



The Client

3M is a diversified technology company, delivering products, core technologies and services to customers in more than 200 countries. Its technologies and products touch nearly every aspect of modern life, including consumer and office, display and graphics and electronics and telecommunications. Well known brands include Scotch®, Post-It®, Scotchgard™, Thinsulate™ and Scotch-Brite™.

Our client for this project was 3M UK & Ireland, one of the largest subsidiaries outside the USA, employing 3,500 people and located in Bracknell, Berkshire.

Key issue

"Our aim is to become world class in marketing",
General Manager.

The challenges for 3M were the scale and complexity of their business. In some areas of the business, it was facing the challenge of low cost competitors, in other markets there were issues around building brands and customer retention.

3M recognised that the capability of its marketers in the UK and Ireland was very diverse. Its marketers had a range of skills, experience and backgrounds. Because of the complexity of many of its products, employees were often from a technical background, with little formal training in marketing. The aim was to up-skill all their marketers to a high level, enabling them to carry out best practice marketing, and also to provide a clear career structure for high achievers.

Tailored solution

CIM worked in partnership with 3M to develop a programme of skills development, leading to the creation of an internal Marketing Academy. This demonstrated 3M's commitment to marketing as a critical business function and showed any aspiring professional marketers within the organisation that they would need to study and pass externally validated examinations.

Employees were assessed and then offered the option of studying for the CIM Professional Postgraduate Diploma in Marketing, or the MSc in Strategic Marketing Leadership run by the Henley Management College.

Results

This programme has been an outstanding success. From the initial group of 20 marketing professionals, 3M are now running the programme in 2007/08 and expanding the offering to also include the Professional Diploma in Marketing.

Immediate results have shown:

- Staff in the marketing function speak a 'common' language and apply 'common' structures and frameworks to their work
- Employees have a much clearer career path in marketing, and Professional and Chartered Marketers have gained kudos
- Improved recruitment of high quality staff into the business and staff retention rates have improved
- The Academy model has shown some interesting benefits in team development, which links strongly into 3M's spirit of innovation and growth targets

Requirements:

- Skills development
- Creation of a Marketing Academy
- Clear career structure for high achievers

