



A Game-Changing Brand for Game-Changing Relief

Design Business Association
Design Effectiveness Awards Entry

Industry sector: Pharmaceuticals
& Biotechnology

Client company: GlaxoSmithKline

Design consultancy: Brand Union

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EXECUTIVE SUMMARY

Flonase is considered a gold standard allergy medicine to relieve hay fever and airborne indoor and outdoor allergy symptoms¹. Its success is in its science. Taking Flonase once a day provides 24 hour relief by working on all six key substances that are part of the allergic response, unlike antihistamines that work on only one part².

However, after losing exclusive rights of fluticasone propionate in 2006, and then four years later amid rumors that competitors might soon switch, GSK decided it was time to take Flonase over the counter. This presented an opportunity to improve accessibility and gain market share in a new category, but GSK knew that to effectively stake a claim in the crowded allergy segment the brand would require an overhaul.

In the following pages, we will reveal how GSK partnered with Brand Union to reinvent Flonase and create a game-changing brand.

It started by understanding the growing problem of allergies – in the U.S., 55% of the population has one or more allergy³, and more than 30% of people treating their nasal allergies report they are not completely satisfied with their current method of treatment⁴. This insight led us to develop a design that intuitively communicates Flonase's functional superiority over antihistamines.

Borrowing cues from multi-vitamins, we embraced a spectrum of color to emphasize complete relief. We then added a unique system of iconography to visualize triggers and symptoms and create shelf standout. The design eschews category conventions and signals to consumers that Flonase is anything but another 'me-too' antihistamine.

The U.S. launch results are overwhelming. As of March 2015, Flonase had achieved 11.3% share vs. 7.3% target⁵. And after its first 16 weeks on shelf, Flonase generated almost \$100M in sales, and became the #1 selling cough/cold/allergy/sinus liquid brand in the US⁶. Then, by 6 June 2015, Flonase sustained success to achieve \$144M Consumption⁷.

Word Count 300

“Brand Union’s design unified Flonase as the new allergy leader across all communications from Day One!”

Catherine Segal R.Ph., M.B.A.

Director, Global Marketing Lead, Allergy

OUTLINE OF PROJECT BRIEF

In November 2011, we embarked on a journey to develop a globally viable visual brand language (VBL) and packaging design for the launch of Flonase into the U.S. OTC allergy category.

Apart from the brand name and its green cap, the prescription brand had no other visual equities to help it stand out against competitors. We were given carte blanche to redefine the look of allergy relief.

Design Objectives

- Communicate the brand's functional superiority over antihistamines
- Leverage the strength of its Rx heritage
- Breakthrough at shelf
- Create a unique brand expression within the context of allergy relief that demonstrates an understanding of how allergy sufferers feel and the relief they seek
- Build equity for the Flonase brand by developing a cohesive system of ownable assets
 - Brand mark
 - Color palette
 - Typographic style
 - Illustration style
 - Iconography
 - Secondary packaging graphics
 - Various graphics for use in off-pack communications

Business objectives

- Execute a "best-in-class" Rx to OTC switch
- Outperform financial targets and deliver category growth
- Attain a minimum 7.3% share of the allergy category

DESCRIPTION

The body's immune system protects us from dangerous materials, like germs, but sometimes reacts as if harmless particles, such as dust or tree pollen, are dangerous. This response is called an allergic reaction or immune hypersensitivity and results in the body releasing six key substances and triggering inflammation, causing symptoms such as sneezing, congestion and runny nose⁸.

Intranasal corticosteroids, such as Flonase, act on broader aspects of the inflammation process compared to other OTC anti-allergic treatments at release of inhibition of inflammation, the root cause of allergy symptoms⁹. In fact, no other indoor and outdoor OTC allergy treatment has been proven more effective than Flonase¹⁰.

Unlike pills and tablets, which have to travel through the body to work, Flonase has direct action in the nose to relieve allergy symptoms where they start¹¹.



BEFORE



PACKAGING

OVERVIEW OF MARKET

The allergy category is crowded and the in-store experience can be overwhelming. Dominant brands Claritin, Zyrtec and Allegra have staked claims to Blue, Green and Purple, respectively, and collectively own 55% of shelf¹², alongside a strong Private Label presence. Perhaps to avoid decision-making, 94% of consumers approach the shelf knowing in advance the brand they want to purchase¹³.

Commanding attention and disrupting consumers' grab-and-go behavior were therefore identified as critical challenges to overcome in the early stages. Even more so because Flonase would have two shelf facings at launch, compared to Claritin's roughly 11-13 facings¹⁴, for instance.

Project Launch Date

Flonase launched in the U.S. market on 4 February 2015.

Size of Design Budget

\$1.4M from November 2011 through January 2015.

Word Count 422



DESIGN SOLUTION

Armed with a game-changing product, GSK sought to build an equally revolutionary consumer brand. It was important that the design would command attention and convince sufferers to try a superior alternative to traditional OTC antihistamine treatments.

Through consumer research and work sessions, GSK and Brand Union identified the big idea: 'Life Changing Freedom from Allergies', and identified three points of difference Flonase had when compared to the brand already in market: 1) Works differently, 2) Works Best, 3) Enables a life without Compromise.

These PODs served as a foundation for design development and ultimately led us to the concept 'Your Solution'. Validated in quantitative consumer studies, 'Your Solution' uses a unique system of iconography called Flixogons to visualize common symptoms and triggers, allowing consumers to instantly identify their specific allergies.

The geometry of the Flixogons inspired other aspects of the identity, such as the brand flag. Leveraging awareness of the Flonase brand name from its long history as a prescription drug, we took special care to craft an impactful and meaningful brand mark. Its outer geometric shape demonstrates strength and protection, while the rounded letterforms provide a touch of warmth. The combined takeaway, in combination with the clinical white background, achieves the desired balance between efficacy and empathy.

Further emphasizing the brand's unique point of difference and adding to our arsenal of ownable assets, we developed a graphic 'O' shape known as the 'Spectrum of Relief'. This symbol is a multi-colored visual expression of Flonase at work, targeting the six main allergic substances.

DESIGN SOLUTION (CONTINUED)

We purposefully repeated the spectrum of color in the Flixogons to break the single color-blocking convention at the shelf and emphasize our more complete relief benefit. Consumers immediately recognized this semiotic strategy in research, saying “Looks like it will give a broad spectrum of allergy relief”¹⁵.

Our secondary packaging structure is designed to celebrate and signpost our differentiating format. We purposefully chose a clear clamshell that prominently displays the spray device so allergy sufferers know exactly what they’re buying. Research proved that this clamshell packaging grabbed consumers’ attention better than a traditional carton, and provided the category disruption the brand required¹⁶.

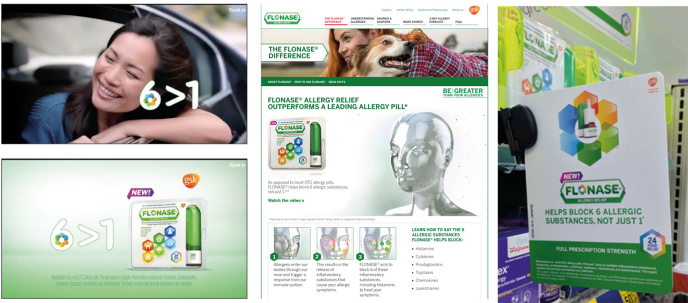
Once the secondary packaging design was signed off, we then codified the design rules around each of the proprietary assets – the Flixogons, color palette, brand mark, and the ‘Spectrum of Relief’ – to define the VBL equity tool box and provide guidelines for implementation across all communications and collateral.

The VBL has since been embraced by all our agency partners, ensuring that the brand is expressed consistently and accurately, and thereby driving consumer awareness and commercial success.

Word Count 430

<p>BRAND MARK</p>	<p>SPECTRUM OF RELIEF</p>	<p>FLIXOGONS</p>
<p>COLOR PALETTE</p>	<p>BENTON SANS BENTON SANS COMP</p> <p>TYPEFACE</p>	<p>TYPOGRAPHIC STYLE</p>
<p>SHAPE LANGUAGE</p>	<p>We are Authentic, but not boring. Bold, but not overbearing. Personal, but not over familiar. Straight-talking, not condescending. Striving, but not over the top.</p> <p>We are you.</p> <p>VOICE OF VOICE</p>	<p>PHOTOGRAPHIC STYLE</p>

EQUITY TOOL BOX



ASSETS IN APPLICATION

SUMMARY OF RESULTS

1. Exceeded Business Objectives

While we're unable to provide exact numbers for the Flonase business objectives due to GSK confidentiality policies, we can reveal that the brand significantly outperformed expectations against key metrics.

As of March 2015 Flonase achieved¹⁷:

\$53.7M Consumption, which is 135% vs. Plan
11.3% Share vs. 7.3% Target

In the following months, sales continued to outperform business expectations, achieving \$144M consumption by week end 6 June 2015¹⁸.

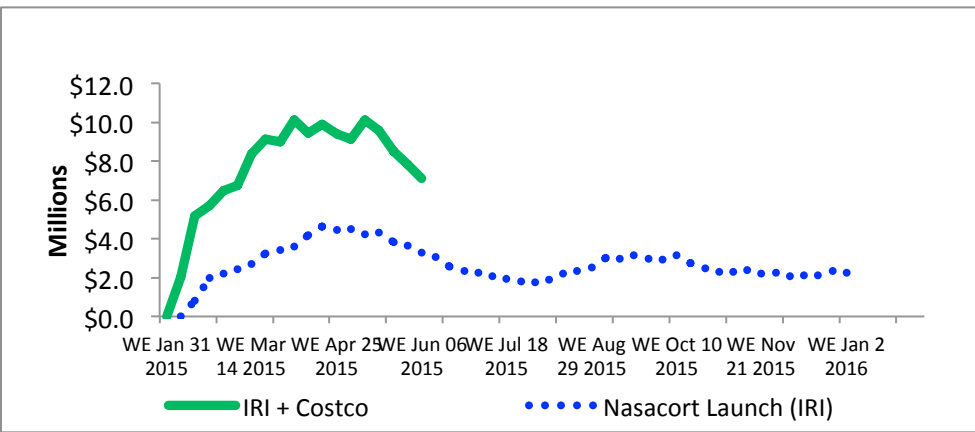
2. Immediate Category Impact

In its first 16 weeks on shelf, by generating almost \$100M in sales, Flonase has become the number one selling cough/cold/allergy/sinus liquid brand in the U.S.¹⁹

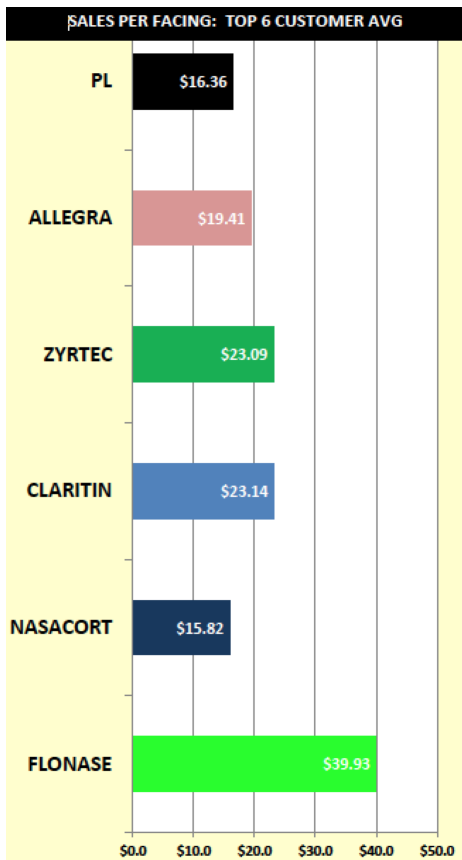
Rank	Brand	Dollar Sales	Sales % Chg Y Ago	Share of Type
1	FLONASE	\$ 99,875,864		23.78
2	NASACORT	\$ 40,528,864	(10.95)	9.65
3	VICKS NYQUIL	\$ 39,085,296	10.34	9.30
4	MUCINEX FAST MAX	\$ 23,266,888	5.66	5.54
5	VICKS NYQUIL AND VICKS DAYQUIL	\$ 12,036,784	28.75	2.87
6	VICKS DAYQUIL	\$ 11,566,669	19.28	2.75
7	CHILDRENS MUCINEX	\$ 11,138,016	10.81	2.65
8	CHILDRENS DIMETAPP	\$ 9,971,952	3.67	2.37
9	CHILDRENS BENADRYL	\$ 9,450,957	0.01	2.25
10	CHILDRENS CLARITIN	\$ 8,223,373	1.48	1.96

For the 12 weeks from launch thru 17 May, Flonase sales were more than double those for Nasacort, the only other INS (intranasal steroid) brand on the market.

In fact, although Nasacort (a similar class INS drug) was first-to-market in February 2014, Flonase has consistently outperformed Nasacort since its February 2015 launch²⁰.

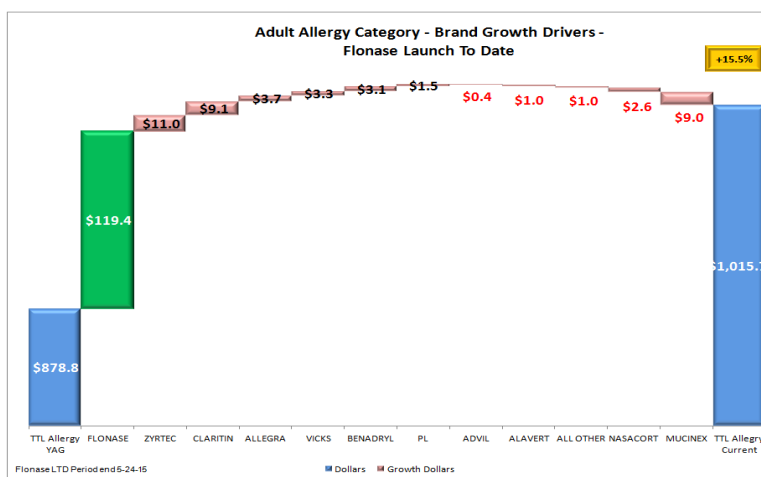


SUMMARY OF RESULTS (CONTINUED)



This performance has also seen Flonase leapfrog Allegra to become the **#3 brand in unit share**²¹ during peak allergy season for allergy liquids and powders, unlike Nasacort, which has been unable to break into the top four since its launch.

As further proof of its success, Flonase sales per facing have significantly outperformed competitors in U.S. retailers where it is stocked (Walmart, Target, CVS, Walgreens, Rite-Aid, and Kroger)²².



In addition, the Flonase brand is responsible for 79% growth in the Adult Allergy category, which is up \$137M vs. YAG²³. And even more impressive, Flonase's 60ct and 120ct SKUs were ranked #1 and #2 (dollar sales) for the entire Health & Beauty Care category for ten straight weeks at the height of allergy season²⁴.

SUMMARY OF RESULTS (CONTINUED)

3. Strong Endorsement from Healthcare Professionals and Major Retailers

Flonase has become the #1 recommended OTC INS by doctors, allergists and pharmacists, delivering an AWR of 4.9 versus a 3.8 target²⁵.

Through internal research, GSK captured quotes from key retail partners who have voiced their strong support for the brand and the important role it plays in the category.

“Flonase is 2015 #1 priority in HealthCare” – Julianne Parks, CVS

“Keep doing what you did for launch year in 2016 – it’s working!”
– Richard Shea, Kroger

“Love the growth – world class activation” – Bill Spradlin, Walmart

“Our best Rx to OTC Switch Results Ever” – Mark Thibodeau, CVS

4. Immediate Understanding from Allergy Sufferers

Qualitative research proved that the design resonated with allergy sufferers, clearly communicating the game-changing relief that Flonase can provide and the information they need to make an informed decision²⁶.

“It looks like it will give a broad spectrum of allergy relief.”

“[The icons] tell me that Flonase will give relief from indoor/outdoor allergies - such as pets flowers and the air – and will help to keep your eyes from watering.”

“Flonase has everything a person is looking for in relieving their allergy. You don’t have to search hard for the specifics because everything is easy to identify.”

OTHER INFLUENCING FACTORS

Equipped with our Flixogons and the rest of our distinctive, category-breaking VBL, we teamed up with GSK's many agency partners to ensure all launch materials – commercials, interactive websites, in-store display units and educational infographics – were true to the new brand, and would convince allergy sufferers to change their routine and take control of their allergies.

The Flonase launch was supported by a multimedia communication campaign that included ATL advertising, a strong digital presence, and in-store activity to drive awareness at shelf, all of which achieved the following results²⁷:

- 93% TV Reach
- #1 Most Engaging Category Facebook Post
- 27% Social Engagement vs. 11% Category Avg.

The strength of the VBL is clear across these different platforms, as our various agency partners embraced the identity toolkit and ensured it was applied consistently to present a cohesive look and feel to all audiences so that it would have the strongest impact.

Agency Partners:

DCA
Adrenaline
Geometry Global
Wunderman
Burson Marsteller
Ogilvy CommonHealth
Ryan Partnerships

RESEARCH RESULTS

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