

COLLABORATIVE IDEATION

STRATEGIC ADVANTAGE

Is gained when the unique 3M culture is utilized to find, grow, support and nurture new high growth business opportunities. The competitive environment requires that skills both old and new are maintained and leveraged to greatest advantage.

METHODOLOGY

Actively facilitating a diverse collaborative study group of passionate 15% time volunteers over a 15 week period to generate quality rather than a quantity of ideas

DELIVERABLES

3-5 cross-functionally researched recommendations presented to management for further incubation, investment, and eventual commercialization that have the potential to create new high value, high growth business opportunities for 3M

“Great way to generate future forward thinking with people from across many disciplines”

-'11 DGBL Participant

3M GROWTH INITIATIVES FRAMEWORK

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Maximizing Organic Growth



*Creating Value Through
Collaborative Ideation*

LEAD FRAMEWORK ARCHITECT

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THE 3M GROWTH INITIATIVES FRAMEWORK

A new ideation methodology to help meet 3M's aggressive growth goals by:

- Targeting development resources more effectively
- Utilizing 3M's internal resources, cross-functionally in the form of collaborative ideation, to recommend fresh high growth, high value business opportunities for new and existing technology platforms
- Speeding the pace of commercialization

An opportunity to tangibly employ our 3M corporate strategies:

- Invest in Innovation: Invigorate Existing Market Opportunities and Focus on Emerging Megatrends
- Build High Performing and Diverse Global Talent

Outcomes Observed:

- Increased employee excitement & engagement
- Potential to increase the effective rate of ideation to commercialization from 4% to 70% or higher

FRAMEWORK FOUNDATIONS

- Complex Adaptive Systems
- Creative Process
- Facilitated 15% Time
- Collaborative Community
- Dynamic Facilitation
- Social Media
- Design & Integrative Thinking



DIFFERENT THAN OTHER IDEATION EFFORTS

- A weekly lunch meeting for 15 weeks, allowing a cross-functional study group of ~20 people to do both a broad sweep & a deep dive into a subject area
- Far beyond the usual brainstorming and idea hoppers
- A facilitated 15% time effort of engaged volunteers
- Based on personal accountability and passion for a subject area - not an assignment
- A non-hierarchical environment - the room is "flat"
- Technical, manufacturing, engineering, design, business, and managerial communities are creating and developing ideas together. Experts are invited in to promote understanding, not to solve the problem.
- Not a class or seminar, although volunteers do find, read, study and share relevant information, as well as complete assigned homework

"This is a way to leverage enough skills, time and brainpower to develop concepts to the point where management can make reasonable evaluations."

– '09 Clean Tech Participant

CREATING VALUE AT 3M

- New businesses & technology platforms
- New competitive advantage strategies
- New tools for evaluating the robustness and viability of an idea
- Identifying and engaging companies as collaborators in a space where they have a technology area that could be complementary (as opposed to competitive) to our own
- Valuing of diversity: viewpoints, education, background, disciplines, work groups, work styles...
- Networking across disciplines and organizations
- Leadership identification and development opportunities: Traditional & Collaborative
- Employee excitement, re-engagement, retention, and recruitment

"Innovation isn't complete until an idea explored in the lab is transformed into a product and that product goes to market."

– A Century of Innovation: The 3M Story

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