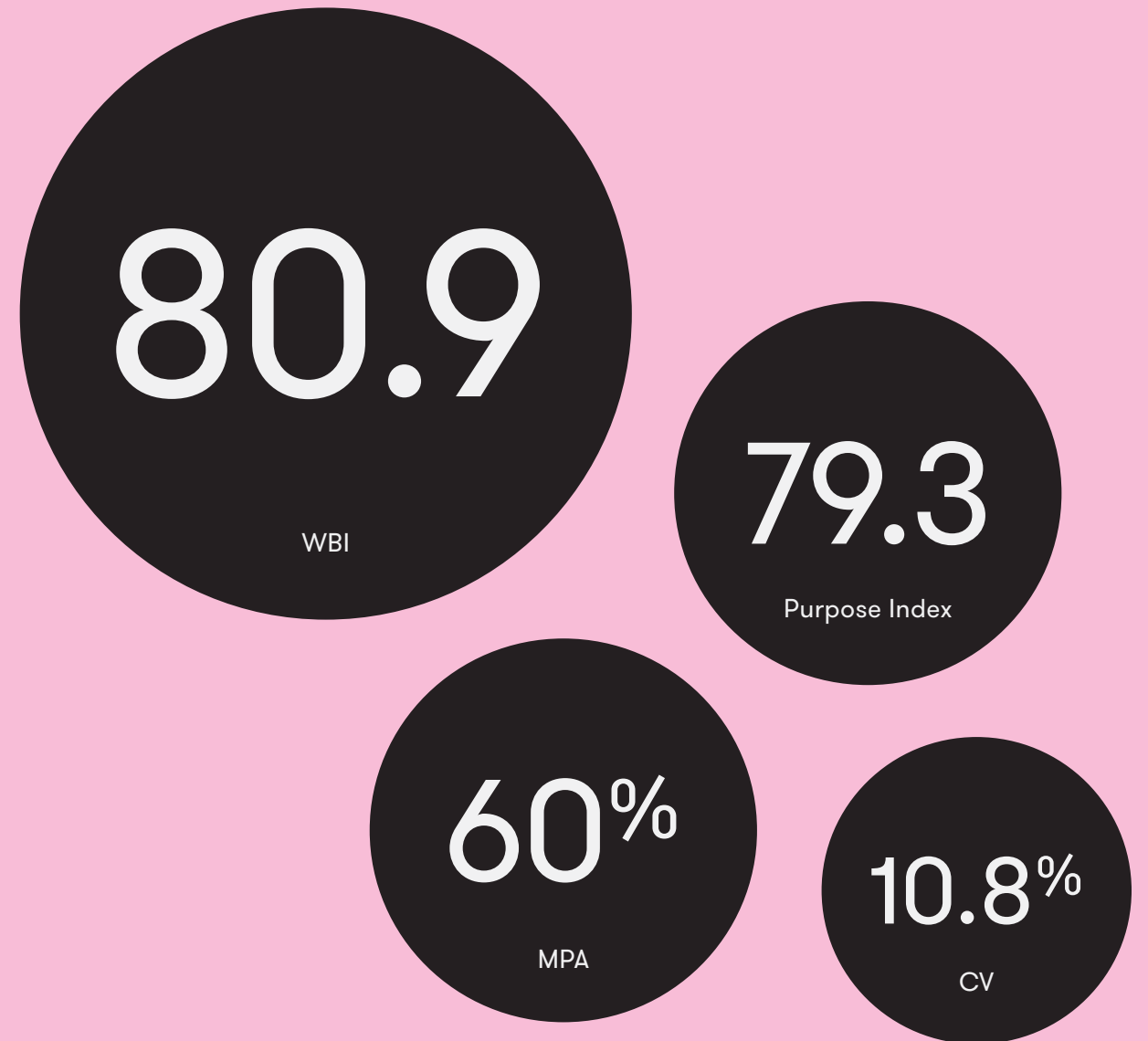
Along with Headspace, this brand invented a whole new category within the world of wellness. It is in the top quintile in all four of our most important metrics, #1 in three of them: MPA, Purpose Index, and CV. It has a lofty and clear purpose: to make the world a healthier and happier place.

It's a cultural icon of our time, and looks well-equipped to be relevant for years to come.

### What's Calm's magic?

This is a brand that lives its purpose. One reviewer depicts them as simply a "massive library of audio and video content." It follows a model of delivering rudimentary, functional benefits: Listen to calming sounds or watch a breathtaking nature video, and slowly ease your anxieties. It constantly adds new content, like a 24-hour store that feels like it just opened, no matter when you come in.

The magic we see in our data is the very lowest level of variability in their brand dimensions, a CV of 10.8%. Young, tech-driven brands are usually far more volatile. This suggests to us that Calm is mature beyond its years.



## Whole brands to watch:



To meet the sports fueling needs of athletes in all phases of athletic activity.

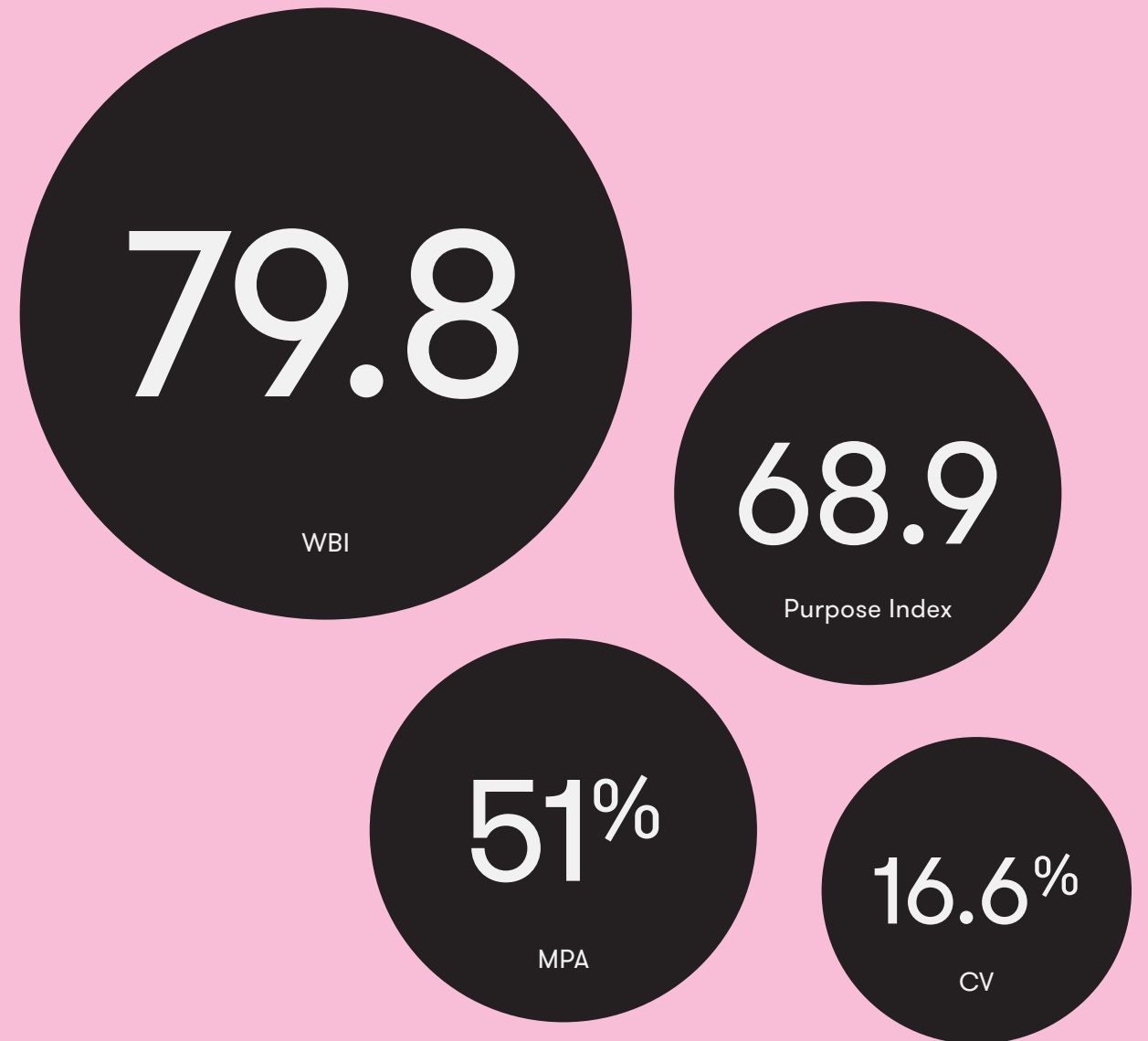
### What's Gatorade's story?

As a cultural icon, Gatorade invented a whole category, the sports drink, around a singular, functional purpose: Replenish the body, an enduring idea the brand has lived for decades.

To be sure, they are imperfect. In addition to replenishing the body, Gatorade could work on replenishing the planet by finding a way to reduce or eliminate single-use plastic.

### What's Gatorade's magic?

It's the best in its category: Gatorade's subscores comprising its WBI crush the competitors on all dimensions. Its MPA, at 51%, slightly overperforms our regression model and is 20 points higher than their nearest competitor, the iconic Red Bull.





Whole brands to watch:

# DAWN



To deliver effective and sustainable clean for your home and family.

### What's Dawn's story?

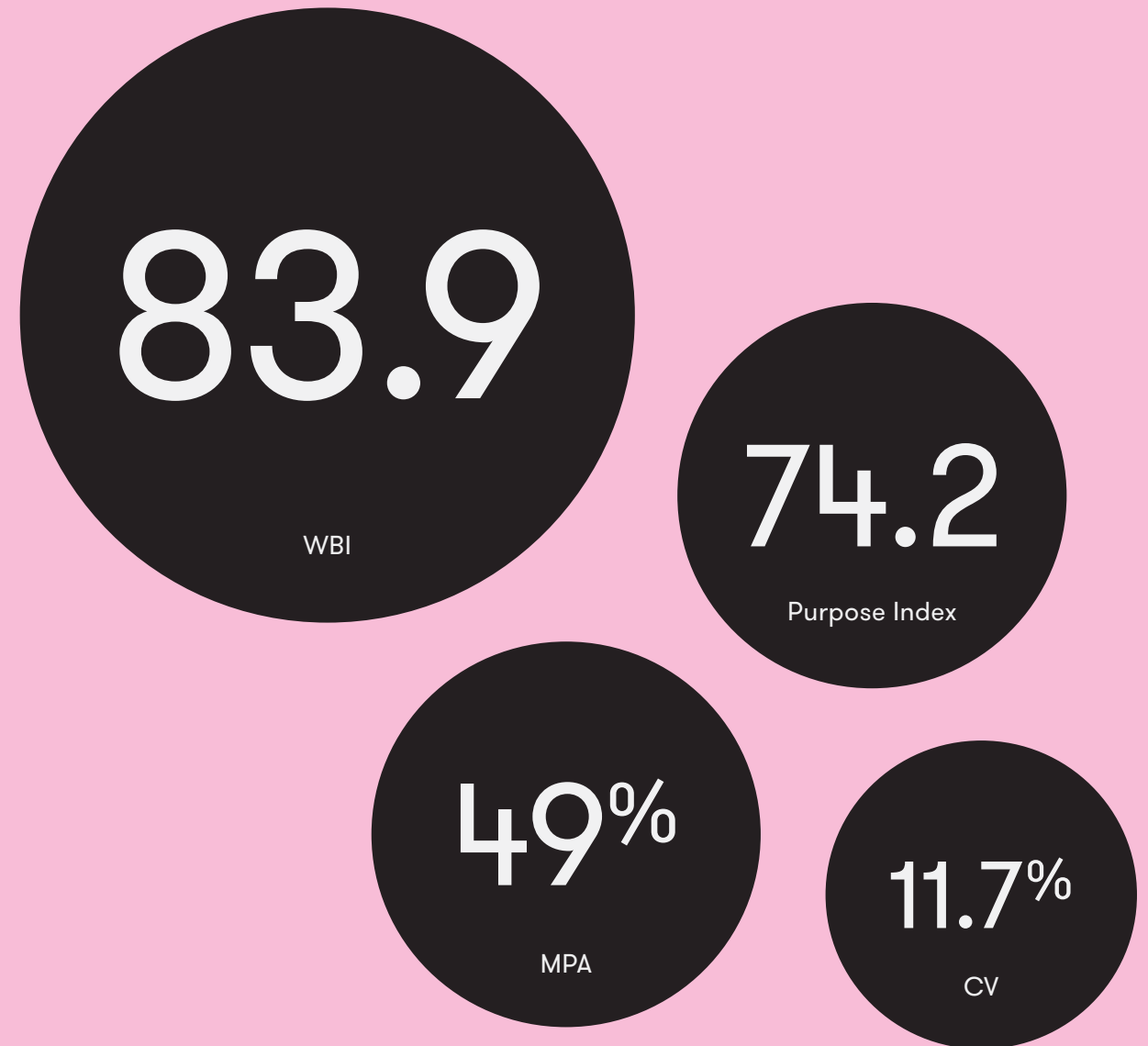
Dawn's story is that it works hard for you, no matter what you're using it for. That may explain why they are first out of 186 brands in the Whole Brand Index, at 83.9.

No surprise that it's #1 in market share for dish soap, at close to 30% of a \$3.5B market. Many believe, as one reviewer said, "you can clean your whole house with Dawn."

### What's Dawn's magic?

Product value. In our model, product value gets higher relative weight for influence on MPA than any other dimension, and Dawn's score on this sub-dimension is higher than any other brand in the study at 88%.

Not surprising if you look at its tradition of continuous, incremental innovation, most recently the Powerwash bottle and the EZ Squeeze. If every year your product wins a few tiny moments of customer experience — and you do that as part of a systematic whole brand — market dominance is yours for the asking.



## Whole brands to watch:

# FB

FENTY BEAUTY  
BY RIHANNA



To redefine the rules of beauty so everyone is included.

### What's Fenty's story?

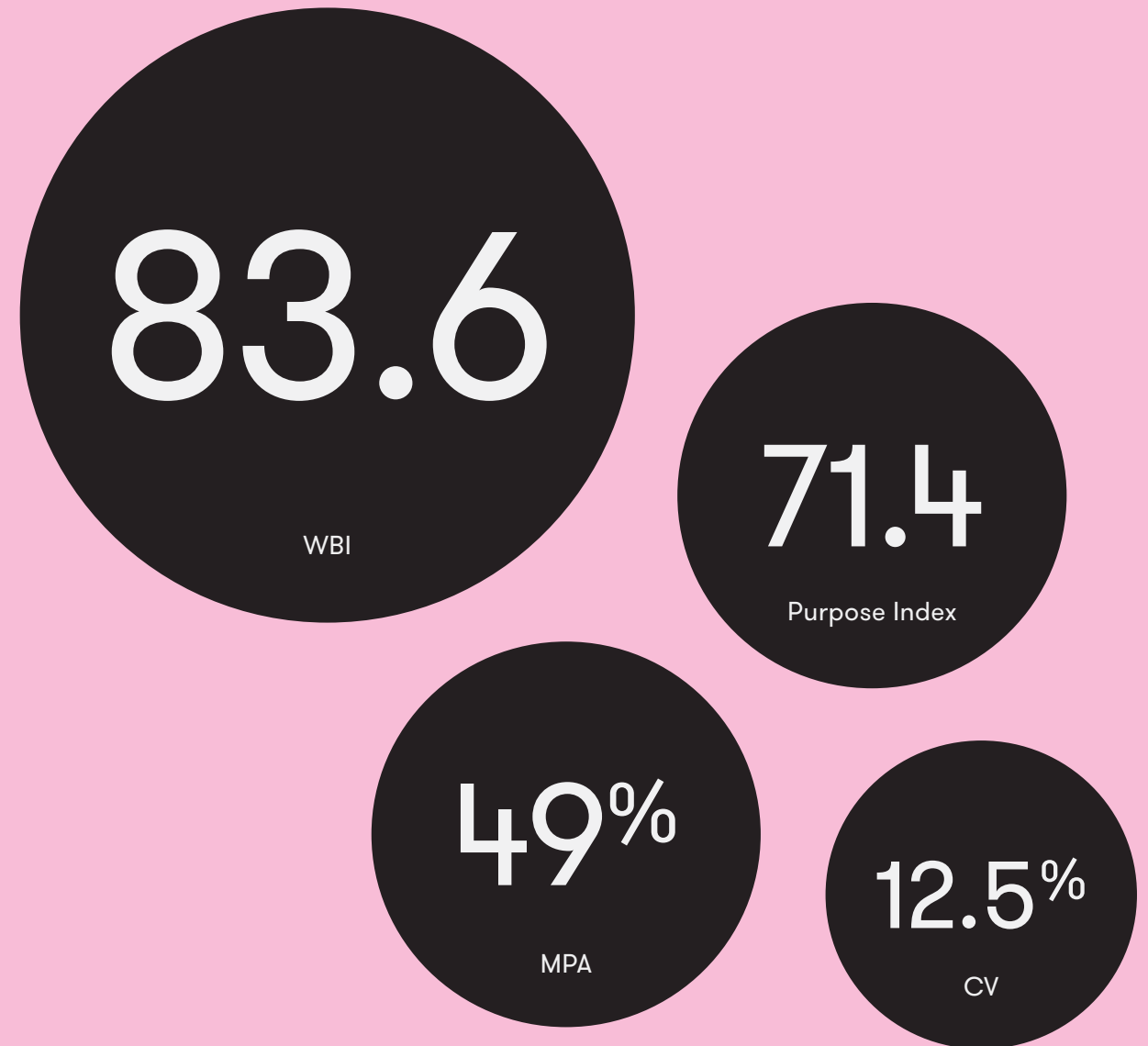
Fenty has been one of the stars of our study for the last three years, and in its six years of existence, it has gone from a rising Instagram sensation to one of the dominant beauty brands in the world. It's #2 in our study for overall WBI and, similar to Dawn, excels in product value.

When its founder, R+B star Rihanna, cleverly placed Fenty product into the middle of this year's Super Bowl Halftime Show, it affirmed everything the brand does well.

### What's Fenty's magic?

It's Exhibit A in how to play the purpose card, and a perfect example of how purpose in the whole brand world acts as an accelerant.

Fenty doesn't have to boast about inclusiveness; it just lives it in a way its true believers feel. Its real magic might be how well orchestrated it is as a systems-driven brand. And it gets its high WBI lift more from tangible actions and customer experience than from imagistic messaging.



Whole brands  
to watch:

# Whirlpool



To be the best kitchen and laundry company, in constant pursuit of improving life at home.

### What's Whirlpool's story?

It's a long-standing industrial brand with an overly simplistic vision: In constant pursuit of improving life at home.

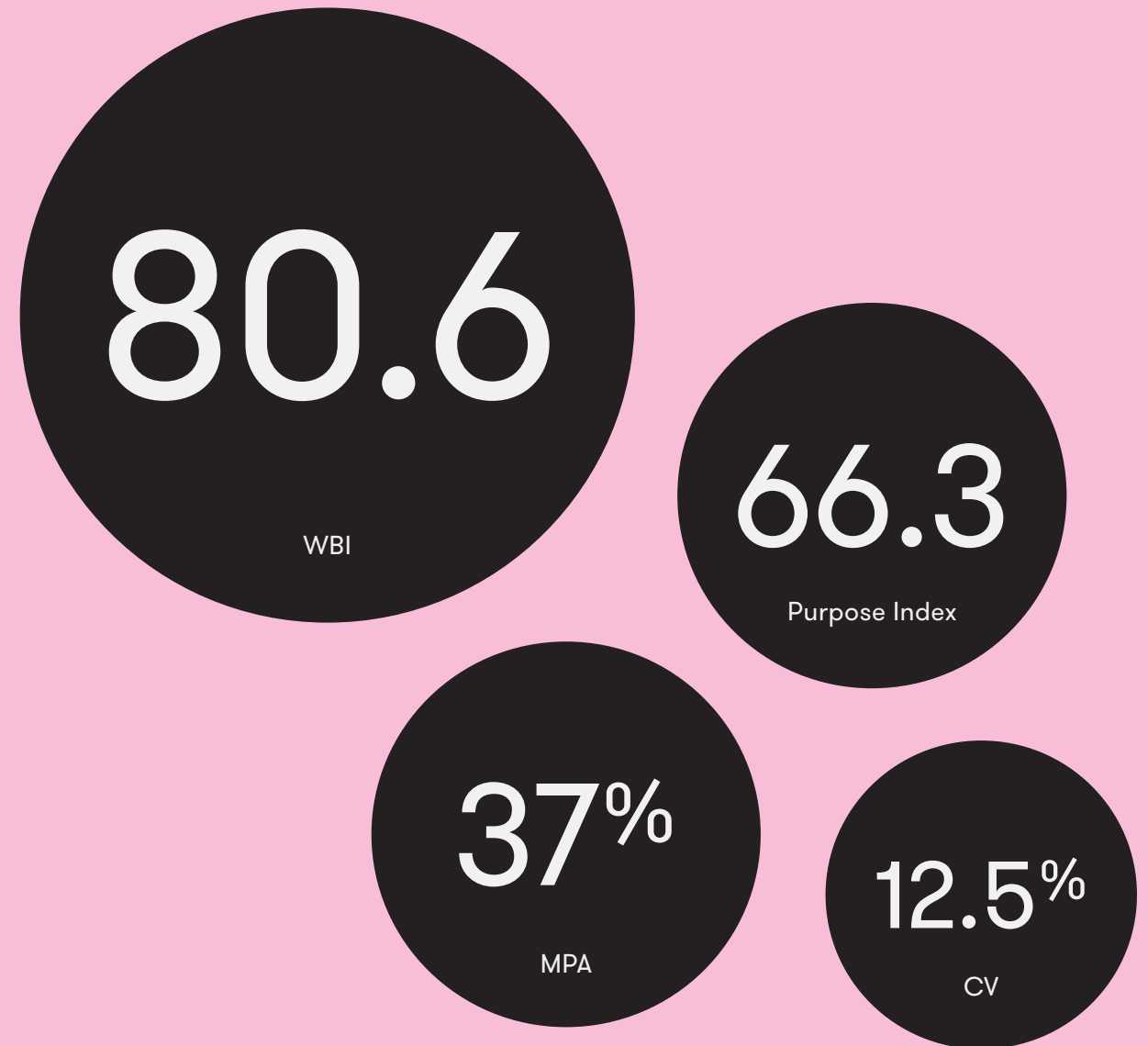
But according to consumers, the brand lives it. And it earned a purpose consistency score of 78.8, a metric that measures how well a brand lives up to what it claims. One might simply say that it shows up for the job, without fanfare.

### What's Whirlpool's magic?

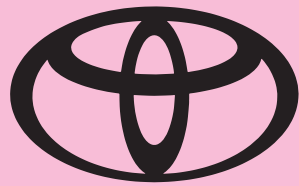
In a word, discipline. It placed high in all our key metrics, but it's that CV of 12.5% that catches our attention. It proves they are not tired, they're focused and consistent. Many other brands with long generational legacies — Macy's, Chrysler, Burger King, Aetna — have CVs over 20% and are far weaker within their categories.

A lot of smokestack-era, rust-belt brands were battered as the industrial job base in America eroded, but not Whirlpool.

They persevered and dodged the speed zones, bought out weak competitors, beat out the others with an unpretentious, modern version of *Whole Brand Thinking*.



## Whole brands to watch:



To lead the future mobility society, enriching lives around the world with the safest and most responsible ways of moving people.

### What's Toyota's story?

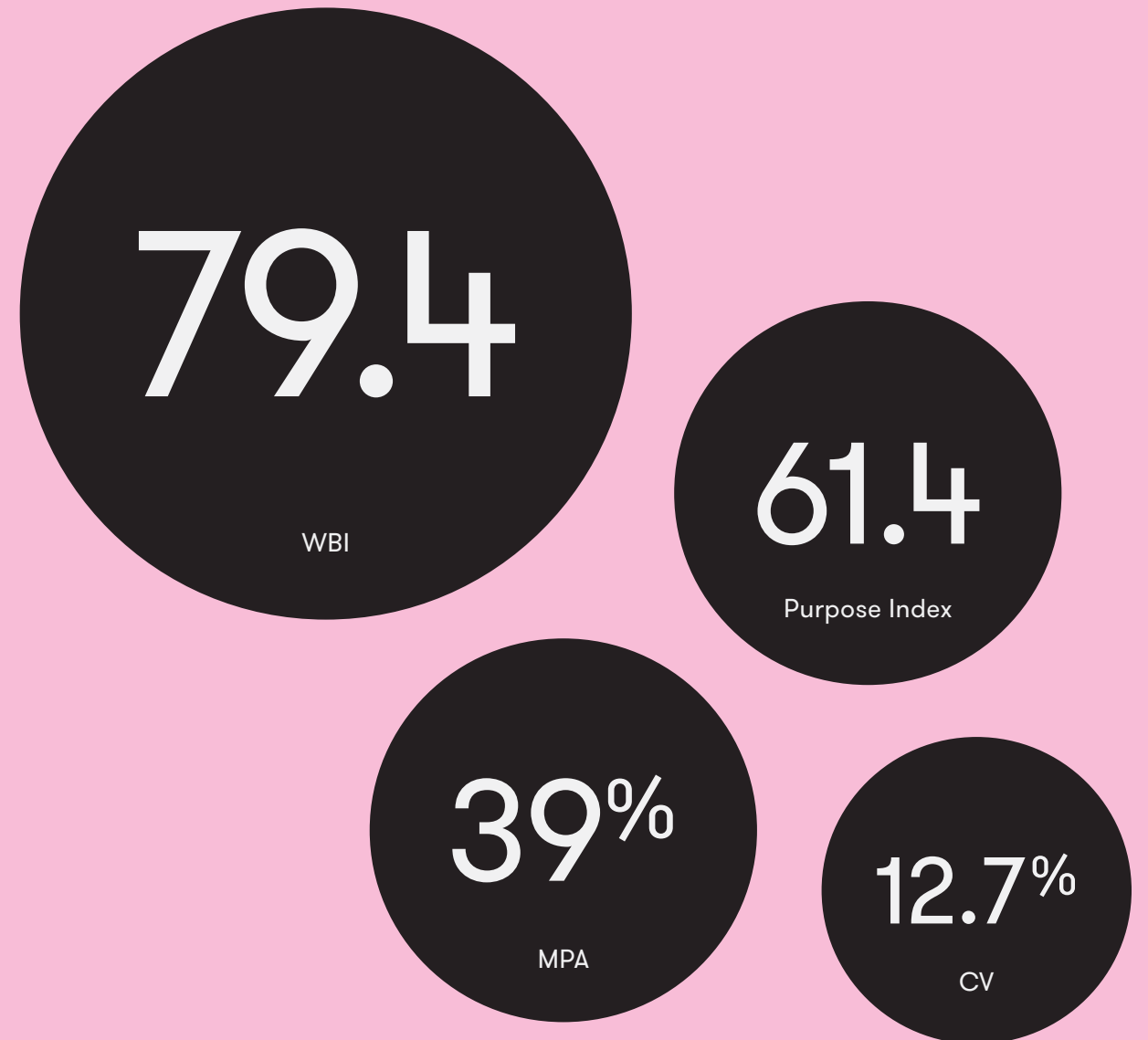
Competing in the American automobile market is not for the faint of heart. The power of the dominant brands is intertwined in long, rich histories that have become legacies.

Throughout its history, Toyota has always seemed to make the right moves, eventually clawing its way to the top seller in the category. Toyota does it with revered models — Camry, Corolla, Rav4, Sienna, Highlander — that cater to a perfectly understood niche of customers.

### What's Toyota's magic?

It's Exhibit A in how to play the purpose card, and a perfect example of how purpose in the whole brand world acts as an accelerant.

People who lead brands are taught: Always stand for one clear thing. Toyota makes that look easy. It stands for reliability. In all of the key metrics noted above, it is #1 in the automotive category. Its WBI is driven by dominating scores in product value, customer experience, and design system, an interesting trifecta that is a rare feat and testimony to their consistency. It does more than the fundamentals: It's purely brand, inside and out. You can't look at them and see anything else.



# Summary: A briefing for success

The fiction of modern brands is that marketing ignites brand growth. Fifty years ago that was true. They could even sustain growth.

It is not true anymore.

**Our model proves that the brand is not a tool of marketing. It's the other way around: Marketing is a tool of the whole brand.**

- **Whole brands happen when holistic teams are responsible for the brand, not just the marketing department.**

**The Whole Brand Index is the key to understanding how brands achieve a high level of success.**

**The critical lesson — the power of one number. The Whole Brand Index is that one number brands can count on to light the way to future dominance. Think of it as three well-orchestrated steps:**

- 1 Treat your brand like a unified system,** with five important subsystems and one unifying idea. Work on all those; don't neglect any.
- 2 The unifying idea gives your brand purpose and focus.** It's an accelerant that makes all of your other attributes that much more powerful. Purpose alone can't get you to the promised land. But working in tandem with a dedicated effort to build the WBI accelerates market performance by as much as 50%.
- 3 Then, strive for consistency in all you do.** Rethink your scorecard, and gather as much intelligence on your consumers and competitors as you do on your own brand. Strive for consistency day-in, day-out.

# Appendix

Key metrics for all brands and categories:

The following table shows scores for all 184 brands in our study, listed within 26 categories in ranking order according to their WBI score. Score averages are also displayed for each category. The survey was fielded in March of 2023.

The WBI is scored on a 100-point scale, with scores ranging from a high of 83.9 for Dawn Dish Soap to a low of 64.7 for Cigna Health. MPI scores reflect brand performance based on reported respondent usage. They cross a much wider band, from a high of 60% for Calm to a low of 16% for Macy’s. Purpose Index scores are also on a 100-point scale and also show a tight distribution, ranging from a high of 79.4 for Calm to a low of 65.8 for Chrysler.

Most categories are tightly contested, usually with only five to eight points separating first from last, with category leaders often edging out the second place brand by only a point or two. Luxury Apparel, for example, is a tight race: Louis Vuitton is on top with a score of 83.0.

The lowest in the category is Rent the Runway at 75.2, less than 8 points behind and still higher than the average of all brands in the study. Investment Services has less than a 5-point difference between Fidelity at 76.9 and Robinhood at 72.4.

Even a cursory review of WBI and MPA scores will reveal interesting stories. Premium Makeup, for example, is dominated by young, rising “Instagram” brands like Fenty and Rare Beauty. In “drugstore” makeup, five familiar brands are separated by only 2 points in WBI. The drugstore brands might look at what is happening in the premium category that is leading to more differentiation, while their category is enmeshed in commodity battles.

Following the tables showing all brands and categories, see a compilation table summarizing scores just by category. This table is also sorted by WBI.

## All Brands by Category

### Athletic + Outdoor Wear

Brand	WBI	MPA	Purpose	Coefficient
Nike	82.3	52%	64.9	14%
Adidas	80.0	40%	64.8	13%
Under Armour	79.3	38%	65.1	14%
Patagonia	74.5	28%	64.4	17%
Athleta	74.4	28%	59.8	15%
All Birds	74.0	32%	61.6	15%
Lululemon	70.5	27%	50.9	20%
Average	76.4	35%	61.7	16%

### Big Technology

Brand	WBI	MPA	Purpose	Coefficient
Apple	82.5	58%	65.9	13%
Google	81.9	48%	66.0	14%
Microsoft	78.2	40%	62.8	15%
Dell	73.7	24%	55.0	18%
Intel	73.5	23%	55.4	18%
HP	73.4	28%	55.8	18%
IBM	69.2	17%	50.1	20%
Average	76.1	34%	58.7	17%

### Automotive

Brand	WBI	MPA	Purpose	Coefficient
Toyota	79.4	39%	64.1	13%
Honda	75.6	31%	59.8	16%
Chevy	74.6	32%	61.7	16%
Ford	72.6	31%	58.9	18%
Nissan	72.4	25%	57.9	17%
KIA	71.6	26%	56.1	18%
Hyundai	70.3	24%	54.1	18%
Chrysler	65.8	17%	46.9	23%
Average	72.8	28%	57.4	17%

### Domestic Beer

Brand	WBI	MPA	Purpose	Coefficient
Bud Light	78.3	39%	63.2	16%
Budweiser	77.7	33%	62.3	17%
Sam Adams	75.1	31%	60.2	18%
Michelob Ultra	75.0	32%	57.0	17%
Coors Light	74.6	28%	58.7	19%
Yuengling	72.2	32%	57.3	20%
Miller Lite	72.2	25%	55.9	20%
Average	75.0	32%	59.2	18%

### Beverage

Brand	WBI	MPA	Purpose	Coefficient
Gatorade	79.8	51%	68.9	17%
Red Bull	73.5	31%	58.6	24%
Body Armor	72.1	30%	58.3	21%
Celsius	71.3	32%	57.9	20%
bang	70.7	30%	52.6	25%
Evian	69.9	22%	52.0	24%
Liquid Death	69.4	27%	53.0	27%
PRIME	68.0	24%	47.8	25%
La Croix	67.5	25%	50.1	27%
Average	71.4	30%	55.5	23%

### Drugstore Makeup

Brand	WBI	MPA	Purpose	Coefficient
Maybelline	78.9	35%	61.4	15%
ColourPop	78.5	40%	64.0	16%
CoverGirl	78.2	32%	61.2	15%
e.l.f.	76.9	48%	64.0	17%
Revlon	76.4	25%	57.7	16%
Average	77.8	36%	61.6	16%

(continued next page)

All Brands by Category (continued)

Everyday Apparel					Health Insurance					Investment Services					Personal Care + Cleaning					Spirits/Hard Liquor				
Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient
Carhartt	79.0	40%	64.7	18%	Blue Cross & Blue Shield	73.2	37%	61.4	19%	Fidelity Investments	76.9	43%	61.4	14%	Dawn	83.9	49%	74.2	12%	Crown Royal	77.0	34%	60.4	18%
Bombas	77.9	38%	73.9	14%	United Healthcare	69.4	33%	55.1	20%	Edward Jones	74.4	36%	63.9	14%	Clorox	83.1	48%	68.5	12%	Jack Daniels	76.4	34%	61.0	18%
Vans	77.2	33%	62.0	18%	Aetna	68.3	28%	53.1	21%	Schwab	74.0	30%	58.9	15%	Tide	82.3	40%	66.7	13%	Tito's	76.1	37%	60.4	17%
Crocs	75.5	34%	59.8	23%	Anthem	68.0	25%	50.9	20%	Vanguard	72.8	30%	59.8	16%	Meyer's	73.9	25%	60.7	17%	Absolut	75.1	32%	59.0	18%
nuuly	74.8	36%	57.6	14%	Humana	67.0	21%	51.7	21%	USAA	72.6	32%	63.8	15%	Method	73.6	28%	61.2	18%	Bacardi	74.7	29%	58.4	19%
Zara	73.9	34%	52.7	18%	Oscar	66.8	30%	53.9	20%	TD Ameritrade	72.4	31%	57.0	16%	Dr. Bronner's	73.5	30%	63.7	18%	Jose Cuervo	74.3	27%	58.2	19%
Fabletics	72.6	25%	54.6	18%	Cigna	64.7	20%	46.9	22%	Robinhood	72.4	39%	55.8	17%	Persil	73.4	21%	54.2	17%	Makers Mark	73.4	28%	58.0	20%
Toms Shoes	72.0	23%	64.2	22%										Seventh Gen	73.1	22%	63.7	19%	Aviation Gin	72.8	28%	57.2	19%	
SHEIN	70.0	41%	49.5	22%															Jameson	72.5	24%	54.2	21%	
Average	74.8	34%	59.9	19%	Average	68.2	28%	53.3	20%	Average	73.6	34%	60.1	15%	Average	77.1	33%	64.1	16%	Fireball	72.2	29%	53.0	22%
																			Average	74.4	30%	58.0	19%	
Fitness					Home Appliance					Juices					Premium Makeup					Streaming Services				
Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient
Peloton	76.6	35%	65.1	16%	Samsung	81.2	48%	65.6	13%	Minute Maid	78.5	39%	62.7	15%	Fenty Beauty	83.6	49%	71.4	13%	Netflix	81.5	53%	60.5	13%
Planet Fitness	76.3	44%	66.0	16%	Whirlpool	80.6	37%	66.3	12%	Tropicana	78.0	37%	62.4	15%	Rare Beauty	81.1	45%	72.2	14%	Amazon Prime Video	80.0	44%	64.0	13%
24 Hour Fitness	75.8	42%	65.0	15%	KitchenAid	79.6	37%	64.9	13%	Ocean Spray	77.5	34%	60.9	17%	Charlotte Tilbury	78.1	33%	56.3	16%	Disney+	79.0	40%	63.7	16%
Orangetheory	75.3	32%	62.7	15%	LG	78.4	37%	63.5	15%	Capri Sun	77.3	33%	58.7	17%	Urban Decay	77.9	37%	58.6	16%	Hulu	77.8	42%	60.4	14%
LA Fitness	74.2	32%	60.1	18%	Frigidaire	77.3	30%	63.8	15%	Welch's	76.9	28%	62.2	16%	Glossier	77.8	34%	58.7	16%	HBO Max	77.3	35%	58.8	14%
Lifetime	73.6	31%	59.8	16%	GE	77.2	30%	60.6	14%	POM Wonderful	75.7	29%	62.2	18%	Tarte	77.7	37%	59.4	16%	Paramount+	74.9	32%	58.3	16%
Snap Fitness	73.2	33%	63.5	16%	Bosch	76.4	30%	60.8	16%	Mott's	74.2	24%	56.8	19%	Aveda	74.1	38%	62.9	16%	Apple TV	73.4	25%	55.1	20%
Average	75.0	35%	63.2	16%	Average	78.7	36%	63.7	14%	Average	76.9	32%	60.9	17%	Average	78.6	38%	62.9	16%	YouTubeTV	72.5	26%	53.5	18%
																			Average	77.1	37%	59.3	16%	
Food/Snack					Home Decor					Large Retail					Quick Serve Restaurant					Wellness				
Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient
Oreos	82.2	41%	58.8	14%	IKEA	77.6	41%	64.4	16%	Amazon	83.0	54%	63.3	12%	Chick-fil-A	77.4	41%	67.8	18%	Calm	80.9	60%	79.3	11%
Lay's	81.4	45%	59.5	14%	At Home	75.8	42%	64.3	14%	Walmart	76.3	49%	59.2	18%	McDonald's	75.1	44%	57.2	19%	Headspace	79.6	42%	71.9	11%
Ben & Jerry's	80.3	32%	67.3	16%	Wayfair	75.5	36%	58.9	15%	Target	75.4	33%	59.4	16%	Wendy's	72.9	33%	57.8	20%	Nike Run Club	76.0	44%	68.0	14%
Cheez-It	79.9	38%	56.7	16%	HomeGoods	75.1	42%	61.2	16%	Home Depot	74.0	25%	60.1	17%	Subway	71.2	30%	56.6	21%	My Fitness Pal	75.6	45%	65.0	14%
Nature Valley	77.7	28%	63.2	17%	Pottery Barn	73.4	26%	56.1	17%	Lowe's	73.0	21%	55.9	17%	Taco Bell	70.9	31%	51.5	21%	Noom	74.7	35%	66.2	15%
Orville Redenbacher	76.2	22%	55.8	19%	Crate & Barrel	73.2	23%	53.3	17%	Costco	72.5	26%	57.7	21%	Burger King	70.6	32%	52.3	23%	Strava	74.3	37%	66.9	15%
HIPPEAS	74.4	32%	59.9	18%	World Market	72.1	28%	58.5	17%	Macy's	68.3	16%	49.2	22%	KFC	69.2	24%	50.9	23%	WW (formerly Weight Watchers)	73.8	32%	65.1	15%
Takis	74.0	28%	53.7	21%	Average	74.7	34%	59.5	16%	Average	74.6	32%	57.8	18%	Panda Express	68.4	26%	51.7	24%	Average	76.4	42%	68.9	13%
Average	78.3	33%	59.4	17%										Average	72.0	33%	55.7	21%						
Grocery					Import + Craft Beer					Luxury Apparel					Retail Banking									
Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient	Brand	WBI	MPA	Purpose	Coefficient					
Whole Foods	74.0	31%	62.4	19%	Corona	78.7	51%	65.2	15%	Louis Vuitton	83.0	49%	67.3	14%	Capital One	75.7	34%	58.7	15%					
Aldi	73.7	43%	67.0	19%	Guinness	77.2	39%	60.9	17%	Gucci	82.4	51%	65.9	14%	Navy Federal Credit Union	75.0	28%	65.5	15%					
Trader Joe's	73.7	33%	62.9	19%	Heineken	75.7	38%	59.7	17%	Chanel	81.9	43%	61.9	14%	Chase	75.0	35%	58.7	16%					
Kroger	71.9	34%	55.4	17%	Stella Artois	74.4	36%	58.9	17%	Burberry	81.5	50%	68.8	13%	Bank of America	72.3	36%	56.6	20%					
Publix	70.3	28%	56.0	18%	New Belgium	71.9	33%	56.6	19%	Prada	80.5	40%	63.7	14%	Citi	70.9	22%	52.5	18%					
Wegmans	69.7	25%	52.5	19%	Lagunitas	71.6	35%	57.1	19%	Chloé	78.5	37%	61.4	14%	Wells Fargo	68.0	27%	49.5	25%					
Safeway	68.5	24%	52.5	19%	Sierra Nevada	70.5	30%	57.6	20%	Rent the Runway	75.2	33%	63.7	15%	Average	72.8	30%	56.9	18%					
Average	71.7	31%	58.2	19%	Average	74.3	37%	59.4	18%	Average	80.4	44%	64.7	14%	Average	72.8	30%	56.9	18%					
																			WBI	MPA	Purpose	Coefficient		
																			Grand Average	75.1	34%	59.9	17%	

Category Averages

Brand	WBI	MPA	Purpose	Coefficient
<b>Luxury Apparel Average</b>	80.4	44%	64.7	14%
<b>Home Appliance Average</b>	78.7	36%	63.7	14%
<b>Premium Makeup Average</b>	78.6	38%	62.9	16%
<b>Food/Snack Average</b>	78.3	33%	59.4	17%
<b>Makeup Average</b>	77.8	36%	61.6	16%
<b>Personal Care &amp; Cleaning Average</b>	77.1	33%	64.1	16%
<b>Streaming Services Average</b>	77.1	37%	59.3	16%
<b>Juices Average</b>	76.9	32%	60.9	17%
<b>Athletic &amp; Outdoor Wear Average</b>	76.4	35%	61.7	16%
<b>Wellness Average</b>	76.4	42%	68.9	13%
<b>Big Technology Average</b>	76.1	34%	58.7	17%
<b>Domestic Beer Average</b>	75.0	32%	59.2	18%
<b>Fitness Average</b>	75.0	35%	63.2	16%
<b>Everyday Apparel Average</b>	74.8	34%	59.9	19%
<b>Home Decor Average</b>	74.7	34%	59.5	16%
<b>Large Retail Average</b>	74.6	32%	57.8	18%
<b>Spirits/Hard Liquor Average</b>	74.4	30%	58.0	19%
<b>Import &amp; Craft Beer Average</b>	74.3	37%	59.4	18%
<b>Investment Services Average</b>	73.6	34%	60.1	15%
<b>Retail Banking Average</b>	72.8	30%	56.9	18%
<b>Automotive Average</b>	72.8	28%	57.4	17%
<b>Quick Serve Restaurant Average</b>	72.0	33%	55.7	21%
<b>Grocery Average</b>	71.7	31%	58.2	19%
<b>Beverage Average</b>	71.4	30%	55.5	23%
<b>Health Insurance Average</b>	68.2	28%	53.3	20%
<b>Average for All Brands</b>	75.1	34%	59.9	17%

Mean, High and Low Scores for All Brands

Metric	Mean	High	Low
<b>WBI</b>	75.0	83.9	64.7
<b>MPA</b>	34%	60%	16%
<b>Purpose</b>	59.8	79.3	46.9
<b>Coefficient</b>	17.3%	27.5%	10.8%

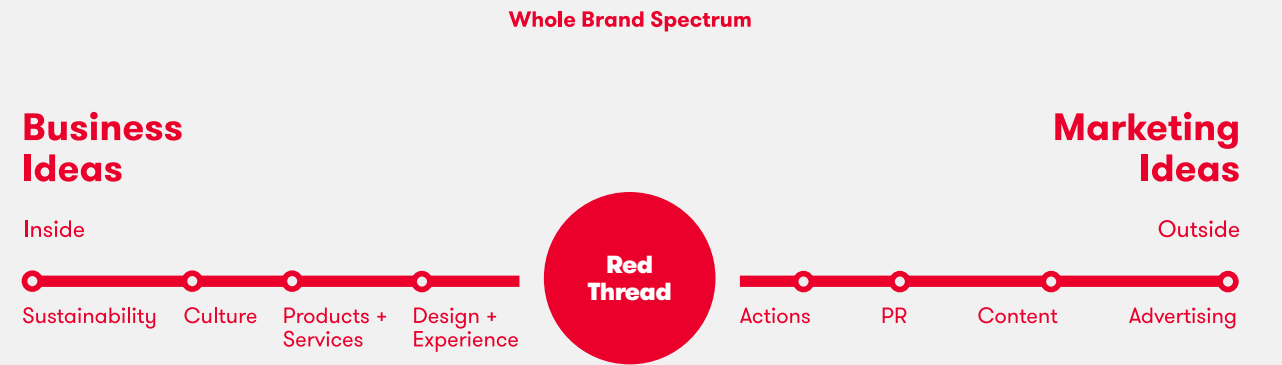
Top Tens

WBI	MPA	Purpose Index	Coefficient of Variation
<b>Dawn</b> 83.9	<b>Calm</b> 60%	<b>Calm</b> 79.3	<b>Calm</b> 10.8%
<b>Fenty Beauty</b> 83.6	<b>Apple</b> 58%	<b>Dawn</b> 74.2	<b>Headspace</b> 11.3%
<b>Clorox</b> 83.1	<b>Amazon</b> 54%	<b>Bombas</b> 73.9	<b>Dawn</b> 11.7%
<b>Amazon</b> 83.0	<b>Netflix</b> 53%	<b>Rare Beauty</b> 72.2	<b>Clorox</b> 12.0%
<b>Louis Vuitton</b> 83.0	<b>Nike</b> 52%	<b>Headspace</b> 71.9	<b>Amazon</b> 12.3%
<b>Apple</b> 82.5	<b>Corona</b> 51%	<b>Fenty Beauty</b> 71.4	<b>Whirlpool</b> 12.5%
<b>Gucci</b> 82.4	<b>Gucci</b> 51%	<b>Gatorade</b> 68.9	<b>Fenty Beauty</b> 12.5%
<b>Tide</b> 82.3	<b>Gatorade</b> 51%	<b>Burberry</b> 68.8	<b>Toyota</b> 12.7%
<b>Nike</b> 82.3	<b>Burberry</b> 50%	<b>Clorox</b> 68.5	<b>Tide</b> 12.9%
<b>Oreos</b> 82.2	<b>Dawn</b> 49%	<b>Nike Run Club</b> 68.0	<b>Apple</b> 13.1%



# The Whole Brand Self Exam

15 questions and none of the discomfort



**Okay, you've made it here to this part of the report. You're a Whole Brand thinker. If your brand is not in the study, you're probably asking where your brand scores.**

In this short, 4-minute survey, we can calculate your WBI (Whole Brand Index), purpose score, Market Performance Average and give you some initial implications based on the results.

[Click here to get started.](#)

Copy + Paste +  
Send to Others

- 1** Answer questions across the whole brand spectrum in minutes.
- 2** We'll calculate your own Whole Brand Index score.
- 3** Benchmark it against others in this report.
- 4** Get a few action items based on your scores.

# Your job. Your brief.

**The proof is clear. Whole brands outperform their fragmented counterparts in all measures.**

**A majority of your success will be determined by how whole you are (60%). So, how does this apply to your work?**

Here are a few ideas on how to apply Whole Brand Thinking™ to your role.

## If you're a Chief Executive Officer (CEO)



### Here's your challenge. TIME WELL SPENT

No one in the organization should have a better understanding of what your entire organization stands for more than you. The challenge is to guide in a way that tells your people what they should spend their time doing and not doing. They know the smallest details can be big ideas and powerful actions, especially if those actions impact the greater world.

Whole brands zoom along a spectrum of ideas — from business ideas to marketing ideas — to balance reactive and proactive decisions like it's an art form.

### Here's your brief. CLARITY OF DIRECTION

Make sure you are absolutely clear on how you are leading your organization into whole brand status. Find ways to start meetings, end meetings, and regular, clear communication that levels up to a whole brand.

### Here are three things to do daily.

- 1 **Have your direct reports bring you the boring.** Often times, we get sidelined by the exciting. But becoming a whole brand is hard work and often involves doing the boring, hard work across the spectrum. Your reports should be driving growth, innovation and culture, so always ask them to bring you boring fixes.
- 2 **Demand a holistic dashboard every month.** This will give you a full view of the brand, from your brand culture to your marketing and everything in between. This will help spot leading and lagging indicators for sales and organizational impact.
- 3 **Create a common language that the entire organization will use.** This will help to create an organizational culture that allows silos to be broken, bringing teams together in open and innovative ways.

## If you're a Chief Marketing Officer (CMO)



### Here's your challenge. FULL SPECTRUM, NOT JUST FULL FUNNEL

You should know more about the customer and consumer needs than anyone in the organization. Deliver on those needs in product, pricing, place and promotion, and your job is done, right?

Not anymore. Navigate the full funnel of marketing, make the call on where to spend against the funnel, but also, treat the full spectrum as marketing's domain. What are you doing in sustainability, culture, design, and more than can be turned into marketing?

### Here are three things to do daily.

- 1 Find inventive, consistent ways to share consumer and customer knowledge.** Marketing the marketing internally is a must and often forgotten. But also, find ways to market your consumer in relevant, creative and meaningful ways across the organization, so each team has access to the data and insights you glean.
- 2 Become a power partner with your internal counterpart.** Measure how people on the outside feel about your brand and the way people feel inside. Less daylight between the two means more success. Create a strong partnership with your internal culture counterpart and a constant cadence of initiatives. Be joined at the hip.
- 3 Do performance branding vs. performance marketing.** Everything you do needs to drive short-term goals AND create equity for the whole brand. Performance marketing delivers ROI and budget, but don't separate performance and brand. Whole brands do both without sacrificing either. When you're executing lower-funnel marketing, you can't tell the whole story, but you can get one piece, one single brand-building idea intertwined with a clear call to action.

### Here's your brief. CHIEF MATCHING OFFICER

You're also the Chief Matching Officer. Cute. We know. But very real. Your job is to now match how the brand behaves and what it says on the outside with how your people show up on the inside. How you express the ethos of the brand externally requires equal amount of vigilance in how you show up on the inside. Your job is to match those forces.

## If you're the Chief Innovation Officer



### Here's your challenge. SPEED TO RIGHT

You drive innovation in products and services, which according to our research, has the highest relative importance on the spectrum. Your work is the engine of the whole brand and your product must be an intuitive extension of the brand.

But your work is also under a microscope from the high expectations of the modern consumer and under assault from an ever-increasing need for speed. How do you be right, be fast, and live into your brand?

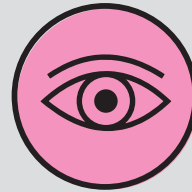
### Here are three things to do daily.

- 1 How does this product or serve make us more whole?** Use a guiding question like this for innovation work to make sure it's laddering to your purpose and core idea as a brand.
- 2 Find innovation pockets outside your team.** Create cross-functional innovation teams that bring in people from other parts of your organization: Design, Creative, HR, Strategy, etc.
- 3 Use sustainability and ESG as a sole brief for innovation and invention,** not just an item on your checklist.

### Here's your brief. BRAND AT BEGINNING

If you're sold into the core idea and core values of your whole brand, build these principles into every piece of innovation. You must focus on consumer and customer need. You must develop an innovation roadmap of near in and far out innovation. Add brand at beginning vs. the end and see what you can create.

## If you're a Chief Brand Officer (CBO)



### Here's your challenge. DEFINE BRAND

You probably already believe that brand is a driving force for all value creation. But your company may not.

There are pockets and fiefdoms that still dismiss brand as a small "b" vs. a big "B." Help your organization find its own definition using the data and rigor of the whole brand research and use that to create advocates and consistency over time.

### Here's your brief. BE THE IDEA SPOTTER

It's your job to be the head journalist for your organization, spotting ideas and actions inside your company that embody the brand.

Find those, highlight those, turn those internal actions into external statements to the world. Use the spectrum as your playground and prove that brand is everywhere.

### Here are three things to do daily.

- 1 Create the playbook across teams.** Show each and every team how to use your brand foundation to guide, inspire and drive their daily work. Whole brands are great at this, while fragmented brands don't even think about it.
- 2 Use the WBI Data. Be a brand person that uses data to your advantage.** The Whole Brand Index determines 60% of market success. This report has rigorously tested data to show that if you show up as a whole brand, you perform in the market. Know your blend of art and science to drive decision-making.
- 3 Be the Brand Journalist.** Celebrate wins, ideas, and challenges across the entire organization that the brand can solve. Think of your role like a magazine editor spotlighting, exposing and celebrating an idea.

## If you're a Chief HR or People Officer (CPO or HR Officer (CHRO)



### Here's your challenge. CULTURE OVER PROCESS

You hold the keys to one of the most underutilized assets of the brand: your people. They are an always-on ad, PR people, media channel and customer service team for anyone they talk to outside your organization.

While much of your day is spent in process, remember that a thriving culture will make those processes actually function.

### Here's your brief. RETHINK THE JOURNEY

Use the Whole Brand Report and its principles as a useful tool to revise recruiting, training, reviewing, promoting and retention materials and processes.

Use your brand foundation to inspire brand-centric training exercises for individuals, teams, departments. Make brand a reason to stay.

### Here are three things to do daily.

- 1 Find your match in the CMO.** Matching the internal actions of the organization with external marketing is one of the key principles of the whole brand. So share projects, initiatives and the stage with your CMO.
- 2 Make the Recruitment team your best brand ambassadors.** Make sure all recruiting teams are brand experts and know the script as they are recruiting for talent. Your brand, not just your products and culture, should be easy for everyone to articulate in an exciting way.
- 3 Put a brand lens on materials.** Is there a new question to add to interviewing? A new way to gauge career growth? A new weekly ritual to build for the organization?

# Whole Brands in Action

Inspiring ideas across the Whole Brand Spectrum

These are our picks for the most inspiring ideas that purpose-led brands have created along the “idea areas” — represented across the Whole Brand Spectrum — from marketing ideas to business ideas.

**The Idea:**  
REI’s *Yay Days* program gives employees two days a year to enjoy outdoor pursuits or stewardship projects.

**REI’s Purpose:**  
To awaken a lifelong love of the outdoors, for all.

**How might you align your time off policies to your core purpose to create value and equity?**



## Culture

When what you do and say on the inside matches what you do and say on the outside (and vice-versa).

**The Idea:**  
The Airbnb ReDesign lets people search for accommodations by category, rather than just destination, to introduce travelers to places and properties they may not have found otherwise.

**Airbnb’s Purpose:**  
To create a world where anyone can belong anywhere.

**How might you think about the boring, non-sexy parts of the experience and how they can be more humanly helpful?**



## Design + Experience

The art and science of guiding people through your brand’s experience visually, verbally and systematically.

## Sustainability

Your brand’s impact on people, communities and the planet.



**The Idea:**  
Barbie Eco-Leadership Team Dolls.

**Barbie’s Purpose:**  
To empower girls to imagine how they can change the world.

**How might you use your products or services to draw attention to bigger sustainability issues?**

## Product + Service

What you make and what you do — the more innovative the better.



**The Idea:**  
Allbirds’ Moonshot Shoe is made from carbon-negative materials, and plans to make its formulas open-source.

**Allbirds’ Purpose:**  
To create better things in a better way.

**What secrets could you give up to the world to better the world?**





### The Red Thread

The long idea at the center of the brand, guiding and inspiring all actions, internally and externally. The Red Thread is your daily idea engine for the entire business. Thus, it should be highly actionable.

**The Idea:**  
The Planet Fitness brand strategy promotes the accessible, immediate benefits of fitness. This strategy guides advertising, content, PR, actions, experience and digital services. It also proves PF's purpose daily.

**Planet Fitness's Purpose:**  
To create a more judgement-free planet where health and wellness are within reach for all.

**How might your brand create a powerful combination of purpose and red thread to guide and inspire everything your brand does, in good times and bad?**



### Purpose + Red Thread

Your purpose is why you are in business beyond making money. It's why your brand exists. It's found at the intersection of what the brand is good at and what the world needs. Thus, it should be highly inspirational.

**The Idea:**  
After hearing a story about a man who survived 24 days at sea by eating ketchup, Heinz created a PR + social campaign to help find the sailor, #HelpUsFindTheKetchupBoatGuy. The campaign went viral after Heinz offered to buy him a new boat if he was located. Mission accomplished.

**Heinz's Purpose:**  
Let's make life delicious.

**How might your brand create an open door to help people understand you?**



### PR

The act of keeping the brand in the public eye by creating earned media and third-party endorsements through newsworthy and share-worthy events and actions.

**The Idea:**  
With a powerful influencer-led campaign, Dove boldly opposed a viral filter on TikTok that created unrealistic beauty standards.

**Dove's Purpose:**  
To redefine beauty standards and help everyone experience beauty and body image positively.

**How might your brand create an idea worth advertising and tap into the cultural zeitgeist?**



### Advertising

Any communication that exists in a paid media environment.



### Actions

A way to prove a brand's purpose by taking a bold stand on something.

## LUSH

**The Idea:**  
Lush boycotted primary social media platforms because it was a harmful part of their customers' lives...similar to the harmful ingredients and practices it avoids in its products.

**Lush's Purpose:**  
Creating a cosmetics revolution to save the planet.

**What could you stop doing as a business to prove your purpose?**

### Content

Brand communication people choose to spend time with — more pull, less push.

## PANTONE

**The Idea:**  
Pantone's "Color of the Year" campaigns help companies and consumers better understand the power of color — and also bring the brand continuing relevance in a digital world.

**Pantone's Purpose:**  
To provide a universal language of color that enables color-critical decisions through every workflow stage for brands and manufacturers.

**How might your brand create an ownable annual moment on the calendar that people want to spend time with?**

# Whole Brand Thinkers

We love electric ideas from whole brand thinkers who inspire us. This year's contributors open their playbooks to share their unique POVs on whole brand building.

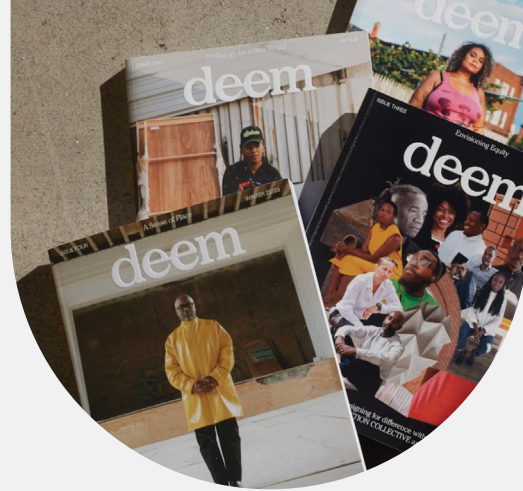
May they unleash your own ideas for ways to level-up your brand.





# Nu Goteh

**Co-Founder + Creative Director**  
Deem Journal



### Zoom in: Product development

Hyper focus on where and how you show up and make sure you're intentional about every touch point for the right people. The things you do on the micro level build a much broader brand effect that will circle back to you.



### Zoom out: Brand actions

Apply that same intentionality through actions people understand. Not everyone cares for those things, but those who do care deeply. Win them over and they will evangelize others.

Nu Goteh is a multi-disciplinary creative & designer who works in audio, visual, and written mediums.

**He is the co-founder of the strategy and design studio, Room for Magic, and co-founder and creative director of partner publication, Deem Journal.**

Additionally, Nu is a professor at Parsons School of Design, leading a course entitled Design Dichotomies which explores the intersection of design and society. Nu's practice is informed by his love for counter/subculture(s),

his background as a Liberian-born refugee, and a lifelong dedication to building platforms that enable communities to engage in shared experiences. He has worked for brands like Puma, Sonos, and Redbull.

## THREE WAYS TO Whole Brand

- 1 Articulate your values.** Whole brands don't just show up everywhere. We're intentional about how we show up, when we communicate, and where to add value, which is increasingly in a social media-driven landscape. It's about being confident in who you are as a brand, knowing where your space is, and speaking with that level of clarity.
- 2 Earn stakeholder buy-in.** Once you have clarity around your brand, there needs to be some sort of change management, and internal selling to stakeholders — who are literally everyone in the organization. This process can inform an action plan that ensures you're living up to the new brand or values you're communicating.
- 3 Create safe spaces for uncertainty.** Business leaders are paid to have answers, to execute. Often, that stifles innovation, creativity and collaboration. We need to create moments for someone who is paid to know to come in and say, "I don't know." That safe space allows us all to listen openly, and move on from there.





# Katie Dreke

**Founder + Chief Sustainability Officer**  
DRKE

Katie Dreke has guided traditional and experimental work for the world’s most influential brands like Nike, REI and Adidas, and for agencies like Weiden + Kennedy, droga5 and IDEO.

**She translates future uncertainty into present-day actions.**  
**She reduces blind spots and illuminates new white spaces.**

She stitches together formerly disparate aspects of the Product & Brand expression into a unified whole. And she believes brands should be future-focused, actively participating

in the positive progression of culture and society, and applying ethical planet-centered design to solve meaningful problems.



### Zoom in: The Exit Interview

An oft-overlooked and underappreciated brand touchpoint, this emotionally weighted experience communicates even more about the culture and intention of the brand than the hiring and onboarding process. When well-designed and delivered, it generates incredible goodwill and word-of-mouth talkability, as well as potential for the relationship to be rekindled at some point in the future.



### Zoom out: Future Generations

With a clear obsession on quarterly results, brands often struggle to see into the coming years, let alone the coming generations. Some brands create shadow boards of young customers whose interests are weighted just as much as the board of directors. Others place a seat on their executive leadership team to represent the perspectives of future generations, striving to bring their voices into the culture of the brand.

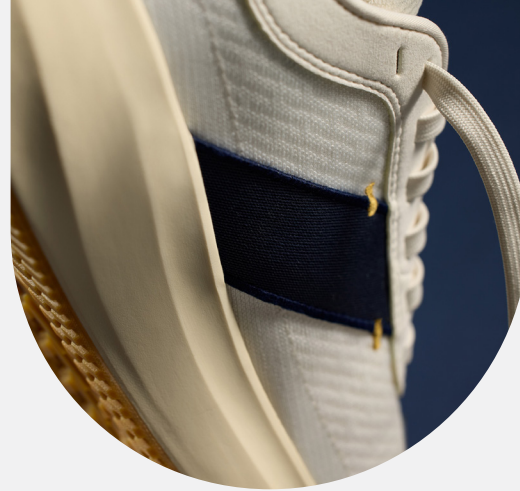
## THREE WAYS TO Whole Brand

- 1 Adopt a multi-player mindset.** Whole brands are built together. With employees, customers, collaborators, communities. Energy needs to flow in and out of your brand, and offer many ways for people to come together.
- 2 Each element of your brand changes at a different pace.** Different touch points have different rituals and rhythms. Some layers of the brand are renewed multiple times a day. Other layers change as slowly as plate tectonics. Your products may update once a quarter, or once a decade. Understand the pace of each layer in your brand — and synchronize for maximum impact.
- 3 Think multigenerational.** Not every brand needs to be a 100-year epic enterprise. But if you’re not building something to last, then what are you building? How will you be remembered? Anyone crafting a brand with an intentional eye on future generations has a solid plan. A plan with humanity baked in.



# Ryan Eckel

**Brand President**  
Tracksmith



### Zoom in: Execution

Focus on executing the brand to the highest possible standard across everything you put out, whether it's products, events, retail stores or content. As a brand expands into new areas, continuing to elevate execution will be essential.



### Zoom out: Interconnection

While we have always had a healthy non-US business, we are also deliberately building our brand outside the US. We just opened a store in London to better serve runners there; we'll return to Berlin for a pop-up during the Berlin Marathon in September and are holding community events in Mexico and Canada for the first time.

Ryan Eckel drives the global growth and strategy of Tracksmith, an independent running company that celebrates the competitive spirit.

**Before this role, Ryan was Vice President of Brand for Dick's Sporting Goods. He is also an Emmy Award-winning executive producer.**

Ryan has developed campaigns for brands like PUMA that received numerous Grand CLIO, Cannes Gold Lion and Gold Halo awards, and is an inductee to the American Advertising

Federation Hall of Achievement. Ryan holds a B.S. from Yale University and lives in Pittsburgh with his wife and three children.

## THREE WAYS TO Whole Brand

- 1 Know your story.** Crystalize and sharpen your brand narrative; your purpose, why your brand exists and the role it serves. And the simpler you can craft this story, the better.
- 2 Commit to your story.** Be decisive and confident in aligning your organization around your story. In a world where seemingly everything is A/B tested, resist the urge to A/B test core elements of your story. Instead, let your story guide your decisions and actions at the highest level, from strategy to product to brand communications to real-world interactions.
- 3 Think of your brand story as a book.** Organize your brand narrative into chapters and keep the plot moving to keep it interesting while staying true to the beliefs and values underlying the story.



# Alison Taylor

**Clinical Professor**  
NYU Stern School of Business

**Executive Director**  
Ethical Systems

Alison Taylor joined New York University Stern School of Business as a clinical associate professor in January 2023.

**Her research focuses on the organizational dimension of corporate responsibility and business ethics.**

She has expertise in strategy, sustainability, political and social risk, culture and behavior, human rights, ethics and compliance, stakeholder engagement, anti-corruption, and professional responsibility. She is also

the Executive Director of Ethical Systems, a research collaboration focused on ethical organizational culture. Alison is writing a book on the new landscape for business ethics, for Harvard Business Review Press.



## Zoom in: Employee Motivation

Your employees are showing up, they're talking to your stakeholders every day. What are they saying? Do they believe your brand stands for something? Do they believe in your messaging? If you don't have that grounding, you are resting on quicksand.



## Zoom out: Environmental Footprint

It's not about being reactive to who's yelling at you on Twitter, but doing a proper assessment of what your environmental impacts are, tackling the biggest issues first and not overpromising in that area.

## THREE WAYS TO Whole Brand

- 1 See your brand as every action you take.** You can't treat your messaging as separate from your culture, separate from your values. You need to have a joined-up story. To get that joined-up story, you need to coordinate with your employees. You need to have a view of what the whole organization is and isn't going to do.
- 2 Be honest and focused about what sustainability challenges you are going to tackle.** Decide what your brand is about. Have a sharp materiality assessment and priorities. Show some restraint in terms of what problems you are promising to solve.
- 3 Admit to challenges and be authentic about it.** People aren't convinced by generic win-win brand stories. They want to hear authentic messages about authentic efforts. There must be honesty about challenges and conversations about values, ethics, and culture. There is a way to communicate that will impress young people especially and is authentic — and young employees are really pushing brands and corporations more broadly to make sure that their messaging is consistent with what's going on inside.



# Matt Rembe

**CEO + Founder**  
Los Poblanos

Matt grew up at Los Poblanos, a multi-generational farm and inn in New Mexico with a unique model of historic preservation and regenerative agriculture.

**In 2004, Matt became executive director and continues to develop all areas of the family-run business, including the boutique inn, artisan lavender product line, field-to-fork dining, event space, retail shop and cultural programming.**

Before that, he worked as Director of Mary-Anne Martin/Fine Art in New York City, where he became a specialist in the field of 20th Century Latin American Masters.

Matt attended Syracuse University, where he obtained a BA in Spanish and received his MBA from the prestigious Thunderbird School of Global Management.



## Zoom in: Design

We are very thoughtful about design, whether it's interiors or packaging, and strive to be somewhat authentic and imperfect to match our culture. We handle all our design, marketing and even things like signage and wayfinding in-house, to ensure even the most discerning guests recognize the level of our authenticity.



## Zoom out: Cultural Impact

We are proud stewards of New Mexico and its culture. As we are one of the poorest and most socio-economically challenged states, we feel compelled to make it a better place while also celebrating its unique imperfections. Our brand has soul and spiritual qualities, as customers connect with this place through the cuisine, our products and experiences, and our staff.

## THREE WAYS TO Whole Brand

- 1 Know what you believe and stand by it.** Whole brands know they stand to lose something in the short term based on their principles, but gain something more profound in the long-term.
- 2 Align your brand intention with your culture and leadership team.** Identify how your brand motivates your customer and makes them feel, whether that's attentive service, a preeminent product, or a commitment to the environment. That brand intention should shape your culture, decision-making, hiring, onboarding, behaviors and leadership decisions. Alignment will generate extraordinary results.
- 3 Implement a company-wide "No Asshole" rule.** This seems silly and perhaps unprintable, but this rule will truly weed out the assholes and make work a more humane place. Whole brands don't employ assholes.



# Cain Fleming

**Managing Director**  
Courier Media



## Zoom in: Target audience

We've spent a lot of time thinking about our target audience and how we can zero in on these people more effectively. This has changed how we approach product development and distribution. It's also positively impacted our team, giving them feedback and greater clarity around what is expected from them. That ultimately improves the content we produce.



## Zoom out: Brand presence + availability

In our early days, Courier was predominantly a print business and produced a bi-monthly magazine. Our approach to distribution is now omni-channel. Our audience and their behaviors come first, ensuring that different types of stories are told in the format that best suits that particular story. We now have a monthly audience of more than two million people across our channels, with each of our products playing an important role in how we communicate with our audience and how our brand manifests itself in their lives.

Cain Fleming is the Managing Director of Courier, the modern business brand helping people to work and live on their own terms.

**Originally from New Zealand, and with a background in advertising and branded content, Cain has spent the past ten years working in London for a host of publishers, including Bauer Media and Monocle.**

## THREE WAYS TO Whole Brand

- 1 Place the brand at the heart of every aspect of your organization** — be it the product it produces, its company culture, or its approach to ethics, responsibility and sustainability. As many modern consumers are interested in more than merely great products, whole brands want to understand how that product was made, and by whom, and that the values the brand embodies throughout their organization are reflective of their own.
- 2 Think about your brand holistically.** Every touchpoint or extension, whether it is internal or external, should marry up and be one of the same. How your customers feel about your brand should be similar to how your employees feel about your business. What your advertising campaign looks like should be represented in the fit-out of your HQ. Try to figure out your brand's DNA and ensure this runs thick throughout all areas of the company.
- 3 Emphasize the human aspects of business.** Focusing on people rather than simply product in the stories you tell can show the increasingly important connection between the traditional 'front office' and 'back office' functions of a brand or business. Attracting customers to a brand is now not too dissimilar to attracting talent to work for your brand.

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Katie Dreke  
Founder + CSO  
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Matt Rembe  
Executive Director  
Los Poblanos

# Join us

We are on a mission to build more whole brands, and we're always looking for change agents to join us.

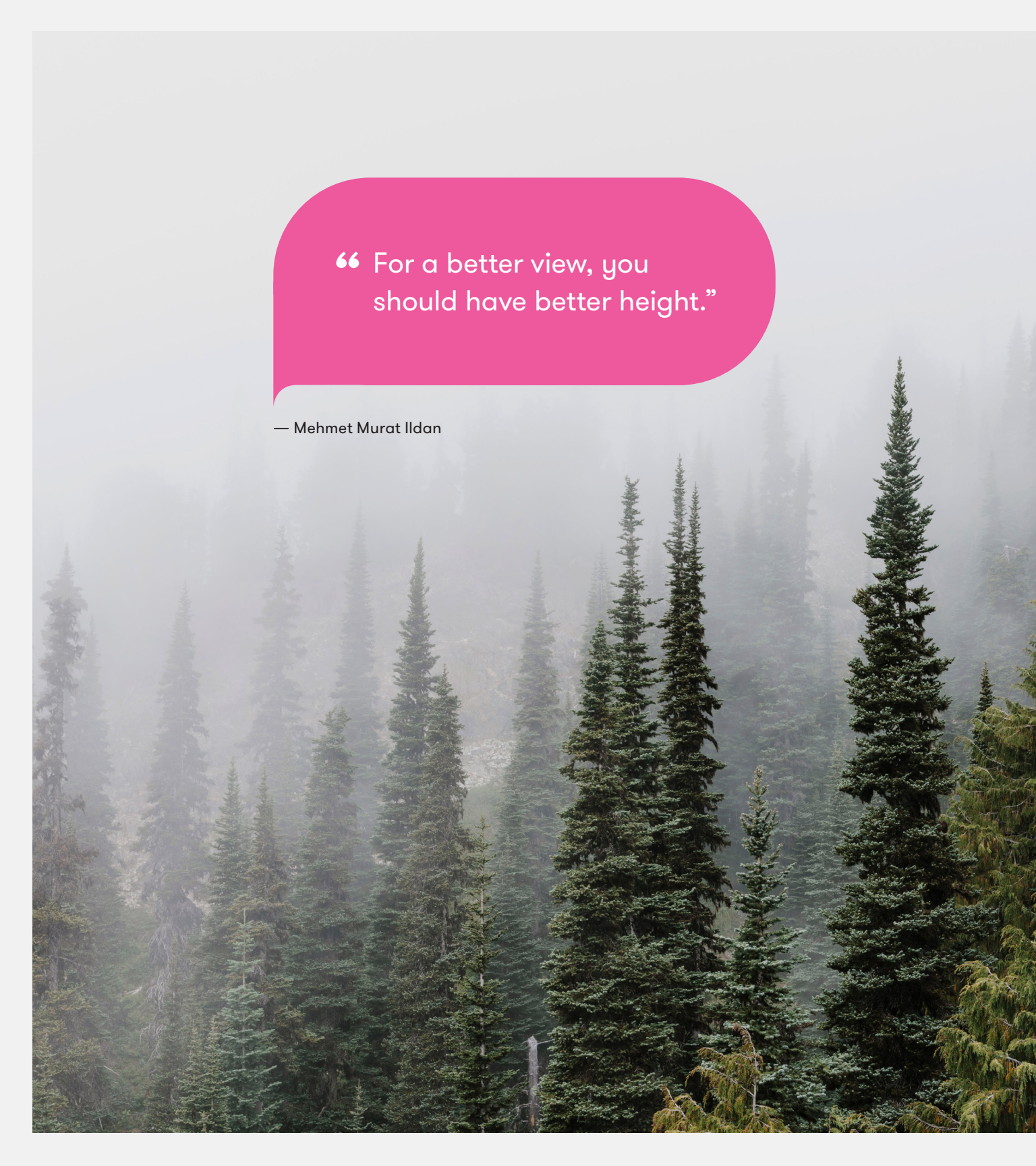
Follow us on LinkedIn — @Barkley — to track our latest thinking and collect ideas to jumpstart your own *Whole Brand Thinking*.

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For a thorough evaluation to help your brand build its biggest future, contact our Chief Growth Officer, Jason Parks, at [jparks@barkleyus.com](mailto:jparks@barkleyus.com).

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A photograph of a dense forest of tall, thin evergreen trees, likely spruce or fir, shrouded in a thick mist or fog. The trees are dark green and stand against a pale, hazy background. The overall mood is serene and quiet.

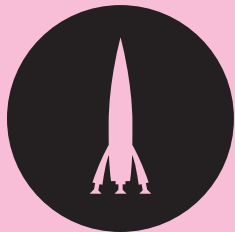
“ For a better view, you  
should have better height.”

— Mehmet Murat Ildan



“ The closer you look at it, the  
more beautiful it becomes.”

— John Lloyd



**About Barkley®**

Barkley is an independent creative idea company that builds whole brands for modern consumers, employees and all stakeholders. We do this through three idea centers: strategy, design and activation. As a Certified B Corporation™, we believe all brands, including ours, can be a force for good in the world. [barkleyus.com](https://www.barkleyus.com)

