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Information
Research
& Solutions

Mapping and Driving the Knowledge Solutions of a Corporate Information Organization Towards 2010 …and beyond

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Silent 700

Innovate, Grow, Deliver

More than 40 Core Technologies

Ad Adhesives	**Am** Advanced Materials	**Bi** Biotech							**Rf** Reclosable Fasteners
Ab Abrasives	**Dd** Drug Delivery						**Mr** Micro-replication	**Pe** Predictive Engineering & Modeling	**Rp** Radiation Processing
Ac Acoustics	**Dm** Display Materials					**Nt** Nano Technology	**Nm** Nonwoven Materials	**Pm** Polymer Melt Processing	**Sm** Specialty Materials
As Application Software	**Do** Dental & Orthodontic Materials	**Fi** Films	**Fs** Filtration, Separation, Purification	**Ir** Immune Response Modifiers	**Md** Medical Data Mgmt	**Mi** Microbial Detection & Control	**Pc** Precision Coating	**Po** Porous Materials & Membranes	**Su** Surface Modification
Ce Ceramics	**Ep** Electronic Packaging	**Fl** Fluoro-materials	**Im** Imaging	**Is** Integrated Systems Design	**Me** Metal Matrix Composites	**Mo** Molding	**Pd** Particle & Dispersion Processing	**Pr** Process Design & Control	**Wo** Wound Mgmt
Cp Chemical Power Sources	**Fc** Flexible Converting & Packaging	**Fo** Fiber Optics	**Ip** Inks & Pigments	**Lm** Light Mgmt			**Pp** Precision Processing		**Vp** Vapor Processing

Expanding Globally

- 3M companies in more than 60 countries
- Sales in nearly 200 countries
- 61 percent of sales
- 52% of employees

3M Information Research & Solutions

“Perfect information and rational thinking are necessary for competent business decisions”

Adam Smith, An Inquiry into the Nature and Causes of the Wealth of Nations (1776)

- **Core Drivers:**
  - Right information, at the right time, in the right format
  - Alignment with 3M’s strategies
  - Change is the only constant
- **Key Competencies:**
  - In-depth knowledge of 3M and the information industry
  - Service excellence, but growing business focus
- **Intellectual Property Drivers:**
  - Protect our IP and not infringe that of others
  - “Technical personnel shall know the worldwide patent and non-patent literature relating to their area of activity”

The Information Landscape in 2010

External Landscape

- Exponential information expansion
- Self service and self sufficiency
- *Just in time* rather than *Just in case*
- Find fast / no barriers
- Content is king
- Independent seekers

Internal Landscape

- 75:25 International to US
- R&D deployment
- Information Driven Enterprise
- Global Teams
- Collaboration
- "Dark" information
- "On the fly" translations

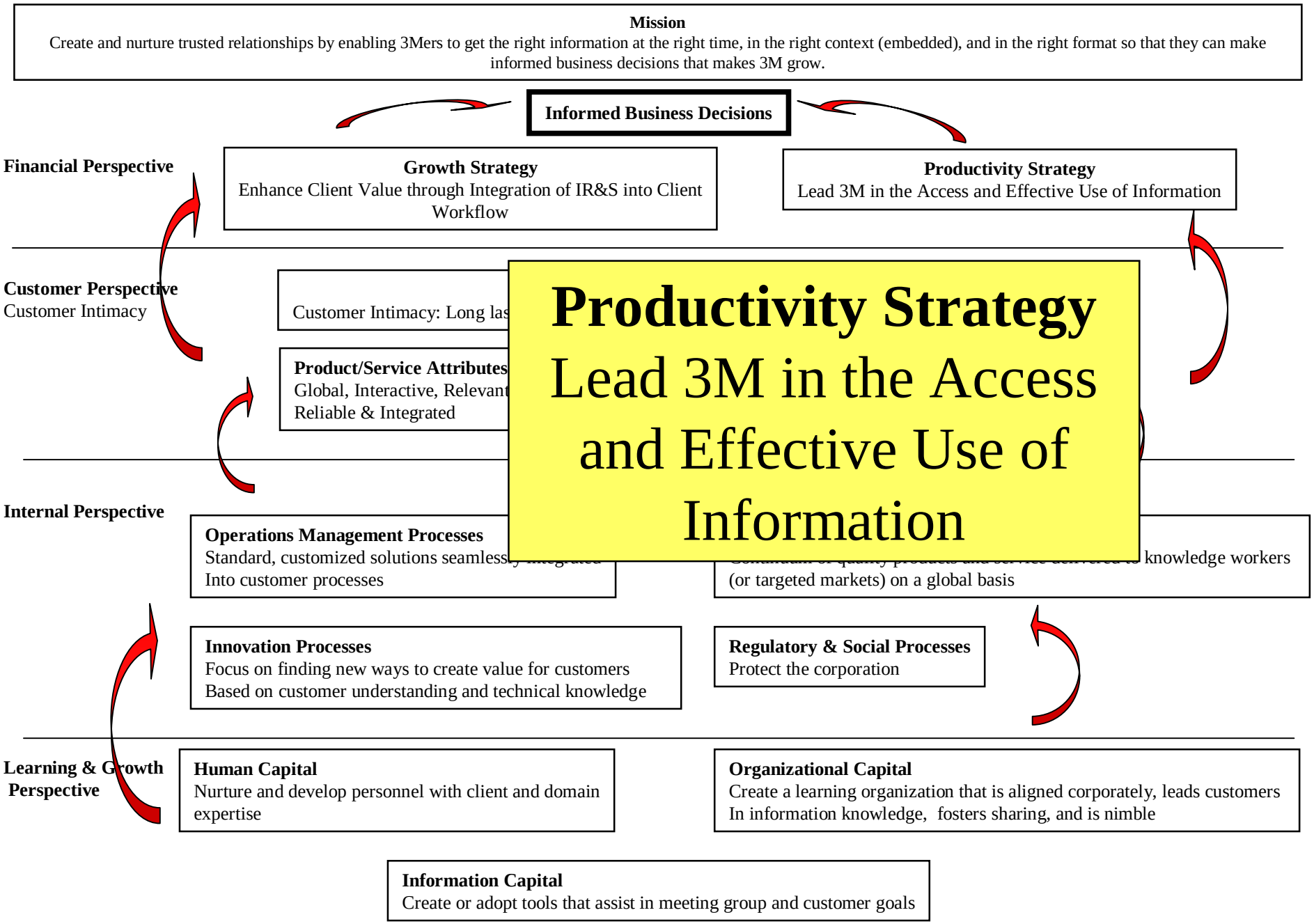
Strategy Mapping

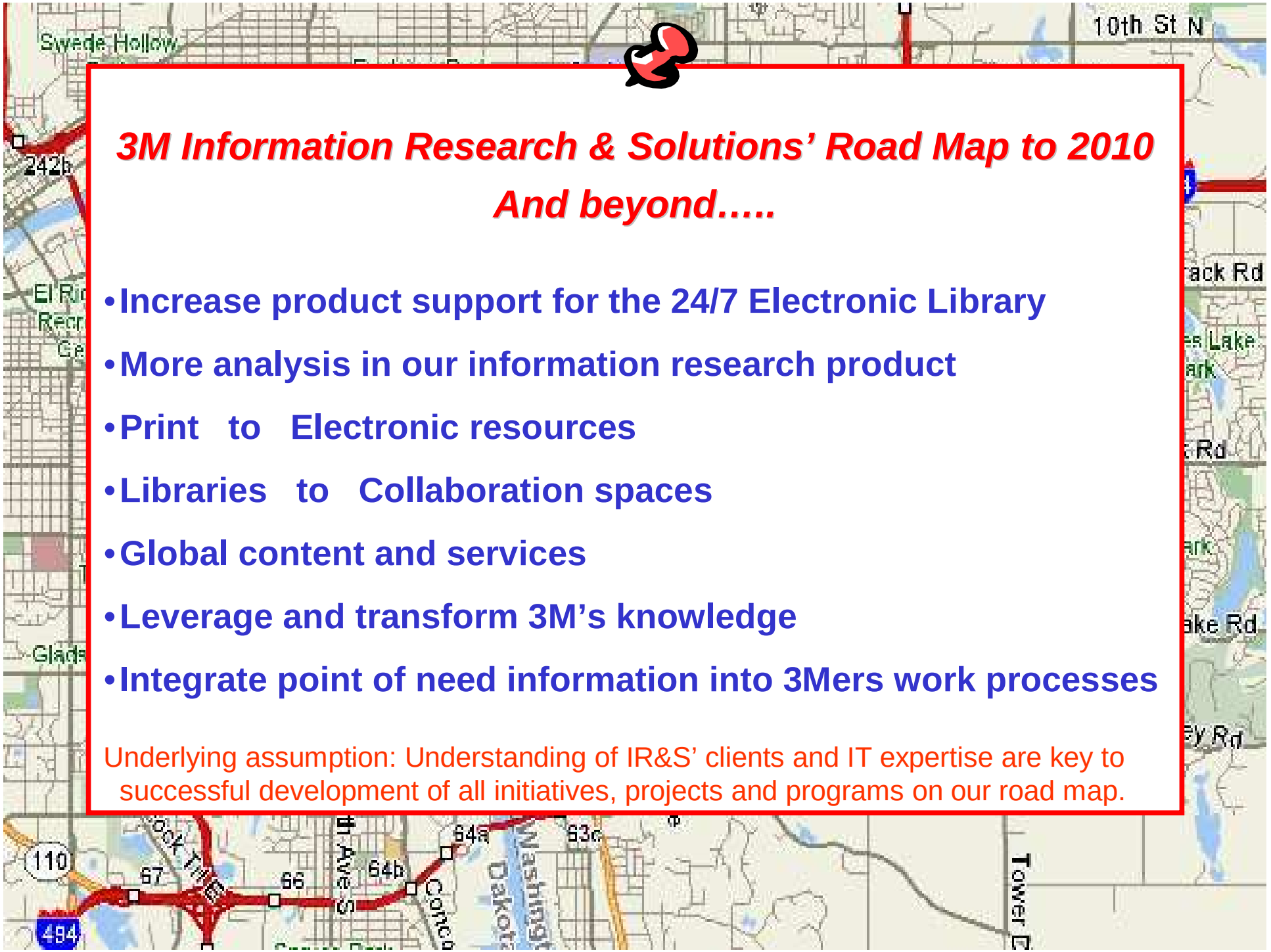
Definition:

- Provides a picture of an organization's objectives and the relationships among them

Focus:

- Aligns and links employees jobs to overall objectives of the organization so that everyone is working collaboratively toward the same goals


Mission
Create and nurture trusted relationships by enabling 3Mers to get the right information at the right time, in the right context (embedded), and in the right format so that they can make informed business decisions that makes 3M grow.
Informed Business Decisions
Financial Perspective
Growth Strategy
Enhance Client Value through Integration of IR&S into Client Workflow
Productivity Strategy
Lead 3M in the Access and Effective Use of Information
Customer Perspective
Customer Intimacy
Customer Intimacy: Long las
Product/Service Attributes
Global, Interactive, Relevant
Reliable & Integrated
Productivity Strategy
Lead 3M in the Access and Effective Use of Information
Internal Perspective
Operations Management Processes
Standard, customized solutions seamless
Into customer processes
knowledge workers
(or targeted markets) on a global basis
Innovation Processes
Focus on finding new ways to create value for customers
Based on customer understanding and technical knowledge
Regulatory & Social Processes
Protect the corporation
Learning & Growth Perspective
Human Capital
Nurture and develop personnel with client and domain expertise
Organizational Capital
Create a learning organization that is aligned corporately, leads customers
In information knowledge, fosters sharing, and is nimble
Information Capital
Create or adopt tools that assist in meeting group and customer goals



3M Information Research & Solutions' Road Map to 2010 And beyond…..

- **Increase product support for the 24/7 Electronic Library**
- **More analysis in our information research product**
- **Print to Electronic resources**
- **Libraries to Collaboration spaces**
- **Global content and services**
- **Leverage and transform 3M's knowledge**
- **Integrate point of need information into 3Mers work processes**

Underlying assumption: Understanding of IR&S' clients and IT expertise are key to successful development of all initiatives, projects and programs on our road map.

IR&S Business Deliverables

- User Desktop Resources with point of need help
- Research & Analysis
- Content Management & Enhancement
- Internal Knowledge Management
- Consulting and Training
- Innovation and Collaboration Spaces

Bumps in the Road

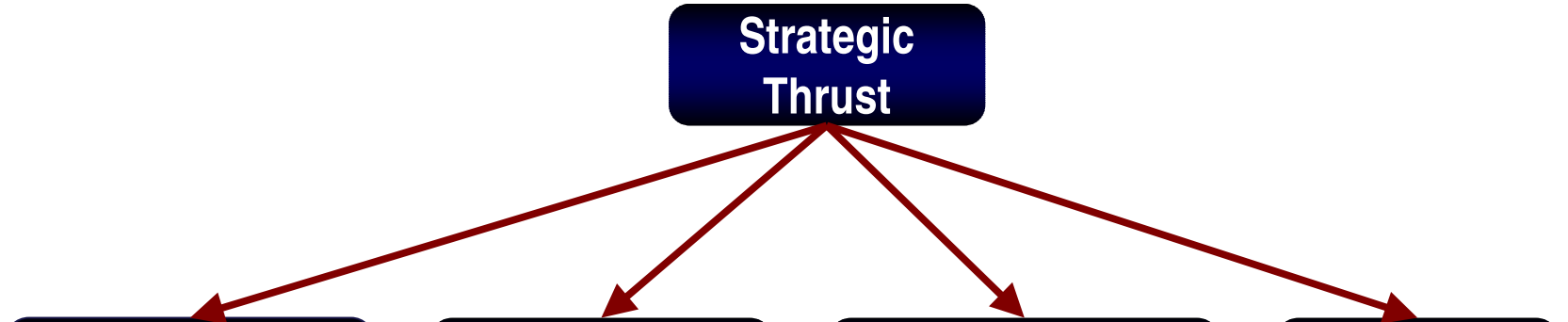
Unplanned Disruptors

Staff Reductions

$ Reductions

Change in CEO and Direction

3M's Strategic Elements of Growth



- Build scale/relative share
- Defend and extend the core
- Build long term competency
- Invent a new future

- Follows core strategy
- Supports adjacencies
- Mostly tuck-ins
- Occasional transformations

- Adjacency MegaTrends
- Seed by small M&A
- Facilitated by grouping
  - RFID/wireless/GPS
  - Mineral Extraction
  - Oil and Gas
  - Food Safety
  - Border Crossings/Security
  - Consumer Electronics

- BRICP
- Eastern Europe
- Western Europe
- Japan
- Australasia
- Growth everywhere

Partnering with You to Grow 3M

IR&S Inputs

Grow the Current Core Business

- Investigate white spaces
- Monitor customer & competitor activities
- Generate new product ideas

Find Complementary Acquisitions

- Analyze patent portfolios
- Scope and size adjacent markets
- Assess new technologies

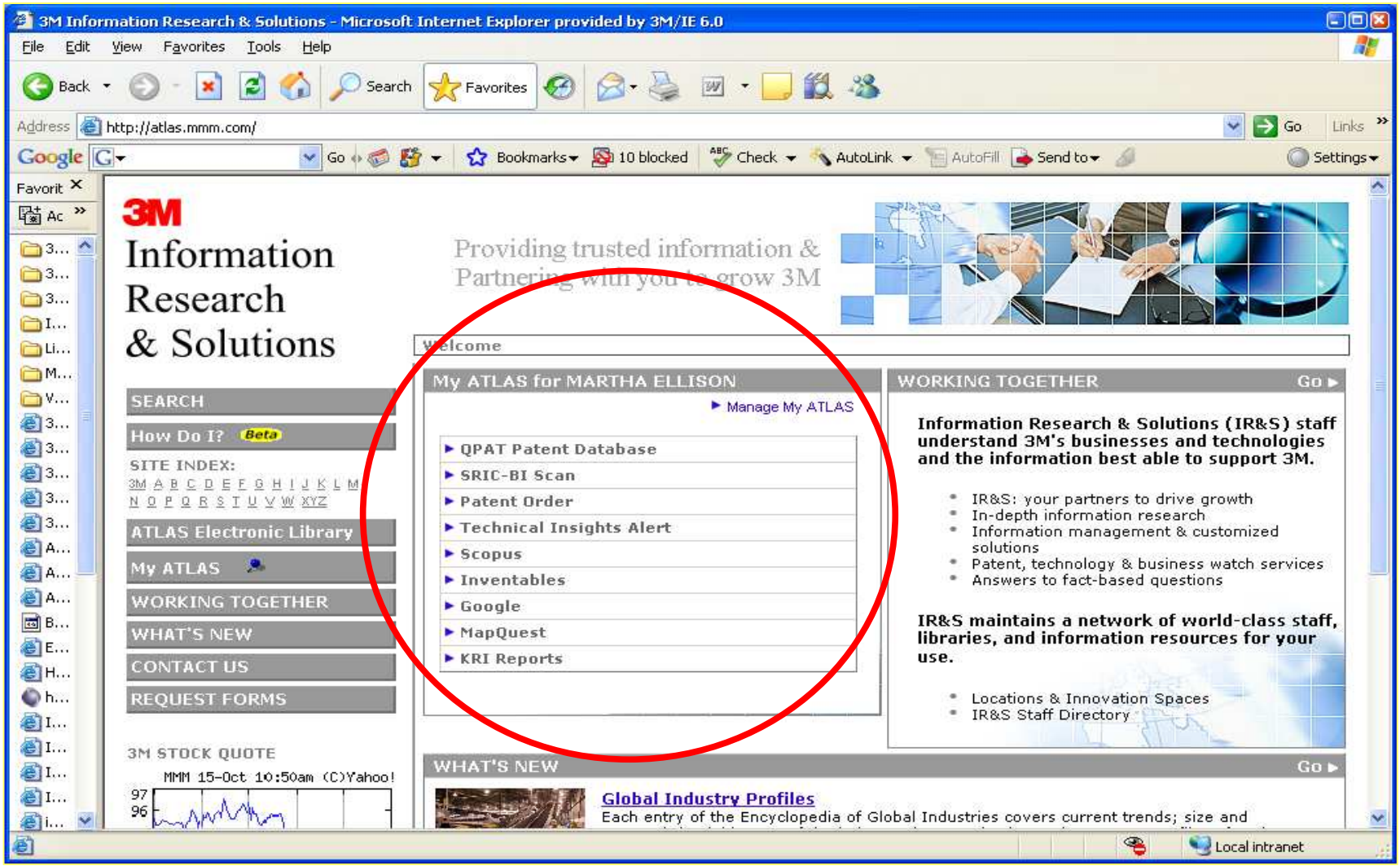
Build New Business via EBOs

- Uncover mega-trends
- Leverage internal 3M experts
- Gather information intelligence

Accelerate International Growth

- Conduct global information research
- Use BRICP information resources on ATLAS
- Enhance technology transfer

Continuing on the Road – Mass Customization



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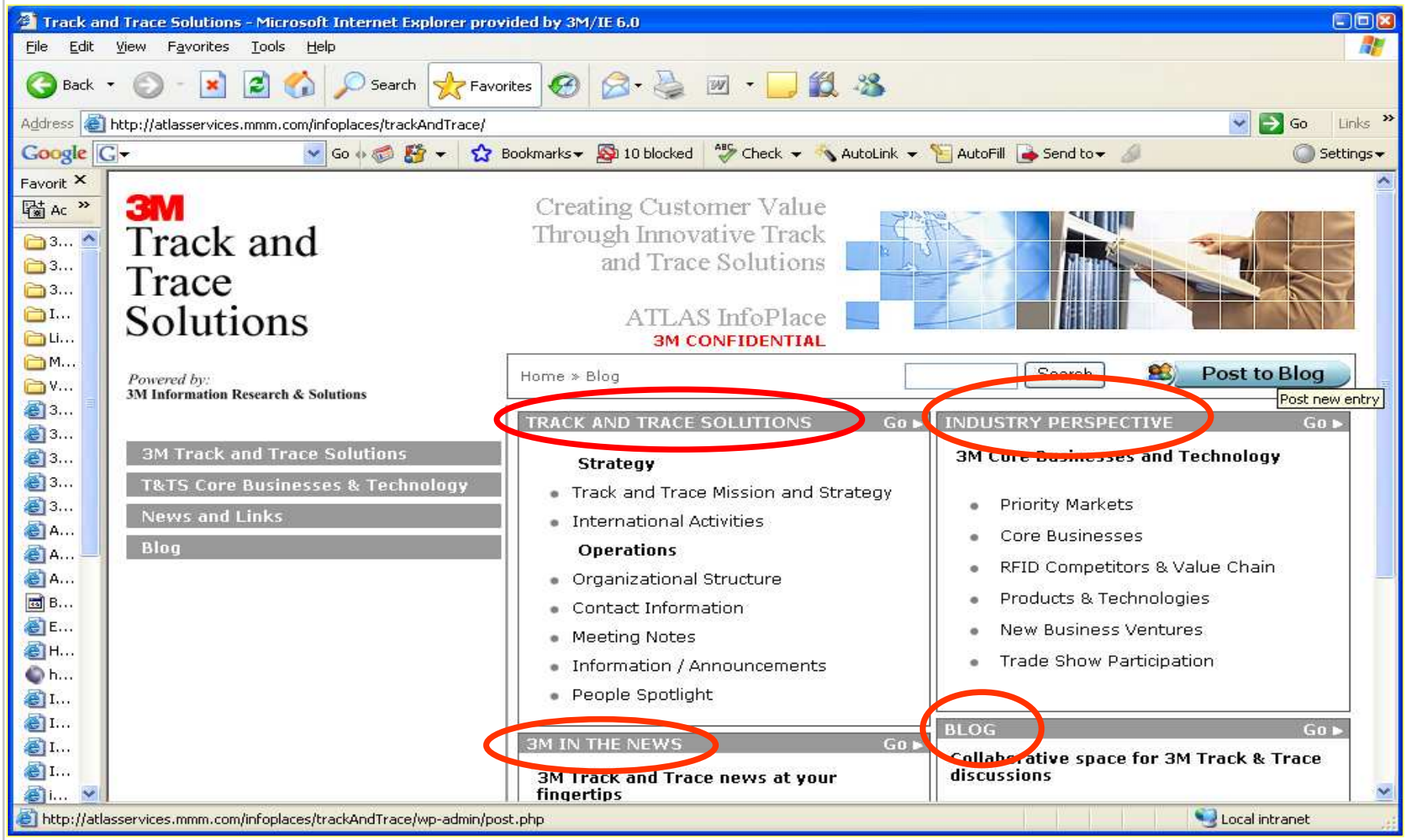
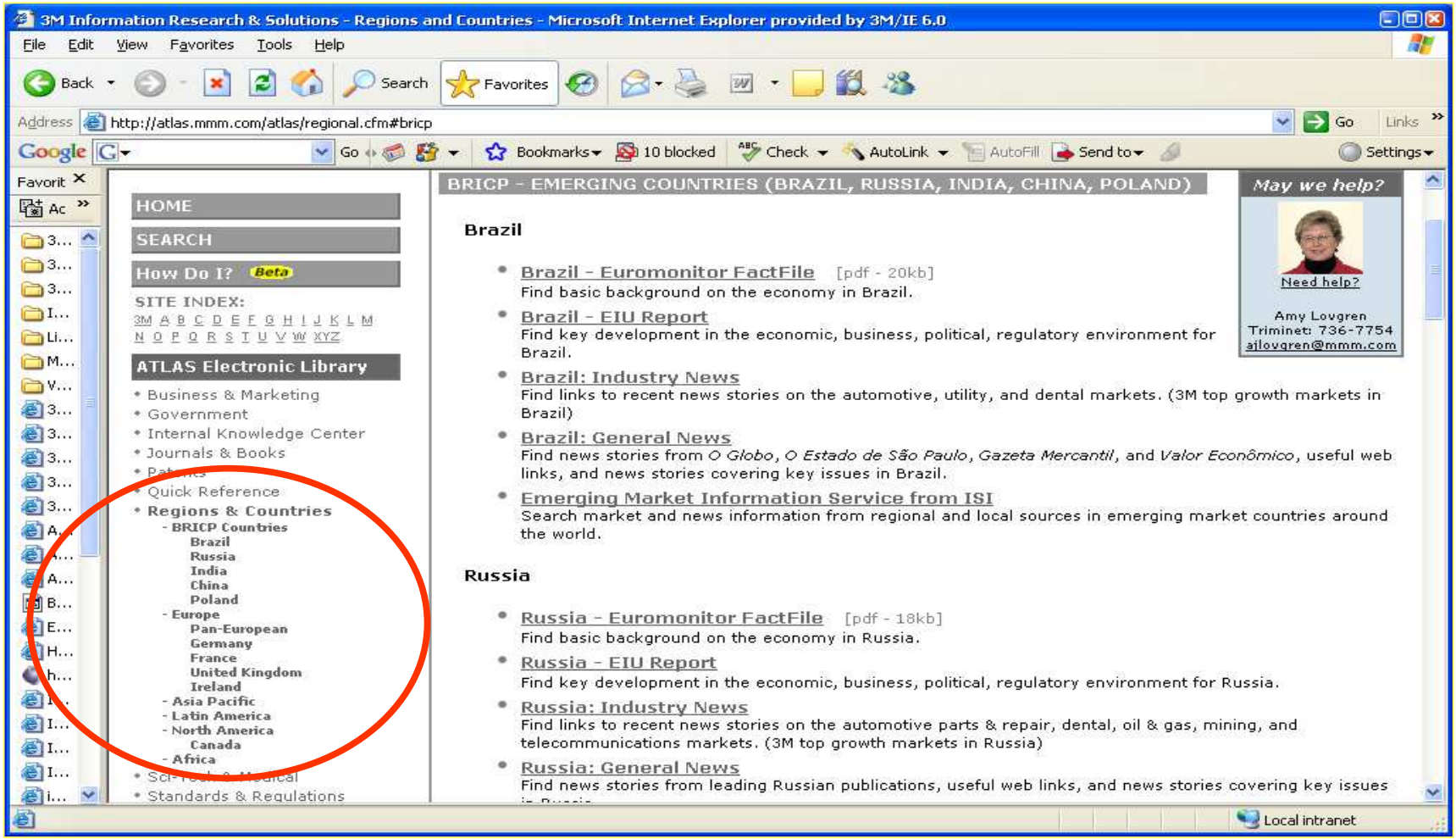


Continuing on the Road – Mass Customization for Global Clients

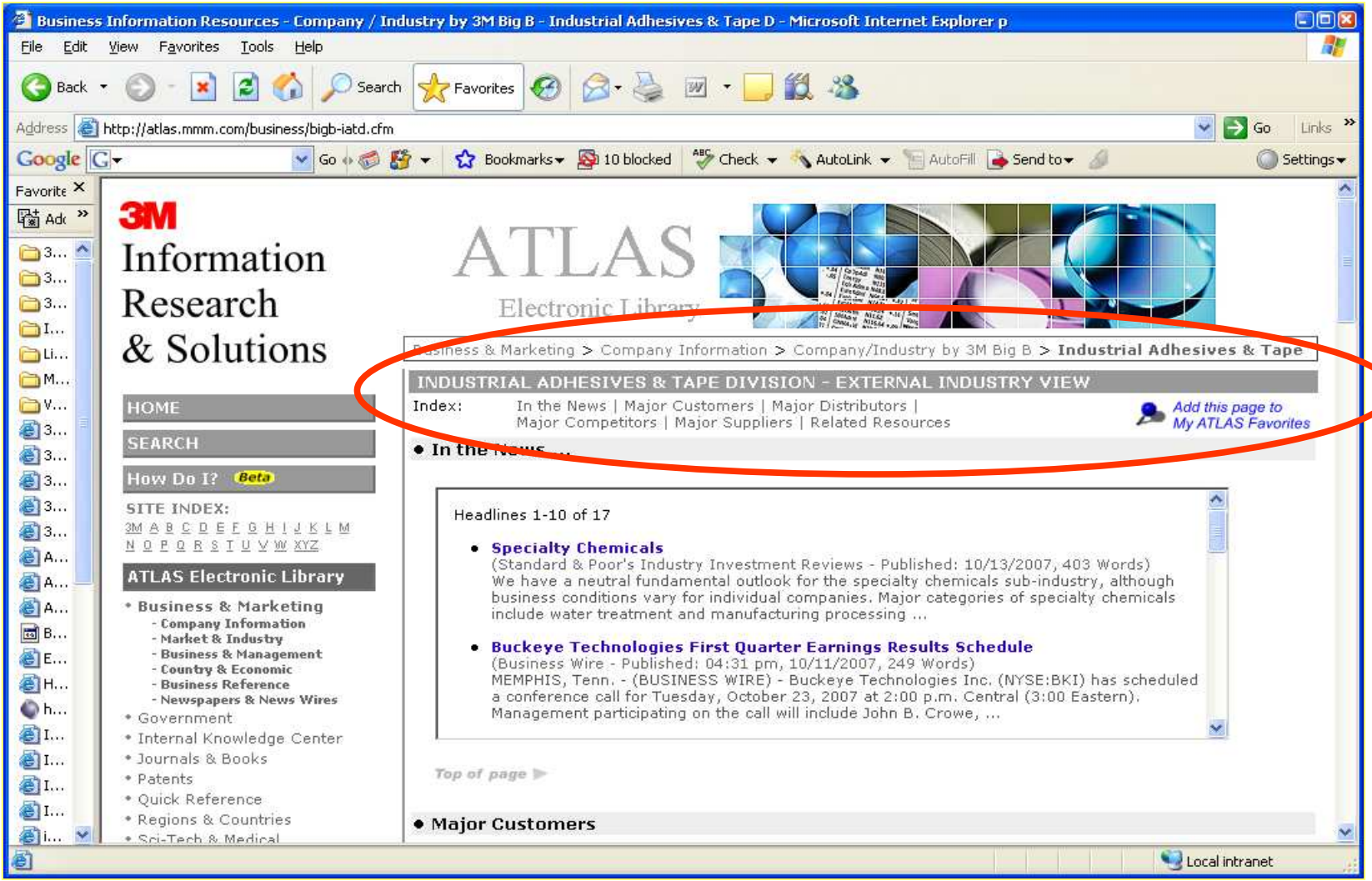


Continuing on the Road – Libraries to Innovation Spaces

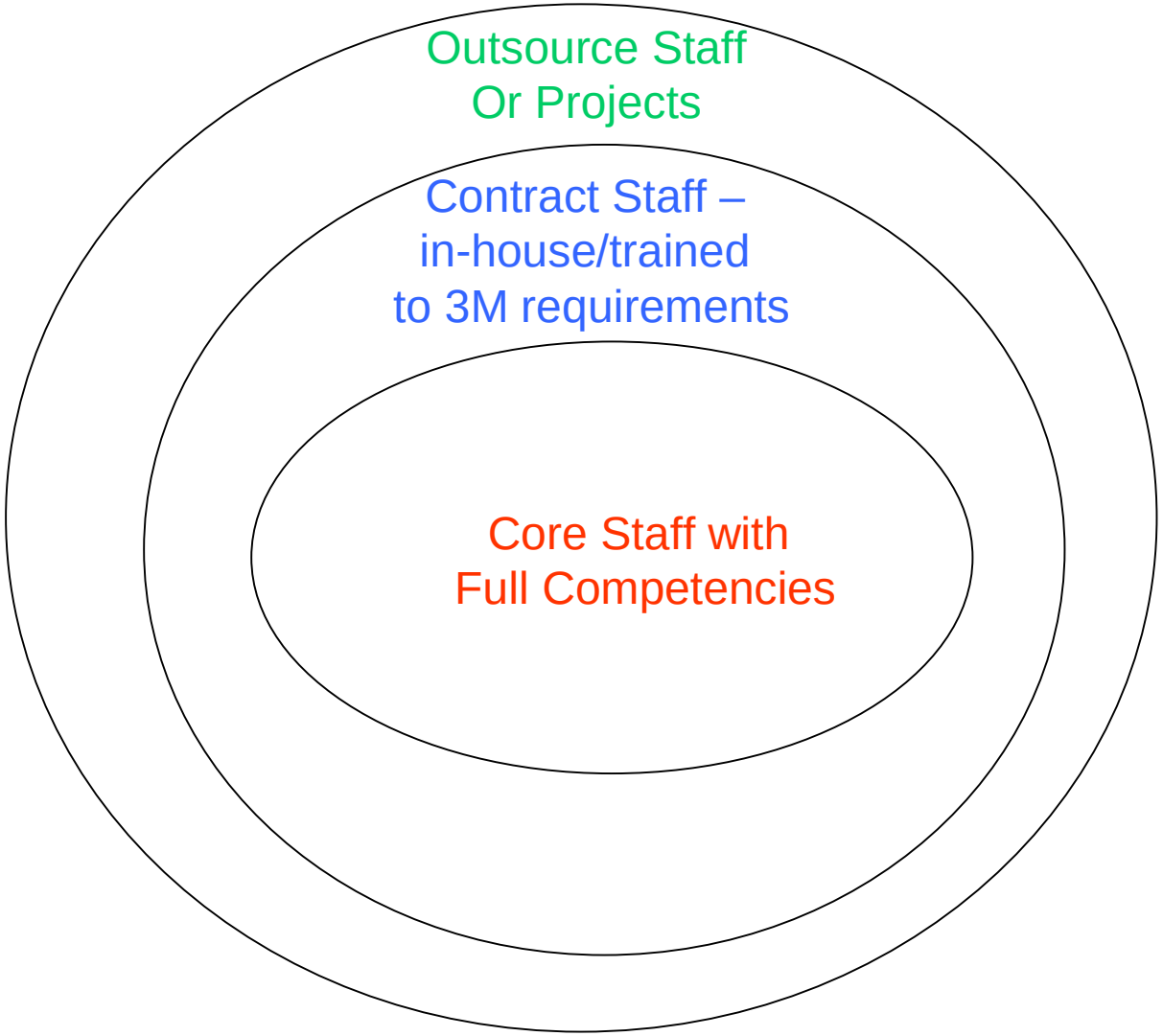
Continuing on the Road – Information to Knowledge

- **Enhanced Technology Awareness Databases:** analyze collections of patents and literature to determine key players and white space opportunities
- **External Industry Views:** integration of information on customers, distributors, competitors and suppliers for key 3M businesses
- **Patent Strength Analyses:** determine the relative value of a patent portfolio using key quality factors related to patent grants, cites, technical scope and international scope

Continuing on the Road – Information to Knowledge



Continuing on the Road – Creative Staffing



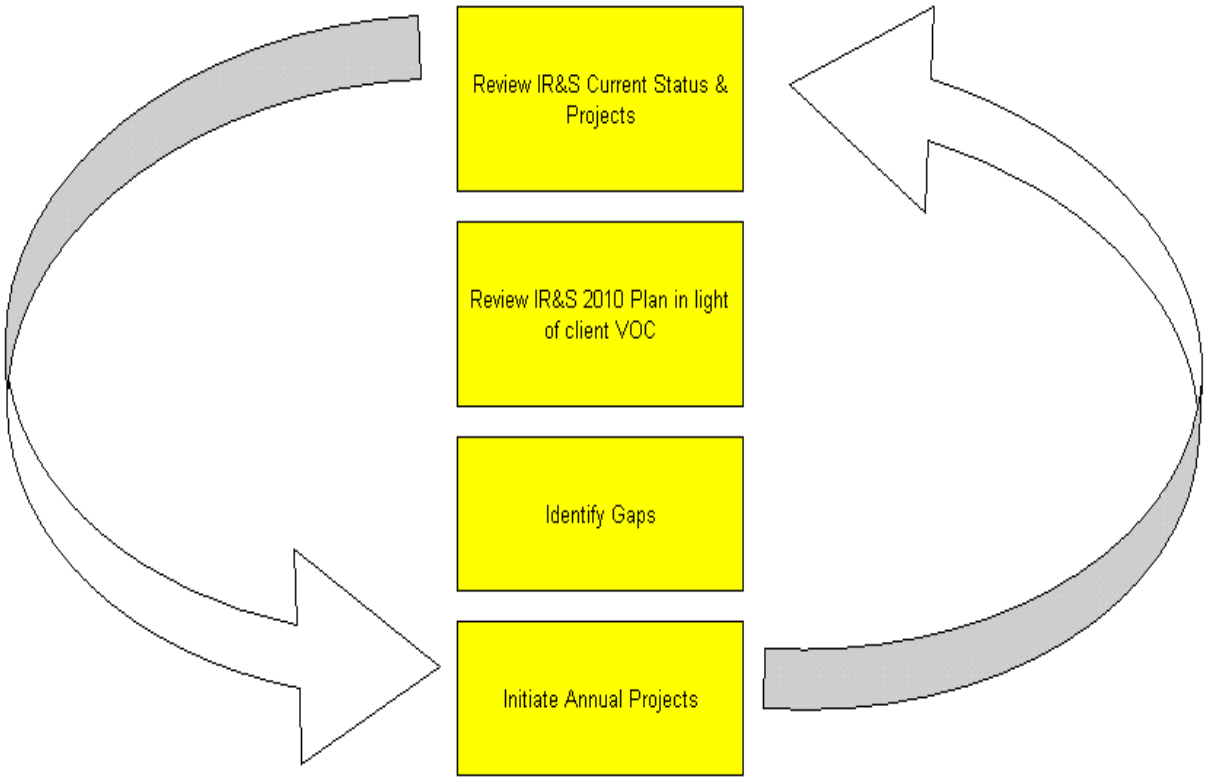
Continuing on the Road – Voice of Clients Determines the Direction

"…Link every IR&S activity to an explicit user need" (Outsell)

"Lead 3M in the access and effective use of information" (Productivity Strategy)

"Enhance client value through integration of IR&S into client workflow" (Growth Strategy)

Continued Re-evaluation



3M Information Research & Solutions' Road Map to 2010 And beyond…..

- **Increase product support for the 24/7 Electronic Library**
- **More analysis in our information research product**
- **Print to Electronic resources… Hold at 95/5?**
- **Information to knowledge…Leading to better business decisions**
- **Libraries to Collaboration spaces …to Innovation enhancers**
- **Global content and services**

- **Leverage and transform (and transfer) 3M's knowledge**
- **Integrate point of need information into 3Mers work processes**

Underlying assumption: Understanding of IR&S' clients and IT expertise are key to successful development of all initiatives, projects and programs on our road map.