



SWISS SCC – 29th Winter Seminar

in Champfèr the 30th of January
to 4th of February 2011

Part II



The first part of the Winter Seminar 2011 was published in March and contained the opening evening and the full Monday and Tuesday morning sessions. The second part of the seminar is starting with the Tuesday afternoon, private label manufacturer and their options to differentiate in a highly competitive market. Later in the afternoon new carrier systems and the newest developments in UVA-protection were presented.

Differentiation as private label manufacturer, thanks to IFS-HPC-Standards

Dr. Beat Müller – CWK

CWK-SCS, a Division of Coop is worldwide the first company, certified for the new IFS-HPC Standard. Die Abbreviation IFS-HPC is standing for »International Featured Standard Household and Personal Care«. The new standard for Non-Food Products

developed from the much better known IFS (Food) Standard, which was introduced 2003 and reached a benchmark status in 90 countries with 12000 certified companies for HAC-CP risk management. About 190 Retailer use the standard as quality insurance tool for their private labels. The IFS HPC Standard contains 224 control points in the areas of company responsibility, quality management, resource management, production processes, quality control and continuous improvement. Special importance is linked with all processes around a safe production of products. High hygiene levels, validated cleaning and analytical processes, exact traceability and a tested crisis management improve the safety in production. The standard goes much beyond legislation and is much more concrete regarding the

requirements as the ISO 22716 standard Cosmetic GMP. The centerpiece of IFS Standards is the risk analysis to protect the consumers which are used in all processes. CWK-SCS has developed an innovative evaluation table for the risk analysis. This enables the classification and assignment of risks according to the dangers, the potential gravity in case of accident and the feasibility of happening. All relevant processes are judged by the danger and risk analysis team according to the evaluation table und summarized in a risk matrix. Monitoring of the critical points in the processes is in-build into so called CPs (Control Points).

The IFS HPC Standard could be introduced and audited in CWK-SCS within only 6 months. This challenging time line was only possible due to the internally existing know-how around

the IFS Food Standard. From CWK-SCS point of view the IFS HPC Standard improves the product safety and it is a tool to build trust and reputation towards the customer. As side effect only a few audits by customers and thanks to the safe processes also low failure costs are expected. CWK-SCS has reached an advantage against competitors with the worldwide first IFS HPC certification and the outstanding audit result.

Differentiation as private label producer, thanks to ECOCERT Formulations

Judith Fiedler – CWK

In the area of international private label producers are many suppliers, putting themselves under high price pressure. Retailers are working with auctions, to find the cheapest supplier for a specific product. Quality differences are only recognized for the product evaluation after the first price indications. Here, the natural cosmetic market offers an alternative. There are few suppliers, following that the market is not yet that strongly determined by the price. Through retailers like DM with its brand Alverde the market in Germany definitely increased market shares. The past niche market develops into a strong standing leg in the cosmetic segment. Reachable prices and margins for the products are higher by the additional benefit of »sustainability«. This increases the

attractiveness of the market for manufacturers and retailer. A label offers the retailer the necessary safety and clarity. The certification classifies the product clearly into the category »Natural cosmetic«. Ecocert is a pioneer in the area of bio ingredients and natural cosmetic. Moreover the highest number of member companies is exhibited. The Ecocert label has an international propagation. Therewith an international marketing is possible. Through the launches of H&M and Garnier the Ecocert label won importance and spreading. For the developer an Ecocert certification offers enough flexibility and therewith the possibility to develop user-friendly products. The product requirements are clearly regulated for natural and organic natural cosmetics, raw material data are available online, calculations are easy to realize with given examples. Ecocert is further exhibiting the subject of packaging, design and cleaning rules into the evaluation and reviews the production annually. Thanks to the design standards every user can comprehend the certification criteria at every time.

Ecocert certified natural cosmetic offers the international private label manufacturer a differentiation towards the market. Products with better margin can be placed in the market. With Ecocert international distribution possibilities are offered even outside the German speaking area.

Small Actives carriers – very big, spherically well into skin

Dr. Gabriele Blume – Sopharcos

Carrier systems have an importance in the cosmetic for a long time. At the end of the 1980's a liposome was used in cosmetics for the first time (Capture von Christian Dior) that is still being used (Capture Complex Liposomes Smoothness Radiance Firmness). The liposome has therefore proven to be long-lasting – but new innovative carrier systems »Spheres« (welkin) have been introduced into cosmetics.

Such carrier systems are used to stabilize the often very expensive active ingredients and/or work as transport system to carry the active ingredients to the intended skin depth. Other systems can specifically be used to prevent penetration of active ingredients, by forming a depot on the skin's surface.

Table 1 is a summary of chosen carrier systems, presented in detail.

Glycospheres®

Glycospheres® have a solid center formed of modified starch. The external layer around the center, a lipid membrane is build of fatty acids and polar lipids, thus the whole vesicle is made of natural raw materials. The hydrophilic actives (especially anionic substances) are imbedded into the positively charged cellulose polymers and therefore well be protected against external influences like heat

Table 1: Summary of chosen carrier systems

Carrier System	Material	Actives	Size
GlycoSpheres®	Lecithin + modified Starch	hydrophobic + hydrophilic	200 nm
Sophi-Hydro-Spheres	Emulsifier + Emollient	hydrophilic	80-300 nm
Kem-Spheres®	Waxes + Emulsifiers	hydrophobic	50-500 nm
UltraSpheres™	Lecithin + Oil	hydrophobic	100-300 nm
Sophi-Lipo-Spheres	Emulsifier + Co-emulsifier	hydrophobic	100-200 nm

and oxidation. The carrier can be used in O/W as well as in W/O formulations. It has to be highlighted that large proteins up to a molecular weight of 200 000 Dalton can be incorporated into the network of these carrier systems. The vesicles of 200 nm are not able to penetrate due to the rigid internal center and they can release the actives under increased ion contents.

Sophi-Hydro-Spheres

Sophi-Hydro-Spheres form a new innovative carrier system which has similar and better properties than the long known liposome. Sophi-Hydro-Spheres consist of a membrane forming anionic, eatable emulsifier that is similar in structure to phosphatidylcholine. The emulsifier is also a diglyceride, esterified with 2 long chain fatty acids (linoleic acid and oleic acid),



Dr. Beat Müller



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both derived from sun flowers and therefore non-GMO. As head group the salt of a carbon acid is used (lactic acid and citric acid) that the vesicle has a negative surface charge. For stabilization of the vesicle a further active respectively an emollient is used.

The vesicles are suitable to the encapsulation of hydrophilic and amphiphilic actives. In comparison to liposomes the spheres have an advantage regarding the encapsulation efficiency of amphiphilic substances and salts of acids.

Regarding the penetration properties of liposomes and spheres are comparable. Also the high stability of the vesicles in cosmetic formulations could be shown.

Kem-Spheres®

Kem-Spheres® consist mostly of waxes and emulsifiers and are, opposite to the other described spheres, not only spherical but over and over streaked by a network of liquid crystalline membranes. Encapsulated substances can like this be released in a controlled way. By the degree of the network the rate of release can be adjusted. The SPF of sun care formulations can be improved by the use of these particles.

UltraSpheres™

UltraSpheres™ are forming a nanoemulsion with phosphatidylcholine as natural emulsifier. The encapsulation of hydrophobic actives in the single, flexible membrane of the UltraSpheres™ will increase the

bioavailability of actives in skin. UltraSpheres™ release the actives sustainably over a time frame of several hours (Slow Release).

Sophi-Lipo-Spheres

Sophi-Lipo-Spheres are mainly consisting of membrane forming anionic, eatable emulsifiers like the Sophi-Hydro-Spheres and must also be stabilized with a co-emulsifier. The colloidal carrier system has an average vesicle size between 100-180 nm and in the center oil droplets respectively lipophilic substances are encapsulated in high concentrations (20 - 40%). The encapsulated actives (e.g. 5% retinol or 10% pure tocopherol) can be stabilized in formulations significantly. Further a penetration of the encapsulated lipophilic substances (lipophilic vitamins) into the skin could be demonstrated by ESR (Electron Spin Resonance Spectroscopy).

News about the *in vitro* determination of the SPF of sun screen agents

Prof. Dr. Ulrike Heinrich – Dermatonnier

Since many years there is an interest in an *in vitro* determination of the SPF. On the one hand there are ethical aspects, to not expose volunteers to irradiation with UV-light, on the other hand the interest is also to establish a less costly, more efficient test procedure.

The DGK professional group »sun protection« has worked within the frame of ring studies to develop a validated procedure for the SPF-measurement.

Literature

Glycospheres®:
Kobo Products Incorporated
South Plainfield, N.J.
USA

Kem-Spheres™:
Sachtleben Chemie GmbH
Duisburg, Germany

UltraSpheres®:
ROVI Cosmetics International GmbH
Schlüchtern, Germany



Dr. Gabriele Blume

Different substrates, starting with napped quartz plates, over sandblasted PMMA-plates and finally up to poured PMMA-plates with defined roughness were examined with the aim to simulate the skin surface. Furthermore different sizes of film thickness per product sample were applied. An extra difficulty is the many very different galenic forms of sun screens (Spray, Lotion, Cream or Stick). Finally also the natural irradiation und measuring conditions play a substantial role.

The aim of all methodological standards was to reach a preferably well correlation to the *in vivo* SPF-determinations, whereby even those underlie a certain scatter. In common trainings (User-Meetings) a relative good correlation of the laboratories could finally be reached. Nevertheless the problem remained that inside one laboratory better results could be obtained than between different laboratories. Also on an international level corresponding ring studies e.g. ISO with similar results. Due to the enormous interest of the industry and additionally of the authorities, a special initiative of the ISO took place last year. An international »Ad hoc Advisory Group« was founded, formed of member states from Japan, USA, England, The Netherlands, France and Germany, to evaluate all appropriate examination conditions and work on proposals for an optimized study procedure. At the moment many ideas have been collected that will be presented to the ISO next spring. Based on improving framework

conditions of *in vitro* determinations of sun screens in future a certain hope persists that here an international examination protocol can be presented enabling a valid, fast and economic SPF-determination.

Sustainable Market Success – Success Factor Human Being

René Grüter – CTS Group

Between the poles of short term economic success, Share/Stakeholder expectations and an always faster moving market dynamic to give space to entrepreneurial visions taking the factor »human being« into account is an enormous challenge. Sustainable successful entrepreneurs but also entrepreneurial thinking managers recognize die necessity of the investment in the development from the »Company-Factors« to the »Success-Factor« men. Following a few basic approaches shall animate for self-reflection:

To organize the whole HR-process in a company successfully, it applies to actively support it from the hiring process to the evaluation and development up to the resignation. Beside the »hard skills«, that can often be measured directly and can be compared with more or less standardized methods, a high priority must also be allocated to the »soft skills« – the attitude oriented factors. Because these mainly determine the company culture and therefore joy & sympathy which show the employees as mirror of the company externally and could create the decisive advantage at cus-

tomers and investors. For a sustainable contribution to the company success the development of groups to performing teams is inevitable.

Already during the recruiting of an employee bottom line happens. This is the time where the superior mandatorily should think of which behavior-oriented ideal profile is needed to complement the group or the team. One has to scrutinize the areas of personality that are important for the success or the fail of a working relationship from a sociological and psychological point of view:

Thinking structures, attitude, mindset, social- and daily behavior

Next to this »holistic« approach it is recommended to focus early on a leadership recognition during the HR-process. With the help of psychometric tests – it is recommended to use practice oriented, simple and easy understandable tools – well fitting, com-



René Grüter

Literature

- [1] *In vitro* SPF: still a challenge with no final answer. Rohr M., Klette E., Ruppert S., Bimczok R., Pflücker F., Klebon B., Heinrich U., Tronnier H., Johncock W., Peters S., Rudolph T., Flösser-Müller H., Jenni K., Kockott D., Lademann J., Herzog B., Bielfeldt S., Mendrok-Edinger C., Hanay C., Zastrow L.

Skin Pharmacol Physiol 2010; 23, 201-212



Dr. Ulrike Heinrich



Beata Hurst

plementary additions to existing teams can be assured.

Specifically in markets where innovation and marketing are the driving force of successful business models – like e.g. in the cosmetic industry – questions for the best possible mix of specialists and generalists as well as the ability to communicate with each other in parallel functions effectively and efficient (Interface-management, e.g. F&E/Sales & Marketing) have priority. Likewise actual (textbook)-knowledge should be combined with lived front experience, respectively building a fruitful mix which is the basis for high performance teams.

Once embedded in a company's structure, to make the most of the unified human resources from an entrepreneurial point of view. Employee development is basically never finished. Crucial indeed is the clear task setting of single actions und their association with company tasks (e.g. Balanced Scorecard). An immense optimization potential lies idle here. To identify functional competence gaps and take action to reduce respectively eliminate the gaps is relatively easy to perform. More challenging is the subject for questions of leading capabilities, motivation, cultural fit, the intercultural relationship-management as well as the subject »best placement«. Answers to these questions are often not easy, but mostly one or more layers under the surface (iceberg syndrome).

Leadership capability can be observed daily. It is therefore recommended specifically for successful specialists and experts with little or no leadership responsibility in the past to ask the question whether a broader leadership responsibility can serve the person itself, the team and the company. With little effort this kind of facts can be confirmed via practice oriented diagnostic media. Personnel management is a subject that can be reduced in relation to the management cycle to the two basic pillars leadership-efficiency and self-management. Hence, the superior has got clear instructions to start with himself

– effective leadership is the result of self-reflection, authenticity and personal will to work upon oneself.

A special place takes the »lateral« leadership capability. It requires strong interpersonal skills, to direct persons of different functional areas towards one given target, even if sometimes the interests are opposite each other. Good interface managers are seldom, by tendency they are »Beta Animals« but they are the ones that often keep the company machinery running.

Leadership, motivation and cultural fit are close connected. When the value proposition of a company and the employees are badly adjusted, the manager can keep the employee motivation in the best case for a short time. At value-oriented incongruity the cultural fit often disappears what creates frustration and frequently leads to resignation. As a manager it is recommended to get clarity over the present »culture« in the area of responsibility and to dispute with employees of this area. To develop a department slogan based on common values is a powerful tool to promote the common direction of a team.

The relationship skills of a person – whether internally or against third parties, local, national or international – decides upon the external impression which is not trivial in a highly competitive market environment. Here it counts to bring the personality structure with the functional and methodological competencies (e.g. technical service and consulting sales) into agreement. Thus synergies are set free that satisfy the company and the individual person.

This general and round reflection leads the superior subject »best placement«, the question how a company makes sure to place the right employee at the right place. It can be stated that an enormous improvement potential exists in many companies. Resulting insights from the performance management are far too often and too long ignored – especially when the already mentioned soft skills are the matter. To pursue a handy »best placement« asks management for a clear

vision/target orientation, guts to change, flexibility, open communication and constructive assertiveness towards the involved managers. Predictive, proactive »best placement« leads to the development of idle potentials in an organization that again recuperates the customers, the company and the employees (e.g. new perspectives). The »best placement« process could also lead to the conclusion that a separation forms the best solution. In this case all involved people is best helped to make definitive decisions and shape the separation process fair and future oriented e.g. with the support of a professional outplacement.

Conclusion

That the human being is a success factor for market success in a company is undisputed. To develop existing potential and to market it requires a conscious focus to the HR-process along the whole development chain. This lies in the first instance in the responsibility of the executives and may not be delegated to the personnel department.

The second part of the Winter Seminar ends with the first outlook to the next year's event. The Winter Seminar 2012 takes place from January 29 to February 3. The subject of the coming Winter Seminars is:

»(no) Limits in Cosmetics«

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