

DBA

# Design Effectiveness Awards 2011 Entry

## 1. TITLE PAGE

<b>Project Title:</b>	Boots Laboratories - New brand creation
<b>Category:</b>	1. Corporate / Brand identity
<b>Sub category:</b>	1.1 Design and implementation cost over £100,000
<b>Client Company:</b>	Alliance Boots
<b>Export Award:</b>	Eligible*
<b>Design Consultancy:</b>	Creative Leap
<b>Current Date:</b>	8 <sup>th</sup> July 2011



Discover it with your pharmacist  
[www.boots-laboratories.com](http://www.boots-laboratories.com)

**SERUM7**

Proven to reveal visibly younger  
looking skin in just 4 weeks



Serum7 and Boots Laboratories are trademarks of The Boots Group plc

**SERUM7**  
Already purchased by  
over 6 million women

Developed by Boots Laboratories, the No.1 anti-ageing Beauty Serum is  
independently proven to work and is used and trusted by over 6 million women.\*

Serum7 is now an all-over anti-ageing solution and looks after your  
body too with the new Body Serum™. Hypoallergenic and dermatologically  
tested, it contains a unique blend of protecting and renewing ingredients  
to reveal firmer, more radiant and softer skin.

Available through pharmacies  
Proven to reveal younger looking skin in just 4 weeks

**NEW**

**SERUM7**  
Beauty Serum  
Serum de Beauté  
Body Serum  
Sérum du Corps

**Boots**  
LABORATORIES  
[www.boots-laboratories.com](http://www.boots-laboratories.com)

\* Boots Beauty Serum was the most popular Beauty Serum in the UK in 2010. Boots Body Serum was the most popular Body Serum in the UK in 2010.

**CREATIVE**LEAP

\* Boots Laboratories has been created specifically for export and is not available in the UK

## 2. EXECUTIVE SUMMARY

This is the story of the creation of a new brand and its success in the highly competitive European pharmacy skincare market.

From an initial launch of 6 products in one market the brand has grown in just 2 years to embrace 32 products in 4 markets with an overall retail value of more than €15 million MAT.

The brand is now being extended to include multiple products across multiple platforms with an aggressive plan already in place for 2012 and beyond.

Boots was a relatively unknown consumer brand outside of the UK, although pharmacists knew Boots through Boots Healthcare International. At best the brand was associated with 'drugstore' health and mass beauty retail, a far cry from the specialist, advice-lead European pharmacy model.

The challenge was how best to leverage Boots expertise in product development, and manufacturing and drive and build brand equity across Europe.

'Boots Laboratories' a new master brand was created to de-couple Boots from its UK retail associations and harness the company's long and rich heritage as a pharmacy-lead, innovative laboratory with impeccable healthcare credentials.

The launch of the first Boots Laboratories product succeeded in taking the number 6 pharmacy anti-age brand ranking by share, capturing 7% of the French pharmacy anti-ageing skincare market within only 2 months.\* A subsequent launch into Portugal achieved 4.8% value and 5.1% volume share.\*

The brand achieved ROI within the first year and has delivered against all of the business and commercial objectives without the substantial brand equity, advertising expenditure and distribution strength of the established players, some of whom have been in the market for well over 100 years.

Such has been the success of Boots Laboratories that a distribution agreement has been agreed with Procter & Gamble to further drive growth in the Italian market.

Word count: 297



### 3. PROJECT OVERVIEW

#### 1. Outline of the project brief

The fundamental rationale behind the merger of Alliance Unichem and Boots plc had always been to synergistically combine the wholesale, retail and product development capabilities and brand assets of the two organizations to increase shareholder value.

In essence, this would involve leveraging the Boots brand equity and product development capabilities and combining these with the international distribution reach and long established B2B relationships of Alliance Unichem.

The project brief was therefore fundamentally concerned with identifying what might be the relevant, motivating and differentiating aspects of the Boots brand and product offer that would be capable of developing and sustaining a credible and scaleable Boots brand franchise within international independent pharmacy retail channels.

This was to be a major international brand creation programme involving 4 key markets (France, Spain, Italy and Portugal). The key business objective was to create and launch a master brand & supporting product portfolio.

This would involve brand concept and positioning development, naming approaches, identity and architecture development that could be communicated through product, range, packaging and collateral design to establish a Boots proprietary branded offer in key European pharmacy markets.



# SERUM<sup>7</sup>



### 3. PROJECT OVERVIEW

### 2. Description

Whilst the Boots retail business in the UK and internationally had a number of strong proprietary branded offers in the health and beauty arena (No 7, Soltan, Botanics etc.) initial research amongst some 1500 European pharmacy and consumer targets indicated that pharmacy consumers have a very specific set of needs and look for particular attributes in their choice of brands. We therefore developed a specific brand, leveraging Boots equity, to meet these requirements and maximise appeal.

A decision was therefore taken to develop a new specialist Boots master brand and product portfolio conceived and developed specifically for European pharmacy in terms of positioning, proposition, name, identity, packaging and communications collateral.

#### Key issues examined, addressed and validated as part of the programme included:

- Potential brand franchise and stretch (which markets and which categories?)
- Boots master brand positioning, name and visual identity
- Brand architecture (sub-brand relationships and naming approaches)
- Product range brand positioning, naming and visual identity
- Product portfolio structure, pricing and packaging design
- Trade marketing and sell in documentation and presentation materials
- In store POS materials and consumer communication materials

Consumer trust and preference for pharmacy brands was clear from the research data.\*

Why buy retail in pharmacy versus other outlets?	Total(%)	FR(%)	SP(%)	IT(%)
Pharmacy is specialist/better quality/expert	42.9	56.0	34.3	38.3
Scientifically/medically proven	6.8	9.3	3.0	8.0
Trust pharmacy brands/manufactures	39.4	26.0	43.7	48.7
Better price in pharmacy	2.2	3.3	0.7	2.7
Convenience	7.0	5.3	12.3	3.3
Pharmacists role in advice/recommendation	16.3	21.0	8.3	19.7
Ingredients	5.4	9.0	2.3	5.0

Furthermore, a clear preference was expressed by pharmacists for the development of a Boots master brand capable of communicating 'pharmacy expertise' and leveraging Boots heritage and history as a product innovator.\*

Pharmacists	France	Spain	Italy
Prefer different brands	33%	34%	28%
Prefer single brand	63%	65%	72%

### 3. PROJECT OVERVIEW

#### 3. Overview of the market

European pharmacy is very different to the UK high street. In some markets, there are no retail chains allowed by law and so pharmacies are independent and often traditional, family-run businesses. Gaining distribution more often than not means winning one store at a time.

In skincare, these markets are also led by long established trusted brands in Health and Beauty retail such as Avene, Vichy, La Roche Posay, Roc etc. Some of these brands have a heritage of over 100 years in market and it was therefore vital for Alliance Boots to have a clear, relevant and motivating proposition for a 'Boots' brand in Europe to gain pharmacist support and drive consumer need/switch.

Many of the established brands also enjoy significant above the line marketing budgets. Given the specific nature of the trade and consumer audience we elected to use more targeted and efficient forms of media, designed to maximise brand visibility and message impact.

A combination of desk and proprietary research into the Boots brand and business history revealed a truly amazing story waiting to be told.

Before being sold to Reckitt Benckiser, Boots Healthcare International had, through brands such as Nurofen, Strepsils, Lutsine and E45, established an enduring reputation as an innovative, healthcare company.

Also, as a research laboratory, Boots had invented Ibuprofen, developed the No 7 Protect & Perfect anti-ageing skincare range made famous by the BBC Horizon programme and lead the field in UVB/UVA sun-protection technology.

Whilst virtually unknown as a consumer brand in Europe, Boots Healthcare International had, over the years, developed equity and heritage for Boots as a 'laboratory' with pharmacists in key markets. When prompted, this equity translated into significant levels of awareness amongst healthcare professionals:\*

Pharmacists	France	Spain	Italy
Boots prompted awareness	88%	41%	61%

When tested as an endorsement for a brand proposition, the science lead focus on 'Created and developed by Boots Laboratories' resonated well with pharmacists and consumers alike.\*

Created & developed by Boots Laboratories	FR	SP	IT
Consumer preference	33%	34%	28%
Pharmacists preference	63%	65%	72%

This insight was to provide a significant building block in the development of the master brand and product brand strategies.

### 3. PROJECT OVERVIEW

#### 4. Project launch date

The initial launch to the trade in the first market France happened in April & May 2008 with the consumer launch following in September 2008.

#### 5. Size of design Budget

>£100,000

#### 6. Outline of the design solution

This was a major international brand creation programme involving master brand development, ongoing new product range brand creation and qualitative and quantitative validation in several key markets.

#### Master brand positioning

A master brand positioning was developed under the name of 'Boots Laboratories' that built on the brands heritage and latent (subsequently prompted) awareness amongst healthcare professionals.

#### Master brand visual identity

The Boots Laboratories visual identity was created to reflect the 'scientific' heritage and healthcare credentials of the new master brand. Clean, simple, classic typography and line work combine to bring the Boots brand equity bang up to date and clearly position the brand in 'laboratory' visual territory.

Brand guidelines were developed specifying the brand logotype, reproduction and free space rules and key-stone positioning, secondary typography, grids, photographic style and colour palettes.

#### Brand architecture

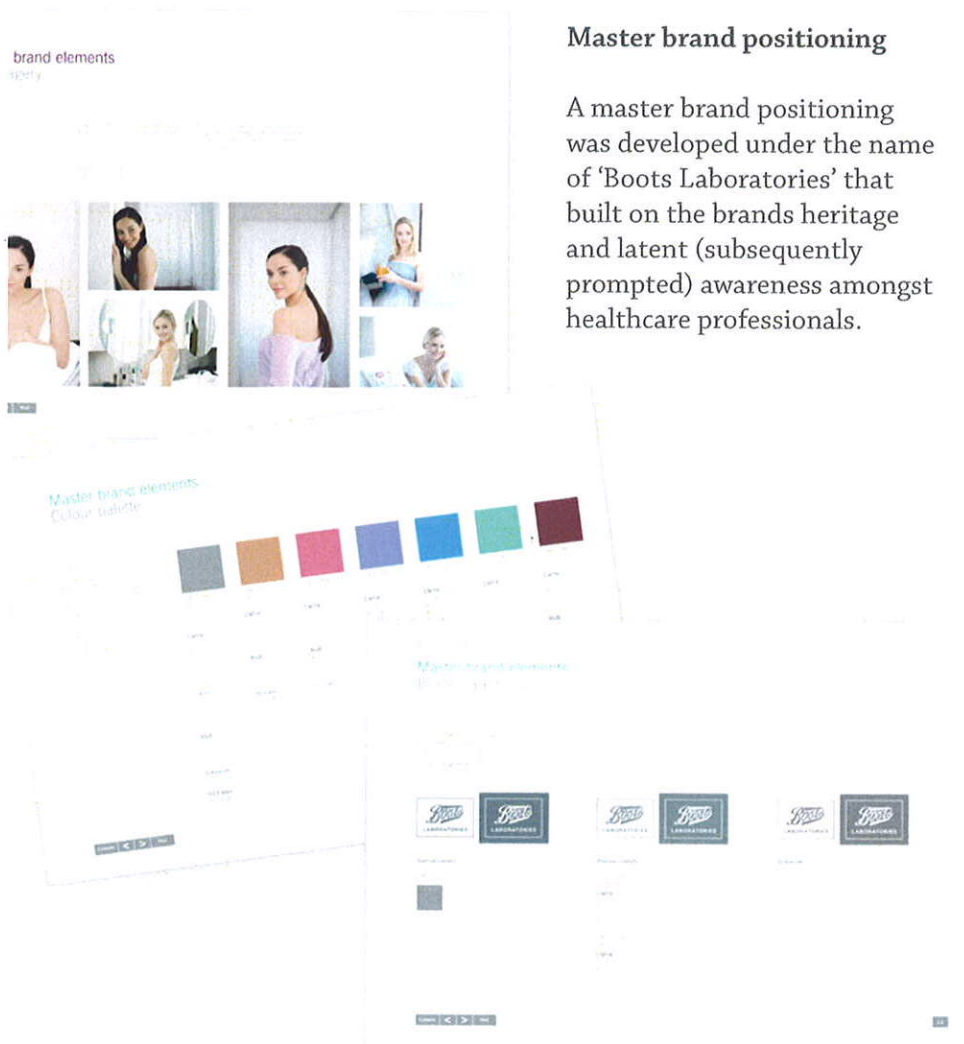
An overall brand architecture was developed and validated establishing the relationship (In both positioning and visual terms) between the master brand and the product range brands.

#### Product range brand positioning and naming

A number of product range brands have been developed and validated in terms of range positioning and naming approaches.

#### Product range brand visual identity and packaging design

Visual identity and packaging designs have been developed and validated for a number of product range brands. This involved both qualitative and quantitative research programmes in multiple markets.



### 3. PROJECT OVERVIEW

The first product brand to be launched was Serum<sup>7</sup>, an anti-ageing skincare range. The brand logo and visual identity design combines white, silver and a rich purple to create a premium skincare presentation, particularly suited to the pharmacy skincare environment.

Following the successful launch and extension of the Serum<sup>7</sup> range, a second anti-ageing platform 'Serum<sup>7</sup> LIFT' was launched targeting an older demographic with deeper lines and wrinkles.

Subsequently new sun-care and everyday skincare platforms have been created and launched under the Boots Laboratories Solei<sup>SP</sup> and Boots Laboratories Optiva sub-brands.

#### Project timetable

PHASE ONE Brand Creation and initial product launch	
August 2007	Quantitative strategic research x 3 markets
November 2007	Qualitative concept research stage 1 x 3 markets
December 2007	Qualitative concept research stage 2 x 2 markets
February 2008	Quantitative concept/design test x 4 markets
April 2008	Trade launch in France
September 2008	Consumer launch in France

Following the success of the initial launch in the French market the brand was launched in Portugal the following month and has subsequently been successfully rolled out into the Spanish and Italian markets, following an aggressive NPD development plan:

PHASE TWO Brand development & NPD program	
October 2008	6 products in 2 markets
Spring 2010	11 products in 2 markets
September 2010	11 products in 4 markets
Spring 2011	22 products in 4 markets
September 2011	32 products in 4 markets

#### Trade presentation and sell-in documentation

With a 'Laboratory' positioning based on scientific heritage and expertise it was vital that the trade presentation and sell-in documentation reflected the brand's premium, leading edge personality. All materials were developed, designed and researched with a panel of target healthcare professionals and key opinion leaders to ensure clear, credible, accurate copy and an appropriate visual & verbal tone of voice.

#### Consumer communication materials

As well as premium packaging, high quality consumer communication materials were a vital building block in engaging interest in store and establishing consumer confidence in both the brand and the product.

In a 'foreign' market dominated by local heritage brands and over supplied with 'miracle' products it was vital to create powerful, clear, cut-through messages and graphics. A great deal of effort was expended on making the science credible, relevant and simple to understand and a design style was created for all collateral that focussed on emphasising key motivating brand benefits and reasons to believe.

*Word count: 476*

## 4. SUMMARY OF RESULTS

### Concept/design test results (February 2008)

Based on the concept/design test reactions to the concept were very positive with a strong appeal and very good levels of un-priced purchase intent. The range was seen as well differentiated from competitor brands with 60% of consumers expecting the range to be better than their usual anti-ageing brand. The offer and presentation was perceived as very credible with 87% saying they found the concept believable. Furthermore the range was seen as a good fit with the pharmacy environment, with 94% describing it as being appropriate to be sold in pharmacy.

### Initial launch Results

#### France\*

A very positive launch achieving 7% share and 6th position (by units after only 6 weeks in spite of having only 22% weighted distribution).

Shares by value			
Sept	Oct	Cum	Ranking
3.5%	5.9%	4.8%	8th

Shares by units			
Sept	Oct	Cum	Ranking
4.1%	7.0%	5.7%	6th

#### Portugal\*

A very positive launch achieving 4.6% share and 8th position (by units after only 6 weeks in spite of having only 16% weighted distribution).

Shares by value			
Sept	Oct	Cum	Ranking
3.5%	1.7%	3.2%	9th

Shares by units			
Sept	Oct	Cum	Ranking
1.8%	4.6%	3.6%	8th

**Dry skin**

**Eye Cream**

**DAY CREAM**  
A rich, nourishing day cream which reduces the appearance of fine lines and wrinkles, evens skin tone and fades dark spots.

**NIGHT CREAM**  
A deeply hydrating night cream which boosts the skin's natural repair process while sleeping.

**Eye Cream**  
Tighten and smooth your skin with this powerful anti-wrinkle cream.

**SERUM7**  
Advanced Anti-Ageing Skincare Range  
Purchased by over 6 million women in the UK!

## 4. SUMMARY OF RESULTS

### Post Launch

The brand has continued to thrive in both France and Portugal and has retained significant share in both markets despite the lack of any significant post launch brand marketing expenditure.

The brand recouped all of the initial investment within the first 9 months of trading and the success achieved supported the business case for further significant expansion.

The brand is now being extended to include multiple products across multiple platforms with an aggressive NPD and geographical expansion plan already in place for 2012 and beyond.

Boots Laboratories Serum<sup>7</sup> is now available in 4 countries and the original portfolio of 6 skus has been extended to include new body care and cleansing propositions.

A new Serum<sup>7</sup> LIFT anti-ageing platform has been created and launched with great success in 4 markets.

New sun-care and everyday skincare platforms have been created and launched under the Boots Laboratories Solei<sup>SP</sup> and Boots Laboratories Optiva sub-brands.

The brand has now grown from the initial range of 6 products under a single platform to a portfolio of over 32 products in France, Portugal, Spain and Italy with an overall retail value of more than €15 million MAT.

Further NPD and geographical expansion are already well underway.

Solei<sup>SP</sup>

Optiva

SERUM<sup>7</sup>  
LIFT

## 5. RESEARCH RESOURCES

### Research resources

Alliance Boots  
Adwise  
Reperes  
IMS

## 6. OTHER INFLUENCING FACTORS

### PR

An initial burst of PR activity in both the French and Portuguese markets helped to create interest in the Serum<sup>7</sup> brand and product range. This undoubtedly provided an initial boost to the launch activity but it was, by its nature, short lived. Thus, whilst market share peaked at the height of this activity, it has only slightly settled back despite the lack of any significant further support.

### Street marketing

As with the PR there was an initial burst of street marketing activity at the launch phase to help create a buzz around the product. Once again this was short-lived and once discontinued has had a minor effect on share figures.

It is also important to note that both the PR and street marketing activity were based on the overall positioning, presentation, visuals and messaging developed as part of the brand creation programme.

