



Brand Identity in Action

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Reinigorating the Brand, Driving Growth

Did you know that a major 3M Brand Reinivoration initiative is underway? This effort is designed to more effectively leverage one of the company's most valuable assets – the 3M Brand – by creating and empowering employees to tell our compelling 3M brand story. Not surprisingly, the company's Brand and Identity guidelines will be a key part of this exciting endeavor.

Informed by management team interviews and business unit workshops, customer research and competitive assessments, the company learned that, for the 3M brand to continue to thrive, it needs to reconnect with a new generation of customers, employees and other stakeholders.

Jeff Lavers, vice president, 3M Marketing, Sales and Corporate Communications, recently unveiled “The 3M Brand Reinivoration Initiative.” The initiative is designed to more effectively leverage one of the company's most valuable assets – the 3M Brand. At 3M, we harness the chain reaction of new ideas to innovate and make life better. As we constantly evolve as a company and communicate the 3M story, key elements such as our brand identity system play an important role in expressing all that the company stands for and delivers to customers and partners around the world. Effective understanding and application of the 3M Brand Identity System can elevate our impact in a variety of ways.



Karyn Roszak, manager, 3M Brand Identity and Design, recently commented on what's to come: “We're going to build on the great implementation practices and learnings from recent years, and we plan to further refine the system to tell the story of how 3M innovation is continuous, collaborative and transformative.”

Rozsak says the team will look at many facets of the identity system, including:

- Strengthening the content and the storytelling delivered through the identity system, specifically photography, writing style and messaging
- Enhancing identity system elements, including logo prominence, montages and montage graphics
- Providing ongoing solutions for how the 3M brand identity might live in evolving spaces such as social media, video, animation ... even sound
- Providing standards and tools for co-branding strategies

Throughout the implementation process, employees, divisions and suppliers will be equipped with the proper tools and training to fully incorporate any new or additional enhancements into their businesses. If you have any questions about how the 3M Brand Reinivoration Initiative might affect the brand identity system or design, please contact the 3M Brand Identity and Design Team.

Best Practice Highlight: Food Safety and the 3M Translation Center

In the 2Q 2010 newsletter, we announced the introduction of the 3M Translation Center, a collaborative effort with SAJAN Company designed to streamline the translation process. With more than half a year of experience, we've got a best practice to share with you.

In early 2010, the new 3M Translation Center debuted. Partnering with SAJAN Company and its Global Communication Management System (GCMS) to provide an on-demand collaboration and workflow platform, the Translation Center streamlined the process, bringing together all participants in the project lifecycle and allowing all 3M business clients complete access to SAJAN's translation database.

One group that has been leading the charge to integrate the Translation Center into their business process is the 3M Health Care Food Safety Department. "Food Safety has done an outstanding job putting together a process map for obtaining translations using our 'unified business model' and working with SAJAN," says Nancy Nelson, communications manager, 3M Sales, Marketing and Corporate Communications, who also said that 3M Food Safety has customized the translation process for their department, and they've realized countless efficiencies.

"Translations were a huge challenge before," says Theresa Knutson, Food Safety senior packaging communications administrator, Food Safety Department. "I had to focus on looking for gaps in the translation process, where it was broken. With the Translation Center, we now have tools and people in place to streamline the process and ensure that the translations are accurate."

Several improvements Food Safety has implemented:

- **Glossaries.** Working with 3M subsidiaries, the department now has a reference guide that is relevant to its use and interpretation, based on the specific needs of the Food Safety Department. Common words and phrases are indexed, making repeated translations of duplicate information unnecessary.
- **Electronic Signatures.** Food Safety implemented electronic signatures for both SAJAN translators and 3M Subsidiaries to ensure that there is accurate approval tracking and accountability.
- **Context Help.** 3M Food Safety now provides SAJAN translators with props and materials so they can actually see the item or product for which they're providing translations. This adds context and helps eliminate ambiguity.
- **Design Level Approval.** Once 3M Subsidiaries provide approval for the translation, designers provide a draft layout, which the Subsidiaries can review and give final approval.

"We're continuing to make improvements," Knutson says. "Working with the Translation Center has definitely helped smooth out the translation workload."

If you have any questions about the Translation Center, or about translations for your marketing communications or packaging projects, contact Nancy Nelson (nanelson3@mmm.com).

Facing a Storm of M&A Branding Decisions? Consider the 3M Umbrella!

Every time 3M makes an acquisition, the company has to decide whether to keep the acquired company's brands, and if they should continue to use their identity or put it under the 3M brand umbrella. The choice sometimes is an obvious one – other times it's a challenge. If you're on an acquisition team faced with this scenario, there are a few things to consider.

When it comes to acquisitions and brands, the guiding philosophy comes straight from the top: "We want to build global equity in the 3M brands," George Buckley, 3M chairman of the board, president and CEO, stated recently. "And we want to make our long term marketing investments to support those 3M brands."

So how does 3M decide whether keep the acquired company's brand identities or put them under the 3M brand umbrella?

"We have to think globally," says Jane Anderson, manager, Corporate Brand Department. "A critical barrier for successful global expansion is the brand, legally and monetarily"

If it can't be registered in regions where 3M wants to market the product, Anderson says, it often makes sense to rebrand to 3M or an existing 3M trademark. "We want these products to be part of a global brand strategy, and it's very costly and time consuming to bring brands global and introduce consumers to a new brand."

CUNO, a 100-year-old filtration company that 3M acquired in 2005, is still a separate company. It was rebranded as 3M Purification, Inc. because of the greater growth potential to market it globally under the 3M brand umbrella.

"Where 3M is already an accepted, trusted, respected brand," says Cory Hanscom, manager, 3M Brand Identity and Design Department, "it's a quicker path to new markets because we're removing barriers."

Sometimes, the investment is worth keeping the existing brand, as when 3M recently acquired Bondo™, a leading consumer brand of automotive body filler. Even though Bondo™ wasn't sold in every country where 3M planned to grow sales – the brand is RECOGNIZED by consumers globally. So 3M decided to make the investment to sell the product as Bondo™ Products from 3M, retaining their brand mark.

If you are on an acquisition team, take a close look at the brand portfolio, and ask where it's registered. Ask where we want to take that product geographically as part of a successful integration, and don't let brand be a hurdle. For any questions you have about how acquisitions leverage brand, contact the 3M Corporate Brand Department and the Brand Identity and Design Team.



Owning the Brand: 3M Canada and the 3M Identity System

The 3M Media Arts department, 3M Canada's internal design group, has focused on both efficiency and consistency to produce more than 3300 design projects each year (about 2200 of them in-house). How have they been able to get clear, consistent results both inside and out on so many projects? The answer is clear.

"Management in 3M Canada, from top to bottom, is very dedicated and well versed in the 3M Brand and Identity System," says Pat Small, manager, 3M Canada, Media Arts Department. He also says that 3M Canada employees are so dedicated to the 3M Identity System that it's become part and parcel of their own identities as 3M employees. "It's not optional. It's what we do."

The 3M Identity System also helps strengthen relationships with suppliers, too. "We found there might have been slight resistance initially," Small says, "but not much pushback. Suppliers quickly understand it, and come on board, and eventually they come back and tell us how much time and energy it's saving them!"

And Chip Allen, executive director, 3M Canada, Corporate Sales and Marketing agrees. "Without strong standards and full compliance," he says, "we end up taking two steps forward and one step back in the whole process. Plus, following the Brand Identity Standards is really at the foundation of what 3M is doing to re-invigorate the 3M Brand. Brand identity is a critical component in this activity."

Small says that the 3M Identity System is a toolbox, and his team and its suppliers are able to plug in what they want to say, and how they want to say it. "The tools are set up to allow us to do the rest of the work amazingly efficiently."

And the cost savings is measurable. Nancy Nelson, communications manager, 3M Sales, Marketing and Corporate Communications, reported that, since using the system, Canada alone had a 14% productivity improvement, with \$333,000 in savings.

Small says he's seeing fewer and fewer errors by suppliers, as they get used to the system. Generally, he would see most errors showing up in "internally created" pieces – for a seminar or event, for example.

The montage system has safeguards built in, Small says, in that it's difficult to create one "on your own." "People will now come to us for help," he says. "We tell them 'we're glad you came to see us!' because we caught something that might be embarrassing. Designers still can come up with things that are very customizable and creative, but the framework is there to help keep things consistent."

Make sure every marketing piece you create follows the 3M Brand and Identity System. If you have any questions about using the tools, contact the Brand Identity and Design Team. It's what we do.

For more information about the 3M Media Arts Department in 3M Canada, contact Pat Small (psmall@mmm.com).

