

INNOVATION AT 3M CORPORATION CASE STUDY ANALYSIS

Innovation at 3M Afsal Sha Ashok Mohan Devaiah A G is an American multinational conglomerate corporation based in St.

It is understandable, up to a certain point, the level of comfort in employees and management had within the company. All to say, the division should not put all of its eggs into the same basket - just yet. After all, depending on how that kind of changes are implemented, the numbers could go either direction, faster and bigger by itself. Based on an exploratory field study of medical device development projects in India, we observe the frequent, iterative testing of prototypes in clinical settings and investigate the related learning process. The fourth idea would change the business unit strategy, in fact could mean to associate and combine technology from more than one core area of the company. Project planning 2. McNerney was the first 3M CEO to come from outside the company and brought with him the GE play-book for achieving operational efficiency. Armed with her experience, and a hand-picked group of subject matter experts, Rita and her team embarked on a new approach to market research called Lead User Research. In addition to the cultural aspect of the organization, another reason for the actual situation was the product developing process and the product teams that perform it. Those teams were composed primarily of technical individuals with zero room for an empirical behavior, making the company a secluded environment. Now his successor, George Buckley, seems to recognise the negative impact the process-focused programme had on the companys creativity. Over the course of a 5-day workshop, the lead user research team at 3M had to decipher all the information that was gathered in Stage I. After a rough start in , over decades, 3M enjoyed national and global growth as well as a reputation for remaining a hothouse of innovation. They had reduction on the team and clear opposition. It is a unique combination of activities that is, by definition, difficult to replicate. The first option would help the team to present a safe and conservative idea, aligned with the 3M traditional methods. Given the nature and complexity of these types of changes, studies have shown that a staggering seventy to eighty percent of these changes fail. Traditionally, 3M drew at least one-third of sales from products released in the past five years, but in that fraction has fallen to one-quarter of sales. The commitment by senior management in allocating both time and resources to Rita and her product development team also left little room for failure. Balancing creative tension to ensure innovation downstream execution traction requires tremendous leadership navigation and skill. However, all those risks could be the answer that 3M was eager to find. The Skin Doctor" Line 3. Communication and technology transfer The communication of ideas helps to ensure that a company can maximise the return on its substantial investments in the technology. By , the 3M Medical-Surgical Markets Division, a world leader in surgical drapes market, had gone almost a decade with only one successful product. Yet no one could find a use for it and the idea was shelved. In the third stage, preliminary concept generation, the team begins matching preliminary concepts with actual customer needs. As a result of the lead user research method, Rita and her team landed on several recommendations. Rita Shor, a senior product specialist, attributed some of this failure to 3M s current approach to market research and new product development. Not to mention that the recommendation would touch the core of the innovation principles in 3M. For Rita and her team, this stage took roughly six weeks. The second option was a bigger risk. It is this technology, which can be traced back to the s, that has spread throughout 3M and led to a wide range of products, including better and brighter reflective material for traffic signs; floptical disks for data storage; laptop computer screens; and films.