

2010

**G. Wallace F. McCain
Institute for Business
Leadership**

University of New Brunswick

SOAPERIE OLIVIER SOAPERY PASSIONATE ABOUT NATURAL SKIN CARE

Samantha Lebans prepared this case with assistance from Professor Gina Grandy,
Mount Allison University for the purposes of classroom discussion
Copyright 2010 by the G. Wallace F. McCain Institute.

It was a sweltering summer morning and two Olivier employees were performing a soap demonstration at the Ste-Anne-de-Kent headquarters of La Savonnerie Olivier Soapery. The store was buzzing with excitement. More than thirty people were present, watching, learning and laughing about the history of soap, its evolution, and natural skincare. This was the Olivier way: to share knowledge in a humorous fashion. Six times daily during the summer months three French and three English demonstrations occurred and tourists travelled to the site especially to see the “cleanest show on earth”ⁱ.

Meanwhile, Pierre Pelletier, Vice President and Director of Sales and Business Development, convened his management team at the Olivier headquarters in the quaint conference room. Local artists’ original art pieces adorned the walls and a handmade chair and table were positioned in the corner of the room. Pelletier’s handwriting haphazardly covered the boards with recurring words such as pain, confidence, excited, sexy, appreciated, and persona. It was June 2009 and Pelletier and his team were considering possible avenues of growth for the next three years.

In 2008, the organization had experienced its biggest year and Pelletier had legitimate concerns about the organization’s continuing growth. He and his partner Gagné had to decide how to build and retain a management team committed to the values of community and well-being, while satisfying their passion for constant growth. This meant that the organization would have to endure “pain” to maintain its identity. At the heart of their concerns was the ability to replicate Olivier’s unique business model in new locations. What would they and the rest of the team need to do to accomplish a faithful replication of the entire Olivier model?

PERSONAL CARE INDUSTRY

International Trends

The forecasted growth for the global cosmetics industry was 12% from 2006 to 2011. The industry was divided into various segments such as anti-aging/cosmeceuticals, bath and shower, candle/home, cosmetics, fine fragrance, hair care, natural and organic, nutricosmetics, oral care, skin care, and sun care. Olivier’s products were primarily categorized under the bath and shower, natural and organic, and skin care segmentsⁱⁱ.

In 2007, the bath and shower sector of the global cosmetics industry was valued at \$24.5 billion (CAD)¹. By 2008, the impact of the recession was evident in the global cosmetics industry; consumers opted for less expensive products. The bath and shower and baby care sectors were not negatively affected by the recession and experienced an increase in their growth rates in 2008. The bath and shower sector thrived because of a significant increase in sales in Latin America. Consumers were switching to higher quality bath and shower products with new fragrances, antibacterial qualities, and moisturizers. This conversion to new products had occurred several years before in more developed

¹ Dollar amounts are approximate and converted from (USD) to (CAD) at an exchange rate of 1.0379.

markets, such as North America. Internationally, baby skincare products were faring well because parents were not sacrificing quality for their children. Parents worried about harmful ingredients in baby products and continued to purchase high quality and higher priced brands. Moreover, older children and adults often used baby care products for themselvesⁱⁱⁱ.

Western Europe was the largest personal care market in 2008 with sales reaching \$28 billion (CAD) price-cutting retailers such as supermarkets and discounters^{iv} sold over 50% of the personal care products in Western Europe. In order to distinguish themselves from the mass producers, companies were promoting anti-aging and other value added properties^v. Sales of anti-aging products had reached \$14.5 billion (CAD) globally in 2007. Market research predicted that by 2012, anti-aging products would be valued at \$22.1 billion (CAD), or approximately one quarter of the entire global cosmetics industry. A considerable portion of the growth in anti-aging products was the result of organic or natural ingredients^{vi}. Organic soaps and cleansers were also experiencing international expansion. Manufacturers used plant or fruit extracts, and some moved towards all natural ingredients^{vii}. Companies such as Kiss My Face, which was based in New York, used essential oils as fragrances^{viii}. These ingredients were gaining recognition because of their perceived therapeutic properties. This innovation was leading a large number of organizations to eliminate chemicals and preservatives from their products.

Canadian and American Trends

The personal care industry in North America had sales of \$20.3 billion (CAD) in 2006^{ix}. Personal care included products such as baby care, bath, makeup, fragrance, hair care, nail, oral care, personal cleanliness, shaving, skincare and sun care^x. Olivier's products fit into several categories, most predominately bath and skincare. In 2007, the average household expenditure on personal care was \$1,167 (CAD) in Canada, or 1.7% of household income^{xi}. In New Brunswick, the average household expenditure was slightly lower at \$1,000 (CAD), while in Quebec it was \$1,089 (CAD)^{xii}. The Canadian personal care industry was worth approximately \$5.4 billion (CAD) in retail sales in 2008.

The personal care industry in the United States was not expected to grow any more than 1% between 2007 and 2012 because of maturing products^{xiii}. However, industry analysts predicted that sales of anti-aging skin care products were going to increase by 20% between 2007 and 2012. This was the result of the increasing age of the baby boomers, as well as an emphasis on "youthfulness" among females in general^{xiv}. Another area of growth in the United States was the ethnic-specific health and beauty care (HBC) market. Products in this market ranged from specialized hair care for different hair textures, to ethnic-specific skincare products that included skin-whiteners. Between 2006 and 2012, retail sales of ethnic-specific HBC were expected to exceed \$2.6 billion (CAD), which meant the market was growing at a rate of 5.4% annually. This growth was attributed to an 8.6% expected increase in population density of Hispanic, African-American, and Asian minorities from 2006 to 2010.^{xv}

In addition, awareness of natural personal care products was growing. Natural products were priced approximately 30% to 50% higher than other products in this industry^{xvi}. In the United States, the natural and organic products market was valued at \$4.5 billion (CAD) in 2009. By 2010, this market was expected to grow 50% to \$6.9 billion (CAD)^{xvii}. Research indicated however, that consumers had a difficult time determining which products were truly natural. A 2008 survey indicated that 78% of women believed that natural personal care was regulated or did not know if it was^{xviii} (see **Exhibit 1** for the personal care industry regulations in the United States and Canada).

In 2008, the effects of the global recession were evident in the North American personal care industry. Bath and shower products were discounted, and consumers were increasingly buying products that were on sale, regardless of brand. Another option presented to consumers was private label brands that were less expensive. This trend towards lower priced products contributed to a negative growth of -1% in 2008 for the United States personal care industry^{xix}.

INDUSTRY PLAYERS

Three of Olivier's main competitors were Eminence Organics, L'Occitane en Provence and Rocky Mountain Soap. Eminence Organics was a skincare organization originating in Hungary, Europe. Eminence manufactured all of its products by hand without any mass production processes. Eminence offered organic products and in 2009 created a new biodynamic product line that was Certified Organic by Biokontroll^{xx}. L'Occitane was founded in 1976 in France by Olivier Baussan. Occitane expanded to 700 stores in 70 countries worldwide. Occitane produced natural skincare products and fragrances^{xxi}. Rocky Mountain Soap was an all natural bath and body products manufacturer and retailer that began in Canmore, Alberta. Rocky Mountain Soap's products included skin care, body butter, bath salts and soap. Revenues of Rocky Mountain Soap had reached \$5.4 million (CAD) and the company had experienced 440% growth in revenues since 2003^{xxii}. It employed 44 employees and had eight stores in Western Canada by 2009^{xxiii}.

Other direct competitors included Jurlique, Dr. Hauschka and LUSH. Jurlique was an organic skincare company that grew its skincare products on a biodynamic farm in South Australia. It sold products in the United States, the United Kingdom, and Australia^{xxiv}. Dr. Hauschka was also a skincare company that was created in 1967. It produced therapeutic skincare products and treatments. Dr. Hauschka products were made from natural, organic and biodynamic ingredients^{xxv}. LUSH was a manufacturer of handmade cosmetics and valued using fresh ingredients, protecting the planet, advocating against animal testing, and supporting the community^{xxvi}. In 2007, LUSH had approximately 500 stores in 37 countries worldwide^{xxvii}.

Indirect Competitors

Locally, indirect competitors included The Body Shop, Yves Rocher, and Fruits and Passion. The Body Shop Canada opened its first store in 1980 and grew to more than 100 locations. The Body Shop had over 1000 employees in Canada and sales greater than

\$130 million (CAD) annually^{xxviii}. Yves Rocher was a skincare company that began in France in 1959. Yves Rocher's products included skin care, bath and body, fragrances, and hair care. All of its products were derived from plants^{xxix}. Fruits and Passion was a body and bath company located in United States, Canada and other countries around the world^{xxx}.

Other indirect competitors included Bleu Lavande and Dans un Jardin. Bleu Lavande was a skin care producer in Quebec. It also produced products for the home, the garden, the kitchen and pets. It was the only Canadian company certified as an international producer of lavender^{xxxi}. Dans un Jardin was a bath and body company that began in France and moved its way into North American boutiques^{xxxii}.

OLIVIER'S ROOTS

In 1996, a husband and wife from Ste-Anne-de-Kent, New Brunswick struggled to open a nine-bedroom country inn. The project was originally estimated to cost \$250,000 to \$300,000 (CAD), but had grown to nearly \$800,000 (CAD). Pierre Pelletier and Isabel Gagné realized that their dream was not feasible and they reluctantly abandoned their plan. As part of their vision to make everything at the inn by hand, Gagné had personally manufactured soap for the rooms at the inn and gave them to her friends and family as gifts. Unexpectedly, Gagné started receiving requests for soap from people she knew and strangers alike. The demand for her products gave Gagné a new inspiration: to enter into the business of soap making^{xxxiii} (see **Exhibit 2** for a historical time line of Olivier).

Shortly after the inn's failure, Pelletier and Gagné began to conduct research on handmade soap. At the time, they found that there were no firms, with the exception of companies in Europe, that were producing and selling handmade soap. Gagné researched castille soaps, which were thought to be the best in the world. Pelletier discovered that the best soaps were made in Greece and southern Marseilles, called savons d'alemps. Pelletier and Gagné decided they would name their business Olivier, French for olive tree, because their soaps would be produced using an organic olive oil cold process. This was the beginning of La Savonnerie Olivier Soapery.

Gagné had a background in chemistry and received a Bachelor's Degree in Visual Arts from the Université de Moncton.^{xxxiv} Gagné became President and head of Research and Development of Olivier Soapery while her husband, Pelletier was Vice-President and Director of Sales and Business Development. Pelletier had a degree in Psychology and English Literature from the Université de Moncton. He was involved with Olivier Soapery from the beginning, but also held employment elsewhere in the earlier days. He left his job with the Kent Economic Commission in 2000 so he could dedicate his time to the organization.^{xxxv}

Expansion of the organization began in 1997 when Gagné and Pelletier could no longer meet production requirements by working out of their home. The Atlantic Canada Opportunities Agency (ACOA) and the provincial government helped fund a new production building for Olivier. This barn-like structure was constructed next to Pelletier

and Gagné's home in Ste-Anne-de-Kent. Between 1998 and 2001, Olivier experienced a 500% increase in the number of visitors to the store. In 2001, ACOA's Business Development Program invested again in Olivier. This enabled Olivier to expand the organization and increase production capacity to 33,000 soaps per month, to accommodate more tourists, and to create an Economuseum.^{xxxvi} The organization's website described the economuseum as a museum that displayed "the evolution of the concept of hygiene from antiquity to the present day."^{xxxvii} This economuseum, which was created with the help of Heritage Canada historians, was the only one in the country of its kind. The museum was free for visitors and exhibited over 140 soaps and shampoos.^{xxxviii}

In 2004, Olivier continued to increase in size when ACOA provided funding to enable a \$1.2 million (CAD) expansion at Olivier, which included new production lines, warehousing, and offices. Between 2004 and 2006, Olivier opened 14 new stores, nine in Quebec, (Repentigny, Saguenay, St-Sauveur, St-Lambert, Bromont, Granby, Magog, Amqui, and Chelsea) and five in New Brunswick (St-John, Bathurst, Caraquet, Moncton and Edmundston). Olivier expanded further by opening a corporate store in St. Jacob's, Ontario and a partner boutique in Rye, New York in 2008.^{xxxix} Pelletier also began trying to purchase the Fundy Gateway development property in Riverview, New Brunswick² for \$1.5 million (CAD) in 2007.^{xl} By 2009, Olivier's new building at the Riverview site was under construction with a tentative grand opening set for early February 2010. This location provided experiential tourism, people could visit and observe Olivier's operations (see **Exhibit 3** for a map of Olivier's locations). In 2009, the seasonal Magog location was closed because it was unprofitable.

THE BUSINESS OF SKINCARE

Olivier's original business model was centered upon local responsiveness and concentrated activities. Market research, production, and retailing were concentrated in the Ste-Anne-de-Kent location. Moreover, at the heart of Olivier's successful model was its commitment to traditional soap making (education and production), connection with community and generating passion about skincare and total wellness (see **Exhibit 4** for pictures of Ste-Anne-de-Kent location).³

The Art of Traditional Soapmaking

Olivier was not just a retailer, but also a supplier, distributor, and manufacturer. Olivier valued the quality of its products. Olivier's commitment to the traditional, cold press process made them unique. As demand increased for Olivier's products, it would become more and more difficult for the organization to maintain its relatively low labour costs for

² The Fundy Gateway was a destination that encouraged tourism and promoted businesses in Riverview, local artisans and craftspeople.

³ The parent company's name was Les Ateliers du Verso Inc.

such a labour intensive process. Samuel Saintonge, Director of Business Development, noted:

There are not a lot of companies that stick to handmade, cold process, micro batch products because it is not feasible. Because our environment in New Brunswick permits us to have human resources at a fairly low cost, we are still very competitive in that bracket.

Olivier manufactured its soaps using traditional methods dating back to the early 19th century. To make the soaps, Olivier needed a fat base and an alkali. Olivier used natural elements of fat such as olive oil, cocoa butter, beeswax and virgin coconut oil. Olivier's soap makers melted the natural elements of fat until it reached the required temperature to create the fat base. They then added an alkali base to transform the fat and this heated the mixture. The employees added essential oils in the soap mixture to create scents and therapeutic properties. Without the oils, the soap would be truly unscented. They proceeded to stir the mixture until it was thick enough and it would not separate. The soap makers placed the mixture in moulds of different shapes and sizes. These moulds were put onto saponification racks for 28 days. Gagné stated that it was "chemically active for a month. After a month it's soap, before that it is not." The soap needed that much time to transform and harden. Some soap, such as the goat milk soap from the Femme line, took up to two and a half months to manufacture. Olivier's headquarters was built with non-treated wood paneling, floors and ceilings in order to control the humidity inside. Without this, the soaps would have taken even longer to manufacture. Some shampoos took more than three months to produce.^{xli} In 2009, Olivier planned to automate the bottling portion of their production process to accelerate the process and allow production to expand further.

All of Olivier's products were made from 98% olive oil imported from Italy and Greece. This differed from the majority of soaps on the market, which were produced with recycled oils from cooking. Major skin care brands also used chemicals, acids, and phosphates, while Olivier avoided these ingredients.^{xlii} Pelletier travelled to obtain organic ingredients for the products. He retrieved cacao from South America, lavender from southern France and Quebec, sea salt from Israel, and virgin coconut oil from the Phillippines.^{xliii}

Gagné believed that the core of Olivier was its eco-efficiency. Gagné said "being simple and using the best simple products and paramedical products to help people without causing any side effects" was extremely important to Olivier. Pelletier concurred and explained that Olivier used the best raw materials as 90-95% of the contents of their products were organic. He stated, "Olivier does not use a chemically induced process to accelerate the transformation of our skin care products." Pelletier admitted that Olivier lost 2-7% of the properties of raw materials, but in comparison to the rest of the industry, this was very little. Olivier used small amounts of synthetic aromas, which equalled less

then 0.1% of the product. The Environmental Working Group⁴ created a cosmetic and personal care safety database called Skin Deep that contained information and safety assessments for thousands of companies, products, brands, and ingredients. Olivier was listed on the database and all of its products were assessed. All of Olivier's products ranked from zero to two on the score key, which meant low hazard^{xliv 5}.

Olivier was developing a new niche by helping spas that wanted to become environmentally friendly, or green. Gagné was working in her lab to create new products for those spas. Gagné envisioned Olivier as a leader in green skin care products in three to five years. "I see us being a leader of awareness, telling people what ingredients are in their cosmetics and what it does to them and their children." Pelletier noted that Olivier planned to continue improving the quality of its products. He said, "We are going to become greener, more organic, and purer. We want to become and maintain the highest grade." Olivier was working towards reducing even further the synthetics from the essential oils in their products.

Handmade Creations

Olivier's products were manufactured by hand, and were all natural and biodegradable. The first product Gagné manufactured was a soap called Olivier Nature at Christmas time in 1996. Gagné distributed this soap to various boutiques that housed small displays of the product. This soap sold well and earned enough profits that Gagné was able to create a second soap called Souffle d'Acadie in the summer of 1997. Gagné had a strong interest in fine arts so she asked a friend to illustrate the top of the box. This soap was released during tourist season and was a very popular gift. From these two soaps, Gagné had a strong enough proof of concept to ask for funding to build the soapery in the fall of 1997.

Gagné then decided to ask a different local artist to illustrate the box for a new soap every year at tourist season. This was known as the SoapArt Collection at Olivier. Gagné would approach an artist with a theme for the soap, the artist would create it, and Olivier would buy the piece of art and the rights to reproduce it. Olivier agreed on prices with the artists based on how much they would charge for the actual painting; it was a one-time payment. The SoapArt contained a leaflet describing the artwork and the artist, and a poet presented the soap to the public. One of the most popular soaps of the SoapArt collection was the Savons du Pays (old scrubbing soap). This soap was similar to Pelletier's grandmother's recipe for lye soap and acted as a stain remover for items such as blood, red wine, and grease.

⁴ The Environmental Working Group was a not-for-profit organization that aimed to protect individuals from harmful toxins and worked to change government policies concerning the environment.

⁵ The Skin Deep cosmetic safety reviews for products were scored based on a hazard rating. A low hazard rating did not mean the ingredients in the products were completely safe, but instead that there was low concern.

Olivier manufactured approximately 80 different products and 160 varieties of those products. Products were sold at the 15 retail outlets, online and through catalogues and were all tested by dermatologists. Prices were relatively high with the most inexpensive soaps selling for \$6 (CAD) a piece. Olivier's categories of products included Facial Care, Hair Care, Derma-Creams, Bath, TheraOils, Invigorators, Medicinals, Relaxants, Stimulants, MyBaby, For Men, and the SoapArt described above^{xlv}.

The Curative section was one of the most popular at Olivier. A best seller in that division was a soap that healed the symptoms of 7 out of 10 clients that had psoriasis, eczema, or dry skin. Pear scented soap and skin care products were best selling Olivier products. One of the most popular creams was called Mon Bébé, or My Baby. Employees at Olivier described it as a "miracle cream". It contained calendula and propolis and helped with burns, rashes, mosquito bites and other irritations. Olivier also had products for arthritis and rheumatism, cellulite, and anti-aging products. Olivier created Femme, or Women's line for its stores in New York. These products were slightly more expensive than others because it took more time to create them. Femme was described as Olivier's gourmet line and contained soap, shampoo, makeup remover, creams and lotions, facial masks, deodorant, and other skincare products^{xlvi}.

As head of research and development, Gagné believed that one of the biggest challenges with Olivier's products was the limited shelf life compared to mass-produced products. "As anything that's handmade without any addition of synthetic components, it's automatically an unstable product with a very short shelf life. That means it's difficult to manage how many products to put on the shelf," she explained. Olivier's products did not have a "best before" date because the products' lives depended on exposure to air and light. Olivier staff told customers to use their products within a year of purchase. Beyond a year, products were not harmful, but possibly less effective.^{xlvii} Unlike Olivier's other products, their soaps actually improved with age and limited shelf life was not an issue.

Olivier had a point of sale system to facilitate forecasting sales for upcoming seasons. Olivier used the projected numbers to create the production schedule and to analyze how many products were sold to each franchise. Gagné also stated that educating consumers about the products was a critical and time-consuming process. "Most people need to be educated on the ingredients, so the products don't sell themselves. Every time we sell something, we have to explain at large and at length why that customer should buy that product. If we were to put a dollar sign on the energy that we use to sell a soap, it would cost more to sell than the profit we make from the product."

In 2009, Olivier's products were not certified organic. Saintonge explained that Olivier was expecting to obtain the United States Department of Agriculture (USDA) 100% Organic Seal in the future, but it would be very expensive for the organization. Litigation against seven organizations and two certification companies surrounding organic certification were creating instability in the certification process. Olivier was not involved in these lawsuits, but planned to wait until they were resolved and one official certification agency prevailed, so that there would be minimal risk of losing credibility once certified.

Connecting With Consumers

Olivier employed a variety of marketing tools to increase the brand's exposure and create a large customer base. Olivier had an interactive website (www.oliviersoaps.com) where customers could shop and learn about the company at the same time. Olivier presented first time shoppers a series of steps to follow, provided a security guarantee, and offered free shipping within Canada for orders over \$60 (CAD). Olivier's website also provided information about the Olivier experience, Olivier's mission, history, people, guarantee, and soap making process^{xlvi}. The website had several customization techniques for consumers, including customized gifts and personal essences for some of Olivier's products^{xlix}. (see **Exhibit 5** for an example of an Olivier newspaper advertisement).

Olivier had a Soap Club Membership Program that offered monthly specials, free gift wrapping and shipping, and notifications about new products, promotions, sales and store events. The Soap Club also offered a birthday special. If a member placed an order during the month of her birthday, she would get a gift from Olivier and 25% off any product. The Soap Club Membership was free for students and cost \$20 (CAD) for adults. Adults could also become members free of charge with a \$50 (CAD) purchase^l. Olivier designed a weekly customer newsletter that highlighted current Olivier events, supplied information on Olivier's new projects, discussed new ingredients and provided advice on what ingredients to avoid. It also recommended a monthly website and detailed Olivier promotions^{li}.

One of Olivier's best marketing strategies was word of mouth. The Olivier experience allowed many customers to hear about Olivier through friends or family who had shopped there and had a positive reception. On Olivier's website, there was a place for people to share their experience with Olivier and provide testimonials. There was also a section that encouraged customers to become ambassadors of Olivier and spread the word^{lii}. In October of 2009, Olivier planned to launch WebTV, which was a weekly video blog on the internet. This would connect the organization to consumers further, especially younger generations.

Building Partnerships

Partnerships were another important element of doing business at Olivier. Olivier had a strategic partnership with a company in the Philippines which supplied Olivier with the raw material virgin coconut oil. Olivier used this in its products and sold it by the jar. Olivier bought all of their virgin coconut oil from this company in the Philippines. Olivier connected with this company in 2007 when the Canadian International Development Agency (CIDA) suggested it⁶. Olivier received the virgin coconut oil at its location in Ste-Anne-de-Kent and dispatched it to the other stores. Olivier purchased a 20% interest in this company to guarantee its ongoing supply.^{liii} In the future, Saintonge

⁶ CIDA was a federal organization that united businesses in developing countries with businesses in Canada.

expected Olivier to enter the grocery market with virgin coconut oil and help its partner enter the North American market. Partnering with suppliers of raw material was an increasingly important part of Olivier's strategy.

Olivier believed in helping its community in as many ways as possible. Gagné described it as "just being a good neighbour, even though we are a business." Whether it was for school related activities, cancer research, or festivals, Olivier gave donations within their community. Furthermore, any member of the community could go to Gagné and tell her what type of problem they had relating to skincare. If Olivier did not have a remedy on their shelves, Gagné would conduct research on it and try to cure it. Olivier was also a strong promoter of economic awareness. It was a co-founder of the Farmer's Market in Bouctouche and of the Eco-Vision Certification Program. This program "provides environmental standards" for a variety of activities. Olivier contributed by reusing paper for packaging and offering a no packaging option in order to decrease waste.^{liv} Business growth facilitated the owners' ability to continue to connect with the community.

THE OLIVIER FAMILY

Olivier was a family business in every aspect. Pelletier and Gagné were married and co-owners of the organization. Pelletier's brother, a certified massage therapist, tested Olivier's products and his father assisted with production and maintenance. Pelletier and Gagné's sons were also testers of Olivier's products and were depicted as "the future of Olivier"^{lv}. Pelletier's best friend worked for him in Montreal and was in charge of the spa lines. Other employees were considered members of the family as well. Saintonge explained that at Olivier, "you are part of the family regardless, even if you are not blood related."

Pelletier believed that Olivier's approach with a strong focus on family was beneficial to employees. At Olivier, management and staff convened daily in team huddles to address challenges and debrief the day's work. When employees had an ill member of their family, they could stay at home without fear of discipline or consequences, and employees were offered "family days" to increase their motivation. Pregnant employees could take a leave of absence, or could work from home if they wanted to. Mothers were allowed to bring their children to Olivier during the workday and were able to work from home. When Pelletier and Gagné started a family, they decided that Gagné would work shorter days to care for their children. Even now, Gagné worked around her children's school schedule so that she could be home when their children arrived from school.

Olivier employed approximately 32 to 40 people year round at its headquarters in Ste-Anne-de-Kent. There were approximately 100 employees throughout the Olivier network and an additional 100 employees through Olivier's partner companies. The hiring process involved a six month probationary period that determined whether the individual fit with the culture of the company. After this period, employees received full benefits, which included coverage of 80% of medication, and extended health covered at 100% for \$500 (CAD) per person. Furthermore, employees only paid a percentage of their salary for long-term disability; this added approximately the equivalent of \$2 (CAD) an hour to

their salary. Olivier offered three extra holidays in addition to the seven official holidays, had social activities, and held parties every quarter. Production and retail staff at Olivier were paid more than minimum wage. Administrative staff's wages were nearly three times as much as production staff, which led to high overhead costs in the organization. There was no formal performance evaluation at Olivier, but managers were working with consultants to develop a performance evaluation program. Olivier had more trouble evaluating administrative staff performance than production staff performance.

Olivier had very low turnover compared to retail industry standards. In March of 2009, however, Olivier performed an organizational-wide streamlining process, which resulted in layoffs across the organization. Approximately 30% of the employees were let go, and although this affected staff morale, production levels diminished only slightly.

MANAGING WITH PASSION AND PAIN

Olivier valued the well-being of its people, the environment, and communities. Pelletier described it as “the art of taking care of yourself, the art of living, and the art of entertainment.” Olivier's owners and managers dealt with the business as a family matter, accommodating each other's needs. Pelletier explained:

At the same time though, it is very much based on performance. Health, well-being and happiness are not based solely on getting everything you want, you have to work for it. We believe strongly that the harder you work, the happier you are going to be. It doesn't matter what you do, there is a factor of happiness that cannot come if you are not working, if you don't feel suffering. Pain is a necessary part of your existence.

Olivier's owners offered their employees a personal growth program. Pelletier taught people how to speak in public, how to interact, and how to read others in a retail setting. Pelletier applied his background in psychology to the business. Saintonge stated that every manager at Olivier was very different. His motivation stemmed from “the passion of the owners and the other directors who work 60-70 hours a week. We hope that eventually we will be in Paris and people will know who Olivier is.”

According to Pelletier, Olivier's values led to “compromises and decisions that were not based on profits at all costs. They hurt the business in a pure business sense.” Olivier worked to balance its drive for profit and core values. Pelletier defined success as the “zone,” in which Olivier attained profits while maintaining their core values.

Pelletier reported that management was Olivier's biggest challenge. It was very difficult to sustain the performance level he required from managers. “I'm looking to find the right people that have the same drive within their own expertise that I have and that my wife has” he stated. Pelletier believed that in terms of management that everything is learned and everything can be learned as long as there was that “fire.” The fire he referred to was a burning passion to succeed at Olivier. Pelletier described it as “passion with a purpose”. The Olivier management team disagreed quite often and Gagné

disclosed that sometimes it was chaotic. She stated, “Everybody that works here takes their position as if it is their own company” and Gagné believed that this was a great quality of Olivier’s management culture. Gagné and Pelletier affirmed that conflict was necessary because it meant that everyone was communicating. In 2009, Pelletier believed the problems with management were subsiding, he had six key players in place, including himself and his wife, whom he believed would continue to excel: Rejean LeBlanc, Director of Accounting Matt Bourgeois, Director of Business Development Samuel Saintonge, and Program/Event Coordinator Madiane Michaud. Pelletier was in search of strategic human capital, “people that bring money to the table.” Olivier needed people with experience in the industry, contacts, distribution channels, or a degree of celebrity.

THE PAIN AND RISKS OF GROWTH

Olivier had expanded from one store in Ste-Anne-de-Kent, New Brunswick to 15 retail outlets and a partnership in 2009. The centre of operations in Ste-Anne-de-Kent also housed production facilities and the economuseum. A second economuseum was opened in Saguenay-Lac-St-Jean, in 2005. Corporately owned outlets were located in New Brunswick in three locations (Ste-Anne-de-Kent, Moncton, Saint John), in Ontario in St. Jacobs, and in Quebec at the Saguenay-Lac-St-Jean location. Franchises were operating in Saint-Sauveur, Repentigny, Saint-Lambert, Granby, Chelsea, Bromont, Amqui, Bathurst, Caraquet and Edmundston^{lvi}. (See **Exhibit 3** for a map of Olivier’s locations)

Pierre Pelletier described Olivier’s strategy for the location of their stores. “We make compromises or decisions based on our perfect model. After opening 15 stores, we know what the perfect model is. It is 100,000+ population base, in a preferably high tourism location.” Olivier was looking for a combination of community and tourism. Pelletier used Montreal as a prime example. This area had strong local support and was a tourist destination. The headquarters in Ste-Anne-de-Kent, Pelletier admitted, was not an ideal location for Olivier. It was a very small town and lacked the tourist support that Olivier needed.

Growth had occurred primarily on the retail side of the business. Research and development activities were concentrated at the Ste-Anne-de-Kent site and procurement of raw materials and production activities were spread across a limited number of sites. This allowed tighter control over operations and ensured that the Olivier commitment to quality in the traditional soap making process was maintained. Presently, products were produced at the Ste-Anne-de-Kent location with the Saguenay-Lac-St.-Jean, Chelsea, and St. Jacobs locations producing in limited quantities. The Ste-Anne-de-Kent site was still responsible for the majority of production, warehousing and distribution. Pelletier had aspirations that each store would be able to produce on its own, but some stores were not profitable enough to do so. Pelletier noted that some Olivier stores were more profitable than others and believed this resulted from the store operators’ level of passion. Operators who were more aggressive, that is, more active in many aspects of the community, were more profitable.

Challenges with Franchising

Growth in the number of retail stores had primarily been the result of requests from individuals interested in opening a franchise, rather than Olivier seeking potential owners. Franchisees were required to pay \$30,000 (CAD) cash for start-up and to abide to the 49 page long Olivier franchise contract. Potential franchisees were evaluated based on their personality, business sense, and financial situation. Individuals first had to pass a screening process so that the management team could determine if the interested owner had the aptitude and right attitude to operate a franchise. The person's business background was then considered, as was his financial situation. Aptitude and personality tests were sometimes administered. The five senior managers, which included the owners, the Controller, the Director of Operations, and Director of Business Development would then evaluate the individual. If the five senior managers unanimously approved the individual, then s/he would receive the franchise.

According to Saintonge, the most significant change Olivier had implemented was eliminating the secrecy of their business model. Until 2004, Olivier had no intentions of franchising. There were many demands for franchising, so without conducting any research, Olivier franchised their retail system. This proved to be a mistake as Olivier learned that most of the eight franchise stores were not profitable. The organization learned the hard way that consumers of Olivier products made purchases because of the education and experience of Olivier, not just for the products. In 2008, the owners agreed to share some of their secrets and franchise the exact model of the Ste-Anne-de-Kent store. Figuring out a way to do that cost effectively, while maintaining the Olivier way was difficult.

Moving Forward

In 2008, Saintonge began to explore new ways to successfully replicate the business model. The corporate store in St. Jacobs was opened with the financial support of two investors. Saintonge decided the risk was much lower than opening the store, for example, in downtown Toronto. Saintonge believed that this location was essential to Olivier, because St. Jacobs was already helping to attract the Olivier brand to the city. In 2009, many of the franchise contracts were nearing completion and Olivier was contemplating buying back franchises. Access to capital would play a role in this decision. The administration planned to implement changes to explore the potential for profitability through these new methods. If it proved profitable, in the future Olivier would create franchises by reproducing the Ste-Anne-de-Kent model. Saintonge emphasized that "We are not only a master franchisor, we are also a manufacturer. When you are a manufacturer you are not dealing with the same issues that you are if you are just a master franchisor."

Olivier also had partnerships that involved supplying the partners with private label products. Olivier strived to generate \$1 million (CAD) of revenue annually from private labels. Olivier began private label operations in June of 2008 as a growth strategy. Olivier developed a skin care line called Roots Skin and presented it to Roots Canada. Within

two months, Olivier and Roots had reached a deal and Roots Skin was in 32 stores (see **Exhibit 6** for the e-mail sent to Don Green, co-founder of Roots). Saintonge said “it’s a whole new ball game because it’s not the Olivier brand, but what a private label does to a manufacturer is it permits you to stabilize the cost of your raw materials.” Olivier also had private labels with a spa development in Manhattan, New York called O2; the first “green” spa in Montreal called Nubia Spa; and Mira Corporation through online sales. Olivier’s growth plans in 2009 included acquiring two more major private labels. The slowdown in the economy pushed Olivier to move more towards private labels and create fewer franchises.

The Essence of Olivier

In 2009, Olivier had expanded from a small to medium sized business, with annual revenues ranging from \$3 million to \$5 million (CAD). Pelletier explained, “We are truly natural, we are truly sustainable, we are truly green. To be the true thing, you can’t do it without money; you can’t do it without expansion.” Olivier had encountered many obstacles as a business. The company had difficulties with their franchising system and building a sustainable management team.

The owners of Olivier were ambitious, once one goal was almost achieved, a new one emerged. For example, Olivier had targeted New York for a retail store and upon achieving that in 2008, the management team decided that more was possible. The new goals included having two or three stores in New York, establishing private labels in the United States and trying to find an American spokesperson. Olivier had plans for beyond 2010 but Saintonge noted that “making a plan and following it are two different things.” Gagné stated that Olivier was very opportunistic:

We are always growing, so from day one we were a company that was growing very very fast. There have always been growing pains. Because we go so fast it means that there is chaos here. There is no system established to make things easier, we have no time for that. It’s like slowing down in order to organize yourself versus taking the opportunity to make money. So we are reinventing the wheel all the time and it is painful. We have opportunities coming at us left and right and [taking them] often leads to bad decisions.

Gagné, however, was confident that bad decisions were opportunities for learning and strengthened the management team. Risk taking and conflict had always been a part of growth at Olivier. Developing and building the Olivier brand was important, but so was promoting well-being and educating the public about the benefits of organic products. The brand, education, community connection, opportunities for learning, access to capital and profitability all had to be considered as Pelletier, Gagné and the rest of the management team determined the right formula to replicate the Olivier business model for the next three years.

EXHIBIT 1. REGULATION IN THE PERSONAL CARE INDUSTRY

- Personal care products contained over 10,500 chemicals many of which were potentially hazardous.
- In 2009, Europe had banned over 1100 chemicals and ingredients in personal care products, Canada had banned 500 and United States had only banned 10^{lvii}.

International

Regulations for the personal care industry differed in various regions, which affected the ability to trade on a global scale.

- There were four primary regions for cosmetics regulations: Canada, United States, Japan, and the European Union. The European Union was viewed by other markets as a leader in legislation. The Middle East, Asia and Eastern Europe, developing markets in the personal care industry, were starting to emulate European Union's regulations^{lviii}.
- The European Union cosmetics industry was valued at \$40 billion EUR in 2008^{lix}. It had more regulations and banned a significantly larger number of ingredients in cosmetics than North America did; these ingredients were suspected to cause birth defects, reproductive problems and cancer.
- The European Union also created a chemical regulation policy called REACH, which outlined chemicals in personal care and their safety.^{lx}

Canada

In Canada, the federal body that regulated the personal care industry was Health Canada.

- Health Canada defined cosmetics as “any substance or mixture of substances, manufactured, sold or represented for use in cleansing, improving or altering the complexion, skin, hair or teeth and includes deodorants and perfumes.”^{lxi}
- All cosmetics in Canada had to comply with the guidelines of the Food and Drugs Act, (FDA) which contained the Cosmetic Regulations.
- Health Canada created the Cosmetic Ingredient Hotlist, which featured ingredients that were barred or limited in cosmetics.^{lxii} If a cosmetic contained substances that were on the hotlist, the company was required to eliminate the substance, reduce the substance, provide proof of its safety, market the product as a drug, or stop selling the product.
- In 2006, Health Canada implemented a new labelling regulation. All cosmetic companies had to list the ingredients on the label; however, the organizations were not required to describe the safety information about the products^{lxiii}.

United States

In the United States, the personal care industry was self-regulated by the Personal Care Products Council (PCPC).

- In 1976, the PCPC implemented a review gauging the safety of ingredients in personal care products. It was called the Cosmetic Ingredient Review (CIR)^{lxiv}.
- The term “organic” caused much confusion in the personal care industry worldwide. In the United States, the United States Department of Agriculture (USDA) was responsible for governing the use of “organic”.
- Research conducted by the Organic Trade Association projected that personal care products with organic claims resulted in a 19% increase in sales from 2007 to 2009.
- In July 2009, Dr. Bronner's Magic Soaps, a soap manufacturer from San Diego, filed a lawsuit against seven corporations and two certifiers for false advertising. Dr. Bronner's proposed that these organizations had made organic claims that did not comply with National Organic Program Standards^{lxv}.
- The USDA was the only government approved certification for personal care products in the United States. The USDA certification required that all companies involved in producing the product were certified organic as well.^{lxvi}

Source: Casewriter compilation

EXHIBIT 2.
HISTORY OF EVENTS AT LA SAVONNERIE OLIVIER SOAPERY

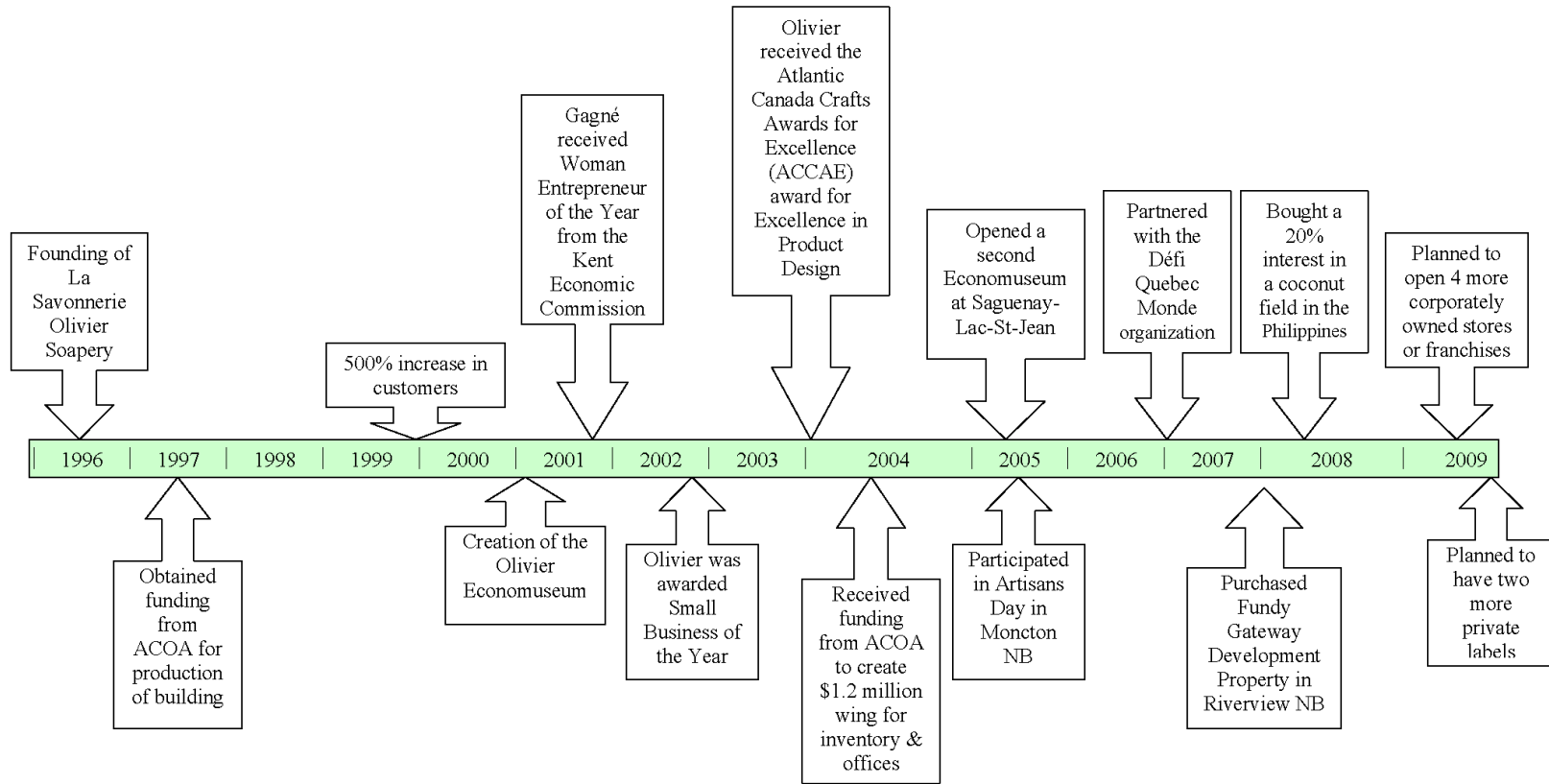


EXHIBIT 4. OLIVIER SOAPERY PHOTOGRAPHS

4a. Main Shopping Area at Ste-Anne-de-Kent, New Brunswick



4b. Soap Making Demonstration



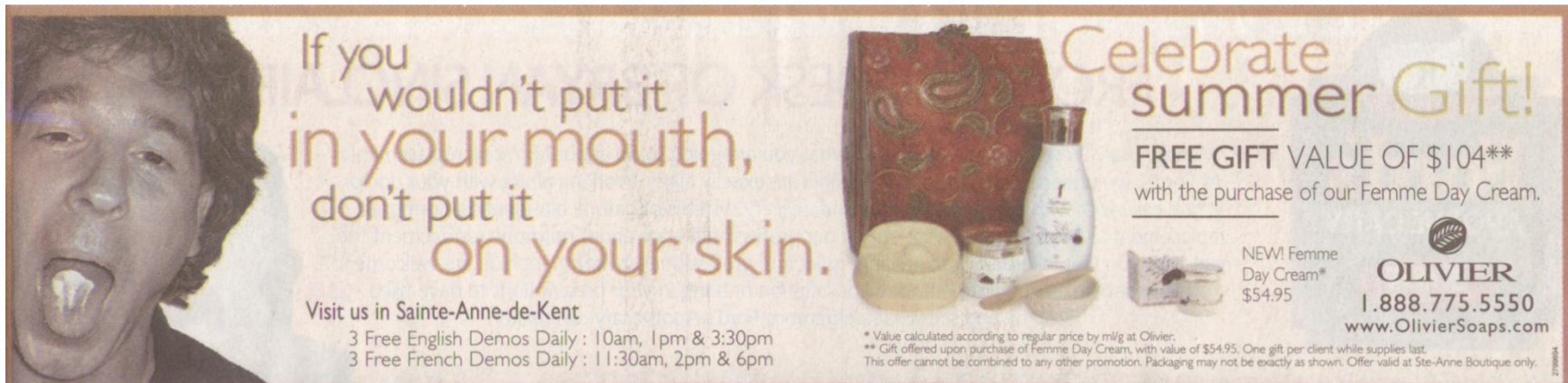
4c. Olivier's Economuseum



4d. The Soap Making Process



EXHIBIT 5. OLIVIER NEWSPAPER ADVERTISEMENT



If you wouldn't put it in your mouth, don't put it on your skin.

Visit us in Sainte-Anne-de-Kent
3 Free English Demos Daily : 10am, 1pm & 3:30pm
3 Free French Demos Daily : 11:30am, 2pm & 6pm

Celebrate summer Gift!
FREE GIFT VALUE OF \$104**
with the purchase of our Femme Day Cream.

NEW! Femme Day Cream* \$54.95

OLIVIER
1.888.775.5550
www.OlivierSoaps.com

* Value calculated according to regular price by ml/g at Olivier.
** Gift offered upon purchase of Femme Day Cream, with value of \$54.95. One gift per client while supplies last.
This offer cannot be combined to any other promotion. Packaging may not be exactly as shown. Offer valid at Ste-Anne Boutique only.

Source: Times & Transcript Newspaper: CanadaEast Interactive, Brunswick News Inc.

EXHIBIT 6. EMAIL TO ROOTS

Mr. Green,

It is with enthusiasm that I email you in order to offer Roots our expertise and knowledge as the ONLY natural, micro-cold process, handmade luxurious skin care manufacturer in Canada.

More bluntly, I believe Roots is ready to use its Brand in order to become a leader in the Natural Skin Care field for its customers and Olivier is the only company capable of providing you with high end, natural and ecological products.

We would be interested in providing you with a private labelled product and are inviting you to come visit our facility in New Brunswick.

I look forward in hearing from you.

I will send you samples, you do not need to believe a word I say just try my products, please provide me with a mailing address.

www.oliviersoaps.com as well as our American website www.oliviernewyork.com

Have a great bath,

SAMUEL R.W SAINTONGE
Directeur, Développement des Affaires
Director, Business Development

Savonnerie Olivier Soapery
Soins corporels thérapeutiques à l'huile d'olive
Therapeutic Olive Oil Skin Solutions

- ⁱ Local in the Know Community Network, “The Olivier Soapery, The Cleanest Show on Earth,” Localintheknow Publishing Inc., 2004-2008, http://www.knowboutouche.com/profiles/1855/Olivier-Soap_Cleanest-Show-On-Earth.html?ID=1855
- ⁱⁱ Global Cosmetic Industry, “Markets & Trends: Segments,” *Allured Business Media*, 2009, <http://www.gcimagazine.com/marketstrends/segments>
- ⁱⁱⁱ Carrie Lennard, “State of the Industry: Bright Spots Remain in Down Market,” *Global Cosmetic Industry*; GCI Magazine, June 2009, Euromonitor International.
- ^{iv} Briony Davies, “Markets and Dichotomies,” *Global Cosmetics Industry*; GCI Magazine, September 2007.
- ^v Ibid
- ^{vi} Cynthia Challenger, “Better deceiving through chemistry,” *ICIS Chemical Business*, Apr 7- Apr 13, 2008; 273, 14; ABI/INFORM Global; pg 14, Vermont.
- ^{vii} Ursula Horne, “Bath and Shower Products Slowly Bubble Along,” *Global Cosmetic Industry*, December 2005, vol. 173, Iss. 12; pg 30-33, New York., <http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=0&sid=15&srchmode=1&vinst=PROD&fmt=4&stартpage=-1&clientid=13370&vname=PQD&RQT=309&did=943767631&scaling=FULL&ts=1247762759&vtype=PQD&rqt=309&TS=1247762783&clientId=13370&cc=1&TS=1247762783>
- ^{viii} Lisa Doyle, “New Scents Revive Soaps,” *Global Cosmetic Industry*, January, 2005, vol.173, Iss. 1; pg. 40-44, New York., <http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=4&sid=9&srchmode=1&vinst=PROD&fmt=4&stартpage=-1&clientid=13370&vname=PQD&RQT=309&did=780420671&scaling=FULL&ts=1247762425&vtype=PQD&rqt=309&TS=1247762587&clientId=13370&cc=1&TS=1247762587>
- ^{ix} Briony Davies, “Markets and Dichotomies,” *Global Cosmetics Industry*; GCI Magazine, September 2007.
- ^x Cosmetics Info, “Browse for information by product category,” *Personal Care Products Council*, <http://www.cosmeticsinfo.org/>
- ^{xi} Statistics Canada, “Average Household Expenditures, by Province and Territory,” Dec 22, 2008, <http://www40.statcan.ca/101/cst01/famil16a-eng.htm>
- ^{xii} Statistics Canada, “Average Household Expenditures, by Province and Territory,” Dec 22, 2008, <http://www40.statcan.ca/101/cst01/famil16c-eng.htm>
- ^{xiii} Antoinette Alexander, “Anti-age products prop up sagging skin care sales,” *Drug Store News* Aug 18, 2008, vol. 30, iss. 9; pg 29 -31, New York., <http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=7&did=1545636211&SrchMode=1&sid=26&Fmt=4&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1247763366&clientId=13370>
- ^{xiv} “[Personal Care Products Manufacturing - Quarterly Update 7/13/2009](#),” First Research Industry Profiles. Austin: Jul 13, 2009,

<http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=5&did=1786324231&SrchMode=1&sid=25&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1247763177&clientId=13370>

^{xv} Doris De Guzman, “A surge in ethnic cosmetics,” *ICIS Chemical Business Americas*; Jul 16- Jul 22, 2007; 272, 3; ABI/INFORM Global; pg 24, New York.

^{xvi} “[Personal Care Products Manufacturing - Quarterly Update 7/13/2009](#),” First Research Industry Profiles. Austin: Jul 13, 2009,
<http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=5&did=1786324231&SrchMode=1&sid=25&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1247763177&clientId=13370>

^{xvii} Leah Armstrong, “Trend for natural and organic cosmetics set to rocket, according to new report,” Decisions News Media SAS, July 29, 2009,
<http://www.cosmeticsdesign-europe.com/Publications/Cosmetics/CosmeticsDesign.com/Products-Markets/Trend-for-natural-and-organic-cosmetics-set-to-rocket-according-to-new-report?nocount>

^{xviii} Antoinette Alexander, “NPA unveils approval seal to clarify natural ingredients,” *Drug Store News*, June 23, 2008, vol. 30, iss. 7; pg 116-119, New York.,
<http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=9&sid=26&srchmode=1&vinst=PROD&fmt=4&startpage=-1&clientId=13370&vname=PQD&RQT=309&did=1506984991&scaling=FULL&ts=1247763366&vtype=PQD&rqt=309&TS=1247763438&clientId=13370&cc=1&TS=1247763438>

^{xix} Carrie Lennard, “State of the Industry: Bright Spots Remain in Down Market,” *Global Cosmetic Industry*; GCI Magazine, June 2009, Euromonitor International.

^{xx} Eminence Organics, “Welcome to Eminence,” Eminence Organic Skincare, 2009.
<http://www.eminenceorganics.com/page/index.php?nid=3>

^{xxi} Occitane en Provence. “L’Occitane in Brief,” 2009
<http://ca.loccitane.com/19/1/1335/25885/L'OCCITANE-in-Brief.htm>

^{xxii} Canadian Business Online, “PROFIT 100 – Canada’s fastest-growing companies”, Rogers Digital Media News & Business, August 19, 2009,
<http://list.canadianbusiness.com/rankings/profit100/2009/DisplayProfile2.aspx?profile=66>

^{xxiii} Rocky Mountain Soap Company, “Who are we?,” 2008
<http://www.rockymountainsoap.com/webpage/1002389/1000144>

^{xxiv} Jurlique. “Our History”, 2009
<http://www.jurlique.com/pcat/aboutjurlique>

^{xxv} Dr.Hauschka skin care. “our history”, 2009
<http://www.drhauschka.com/about/our-history/>

^{xxvi} LUSH Cosmetics, “LUSH Cosmetics: About Us,” *LUSH North America*, 2002-2008,
<http://www.lush.ca/about/>

^{xxvii} Source. Janowitz, N. (2007), “LUSH Expands Eco-Friendly Beauty Empire”, *Retailing Today*, accessed August 14, 2009, available at: http://www.icsc.org/srch/sct/sct0507/retail_lush.php.

^{xxviii} The Body Shop Canada, “history”, 2007
<http://www.thebodyshop.ca/home.asp?Lang=EN&CName=Home>

^{xxix} Yves Rocher France. “All About Yves Rocher”
http://www.yvesrocher.ca/control/dynpage/~struct=about/~page=all_about_yr

^{xxx} Fruits & Passion
<http://ca.fruits-passion.com/>

^{xxxi} Bleu Lavande. “An inexhaustible source of motivation”
<http://www.bleulavande.ca/accueil.htm>

^{xxxii} Dans un Jardin. “La petite Histoire”
http://www.dansunjardin.com/index_f.asp

^{xxxiii} Anonymous, “Kent Economic Commission presents awards; Randy Warman, Isabel Gagne, Lions Clubs, Kent Ambulance, Luc Gallant and Groupe Berger receive awards,” *The Times – Transcript*, November 5, 2001, Money Section, Moncton N.B.,
<http://proquest.umi.com/pqdweb?did=1578285821&sid=7&Fmt=3&clientId=13370&RQT=309&VName=PQD>

^{xxxiv} *ibid*

^{xxxv} Derwin Gowan, “International ingredients the essence of regional soapery; Manufacturing stake in Filipino coconut field ensures steady supply of product,” *Telegraph Journal*, December 30, 2008, Business Section, Saint John N.B., pg. B.1,
<http://proquest.umi.com/pqdweb?did=1619350451&sid=8&Fmt=3&clientId=13370&RQT=309&VName=PQD>

^{xxxvi} Sylvie M. LeDuc, “Les Ateliers du Verso: An Innovative Soap Maker,” *Atlantic Canada Opportunities Agency*, June 28, 2001, <http://mediaroom.acoa-apeca.gc.ca/e/media/press/press.shtml?1523>

^{xxxvii} Olivier Soaps, “The Soap Museum of Canada,” Les Ateliers du Verso Inc, 2009
<http://www.oliviersoaps.com/english/soapery/index.cfm?id=125>

^{xxxviii} Paul Dalby, “Soaping up good, clean fun,” *The Star.com*, April 24, 2008, Special to the Star
<http://www.thestar.com/printArticle/417071>

^{xxxix} Chuck Kuepfer, “The Olivier Soapery opens St.Jacobs store. Offers all-natural, eco-friendly skin care products,” *Elmira Independent*, November 21, 2008,
<http://www.elmiraindependent.com/news.php?id=1092>

^{xl} Nina Chiarelli, “Town has first right of refusal on Gateway property; If Soapery eventually relocates, Riverview can choose to acquire land,” *The Times-Transcript*, January 31, 2007, NEWS section, Moncton N.B., pg. A.4 <http://proquest.umi.com/pqdweb?did=1209273211&sid=8&Fmt=3&clientId=13370&RQT=309&VName=PQD>

^{xli} Daniel Martins, “New organic soap line comes to Miramichi,” *Miramichi Leader*, November 17, 2008, Life Section, Miramichi N.B., pg. A.4,

<http://proquest.umi.com/pqdweb?did=1597467851&sid=8&Fmt=3&clientId=13370&RQT=309&VName=PQD>

^{xlii} Chuck Kuepfer, “The Olivier Soapery opens St.Jacobs store. Offers all-natural, eco-friendly skin care products,” *Elmira Independent*, November 21, 2008, <http://www.elmiraindependent.com/news.php?id=1092>.

^{xliii} Derwin Gowan, “International ingredients the essence of regional soapery; Manufacturing stake in Filipino coconut field ensures steady supply of product,” *Telegraph Journal*, December 30, 2008, Business Section, Saint John N.B., pg. B.1, <http://proquest.umi.com/pqdweb?did=1619350451&sid=8&Fmt=3&clientId=13370&RQT=309&VName=PQD>

^{xliv} Skin Deep: Cosmetic Safety Reviews, Environmental Working Group <http://www.cosmeticsdatabase.com/wordsearch.php?query=Olivier>

^{xlv} Olivier Soaps, Les Ateliers du Verso Inc., 2009, <http://www.oliviersoaps.com/english/home/index.cfm>

^{xlvi} Olivier Soaps, “Femme,” Les Ateliers du Verso Inc., 2009. <http://www.oliviersoaps.com/english/shoonline/section.cfm?id=26>

^{xlvii} Olivier Soaps, Les Ateliers du Verso Inc, 2009 <http://www.oliviersoaps.com>

^{xlviii} Olivier Soaps, Les Ateliers du Verso Inc.,2009 <http://www.oliviersoaps.com/english/home/index.cfm>

^{xlix} Olivier Soaps, “It’s so Easy,” Les Ateliers du Verso Inc., 2009. <http://www.oliviersoaps.com/english/customerservice/index.cfm?id=133>

^l Olivier Soaps, “Soap Club Membership Program,” Les Ateliers du Verso Inc., 2009. <http://www.oliviersoaps.com/english/olivier/index.cfm?id=150>

^{li} PO- Isabel Gagné’s Health Folio, “Are you Skin Care Products Toxic?”, August 7, 2009, 3rd Edition.

^{lii} Olivier Soapery, “Become Ambassador,” Les Ateliers du Verso Inc., 2009. <http://www.oliviersoaps.com/english/customerservice/index.cfm?id=132>

^{liii} Derwin Gowan, “International ingredients the essence of regional soapery; Manufacturing stake in Filipino coconut field ensures steady supply of product,” *Telegraph Journal*, December 30, 2008, Business Section, Saint John N.B., pg. B.1, <http://proquest.umi.com/pqdweb?did=1619350451&sid=8&Fmt=3&clientId=13370&RQT=309&VName=PQD>

^{liv} Atlantic Canada Opportunities Agency, “Protecting the Environment: Entrepreneurs Working Toward a Sustainable Future,” <http://dsp-psd.pwgsc.gc.ca/Collection/C89-4-115-2004E.pdf>

^{lv} Olivier Soaps, “Olivier’s People,” Les Ateliers du Verso Inc., 2009. <http://www.oliviersoaps.com/english/olivier/index.cfm?id=111>

^{lvi} Olivier Soaps. "Our Locations," Les Ateliers du Verso Inc, 2009,
<http://www.oliviersoaps.com/english/customerservice/index.cfm?id=138#code138>

^{lvii} Madeleine Bird & Sandra Madray, "The Toxic Treatment: Harmful Chemicals in Canadian Cosmetics," *Women & Environments International Magazine*, Fall 2008, pg.9, no.76-77.

^{lviii} Anna-Marie Solowij, "Welcome to the weird world of cosmetics; Beauty," *Financial Times*, September 6, 2008, London (UK), pg. 6.

^{lix} *ibid*

^{lx} Amy Lubitow, "Revealing the Toxic Truth: A Case Study of The Campaign for Safe Cosmetics," *Women & Environments International Magazine*, Fall 2008, pg. 27 No. 76-77.

^{lxi} Health Canada. "Cosmetics and Personal Care- Consumer Product Safety" modified March 18, 2009, accessed June 2009,
<http://www.hc-sc.gc.ca/cps-spc/person/cosmet/index-eng.php>

^{lxii} Health Canada, "List of Prohibited and Restricted Cosmetic Ingredients (The Cosmetic Ingredient Hotlist)", March 2007
http://www.hc-sc.gc.ca/cps-spc/person/cosmet/info-ind-prof/_hot-list-critique/hotlist-liste-eng.php

^{lxiii} Anonymous. "Natural Life," *Alternate Press*, May/June, 2006, Unionville, pg 6-10.
<http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=48&sid=32&srchmode=1&vinst=PROD&fmt=4&startpage=-1&clientid=13370&vname=PQD&RQT=309&did=1043014481&scaling=FULL&ts=1247764849&vtype=PQD&rqt=309&TS=1247764883&clientId=13370&cc=1&TS=1247764883>

^{lxiv} "[Personal Care Products Manufacturing - Quarterly Update 7/13/2009](#)," First Research Industry Profiles. Austin: Jul 13, 2009,
<http://proquest.umi.com.libproxy.mta.ca/pqdweb?index=5&did=1786324231&SrchMode=1&sid=25&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1247763177&clientId=13370>

^{lxv} Michelle Devera, "Beauty products good enough to eat?," *The San Francisco Chronicle*, August 2, 2009,
<http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2009/08/02/LVU518UQ9J.DTL&type=printable>

^{lxvi} *ibid*