



making innovation work

Beth Zimmerman principal Cereb

What does innovation look



Motorola StarTAC 85

- Radical, paradigm-shifting, market-making clamshell
- Lightning strikes twice: 2004 Razr the 'it' phone; one commodity
- WIRED magazine/2006, *'The Top 10 Gadgets that Changed'*
Magazine/2005, *'The 50 Greatest Gadgets of the Past 50 Years'*
- Singular focus left nothing 'in the tank'
- Dramatic but unsustainable innovation

3M Scotch® transparent tape

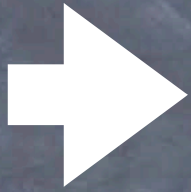
- World's first transparent cellophane adhesive tape
3M in 1930
- Quick obsolescence for original purpose, but adopted by
Great Depression to prolong life of everyday items
- 100+ tapes designed specifically for use in WWII
- 400+ varieties of adhesive tape currently sold
3M brands

“There is innovation always, and to
there is no innovation someone is
take you off the shelf.”

Joaquin Delgado, Vice President Research and Development and New Business
Ventures, 3M Consumer and Office Business

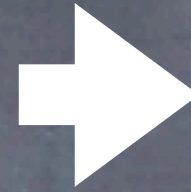
3M's innovation process

Identify critical,
unmet customer



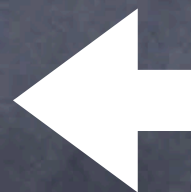
Multi-disciplinary
brainstorming to
address issues

- Engineering, marketing & design
- New or existing technology

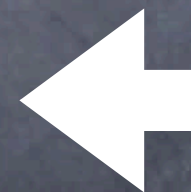


Identified or latent
needs

Feasibility and
development stage



'Hybridized' to
create 'superior
concept'



Developing

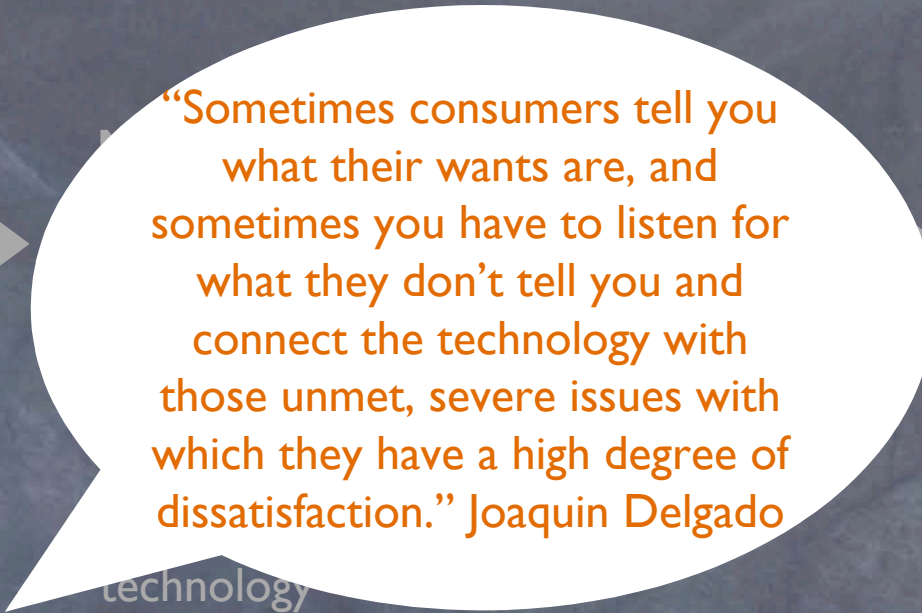
3M's innovation process

Identify critical, unmet customer

Identified or latent needs

Feasibility and development stage

Prototyping, manufacturing, pricing, marketing and communications



technology

'Hybridized' to create 'superior concept'



Top concepts selected and analyzed from customer point view

3M's innovation process

Identify critical, unmet customer

Identify unmet or latent customer needs

Developability and development stage

Prototyping, manufacturing, pricing, marketing and communications



Multi-disciplinary brainstorming to address issues

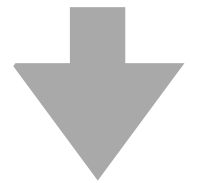
- Engineering, market design
- New or existing technology

'Hybridized' to create 'superior concept'



20+ concepts for consumer research

Identify unmet customer intent



Top concepts selected and analyzed from customer point view



"Creating a company of sharing, of nurturing ideas, of tolerance for failure—but still being fast—of rewarding and acknowledging innovators is more important than many other things." Joaquin Delgado

3M's innovation process

Identify critical, unmet customer



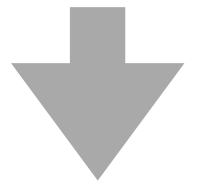
Multi-disciplinary brainstorming to address issues

- Engineering, marketing & design
- New or existing technology



20+ concepts for consumer research

- Purchase intent
- Address unmet need



Feasibility stage



“We want to develop products that the consumer, when he or she sees them, says, ‘I must buy this product.’” Joaquin Delgado

Prototyping
Manufacturing

‘How
create
concept



“Innovation is the **process** of connecting
needs, articulated and some unarticulated,
with **ingenious and practical solutions**
that are **able to commercialize successfully**.”

Joaquin Delgado, Vice President Research and Development and New Business
Ventures, 3M Consumer and Office Business

Making innovation work

- 'New' does not equal innovative
- Aim small to win big
- Know thy customer, know thyself
- Institutionalize collaboration
- Test ideas
- Recognize failure as a price for success

Discussion points

1. What is your organization's biggest challenge to be a successful innovator?
2. How can you better integrate the customer perspective into the way your business develops and delivers innovation?
3. If you could make one change to your company's innovation process, what would you change and why?



thank you

. Beth Zimmerman principal Cerebe