

## Industry insight

# 3 Questions With Sean Traynor

Takasago seeks continuous improvement through growth and technology

In *Perfumer & Flavorist* magazine's "2006 Industry Top 12\*" (Summer issue, page 22), Takasago International Corp. came in at No. 6, with 2005 sales of \$898.3 million—a 4.5% increase over 2004. Celebrating its 86th birthday this year, Takasago continues to be a force in the industry by scoring new fragrance wins (*F by Ferragamo*, Marc Jacobs' *Splash Cotton*, etc.), expanding globally and seeking out leading-edge technology. Sean Traynor, Takasago USA president, spoke to *P&F* magazine about the company's accomplishments, growth strategy and keys to sustained success.

**P&F:** What do you consider Takasago's key accomplishments to be in 2005?

**Traynor:** We continue to enhance our global operations with new facilities, staffing and practices. Among our many programs in 2005:

- A new creative center and offices in São Paulo, Brazil.
- Implementation of fully computerized fragrance compounding in our Northvale, NJ, manufacturing site.
- A new flavor spray dryer in Guangzhou, China, to provide significant capabilities for China to support customer market activities as the country prepares for the upcoming 2008 Olympics.
- Throughout the world, we have implemented lean manufacturing processes for both flavors and fragrances. Takasago is a global F&F leader in applying *kaizen*, the Japanese philosophy of "continuous improvement." Initially developed for the auto industry, world-class manufacturing methods and practices have been applied for the first time to the flavor and fragrance industry by Takasago.

**P&F:** What are your goals throughout the next 12–24 months?



Sean Traynor

**Traynor:** We have established our G3 plan (Growth for Group and Global) as the basis for the long-term growth of Takasago. Our goals center on the ongoing expansion of global development and the strengthening of our total business. A key part of this is continual investment outside Japan.

Our commitment to continued expansion outside of Japan is constantly reinforced by our board of directors, who have approved a major laboratory expansion for our Takasago USA facilities, to be completed by the end of 2006. We also will be increasing our staffing—particularly in flavors creation and application. Expansion of our flavors business in the United States is the result of our commitment to growth, as well as a solid demonstration of our global strategy and planning.

**P&F:** What are the keys that will make Takasago a success?

**Traynor:** The keys for Takasago's success remain rooted in our guiding principles of trust, teamwork and technology. In this ever-changing and competitive market, Takasago meets ongoing challenges by remaining committed to ethical business practices, fostering teamwork internally and with our customers, and continuing to invest in key technologies. Technology is the key point of differentiation and the engine that drives Takasago's success in the global marketplace.

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