3M Brand Activation Guidebook

Version 1 05.23.11





Contents

- 4 The journey before us
- 5 Terms you'll see throughout the 3M Brand Activation Guidebook
- 6 How does the 3M Brand Activation Guidebook fit with what I already use?
- 7 Understanding the 3M brand story
- 8 Why our brand story matters
- 9 Aligning reality and perception
- 10 A refreshed look at how we tell our brand story will achieve four valuable objectives for 3M
- 11 Our story is an essential part of what it takes to build our brand
- 12 The story of the 3M brand
- 13 We have a unique set of ingredients that make our story special and fuse into a powerful brand essence for 3M
- 14 Our brand essence is relevant across our various audiences
- 15 Our brand story reflects our brand essence...
- 16 Who we are as a company and why
- 17 We demonstrate our brand personality the unique set of attributes...
- 18 We support our brand story by communicating what makes us different...
- 19 ...and the value that we deliver to customers
- 20 The result is a powerful and unifying set of elements for telling the 3M brand story
- 21 Where does the original 3M brand promise fit in?

- 22 What our brand story means for marketers
- 23 What brand means for marketers
- 24 How brand impacts our work
- 25 We build the bridges between our brand and our audiences at every touch point
- 26 To tell the 3M brand story, we may have to adjust how we communicate
- 27 Guiding how we tell the 3M brand story
- 28 Why do we need storytelling principles?
- 29 How do we use storytelling principles?
- 30 As we develop communications to tell our brand story, we must all consider the following story telling principles
- 31 1. To whom we are speaking
- 35 2. The context in which we communicate
- 37 3. How we develop key messages
- 42 Bringing the 3M brand story to life
- 43 Key messages for spoken and written communications
- 44 Spoken communications
- 47 Written communications

Contents – continued

- 48 Themes and creative applications
- 49 Themes and creative applications Components
- 50 The voyage of ideas
- 50 1. Theme description Voyage of ideas / Connecting curiosity
- 51 2a. Messaging ideas Story teasers and payoffs
- 52 2b. Messaging ideas Innovation stories
- 53 2c. Messaging ideas Applying messaging theme ideas
- 54 3. Creative theme elements Toolkit
- 55 3. Creative theme elements Pattern imagery
- 56 3. Creative theme elements Chain-reaction patterns
- 57 3. Creative theme elements Imagery
- 58 4a. Creative application Video intro A
- 59 4a. Creative application Video intro B
- 60 4d. Creative application Web site
- 61 4c. Creative application Product literature
- 64 4d. Creative application Product packaging
- 66 4e. Creative application Applying theme elements

- 67 Detailing the big picture
- 67 2. Theme description Alternative direction
- 68 2a. Messaging ideas Story teasers and payoffs
- 69 2b. Messaging ideas Innovation stories
- 70 2c. Messaging ideas Applying messaging theme elements
- 71 3. Creative theme elements Toolkit
- 72 3. Creative theme elements Pattern imagery
- 73 3. Creative theme elements Chain-reaction patterns
- 74 3. Creative theme elements Imagery
- 75 4a. Creative application Video intro A
- 76 4a. Creative application Video intro B
- 77 4b. Creative application Web site
- 78 4c. Creative application Product literature
- 81 4d. Creative application Product packaging
- 83 4e. Creative application Applying theme elements
- 84 Resources

The journey before us

We have defined an exciting, dynamic brand essence and brand story that speaks to the heart of who we are as a company, how we do what we do and why we do it. The charge before us is to communicate this story and energise 3M's connection to both current and next-generation customers and other stakeholders around the world.

Given 3M's diverse geographies and business units, we seek to balance telling a consistent brand story with being flexible for the needs of our local markets. The 3M Brand Activation Guidebook is a tool for marketers to use for tactical guidance and examples of how to tell the 3M brand story to various audiences.

The following pages provide guidance on:

- Understanding the 3M brand story:
 the elements of our brand story, why it matters and what it means for marketers
- Telling the 3M brand story:
 principles for international and local storytelling
- Bringing the 3M brand story to life: messaging themes and illustrative creative applications

Terms you'll see throughout the Brand Activation Guidebook

Brand essence	 The internal statement that summarises what 3M stands for NOT a tagline to be used word-for-word on external communications 			
Brand goal	— The reason why we do what we do			
Brand personality	 The attributes that we want people to use when they describe 3M Demonstrated through the language, tone of voice, images and design that we use 			
Brand promise	The internal statement that summarises what 3M delivers			
Brand story	 The full story of the 3M brand – combining the ideas behind our brand essence, brand goal and brand personality Supported by what we deliver to customers (our brand promise) and how we are different The overarching story that ties together all of our individual product and technology stories across the business 			
Principle	 Guiding tip that we apply when developing messages and creative applications Helps ensure that we stay true to our brand story in our communications and tell our story in a clear and consistent way 			
Theme	 Messaging platform that demonstrates how we tell our brand story in marketing efforts Can be used directly or as a starting point to brainstorm other messaging ideas 			
Creative application	 Bringing themes to life visually by applying messaging from the themes and elements of the 3M Brand Identity System Can be used directly or as a starting point to brainstorm other creative application ideas 			
Payoff	 A line of messaging that corresponds to a specific theme Used to consistently apply the messaging platform across businesses and types of communications NOT a tagline; may be used as a headline, montage message or as the ending to an innovation story, depending on the creative application 			
Tagline	 A memorable slogan used for external communications; represents a brand's story and personality NOT to be confused with or substituted by messages, which are the phrases in the themes and creative applications of the guidebook 			

How does the Brand Activation Guidebook fit with what I already use?







3M Brand Book

- Explains and illustrates our brand story in an emotionally engaging way
- Primarily intended for internal audiences

3M Brand Identity Standards and Tools

- Directions on how to express our brand using design elements, tone, typography, etc.
- Should continue to guide us, as we develop the creative applications that deliver our messages www.3M.com/identity

3M Brand Activation Guidebook

- Provides specific tools to help marketers tell the brand story in all types of external marketing efforts
- Provides tips and ideas on messaging and design that should live within the current brand identity system

Understanding the 3M brand story

Why our brand story matters

Aligning reality and perception

Reality

Over the years, our innovations have improved daily life for hundreds of millions of people all over the world.

- We have made it easier to drive at night.
- We have made buildings safer.
- We have made consumer electronics lighter, less energy-intensive and less harmful to the environment.
- We even helped put a man on the moon.

A clear, consistent story will ensure that our customers acknowledge and celebrate our unique approach to innovation and the benefits it provides them.

Perception

It is unclear what is unique and differentiating about the way 3M innovates and why it matters for customers or for the younger generation.

We also face a lack of understanding of and appreciation for the breadth and depth of our intellectual expertise and product portfolio.

A refreshed look at how we tell our brand story will achieve four valuable objectives for 3M

Increase
our customers' understanding
of what 3M is

Our diverse businesses and get credit for all that we do

Capture
the imaginations of the next generation

Excite

and inspire our people and the markets we serve

Our story is an essential part of what it takes to build our brand

Authentic stories

Brand stories with emotional resonance



Inspiring experiences

Brand moments of impact and delight

The story of the 3M brand

We have a unique set of ingredients that make our story special and fuse into a powerful brand essence for 3M

Masters of collaborative working

Curiosity
Persistence

Continuous and ubiquitous innovation

Diversity Generosity

Transformative impact

Problem solving Enabling Surprising



Our brand essence is relevant across our various audiences

To customers:__

An **invitation to be part of an innovation experience** that yields tangible, ongoing value and is high-energy and emotionally exciting — **confidence** that working with 3M will help drive their success.

To employees:

A rallying cry that our unique **collaborative culture** and **our passion for making progress happen** are at the heart of what makes us successful — both as individuals and as a team.

To investors:

A commitment that the value in the company will continue to lie in its inherent ability to repeatedly drive business from new products, technologies and solutions.



Our brand story reflects our brand essence, our goal and our brand personality – and is supported by how we are different and what we deliver to customers

Our brand story	Our brand essence	What 3M stands for – the internal statement that sums us up as a company Not a tagline! A guidepost for internal understanding and activation across all touch points. Not used word-for-word or external communications.		
	Our goal	Why we do what we do		
	Our brand personality	The attributes we want people to use when they describe 3M		
Supported through	How we are different	Our unique skills that allow us to do this better than anybody else		
	What we deliver to customers	Our brand promise – the internal statement that summarises what 3M delivers		

Who we are as a company and why

Our brand essence

is the core idea and emotional heart of our brand. It sums up who we are as a company.

The foundation of our brand essence is

ourgoal

the reason why we do what we do.

Harnessing the chain reaction of new ideas

To make progress possible

We demonstrate our brand personality – the unique set of attributes that bring energy, vibrancy and relevance to our brand – when we communicate



Free thinking and creative



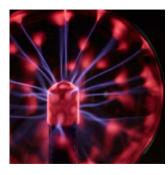
Confident



Sharing and trusting



Fascinating



Optimistic and high energy

We support our brand story by communicating what makes us different...

3M continuously solves problems that others cannot

...by harnessing the **power of collaboration**, internally and with customers

...in a **high-energy ecosystem** that spans diverse technologies.



...and the value that we deliver to customers

Transformational products, solutions and insights on an ongoing basis

... yielding tangible points of difference

...with the confidence that we stand behind all that we do so as to enable your success

What we deliver links directly back to our brand promise:

Practical, ingenious solutions that help customers succeed.



The result is a powerful and unifying set of elements for telling the 3M brand story

3M is the innovation company that never stops inventing. It's an innovation ecosystem – where new ideas are constantly exchanged and built upon across an unmatched diversity of people, capabilities and applications.

It's a never-ending chain reaction in which each innovative product or solution leads to the next. We do what we do because we're curious about what's possible and are enthusiastic about exploring the new. We're passionate about making progress happen.

Our brand essence: What 3M stands for	Harnessing the chain reaction of new ideas					
Our goal: Why we do what we do	To make progress possible					
Our brand personality: Who we are	Free thinking and creative	Sharing and trusting		Optimistic and high energy	Confident	Fascinating
	Supported by:					
How we are different	solves problems of colla			customersin a high-energy ecosystem that spa		em that spans
What we deliver to customers	Practical, ingenious solutions that help customers succeed					
	Transformational products, solutions and insights, on an ongoing basis		yielding tangible point of difference			

Where does the original 3M brand promise fit in?

Our new brand story does not change our fundamental brand promise. We still work to deliver practical, ingenious solutions that help customers succeed. The 3M brand promise is **what** we deliver to customers and remains a relevant, connected piece of the 3M brand story.

To truly describe who we are and what makes us unique, however, we have developed our new brand essence: harnessing the chain reaction of new ideas. This describes **how** we live up to our brand promise – through our distinct approach to innovation, which sets us apart. Our messages should lead with the ideas behind our brand essence in order to truly differentiate us.

Our previous approach

- Focusing on the output that we create – what we deliver to customers
- The literal, word-for-word use of our brand promise

Moving forward

- Leading with how we innovate and supporting with what this approach allows us to deliver to customers
- Communicating the ideas behind our brand essence and brand promise, not the exact words themselves

What our brand story means for marketers

What brand means for marketers

As marketers, the communications that we create help to shape our identity. Our brand should guide everything that we do to ensure that we establish a clear and consistent understanding of who we are as a company.

Our brand is much more than what's on the surface

Our name

Our logo

Our latest ad campaign

Our brand is who we are as a company and what we stand for

The promise we make to our customers and stakeholders

A reflection of our culture

A summation of the ideas that drive us

How brand impacts our work

We should reflect the 3M brand in:

What we say

- Specific topics that we discuss
- Key messages that we highlight
- Mix of proof points and belief statements that we use

How we say it

Where we say it

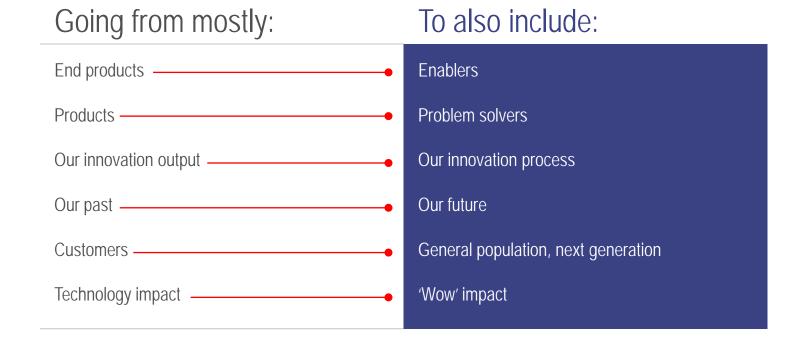
- Channels that we use to communicate
- Not just TV, the Web site,
 posters but also our emails,
 product brochures, packaging,
 social media, etc.

- Style and manner in which we convey content
- Word choice and usage;
 sentence structure and emphasis
- Visual language choice of color, imagery, layout, etc.

We build the bridges between our brand and our audiences at every touch point



To tell the 3M brand story, we may have to adjust how we communicate



Guiding how We tell the 3M brand story

Why do we need storytelling principles?

We aim to explain the 3M brand story in a compelling and engaging way that turns customers and other stakeholders into active 3M storytellers and re-tellers.

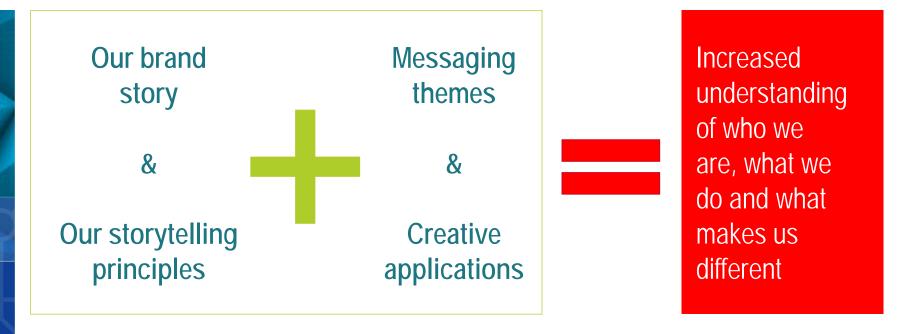
Given the diversity of geographies, capabilities and technologies within which we work, however, we need flexibility in how we tell our story.

Storytelling principles that apply across geographies and businesses will help us to tell a consistent, unified brand story while remaining relevant to and engaging among our local customers and stakeholders.



How do we use storytelling principles?

The following principles act as the filter through which we tell the 3M brand story. We apply these principles when developing messaging themes and creative applications. Ultimately, the principles guide us in shaping perceptions and strengthening an understanding of who 3M is as a company.



As we develop communications to tell our brand story, we must all consider the following storytelling principles

1. To whom we are speaking	a. Acknowledge customer needs firstb. Tailor the message to the target audiencec. Cast our story for both B2B and B2Cd. Embed our story in all levels of communication
2. The context in which we communicate	a. Recognise the starting point for telling our storyb. Adjust the communication style to reflect the local culture and interests
3. How we develop key messages	 a. Connect our story to the larger goal b. Explain how we do things differently c. Express our brand personality d. Use the brand essence to inspire; do not use it literally e. Balance the functional and the emotional

1. To whom we are speaking – a. Acknowledge customer needs first

3M customers face tough problems – problems, they feel, that no one can solve. Before we explain the 3M products and technologies that can help customers, we must first demonstrate that we understand our customers' needs and issues. It is through this understanding that we push the boundaries of innovation and help our customers succeed.

3M ESPE press release quote

Our previous story

"It is ingrained in the culture of 3M to share information on materials and markets, along with every technology at our disposal, across the entire company."

Strengths

- Speaks to our collaborative approach
- Illustrates the sharing and trusting elements of our brand personality
- Demonstrates how we put to use the scale and diversity of 3M

Improvement opportunities

- Place customers and their needs at the heart of our collaborative approach
- Reflect our energy and confidence in solving our customers' toughest problems
- Explain that we don't innovate and collaborate for the sake of it but, rather, to create competitive advantage for our customers
 3M 2011. All Rights Reserved.

Alternative

"We know that the answers to our customers' toughest problems can come from unlikely sources. So we work together and share information across our diverse businesses to create cutting-edge technologies that help our customers go further."

1. To whom we are speaking – b. Tailor the message to the target audience

We speak to a large variety of customers and stakeholders with differing needs and priorities. We are one company with a consistent brand story and personality but must be flexible with our messages to ensure that we create real, lasting connections. We emphasise the elements of our brand story that are most relevant and engaging, while tailoring our tone to best communicate with the target audience.

India 'Did you know?' email campaign

Our previous story

Being in the patient's shoes helped 3M India come up with the 3MTM Wound Contact Dressing. When a 3Mer had to get a wound redressed, the pain she suffered got her thinking...

Strengths

- Demonstrates our curiosity about what is possible
- Acknowledges a focus on the patient and his or her needs

Improvement opportunities

- A core audience for the product is likely the health-care provider
- Reflect an understanding of the provider's specific concerns and goals to target and strengthen the message
- Emphasise the elements of the 3M brand story

Alternative

When a 3Mer had to get a wound redressed, she got to thinking...there must be a better way for everyone involved. Being in the role of the patient and watching the provider work firsthand led us to our 3MTM Wound Contact Dressing.

1. To whom we are speaking – c. Cast our story for both B2B and B2C

Communicating with B2B and B2C customers represent different – but equally important – opportunities to establish an understanding of who 3M is as a company. Our focus on customer success, coupled with our brand personality, can be the common starting points from which to approach both audiences. As we explain 3M's curiosity and commitment to innovation, we must highlight the type of progress that matters most to each group.

Canada Security Glass Out-of-Home ad (B2B) and Canada Post-it® Note print ad (B2C)

Our previous story





Strengths

- Demonstrates the free thinking and creative aspect of our brand personality
- Visually illustrates the product benefits that can enable customers to do more

Improvement opportunities

- Use messaging to show our common brand personality and focus on customer success
- Approach the discussion of 3M curiosity and innovation in a way that is most relevant to each audience

Alternative

Worried about your security? We're not. Our thrill in solving your toughest problems led us to create a shatterproof solution: 3M Security Glass.

Potential B2C Post-it® message

At 3M, we're constantly curious about how we can make life easier for our customers. We know that while an elephant never forgets, sometimes we do. Let Post-it Notes keep your life on track and organised, so that you can focus your memory on what matters to you.

1. To whom we are speaking – d. Embed our brand story into all levels of communications

The most obvious way to tell the 3M brand story may appear to be high-level vehicles such as advertising or our Web site. In reality, we must reflect our brand story within every communication opportunity. From product brochures to social media to tradeshow displays, each of our touch points should consistently reinforce our brand story – using the merits of the specific vehicle to do so.

3M Canada Scotch® Brand Facebook page

Our previous story

3M was founded in 1902 at the Lake Superior town of Two Harbours, Minnesota. Five businessmen set out to mine a mineral deposit for grinding-wheel abrasives...

Strengths

- Utilises a collaborative forum, where input is welcomed
- Provides tips on how to make the most of the product
- Features pictures of unique product use, demonstrating our free thinking and creative nature

Improvement opportunities

- Make use of the "info" tab to include more timely, relevant messaging about the 3M brand story
- Post photos that naturally demonstrate the elements of our brand story (e.g., our teams brainstorming and collaborating with one another and with our customers)
- Link to articles or customer Facebook pages that speak about how 3M helps them make progress possible
- © 3M 2011. All Rights Reserved.

Alternative

At 3M, we are driven by the search for new ideas. We understand the power of working together to discover connections, where one idea leads to another and another and another...

2. The context in which we communicate – a. Recognise the starting point for telling our story

3M has varying histories across our different markets. As a result, it is important for us to consider the current state upon which we are building as we energise the 3M brand. Our market position, the level of awareness and familiarity that our audiences have of 3M and the messages or stories that we've emphasised in the past all contribute to our respective starting points.

Australia RFID whitepaper

Our previous story

Everyday, many libraries use some of our products. For some, it's a simple Post-it® Note or length of tape. For others, it's a computer screen or a virtually flawless security system. What they find is that 3M not only maintains an unparalleled level of quality and service...we get better at it.

Strengths

- Past messaging emphasis
- Diversity of technology areas and products
 - Commitment to constant improvement
 - High level of quality

Improvement opportunities

- Consider the 3M country's market position and the level of awareness and familiarity of the respective local audience
- Include a discussion of our unique approach to innovation that yields diverse, high-quality technologies
- Ground the purpose of constant improvement in making progress possible for customers
- © 3M 2011. All Rights Reserved.

Alternative

We work with libraries to understand and meet the breadth of their needs – from everyday organisation to better computers to flawless security. We are on a constant quest for creative insights and solutions to help our libraries become even stronger resources for future innovation and progress.

2. The context in which we communicate – b. Adjust the communication style to reflect the local culture and interests

3M's global presence gives us the opportunity to connect with a diverse variety of people from all over the world. While we aim to reflect a consistent brand personality, it is important for us to adjust our style to be natural, respectful and relevant when speaking to local audiences. We can leverage templates and materials from other markets but should tailor our content and tone for local cultures, as

USed Mi Careers Facebook page

Our previous story

Technically brilliant, endlessly innovative.

That's you. That's us.

Strengths

- Uses a confident, high-energy tone
- Speaks to 3M's combination of intellectual rigor and creativity

Improvement opportunities

- Ensure tone is not arrogant or overly aggressive for non-US cultures
- Consider whether the "That's you. That's us." phrase translates appropriately
- Adjust or soften, as needed, to bridge the strengths of the piece to local audiences

Alternative

Free to innovate.

Driven to transform.

We share the same focus that you do. Let's create the next new idea together.

3. How we develop key messages – a. Connect our story to our larger goal

Underlying everything that we do is our goal: **to make progress possible**. It's the reason why we never stop innovating, why we are on a constant search for new ideas that cross boundaries. We are naturally curious and committed to setting the bar higher and higher, combining intellectual rigor with creativity in order to do so.

3M India office building reception 'innovation stories wall'

Our previous story

An assistant in Patsy Sherman's lab accidentally spilled some flurochemicals on her new tennis shoes...Sherman immediately applied the mixture to fabric to see what would happen. And thus was born ScotchgardTM Fabric and Upholstery Protector, introduced in 1956.

Strengths

- Uses specific anecdotes to illustrate our excitement for seeing what could be
- Demonstrates that the seemingly unconnected can propel us further

Improvement opportunities

- Link 3M innovations to the progress that we make possible
- Call out the intellectual rigor that we apply to innovation; avoid characterising our innovations as happy accidents
- Use more timely anecdotes to ensure relevance, particularly with our younger audience

Alternative

With the intense curiosity that describes all 3Mers, Patsy Sherman turned an ordinary moment into an ongoing solution for homes everywhere. ScotchgardTM Fabric and Upholstery Protector evolved from a simple spill due to Patsy's 3M-like mix of creativity and thoughtfulness within an environment that celebrates new ideas.

3. How we develop key messages – b. Explain how we do things differently

Lots of people talk about innovation, but 3M innovation has a meaning unlike any other. Our unique type of innovation stems from the constant connections that we form with one another, with our customers and among our technologies. This unique approach makes use of our diverse yet collaborative ecosystem to continually solve the problems that others cannot.

Philippines 'Innovation Day' media event invitation

Our previous story

3M Innovation. We live it. We breathe it. It is everywhere around us. Our customers benefit from it, partners depend on it and competitors can only react to it. It is part of our fabric, our essence, our fundamental principles...our very DNA.

Strengths

- Presents innovation as the core of who we are and what we do
- Alludes to the customer and partner progress and competitive advantage that we make possible
- Uses a confident, high-energy tone of voice

Improvement opportunities

- Extend 3M innovation from outcomes to our unique approach
- Speak to the collaboration that enables 3M innovation
- Illustrate the greater purpose behind our innovation, which is to continuously solve the toughest customer problems

Alternative

3M innovation. We live it, we breathe it – all to make the impossible achievable for our customers. We work with you to uncover connections within seemingly different areas that redefine what you can do. It is an unparalleled approach that moves your business – and the world – forward.

3. How we develop key messages – c. Express our brand personality

Companies, like people, have their own distinct personalities. At 3M, we are free thinking and creative, sharing and trusting, optimistic and high-energy, confident and fascinating. These attributes describe the impression that we want to make when we interact with our audiences. Though we share a common brand personality, we may emphasise different elements in different contexts.

UK Traffic Safety Systems customer email

Our previous story

The 3M[™] Driver Feedback Sign DFS 700 Web site has been designed based on customer views and provides access to a wealth of information and expertise to help you use your DFS 700 effectively.

Strengths

- Shows that we focus on customer needs and develop solutions to meet them
- Illustrates that we provide our customers with what they need to progress further

Improvement opportunities

- Infuse our brand personality into the tone that we use to communicate in order to make the message sound truly 3M
- Use the active voice to demonstrate that we are confident and high-energy
- Use second person (i.e., "you") where appropriate to initiate a sharing and trusting dialogue with the customer

Alternative

With your thoughts and needs top of mind, we designed the 3MTM Driver Feedback Sign DFS 700 Web site. It acts as a built-in expert to quide you towards making the most of your DFS 700.

3. How we develop key messages – d. Use our brand essence to inspire; do not use literally

"Harnessing the chain reaction of new ideas" is the statement that sums up who 3M is as a company. It should inspire the content of our messages to ensure that we develop a clear and consistent understanding of our brand. However, our essence is supported by the other elements of the 3M brand story. Our brand essence is the foundation of what we aim to communicate, but we should avoid expressing it word-for-word with external audiences.

Brazil New Innovation Management Seminar presentation

Our previous story

Innovation – practical application of creativity

Creativity - to develop new ideas

Invention – to implement new ideas

Innovation – to create value through new ideas that are commercially feasible

Strengths

- Recognises the importance of creativity in the way 3M innovates
- Highlights that there is a larger goal underlying the purpose of innovation

Improvement opportunities

- Discuss the collaborative aspect of how we innovate
- Take our creativity a step further, to the interaction between new ideas needed for innovation
- Characterise the purpose of innovation in a more emotional manner that is linked to making progress possible

Alternative

Creativity – to constantly morph one new idea into the next

Invention – to collaborate our way to solutions that allow our customers to do more

Innovation – to solve the toughest problems facing our customers...and the world

3. How we develop key messages – e. Balance the functional and the emotional

To create strong, lasting relationships with our customers, we cannot speak only to their functional needs. We must establish an emotional connection to create truly loyal brand advocates. We do this by demonstrating that we solve the big-picture problems that our customers face every day and by showing that we have a personality that sets us apart.

Singapore 3M[™] Diamond Grade[™] Reflective Products overview

Our previous story

This highly reflective, durable and visible sheeting meets a wide variety of sign visibility needs and outperforms the competition when it really counts.

Strengths

- Alludes to a focus on meeting customer needs
- Demonstrates confidence in 3M products

Improvement opportunities

- Take a human, emotional approach to describing the needs that make reflective traffic-safety products important
- Communicate product attributes in light of these higher order needs rather than as the initial message

Alternative

We work together to innovate solutions that keep you safer throughout your day. We know that – whether on the job or on the road – improving visibility can make all the difference. So we've developed our highly reflective, durable and visible sheeting to set the bar for safety higher and to outperform the competition when and where it really counts.

Bringing the 3M brand story to life

Key messages for spoken and written communications

Spoken communications – How do we talk about the 3M brand?

Whether in a customer meeting or at a dinner party, we often need to tell the 3M story in a quick, concise way that works in conversation. The following phrases are useful talking points to keep in mind as we answer questions such as: "Who is 3M?" or "What does 3M do?" or "What's it like at 3M?"

We're the innovation company. We're all about working together and with our customers to find the next big idea...which leads to the next idea and the next.

We have a huge range of technologies that we apply in unique ways. We often take a technology from one area and apply it to a completely different area to solve a really tough problem that no one could ever solve before.

We have a culture that is truly different. We're very curious people, who are fascinated by what else we can make possible.

We love to bounce ideas off one another, including anyone in the company – scientists, engineers, marketers, designers, manufacturers. We work together to push our ideas further.

We create the technologies that help to make possible so many of the things with which we interact – from the big things such as powering cities or keeping hospitals safe and clean to the everyday things such as turning on the lights at home or using a mobile phone.

Spoken communications – Our 'elevator pitch' for customer conversations

3M is <u>the</u> innovation company that never stops inventing, because we're passionate about making progress happen. We keep our customers competitive by tapping into our collaborative culture to provide a never-ending evolution of ideas and technologies to solve the world's most critical problems.

Spoken communications – Our 'elevator pitch' for customer conversations

3M is the innovation company. We enable the big and small things with which we interact every day – from new sources of energy to mobile phones. We solve the toughest problems by constantly building on each other's ideas, making progress possible around the world.

Written communications – Key brand messages

We have updated our previous key corporate messages and developed key brand messages to better incorporate and reflect our new brand story. These key messages cover the following areas, which are detailed on the 3M Brand Identity Web site (www.3M.com/identity) and the 3M Brand Reinvigoration site on 3M Source (3MSource.mmm.com/3Mbrand).

As a global leader, innovation is our business.

We pursue challenge with passion.

We bring change to the world through visionary leadership.

Bold promise: What we deliver

Our brand is only as strong as the quality that we deliver.

With a commitment to community, we adapt to succeed.

We make life easier and better for people around the world.

Extraordinary culture: How we operate

Our culture represent a unique ecosystem of bright ideas and creative possibilities.

Our connections are rich; our collaboration, authentic.

Innovation and transformation are one in the same.

Just the facts

Unmatched breadth and depth

Six market-leading businesses

Sales = \$23 billion (2009)

More than 75,000 employees

Global operations in more than 65 countries

Local knowledge and execution = competitive advantage

Products contribute to the quality of life

Consistent recognition and accolades

Thenes and creative applications

Themes and creative applications – Components

The following pages describe two platforms, or themes, that demonstrate how we can bring the 3M brand story to life in external communications. These themes (one primary theme and one alternative direction) can be used directly or as inspiration from which to brainstorm other ideas. Each theme contains the following components:

1. Theme description	 An explanation of the underlying concept and ideas to be communicated when using the theme The title of the theme, which is a description meant for internal use and reference
Messaging ideas: a. Headlines, story teasers and payoffs	 Examples of headline messages that communicate the ideas behind the theme Examples of "payoffs," or signature messaging statements - NOT taglines
b. Innovation stories	 Examples of how to tell our innovation stories within each messaging theme Stories visualised in the creative applications
c. Applying messaging theme elements	 Guidance on how to construct headlines, story teasers and payoffs Guidance on where to apply each messaging element, depending on the type of creative application
3. Creative theme elements	 Patterns and imagery that visually evoke our brand essence and the innovation stories within each theme Treatments to apply to messaging payoffs
4. Creative application: a. Video intro	 A consistent set of frames to be used as an introduction to all videos created throughout the business – intro to be followed by specific product, brand or technology content
b. Web site	Reflecting our new brand story on 3M Web sites
c. Product literature	 Bringing our innovation stories to life through posters, customer emails and product sheets Applying each theme's creative elements within the context of customer communications
d. Product packaging	 Approaches for incorporating theme messaging on the front and back of 3M product packaging, as well as on cobranded product packaging
e. Applying theme elements	 Guidance on bringing all of the components together to develop a finished creative application and message

1. Theme description – Primary direction

The voyage of ideas

We're intensely curious to the core. When we come up with an idea, we can never stop just there. Our imagination sets that idea on a journey to discover what else we can achieve when we work together to connect the seemingly disconnected. We engage in a constant volley of ideas among ourselves and with our customers – so the solution for one area bounces into a solution for the problems of the next, where ideas ultimately come together in unexpected ways that amaze and make progress possible.

2a. Messaging ideas – Story teasers and payoffs

How do you get from a moonwalk to a fill up? Connecting curiosity

How do you get from a can't-miss stoplight to a must-see LCD TV? Connecting curiosity

How do you get from a new smile to a gleaming autobody repair? Connecting curiosity

How do you get from floor laminates to graffiti-free trains? Connecting curiosity

How do you get from a cold-weather essential to a whisper-quiet ride? Connecting curiosity

How do you get from fighting howling winds to a whisper-quiet ride? Connecting curiosity

2b. Messaging ideas – Innovation stories

How do you get from a cold-weather essential to a whisper-quiet ride?

On developing a lightweight insulation that keeps people warm, we took $3M^{TM}$ ThinsulateTM Insulation and evolved it across functions and industries to solve even more customer problems. We went from cold-weather outerwear and accessories to occupational workwear to footwear to bedding to military shelters and then to acoustic insulation in cars and boats. This voyage of ideas is not unusual and has not ended. Working together and with our customers, we continually strive to make every idea as big as it can be to help our customers achieve more.

Connecting curiosity

How do you get from a new smile to a gleaming autobody repair?

At 3M, we make surprising connections – connecting the seemingly unconnected. $3M^{TM}$ Pentamix TM products were developed to optimise the process of application of dental impression material, but we bounced the idea around to solve a problem in an unrelated area: how to reduce waste and errors in the mixing and application of autobody filler. This is just another example of how ideas come together in unexpected ways that both amaze and make progress possible.

Connecting curiosity

How do you get from a can't-miss stoplight to a must-see LCD TV?

...via a voyage of ideas that continually spreads. Microreplication technology began as a solution to direct the light of traffic signals but didn't stop there. We set this idea on a journey where it evolved into a new idea and then another and another. The Microreplication platform became a solution not just for traffic lights but also for projectors, traffic signs and LCD screens.

Connecting curiosity

How do you get from floor laminates to graffiti-free trains?

It all began with an idea to better protect vinyl floors from stains. In the true 3M way, however, we couldn't stop there. This idea was set on a path to be shared and evolved by others. It made its way to the attention of a railroad client, who was searching for a solution to keep trains graffiti-free. By working with our client and with one another, we took our original idea and created 3M's Antigraffiti Window Film, helping to keep cleaner the trains that we ride on every day.

Connecting curiosity

2c. Messaging ideas – Applying messaging theme ideas

Headline

Tactical, product-led marketing efforts (e.g., customer email, product sheet, packaging)

Use the question headline format: "How do you get from ____ to ___?" The two aspects called out in the question (the "from" and the "to") should be two applications of the same 3M technology that appear, at first glance, very different or unrelated to one another. We then provide the payoff – "Connecting curiosity" – within the message to end the profiled innovation story.

High-level, brand-led marketing efforts (e.g., video intro, Web site, poster) Use the payoff headline format: "Connecting curiosity." Use the question format ("How do you get from ____ to ___?") to begin the innovation story message for these types of applications.

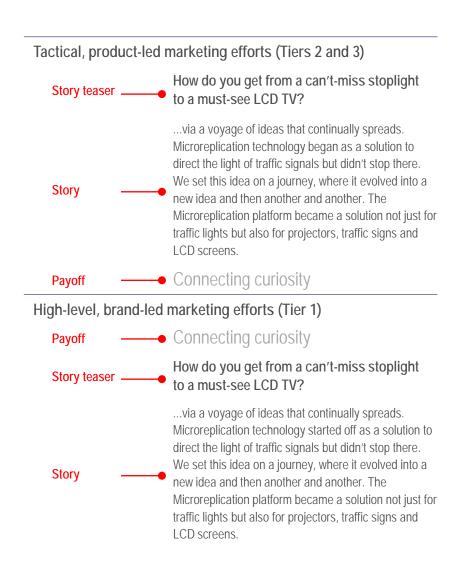
Story

The message should tell the innovation story of the specific 3M technology that connects the two aspects called out in the question: "How do you get from ____ to ___?" As part of this story, we want to communicate the notion of building on one another's ideas to constantly connect very different technology applications and solve seemingly unrelated problems (see the theme description page 50 for more detail).

Tactical, product-led marketing efforts (e.g., customer email, product sheet, packaging)

Begin with the innovation story and end the message with the payoff: "Connecting curiosity."

High-level, brand-led marketing efforts (e.g., video intro, Web site, poster)
Begin the message with the question: "How do you get from ____ to ___?"

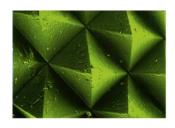


3. Creative theme elements – Toolkit

To help bring each messaging theme to life in our applications, we have developed a set of elements. Use these theme-specific elements in addition to our primary brand elements, according to our brand identity standards.

Pattern

Patterns that suggest connections







Imagery

Unexpected pairings





Treatment





3. Creative theme elements – Pattern imagery

Color layer

Select pattern imagery that reinforces the idea of connections through visual metaphor. Woven, linked, fastened and bound materials within our pattern image library build a stronger story about "Connecting curiosity."

When possible, use pattern imagery that relates to the story being told (e.g., Microreplication pattern for a story on Microreplication technology). Creating vibrant imagery To enhance the energy of black-and-white pattern imagery, apply a color overlay. Select vibrant colors that connect to other images used within the montage. Original black-andwhite pattern image All featured images are available from the 3M Brand Activation Guidebook job jacket on the DMR.

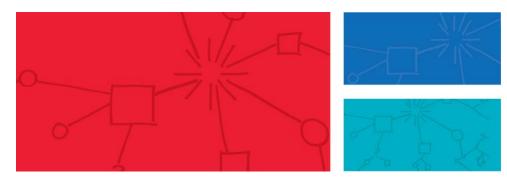
3. Creative theme elements – Chain reaction patterns

The chain reaction pattern illustrates how one idea can lead to another in unexpected ways. This proprietary pattern can be used just as Pattern imagery would within application montages. For flexibility, two versions of the pattern have been developed.

Use chain reaction patterns within the montage to demonstrate how one idea leads to another.

- Patterns may appear in any color.
- Patterns should appear as a tint or shade of the background color.
- Pattern artwork may be scaled up or down, depending on the application.

Hand-drawn chain reaction pattern



Graphic chain reaction pattern



Chain reaction patterns are available from the 3M Brand Activation Guidebook job jacket on the DMR.

3. Creative theme elements – Imagery

Unexpected imagery pairs create curiosity and drive readers to discover their meaning. The paired imagery should illustrate the two ideas being communicated in the message.

Connected-pair imagery

- Imagery pairs tell a story of two seemingly unrelated technologies, ideas or products.
- Image pairs should have similar coloration.
- Build a stronger connection by pairing imagery with similar compositions, forms or activities; e.g.:
 - Position of circular traffic light and the back of tv-watchers' heads appear to mirror each other.
 - Dentist and auto painter are both focused on their work, arms reaching towards the patient and the car, respectively.



Single connected image

 Single connected images feature multiple, seemingly unrelated technologies ideas or products.



Images are available from the 3M Brand Activation Guidebook job jacket on the DMR.

4a. Creative application – Video intro A

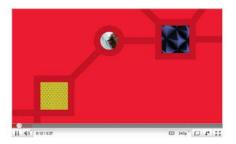


















4a. Creative application – Video intro B













4b. Creative application – Web site

The Web is an ideal touchpoint to showcase and bring to life multiple 3M stories. Use the main feature space to feature stories, providing a link for users to discover more. The examples below illustrate a few ways our theme elements – including messages, imagery and pattern – can come to life in digital media.



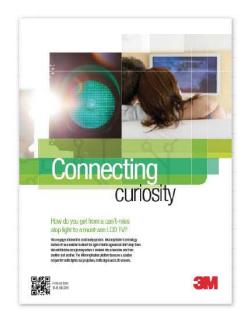
Country landing page (For illustration only. This content zone is managed by Corporate.)



Product landing page

4c. Creative application – Product literature







Posters

4c. Creative application – Product literature



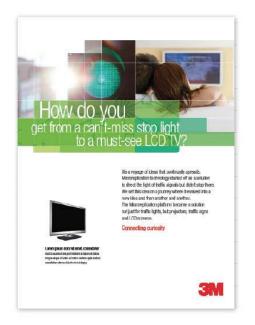




Customer emails

4c. Creative application – Product literature







Product sheets

4d. Creative application – Product packaging

Package label

Labels can be placed on the front, side or back of packaging, depending on the format and required package elements.

Front-wrap labels create a sense of curiosity, requiring the user to rotate the package to reveal the answer.

- Include a link to the 3M.com Web site, relevant content page or microsite.
- Use 3M Red for the label or match the color used in the product packaging.
- Incorporate pattern imagery or the chain reaction patterns for texture.
- The 3M logo does not need to be included in the label if it already appears on the package panel.

Front-wrap label application





Back label application





4d. Creative application – Product packaging

Cobranding provides an opportunity to share our story with a wider audience and to demonstrate 3M's connected innovations.





Cobranded package

4e. Creative application – Applying theme elements

Imagery

Use unexpected imagery pairs to create curiosity. The paired imagery should illustrate the two ideas being communicated in the message.

Pattern

Use a chain reaction pattern or pattern imagery to express connections and illustrate how ideas lead to new ideas in unexpected ways.

Payoff

Story teaser

The message makes the innovation connection. Begin the message with: "How do you get from ____ to ___?"

Story

The message should tell the innovation story of the specific 3M technology that connects the two aspects called out in the longer headline.

OR code

The QR code is a special barcode that can link users to a Web site, promotion or other data, as long as they have the QR Reader App loaded into their phone. This interactive tool provides a way for people to continue discovering how 3M connects innovations.

The QR code should link users directly to compelling, relevant content rather than to the 3M home page.

Because QR codes cannot be edited, use is recommended for timely, nonpermanent applications such as advertising and posters. Use of QR codes is not recommended on packaging.

Poster



For more information on applying our brand elements and creating the montage, please visit the 3M Brand Identity Web site: www.3M.com/identity.

2. Theme description – Alternative direction

Detailing the big picture

We work together to tackle and solve the toughest problems, from the issues in one person's life to the issues impacting millions of people, and often find connections between both. We're just as fascinated by the small things as by the big things and bring the same level of energy, determination and creativity to make a real, tangible difference at each level.

2a. Messaging ideas – Story teasers and payoffs

Together, we take ideas from the small to the big and then back again

- From powering Mumbai to powering your home
- From walking on the moon to fueling a family road trip
- From securing car spoilers to never spoiling a child's scrapbook
- From creating the official World Cup ball to improving the lipstick you wear

Where ideas multiply

2b. Messaging ideas – Innovation stories

From powering Mumbai to powering your home

Take a city where the number of people is growing far faster than the level of available power – where power outages impact big business, as well as a person's everyday needs. Add in limited resources and major safety concerns, and what do you have? The type of problem that we work on – together and with you – to solve every day. With 3M's ACCR lightweight, highly conductive conductor, 3M and Tata Power have partnered to ramp up power in Mumbai using the city's current infrastructure. The result is safe, reliable power for one of the largest cities in the world. The result is also assured comfort and dependability in your home.

Where ideas multiply

From securing car spoilers to never spoiling a child's scrapbook At 3M, we are just as concerned about ensuring that your child's scrapbook is perfect as we are that your car is safe. We put the same amount of energy and enthusiasm into developing adhesives for the big challenges as we do for the small challenges – and aim to make a real difference to as many people as we can.

Where ideas multiply

From walking on the moon to fueling a family road trip

Walking on the moon isn't going to happen to many of us. But almost all of us put fuel in our car. 3M is just as fascinated with solving the challenge of the best material for moonboots as it is about improving how fuels gets to where it needs to go in your car. A 3M[™] Dyneon[™] Fluoroelastomer was the material used in the soles of the moonboots on the first moon landing and has been continually evolving ever since to be influential today on nearly all of us through fuel lines in our cars that help reduce emissions and keep our air clean.

Where ideas multiply

From creating the official World Cup ball to improving the lipstick you wear

Only 3M would be equally fascinated with creating the official ball used in the World Cup and making the texture of lipstick squasher. 3M glass bubbles are used in these and more than 500 other applications worldwide to help make progress of all kinds possible. No project the type or scope of the problem, 3M brings together creativity and spence to evolve one idea into the next in order to provide solutions the total difference.

Where ichio multiply

2c. Messaging ideas – Applying messaging theme elements

Headline

Tactical, product-led marketing efforts (e.g., customer email, product sheet, packaging)

Use the longer headline format: "From ____ to ___." The two aspects called out in the question (the "from" and the "to") should be two applications of the same 3M technology that, at first glance, appear very different or unrelated to one another. The first element (the "from") should be an application that is on a larger scale; the second element (the "to") should be an application that is on a smaller, everyday scale. We then provide the payoff – "Where ideas multiply" – within the message to end the profiled innovation story.

High-level, brand-led marketing efforts (e.g., video intro, Web site, poster) Use the payoff headline format: "Where ideas multiply." Use the longer headline format to begin the innovation story message.

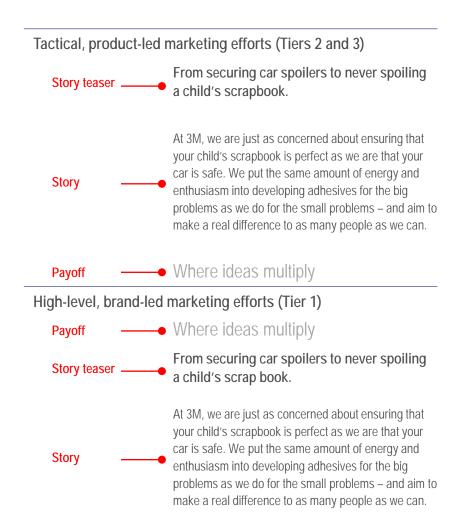
Story

The message should tell the innovation story of the specific 3M technology that connects the two aspects called out in the longer headline: "From ____ to ___." As part of this story, we want to communicate the notion that we care about solving the toughest problems, both big and small, and finding the connections between them (see the theme description page 67 for more detail).

Tactical, product-led marketing efforts (e.g., customer email, product sheet, packaging)

Begin with the innovation story and end the message with the payoff: "Where ideas multiply."

High-level, brand-led marketing efforts (e.g., video intro, Web site, poster) Begin the message with the longer headline: "From ____ to ____."

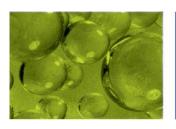


3. Creative theme elements – Toolkit

To help bring each messaging theme to life in our applications, we have developed a set of elements. Use these theme-specific elements in addition to our primary brand elements, according to our brand identity standards.

Pattern

Patterns that suggest scale and diverse perspectives







Pattern

- Macro/micro
- Use of similar forms,
 different environment



Treatment



Where ideas multiply

3. Creative theme elements – Pattern imagery

Select pattern imagery that reinforces the idea of scale and diverse perspectives.

When possible, use pattern imagery that relates to the story being told (e.g., Microreplication pattern for a story on Microreplication technology). Creating vibrant imagery To enhance the energy of black-and-white pattern imagery, apply a color overlay. Select vibrant colors that connect to other images used within the montage. Original black-andwhite pattern image All featured images are available from the 3M Brand Activation Guidebook job jacket on the DMR. Color layer

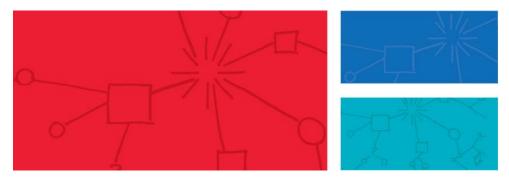
3. Creative theme elements – Chain reaction patterns

The chain reaction pattern illustrates how one idea can lead to another in unexpected ways. This proprietary pattern can be used just as pattern imagery would within application montages. For flexibility, two versions of the pattern have been developed.

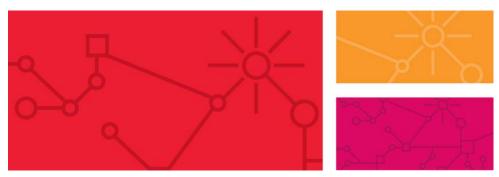
Use chain reaction patterns within the montage to demonstrate how one idea leads to another.

- Patterns may appear in any color.
- Patterns should appear as a tint or shade of the background color.
- Pattern artwork may be scaled up or down, depending on the application.

Hand-drawn chain reaction pattern



Graphic chain reaction pattern



Chain reaction patterns are available from the 3M Brand Activation Guidebook job jacket on the DMR.

3. Creative theme elements – Imagery

Juxtaposed imagery pairs come together to demonstrate the range of 3M's ideas. The paired imagery should illustrate the two ideas being communicated in the message.

Micro/Macro imagery

- Select imagery pairs that tell a story of two impactful ideas with vastly different geographies, purposes or scale.
- Imagery can either suggest a connection through paired imagery with similar compositions or activities or by directly connecting the images at the center through a shared form.
- Paired imagery should have similar coloration.

Shared composition or activity





Shared central form





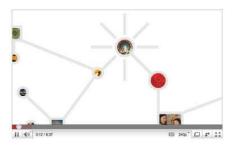
Images are available from the 3M Brand Activation Guidebook job jacket on the DMR.

4a. Creative application – Video intro A













4a. Creative application – Video intro B







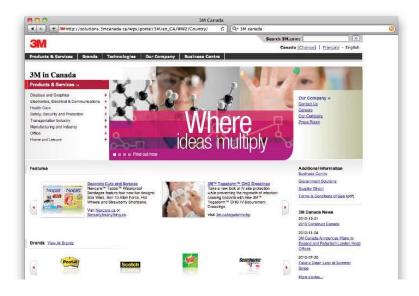




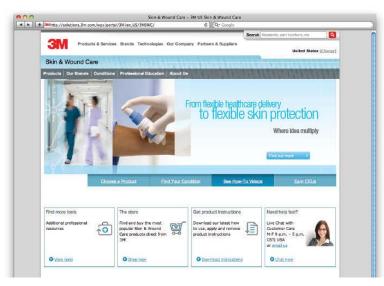


4b. Creative application – Web site

The Web is an ideal touchpoint to showcase and bring to life multiple 3M stories. Use the main feature space to feature stories, providing a link for users to discover more. The examples below illustrate a few ways our theme elements – including messages, imagery and pattern – can come to life in digital media.



Country landing page (For illustration only. This content zone is managed by Corporate.)

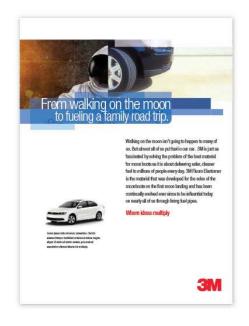


Product landing page

4c. Creative application – Product literature







Posters

4c. Creative application – Product literature



Customer emails





4c. Creative application – Product literature







Product sheets

4d. Creative application – Product packaging

Package label

Labels can be placed on the front, side or back of packaging, depending on the format and required package elements.

Front-wrap labels create a sense of curiosity, requiring the user to rotate the package to reveal the answer.

- Include a link to the 3M.com Web site, relevant content page or microsite.
- Use 3M Red for the label or match the color used in the product packaging.
- Incorporate pattern imagery or the chain reaction patterns for texture.
- The 3M logo does not need to be included in the label if it already appears on the package panel.

Front-wrap label application





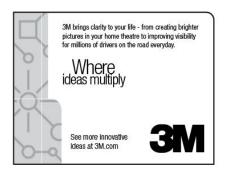
Back label application





4d. Creative application – Product packaging

Cobranding provides an opportunity to share our story with a wider audience and to demonstrate how 3M ideas can be found everywhere.





Cobranded package

4e. Creative application – Applying theme elements

Poster Imagery Pair micro/macro imagery to illustrate the headline and messaging themes. Pattern Use a chain reaction pattern or pattern imagery to express connections and illustrate how ideas lead to new ideas in unexpected ways. Payoff Story teaser The message tells the innovation idea. Begin the message with: Where ideas multiply "From ____ to ___." Story The message should tell the innovation story of the specific 3M technology that connects the two aspects called out in the longer headline. From walking on the moon to fueling a family road trip. OR code Walking on the moon isn't going to happen to many of us. But almost all of us put fuel in our car. 3M is just as fascinated by solving the problem of the best material The QR code is a special barcode that can link users to a Web site, promotion or for moon boots as it is about delivering safer, cleaner fuel to millions of people ever day, 3M Ruoro Bastomer is the material that was developed for the soles of the comboots on the first moon landing and has been continually evolved ever since to other data, as long as they have the QR Reader App loaded into their phone. This be influential foday on nearly all of us through lining fuel pipes interactive tool provides a way for people to continue discovering how 3M connects innovations. The QR code should link users directly to compelling, relevant content rather than to the 3M home page.

For more information on applying our brand elements and creating the montage, please visit the 3M Brand Identity Web site: www.3M.com/identity.

not recommended on packaging.

Because QR codes cannot be edited, use is recommended for timely,

nonpermanent applications such as advertising and posters. Use of QR codes is

Resources

Theme 1 – The voyage of Ideas

Images can be downloaded from the DMR:

http://www3.3m.com/dmrweb/servlet/Album?albumName=International+Marketing+Brand+Activation+Guide+05%2F2011&albumPassword=baq2011

3M Imagery









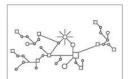


Image: diamond grade_fl yelgrn.tif

Image: 3D Surface Trizact Image: 049_Thinsulate.tif Image: _MG_0782.tif Film.tif

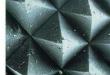
Image: 2011_Reaction_ Pattern_01AAA.tif

Image: Graphic_chainreaction_pattern.eps





Pattern_0802dt.tif



Pattern_0802fx.tif

Image: NewCI_Image_ Image: 102851767.jpg

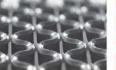


Image: NewCI_Image_







Pattern_0802dt.tif

Image: Handdrawn chainreaction_pattern.eps

Stock Imagery



Image: 102851767.jpg



Image: 200423802-001.jpg



Image: 103060694.jpg



Image: 106526285.jpg



Image: 200425357-001.jpg



Image: 93229016.jpg



Image: 78310502.jpg

Resources

Theme 2 – Detailing the big picture

Images can be downloaded from the DMR:

http://www3.3m.com/dmrweb/servlet/Album?albumName=International+Marketing+Brand+Activation+Guide+05%2F2011&albumPassword=bag2011

3M Imagery



Image: 3M-030422.jpg

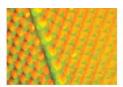


Image: 2011_Reaction_ Pattern_01AMT.tif



Cmyk.tif



Image: Cb_Pattern_Tss_ Image: Dot_Pattern.psd



Image: NewCI_Image_ People0809ac_US.tif

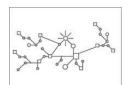


Image: Graphic_chainreaction_pattern.eps



Image: Speedglas SL_ Pattern_02.tif

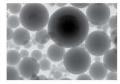


Image: silica nanoparticles.tif



Image: NewCI_Image_ Pattern_0802eq.tif

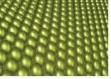


Image: 382_Beads1_ Final.eps



Image: DotPatternVClose.JPG



Image: Handdrawn_chainreaction_pattern.eps

Stock Imagery



Image: 108312919.jpg



Image: 91901340.jpg



Image: 74951830.jpg



Image: 200469642-001.jpg



Image: 102891956.jpg



Image: 96616623.jpg



Image: 73551981-1.jpg