



Two conversations on the new 3M Architectural Markets business

**Mike Kelly,
Executive Vice President
3M Display and Graphics Business**

Why did 3M decide to enter the architectural market?

It's a perfect space for 3M because it's enabled by technology. We have the unique ability to combine the richness of our capabilities into new, inventive solutions for the design market.

What has changed?

We've been involved in this space but we determined we needed an increased focus. The first step was to define the space and determine how we could contribute. The second step was to create relevance for our technology in that space. That's what we are attempting to do in this market.

How did the decision to enter this market come about?

Our decision to enter this market was driven by two factors: One, since 3M Commercial Graphics division was already operating in this space it gave us visibility in this market. Two, we recognized that this is a technology driven space and 3M has the technology, capability and resources to survive a move into the architecture market.

It's now important for us to focus on the execution of getting our technologies present and relevant in the architecture market.

How is design a catalyst for technology?

We are adapting our products and technology for the architecture market. Technology is great, but unless it is marketed well and steered by consumers it's just technology.

It's not enough to have an innovation, there also needs to be market need. It's a pull and push, not just one or the other. We have this innovation and designers are hungry for it.

We're keeping an open mind about what 3M can be in this space. We need to execute today and dream about tomorrow.

How are customers reacting?

Our customers have shown great excitement about and acceptance of 3M Architectural Markets. They appreciate our use of their input and feedback.

3M Architectural Markets brings exciting new possibilities to the design community. We provide expertise not only in surfaces and lighting, but also the interplay between these features, which designers know can have a dramatic effect on a project.

What do you see for the future of this business?

It's exciting to be creating something new. Everyone here is energized. It's a great environment.

We are always thinking about where 3M can move from here. We're a materials company. Our side of the business has a lot to do with knowledge of optical science. We're asking ourselves, "Where can we go with our optical expertise to bear to solve design problems?"

We look at things like optics and projection and think, "Why not take this further and apply it to other markets?" We are not setting any boundaries.

If we wait for others to adopt our technology or innovations, it may never happen. We have to take it to that next level. If you keep an open mind, you'll find new adjacencies for the business to grow into, to meet our customers' needs. That's the attitude we try to keep.

3M has a unique view of technology that no one else has. If we continue to be intelligent, attentive and responsive while embracing our unique view, we will be able to bring new offerings in this market.

Maureen Tholen General Manager 3M Architectural Markets

This past year we took a step back to get to know and understand the architect and design community. We wanted to understand their needs, how they get their information, how they want to be communicated with so we may craft a message and a product offering that resonates.

As we have focused on the area of architecture and design, we have found there is a great opportunity to blend surface finishing and natural and artificial lighting solutions in new ways that create exciting interior environments.

Additionally, 3M has a great depth of unique technologies that right now might be feeding automotive, healthcare or consumer businesses. We are excited about the possibility of tweaking these technologies to fit the needs of architecture and design applications, and then putting them into the hands of talented architects and designers, allowing them to add their unique creativity in a way that exceeds their customer's expectations.

Exhibiting at the design week in Milan is an especially intriguing opportunity to make our debut to the architect and design community. We know it's definitely not a tradeshow, but a design event where world-renowned creative talent will gather to collaborate.

We are interested in learning even more about this community with the goal of continuing to bring unique, differentiated and creative solutions for surface and light, which can be used to create amazing spaces where people live and work.

Even after the event is over, we will continue the same level of engagement to learn about trends and key areas of interests so we can come back next year and continue to build on a compelling story.

For more information visit www.3MArchitecturalMarkets.com

Follow 3M Architectural Markets on twitter.com/3M_Architecture and "Like" them at facebook.com/3MArchitecturalMarkets!