Creativity at
3M ESPE

MS&E 175: CREATIVITY, INNOVATION, & CHANGE
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55,000 products, 30-plus core technologies
3M ESPE: A Division of 3M Healthcare

manufactures and markets more than 2000 products and services designed to help dental professionals worldwide
Current Methodologies to Innovation

7 Pillars of Innovation
Understanding the Customer
Technological Integrator
1. Commitment to R&D
2. Hiring good People
3. Embracing broad technology base
4. Talk, Talk, Talk
5. Rewards System and Expectations
6. Quantifying Efforts
7. The Customer
Understanding the Customer

- Ideas are 100% customer-driven
- Market research is of paramount importance
- External research, internal expertise
A Short Clip from Apollo 13
Leaders of scientific fields collaborate at 3M ESPE

Ever 1,000 technical people

Challenge to facilitate collaboration
Technological Integrator
Technological Integrator

gets to know the customer
networks with colleagues
around the world
management provides
resources and support to
facilitate innovative efforts
Technological Integrator

15% free time
Acquisitions Help Technological Integrators
Problems

1) Politics
2) Process
3) No cross platform/cross division cooperation
4) Lack of technology integrators