



# Building Value

For Our Customers



# Building value around the world

Deliver what you want.

When you want it.

Where you want it.

With value built in – to every product, transaction and interaction along the way.

Building value for our customers is a central goal at 3M.

The question is: How do we make it happen for you?

The answer: Operational excellence fueled by 3M Lean Six Sigma.

Imagine all the people and resources of 3M worldwide focused on helping you succeed. That's what 3M Lean Six Sigma helps deliver. Because we share processes that are common globally in 3M, we've learned to speak the same language and share skills, energy and creativity – so we can deliver faster and better solutions to you.

Our global team approach combines 3M core technologies with our culture of innovation and the shared discipline of 3M Lean Six Sigma. All this is systematically directed at developing ingenious products and solutions that build value for you.

We do it to help you be more successful, because we know that your success and 3M's are intricately linked.

*“3M provided a vital service to HealthEast; the team was able to address the compliance challenges we faced with hand hygiene. The support from 3M was extremely valuable.”*

**Boyd Wilson**  
System Director, Infection Control & Epidemiology  
HealthEast Care System

“We have many suppliers, but 3M does more than just supplying products – they want Home-Fix to become a very successful company.”

**Low Cheong Yew**  
Director  
Home-Fix The D.I.Y. Store

## 3M Lean Six Sigma helps us perform to your high expectations

3M Lean Six Sigma helps 3M flourish in a world where our customers expect high quality and fast delivery for the best-possible value. It offers the tools, methodologies and cultural mindset needed to help fulfill our brand promise:

“Practical and Ingenious Solutions That Help Our Customers Succeed”

3M Lean Six Sigma builds on the knowledge, methods and tools honed from decades of research and operational practice. Lean focuses on reducing costs through process optimization (more speed, less waste) to add value for our customers. Six Sigma helps us measure and eliminate defects and variation so the quality of our products and processes are consistent and reliable.

3M Lean Six Sigma combines the strengths of both methodologies so we can see and improve everything we do from the customers’ perspective. It defines the

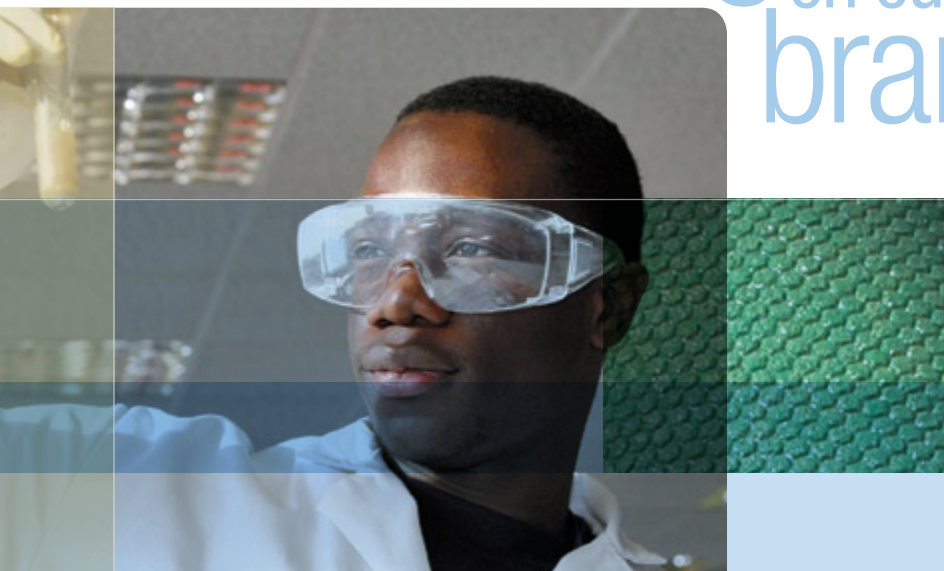
value attached to a service or product from your point of view, and it empowers us to use data, facts and teamwork to delight you with new levels of operational excellence.

By simultaneously reducing the number of steps and defects in a process, we can achieve improvements in speed, quality and costs – all at the same time – to step up the value we deliver to you.

**Lean tells us,** “The process is broken unless it adds value for the customer,” and “Only a fast and responsive process is capable of achieving the highest levels of service quality.”

**Six Sigma tells us,** “Let’s minimize variability to increase quality in every process that adds value for the customer.”

# Delivering on our brand promise



## 1. Quality you deserve

Central to 3M Lean Six Sigma is a belief that customers are entitled to the highest level of quality that can be expected. By removing root causes of variation from our processes, we help make sure you get the quality you expect, every time.

## 2. Speed to meet your demands

Even the best product in the world can't help you if it's not there when you need it. 3M Lean Six Sigma helps us streamline and accelerate our manufacturing, supply chain and service processes to meet global demands.

## 3. Efficiency to help you grow

3M Lean Six Sigma helps minimize defects and remove waste from our processes. This helps recover dollars that can be reinvested in innovation or passed on to our customers.

## 4. Innovation aligned with your needs

Our Commercialization process uses 3M Lean Six Sigma tools to constantly focus on your requirements and develop innovative new products that fill your needs, right away.

## 5. Resources applied to your challenges

By helping customers conduct 3M Lean Six Sigma projects and solve critical business issues, 3M gets to know your operations intimately, and we form a stronger, more strategic alliance. In this way, the vast resources of a global 3M can be focused on helping you succeed.

# Five big ways we build value for you



# Inside the 3M Lean Six Sigma toolbox

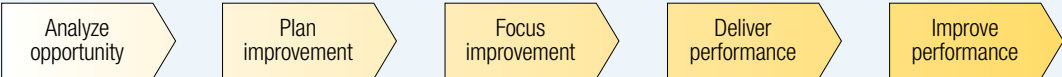
To get the right result, you need to use the right tools.

Depending on what we need to accomplish for our customers – create a new product, make a process faster, eliminate quality variations, reduce waste – whatever improvement is needed, we can choose the right tools from our 3M Lean Six Sigma toolbox and get the job done.

**Define, Measure, Analyze, Improve, Control (DMAIC)** tools help us find root causes of variation in our processes, then make and control improvements.



**LEAN** tools help us increase speed and quality while eliminating waste in our processes.



**Commercialization** processes and tools help to ensure we gather the voice of the customer to help develop and launch robust processes, high-quality new products and technology solutions that are aligned with customer needs.



“3M is our hero. Verizon was able to meet target of reducing freight costs for 2006 thanks to the efforts of 3M and other vendors like 3M that truly support our objectives.”

**Martha Elkins**  
Transportation Manager  
Verizon

“Our partnership with 3M Drug Delivery Systems has been greatly enhanced by the implementation of Lean Six Sigma. The program has led to qualification of 3M as a preferred supplier through endorsement of their Quality Systems. The net result is that we have reduced our own indirect oversight of the process in favor of an increased reliance on direct oversight by 3M Drug Delivery Systems.”

**Tom Lupo**  
Deputy Director, Quality Management  
Bayer HealthCare Pharmaceuticals



# Evolving so we can deliver more

## The Evolution of Lean Six Sigma in 3M

### Six Sigma

In February 2001, Six Sigma was launched at 3M as a methodology for pursuing continuous quality improvement and reducing inherent variability. When tens of thousands of global employees were trained on Six Sigma methodologies and tools, a fundamental enterprise transformation took place in 3M. We became focused on data-driven decision making and building value for our customers. More than 10,000 projects helped enable significant quality improvements, cost savings and stronger customer relationships.

### Commercialization

In 2002, we introduced the Design for Six Sigma tools to help us create and commercialize new products based on factual customer and market insights. This approach nurtured our innovative culture and helped us launch products that immediately filled customer needs. Design for Six Sigma quickly became an integral tool set for our Commercialization process.

### Lean

In 2002 and 2003, we launched Lean pilots globally in select manufacturing sites – then measured the impact. After documenting the positive results in 2006, we launched Lean globally in 3M manufacturing – today, Lean is deployed throughout the enterprise around the world.

“The further focus on our 3M DFSS customer project has catalyzed the way we look at products and product development from a consumer-centric perspective. Such a way of thinking has really created a paradigm shift within our organization. It initiated an irreversible process of change. No more engineering-based product development.”

**Wael Massarweh, Ph.D.**  
Chief Operations Officer  
Nuqul Group

“Nortel is proud and thankful for the conclusion of our Six Sigma project that was kindly offered to us from 3M. 3M always surprises us – not only with the innovation in their products, but also in the relationship with its partners. We’d like to register our satisfaction about the learnings and the improvements made in our logistic processes, which could postpone our move to a new location. The benefits in time and efficiency were clearly proven by the data derived from the measurements made. Finally, the relationship with Nortel’s team was really salutary and the experience exchanged was fundamental for the project’s success.”

**Roberto Payaro**  
Director  
Nortel Industrial Supplier

## Integration

By the end of 2004, all salaried employees at 3M (more than 45,000 in all parts of the world) had been trained in Lean or Six Sigma methodologies and tools.

## Today and Tomorrow

Today, Lean Six Sigma is routinely used in 3M globally as a natural part of the way we do business.

We use the tools and methodologies to systematically respond to customer needs, launch new products through perpetual innovation, streamline our manufacturing and supply chain processes, create speed and eliminate waste, drive overall operational excellence, and help enhance our financial performance and yours.

3M Lean Six Sigma, applied directly to our customers’ business challenges, helps us work as a team to discover and implement improvements in your processes and strengthen the value of our relationship. Our goal is to move beyond the role of supplier to become your strategic business partner.

3M now is a fully integrated Lean Six Sigma organization focused on operational excellence and building value for our customers all over the world.



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