

how to build a potent modern brand from the inside out

We no longer live in a world where fragmented, intrusive, marketing-only brands win. Today's empowered consumers and demanding work forces expect brands to work harder, inside and out, to compete, survive and thrive.

*Scratch: How to build a potent modern brand from the inside out* is designed to help you scratch everything you thought you knew about marketing and business — to see your brand with fresh eyes. Unlike most books, this one's interactive. Tag it, dog-ear it, write in it with permanent marker, throw it against the wall.

But get ready. Quite possibly the most important work you'll ever do, this book could change everything.

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ISBN: 978-0-578-58452-2

Printed in USA

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





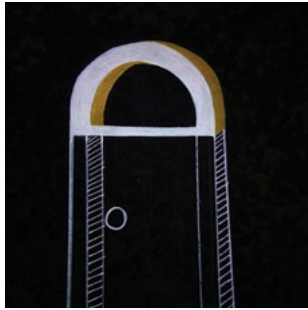
Written for  
potent modern  
consumers.





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**Before we go any further,  
scratch everything you know  
about one word:**



# Brand =

~~a logo  
advertising  
marketing  
some stuff you do~~

# A MEMORY

created by the sum of every  
experience a person has with a company  
or organization





## How to use this book:

We designed this book to help you see your brand with fresh eyes, whether you're new to market or 100 years old. To become what we call a potent modern brand takes rethinking, refreshing, rapid evolution and scratching orthodoxy to find new opportunities for your brand — opportunities made possible by technology and a new breed of consumer empowerment.

Unlike most business and marketing books, this one is meant to be interactive. Read it beginning to end, spread by spread, start in a workshop — or just open it up anywhere for quick inspiration. Tag it, dog-ear it, write in it, throw it against the wall.

Designing a potent modern brand from scratch isn't easy. Quite possibly the most important work you'll ever do, this book could change everything.

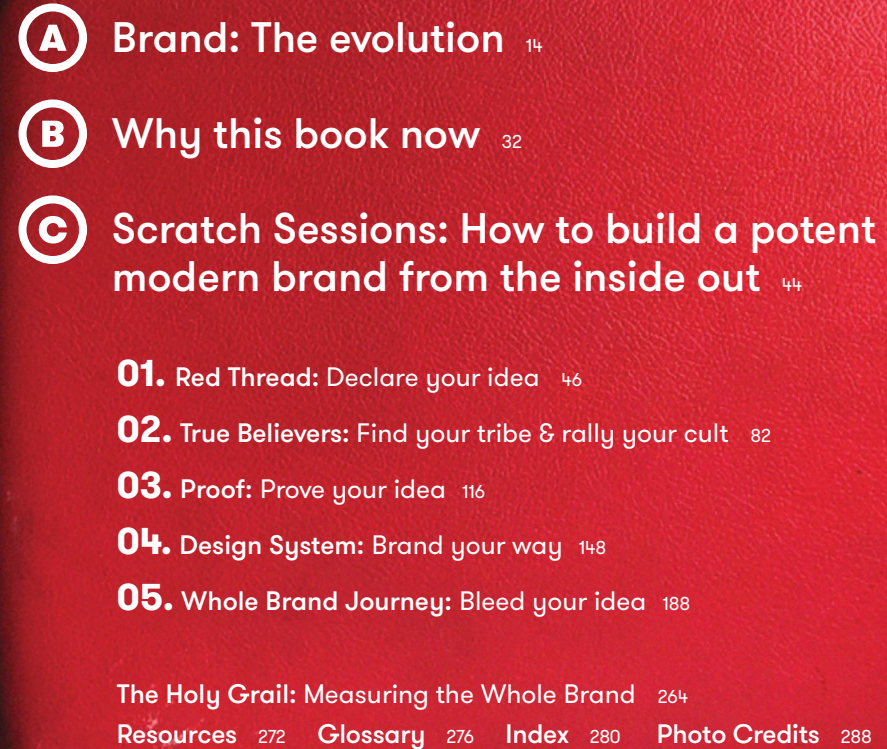


# Scratch

# Contents



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<b>A</b>	<b>Brand: The evolution</b>	14
<b>B</b>	<b>Why this book now</b>	32
<b>C</b>	<b>Scratch Sessions: How to build a potent modern brand from the inside out</b>	44
<b>01.</b>	<b>Red Thread: Declare your idea</b>	46
<b>02.</b>	<b>True Believers: Find your tribe &amp; rally your cult</b>	82
<b>03.</b>	<b>Proof: Prove your idea</b>	116
<b>04.</b>	<b>Design System: Brand your way</b>	148
<b>05.</b>	<b>Whole Brand Journey: Bleed your idea</b>	188
	<b>The Holy Grail: Measuring the Whole Brand</b>	264
	<b>Resources</b>	272
	<b>Glossary</b>	276
	<b>Index</b>	280
	<b>Photo Credits</b>	288





# Brand: The evolution

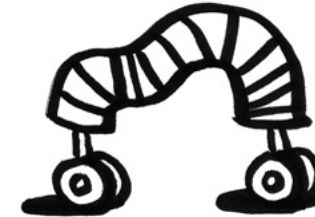
The definition of what a brand is  
(and is not) has evolved since the earliest  
days of products and services.



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

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

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



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

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





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

– Charles Darwin

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

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

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



#### Brand Icon Era

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



#### Brand Experience Era

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



#### Brand System Era

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







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

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

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

Can you control it? No.

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

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

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

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

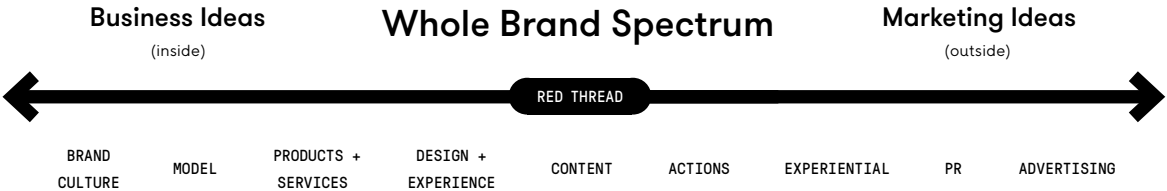
People are watching everything an organization does. Whole brands behave with integrity and purpose, inside and out.

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

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

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

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







## Ode to the modern brand

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

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

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

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



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

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

yours + mine + theirs = ours.



## You know

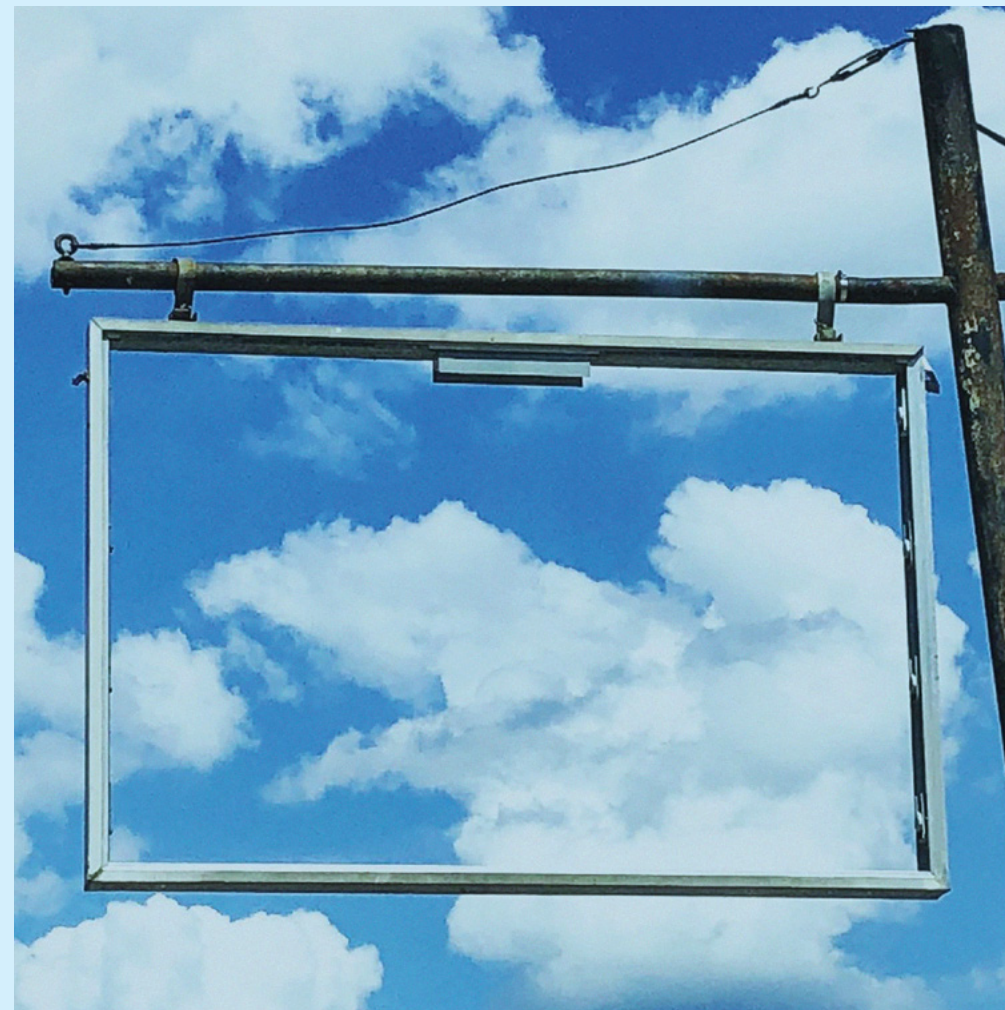
connections matter  
an idea is the shortest distance between two people  
we are in this together.

## You believe

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

## And you are

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







# Why this book now

**Brands are laboratories for business  
and culture.**

They can add good or they can add noise.  
This book is about adding good. We're incredibly optimistic  
because there has never been a better time to be a brand.



## In the span of time it takes you to read this page, the world creates approximately:

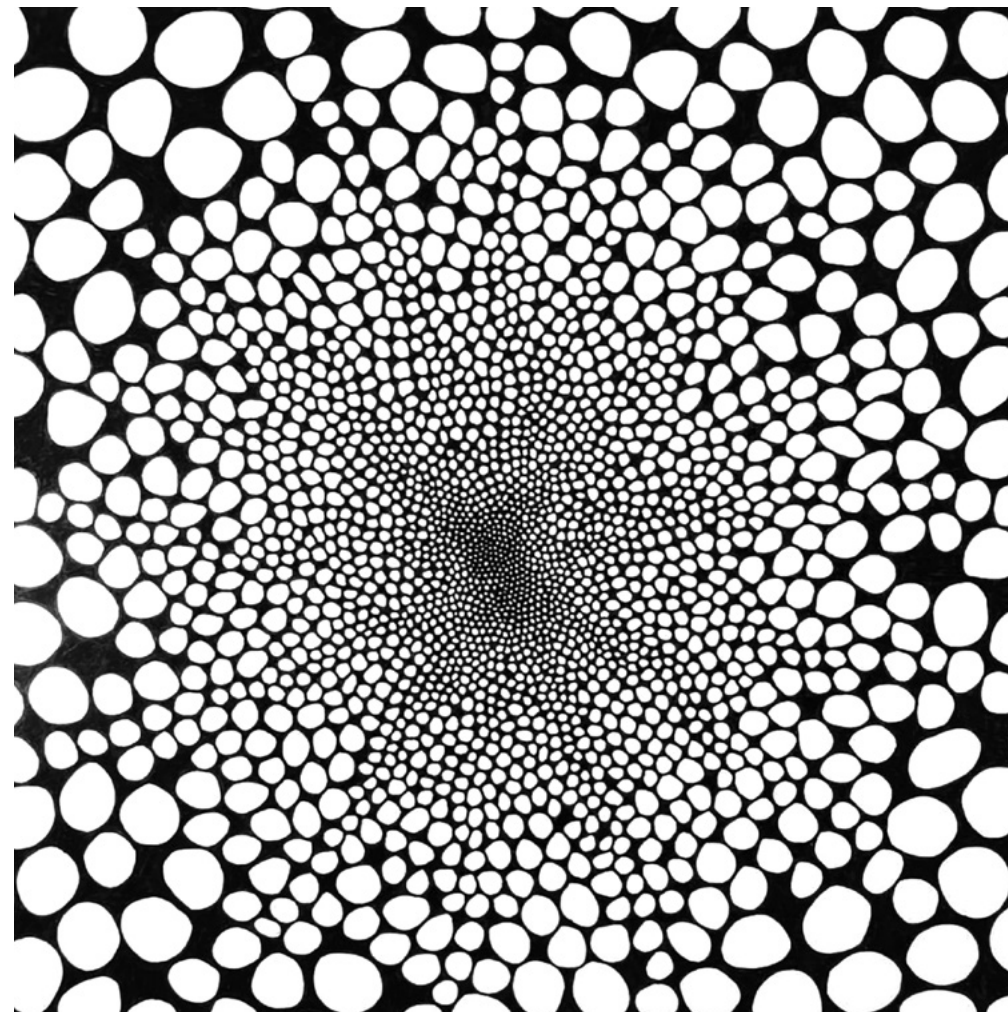
41.6 M Facebook and WhatsApp messages / 350,000 Tweets /  
300 hours of YouTube videos / 65,972 Instagram posts and videos /  
2.1 M Snaps / 31 M WeChat messages.\*

That's a lot of noise.

Never in human existence have consumers had such dizzying access to knowledge, choice and content, making it harder than ever to connect, for people, yes, and for the brands trying to connect with them.

Like you.

\*Source: [www.visualcapitalist.com/what-happens-in-an-internet-minute-in-2019/](http://www.visualcapitalist.com/what-happens-in-an-internet-minute-in-2019/)



## This book is our prediction for the future.

It's a how-to guide for brands looking for relevance and a future in a world where purpose beats interruption.

It's the result of years of original deep-dive studies into Millennials and Gen Z, research that shows how contagious youth culture, belief and behaviors have influenced mainstream, cross-generational attitudes. This is not only about demographics anymore; it's about modern consumer mindsets, driven by an economy where consumers expect and demand a great experience with every brand they choose, no matter the category.

These beliefs and behaviors inspired us to ask this question:



**If we were building a potent modern brand today that could transcend generational lines and survive in the expectation economy, what are the foundational things we would do? In other words, knowing what we know now, how would we build a brand from scratch?**

As a result, we discovered the essential elements required to build a brand people want and need, inside and out, whether you're an inspired wannabe, scrappy startup or established influencer.







Dear brand,

**I'm the hero.  
My life is my story.**

I am wired for connection, always looking to add meaning and purpose to my life, to see and be seen, to matter.

I rely on inside access to information as well as people in my social circle in making my decisions.



I seek adventures of all sizes, and often choose experiences over material possessions.

I value whole brands that connect with me on an emotional level, that stand for something and prove it through empathetic, authentic interactions.

I reach out to and share the great ones when I find them.

**I'm 12, 29, 18, 60, 34, 72**

**Gen Z**

**Gen X**

**Baby Boomer.**

I'm human,  
and I want you to act like one too.

If you constantly improve and reinvent yourself

**I notice and remember and pay  
attention when you're ready  
to show me what's next.**

Make my life better, easier, convenient, useful — I'm a fan for life.

Sincerely,  
Modern Consumers\*

\*This composite of the modern consumer is informed by a decade of deep-dive studies into cultural trends and evolving mindsets impacting the market across generational lines. For more research-driven insights, visit Resources (pg. 272).

