

---

State of the  
Whole Brand 2021

# The Big Rethink



The  
Whole  
Brand  
Project

---

I can't think of  
a more vital time  
for rethinking.

**Adam Grant**  
Author, "Think Again"

---

# Table of Contents

4	Introduction
8	Elements of a Whole Brand
11	2021 Whole Brand Study
45	Data Bites + Brand Actions
53	Rethink Recap
56	How to Take Action

All of the material in this document is copyrighted and may not be reproduced in whole or in part without express written permission. For permission, contact Jason Parks at [jparks@barkleyus.com](mailto:jparks@barkleyus.com).

All trademarks and service marks appearing are owned by their respective brand owners and are used solely for editorial and illustrative purposes. The authors are not affiliated with, sponsored or endorsed by any of the brand owners.

[barkleyus.com](http://barkleyus.com)

[wholebrandproject.com](http://wholebrandproject.com)

# The Big Rethink



---

# The notorious 2020 didn't just flip us the bird. It flipped the table.

# It jump-started what we call the Big Rethink.

Everybody rethought everything: Life, work, community, society, purpose, sustainability, the role of brands and consumers, stakeholders, employees, communities. The environment. We changed what we buy and how we buy it — we even asked WHY we buy anything at all and from whom.

People are giving brands and their own behaviors a good, solid rethink right now. And they are the ones that define your brand. They're reading your receipts. Looking up and down your supply chain. Making sure your story checks out.

And that's great news. Because all people want is a straight story, the whole truth and a chance to bring their whole self to their work. And you can give it to them.

So you know all your company's dots. Can you draw a straight line through them?

Your social media says all the right things. Does that reflect your company culture?

Your marketing tells a great story. Do your employees buy it?

In "The Big Rethink," your brand needs to be rethought.

For the past decade, nobody has invested more in understanding the way modern consumers and employees think and act more than we have, revealing why some brands succeed and others don't.

## **Welcome to whole brand thinking.**

The mindset cutting-edge organizations are using to redefine brands and create massive change and growth, inside and out.

Where every action an organization takes is the brand and everything is communication.

Where brand is not what you say but what you do.

Where the brand is everyone's responsibility, not just the marketing department.

---

## **Your brand is everything. Everything is your brand.**

---

Every action matters and is one more reason for someone to choose your brand. Or not.

Where a core idea and a deep WHY drive everything.

Where what you say and do inside matches what you say and do outside.

Where your employees know why you do what you do and their jobs are clear every day.

Where both your customers and employees know and believe in what you stand for.

Where success blooms even in a world gone dark.

Where profit, performance and impact on people, communities and the planet grow as one, inextricably, powerfully, purposefully.

Where brands are twice as likely to be recommended as their fractured competitors, with a 40% increase in market share and employee satisfaction running 85% higher.

Where business is a force for good in the world.

---

This is our first “State of the Whole Brand.” It comes at a time when great brands are more valuable than ever and the other, fragmented brands, are falling by the wayside.

It comes at a time when everything is in play and everything is important because whole brands know everything your organization does is the brand. And every action you take is one more reason for people, customers and employees, alike, to choose you. Or not.

We think it’s time marketing walks away from its old habits and embraces new ones. In that regard, here’s one big datapoint to whet your appetite. In the study we did this year, the traditional metric of brand awareness (defined as being familiar or very familiar with a brand) explains about 19% of a brand’s success.

But a new metric, the Whole Brand Index, that analyzes how consumers make brand choices, explains 57% of a brand’s success. It’s three times as powerful as the old metric. It’s time we get past some of the tired old models, like marketing funnel.

At the heart of this report, you will find rigorous and motivating data on multiple brands in an array of categories that proves our thesis, as well as other inspiration to help you find more holistic ways to build your own whole brand.

Thank you for reading and we hope you join us in building a world with more whole brands — a world where business can add good to people’s lives, communities and the plane and outperform your fractured counterparts in the measures that matter.



---

The Big Rethink  
According To

→

Gareth  
Kay

SVP, Happify



This is going to sound simple, but I know it's not. **Businesses have to break down the silos in their organization. Brands have to get out of the marketing department and be a horizontal “operating system” that informs everything a business does.** After all, at its most basic, a brand is what someone says about you when you are out of the room.

The quickest way to this, I believe, is to break down the reliance on reviewing performance — and therefore compensation and progress — on objectives and key results (OKRs) that focus on team contribution rather than the team's contribution to the overall business. **Far too often, OKRs encourage selfish behavior. They need to be rewritten to more honestly reflect contribution toward a common goal and how they have helped a brand become more whole.**

# Elements of a Whole Brand





---

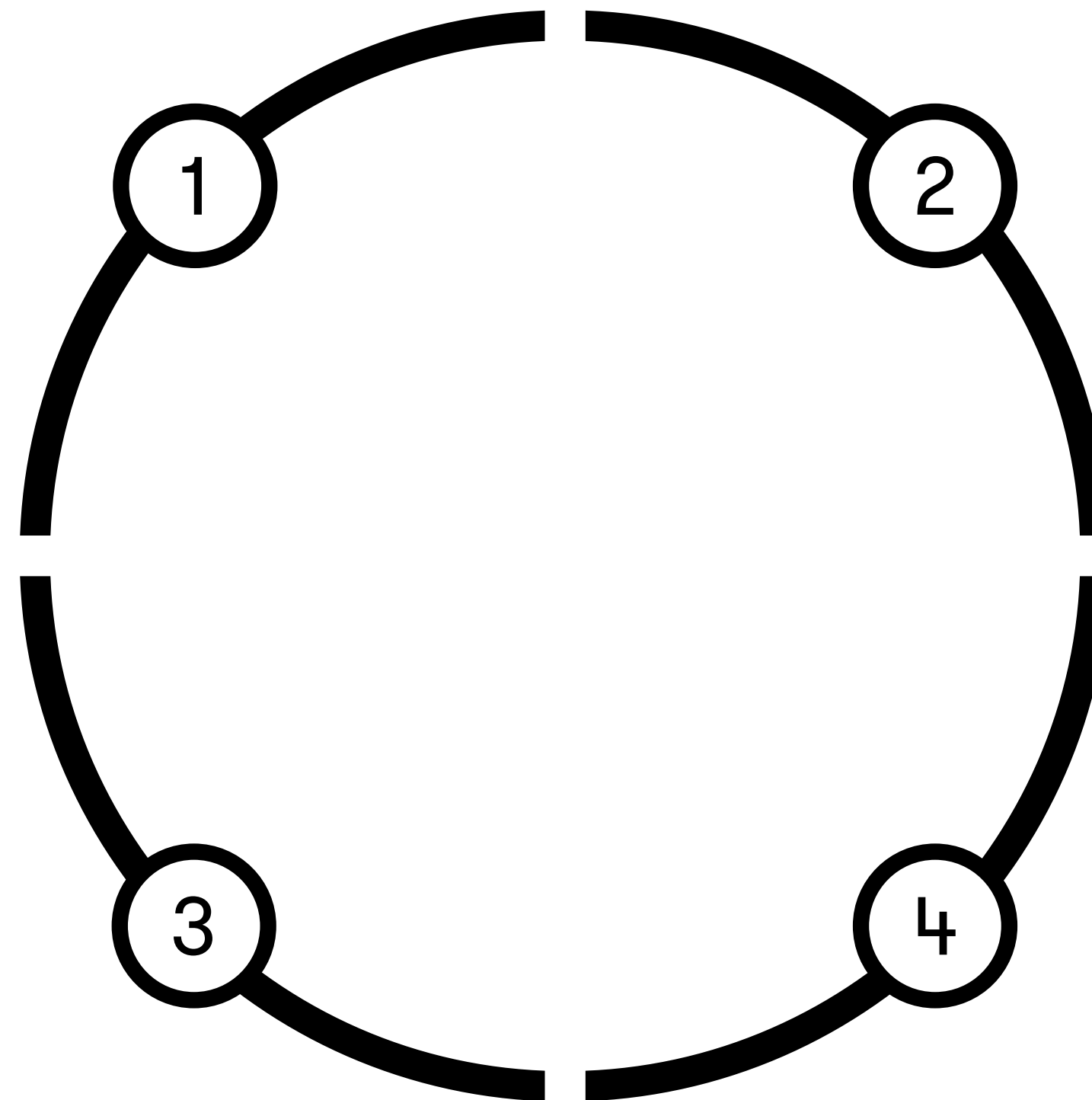
# The Four Elements of a Whole Brand

## **A new definition.**

A whole brand is an organization that treats everything it does as the brand.

## **Brand culture inside and out.**

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.



## **The creative engine for your entire brand.**

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.

## **Profit + performance + impact.**

A whole brand measures success holistically by balancing profit and performance across the Whole Brand Spectrum with its impact on people, communities and the planet.

---

The Big Rethink  
According To

→

# Heidi Hackemer

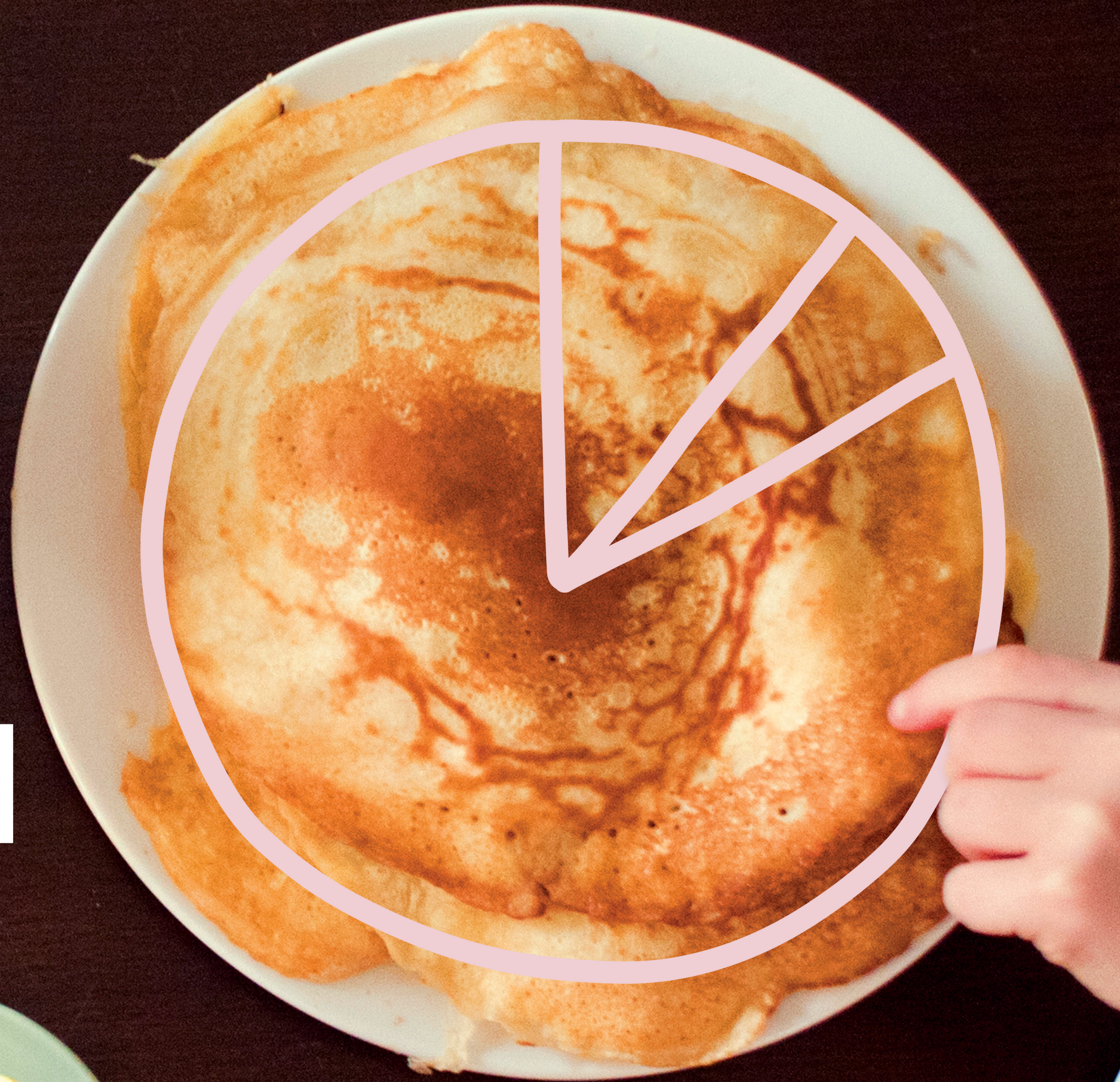
Executive Creative Director, North America, Oatly



**When I think about where brands are going or need to go, my advice is perhaps boringly consistent: be kind, be thoughtful, be fun, be surprising, be human.** I know, we hear this at every single damn marketing conference or “innovation” day. And then we go back to our desks and look for what tested best or what the algorithm wants or what patterns to mimic, completely forgetting the human aspect and instead covering our asses from making brave choices by leaning back into uninspired data or what’s been done before.

If we’ve seen anything lately, it’s that those algorithms we’re chasing for success aren’t built for the good of people and for our societies. And we’re all complicit in it because we keep feeding them our ad dollars. I get that right now they are a necessary evil, but **if we can all pull some aspects of our work out of their thrall and go back to obsessing about connecting with real people, we’ll be heading in the right direction.**

# 2021 Whole Brand Study



# 2021 Research at a Glance

---

This study is about how brands win or lose in the marketplace. Its purpose: show how the most dominant brands find ways to win consistently. Brands that do this successfully are whole brands in the truest sense: Not only do they look at everything they do as the brand, they actually do it — and they have the results to prove it.

---

Whole brands not only look at everything they do as a brand, they actually do it.

---

This report summarizes the key findings from research we conducted in April 2021 with 5,000 U.S. consumers, examining 140 brands in 20 categories in the way that matters most: how they win against competitors.

Our hypothesis — proven in our first study in 2020 and again this year — is that **brands with these attributes grow faster and more efficiently than competitors that are more fragmented and traditional in their approach to marketing.**



Most marketing effectiveness research looks backward, simply asking what a brand achieves. In our research, we wanted to understand why success happens and if it could be predicted. In that regard, we looked at two things:

**What a brand controls**

A general population consumer sample of n=2,500 scored the strength of the product, the workforce skill, the customer experience, the design system, and the communications for all the brands we studied. These measurements are captured in a single metric we call the Whole Brand Index (WBI). These are independent variables.

**What a brand accomplishes**

In a second sample, also n=2,500 and a mirror of the

first, respondents reported on how they used and perceived brands in the marketplace. These measurements are aggregated in a Market Performance Average (MPA), expressed as a percentage and covering overall penetration, preference, brand advocacy, price elasticity, increase in usage over time and brand velocity. These are dependent variables.

The Whole Brand Index is strongly correlated to the Market Performance Average, with the WBI explaining about 75% of a brand’s success. The value of the WBI goes beyond just a measurement, however. It also:

- Evaluates brands from the perspective that matters most: the consumer who takes action in the marketplace.

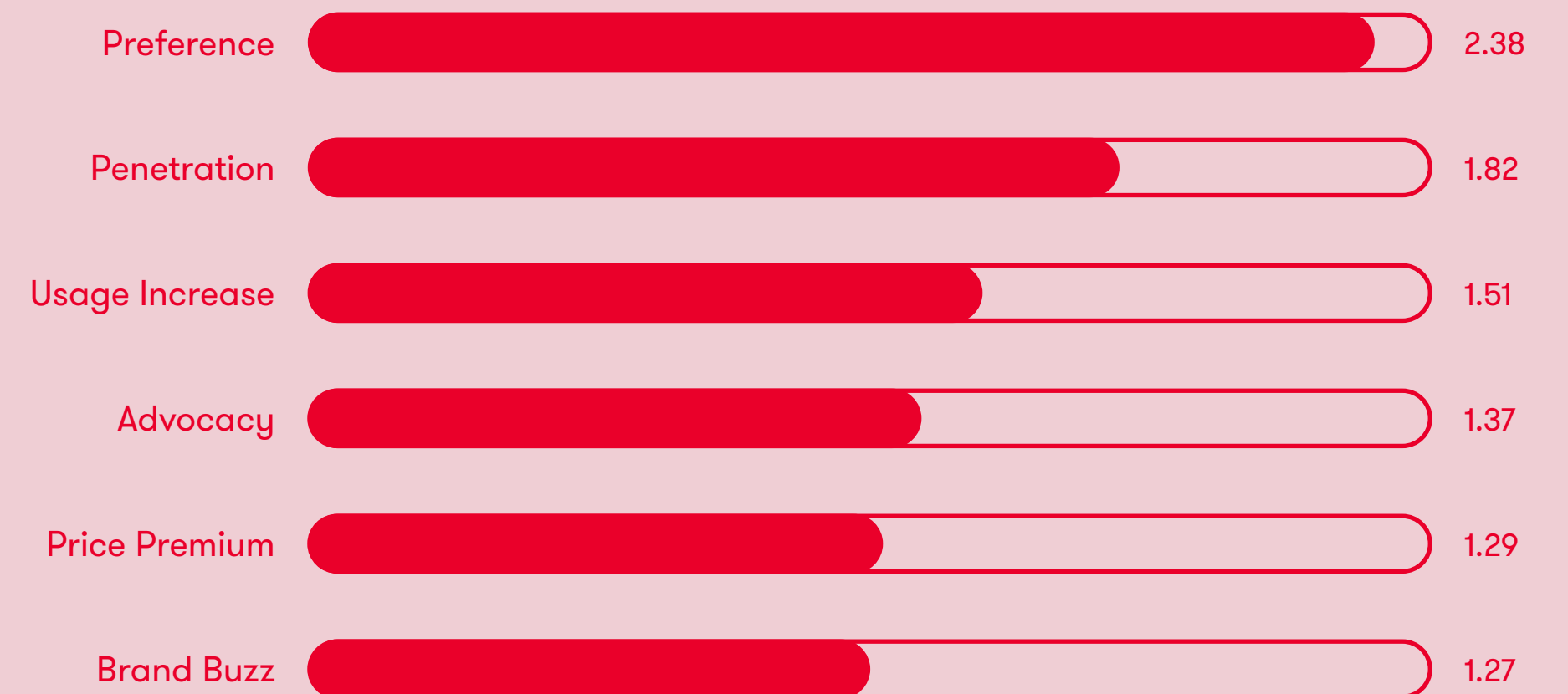
- Assesses both a brand and its key competitors in a category.
- Studies consumer choice and behavior, not just perception.
- Identifies strengths and weaknesses of all competitive players, eliminating conjecture and speculation about why a brand succeeds or struggles.
- Offers the leadership of companies a simple but strategic scorecard, backed with detailed evidence.

**The importance of purpose**

One of our basic principles about whole brands is that they are guided by higher purpose — they are not just about making money. Purpose isn’t as easy to measure as things like product value, satisfaction with customer experience or the power of communication — except in one way: consumers either see it, or they don’t. So that’s what

**A WBI in the top 20% means outstanding business results.**

Slightly more than 20% of brands in our study achieved a Whole Brand Index score above 80. What’s the biggest payoff for reaching that level? On average, it’s chosen 138% more often as the preferred brand in their category than brands averaging less than that level. But the advantage extends to all five of the other business metrics we tracked, and is never less than 27% greater.



we measured. For every brand we studied, we asked our respondents if they saw the brand as standing for more than making money, or if they saw them as

mostly about chasing profit. We also gave them the option of saying they didn’t have enough information (which is what they said 28% of the time).

---

# The Whole Brand Dashboard

Our study resulted in three important scores for every brand we studied — the Whole Brand Index (WBI), the Market Performance Average, and Purpose Strength. Taken together, they are an ideal dashboard.



Using a 100-point scale, the WBI measures the appeal of all the key elements that a brand fully controls when it goes into the marketplace.

Scores ranged from as low as 64 to as high as 93, averaging 75.



Expressed as a percentage, the MPA averages six key business results.

Scores ranged from as low as 9% to as high as 60%, averaging 33%.



Also expressed as a percentage, Purpose Strength is the percentage of consumers who think a brand stands for more than making money.

Scores ranged from as low as 20% to as high as 67%, averaging 41%.

---

The Whole Brand Index is this study's most important measurement because it predicts how well a brand will perform.

---

# Three-Star Brands



## 12 brands rise to elite status.

Michelin awards three stars to the greatest restaurants in the world. Even a one-star award means a restaurant has earned a revered status. But a three-star restaurant? They do more than just get everything right, much like the top-performing brands in our study.

We identified 12 brands as “Three-Star Brands.”

Three-Star Brands hit a trifecta:

- They excel at everything they do — reflected in their Whole Brand Index score.

- They achieve high-level business results — reflected in their Market Performance Average.
- They show consumers they are driven by higher purpose — reflected in their Purpose Strength score.

Depending on one’s standards, between 30 and 40 brands do well in two of these areas. Excelling in all three, it turns out, is a rare feat.

The Three-Star Brands are a blend of new and old, of reliable icons and unexpected rising stars, of category giants and disruptive upstarts.

They represent a brand economy in transition. **Calm** and **Coca-Cola** in the same club? Yes — in part because they both know how to innovate.

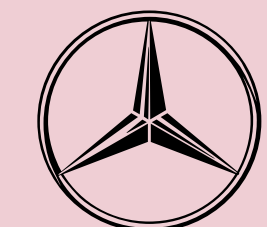
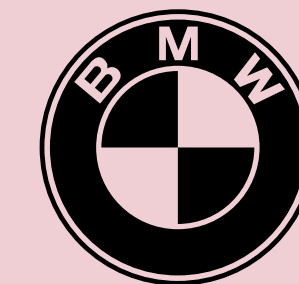
There are three car brands in the group, with **BMW** and **Mercedes** both proving they will not be outrun by **Tesla**, one of the great disrupters of all time.

There are three contemporary icons, **Amazon**, **IKEA**, and **Nike**. **Gatorade** was a “purpose brand” before purpose was cool and has long played by its own rules.

There are four genuine upstarts: the wellness brands **Calm** and **Headspace**, the D2C travel brand **Away**, and the online travel agency, **Booking.com**. All of these are whole brands in the truest sense. Time will tell if they can maintain their momentum.

Not one of these brands follows a conventional marketing playbook.

It’s been said that Michelin Three-Star restaurants thrive because they all know that they are only as good as the most recent meal they served. Something similar is true about these 12 brands — they take nothing for granted as they fight for the next customer.



Mercedes-Benz



---

## Three-Star Brands



### What sets them apart?

Perhaps more than any other modern brand, Amazon rewrote the rules of retail. Retail brands were always told to concentrate on one thing: depth of selection, price, convenience, experience or service. Amazon defied that and proved that their defiance didn't leave them lacking anywhere. As a result, they left competitors gasping for air. Yes, they made e-commerce what it is, but their disruption of the rules of competition is what really sets them apart.

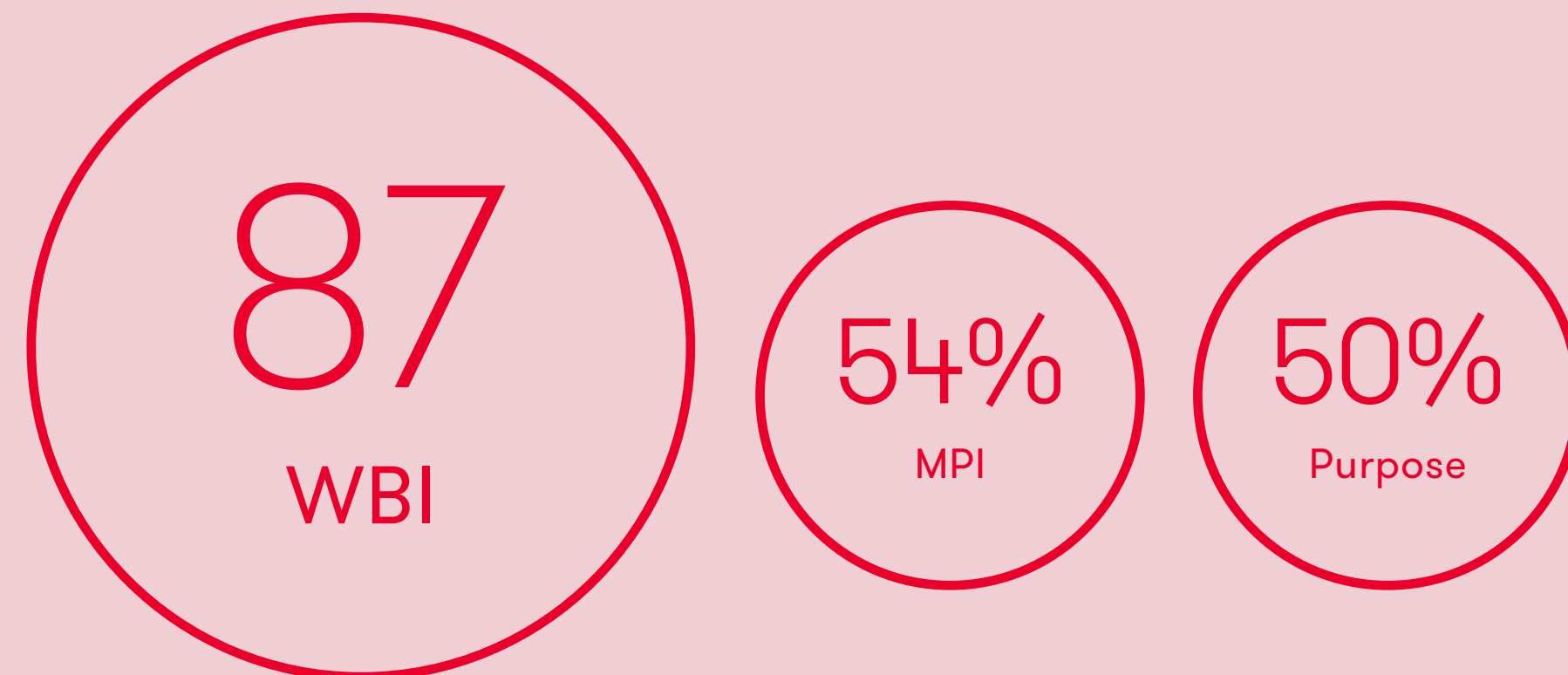
---

They made e-commerce what it is, but their disruption of the rules of competition is what really sets them apart.

---

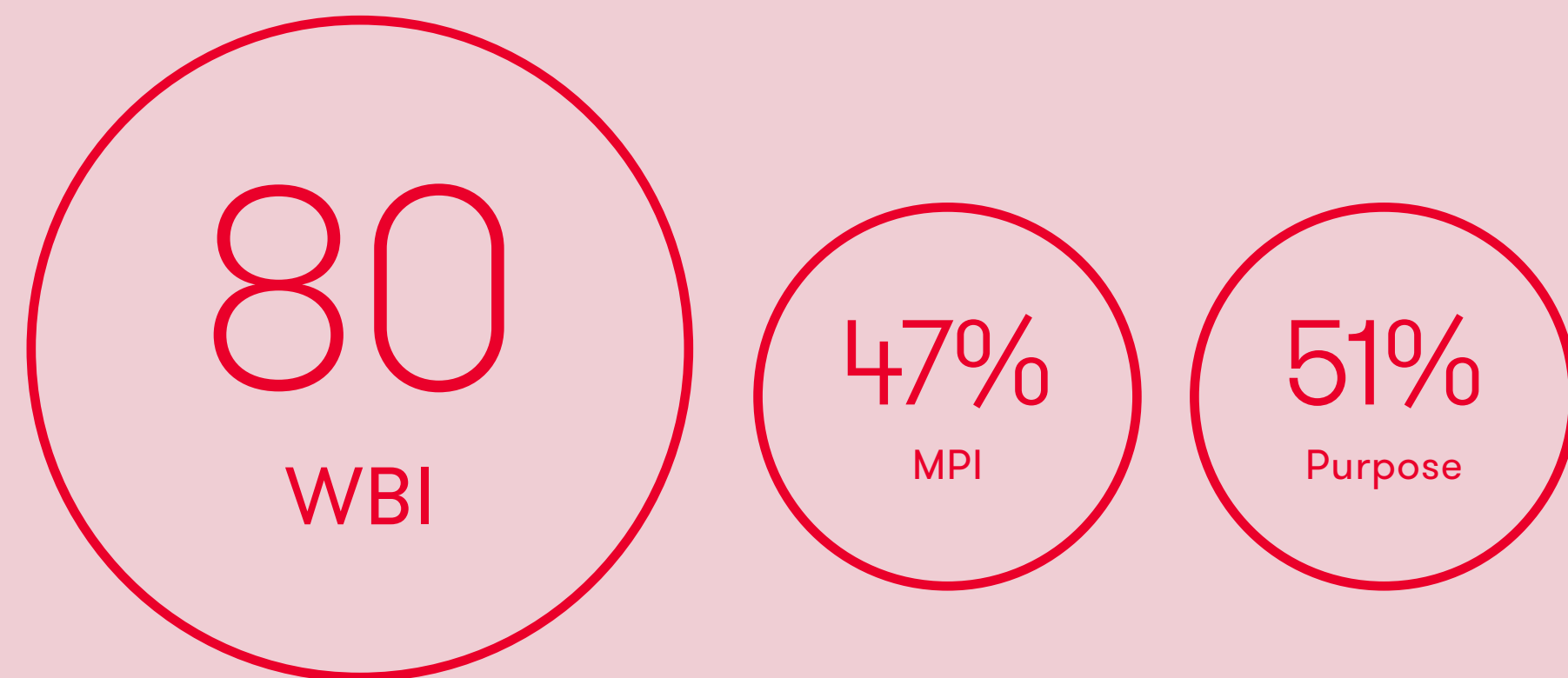
### What's their magic?

Not only do they score high on every brand dimension, their scores come with little variance in performance. Only two brands, Nike and OLAY, are more consistent. This is extraordinary for a brand that aspires to provide "everything."



---

## Three-Star Brands



### What sets them apart?

Away is one of the stars of the red-hot D2C universe, the category we placed them in for this study. Both Casper and Warby Parker outscored them in WBI within the category, but neither matched them in performance and purpose. Their secret is something else: they deliver a premium product for a category-killing price. They charge \$300 for a suitcase that others charge \$500 for — because they squeeze the supply chain.

---

They don't see themselves as part of the luggage industry. They're a travel company.

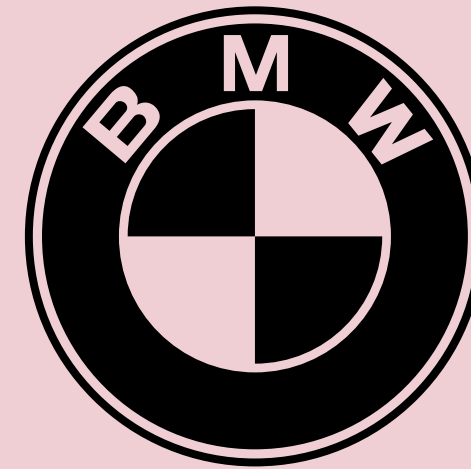
---

### What's their magic?

They don't see themselves as part of the luggage industry. They're a travel company. They have managed to sell what is seen as a commodity as an experience. People talk to them, interact with them and experience Away's type of travel.

---

## Three-Star Brands



### What sets them apart?

They take the same approach no matter what they do — they are the ultimate brand. Their precision engineering is legendary and constant. They applied the same spirit to their data strategy when they encountered

problems with their media strategies in their U.S. markets, becoming “the ultimate data machine” to uncover hidden insights and recenter their marketing.

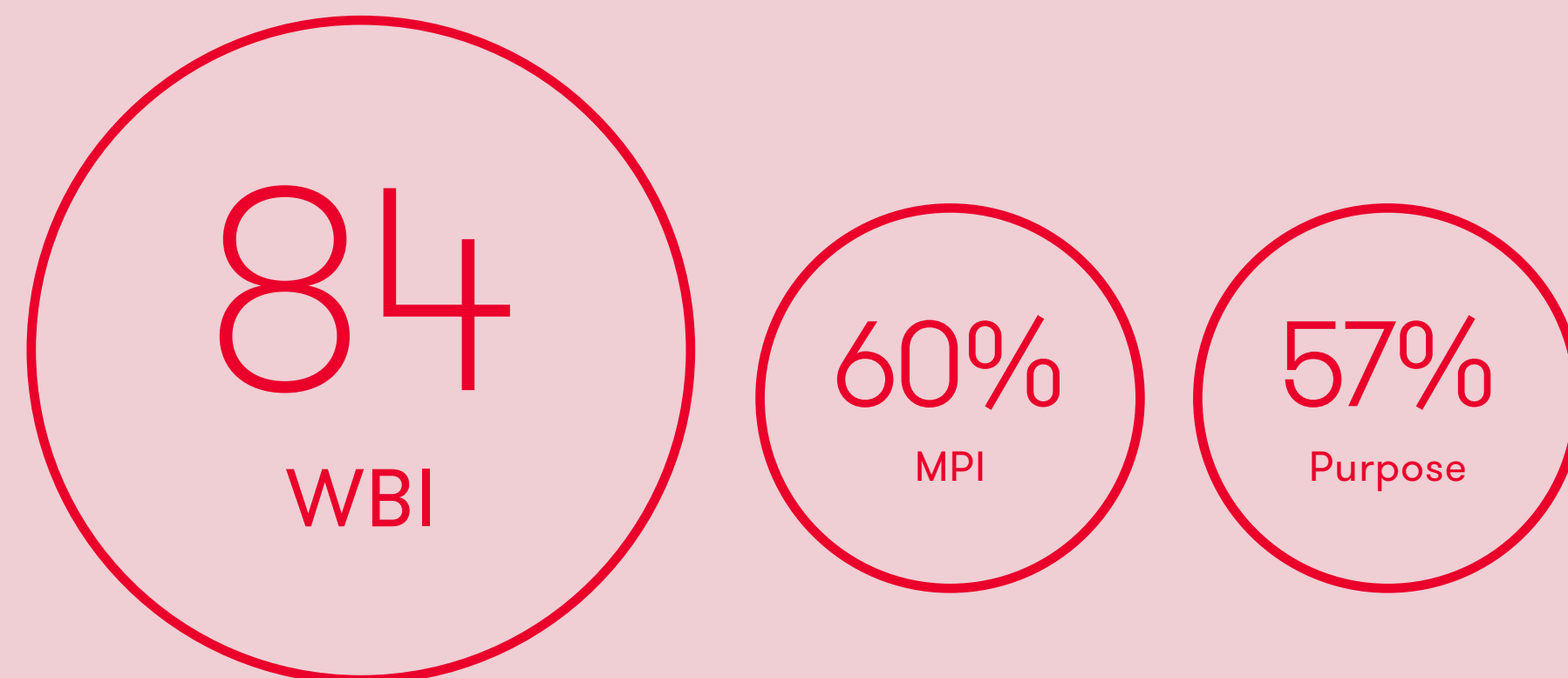
### What’s their magic?

They win against competitors on every brand dimension in our study, but even more notable, they understand their strength: the product. Far and away, it’s what they’re best at. They win at communications, too, but messaging doesn’t have to work as hard when the product speaks for itself.

---

They became “the ultimate data machine” to uncover hidden insights and recenter their marketing.

---



---

Three-Star  
Brands



# Booking.com

## What sets them apart?

In the world of the Internet, online travel agencies (OTA) are the equivalent of staid old brands. Priceline invented cross-comparison online buying. Expedia created the core idea of an OTA — and it still wins the category in terms of top WBI. But why is Booking.com in the rarefied air of Three-Star Brands? Because they are right up there with Expedia and they edge them out in their overall market performance, and are a stronger purpose-driven brand.

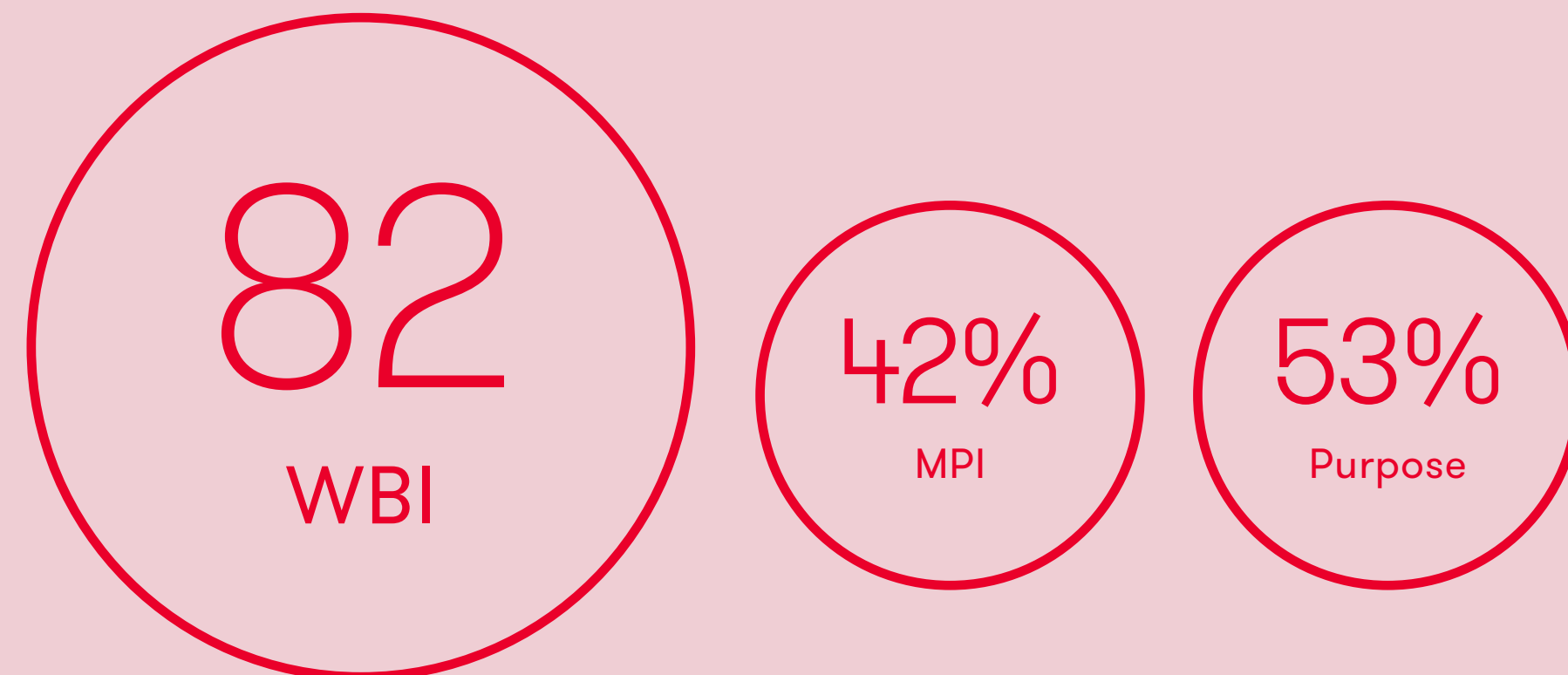
---

They have refined a millennial mindset that elevated experiences over merely being a booking site that got you great deals.

---

## What's their magic?

They have refined a millennial mindset that elevated experiences over merely being a booking site that got you great deals. They leveraged the stories of their own passionate workforce and took a leap ahead with highly refined data and AI strategies.



---

## Three-Star Brands



# Calm

### What sets them apart?

Along with Headspace, another Three-Star Brand and a direct competitor in the wellness category, they built a unique subcategory: mindfulness. Calm had the highest WBI in wellness, outscoring big names like Nike Run Club and MyFitnessPal. They didn't win

any single brand dimension, but across the board, they excelled better than all others.

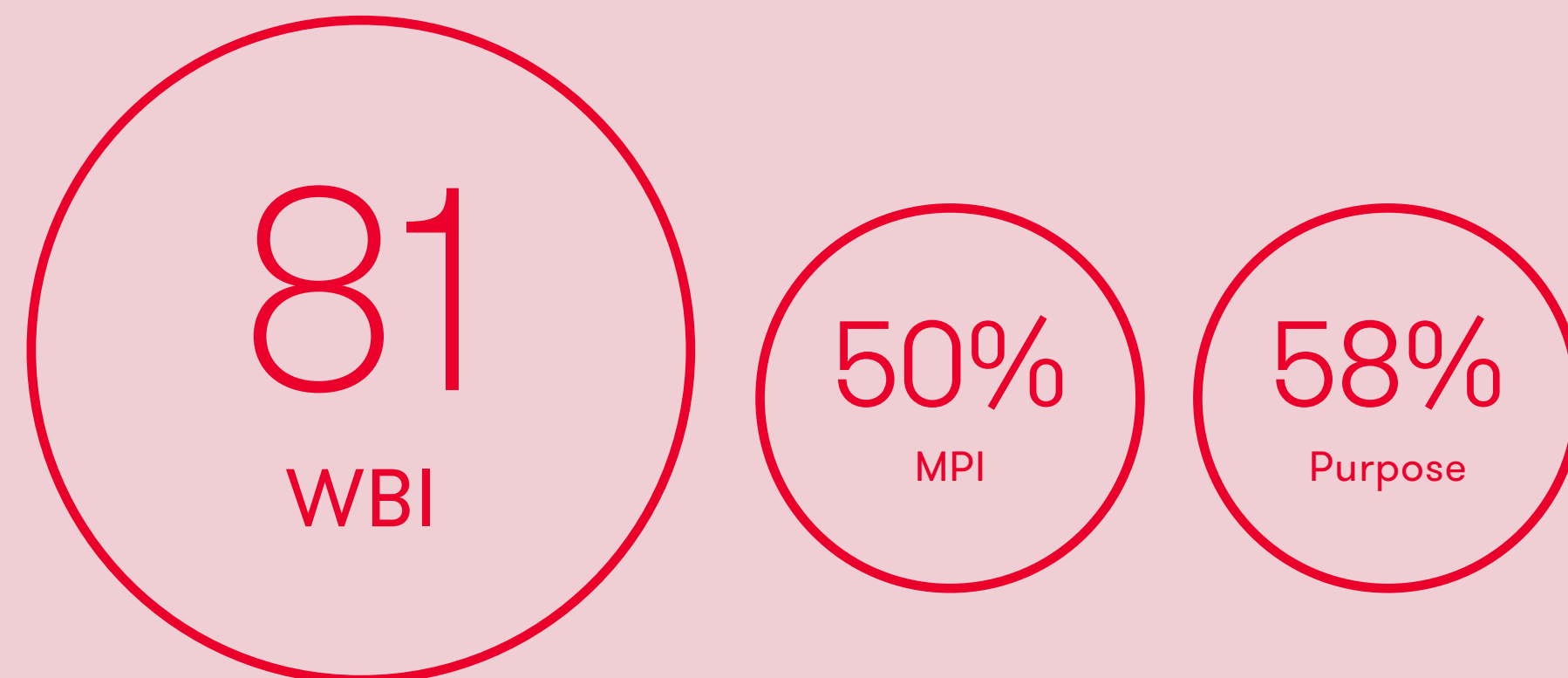
### What's their magic?

Calm has been in the right place at the right time as wellness took on a new form. They relentlessly innovate, with features like sleep stories becoming the app's most popular segment. Calm for Business opened them up to potentially huge markets by emerging as an intriguing new benefit for a young workforce.

---

They relentlessly innovate, with features like sleep stories becoming the app's most popular segment.

---



---

## Three-Star Brands



### What sets them apart?

If you look at the list of brands in our research that consumers are most willing to pay extra for, the top performers are in categories you would expect: luxury auto, beauty products, direct-to-consumer products where some brands are the only ones who do

what they do. There are no grab-and-go CPG brands — except Coca-Cola. 59% of consumers are willing to overpay for the brand. And considering that 80% of the market has bought a Coke in the last 12 months, that's an extraordinary number. Not even Nike can claim that.

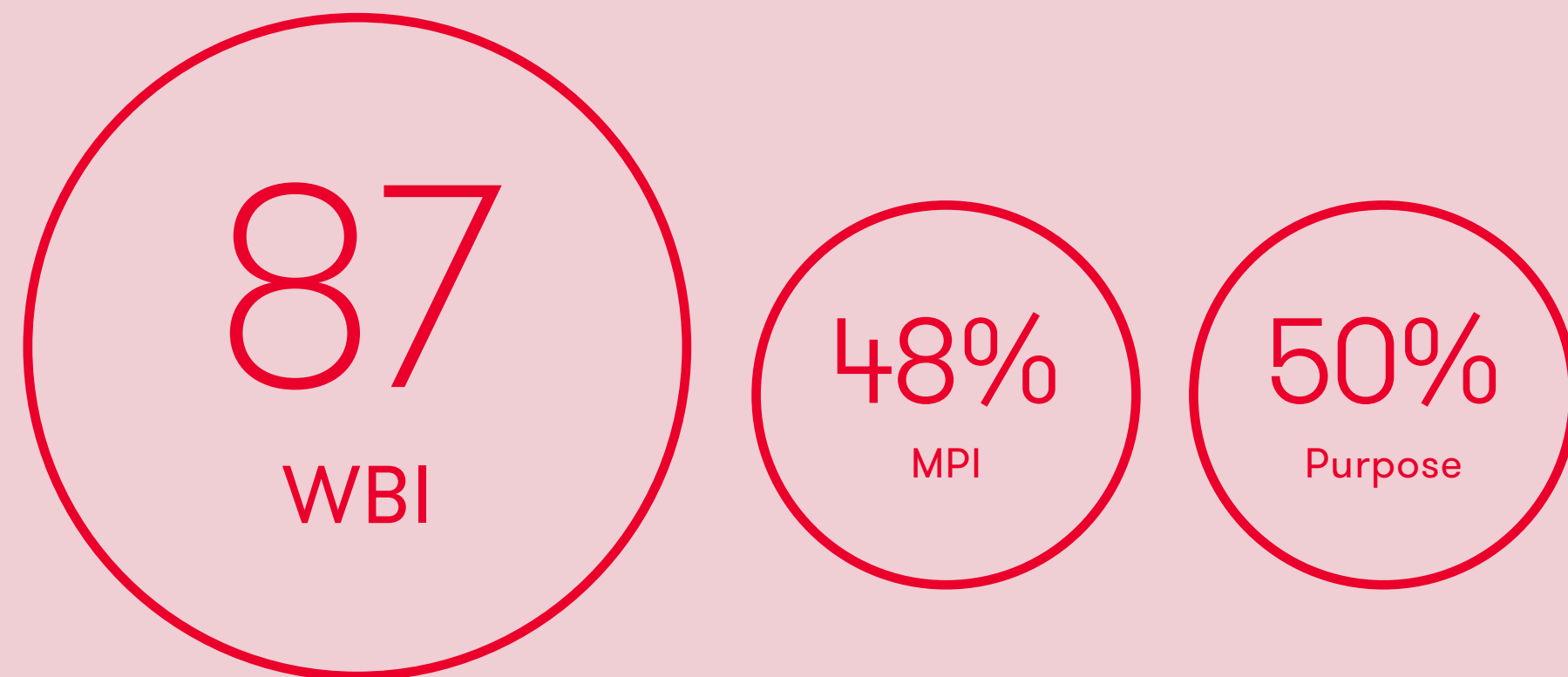
### What's their magic?

It's not their ubiquity, because Coke works to make that happen. It's things like figuring out how to tap into the demand for better experiences by dreaming up the "Share a Coke" campaign. Or owning "happiness" in a troubled time. And by sticking to their knitting: tweaking a product like Coke Zero to keep it ahead of the relevance curve.

---

59% of consumers are willing to overpay for the brand. Considering 80% of the market has bought a Coke in the last 12 months, that's an extraordinary number.

---



---

## Three-Star Brands



### What sets them apart?

When we look at how various brands in the beverage category fight it out in our five key brand dimensions, they mostly perform better in their design systems and their communications while product takes a back seat. Not Gatorade. True, Red Bull and Monster are similar, but Gatorade is the brand that invented that unique category approach. One warning sign for them, however: Hard chargers like BODYARMOR are innovating faster.

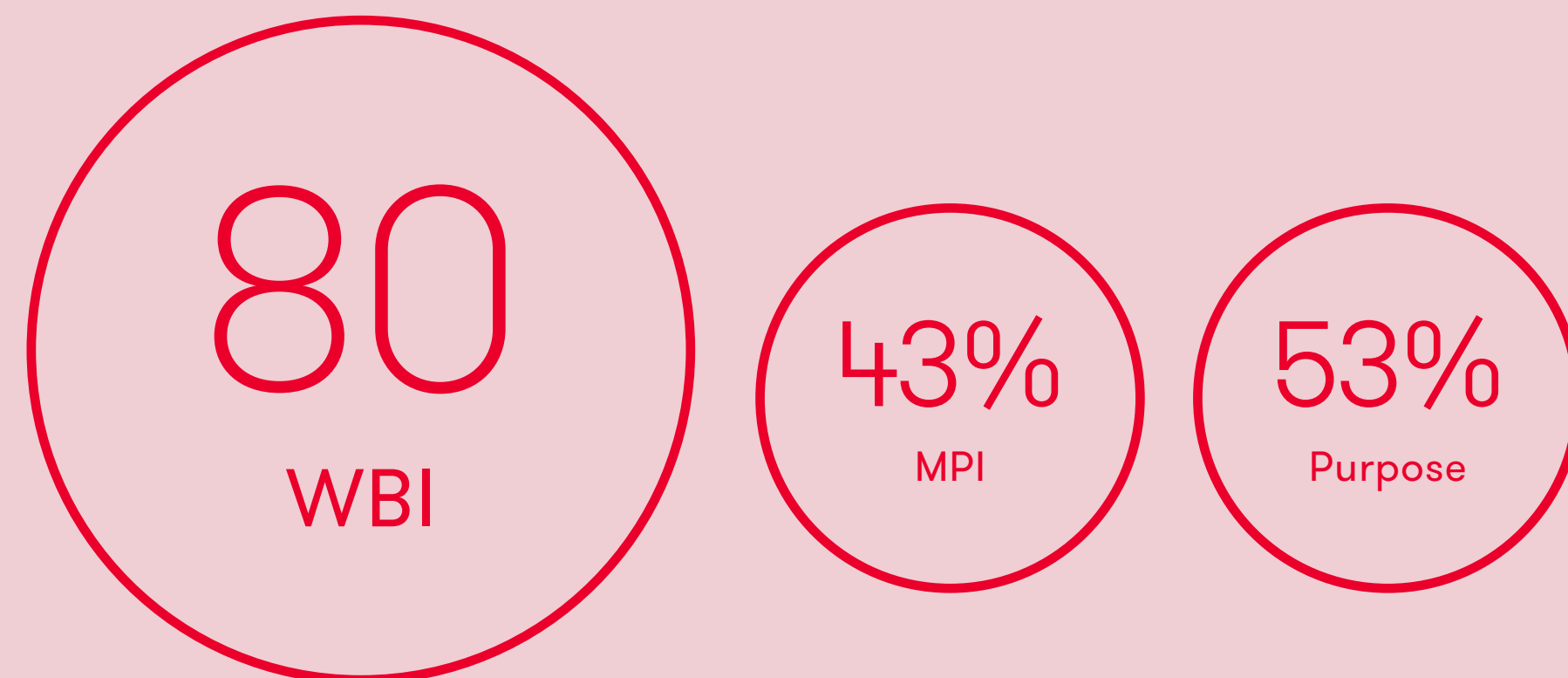
---

They have the highest purpose score of any beverage brand or of any CPG brand except Beyond Meat.

---

### What's their magic?

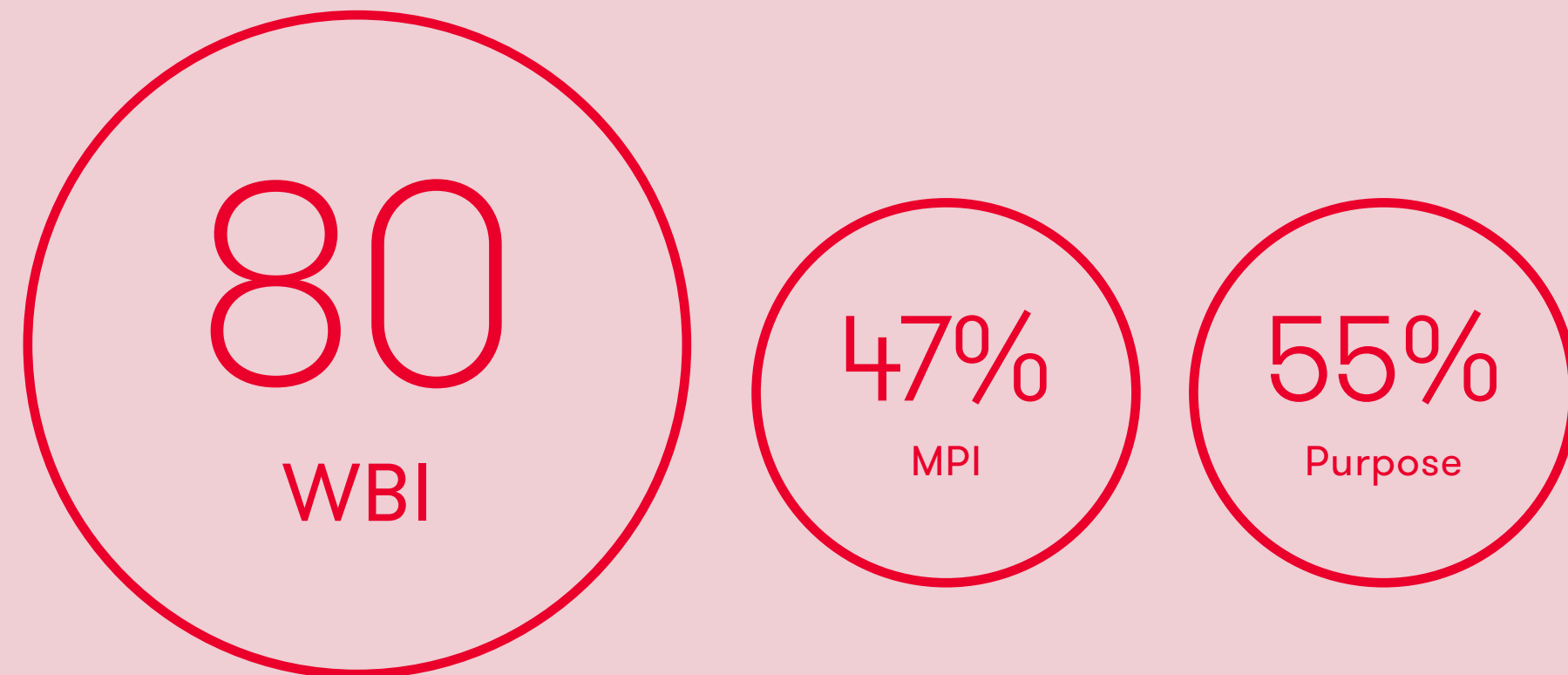
They have the highest purpose score of any beverage brand, or of any CPG brand except Beyond Meat. Plus, like Coca-Cola, Gatorade shows minimal variance in their performance across the key brand dimensions. Brands like LaCroix, Red Bull and Monster are noisier brands, with respondent-level data showing considerably more fluctuation in how they perform.





---

## Three-Star Brands



### What sets them apart?

Headspace was the early leader in reshaping wellness in the image of mindfulness, though they now share that dominance with Calm. Like their competitor, they don't win any single brand dimension, but they shine across

---

They stand out for another reason as well: a maturity in how they operate. They're a new brand but have the consistency of Nike and Netflix.

---

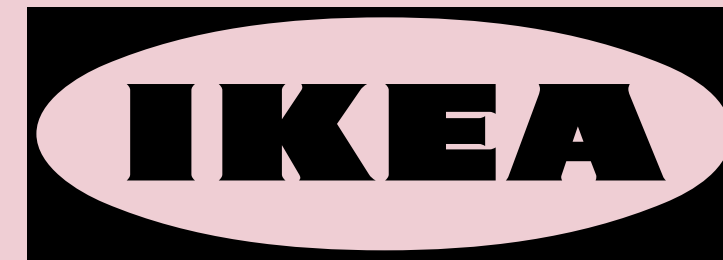
the board. They stand out for another reason as well: a maturity in how they operate. They're a new brand but have the consistency of Nike and Netflix.

### What's their magic?

Sustained innovation is obvious, but for a disrupter brand, their Market Performance Average of 47% is notable. They stand out in one key component of that average: they show steadily increasing growth over the last six months. They lead wellness in that metric, edging out Calm and far ahead of the other players.

---

## Three-Star Brands



### What sets them apart?

In the home decor category, there's IKEA and then there's everyone else. Probably more than any other brand in the study, they are an example of the mantra that you not only should be the best at what you do, but you should be the only one who does what you do. Whether you're Pottery Barn or HomeGoods, most decor brands set up stores and products the same way. IKEA stores, on the other hand, look like sprawling industrial developments.

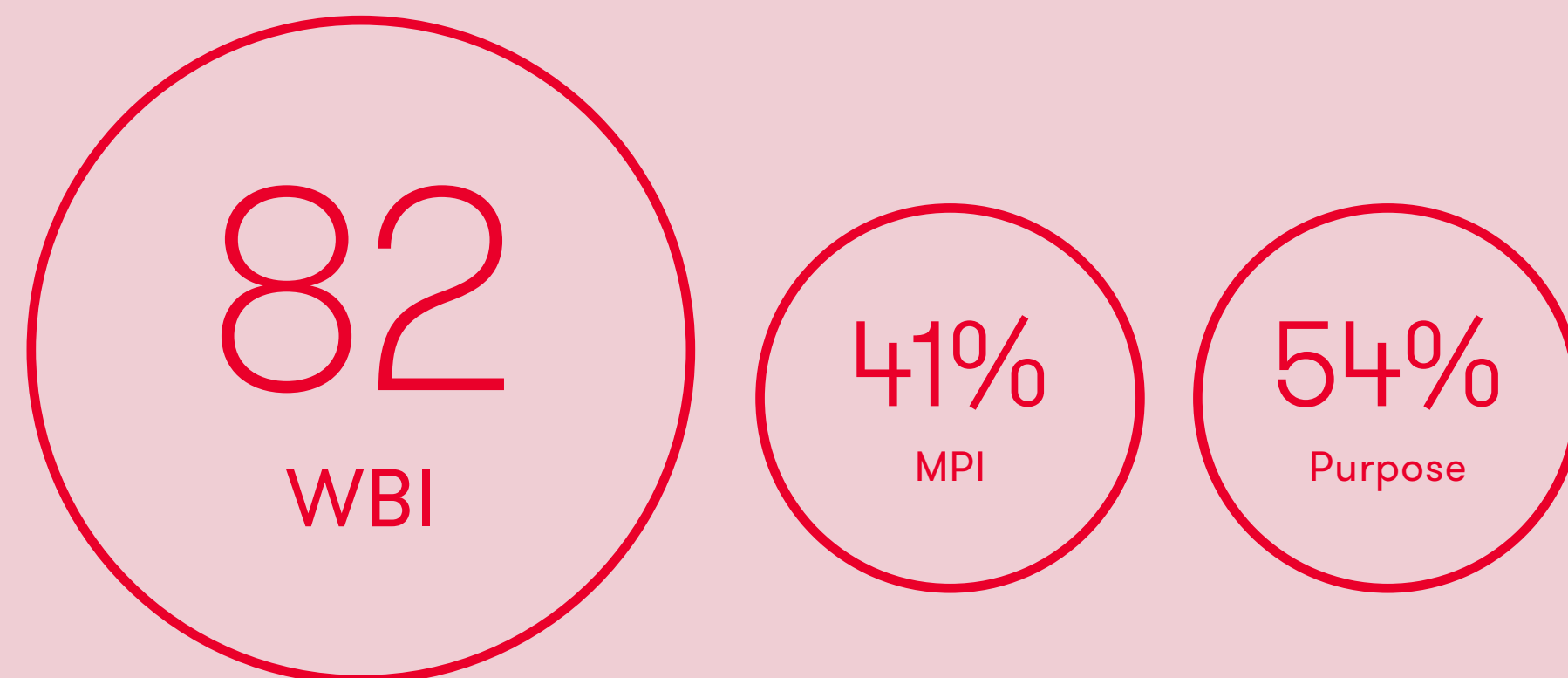
---

Most home decor brands help you hunt and find. IKEA helps you solve.

---

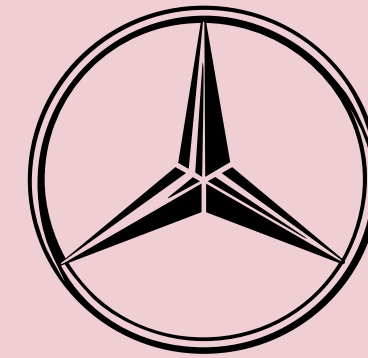
### What's their magic?

IKEA has always known how to find unusual relationships among product, place and experience. One way to understand this is to view them as appealing to "hack culture." Most home decor brands help you hunt and find. IKEA helps you solve. As a result, they're more pragmatic, with that industrial presence to intimidate competitors.



---

## Three-Star Brands



Mercedes-Benz

### What sets them apart?

Mercedes is a complete automotive brand. It's not the pinnacle of luxury, but the pinnacle of what it means to be a car brand at any level. Consider this: In the competitive world of Formula One racing, they took on the great Ferrari and now dominate the sport. When it comes to owning safety, they

---

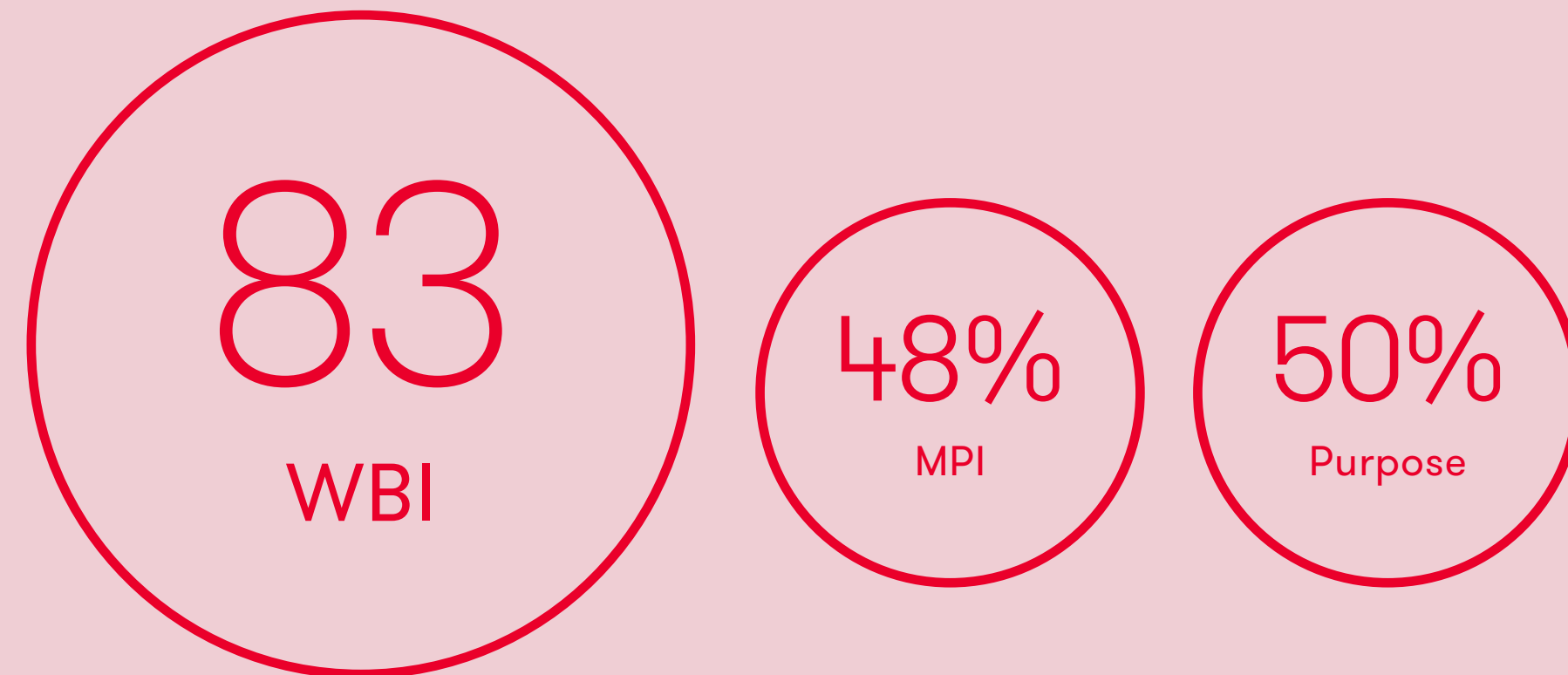
**Car brands always seek badge value, but Mercedes simply assumes it.**

---

eclipsed Volvo. Car brands always seek badge value, but Mercedes simply assumes it.

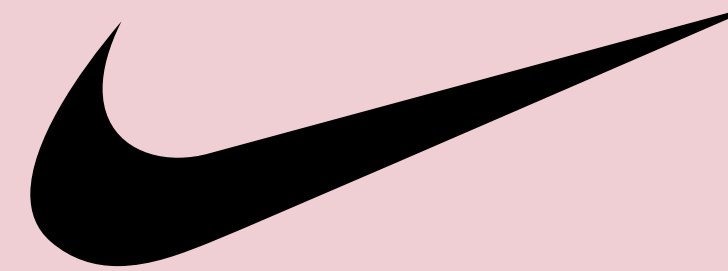
### What's their magic?

In their category, no brand matches their consistency in high-level performance across all brand dimensions. In fact, Mercedes is in the top 10% of all brands for its low level of variance in performance. Product, customer service, customer experience, design system, telling their story — there is no more than a one- or two-point variance in any of these elements. They perform just like their cars.



---

## Three-Star Brands



### What sets them apart?

No brand in our study matches Nike in its Whole Brand Index or GPA score. They are the all-around top performer in aggregated brand dimensions. Plus, they are also numero uno for being the most preferred brand at 48%, five points ahead of the runner-up, BMW. Nike is arguably the most iconic brand of our era — a cultural

force, a ruthlessly effective competitor in its category, a trendsetter without peer.

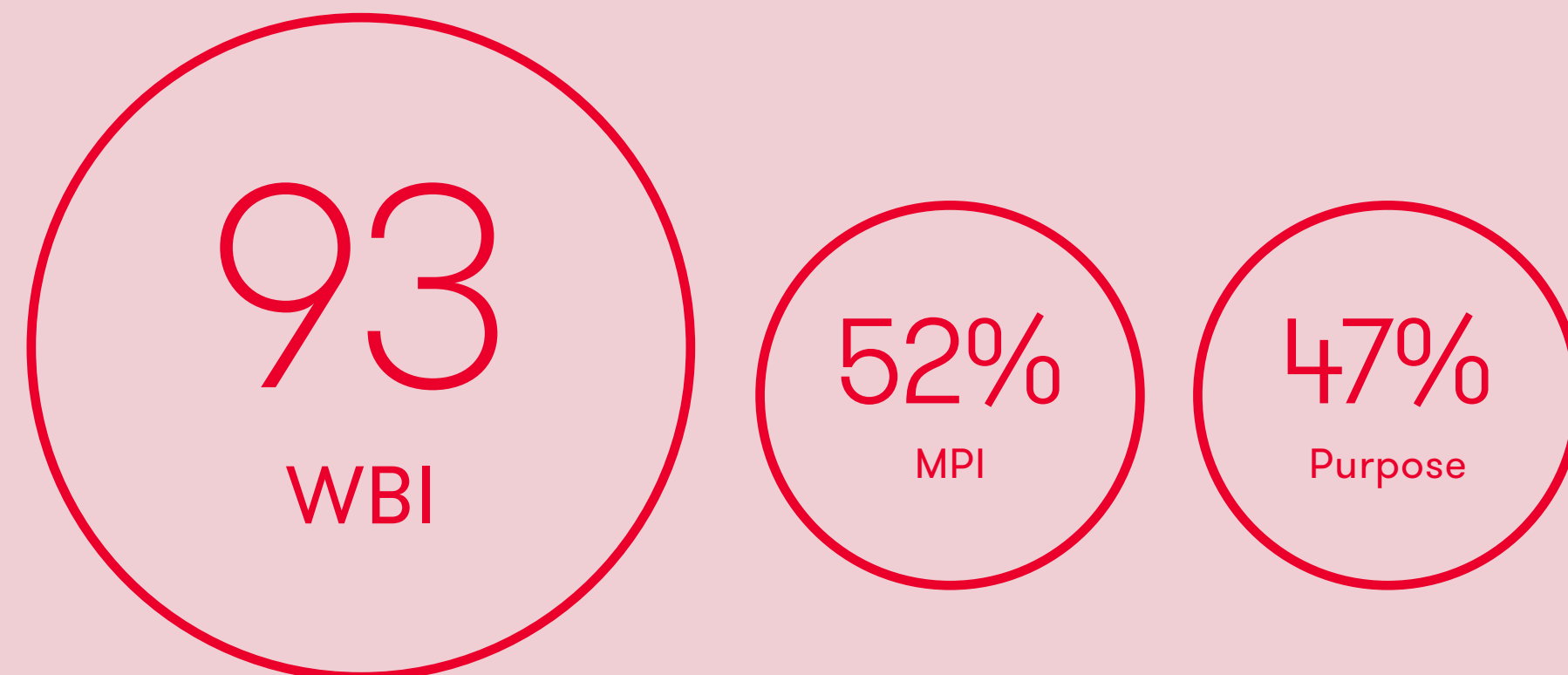
### What's their magic?

We know Nike for their big scores, like Dream Crazy. But their real secret is heads-down relevance. Since 2011, they have more than doubled their direct-to-consumer sales, standing now at 35%. Legacy brands are often blindsided by the D2C trend. Nike seems to have anticipated it, another reason why they crush rivals.

---

We know Nike for their big scores, like Dream Crazy. But their real secret is heads-down relevance.

---



---

## Three-Star Brands



# TESLA

### What sets them apart?

No brand has mastered purpose-driven ideology quite the way Tesla has. In our research, we don't listen to what a brand says about itself, we test what consumers experience and what they say. Sixty-seven percent of them, the highest out of 140 brands, say Tesla stands for doing good, not just making money. They are a tool for social change like no other brand.

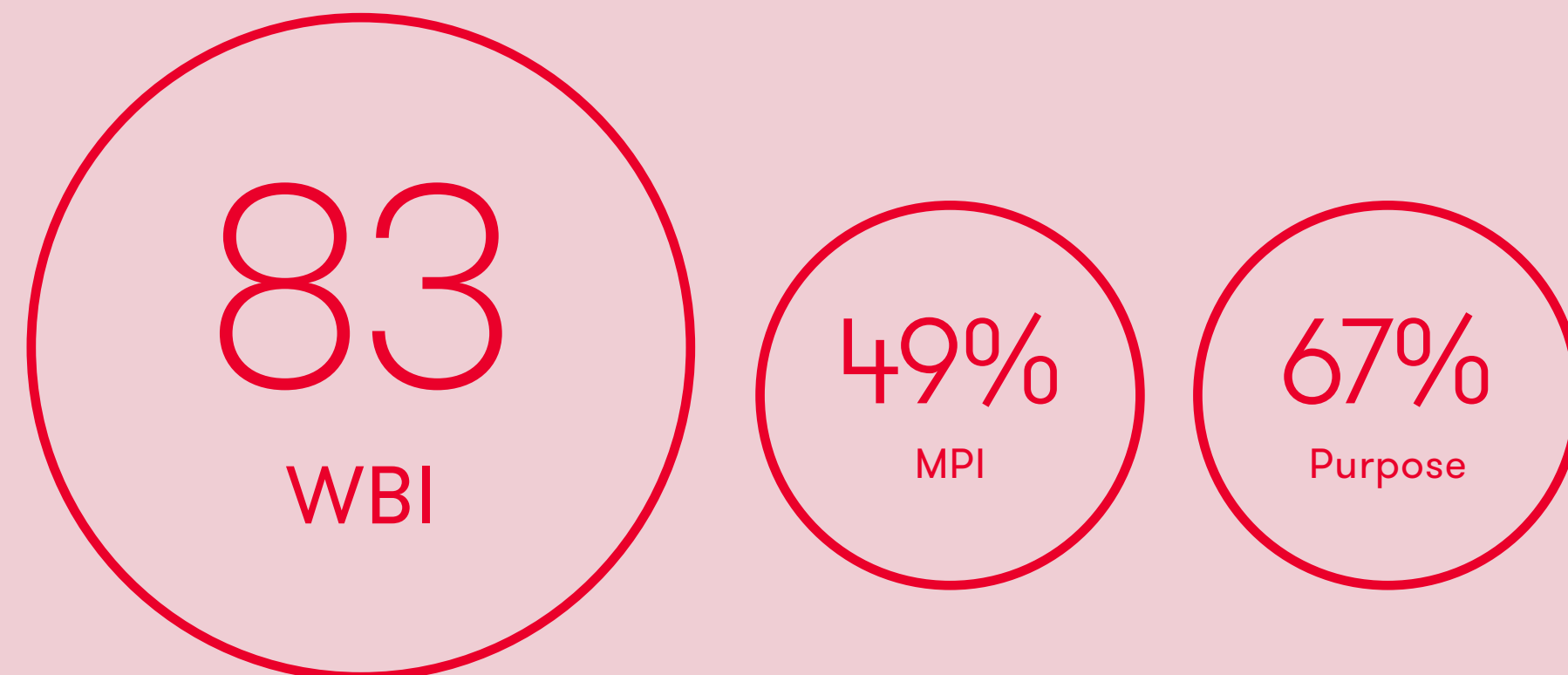
---

It's not the elegant design, it's the software.

---

### What's their magic?

Most disruptor brands focus on one thing: a unique product, a great experience, over-the-top service. Not Tesla. But what might be most impressive about them is that they build their cars differently from all others. It's not the elegant design, it's the software. The design makes them beautiful, but the software has them defying obsolescence.



# Financial Performance

# In 2021, whole brands continue to outperform the S+P 500.

In our first study in 2020, some of the notable findings were among brands that are publicly traded. When they scored in the top tier of the WBI, they also showed outsized stock market and financial performance results.

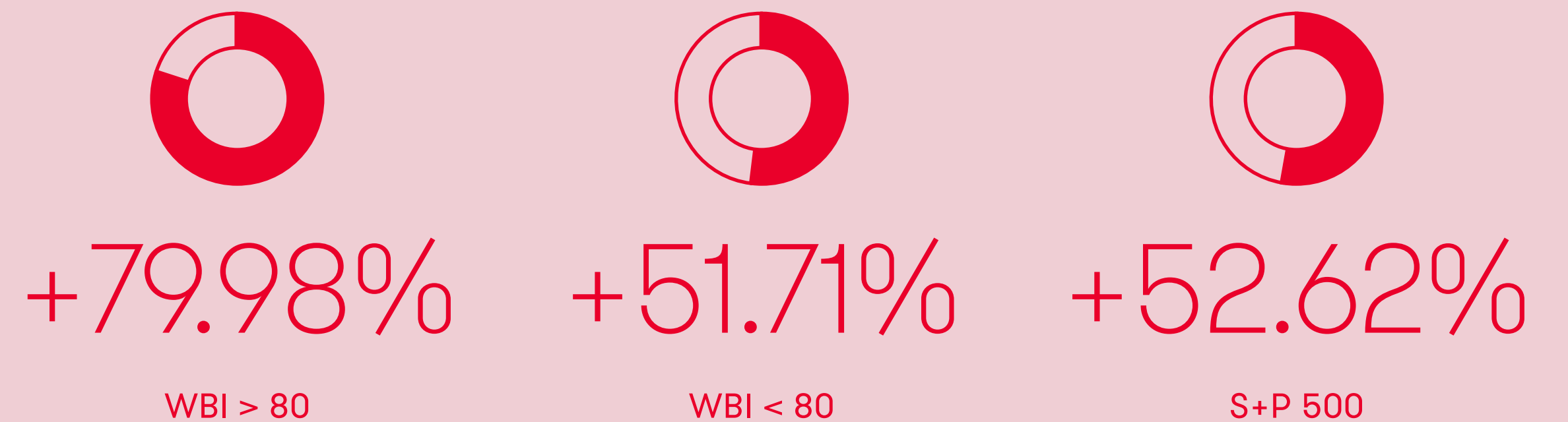
That study was completed before the COVID-19 pandemic gripped the world and upended markets. Despite huge disruption over the 12 months before we fielded this year's survey, the same pattern continues.

Of 54 publicly traded companies in the study,\* 20 of them are brands with a WBI above 80. Those brands outperform the S+P 500 over the last three years by a margin of 60%. Brands with a WBI lower than 80 perform at just about the same level as the S+P.

In terms of another closely watched stock market metric, price-to-earnings ratio, brands with an 80+ WBI are almost four times the average as the S+P as a whole.

\*Some brands in the study are part of publicly traded companies, but their company names are different from the brand name.

## Three-Year Change in Stock Price:



## Price-to-Earnings Ratio:



# Category Leaders



---

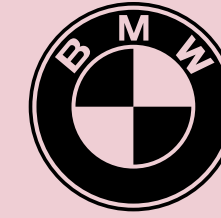
Category  
Leaders



Airline



Athletic Wear



Auto: Luxury



Auto: Midline



Beauty: Makeup



Beauty: Skincare



Beverage



Direct-to-Consumer



Food/Snack



Fitness



Health Insurance



Home Decor



Investment



Large Retail



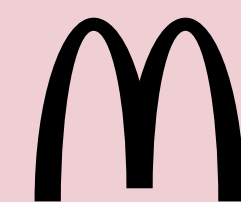
Meal Delivery



Online Travel



Restaurants: Fast Casual



Restaurants: Quick Serve



Video Streaming



Wellness

## 20 category leaders show what it takes to win against competitors.

Here are the brands that scored the highest in our Whole Brand Index in their respective categories. We studied 20 categories, evaluating 140 brands overall.

Some categories, such as the two restaurant categories, are brutally competitive, which tends to lessen scores. In other categories, such as athletic wear and health insurance, there's a dominant leader.

The average category winner has a WBI of 86, an MPA of 45% and purpose strength of 46%. But you see wide variance between categories. For example, **Planet Fitness** led the fitness category with a WBI of 79, barely edging out **24 Hour Fitness** and **Peloton**. **Nike** dominated athletic wear with a WBI of 93.

Category	Brand	WBI	MPA	Purpose
Airline	American Airlines	81	35%	40%
Athletic Wear	Nike	93	52%	47%
Auto: Luxury	BMW	84	60%	57%
Auto: Midline	Toyota	80	32%	41%
Beauty: Makeup	Cover Girl	81	48%	48%
Beauty: Skincare	OLAY	87	39%	45%
Beverage	Coca-Cola	87	48%	50%
Direct-to-Consumer	Warby Parker	81	51%	46%
Food/Snack	Hershey	84	43%	40%
Fitness	Planet Fitness	79	50%	59%

# Category differences are revealing.

The category winners tell a story of an interesting and diverse whole brand economy. **Fidelity** leads investment services with a Whole Brand Index of 80. Their MPA and Purpose scores are low compared to other category winners — 34% and 33% respectively. **Calm**, with a WBI of 81 has an MPA of 50% and a Purpose score of 58%.

Calm is a wellness brand — their intent is to soothe people. Fidelity is a wealth brand — their intent is to enrich people. Wellness brands are naturally accessible. Not so for investment brands — who try to be easily understood, but are not.

Could investment learn something from wellness? That might be a stretch, but computers used to intimidate people. Now they carry around devices that have power once reserved for supercomputers — without even thinking about it.

Category	Brand	WBI	MPA	Purpose
Health Insurance	BlueCross BlueShield	84	33%	45%
Home Decor	IKEA	82	41%	54%
Investment	Fidelity Investments	80	34%	33%
Large Retail	Amazon	87	54%	50%
Meal Delivery	UberEats	81	48%	42%
Online Travel	Expedia	85	40%	48%
Restaurants: Fast Casual	Pizza Hut	79	36%	38%
Restaurants: Quick Serve	McDonalds	81	44%	45%
Video Streaming	Netflix	86	56%	43%
Wellness	Calm	81	50%	58%

# Where the Big Rethink Begins

---

# The need for a new model: the old tools are failing.

The traditional tools of marketing — positioning, value propositions, brand identity, communications — are useful but limited. Today, brands must compete beyond marketing.

Brand-building used to be about identity, establishing an iconic presence, telling a story with words

and pictures. If you had a good product and creative firepower behind you, your brand could go far.

These days, brands must do more: they must see that everything they do contributes to — or detracts from — building the brand.

## There's a proven blueprint for success

We believe there is one way to do this: build the whole brand. That means brands that excel across a broad spectrum of actions — in the products you offer, in the workforce and internal brand culture that deliver them, in the customer experience you provide, in your design system and in all communications.

Those are the elements that determine whether a brand wins in the modern market.

Brands grow for one reason: because people choose them over competitors. Success depends on how you answer one important question:

## How do you win more choices?

Too often in the marketing world, that question is ignored. Why? Because there is too much emphasis on marketing performance and not enough emphasis on brand performance.

In 2020, we published our first-ever Whole Brand Index report, studying more than 120 brands in 16 categories. We uncovered decisive evidence showing that brands with the highest index scores obtained better business results than competitors, often by wide, indisputable margins.

Greater penetration. Greater brand preference. Greater pricing

power. Stronger advocacy. More brand velocity. All by wide margins — 50% or more in many cases. In our studies, that's what brands with Whole Brand Index scores in the top 20% achieve.

We have expanded that research in 2021, replicating and refining our first-year results — this time with a larger study, with more consumers (n=5,000 vs. n=4,000), covering 140 brands in 20 categories.

The first study took place just before the COVID-19 pandemic gripped the world and crippled the global economy. The second came out of the field just as mass vaccinations were taking hold. Taken together, they show brands on both sides of a transformative crisis.

Our research in 2021 shows similar results as 2020, with the

top 20% of brands once again eclipsing their competition. Amidst all the chaos of the past year — with many brands and categories thrust into steep revenue and profit declines — we found a revealing trend: Brands with high Whole Brand Index scores have proven to be strong and durable during trying times.

---

## Brands with high Whole Brand Index scores have proven to be strong and durable during trying times.

---

---

The Whole Brand Index is a roadmap for marketplace success.

Two charts tell a compelling story. The top chart shows the correlations between four different metrics we looked at in our research. Any correlation above 0.50 is considered strong. The chart explains why we put such a premium on the Whole Brand Index and on a brand's visible sense of purpose.

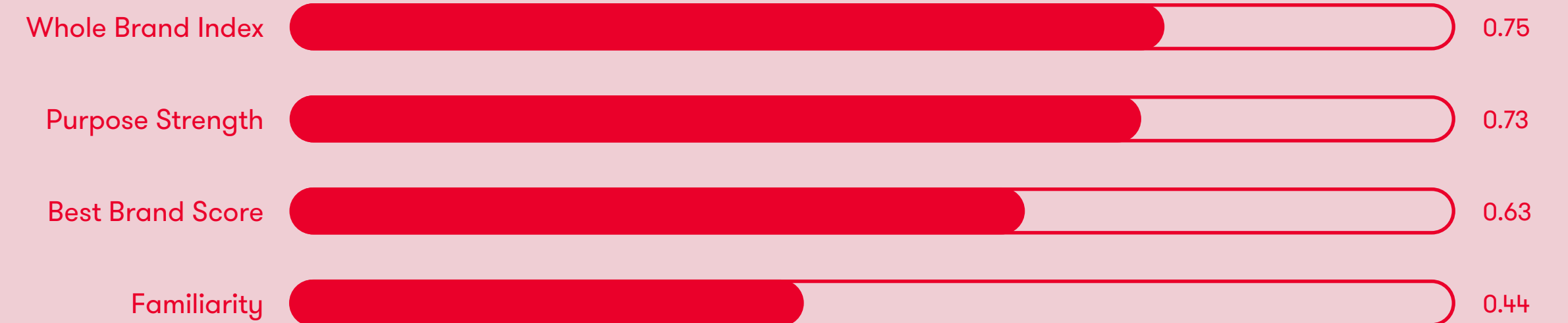
Both metrics edge the Best Brand Score, which measures how often a brand is chosen as the top performer in the five dimensions of action all brands take into the market. And both are much stronger than familiarity, a long-time staple of traditional marketing.

The second chart shows how much stronger brands with a high WBI perform in the marketplace. A brand in the top 20% towers above lower-scoring brands.

The Whole Brand Index is a game-changer because it gives brand strategists predictive intelligence. It measures what the brand does everyday, what consumers experience and how they decide. When the WBI rises, a brand leaves competitors behind.

---

### Key metrics correlate to a brand's overall market performance.



---

### Market Performance Averages by Whole Brand Index Quintiles



---

# A Model for Building a Whole Brand

It's one thing to recognize that the old ways are failing. But what does it take to build a new model?

Start by recognizing a brutal fact: **Brands only win when people choose them.** Most of the time, they don't. Even the best brands are seldom the preferred choice more than 40% of the time. Just look at the Market Performance Average of the 140 brands in our study: at 33%, brands fail two-thirds of the time.

CMOs get paid to increase the probability that brands will win in the marketplace and to reduce the level of failure. It's a tough job.

Earlier this year, the Wall Street Journal reported that the tenure of chief marketing officers continues to decline, down to 40 months, the lowest level since 2009. Interesting side note: the CEO average is 80 months.

The Journal quoted Ford's CMO, Suzy Deering, who described how different it is to run a modern brand compared to earlier eras. "There used to be a time that I believe marketing was thought of as pretty pictures and storytelling," said Ms. Deering. She now sees the role as "an orchestrator of the business."

She was referring to internal tensions that rise in modern companies over such issues as

branding and data, diversity and inclusion, and new ad technologies. But her words are prescient, because the lesson of whole brands is that orchestrating the business is imperative.

---

## There used to be a time that I believe marketing was thought of as pretty pictures and storytelling.

**Suzy Deering**  
Ford CMO

---

### Style and Substance

The model we have developed gives you tools to do that. That includes the entire C-suite (not

just CMOs), the board and key executives in all disciplines.

On one level, it's a new style of thinking. It sees the brand as everything a business does, not just as a tool of the marketing department. That is why it is so important for everyone in an organization to understand what a brand stands for and how it works.

On another level, it's a substantive, data-driven growth engine. The reason: the cause-and-effect link between the five brand dimensions we identified and the business results they achieve. It's the relationship between the Whole Brand Index and the Market Performance Average.

In our exhaustive analysis of this relationship, a few things stand out.

### The whole brand rules.

The Whole Brand Index is the single best predictor of brand success. We analyzed correlations between numerous variables in our study. No single brand performance dimension — not product, not experience, not a noticeable design system — is a better or more accurate indicator of how well a brand performs.

- The Whole Brand Index and the Market Performance Average are related at a level of  $r=0.75$ , or  $r^2=57%$ , meaning that the WBI is a reliable predictor of how well a brand does in terms of its business outcomes.
- Here's a key lesson, one that goes against conventional marketing wisdom: Modern

---

brands must excel at everything. It used to be that brands with a good product and great advertising could lap their competitors. That is no longer the case. Power brands are now like Amazon: they're good at everything.

**Data strategy is not CRM analysis.**

This model is data-centric, but on a macro level, not on a micro level. It's not an exercise in analyzing movement through the marketing funnel. It's an analysis of how an entire brand operates as a growth-producing system.

- It can integrate well with CRM and other effectiveness measures, but its greater value is in guiding a master strategy.

**Small differences = big impact.**

Brands that average a WBI of 81 or above achieve outsized market success. Their market performance average is, on

average, 50% higher than the bottom 80% of brands. A brand with a score of 76 is respectable, but average.

- Think of it in GPA terms: Students with a 3.5 average (an elite level in our scoring mode) will get more scholarship offers than students with a 3.1 or 3.2 average.

**Categories differ and set the tone.**

Health insurance and investment services are complex and hard for consumers to understand. That shows up in the data. WBIs and MPA scores are well below levels of other categories — even below the scores for airlines. Meanwhile, athletic wear is ferociously competitive at every level, much like luxury automobiles.

- Our model shows the nuances within categories, making it possible to design strategies to win against the unique

circumstances that a category imposes. In skincare, for example, two old stalwarts, OLAY and Neutrogena, have survived the onslaught of new Instagram upstarts. How? By doing everything well.

**Whole brands beat the pandemic.**

No one will look back on this era without weighing the impact of COVID-19. It was a once-in-a-century event comparable only to a world war. This year's research, however, shows the resilience of a diverse set of brands that fuel the economy. While some categories, travel and fitness, for example, had painful upheavals, it's remarkable to see how consistent brand performance has held up.

- This is especially true for the strongest brands, the ones that in our model have the highest scores for their Whole Brand Index (WBI). It wasn't just Netflix

that thrived during COVID. So did Walmart, often maligned as a logistics company that did marketing on the side. They improved their position over the last year and entered our top 20. In a brutal year for travel, Booking.com also landed in this elite group.

**The Ultimate Scorecard**

Here's what's even more important: when put into full practice, the model is a scorecard not just for one brand, but for the entire category.

Whole Brand Thinking, when applied with precision, builds powerful brands that grow faster, with more consistency than their weaker competitors. We learned that in our initial study in 2020 and we have replicated those findings, with more detail, in our 2021 study.

---

**Our model shows the nuances within categories, making it possible to design strategies to win against the unique circumstances that a category imposes.**

---

The Whole Brand Index scores how well a brand performs across five key dimensions that represent all the ways a brand goes to market. And it's the most reliable predictor of success and brand growth than any other measurement.



# Methodology

---

Our research looks at everything through the eyes of the consumer. We designed it in a manner that reflects how we believe consumers behave when they consider and choose brands.

So we study brands by category. While categories shift and change over time, and sometimes get disrupted by new and surprising entrants, consumers generally decide their purchases based on known category competitors and on how well various competitors meet their needs.

### Categories that reflect current culture

Consumers have thousands of brands to choose from and it's impossible to look at the entire universe. In this research, our goal was to look at a diverse set of categories that would reflect the modern economy and the culture of our day.

We started by settling on 20 categories. Some are highly traditional, such as large retail, midline automobiles, beverages and athletic wear. Some were barely on the radar 10 years ago. Think streaming services and direct-to-consumer (D2C) e-commerce brands.

We chose mass categories that typical consumers know well, but the range of categories is diverse. Many reflect everyday purchases, such as skincare and makeup brands. Others are more complex purchases, such as health insurance and investment services. Some are highly personal, such as fitness and wellness.

For each category, we studied seven brands. We chose that number because it's the upper limit of what most people can and will consider when they buy.

### A consistent competitive set

By keeping the number of brands consistent across categories, it allows us to make meaningful comparisons across categories, with revealing comparisons and contrasts. We learn, for example, that health insurance, home decor, and beverage are highly competitive categories, with consumers generally scoring them lower than upstart D2C and athletic wear brands.

### The first measurement: The Whole Brand Index

The WBI is a single number representing how well a brand performs in all the dimensions that it takes into the marketplace.

Survey respondents evaluated five brand dimensions: superior product, knowledgeable workforce, unique customer experience, noticeable design and powerful communications. They picked "winners" in each brand dimension and gave all

brands grades for each. We did it this way because consumers switch their brand choices all the time — duplication of purchase studies prove that beyond any doubt. They also might prefer one brand's products and another brand's service or experience. Or they might notice one brand more than another in terms of design or advertising, but choose another for its product value.

While no model is perfect, ours allows consumers to report, in a

---

### Whole Brand Index



---

## Market Performance Average



realistic way, how they evaluate and choose brands.

Once we analyzed all of this data on brand dimensions, we calculated the Whole Brand Index, which weighs brand strength on a 100-point scale. Scores in the study ranged as high as 93 (Nike) to as low as 62 (Spirit Airlines). The average was 76.

### The second measurement: Market Performance Average

The MPA is a measurement of marketplace results.

We measured business outcomes for brands by asking a completely different sample group questions about their purchase, usage, preference and advocacy for brands. The score is an average of six different performance measures, expressed as a percentage in a single number.

The highest score was 60% for BMW, the lowest was 9% for Macy's. The average was 33%.

### The final measurement: Purpose Strength

This measurement is the simplest of all. For each brand in our survey, we asked respondents whether the brand:

- Stands for doing good, not just making money,
- Mainly concerned about making money,
- Don't know — not enough information.

We assessed purpose strength based on the percentage of respondents who answered, "stands for doing good, not just making money."

Of these three scores, the WBI is the most important because

---

Of these three scores, the WBI is the most important because it represents a brand's power to change its fortunes.

---

it represents a brand's power to change its fortunes — and it's also a score over which a brand has full control. When it is paired with the MPA and the Purpose Strength score, it gives brand managers a simple dashboard of performance that can help them orchestrate their brand actions.

That is the first step to becoming a whole brand — seeing everything as a brand action and acting accordingly.

---

The Big Rethink  
According To

→

# Alan Moore

Author, “Do: Design” and “Do: Build”  
Founder, Beautiful Business



**It’s time to rethink beauty.** Business leaders need to start speaking about the values and metrics of a regenerative economy. Nature has been running the longest R&D project we know. She has worked out how to hang around for a while. Nature’s deep design creates the conditions for all life to thrive, the laws of our universe are said to be beautiful. If we are molecularly made from the stuff, then we humans are hitched to beauty in every way. We don’t think beauty. We feel it. We know it. Beauty is our homecoming and offers us all a better way of living. **I believe business can be beautiful, too, by being regenerative, transformational and restoring the equilibrium between ecology, economy and our communities. Doing good is good business.**

# Data Bites + Brand Actions



---

# The Best of 2021

The following section includes useful data points from the last year, as well as inspiring actions smart brands have taken along what we call the Whole Brand Spectrum, from marketing ideas

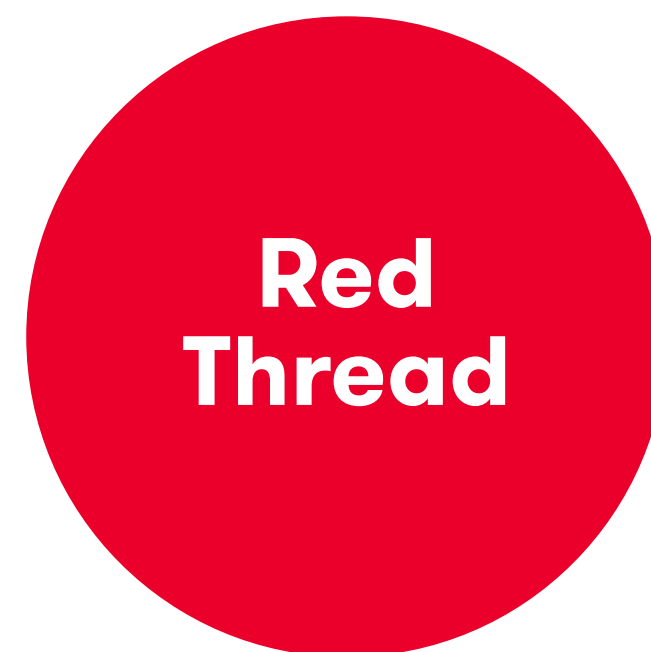
to business ideas. In each example, we have made sure to include each brand's purpose statement to show how a whole brand's actions are always rooted in a core idea or purpose.

---

Whole Brand Spectrum

## Business Ideas

Inside



## Marketing Ideas

Outside



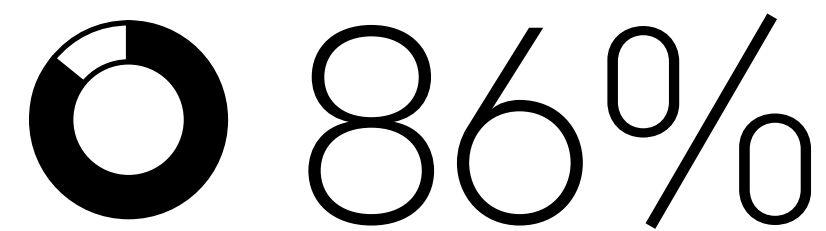
---

# Sustainability

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

---

## Key Stats from 2021



of consumers now expect businesses to play their part in solving big challenges, like climate change or social justice.

*Wunderman Thompson, 2021*



Sustainability is a major force in U.S. consumers' decision-making; and 7 in 10 expect brands to be environmentally aware in all of their communication.

*Sustainable Brands, 2021*

---

## 2021 Brand Example



### Purpose

Real is better. Better for you, better for people, better for our planet.

### Real Footprint

The new feature on the Chipotle app and Chipotle.com gives guests a first-of-its-kind look into the brand's sourcing efforts and allows them to track how they can help Chipotle make an impact on the planet.

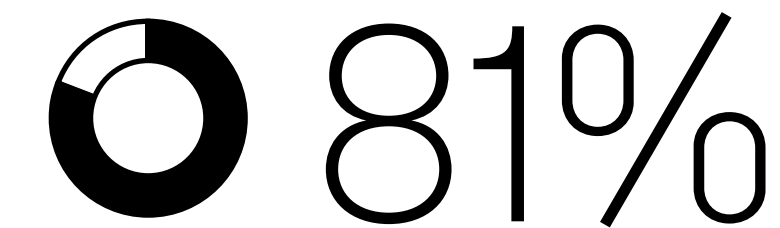
---

# Culture

The sweet spot when what you do and say on the inside matches what you do and say on the outside (and vice-versa).

---

## Key Stats from 2021



Employee engagement drives business improvement, from lower turnover (81%) to higher customer engagement (10%) to higher profitability (23%) and higher employee wellbeing (63%).

*Gallup, 2021*



Replacing workers requires one-half to two times the employee's annual salary. So, it costs \$9,000 a year to keep each disengaged worker and between \$25,000 and \$100,000 to replace them.

*Gallup, 2021*

---

## 2021 Brand Example

### Chobani

#### Purpose

Making high-quality and nutritious food accessible to more people, while elevating our communities and making the world a healthier place.

#### Anti-CEO Playbook

Instead of emphasizing maximizing shareholder returns, Hamdi Ulukaya, CEO and founder of Chobani, has an anti-CEO playbook that emphasizes taking care of employees first, helping the communities in which you operate, having the courage to take positions on social issues and being extremely accountable to consumers.

---

## Products + Services

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

---

### Key Stats from 2021



of companies that invest in innovation during a crisis outperform the competition on market capitalization by 10%; investing in innovation after a crisis gives them a 30% advantage.

*McKinsey, 2020*



The number of companies reporting that innovation is among their organizations' top three priorities is up 10 percentage points in 2021 to 75% — the largest year-over-year increase in the 15 global innovation surveys BCG has conducted since 2005.

*BCG, 2021*

---

### 2021 Brand Example



#### **Purpose**

Bringing our heart to every moment of your health.

#### **In-store Mental Health Counseling**

The company is leading the way in trying to fill gaps in access to mental health by piloting a counseling service in some of its retail stores. And by negotiating with insurance companies to cover visits, it's also trying to reduce the cost of mental health care.

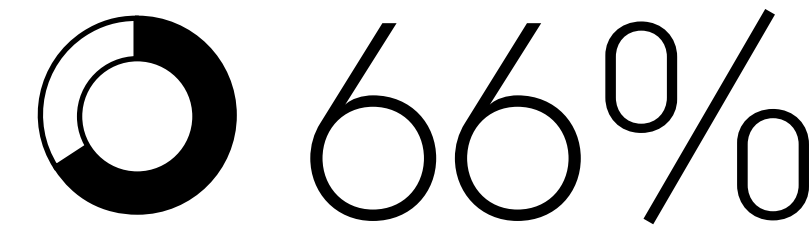
---

## Design + Experience

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

---

### Key Stats from 2021



of consumers agree the COVID-19 pandemic has increased their appreciation for well-designed technology.

*Deloitte, 2021*



of customers don't just enjoy, but expect, a seamless experience across all devices and channels. Brands must surpass these expectations to not only win over, but win back, lasting customers.

*R/GA, 2021*

---

### 2021 Brand Example



#### **Purpose**

Helping people worldwide save money and live better.

#### **Built for Better**

Walmart is committed to helping people live better today & tomorrow. That's why they created "Built for Better," an easy way to identify products that are built for better — for you & for the planet. Consumers can look for products labeled with the "Built for Better" icons to help them discover items that meet trusted standards for personal well-being & the environment.



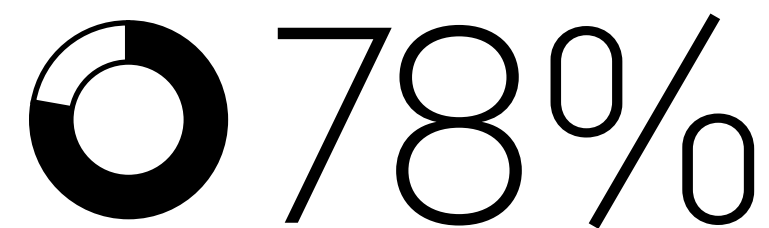
---

# Purpose

Why your brand does what it does, beyond making money.

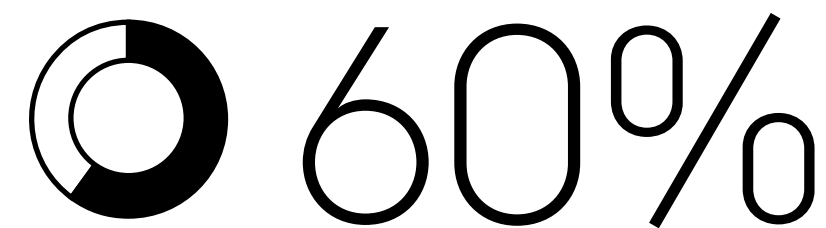
---

## Key Stats from 2021



of consumers said they made a purchase decision based on values in the past year.

Survey Monkey, 2021



of outperforming companies acknowledged that they need to stand for something bigger than the products and services they sell.

Accenture, 2020

---

## 2021 Brand Example

*allbirds*

**Purpose**

Prove that comfort, good design and sustainability don't have to be mutually exclusive.

**Carbon Footprint Calculator**

Allbirds is open-sourcing its proprietary tool to enable wider industry action to increase transparency and accountability for the often-dirty business of fashion.

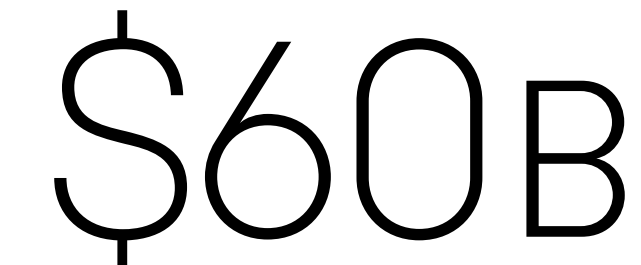
---

# Red Thread

The core, long idea at the center of the brand, guiding and inspiring all brand actions.

---

## Key Stats from 2021



Disney has built an empire on the concept of joy, delivering it across every interaction. It all began with a mouse, but the company has since amassed revenues of almost \$60 billion. Disney is everywhere, but the common threads of joy and imagination permeate everything.

Adweek, 2019



If a brand is consistent, they increase revenue by 10-20%. A brand is what people will remember most about your company, so it needs to be representative, strong and consistent to make a lasting impression.

LucidPress, 2021

---

## 2021 Brand Example



**Purpose**

Create a healthier world through pressure-free, reward-rich fitness.

**Rewriting The Rules of Fitness**

The long unifying idea that sits at the center of the brand and guides everything it does inside and out. For Planet Fitness, it's the unrealistic rules, lies and enemies that keep 80% of people from feeling like they can start and belong in fitness.

---

# Actions

Stands a brand takes for or against something.

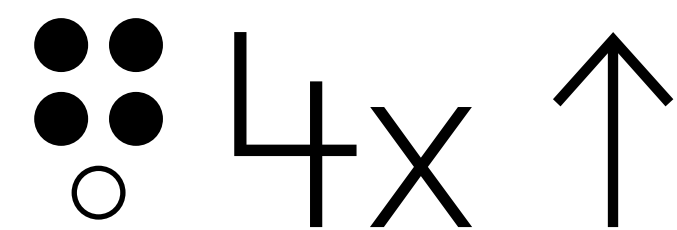
---

## Key Stats from 2021



consumers could cite a time a brand responded positively to the pandemic and one in five strongly agreed it led to increased brand loyalty on their part.

*Deloitte, 2021*



Brands taking action to alleviate fears or uplift people are 4x more likely to be trusted by consumers and brands taking action to address uncertainty are 5x more likely to be trusted by consumers.

*Edelman, 2020*

---

## 2021 Brand Example



### Purpose

Creating a world where anyone can belong anywhere.

### Free Accommodation for Afghan Refugees

Airbnb said it will temporarily house 20,000 Afghan refugees at no charge to help them resettle across the world, providing them with not only a safe place to rest and start over, but also a warm welcome home.

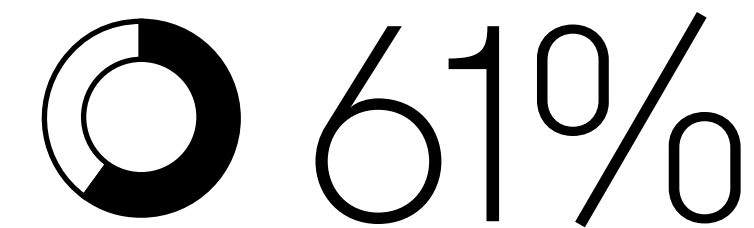
---

# PR

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

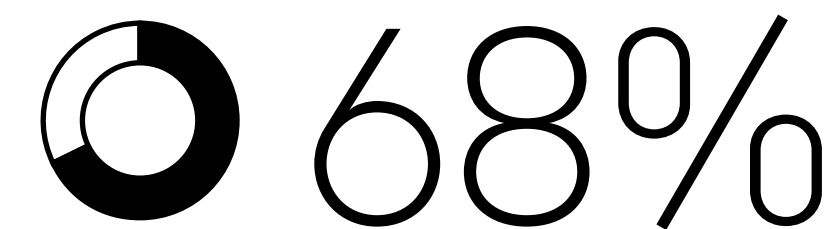
---

## Key Stats from 2021



While the world seems to be clouded by mistrust and misinformation in government, NGOs and media, business becomes the most trusted institution with a 61 percent trust level globally.

*Edelman Trust Barometer, 2021*



Of marketers found press releases helped raise brand and product visibility for their organization.

*Cision, 2021*

---

## 2021 Brand Example



### Purpose

Everyone has the right to travel, providing an affordable, welcoming place to rest wherever their journey takes them.

### Grand Introductions

Motel 6 brought real families together so grandparents could finally meet their grandkids. Quarantine can't keep these families apart any longer.

---

# Content

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

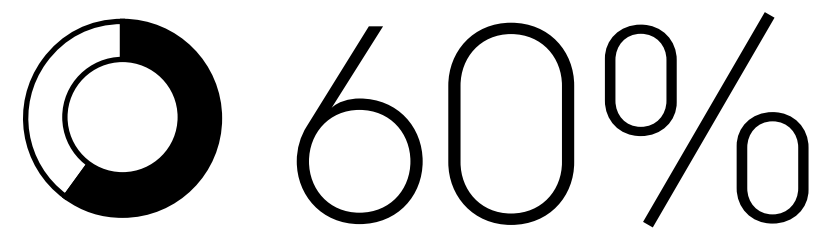
---

## Key Stats from 2021



of brands are creating more content than the year prior.

*LucidPress, 2021*



of marketers feel that authenticity and quality of content are equally important, and and 75% believe that UGC makes content more authentic.

*Ion, 2021*

---

## 2021 Brand Example



**DOORDASH**

### **Purpose**

Working to connect more businesses to more people.

### **Soul of the City**

Delivery helped restaurants survive the pandemic, but survival alone isn't enough. You still need the connections, the people, the soul. The short film "Soul of the City" documents six NYC restaurants and celebrates their reconnection with the communities that love them.

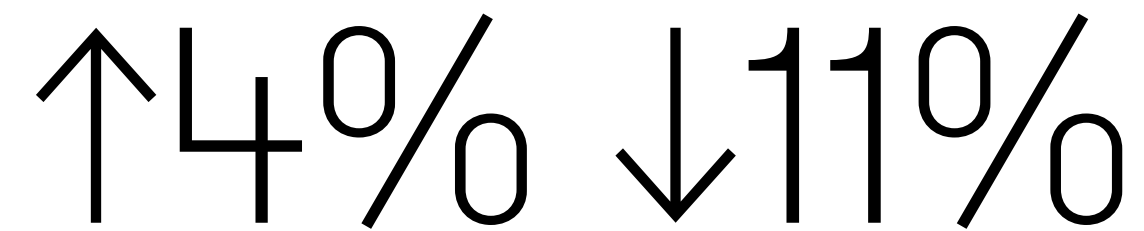
---

# Advertising

Any communication that exists in a paid media environment.

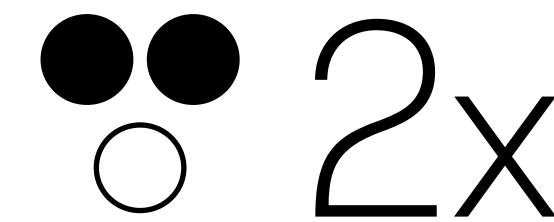
---

## Key Stats from 2021



Procter & Gamble doubled down on marketing when Covid hit, while Coca-Cola went dark. The former's revenues surged by 4 percent while the latter's dwindled by 11 percent.

*Ehrenberg-Bass Institute, 2021*



If a single similarly sized competitor were to double their advertising and promotion budgets, the average brand would stand to lose 15% of its overall business that year.

*Analytics Partner, 2020*

---

## 2021 Brand Example

**The  
New York  
Times**

### **Purpose**

The truth is essential.

### **Truth Campaign**

In the face of growing misinformation, the importance of fact-based journalism in our society has never been clearer. The role of the Times was to celebrate the power that facts, a free press and good, quality journalism have to dispel dangerous misinformation.

---

The Big Rethink  
According To

→

# Angèle Beausoleil, PhD

Assistant Professor, Business Design and Innovation  
University of Toronto — Rotman School of Management



**Rethink scaling and growth — have the balls to redefine your own trajectory, stop following others.** Rethink research in short, lean and modern ways to foster learning. Rethink speed. Slow is the new fast. Rethink output. More craft less crass. Rethink leadership. How sustainable is your leadership, your vision and your team? Rethink culture. **The overarching theme is HEALTH — without health, we have nothing. Check the health of your employees, your systems, your strategies, your leadership and resilience.**

# Rethink Recap



---

# Top Five Observations for 2021

1

**Today's winning brands must prove they do it all.**

The performance of the whole brand determines who wins and who loses in the marketplace. Weaker brands may be stars in a great product or in the visibility of their advertising — but they will lag in their whole brand performance.

2

**The Whole Brand Index is the single metric that predicts a brand's success.**

It's one number, measuring brand performance across a broad spectrum of actions, and it explains 75% of a brand's marketplace results — from penetration to advocacy. No other measure comes close. It's more predictive of success than awareness, familiarity, purpose, product differentiation, customer experiences, memorability and communications power.

3

**In whole brands, consumers see higher purpose — and the action that comes with it.**

By itself, purpose can be nothing but talk. But when a brand performs at a high level across a broad spectrum, something interesting happens: purpose comes through and people see it. Not only that, they give credit to the brand because they stand for something.

4

**Whole brands are filling an institutional vacuum.**

Over the last 24 months, trust in brands and expectations of brands has risen, while trust in governments, politicians and other institutions has fallen dramatically. The coming months will prove to be a huge opportunity for brands to prove themselves by creating useful actions that have great impact on people, communities and the environment, especially if it is created to a brand's purpose.

5

**Now more than ever, it's adapt or die. Whole brands adapt.**

Think of it as the nimble ninja syndrome. Quick pivots for companies to think creatively on how to reach and meet the needs of their customers. Netflix moves into international programming. Nike quietly becomes a leader in D2C. Plus lots of adaptation stories driven by the pandemic: craft brewers converting processes to make and package sanitizer gel. A local zoo created a drive-through experience, etc.

---

The Big Rethink  
According To

→

# Denise Lee Yohn

Brand Leadership Expert  
Author, “What Great Brands Do” and “FUSION: How Integrating  
Brand and Culture Powers the World’s Greatest Companies”



**We need to rethink brand and culture.** We need to acknowledge that culture and brand have become in recent years even more powerful drivers of business performance. And although they are so vital independently, **their full potential is unleashed when they are fused together.** With brand-culture fusion, the two nuclei of your organization — your culture (the way the people in your organization behave and the attitudes and beliefs that inform them and your brand or brand identity (how your organization is understood by customers and other stakeholders) — are seamlessly woven together and therefore mutually reinforcing. Now more than ever, business leaders need to prioritize the alignment and integration of brand and culture.

# How to Take Action





---

# Whole Brand Diagnostic

1

**Is brand owned by your entire organization?**

Does your organization see everything you do as the brand or is brand only seen as a marketing effort?

2

**Do you have a purpose everyone understands and believes in?**

Does your entire organization know why you do what you do?

3

**Does your organization have an always-on creative brief?**

Does your organization have a core idea that guides and inspires everything you do, inside and out?

4

**Do you practice Brand Culture?**

Do your external actions match your internal behavior and vice versa? Or does what you say and do on the inside match what you say and do on the outside?

5

**Do you measure what matters?**

Do you measure your success by profit, performance across your entire organization and your impact on people, communities and the planet?

---

The Big Rethink  
According To

→

John  
Grant

Strategist  
Author, “Greener Marketing”



**We need to eradicate cynicism from marketing and adopt sincerity.** It’s not what we do, or even the way we do it, so much as why we do it. We need to be sincere in intent but stay playful, flexible, imaginative in execution. We can’t afford to be stiff, boring and politically correct.

Hence, we need to invert the marketing mindset and have strategic sincerity — acting for the right reasons, with a core purpose — wrapped up in much bolder, more inventive, playful, humble, collaborative and open campaigns. **We need to apply every trick in the marketing book to bring people with us, to get them to wake up, enthuse, delight, share, and press for change. So the destination is worth getting to.**



We are on a mission to build more whole brands in the world. As this is a big and important initiative, we can't be the only ones working on it. If you would like to see how your brand fared or work with us, please connect with us. Or if you would like to join our Whole Brand Project, follow us on LinkedIn. We want to inspire and equip as many change agents as we can to partner with us on our mission.

**May the most whole brands win.**

To learn more about the Whole Brand Project, contact Tim Galles at [tim@wholebrandproject.com](mailto:tim@wholebrandproject.com).

For questions or inquiries about Barkley, please contact Jason Parks at [jparks@barkleyus.com](mailto:jparks@barkleyus.com).

[barkleyus.com](http://barkleyus.com)  
[wholebrandproject.com](http://wholebrandproject.com)

## The Team

### Editorial

**Tim Galles**  
Director, The Whole Brand Project  
Chief Idea Officer, Barkley

**Dave Gutting**  
SVP, Strategic Projects

**Joe Cardador**  
VP, Consumer Intelligence Director

**Chris Cardetti**  
Chief Strategy Officer

**Lexie Winter**  
Strategist

**Lindsey DeWitte**  
EVP, Purpose + Sustainability

**Jen Mazi**  
Director of Content

**Tom Demetriou**  
Writer

### Design

**Paul Corrigan**  
Executive Design Director

**Arthur Cherry**  
Design Director

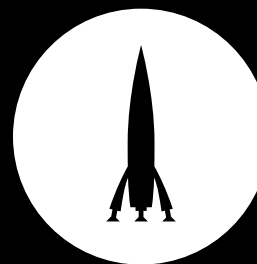
**Hannah Lee**  
Designer

**Miranda Byrd**  
Senior Studio Designer

**Danielle Orwig**  
Proofreader



The Whole Brand Project is Barkley's lab for studying and celebrating the power of whole brands and how they are winning with markets, people, communities and the planet. [wholebrandproject.com](https://www.wholebrandproject.com)



Barkley is a full-service, independent creative idea company that helps build whole brands and their biggest possible future. We are committed to knowing modern consumers and employees better than anyone and are proud to be a certified B Corporation with the firm belief that all brands, including ours, can be a force for good in the world. [barkleyus.com](https://www.barkleyus.com)

[barkleyus.com](https://www.barkleyus.com)  
[wholebrandproject.com](https://www.wholebrandproject.com)





**The  
Whole  
Brand  
Project**