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RICE UNIVERSITY

Capsizing the Flagship: A Study in PHARMETICS

by

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ABSTRACT

Capsizing the Flagship: A Study in PHARMETICS

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PHARMETICS DISPENSARY is a prototype retail facility developed by combining one drugstore chain conglomerate and one international cosmetic company. The dispensary is sited as an operational component in commerce, utilizing economic and regulatory systems, marketing strategies, and cultural identification conditions as means to investigate and articulate a physical retail environment. Strategic cross-industry exchange results in innovative hybrid products and services, while expanding the categorical particularities of practice.
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# CONTENTS

## CAPSIZING THE FLAGSHIP

- CAPSIZING THE FLAGSHIP 01
- EXCHANGE 05
- BACKGROUND 07
- PHARMACY 11
- COSMETIC 15
- BEAUTY & MEDICINE 19
- LOCATIONS 25

## INDUSTRY STANDARDS

- PRODUCT RESEARCH 37
- COSMETIC DIAGRAM 39
- OTC DRUG DIAGRAM 41
- PRESCRIPTION DRUG DIAGRAM 43
- DRUGSTORE DIAGRAM 47
- PROGRAMMING CONCEPT DIAGRAM 49
- PHARMACY FUTURES 51
- PHARMETICS FUTURES 53
- DISPENSARY SKETCH 55
- CONCEPT MODEL 57

## PHARMETICS DISPENSARY

- RENDERED SPACE 63
- PROJECT DESCRIPTIONS 67
- (EN)COUNTERS 69 - 89
- RENDERED SPACE 91

## GRAPHICS

- ADVERTISEMENTS 107
- CONCEPT PRODUCTS 109
- 4 CONCEPTS 121
- MATERIAL CONCEPTS 131
- MODEL SHOTS 131

## BIBLIOGRAPHY

- 145
CAPSIZING THE FLAGSHIP
Retail AISLES
Walgreens Drugstore, Montrose Boulevard
Houston, TX
"Flagship" and "superstore" are retail terms that refer to maximizing the amount and variety of different programs contained within one huge store, rather than a strategic placement of specific quality programs that result in providing unique consumer services. Numerous products and programs - grocery, pharmacy, video rental, clothing, bank, restaurant, liquor store, coffee shop, etc. - are all squeezed under a single roof. Bigger... bigger... bigger... big-box supermarket, drugstore, one-stop-shop retail for all home and body requisites limits the consumer's tangible experience of the city primarily to a numbing interior repetition of generalized shopping. Discount drugstore chains are a primary example of this type.

*Capsizing the Flagship* recognizes the potential of a strategic combining of programs to produce an innovative retail environment that blends and mutually exploits different industries' operations (research, development, marketing, distribution). The sharing and borrowing of resources creates new hybrids of industry, product/service and practice. It is through specialized reconfiguration that the environment of contemporary urban industry manifests itself.

This proposal rejects the dominant trend to absorb pharmacy into supermarket/general-store environments. Pharmacy is examined and developed through the strategic combination of potential adjacencies - transformative *sideline* programs that activate an experimental production component to pharmaceutical retail. Strategic business, operational, and spatial organization facilitates cross-industry sharing and borrowing to produce innovative product/service concepts that might never evolve if specialized industries remain competitively and operationally disconnected. The project blends pharmacy practice with other categories to produce mutual industry (re)invention. The corporate drugstore chain and the international cosmetic company will combine to establish *Pharmetics* dispensary, a retail environment concept that *capsizes the flagship.*
THE INFLUENCE OF ADVANCED COMMUNICATIONS AND MANUFACTURING TECHNOLOGIES HAS RESTRUCTURED THE AMERICAN CONSUMER ENVIRONMENT, BOTH CREATING AND ACCOMMODATING MARKET DEMAND FOR THE CONTINUOUS CHANGE, OR NOWNESS OF PRODUCT/SERVICE DEVELOPMENT AND AVAILABILITY. GLOBALLY, PRODUCTION IS MOVING TOWARD SPECIALIZATION AND INDIVIDUALIZATION - THE DEVELOPMENT OF MANUFACTURING PLATFORMS AND MARKETING STRATEGIES THAT PROMOTE FLEXIBILITY AND CUSTOMIZATION. MOST PRODUCTS/SERVICES ARE CONCEIVED, DEVELOPED AND PRODUCED IN RESEARCH ENVIRONMENTS, REMOVED FROM POINTS OF MASS DISTRIBUTION - STORES/WEBSITES/CATALOGUES. IN CERTAIN INSTANCES, THIS RAPID (EX)CHANGE OF PRODUCTS/SERVICES SUGGESTS THE ELIMINATION OF DISTANCE BETWEEN INDUSTRY DEVELOPMENT AND SALES - THAT RETAIL ENVIRONMENTS BE DEvised TO FACILITATE CONCEPTS AND ACTUATE THEIR DEVELOPMENT AND PRODUCTION IN DIRECT INTERACTION WITH CONSUMERS.

EXCHANGE IS CRUCIAL TO THE NEW ECONOMY OF TECHNOLOGY NETWORKS AND INFORMATION - EXCHANGE BETWEEN COMPETING CORPORATIONS, EXCHANGE BETWEEN DIVERSE INDUSTRIES, EXCHANGE BETWEEN CONSUMERS AND CORPORATIONS. THE PHYSICAL SPACE OF COMMERCE, HOWEVER, WILL EVENTUALLY PROVE UNPROFITABLE, IN THE TERMS OF THE ECONOMIC MODELS OF RECENT PAST, AS REMOTE SERVICES OF EXCHANGE (FACILITATED THROUGH INFORMATION NETWORKS, INTERNET BASED RETAIL, ETC.), ARE EXPECTED TO DOMINATE MANY INDUSTRIES' ORGANIZATION AND DISTRIBUTION. THIS THESIS RECOGNIZES THE IMPORTANCE AND POTENTIAL OF CORPORATIONS MAINTAINING A PHYSICAL ENVIRONMENT OF EXCHANGE. IN AN ECONOMY WHERE CLARITY OF A CORPORATION'S SINGULAR EMPHASIS CEASES TO EXIST*, MULTIPLE TACTICS OF EXCHANGE ALLOW COMPETITORS TO CONTINUOUSLY GATHER DATA, INFORMATION IN AN ATTEMPT TO PREDICT, OR EVEN PRESCRIBE, THE NEXT PHASE OF UNKNOWNS IN COMMERCE. A CRITICAL BALANCE BETWEEN BOTH DIRECT AND REMOTE TECHNOLOGY ACCESS ALLOWS A GREATER VARIETY AND POTENTIAL FOR THE KINDS EXCHANGE. FINANCIAL LOSSES OF PHYSICAL OPERATIONS WILL BE REGAINED THROUGH THE INTANGIBLE VALUE OF KNOWLEDGE, CONSUMER IDENTIFICATION, AND DIRECT RESEARCH INSIGHTS INTO MARKET POTENTIALS AND DESIRES. THE PHYSICAL ENVIRONMENT WILL PROVIDE AN INTANGIBLE PLATFORM FOR OTHER UNANTICIPATED ASPECTS OF EXCHANGE. AS WITH MANY NEW CORPORATE BUSINESS MODELS, VARIATION AND RECOMBINATION ARE KEY IN ENHANCING MOMENTUM.

JUST AS THE ONCE-UNHEARD-OF SHARING AND BORROWING OF INFORMATION BETWEEN COMPETITIVE TECHNOLOGY COMPANIES FACILITATES RAPID UNDERSTANDING AND GROWTH OF TECHNOLOGY POTEN-
TIALS, THIS STRATEGY CAN BE EMPLOYED TO CREATE CROSS-INDUSTRY INNOVATIONS, AS WELL AS BE CONSIDERED RELEVANT IN THE EXCHANGE BETWEEN CORPORATIONS AND CONSUMERS. WHILE PRODUCT/SERVICE COMMERCE USED TO BE LINEAR IN PROCESS, NOW A MUTUALLY BENEFICIAL EXCHANGE OF INFORMATION BETWEEN CONSUMERS AND COMPANIES EXISTS, AND ALL POINTS OF ACCESS ENHANCE SUCH ECONOMIC MECHANISMS. THE CONVERGENCE OF INDUSTRIES WITH SHARED INTERESTS ENGAGES ANOTHER LEVEL OF COMMERCE POTENTIAL: CROSS INDUSTRY INNOVATION AND REINVENTION. THIS PROPOSAL DEVELOPS SUCH A STRATEGY; PROPOSING A RETAIL ENVIRONMENT THAT ENGAGES BEAUTY AND MEDICINE.

Both cosmetic and pharmaceutical products/services are distributed in two distinct, contrasting markets; a consequence of mass merchandizing discount retail chains. Cosmetics, traditionally associated with beauty, image, fashion, are sold in (1) high-end department stores, boutiques, fashion retail, and (2) drugstores, supermarkets, and other generalized retail chains. Pharmaceutical products, based in science and medicine, are sold in (1) medical clinics, hospitals, independent pharmacies and (2) drugstores, supermarkets, and other generalized retail chains. While extreme differences in sites of distribution are not unique to pharmacy and cosmetics, current advances in technology (Biological, Chemical, Material) coupled with shifts in public interest (physical performance & enhancement), create an opportunity for both to utilize the mechanism of distribution as an associative device; an identification and operational strategy that mutually reinvents products, services and image. Technology redirects expectation as it reshapes cultural interest. Marketing that technology, however, is crucial.

Situated in a global economy where physical space is rapidly being condensed to information exchange, this thesis predicts that the traditional value of physical assets, and physical space, be reversed; that the once considered tangibles of commerce are now the intangible assets, in direct monetary terms. Physical environments and buildings themselves will fail to be financially profitable or self-sufficient for the purpose of product/service distribution, but will provide a source of value on the terms of a new economy. Corporations will restructure the role of physical environments as valuable resources; additional components of information exchange and engagement in a technologically connected economy.

*The new economy no longer enables a linear progression of corporate prediction, goals, growth, and outcome. Perseverance and capital, the strategies of traditional one-way commerce are outdated.
BACKGROUND

PHARMACY
COSMETIC
BEAUTY & MEDICINE
Technology and economics have brought pharmacy to crisis. The “pharmacy” and pharmacists have lost distinction as a professional/medical trade by being meshed within the generality of discount drugstore-chain services where primacy is given to convenience, price and volume. Prescription counters are typically located at the back of drugstores, luring customers through numerous aisles of discount goods to be purchased on the way to and from the pharmacy: pick up some ju-ju-Bees and a toilet scrubber with your prozac. Pharmacists are identified as store clerks, stocking shelves in their spare time, rather than as trained medical physicians. Technicians without any form of medical training are replacing many pharmacists; hired to count pills and label prescriptions, while cutting corporate salary costs previously paid to pharmacists. On-line pharmacies with computerized health information networks decrease the demand for physical resources. Robotic prescription filling and labeling is now entering the market, promising greater speed and accuracy than a person. Pharmacists and members of the medical community are concerned about the effects that these factors have on public perception of pharmacy and a future role for the pharmacist; struggling with how to transform aspects of the profession in order to gain recognition and relevance in the medical-health profession.

Drugstore chain corporations have the ability to be profitable under the economic constraints of prescription drug costs, low reimbursement rates from health care organizations, and massive amount of paperwork generated by insurance claims. Shear size and buying power allows chains to purchase prescription drugs for the lowest market cost, savings that ultimately are passed to consumers. Drugstore chains are starting to implement computerized networks to link consumer files nationally, allowing chain pharmacists access to every registered patient’s medical history. This national information network ensures accurate prescription information and prevents harmful drug interactions to patients regardless of location. It provides added value to both consumers and corporations through reliability and multidirectional information exchange.
Health management organizations structure the relationships and access between consumers, physicians, health coverage, and pharmaceutical manufacturers. While HMOs do place economic and flexibility limits on the future development of chain-based pharmacy, there are existing resources and future potentials not yet explored. Pharmetrics Dispensary begins by examining the regulatory, economic, and technological forces/influences shaping pharmacy as a potential source of invention, with the assumption that simple concepts and (re)structuring of business operations can result in complex industry transformations. The economic precedence of the drugstore chain is accepted as a given, while speculation is made for future development and transformation.
COSMETIC

Estee Lauder is one of the largest international cosmetic enterprises that strategically channels its economic power to acquire small, innovative cosmetic companies that target a specific, sometimes risky, market. These smaller companies remain operationally independent and bear no relation in the public eye. Estee Lauder currently owns Clinique, Sassaby (Jane), Make-Up Art Cosmetics (M.A.C.), Bobbi Brown, Origins, and Aveda. These small product lines allow Estee Lauder to compete within multiple markets, by researching industry innovation (in flux) at various scales and within a variety of product environments. The most successful, long-standing innovations are often incorporated into the core Estee Lauder products as highlights to the traditional, unchanging line. Estee Lauder essentially creates an internal corporate laboratory made up of numerous companies with different philosophical/conceptual/marketing agendas. This strategy does, however, limit their potential to cosmetic industry resources - cosmetics sharing with cosmetics - the end result generates a relatively similar relationship to consumers and similar products under the guise of shifted packaging and terminology. These small differences fulfill certain needs, but typically do not expand the market. The concept of borrowing from specialized companies can be further exploited, however, through partnerships with outside industries, to produce services and products that stretch beyond the relatively predictable innovations & offerings of cosmetic retail... a partnership that stretches cosmetics beyond beauty.

Increasingly, major cosmetic companies are developing and emphasizing health related skin-care product lines; lotions enriched with vitamins, age-defying cremes, cosmetics containing sunblock, medicated preventive cosmetics for acne or scars, etc. As a whole, the industry invests a lot of resources into medical research and advanced material technologies for the production of innovative, health based cosmetic lines. The aesthetic basis of cosmetics can transfer into the realm of science, but changes in particular industry terminology, packaging, and retail strategies reflect only a surface interest in the medical-health profession, but do not recognize the long-term potential for industry reinvention and future; a potential
that requires crossing industry, regulatory, and category lines beyond the level of image. (Clinique’s cosmetic consultants, no longer beauty advisors, wear white lab-coats and carry clipboards - consumers are advised to make consultation appointments to establish a personal chart.) Beauty and medicine have the potential to literally combine research, development, and industries. The cosmetic industry has the opportunity not only to speculate, but to direct this transition head-on, constructing the integrated biological and technological future relevance for cosmetics.
Consider, for example, the hybrid nature of contemporary sports equipment. Whereas skates, skis, and surfboards all developed independently in a relatively linear manner, board sports today are more changeable, thriving on appropriation. In-line skates, skateboards, airboards, snowboards, wakeboards, street luge boards, and snow skates—all of these pieces of equipment—and the cultures they represent—beg, borrow, and steal from one another in a fluid exchange that is purely contemporary. What makes this (exchange) relevant, of course, is that elsewhere in our lives we have come to accept the notion that identity is fluid. That the self can be reinvented is a conventional wisdom of the times; ours is a culture that celebrates transformation—and the faster it can be made, the better. We resculpt our bodies at health clubs and gyms, and the advent of recent years of “esthetic surgery” demonstrates the appeal of physical metamorphosis at the hands of the surgeon. Tattoos, body piercing, and other assorted graphics of the human body have rarely held out the popular appeal they do today. Just as the exterior self can be redefined, the interior self can be reconfigured as well with any selection from a host of modern therapies. If we were introduced a generation ago to the notion that the nature of reality might be shifted with mind-altering and illegal drugs, our ready use today of such prescribed medications as Prozac suggests that we accept the idea that the chemistry of the brain—and the behavior it generates—can easily be amended.

Akiko Busch  Design for Sports The Cult of Performance
In the early 20th century, there was a national trend in the United States toward the professionalization and organization of trades for the purpose of consumer and labor protection. Professional organization created standardized methods and procedures that put limitations on where and by whom services and goods were available. Prior to this trend of professionalization, non-categorized activities were conducted, experimented with, and developed in various sites of operation. Medicine and beauty were two such developing organizations that at the time had many similarities. Minor surgeries were performed in doctors' offices, pharmacies, hotel rooms, as well as barber shops. Beauticians, dermatologists and 'featural specialists' (cosmetic surgeons) offered paraffin injections and face peeling. Beauty parlors and doctors' offices offered similar types of services. *Both the business of beauty and the profession of medicine were in the process of formation in these years, and practitioners borrowed widely from one another as they attempted to carve out satisfying and lucrative practices.* (Haiken) When beauty was introduced as an acquired cultural characteristic in the United States, the distinction between medical and beauty practice was unclear, undefined: both trades were exploring and exploiting the growing American faith in appearance as a means to success.

Recent shifts (cultural perceptions, professional image, products/services) in medicine and beauty practice have raised internal industry discussions concerning adaptation and/or reinvention within market consequences: 1 pharmacists are identified store clerks because of discount-chain retail, 2 psychologists are identified as pharmacists because of the increasing popularity/distribution of prescription drug therapy 3 beauticians are identified as dermatologists because of cosmetic research & development for health related skin-care product lines. The thesis proposal examines the historical formation, development, and current influences in pharmacy, cosmetics, and other sideline services. The regulated & perceived relationships will be understood in the context of contemporary culture, and used to implement a dynamic combination and disruption.
The growth of technology and standardization marked the delineation of professional boundaries in which beauty and medicine developed independently for over sixty years. While these boundaries were occasionally stretched, the products/services of medicine and beauty primarily have maintained autonomy. The end of the twentieth century brings advanced communications and manufacturing technologies that are restructuring the American consumer environment. Unforeseen new relationships between products/services and companies are emerging, allowing for extreme measures of innovation and industry (re)making; through reconfiguration of existing operations procedures and overt changes in distribution-identity.

This research finds potential points of expansion in specialized areas of beauty and medicine. Having developed independently and in a relatively linear manner, pharmacy & cosmetics products/services, rebundled with dermatology practices and cosmetic surgery, have the opportunity to create a fluid exchange - a mutual, interactive development that produces new categories of program, new products and services, while rethinking the particularities of professional images. Industry professions and organizations must have the ability to relinquish categorical titles and transform in-place, prescribed activities through technology and exchange. Specialties will reengage a whole discipline.
Pharmacies defined themselves as "general store, combination drugstore, and wholesale establishments" in the early nineteenth century in order to increase revenue, remain competitive, and to attract a broad client base. At this time, chemical laboratories were integral to apothecary/drugstore establishments. The laboratory, where compound mixing and chemical experiments were conducted on site often manifest inventive sideline retail benefits to pharmacy. Photographers in the early 1900s relied exclusively upon pharmacies for their chemical developers and solutions: mixed at the time of purchase, photography products were eventually pre-mixed and packaged as sideline products, a supplement to medicinal related products.

The most popular historical sideline to pharmacy was the soda fountain. Pharmacy soda counters came into being in the late 1800s when it was thought that mineral water had medicinal value. Pharmacists mixed mineral water, phosphates, and fruit nectars with medicinal compounds and dispensed the concoctions from soda fountains. Customers found the elixirs delicious enough to consume even without illness, particularly during prohibition. These counters eventually grew to be recognized as defining components of the American pharmacy, while programmatically establishing a public gathering place. Many pharmacists believe that these chocolate/malt dispensing counters had a negative impact upon public perception of pharmacy as a professional medical practice.

In the 1930s medical physicians shifted practice methods to a greater amount of prescribing medication and a significant decrease of dispensing, allowing the drugstore chains to further infiltrate the retail market as concentration of medical trade mechanisms began to disperse. During the 1950s, federal legislation established specific limitations on owning and operating a pharmacy, including licensing mandates and professional degree requirements for owners while strict registration/approval standards were implemented by the FDA for drug development and manufacturing. This was a critical moment economically for "traditional" pharmacy retail establishments. Several aggressive entrepreneurs saw an opportu-
NITY FOR EXPANSION AND COMPETITIVE DISPENSION DOMINANCE BY ACQUIRING THOSE NUMEROUS INDEPENDENT ESTABLISHMENTS THAT WERE UNABLE TO COMPLY WITH NEW LEGISLATION AND WERE FORCED INTO CLOSURE. THESE INVESTORS CAPITALIZED ON AN ECONOMIC SHIFT TO DEVELOP NETWORKS OF RETAIL STORES, NOW RECOGNIZED AS THE CHAINS.

IN ORDER TO SURVIVE THE COMPETITIVE DISPERSION MARKET TODAY, THOSE INDEPENDENTLY OWNED AND OPERATED PHARMACIES THAT STILL EXIST RELY ON SERVICE AS THEIR PRIMARY RETAIL STRATEGY. WHILE PRESCRIPTION DRUGS ARE TYPICALLY MUCH MORE EXPENSIVE DRUGSTORE CHAIN PRICES, CONSUMERS CHOOSE TO PAY FOR THE INTANGIBLE VALUE OF PERSONALIZED ATTENTION AND ADVISE.

COSMETIC SHOPS

INDEPENDENT, SPECIALIZED COSMETIC SHOPS HAVE RECENTLY EMERGED IN THE SHOPPING ENVIRONMENT; THE COSMETIC COUNTER NO LONGER RELIANT EXCLUSIVELY ON THE COLLECTIVE SUPPORT OF DEPARTMENT STORE RETAIL. THESE BEAUTY SHOPS RESEMBLE SMALL URBAN APOTHECARY/PHARMACY ESTABLISHMENTS OF THE LATE NINETEENTH CENTURY: GLASS STOREFRONT PRODUCT DISPLAYS ENCLOSE HIGH QUALITY, DETAILED CABINETS & DISPLAY FURNITURE; INTERIORS DENSE AND RICH OF BOTH PRODUCT & DISPLAY MATERIALS. THE ONCE SPECIALIZED PHARMACEUTICAL PACKAGING IS NOW EMPLOYED BY THE SOPHISTICATED AESTHETIC STRATEGIES OF COSMETIC INDUSTRY RETAIL, WHERE MATERIALS AND DESIGN DEFINE AND CONSTRUCT CORPORATE IDENTITY.

COSMETIC CHAINS

APPROXIMATELY 30% OF AMERICAN WOMEN PURCHASE COSMETIC BEAUTY PRODUCTS AT THE DRUGSTORE ON THE BASIS OF CONVENIENCE, PRICE, AND AVAILABILITY. THIS MASS MERCHANDISING DIFFUSION OF PRODUCTS & INDUSTRIES DISTINCTIONS (AISLES AND AISLES) SUBVERTS THE COSMETIC COMPANIES' HIGH-END, GLAMOUR BASED MARKETING IMAGE; SO MUCH SO THAT MANY COMPANIES REFUSE TO DISTRIBUTE IN GENERALIZED DISCOUNT CHAIN STORES. ENVIRONMENT ASSOCIATION SHIFTS COSMETICS FROM GLAM-OUROUS BEAUTY PRODUCTS TO BANAL, EVERYDAY BODY REQUISITES: TOOTHPASTE NEXT TO HEMORRHOID CREAM NEXT TO LIP-LINER. THE CHAIN EXPLOITS ADVANTAGES OF SCALE, MASS-DISTRIBUTION, HIGH VOLUME REVENUE; THE HIGHEST EXPENDITURE FOR PRODUCT COMPANIES BEING DISPLAY SHELF PLACEMENT AND LOCATION FEES.
INDUSTRY STANDARDS

PRODUCT RESEARCH
CATEGORY DIAGRAMS
DRUGSTORE DIAGRAM
PROGRAM POTENTIALS
PRODUCT RESEARCH

The present relationship between cosmetics, prescription and over-the-counter drugs (OTC) is blurred in the drugstore. While on display shelves, where categorical product differences are not always clear to the consumer, regulatory specifications make the three quite distinct. Prescription and OTC drugs both have strict development, manufacturing, labeling, and marketing requirements that all require some form of FDA approval. Cosmetic regulations provide standards for companies to follow, but with little or no review by the FDA. The majority of FDA resources goes into drug research and approval. The specificity of category definitions provides no middle ground for those products that are neither OTC nor Cosmetic, but a combination of the two. Therapeutic cosmetics such as sunscreen, fluoride toothpaste, and dandruff shampoo fall into this realm and are treated as drugs, but are defined as cosmetics. Some cosmetic companies exploit their freedom from regulatory scrutiny and occupy this middle ground through perceived identification; pushing the limits of labeling and advertising boundaries to promote products as medically beneficial, while maintaining regulatory status as cosmetic products. The abundance of prescription and OTC drug research/development in the United States coupled with the cultural acceptance of and desire for biological enhancement products creates the potential exaggeration of this category-blending to produce extreme hybrid performance products. A blending that produces PHARMETICS.

The following pages provide graphic outlines of product development research for each category, cosmetic, Over the Counter (OTC) drugs, and Prescription drugs, beginning with product concept, regulatory restrictions through advertising and labeling. Following this research are diagrams of typical drugstore chains where these products are distributed for sale, along with speculation for future (ex)changes.
**Product Development: Color Cosmetics**

The Food, Drug & Cosmetic Act defines cosmetics as articles intended to be applied to the human body for cleansing, beautifying, promoting attractiveness, or altering the appearance without affecting the body's structure or functions. Included in this definition are skin cleansers, lotions, perfumes, lipsticks, eyeliner, permanent waves, hair colors, toothpastes, and deodorants, as well as any material intended for use as a component of a cosmetic product.

Most traditional color cosmetics (lipstick, blush, eyeliner, nail polish) are often re-formulated and repackaged to exist in new ingredient mixtures. Although new pigment technologies have transformed the way that cosmetic colors react on the skin, the final equation remains primarily unchanged.

**Product Concept: Citrine Flash**

Eye Paint

**Packaging**

- **Colors:** Rich, vibrant, and eye-catching colors are often used on cosmetics packages to highlight the full range of cosmetic products.
- **Design:** Packages are designed to reflect the brand's image and appeal to consumers.
- **Materials:** A variety of materials, including plastics, paper, and glass, are used to create stylish and functional packages.

**Cosmetic Advertising:**

Cosmetic advertising is no longer limited to fashion magazines and women's journals. Research in the mid-1990s recognized the necessity of reaching consumers through more diverse, less direct markets. Yet, despite the growth of direct marketing, print and outdoor advertising are now increasingly used as well because of the high cost of television advertising.

**Distribution:**

Cosmetic companies pay large fees to "reserve" display space in discount drugstore chains for highly visible product locations, typically at the store's entry. Self-service sales rely on these fees without personal assistance.

**Product Label Reads:**

- **EYE COLOUR BRIGHTENERS**
  - **Product:** EYE COLOUR BRIGHTENER
  - **Type:** L'OREAL
  - **Net Weight:** 3.5 g
  - **Hazard:** Non-flammable
  - **Uses:** For coloring and brightening eyes
  - **Purpose:** Enhances natural color

**Ingredients:**

- **EYECOLOUR BRIGHTENERS**
  - **Ingredients:** *see label*

**References:**

- The FDA requires manufacturers to submit certain color samples with each batch of product. Colors are tested to ensure regulatory guidelines are met.
Product Development: Over the Counter (OTC) Drugs

The Food, Drug & Cosmetic Act defines drugs as products that intend to treat or prevent diseases, or otherwise affect the structure or function of the human body. Over-the-counter drugs are drugs that can be purchased without a doctor's prescription, included in the definition are fluoride toothpastes, hormone creams, sunscreen preparations, antiperspirants, and anti-dandruff shampoos.

There are more than 100,000 OTC drug products marketed, comprising over 800 significant active ingredients. Most OTC drug products have been marketed for many years, prior to the laws that require proof of safety and effectiveness before marketing. The FDA evaluates the ingredients and labeling of these products to establish OTC drug monographs for each class of products—covering acceptable ingredients, doses, formulations, and labeling. (There are over 80 classes.) Products conforming to the monograph may be marketed without further FDA clearance, while others must undergo review and approval through “New Drug Approval System.” Monographs are updated to include new ingredients entering the OTC market for the first time — previously considered prescription drugs that are approved by the FDA system to switch status to OTC drugs.

Product Concept: SPA (site generating action)
Nasal Aromatic Cream

PACKAGING of OTC drugs is regulated primarily to ensure consumer safety before use.

Drug packaging forms serve as product identification. Color codes, sizes, shapes, designs, and sizes are regulated by the FDA. Packaging materials and colors are consistently under market investigation, to be altered, enhanced, or changed, while maintaining product recognition.

LABELING is highly regulated by the FDA. Over the Counter Drugs must list active ingredients, indications, warnings, etc., in addition to product logo and advertising graphics. OTC drugs rely heavily on direct consumer advertising regulated by the FDA for image.

Generic Drugstore Chain brands, or copy drugs, often copy graphic styles, packaging sizes, and even distinctive shapes. While pharmaceutical companies take legal action against most generic copies, it is in their interest to pursue a primary retail distributor, such as Walgreens. The identity and appearance of such generic copies are regulated by the retail store's product authority.

6 Months - 1 Year

Advising and Repackaging serve to update OTC drugs that have been on the market for years, offering consumers the latest in new formulations. One new ingredient has been added to the traditional BEN GAY formula, but the image suggests more.

BEN GAY SPA
Product Development: Prescription Drugs

The Food, Drug & Cosmetics Act defines drugs as products that intend to treat or prevent disease, or otherwise affect the structure or functions of the human body. Prescription drugs require a doctor's prescription to be purchased.

New Drug Approval (NDA) Process. The Food and Drug Administration Act of 1938 is a comprehensive set of drug development regulations that all new drugs must follow. Applicants must (1) adequately prove that the drug is safe, effective for its proposed use, and that its benefits outweigh its known risks. (2) Submit labeling and advertising contents for review. (3) Provide information/data on methods of manufacturing and quality controls.

Drug compound research for heart conditions was found to have interesting clinical side effects. In 1992, Pfizers Pharmaceuticals registered a new compound concept for erectile dysfunction (ED).

Pre-Clinical Research

Synthesis and Purification is a complicated, time-consuming, costly process of testing hundreds or thousands of chemical compounds to find one that achieves the desired result. Companies now speed the process by simulating chemical structures, but substances must still be tested within living subjects.

Clinical Studies

3 phases of human drug testing
1. 20-40 healthy volunteer subjects
2. several hundred patients with disease or condition (short-term side effects and risks can be determined)
3. several thousand to several thousand subjects undergo controlled and uncontrolled studies that extrapolate results to the general population

NEW DRUG APPLICATION SUBMISSION
FDA REVIEW BOARD ANALYSIS

Accelerated Development Review speeds the development of drugs for life-threatening diseases where no therapy exists

FDA NEW DRUG APPROVAL REVIEWS

Treatment Investigational New Drugs process to make new drugs available to patients in advanced stages of a life-threatening disease.

Drug Facture

Pfizer currently has 170 drugs in different stages of research and development. A drug takes years of research and millions of dollars - only one in 1000 compounds reaches the market and earns the pharmacy shelf.

COMPETITOR Concept

Because of public demand, pharmaceutical companies will emulate research and develop similar new drug concepts/compounds.

New Drug Approval (NDA) procedures are conducted by competitor pharmaceutical companies.

Potential Competitor MERGER

Pharmaceutical Companies that are in tight competition for a similar drug approval often agree to pool resources and co-market the drug. The lengthy development process and 20-year patent makes it a scarce resource for both companies to exclude. Timing is critical, if a competitor is lagging in approval time, their drug development may be put aside as a future generic-market equivalent.

20 YEAR Drug Patent
All brochures, pamphlets, calendars, price lists, catalogs, films, labels, etc. are to be distributed to physicians, health insurers, and the general public and reviewed and highly regulated by the Food and Drug Administration. Marketing and sales pitches undergo the same scrutiny.

Once a prescription drug hits the consumer market, the FDA conducts ongoing surveillance through physician and consumer reports of side effects, compliance, and prices.

1. Examination by Physician
2. ED (erectile dysfunction) determination
3. VIAGRA prescribed
4. Visit to local Drugstore Pharmacy
5. 8150Dose
6. Prescription Information, Cautions, Side Effects

"Money, I'm home..."

Generic Drug Equivalences: compounds that contain the same active ingredients as a branded drug. A company may not market a generic until the patent on the original product expires.
Same Chains: Drugstore chains continue to dominate the pharmaceutical retail market. More, more, more discount goods marginalize the pharmacy to generate corporate profit. Public interest in medical drug products hits a plateau as specialized spas and herbal culture continues to flourish. HMO reimbursements to drug retailers decrease as regulations increase. Few, if any, independent pharmacies can compete with chain holding power. The professional role of the pharmacist is relegated to store clerk.

Remote Drugs: Public interest in drug-enhancement decreases as unforeseen psychological and biological side-effects of drugs hit the media. Advances in medical technology and research continue the escalating price of drugs to consumers, while drugstore chains suffer increased profit loss from low HMO reimbursement rates and remote retail competition. Remote Retail - phone and internet service - dominates the consumer drug market, as the only profitable distribution option. National drugstore chains cut pharmaceuticals out of the. Pharmacists are market demand - computerized drug information services. A handful of exclusive pharmacies remain in the local market to accommodating those consumers with the desire & finances for personalized services.

Black Labs: Medical technology and research feeds the increasing public interest in drug cultural, life-style enhancement. The cost of drugs, however, also continues to soar making it difficult for most consumers to afford the luxury of drug technology benefits. Heightened drug testing regulations make it difficult for extreme new drugs to hit the consumer market. Experimental drugs begin to illegally infiltrate new markets without organized retail - black market distribution labs emerge.

Chain Exploit: Technology brings about unlimited consumer choices through specialized manufacturing processes. Public demand for drug products and life-style benefits are increasing while costs and constraints are skyrocketing. Drugstore chains invest in specialized drug service centers for long-term economic self interest. Chains utilize buying power, national recognition and communication networking with civic responsibility to provide drugs, consultation, therapy, information services, compounding, and controlled drug experimentation to the public.
SIDELINE CLINIC
Counseling and Consultation Intensive Facility;
Primary Focus on Community Health Care Services;
Pharmaceutical Care Products, Research Teams, and
Preventive Health Services. Office Space for
Local and National Non-Profit Health Organizations
Available.

SIDELINE LAB
Research and Development Intensive Facility
for Consumer-Based Drug & Cosmetic
Testing: Emphasis on PHARMINECH product line
formulation; Creates an information inventory for
the Study and Debate of Societal Medication-use Issues.

SIDELINE SALON
Cosmetic & Camouflage Intensive Facility Focusing
on the Individual, Image and Performance; Emphasis on
Pharmaceutical & Cosmetics Product Experiments, Surgery Lift/Tuck
Procedures, Topical & Oral Skin Treatments, Makeover Events,
Product Demonstrations & Shows.

While all PHARNETICS ... locations provide identical services, the PHARMINECH distribution & mix the pharmaceutical active ingredients in specific, custom quantities to provide specialized patches, shampoos,

55
Quality of environment challenges the existing dispensary interiors where body and mind are benumbed by lack of active nature.

Urban interior performance developed through operative mechanisms and material consequence.

Programmatic flexibility provides scale shifts and twists for future growth, outbreaks, and breakthroughs.

Computer interface/interaction supports client file creation to facilitate various on-screen consultations both on site and in remote location. (1) questions about health/nutrition/prescription (2) new product trial through interactive screen make-over (3) product inquiry and order for delivery or pick up. Technology based reorganization enhances this retail practice, but does not eliminate the physical exchange—lipstick/birth-control/counter/cash website consultation

Product innovations stem from chemical and material technologies: thermal controlled lotions; color-switch contact lenses, vitamin enriched color-switch press-on nails, dermal chip implants, dermal patches, cosmetic interface with the computer, hair implants with chameleon capacity; Surface properties of 3-D quality; information patterning on skin serve as accessory and function; medical assessment through color change indicator lotions, blue belly pregnancy test—readings on the surface

Cosmetic industry interest in women’s health issues and organizations to be extended through various terms of network

Experimental new drug and procedural testing conducted. Laboratory (re)activated in the retail environment.

Incorporation of cosmetic surgery as a growing women’s health issue - current cosmetic propaganda promotes “natural” beauty enhancement techniques; major cosmetic companies must engage current physical transformative activity and technologies of future implants, skin grafting. Current advances in biotechnology suggest the projection of cosmetic elimination. Current research is so heavily related to the medical industry, dermatology, etc. that for future relevance, cosmetics must embrace medical technology research: applied surface transformation may evolve to hold greater meaning. Cultural questions surrounding the practice/promotion of aesthetic-driven cosmetic surgery, must recognize the increasing availability, acceptance, and expectation of such services. This project addresses currently active, related programs that currently operate in isolation. Explore the future potential of implants.
PHARMETICS
THE DISPENSARY AMERICA TRUSTS
PHARMETICS

dispensary
P H A R M E T I C S dispansary is developed as a prototype retail facility by one drugstore chain conglomerate and one international cosmetic company. The building itself is sited as an operational component in commerce, based on underlying economic and regulatory systems, conditional marketing strategies, and culture; rather than in formal relation to particular physical adjacencies.
1

office: delivery drop

cosmetic consultation

pharmacy up

pharmacist consultation

public w.c.

entry

counter consult

prescription drop

pick-up

compounding

stock; stock; retail displays

check-in counter: cosmetic technician

product

check-in counter: procedure technician

manicure / pedicure / waiting

public stair to private procedure

inscription counter

elevator

colour counter

procedure room

delivery drop / inventory
(EN)COUNTERS

Sideline Technicians
Pharmacists
Dermatologists
ENT Physicians

Repeat Customers
New Customers
Pharmetics Junkies

Prescription Dispensation
Pharmacist Counseling
Cosmetic Consultation
Interactive Computer Consultation
Drug Compounding
New Drug Testing
Pharmetics Development / Testing
Dermal Cleansing
Eye-Tuck
Face Lift
Lip Flip
Manicure/Pedicure
Dermal Coloring
Inscription
Laser Follicle Treatment
Exhibition
The repeat customer calls PHARMETICS to place an order with a Sideline Technician for a customized topical analgesic cream, compounded with a dose of zinc and a hint of chartreuse. The prescription is mixed, labeled with the customer health care I.D. code, and stocked on the designated SHIFTING-STOCK display shelf.
counter exchange

"Hey, you got your lip-gloss in my prozac."
"Hey, you got your prozac in my lip-gloss."
"Wow, this looks great."
"Wow, this feels great."

95
The new customer is greeted by a Sideline Technician who conducts a brief consultation, explaining the product/service concepts at PHARMETICS. Customer purchases a trial supply of wrinkle-combating dermal eye patches and is lured to the manicure area. A clear polish blended with vitamin enriched cuticle cream is later requested.
The PHARMETICS junkie enters by the prescription counter, drops off her order and then rushes over to the SHIFTING-STOCK display shelf to scan this week's customer requested product combinations... Zinc with Chartreuse? After picking up her prescription - a refill of Prozac blended in a translucent pink dermal stick - she checks in with the procedure technician, and goes upstairs for a two o'clock lip-flip appointment.
BEYOND SURFACE MODIFIERS

GENERICS ARE NAME BRANDS

PHARMETICS
ADVANCED DISPERSION LAB
CONCEPT PRODUCTS

4 Schematic Proposals
CUSTOM COMPOUNDED DERMAL BARS.

1. MOISTURE BAR COMPONDED WITH VIAGRA.
2. SOLID AFTERSHAVE BLENDED WITH NICODERM
Tamper-proof packaging is developed for a variety of prescription based Pharmetics products. Stick products allow a variety of colors and textures, while ensuring discretion in public. Unexpected heartburn during an evening out? A touch of lip-gloss will do the trick. Feeling a little low? Prozac in an SPF 15 stick will perk you right up.
Dermal Absorption Powder Compacts offer over the counter and prescription drugs in a variety of custom colors and concealers: muscle relaxant wrinkle creams, ibuprofen, nasal decongestants, etc. Select or mix a color to suit your medicated mood - keep in mind that multiple powders may be applied simultaneously, so be sure to stay within a coherent palette range.
Modifier sticks are customized to contain nutrients, prescription drugs, color creams, or dermal indicator tests that penetrate and activate the skin. As medical and technological innovations progress, so will the possibilities for Pharmetics.
MATERIAL CONCEPT

GLASS - WOOD - PLASTIC

EXPRESSION OF 3 MATERIAL COMPONENTS THAT STRUCTURE/FACILITATE THE VARIOUS PROGRAMS

TRANSLUCENT SOLID GLOSSY
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