



To: Whom it may concern

The purpose of this letter is to overview the excellent contributions that Dr. Aaron Shenhar has provided and continues to provide to 3M and his influence on the company practices.

3M was founded back in 1902. Its first product was sandpaper. Today we manufacture more than 50,000 products and introduce more than 500 innovative new products each year. The foundation for our growth is technology, of which there are more than 100 base technologies to draw from, and a strong spirit for innovation. We pride ourselves in being a provider of solutions to our customers. Our overall corporate vision is to be the most innovative enterprise and the preferred supplier in the markets we serve.

The world is clearly different than it was back in 1902. 3M has maintained that to continue to flourish, it must constantly learn and reinvent itself. It is with this in mind that I thank Dr. Shenhar for his significant contributions. Our involvement with Dr. Shenhar began in 1994 with his providing consulting and training pertaining to innovation. Even though we are perceived as the best pertaining to innovation, we also recognize that there is always room for improvement. Further, we also recognize the importance to educating all of our managers as to their role in nurturing the key drivers for innovation. Dr. Shenhar's initial involvement in 3M evolved into his development of an in-house training program on the Strategic Management of Technology and Innovation. Since that time, hundreds of our managers have attended this class.

Innovation alone is not a home run. To win in the market place, our business units must build on innovation to deliver hi-valued products to global markets in significantly less time. To accomplish this, we have crafted a new product commercialization process that represents the capturing of all of the best practices. Our emphasis is to focus both on a technical and a cultural process strategy to effect change throughout 3M. Dr. Shenhar has played a significant role in the development and the deployment of our efforts. One key aspect is Dr. Shenhar's development and delivery of a training class for our managers on Project Management and Leadership. This class serves as the umbrella of all of our efforts. It is an integral piece of our overall process and reflects both technical and cultural. Another contribution is Dr. Shenhar's providing direct consulting to specific project teams. Another contribution is his lecturing to our top R&D leaders pertaining to Project Management and Leadership. His vast expertise pertaining to the field of project leadership has been highly recognized within 3M and has led to a constant demand for his involvement.

Overall, Dr. Shenhar is clearly recognized within 3M as a worldclass expert pertaining to new product commercialization. We are excited to have his on-going expertise to assist us in constantly learning and improving. His research based frameworks have become part of 3M's practices and they have helped us shape the way we conduct our projects and commercialization processes.

Regards:

A handwritten signature in black ink that reads "Ronald H. Kubinski".

Ronald H. Kubinski  
Manager, New Products Commercialization  
3M Company