

# F&F Q&A: Leveraging R&D across Categories

Ahmet Baydar on green chemistry, delivery systems, the changing relationship between suppliers and consumer goods companies, and more

**IFF** recently named Ahmet Baydar to the newly created role of senior vice president, research and development. He is responsible for the leadership and development of the company's global R&D strategy, including innovation, technological development and external collaboration activities. Baydar was previously vice president, global fragrance research at IFF and held positions with P&G, The Gillette Co. and Givaudan. Here, Baydar discusses his new role at the company and outlines future R&D goals.



Ahmet Baydar

sumer needs such as health and wellness, sustainability, and preferred taste or scent. The focus of our innovation efforts over the past few years was to expand our technology portfolio through collaboration with strategic partners around the globe whom we had identified as leaders in their respective fields. Today, we have more than 25 partnerships with universities and industrial establishments around the globe. IFF has established a dedicated organization to identify and manage the strategic partnership relationships.

**P&F:** What can you tell us about your new responsibilities?

**Baydar:** My responsibilities include establishing and executing an R&D strategy for IFF's flavor and fragrance business based on market assessment and consumer and customer needs; prioritizing the technology platforms to deliver the strategy; and identifying and developing relationships with appropriate external strategic partners who can assist in delivering IFF's goals.

**P&F:** What does it mean to have a senior vice president overseeing R&D across categories?

**Baydar:** To have a senior vice president overseeing both the flavor and fragrance businesses enables us to leverage technology platforms such as receptors, biotechnologies, catalysis, encapsulation and naturals research across the business unit categories.

**P&F:** Can you outline what each component of IFF's R&D segment comprises?

**Baydar:** IFF spends approximately 8-9% of sales on R&D. Innovation is one of the key areas of strategic importance. The current technology programs in our portfolio are designed to focus on delivering key con-

**P&F:** Are there any specific programs you wish to discuss?

**Baydar:** One special area of focus in our R&D is the development of green and sustainable technologies for our manufacturing operations to replace traditional processes that sometimes use undesirable chemicals. IFF's R&D has been doing well in the past three years with the introduction of a number of very successful green processes. We have further increased our resources in the field of sustainable and green chemistry, both internally and through external partnerships, to lead the industry in our pursuit of reducing our carbon footprint and waste, and eliminating the use or generation of hazardous substances. IFF recently has also filed strategic patent applications in technologies that will make our manufacturing processes much more efficient in years to come.

Delivery technologies are of special importance to IFF. More than 25 years ago, researchers at our Union Beach R&D facilities developed PolyIFF, a unique fragranced polymer system that has found application in many product categories and continues to grow. More recently, our fragrance capsule technology has been widely adapted in fabric care applications. To maintain and enhance our leadership position, our material scientists are developing a variety of new technologies that will have a significant impact on the flavor and fragrance businesses in the future.

IFF will continue to invest in naturals research to retain its leadership position focusing on quality, purity and availability. R&D will continue with its successful taste receptor and taste modulation programs.

**PF:** What has your experience at consumer product companies taught you about their needs from flavor/fragrance suppliers?

**Baydar:** The relationship between our industry and consumer product companies has changed and evolved over the years. Industry-leading flavor and fragrance companies like IFF, with vast innovation capabilities, are now more like partners to customers, rather than just suppliers. We no longer just supply winning fragrances but are a crucial technology partner, delivering innovative

solutions to key consumer requirements of our customers. That is why our technology portfolio today goes beyond just novel methods of creating synthetic or natural flavor and fragrance ingredients, new processes, performance and consumer insights.

**PF:** What is your R&D agenda moving forward?

**Baydar:** Our R&D agenda in the coming years will be to establish an organization that optimizes resources internally and with our key strategic partners. We will expand our R&D portfolio into areas that will fill the needs of consumers and our customers in the future.

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