

# How 3M brought a single online solution to a diverse, offline workforce

“ The We Are 3M program has become part of our culture and helps establish the importance of employee performance and peer recognition in our organization. ”

—Marnie McKerlie, Talent Solutions Manager, 3M

## About 3M

3M is a global innovation company with operations in more than 65 countries

### Industry

Technology

### Solution

SaaS employee rewards and recognition program

### Key Objectives

- Tie LEAN HR practices and business outcomes to recognition and rewards
- Consolidate employee recognition and rewards programs with one integrated SaaS solution

## Challenge

3M is a global innovation company with over 88,000 employees and operations in more than 65 countries. At 3M, nearly a third of their employees work in the manufacturing sector, and the 300-person sales team is scattered across the country, often traveling or working remotely. Not only is their workforce geographically diverse, they also employ a mixture of union and non-union workers, as well as young professionals and people nearing retirement.

3M believes in LEAN, a management concept based on eliminating excess work while improving quality. To reinforce LEAN within the organization, the HR team was asked to find a rewards and recognition solution that would help manage the program around the initiative. The solution had to be appropriate for employees of all ages, regardless of whether they work at a desk or away from a computer.

## Solution

Achievers encouraged 3M to examine the disparate programs that already existed in the company. “We had everything from recognition platforms for corporate sales to individual managers with a drawer full of gift cards,” said McKerlie. “It quickly became apparent that our focus, both in terms of internal reach and what was possible through technology solutions, was too narrow.”

In January 2009, 3M and Achievers launched an all-in-one solution called We Are 3M. Existing programs such as sales incentives, manufacturing safety awards, and years of service awards were all rolled into the program, and instead of the hodgepodge of rewards given by individual managers—or no rewards at

### Results

- Engagement increased by 7%
- 99% of employees actively use the platform
- Found highest engagement among offline employees

all—employees were awarded points to use on items of their choice. Employees were also enabled to give peer-to-peer recognition for the first time.

The solution also removed several barriers for managers. Roadblocks like accounting for taxable benefits were lifted, and instead of being assigned a rewards budget, each manager has autonomy to set his own spending limits based on his department budget.

In addition to online efforts such as e-newsletters and a live recognition feed on the homepage, 3M used various offline methods, such as posters and TVs with program information, to advertise the program to those employees who don't work at a desk. They also installed computer kiosks on the manufacturing floor, where most employees don't have personal computers.

### Results

3M ultimately discovered that Achievers helped transform their culture, employer brand, and reward and recognition mindset. Between 2010 and 2012, employee engagement increased by an astonishing 7 percent. And because administrative costs declined, 3M was able to implement more rewards and recognition initiatives without any additional cost.

Ninety-nine percent of the company is engaged with the program. Although 3M was initially concerned that their offline manufacturing department wouldn't use the program, manufacturing has the highest usership in the entire organization. Manufacturing managers give more recognitions than anyone else in the company.

The program has also had a positive effect on company culture. "The good work we're doing around rewards and recognition is highlighting us as an employer of choice," said Amy Grant, Human Resources Professional at 3M.

## About Achievers

Achievers wants to Change the Way the World Works by helping companies around the world recognize and reward positive employee behaviors every day, resulting in higher employee engagement and better business results. With their award-winning technology, unmatched customer service, and industry-leading expertise, Achievers has powered the world's most successful rewards and recognition programs.

Find them on the web at [www.achievers.com](http://www.achievers.com).