

# GSK Consumer Healthcare *Office Environments*

***Project title:***

GSK Consumer Healthcare  
– Office Environments

***Category:***

7 Interiors

***Sub category:***

7.1 Office

***Client company:***

GSK Consumer Healthcare

***Design consultancy:***

Radley Yeldar

***Current date:***

July 2013

ry.



GlaxoSmithKline  
Consumer Healthcare

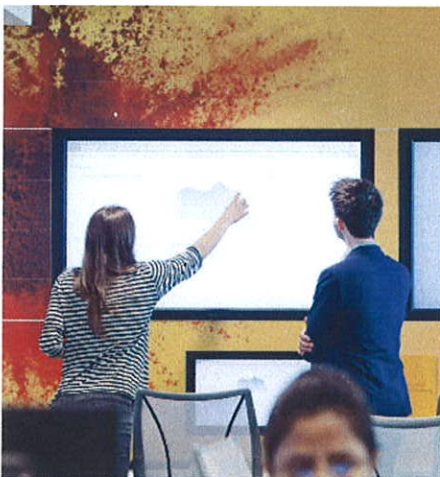


## 2. Executive Summary

On 8 October 2012, GSK Consumer Healthcare's Global and European businesses moved into newly designed offices at GSK's Global Headquarters in Brentford. The new work environment was purposefully designed to bring the GSK Consumer Healthcare vision, values and brands to life.

It's one part of a wider Radley Yeldar programme that saw the entire Consumer Healthcare division rebranded to dovetail into the business strategy. It's a scaleable solution that allows for implementation at all offices around the world.

To measure the success of the new space, a pre-move staff survey was conducted in July 2012, and redone two months post-move, with remarkable results:



- Overall performance score has more than doubled
- More than 80% of staff now say they are aware of the GSK CH vision – a one third increase
- More than four-fold increase in awareness of GSK CH consumer brands
- 53% rise in awareness of new brand campaigns
- 27% increase in awareness of GSK CH values
- Business performance awareness doubles
- Staff pride in workplace almost doubles to 78%, and people are almost five times more proud to bring visitors to the new environment
- 41% increase in view that the GSK CH identity is reflected by the workplace design
- Ability to be innovative grows by 13%
- Ability to network and build relationships with colleagues grows by 16%
- The new environment is exceeding industry benchmarks across all dimensions – especially noteworthy since pre redesign GSK CH scored below benchmarks in almost all areas





### 3. Project Overview



#### 1. Outline of project brief

Radley Yeldar (RY) was tasked to create a scalable design concept for GSK Consumer Healthcare's (GSK CH) office environments around the world. The concept was first implemented at the business' global head office, which occupies an entire floor at its Brentford site.

As one part of a wider RY programme that saw the entire Consumer Healthcare division rebranded to dovetail into the business strategy, the concept aimed to:

- Raise employee awareness of GSK CH's vision, values, consumer brands, new brand campaigns, and business performance
- Increase level of pride people feel in their workplace
- Improve ability to be innovative
- Grow opportunities to network with colleagues, in order to share best practice and bring data and analytics to the core of the business
- Match Global Workplace Performance Index industry benchmarks for overall performance, work activities, workspace, and environmental conditions – GSK was underperforming against almost all benchmarks in these areas pre-redesign





## Background

Since the merger between Glaxo and SmithKline Beecham in 2001, GSK has had three divisions: pharmaceuticals, vaccines, and consumer healthcare.

But how to fit the consumer healthcare business into what was historically an ethical pharmaceutical focused business? Virtually everything about running and marketing a consumer healthcare brand portfolio is different from the ethical pharma mindset.

In 2007, GSK CEO Sir Andrew Witty outlined his vision to establish GSK CH as a distinct entity, fundamental to GSK's future growth.

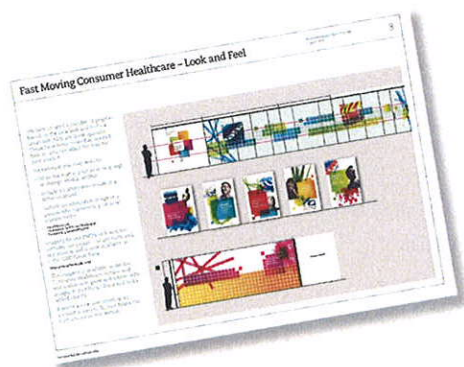
Following several high level appointments of people with consumer marketing backgrounds, 2012 saw the launch of GSK CH's newly articulated business vision, business architecture, look and feel, and tone of voice, with RY's help.

The Winning Formula strategy is all about achieving a vision to become the first and best Fast Moving Consumer Healthcare company, driven by science and values. To achieve this vision GSK CH needs to be connected and united to a single culture, a shared direction and a consistent way of communicating and telling its story.

Only GSK CH combines the best of the FMCG world with the very best science and healthcare expertise. This perspective is unique, making it the pioneer of Fast Moving Consumer Healthcare.

GSK CH marries FMCG strengths like speed, brand focus and consumer insights with healthcare strengths in R&D, quality, values and healthcare professionals. This means the business gets right to the heart of understanding consumers' wellbeing needs. And together with scientific rigour it delivers groundbreaking innovations that help people live fuller, healthier lives.

Engaging employees to affect GSK CH's culture was a huge part of the rebrand. One way to do so was by re-engineering the GSK CH work environment, to be trialled at the Global Head Office in Brentford, and followed by a roll out to all offices worldwide.



### ***3. Overview of market***

GSK CH is a classic House of Brands. Consumers don't know or care that Sensodyne and Panadol come from the same company. They don't need to. The brands drive the business from that perspective. But it does become a problem when the same fragmentation exists internally, or when GSK CH is dealing with retailers and suppliers. The House is then merely four walls and a roof, with no collective hearth around which the family gathers.

From a branded environments perspective, we needed to turn the House of Brands into a Home for its family of brands and people. A place where they belong, feel loved, and grow stronger collectively. The brands can't lose their own individuality, but there's a need for a shared sense of identity – a place to return to each day where people feel they belong.

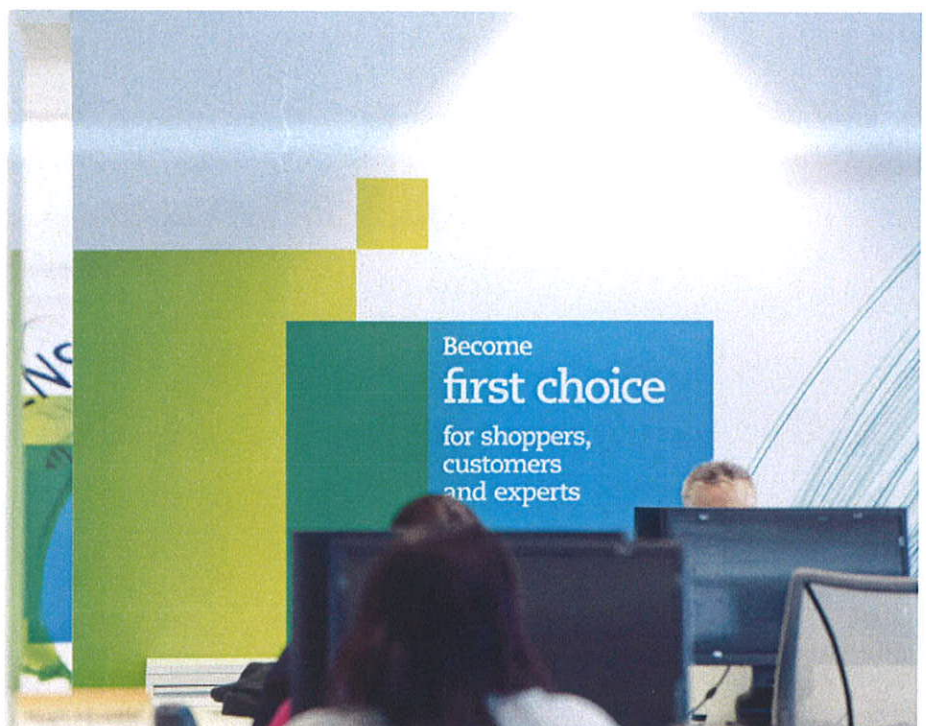
Because the office redesign aimed to affect GSK CH's culture, this wasn't just about designing something that would look pretty on a wall. It had to work a lot harder than that. To do this, RY had to really understand the working environment – the structure, the flow, and the behaviours within those spaces. It also needed to be scalable in order to work for offices around the world.

### ***4. Project launch date***

8 October 2012

### ***5. Size of design budget***

£236,000 (fees)





## 6. Outline of design solution

This is a flexible system, with a toolkit of scalable parts that allows implementation in all offices worldwide, and a look and feel informed by RY's new positioning, story, and identity system for GSK.

### *Basic grid design*

The basic grid design is where things start, building a 'mosaic' of colour, messaging and images to express what GSK CH is all about. The mosaic is in a constant state of change, always building and never quite complete. It can be dialed up or down to reinforce movement and energy, which are key parts of the identity, to communicate that the business is breaking through all constraints.







## Components

Four components of the concept work together, as well as individually, to create the right environment: behaviour, look, virtual, and feel.

### Behaviour – SMART working

SMART Working is about a more productive and collaborative work environment, and giving people choices in the way they work. It enables a new collaborative, responsive and fast-moving culture in the organisation that supports empowerment and trust. For example, space standards are no longer allocated according to grade or status as they were historically, but instead by the work patterns and business needs of the individuals that work in the space.

### Look – Graphics and Vinyls

A customisable range of graphics and images introduce the new look and feel and GSK CH's brands throughout the environment. Employees are encouraged to update graphics frequently, as new brands and campaigns are launched. Vinyls with graphics applied to glazing add privacy to a space and create colourful impact.

### Virtual – Digital screens

Digital screens showcase new campaigns and launches, as well as sharing business performance.

### Feel – Furniture

Furniture specifications and guidelines for zones are a tool for style, shape, colour and form decisions.



## ***Zones***

The concept has five zones which provide a flexible approach to working and meeting. They are all collaborative spaces that create a dynamic working environment. Zones maximise opportunities to celebrate and showcase the brand portfolio.

- Zone key**
- Hello zone  
Love our brands and innovation zone
  - Private zone
  - Quiet zone
  - Home zone
  - Analyse zone
  - Desk space
  - Pathways





### Hello zone ▲

This is the reception area – the first point of contact people have with GSK CH, which celebrates its brands.

### Love our brands and innovation zone

A centrally located area that encourages people to love the brands. It's an opportunity to showcase what's new and get everyone behind the business' key priorities.

Before



After



### Private zone ▲

Private meeting room spaces for four to six people. These are modular units designed to be opened up when not in use or during informal meetings, to promote a spirit of transparency and openness. They can be configured as traditional meeting rooms with chairs and tables, or can be populated with softer home-like elements. They can also be used as team project rooms, and dressed appropriately for that.

Before



After





### Quiet zone ▲

Small and modular, practical booths for one or two people. Used for quiet work or private calls.

Before



After



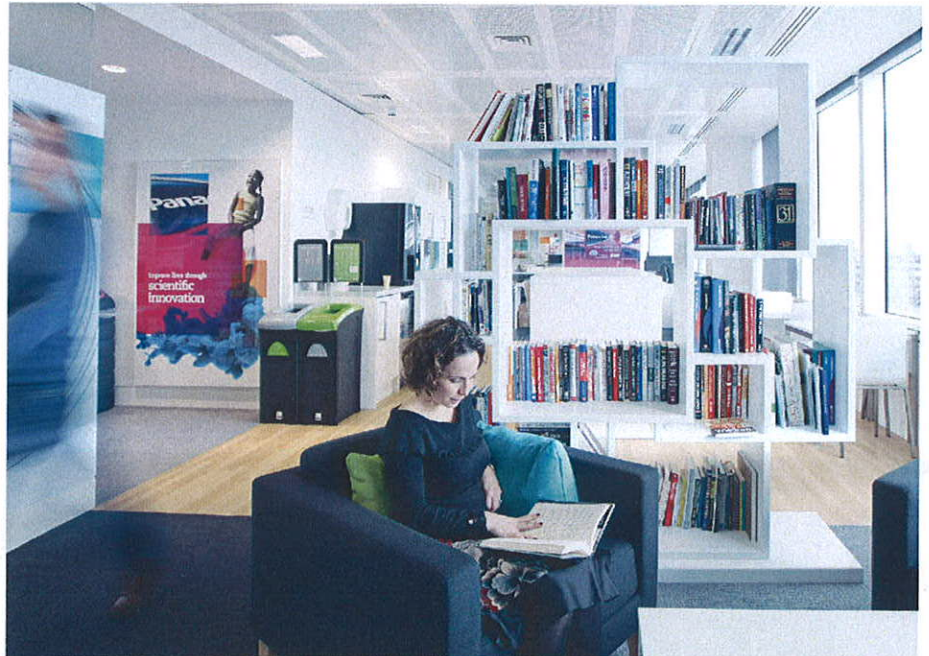
### Home zone ▲

A flexible shared space fit for many purposes – meeting, eating, drinking, relaxing and working. It picks up on references from the consumer's home to create spaces with a domestic feel.

Before



After





### Analyse zone ▲

A space where metrics from global brands and product performance can be gathered and analysed, whilst also sharing internally.





## 4. Summary of Results

To measure the success of the new space in Brentford, Johnson Controls issued a pre-move staff survey in July 2012, and it was reissued two months post-move, in December 2012. All key measured areas grew significantly. Job done.

*Awareness of vision and  
The Winning Formula up:*

↑ 32%

More than 80% of staff now say they are aware of the GSK CH vision and The Winning Formula – a one third increase

*Awareness of values up:*

↑ 27%

27% increase in awareness of GSK values to 81%

*Awareness of consumer  
brands up:*

↑ 67%

More than four-fold increase in awareness of GSK CH consumer brands to 82%

*Awareness of new  
brand campaigns up:*

↑ 53%

53% rise in awareness of new brand campaigns

*Awareness of business  
performance up:*

↑ 15%

Business performance awareness doubles

*Pride in workplace up:*

↑ 38%

Staff pride in workplace almost doubles to 78%, and they are almost five times more proud to bring visitors to the new environment

*Identity reflected by  
workplace up:*

↑ 41%

41% increase in view that the GSK CH identity is reflected by the workplace design

*Ability to innovate up:*

↑ 13%

Ability to be innovative grows by 13%

*Ability to network and build  
relationships with colleagues up:*

↑ 16%

Ability to network and build relationships with colleagues grows by 16%



### Chart 1:

Key measures scores pre and post redesign

|  | Pre Redesign | Post Redesign | % change |
|--|--------------|---------------|----------|
| Awareness of vision and The Winning Formula                | 49%          | 81%           | 32%      |
| Awareness of values  | 54%          | 81%           | 27%      |
| Awareness of consumer brands                               | 15%          | 82%           | 67%      |
| Awareness of new brand campaigns                           | 5%           | 58%           | 53%      |
| Awareness of business performance                          | 15%          | 30%           | 15%      |
| Pride in workplace   | 40%          | 78%           | 38%      |
| Proud to bring visitors to workplace                       | 20%          | 75%           | 55%      |
| Identity reflected by workplace                            | 28%          | 69%           | 41%      |
| Ability to be innovative                                   | 52%          | 65%           | 13%      |
| Ability to network and build relationships with colleagues | 59%          | 75%           | 16%      |

Not only all this, but the impact of the environment against industry benchmarks is incredible:

*Overall performance score has more than doubled*

*The new environment is exceeding Johnson Controls' benchmarks across all dimensions – especially noteworthy since pre redesign GSK CH scored below benchmarks in almost all areas.*



## Outperforming the industry benchmark

Impact against Global Workplace Performance Index (GWPi).

Overall performance up:

↑ 9%

Environmental conditions up:

↑ 27%

Working space up:

↑ 5%

Work activities up:

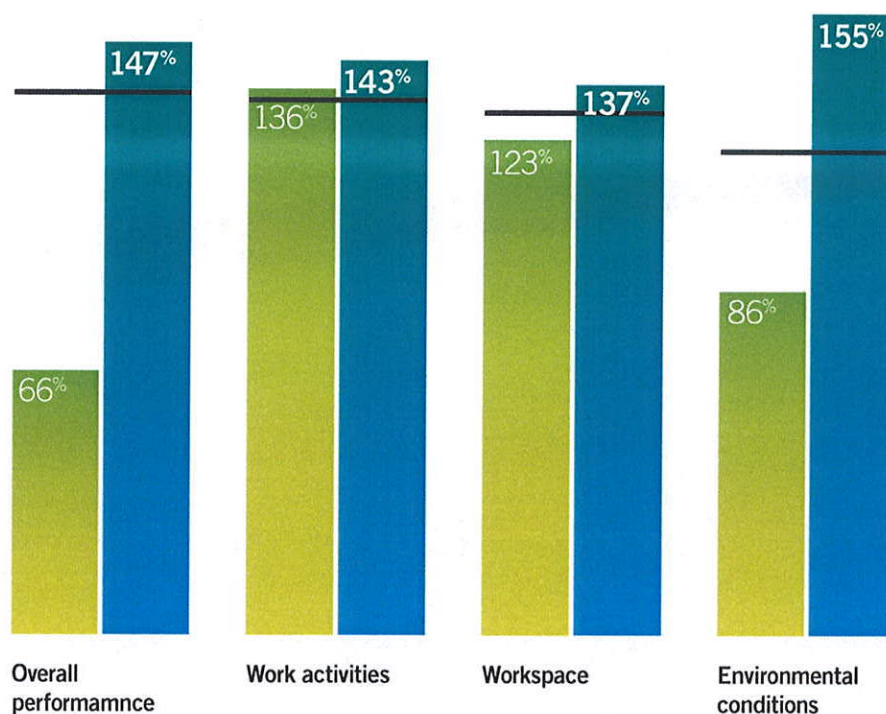
↑ 8%

### Chart 2:

Impact of new environments against Global Workplace Performance Index (GWPi) industry benchmarks

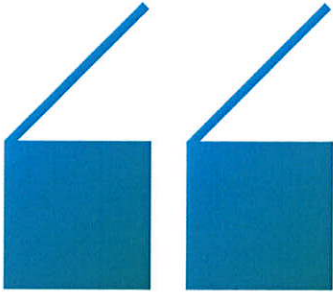
- Johnson Controls Global Workplace Performance Index (GWPi) Benchmarks (Jan 2013)\*
- GSK CH Post redesign (Dec 2012)
- GSK CH Pre redesign (Jul 2012)

\*GWPi benchmarks are calculated based on respondents' ratings and aggregated into a workplace performance score between 0-200, with 200 representing the best possible performance.

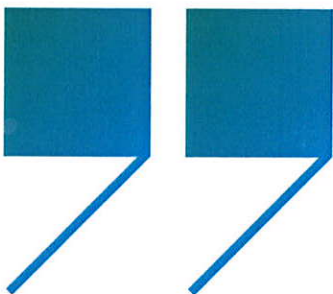




## *Testimonial*



*In an incredibly short time we've seen a major rise in staff morale, a renewed focus on the strategic drivers of our business, and an astonishing growth in awareness in our brands. This is all thanks to the office redesign. I can't imagine a faster and more effective way to achieve our business objectives.*



**Leslie McGibbon,**  
Vice President Global  
Communications,  
GSK Consumer Health



## *5. Other Influencing Factors*

There were no other influencing factors for GSK CH's Global Head Office redesign beyond the design itself and the launch and communication of the revised look and feel (also created by RY).

## *6. Research Resources*

Johnson Controls Pre and Post Occupancy Surveys, July 2012 and December 2012 (internal staff survey pre and post redesign amongst GSK CH head office employees)

Johnson Controls Global Workplace Performance Index benchmarks, January 2013