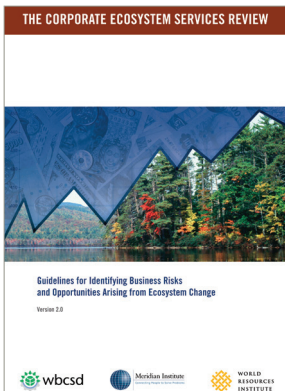




# THE CORPORATE ECOSYSTEM SERVICES REVIEW SERVICES REVIEW CASE STUDY: YVES ROCHER

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*The Corporate Ecosystem Services Review (ESR) is a proven method to help managers identify business risks and opportunities arising from their dependence and impacts on ecosystem services. This case study describes one company's experience and results in applying the ESR.*

This case study is an accompaniment to The Corporate Ecosystem Services Review Version 2.0 (2012). Available online at <http://www.wri.org/ecosystems/esr>

Yves Rocher, a French cosmetics company, conducted a Corporate Ecosystem Services Review (ESR) to guide development of a corporate-wide biodiversity strategy. As a result, the company uncovered new opportunities to secure supply chain resilience to ecosystem change and to improve the company's brand.

Yves Rocher's active ingredients are fully derived from plants. Yves Rocher's core business model thus relies on the natural production of plants as the primary raw material inputs to their products, as well as for corporate innovation, inspiration, and branding. In 2009, Yves Rocher used the ESR as a business-focused framework to inform the development of a corporate-wide biodiversity strategy. Yves Rocher did not use the ESR to alter the company's existing water, energy, and climate-focused efforts, but rather chose to focus on biodiversity conservation and sustainability issues that Yves Rocher's staff felt deserved more attention.

## GETTING STARTED

Yves Rocher's sustainability team formed a steering committee of personnel from the purchasing, research, marketing, communications, and operations departments, as well as key shareholders, to advance the ESR and biodiversity strategy. The company partnered with the French nonprofit organizations [INSPIRE Institut](#) and [Dervenn](#) to provide outside expertise.

As a result of the ESR, Yves Rocher developed an action plan to address ecosystem change in its supply chain, to improve ecosystem services management at its facilities, and to adjust its customer interface strategies to enhance ecosystem services stewardship associated with Yves Rocher's business activities.

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## STRENGTHENING SUPPLY CHAIN RESILIENCE

The ESR helped Yves Rocher proactively manage supply chain risks and opportunities related to ecosystem change. As a result of the ESR, Yves Rocher has dedicated a new supply chain management position tasked with building an information database to track and report on how suppliers cultivate plants, along with the ecosystem service and social impacts along the supply chain. The database will identify “hot spots” where better cultivation practices could improve environmental conditions and the economic well-being of suppliers. This program safeguards against supply chain risks by helping the company ensure the long-term viability and sustainability of key suppliers. It also can reduce reputational risks while supporting biodiversity conservation and sustainable communities.

For example, since 2010 Yves Rocher has been establishing cooperatives in northwestern Madagascar to enhance the sustainable production of a rare native Madagascar plant and its essential oil, saro (*Cinnamosma fragrans*). In order to protect Madagascar’s biodiversity and support income-generating activities in these cooperatives, the company is funding native forest restoration projects that integrate saro bushes and other locally used tree species into the landscape. Last year, Yves Rocher dedicated half of its saro sales purchase (approximately €20,000) to these biodiversity restoration efforts.

## IMPROVED MANAGEMENT OF YVES ROCHER FACILITIES AND AGRICULTURAL LANDS

Yves Rocher directly manages three manufacturing facilities and 55 hectares of organically grown flowers. The company used the ESR to make the case for enhancing biodiversity in lands under their management. Conse-

quently, Yves Rocher has already eliminated mowing and chemical inputs at its flagship manufacturing sites in La Gacilly, and is implementing similar programs at other sites. In addition to enhancing local species habitat, this strategy reduces grounds maintenance costs and provides an opportunity to educate employees and stakeholders about Yves Rocher’s corporate biodiversity goals.

## STRATEGIES RELATED TO THE CUSTOMER INTERFACE

The plant-derived qualities of Yves Rocher’s cosmetics generate a major brand premium. The company thus seeks to tap into a competitive advantage by better communicating biodiversity and ecosystem services stewardship to its customer base. Yves Rocher is ramping up communications regarding the origin of its products and progress in achieving sustainability goals. Furthermore, the company has committed to directing a portion of its sales toward the United Nations’ [Billion Tree Campaign](#) and providing information about related volunteer opportunities on product packaging.

## ABOUT WRI

The World Resources Institute is a global environmental think tank that goes beyond research to put ideas into action. We work with governments, companies, and civil society to build practical solutions to urgent environmental challenges. WRI’s transformative ideas protect the Earth and promote development because sustainability is essential to meeting human needs and fulfilling human aspirations for the future.

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