

HOW TO ASSESS YOUR ORGANIZATION'S LEVEL OF CULTURAL MATURITY

**ACCELERATING WORKPLACE CHANGE WHILE
BUILDING INCLUSIVE EXPERIENCES AT SCALE**



March 2023



How To Assess Your Organization's Level of Cultural Maturity Using the Reframe Cultural Maturity Model™ (RCM)

A Modern Approach to the Future of Work and Marketplace

Melinda Gates published an article in the Business Insider (September 27th, 2019) stating that we are sending our daughters into a workplace designed for our fathers. At Reframe we believe that while Ms. Gates is correct, we are using the practices of our fathers' generation in just about everything we do in business. The challenge is larger than a gender issue she outlined. Using best practices established in the 1960s impacts how we hire, it colors how we communicate, and it burdens our bottom line.

But where does it come from and why is it (still) here? We asked ourselves this same question and then began researching the matter when we started Reframe in 2015. After hundreds of hours of researching Fortune 1000 companies, we uncovered a finding. What we found wasn't only interesting, it was universal: Most organizations are a full two - three generations removed from today's marketplace(c).

For example, today's marketplace has an impactful new addition, the millennial generation, the biggest generation in history. Couple them with Gen Z and you have a major social effect on your hands. The total addressable market (that which any brand can market to and any company can hire) doesn't look like our fathers' generation.

Our largest demographic in the 2020 Census will be people who identify with more than one ethnicity. Yet most organizations still use census-based internal practices and marketing methods developed in the 1960s. This means that they look at the population as white, black, Hispanic with no grey area to speak of at all. That's quite a misstep and it creates a large cultural gap between organizations, their workforce and customers.

We first published our findings into the industry's first State of the Total Market Industry Report published early 2017, and available for all to read for free today. What we learned in the research and publishing of the report was that many organizations lack the tools and practices they need to truly engage in the workplace and new marketplace. We are all are victims of the gap.

Unfortunately, this same gap allows large sums of time, energy, and money to go to waste each year. Some estimates predict it is \$8T globally. And, it leaves employees and consumers wondering why businesses just don't understand them. Businesses are missing out on a major social and financial opportunity.

In order to understand what needs to be done to seize this opportunity, organizations must first assess where they are from the inside, out. My fear was another generation would spend another 60 years using dated marketplace and workplace practices.

It is my intent with Reframe, to use software and services to accelerate change and growth! I hope you not only enjoy our perspective but feel compelled to learning more at <https://getreframe.com/> or reach out to me directly at jeffrey@getreframe.com.

Jeffrey L. Bowman
Co-Founder and CEO
Reframe

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ASSESSING YOUR TEAM AND COMPANY'S LEVEL OF CULTURAL MATURITY

Many brands are failing when it comes to truly engaging in readiness planning for the Future of Work and Marketplace. For the first time in human history what was once referenced as minority will become the majority. This requires significant change and transformation for teams and businesses. In 2016 and 2017, we assessed today's largest organizations and found five areas required to increase employee retention, productivity and engagement while accelerating growth ranges from technology to their internal workplace and marketplace practices.

The key business insight from the study was the workplace is two to three generations culturally removed from the marketplace ©. What this means? For companies to become Future of Work and Marketplace ready requires change across their Structure, Segments (employees and customers), Strategy, Systems and Solutions.



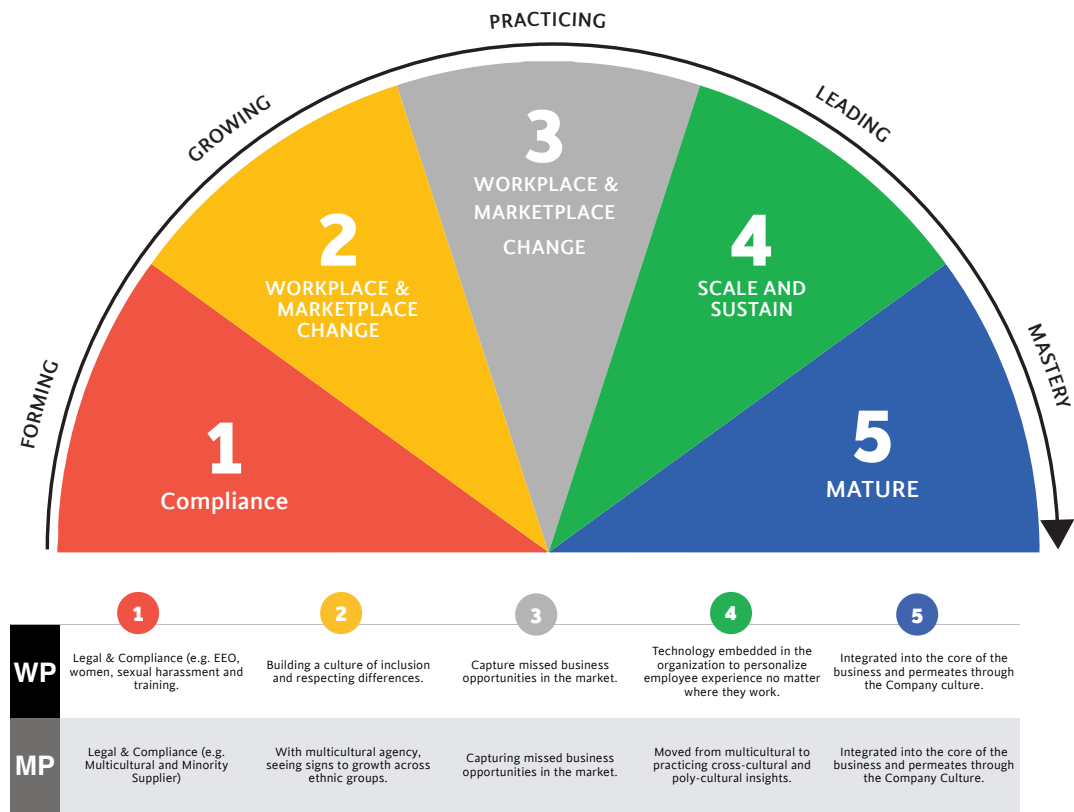
When the C-Suite wants change, they call companies within the professional services industry that specialize in change management and business transformation. Within the change management industry to measure change and impact, a best practice is to develop a maturity model.

A maturity model is a tool that helps people assess the current effectiveness of a person or group and supports figuring out what capabilities they need to acquire next in order to improve their performance. In 2016, Reframe developed the industry's first cultural maturity model.

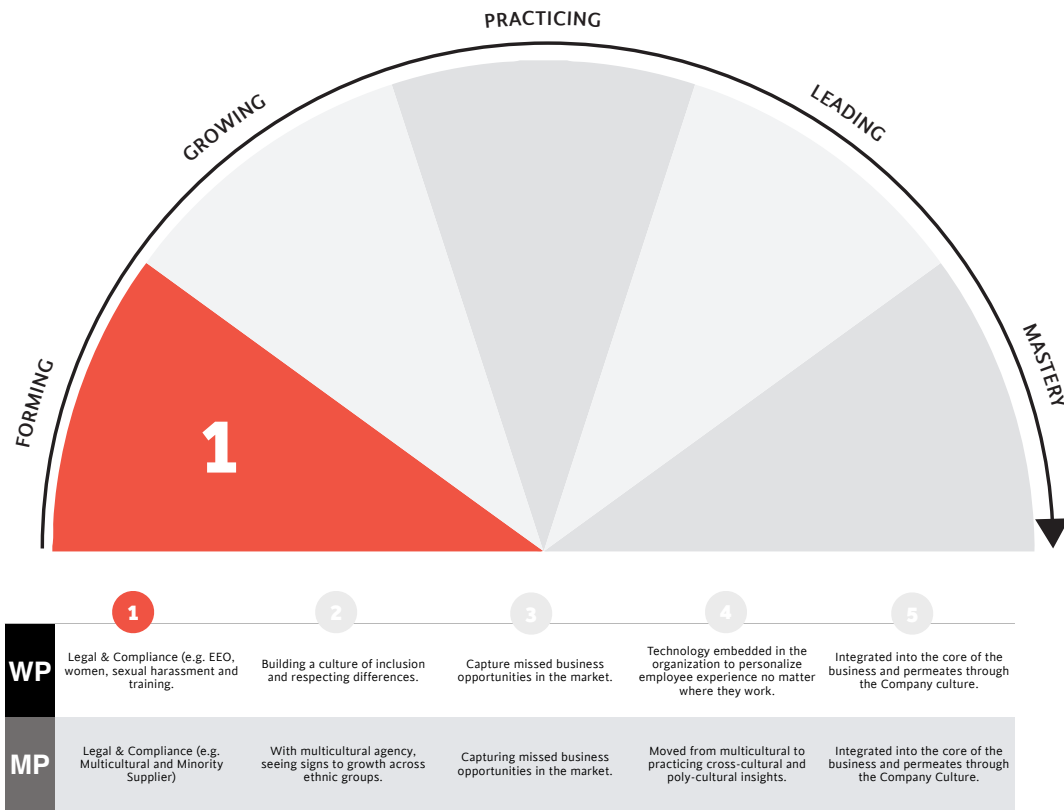
Based on the findings of the Reframe State of Total Market Industry Report, the five areas or blockages for accelerating change and growth for the Future of Work and Marketplace is across teams and businesses Structure, Segments (employees and customers), Strategy, Systems and Solutions or what we call their 5Ss. Below is an illustration of the Reframe Cultural Maturity Model™ (RCM) and what we measure for Future of Work and Marketplace readiness.

REFRAME CULTURAL MATURITY MODEL™ (RCM)

We applied these “5 Ss” to our cultural maturity assessment model that measures the performance against each. This allows us to arrive at a number representative of an organization’s cultural maturity between 1 and 5. 5, “Mastery,” means a company has excelled. 1, “Forming,” means it has a further road ahead before it reaches an ideal state of cultural maturity.



PHASE I: THE FORMING STAGE



Ironically, many start-ups find themselves in the same stage as large enterprises they view as “out of touch” or “antiquated.” This is because both lack the time, attention, awareness, or tools necessary to move onto a more culturally mature stage. This stage is known as the Forming Stage.

When an organization is singularly focused on volume metrics (revenue, spending, headcount) it lacks the resources to attend to other needs that enable it to be culturally mature. Thus, an organization can be very modern and open minded and still find itself stunted when it comes to cultural maturity. Cultural maturity requires more than ambition or intent. Posting your beliefs in your mission and/or your job postings is a start, but far more effort is required to grow.

GETTING STARTED...THE FORMING STAGE

A company in Phase I of its cultural maturity journey is one that has little or no awareness of the new marketplace. This is separate from intent. A Phase I organization simply lacks the enterprise Structure, Segments, Strategy, System and Solutions required for the workplace to catch up with the new marketplace.

It is for this reason that we refer to Phase I as “The Forming Stage.” At the forming stage, the organization has either not fully recognized the gap between their workplace and the new marketplace OR they have yet to begin to understand their new marketplace opportunity.

SYMPTOMS –

- Little to no collaboration in the annual planning cycle.
- Little to no framework for growth opportunities with ethnic, racial and gender hyper growth segments.
- Little to no commonly acceptable nomenclature to describe the problem set or the market potential.
- Little to no communication of the need for growth at the employee level.
- Little to no support at the executive levels.

Valuation of Segments.

When a brand is in the forming stage, there is little recognition of hyper growth segments. This is often because growth recognition is purely based on volume. A company in the forming stage lacks the benefit of the necessary customer data. As no investment has been made to aid in appropriate segmentation, the segments are routinely overlooked or misunderstood, and thus under or misaddressed.

Structure.

Because growth is measured solely based on volume, there is little organizational capacity to understand, much less pursue the new marketplace opportunity. This focus on volume dictates that the financial department control the planning and allocation process. They are the power center.

Strategy.

With finance as the primary decision maker, almost all strategic decisions are tied to immediate volumetric revenue generating opportunities. Marketing focuses on the “known audience.” There is little effort made to expand and engaging others with the fear of ignoring the base.

Systems.

Most often these organizations lack the vision and/or budget to invest in sophisticated technologies that enable it to measure consumers attitudes and behaviors. Instead the technology or systems are more often built in-house and primarily focused on expenditures versus who is buying and why.

Solutions.

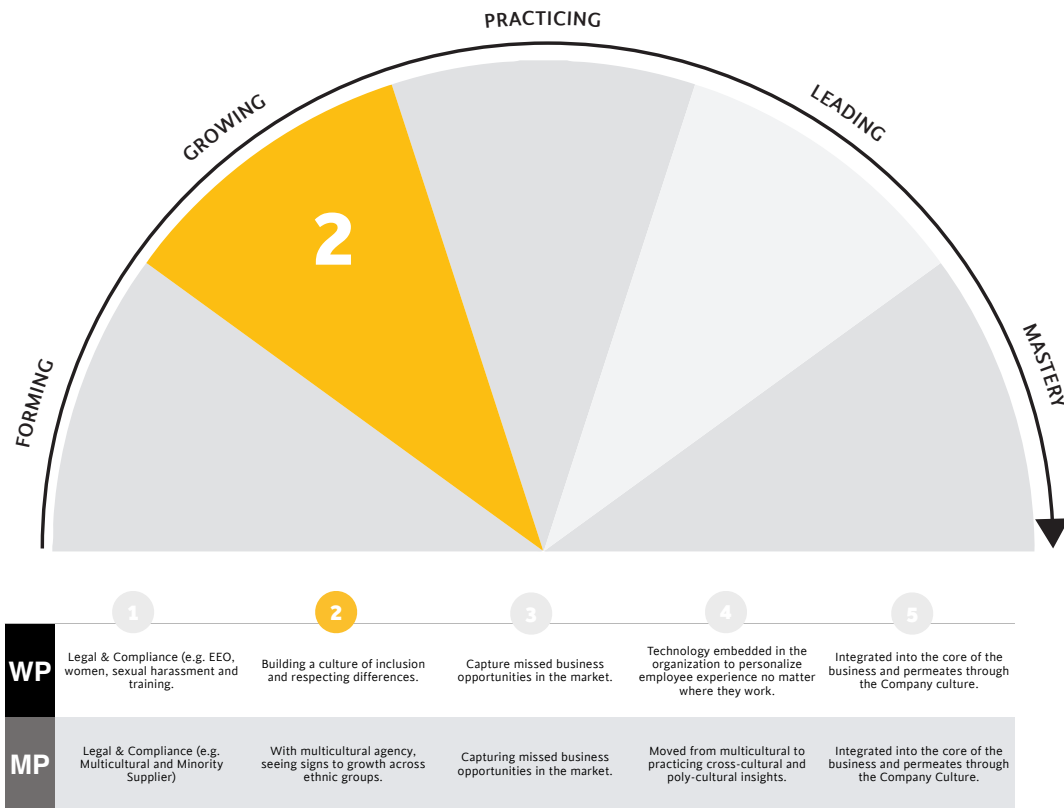
Organizations rely on vendors and partners to strategically pursue higher growth segments (e.g. advertising or events). Change to: The partner they choose are not fully leveraged or not capable of being sound strategic resources. In the case of cultural maturity, there very few if any strategic relationships with minority owned suppliers.

EXPLORATION –

- Organizations looking to assess their organization and its relevance towards
- ensuring the workplace becomes new marketplace ready should ask themselves the following questions: Does my workplace understand, appreciate, and engage with the total addressable market? Or are we still siloed in our efforts to understand and connect with various customer segments?
- Is my approach fully embedded across the organization, understood and supported consistently at an executive level?
- Is my ambition to make understanding the needs, attitudes, and behaviors of our total addressable audience everyone's responsibility, or do I still leave this in the hands of a few specialists or specialty groups or departments?
- Is my approach both efficient and inclusive?
- Do my partners in this journey encourage myself and my team towards integrated thinking, to view my audience from end to end?

This is not an exhaustive list of questions, but the more yes's your organization can truly arrive at, the better equipped your workplace is for the new marketplace.

PHASE II: THE GROWING STAGE



At the Growing Stage many enterprises have solid intentions but fall short when it comes to truly grasping their total addressable audience OR multiple interpretations of what it means to be “culturally mature” get in the way.

For example, recently one large beverage company elected to invest in the Systems and Strategies necessary to gain rich insights about its total addressable marketplace. The assumed logic was that, with a unified purpose in mind, surely even a more limited staff could produce a clear, consistent, and considerate message.

The team set out to engage with the new marketplace by running an advertisement featuring a diverse audience, protesting for social justice. It ended with a popular celebrity handing the police a beverage. The ad lacked the depth of insight necessary to achieve their goal and offended many viewers. The company received lots of negative press and ultimately apologized and removed the ad. They had clean intentions and spent considerable time and energy to get things right, but lacked the insights and partners (Segments and Solutions) to fully realize their intentions.

If this sounds similar to your department or organization learn what you may want to consider next.

A company in Phase II of its cultural maturity journey is one that has acknowledged the gap between its current workplace and the new marketplace. It identifies strongly with the first of the 5S's, Structural change, and is moving forward with a clear objective as to how to unlock new marketplace and workplace value. However, A Phase II organization also lacks the skill-set to understand Segmenting, to align Strategies, and the partners and services necessary for modern Systems and Solutions. Without these many Phase II organizations fail to #closethegap between the workplace and the new marketplace.

It is for this reason that we refer to Phase II as “The Growth Stage.” At the growing stage, the organization has yet to achieve total alignment about what to do beyond the basic structural elements needed to create change OR it lacks buy in from all critical departments necessary to enable it.

Symptoms – The organization has yet to mandate a need for cultural maturity...

- Segments are often still measured in a binary fashion.
- Processes are being implemented, but not at the pace required to “catch up.”
- Multiple departments are working toward a singular goal but taking multiple approaches to get there.
- Technologies used are either not adopted universally (across the organization) or lack the capacity to deliver the information needed to capture a full and realistic portrait of the total addressable audience.
- Objectives have matured but thinking and delivery has not.

EXAMPLES –

Many enterprises have solid intentions but either a commitment to understanding the total addressable audience and/or multiple iterations and interpretations get in the way.

Valuation of Segments.

When a brand is in the growing stage, there is some recognition of hyper growth segments. But attempts to capture these segments are often compromised by a lack of alignment on the audience, investment in resources, and attention to measurement strategies. There is an appreciation of volumetric growth but it is rarely further segmented and so lacks real insights.

This is often because while the organization is aligned on the need to #closethegap, there isn't universal buy in and/or the organization lacks a universally agreed upon method to progress. This leads to shallow insight development and a disconnect with the total addressable market.

Structure.

Because the agreed upon objective is not supported by a fully understood and universally accepted method, there is little organizational capacity to efficiently pursue the new marketplace opportunity. In a Phase II organization, there will likely be some resemblance of a dedicated diversity or multicultural marketing structure. A lack of firm direction makes it unclear who is ultimately responsible and accountable for cultural maturity at an organizational level. The end result is often universally agreed upon, but the thinking lacks integration. This results in well intended, but ill-planned and executed messaging.

Strategy.

Without clear leadership alignment, and lack of a segmentation, strategic decisions are tied to the tools and tactics available to each motivated department with the belief that investing the bare minimum

will result in a significant return of marketing assets. Resources to test and firm up hypothesis fall on deaf ears because the tests are not scalable, nor efficient. Too often everyone operates in false state of certainty that they are doing what's best.

Systems.

Most often these organizations lack the combined vision and/or budget to invest in sophisticated technologies that enable them to measure consumers attitudes and behaviors for the total addressable audience. Instead, the technology is more often built in-house and/or purchased to suit the needs of each individual department. Cross enterprise collaboration is limited as is cross enterprise learning.

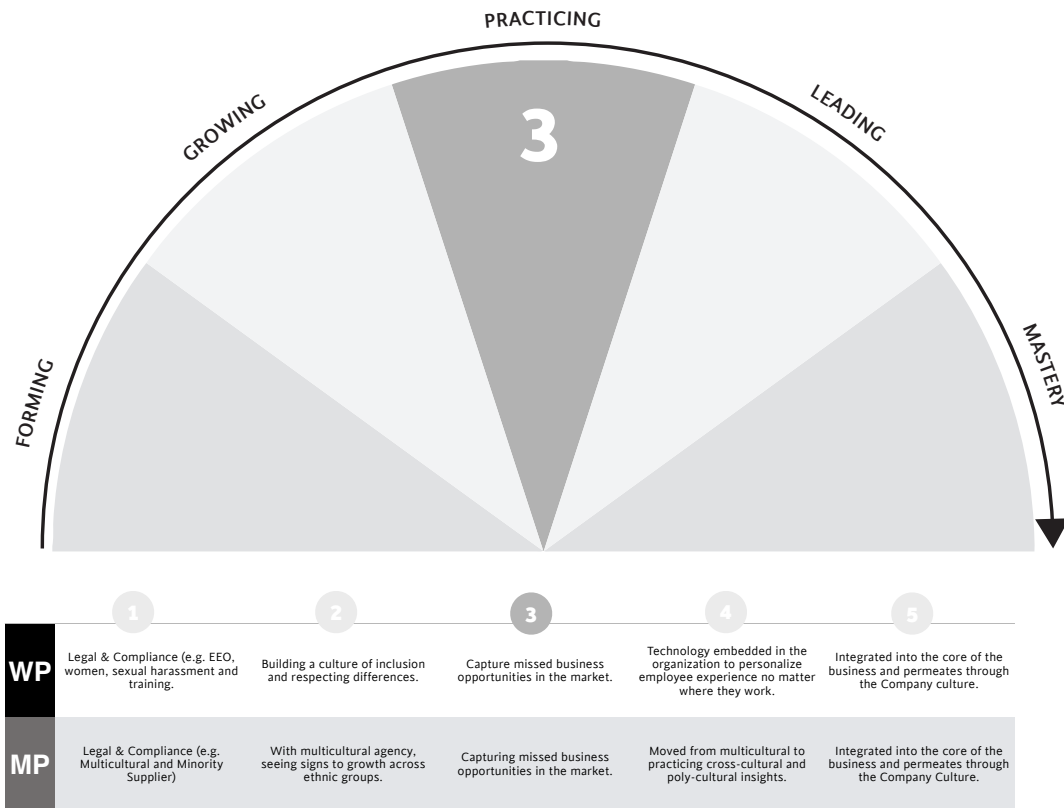
Solutions.

Organizations rely on vendors and partners to strategically pursue higher growth segments (e.g. localized events by target audience). The partners they choose are usually asked to play to a specific target (e.g. US Hispanic, African American, Asian). In the case of cultural maturity, there are few if any strategic relationships with minority owned suppliers being asked to solve a scalable business problem.

Organizations looking to ensure their workplace becomes new marketplace ready should ask themselves the following questions:

- Is my organization limited by hyper targeted efforts to understand and connect with various customer segments?
- Who is ultimately accountable for aligning us all?
- Does my organization suffer from a lack of depth when it comes to total addressable marketplace insights?
- Would my organization benefit from enterprise level tools that afford the ability for enterprise collaboration and accelerated, shared learning?
- Is it our universal ambition to make understanding the needs, attitudes, and behaviors of our total addressable audience everyone's responsibility?
- Is my approach both efficient and inclusive?
- Do my partners in this journey encourage my team and me towards integrated thinking, to view our audience from end to end?
- This is not an exhaustive list of questions, but the more yes's your organization can truly arrive at, the better equipped your workplace is for the new marketplace.

PHASE III: THE PRACTICING STAGE



Many enterprises have evolved beyond agreeing on the need to grow and most have developed a plan or a roadmap on what to do at the Practicing Stage. Unfortunately as this is their first concerted effort, they lack the experience to navigate it effectively.

For example, recently one large telco company spent a great deal of time on the Systems and Strategies necessary to begin to understand its total addressable marketplace. But even with the right objectives and technologies they failed to achieve their goal. Why? They lacked the knowledge on how to use the new tools and under-sampled the relevant minority segments.

The Hispanic population had proven to be an ideal customer segment. The company sought to appeal to a more youthful population within that segment. They examined millennials and crossed that data with what they already knew about their existing Hispanic customer base.

The result was a brilliant campaign that spoke to many of the needs of their group, with one misstep. The campaign was primarily produced in Spanish. The problem? Hispanic millennials in the US prefer to be messaged to in English.

The company had the right objective and the right idea but lacked the depth of insights on the Hispanic millennial audience to really achieve their goals. They only learned this insight once the campaign was in market. They were able to remedy the situation, but had they invested in the right Segmentation and Systems they may have avoided “in hindsight” learning and saved a good deal of their budget.

If you relate to this story, you’re not alone. The average organization assessed by our team scored between a 2 and a 3 on our maturation scale. You may want to stop and learn where your organization falls on that scale.

By the time a company has reached Phase III of its enterprise journey, it has a clear mission and buy in from many stakeholders. It’s moved beyond investigating different approaches and is beginning to try some on for size.

Because companies in Phase III are taking action, but still in the early stages of understanding what’s effective, they’re often a far cry from best practices being adopted across the organization.

That’s why Phase III Cultural Maturation is known as “The Practicing Phase.” A company has an understanding of what to do but lacks confidence and consistency.

If this sounds something like your organization, you’re slightly more advanced than the majority of companies we sampled and published in the State of the Total Market Industry Report.

Symptoms – The organization has begun putting plans into action but...

- Segments are often still measured without attention to more specific audience segments, minority groups are often under-sampled.
- Processes are being implemented, but not in a consistent manner.
- Multiple departments are working toward a singular goal in a similar fashion, but they are still held back by legacy practices.
- Technologies used (across the organization) lack the depth of insights needed to capture a full and realistic portrait of the total addressable audience.
- Objectives and thinking have matured but reality limits delivery.

Valuation of Segments.

When a brand is in the practicing stage, there is recognition of hyper growth segments. But attempts to capture these segments are often compromised by a lack of appreciation about how to drill down to richer insights and thus attention to measurement strategies. There is an appreciation of segmentation but minority groups are often undersampled.

This is often because while the organization is aligned on the need to #closethegap, they’re tied to legacy systems and practices. This leads to shallow insight development and a disconnect with the total addressable market.

Structure.

There is full buy in on the value of pursuing the new marketplace opportunity. However, in a phase III organization, a lack of experience limits cultural maturity. The end result is often a universally agreed upon strategy without the know how or tools to see it to fruition in a consistent manner. This results in well intended, well-planned, but poorly executed messaging.

Strategy.

Without the tools and tactics available to the organization, even the best plans become limited when put into action. Investing in new resources is often seen as a “nice to have.” Too often everyone operates in a false state of certainty that they are capable of doing what’s best.

Systems.

Most often these organizations lack the combined vision and/or experience necessary to realize that an investment in sophisticated technologies is a sound one. Or, the adoption of these practices and systems is inconsistent across the organization. Legacy investments limit cross enterprise collaboration and thus cross enterprise learning.

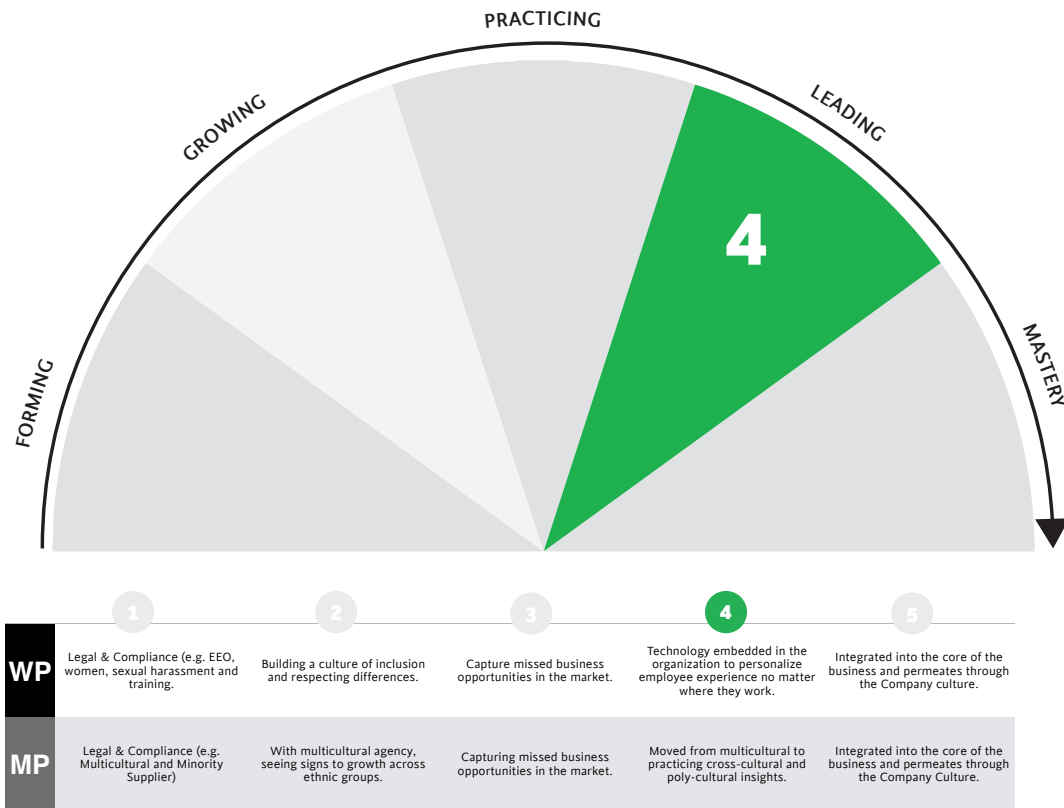
Solutions.

Organizations may still rely on vendors and partners to strategically pursue higher growth segments (e.g. localized events by target audience). The partners they choose are usually asked to play to a specific target (e.g. Millennials, US Hispanic, African American, Asian). In the case of cultural maturity, there are few if any strategic relationships with minority owned suppliers being asked to solve a scalable business problem.

Organizations looking to ensure their workplace becomes new marketplace ready should ask themselves the following questions:

- Is my organization limited by legacy systems that compromise our ability to understand and connect with various customer segments?
- Does my organization suffer from a lack of depth when it comes to total addressable marketplace insights?
- Would my organization benefit from enterprise level tools that afford the ability for enterprise collaboration and accelerated, shared learning?
- Is it our universal ambition to make adopting these practices and systems everyone's responsibility?
- Could our ambition to do everything ourselves be costing us time, money, or engagement in the long term?
- This is not an exhaustive list of questions, but the more no's your organization truly arrives at, the more self-aware you are and thus you may find your workplace is better equipped for the new marketplace.

PHASE IV: THE LEADING STAGE



Organizations in the Leading Stage are nearing cultural maturity and excellence. They've already addressed major areas for improvement. For this reason, it's also difficult for them to see the more detailed areas that still need refinement.

This is often when an organization is most hesitant to ask for outside help, yet outside perspective could be exactly what's needed to accelerate their growth. For example, a beverage company finds itself evolved. They're far beyond the need of establishing a vision or mission. They've gotten alignment from all relevant parties. They've begun to message to their audiences in a cross-cultural and poly-cultural fashion.

Their new challenge lies not in getting the right tools or learning how to use them but in finding better insights to better engage their desired audience. It is in refining those insights, efforts, and connections and ensuring the findings and best practices are disseminated throughout the organization across every product and every campaign.

Their challenge is knowing whether they're learning from the right data sets and sharing those learnings efficiently and effectively across multiple teams and departments.

Their value begins to shift from simply getting the right information to educating and retaining their talent. A lost employee can mean a lost insight, or at least a loss in time spent to train a new hire. You can learn more about Phase IV organizations below.

Companies who are both practicing enterprise cultural maturation and establishing best practices are in

Phase IV of their cultural maturation journey. Taking action is commonplace. Optimizing those actions becomes the focus. This time of informed reflection and refinement is known as “The Leading Phase.”

While some departments within larger enterprises may be nearing this phase, few companies have reached this stage at a holistic level. To qualify organizations will have had to mastered Segmentation, fully aligned resources across the board, and embedded the necessary Systems to see it through.

To move onto the fifth and final stage, however, they will need to have refined all 5 S's to a seamless, “best in class” operation. Their Strategies and Structures will also have to extend beyond the company walls and into the vendors they choose to engage.

Symptoms – The organization is acting on mature strategies and sound processes but...

- Specific audience segments still often undersample minority groups.
- Practice adoption isn't 100% complete, leading to mixed procedures across the organization.
- Departments aren't yet able to fully able to benefit from cross-functional learning and communication.
- Employees using new technologies, capable of capturing a full and realistic portrait of the total addressable audience, may lack the know-how to use them to their fullest extent.
- Best practices are still being defined and adopted.

EXAMPLE –

A beverage company is in the midst of a workplace cultural transformation moved far beyond the need of establishing a vision or mission. They've gotten alignment from all relevant parties. They've begun to message to their audiences in a cross-cultural fashion.

For example they no longer start with seeking out a Latino population in South Florida, instead, they reach out to local neighborhoods and appeal to the residents of those neighborhoods with a shared insight.

The shared insight leads them to a defined ambition. Something that audience, in that neighborhood, can relate to across ethnic segments. An ambition that similarly relates to (or is paid off by) their product.

This results in a campaign that is ambition or target driven first and then delivered to different ethnicities, not the other way around.

Their challenge lays in finding insights versus targeting, or in connecting with their desired audience. It lies in refining those insights, efforts, and connections and ensuring the findings and best practices are disseminated throughout the organization across every product and every campaign.

In order to maintain and refine their learnings, they have to educate and retain their talent. A lost employee can mean a lost insight, or at least a loss in time spent to train a new hire.

This phase IV, organization, therefore has found its marketing efforts intrinsically reliant upon its human resource efforts and vice versa. It's people practices must be as modern as its marketing practices.

Valuation of Segments.

When a brand is in the growing stage, it is just beginning to master the art of segmentation. This is a period of trial and error where departments now armed with the right thinking and technologies begin to learn how to truly zero in on the insights necessary to engage the new marketplace.

A common learning hurdle is discovering how to best sample minority audiences. This is especially true when additional demographics are layered (e.g. the Millennial audience).

In order to #closethegap, the organization will need to refine its best practices, collaborate well, and agree upon a shared direction from the top down.

Structure.

There is full buy in on the value of pursuing the new marketplace opportunity across the organization. This extends from the executive suite down. The challenge now lies in aligning the adoption of the strategy at every employee level. In order to maintain consistency, existing employees must be retained in order for their discoveries to be impressed upon new hires.

New hires must be immersed early on and often.

Strategy.

By phase IV, the strategy has “buy-in” across all relevant departments. However, the departments themselves are learning the best way to implement said strategy. This can lead to variations on a theme instead of the entire organization utilizing best practices. A lack of cross organization collaboration must be addressed.

Systems.

Most often these organizations now share a combined vision and/or experience necessary and have realized that an investment in sophisticated technologies is a sound one. Legacy systems are evaluated and often refined or exchanged. The struggle becomes education and adoption. The more seamlessly a technology is adopted, the more successful the organization will be.

Solutions.

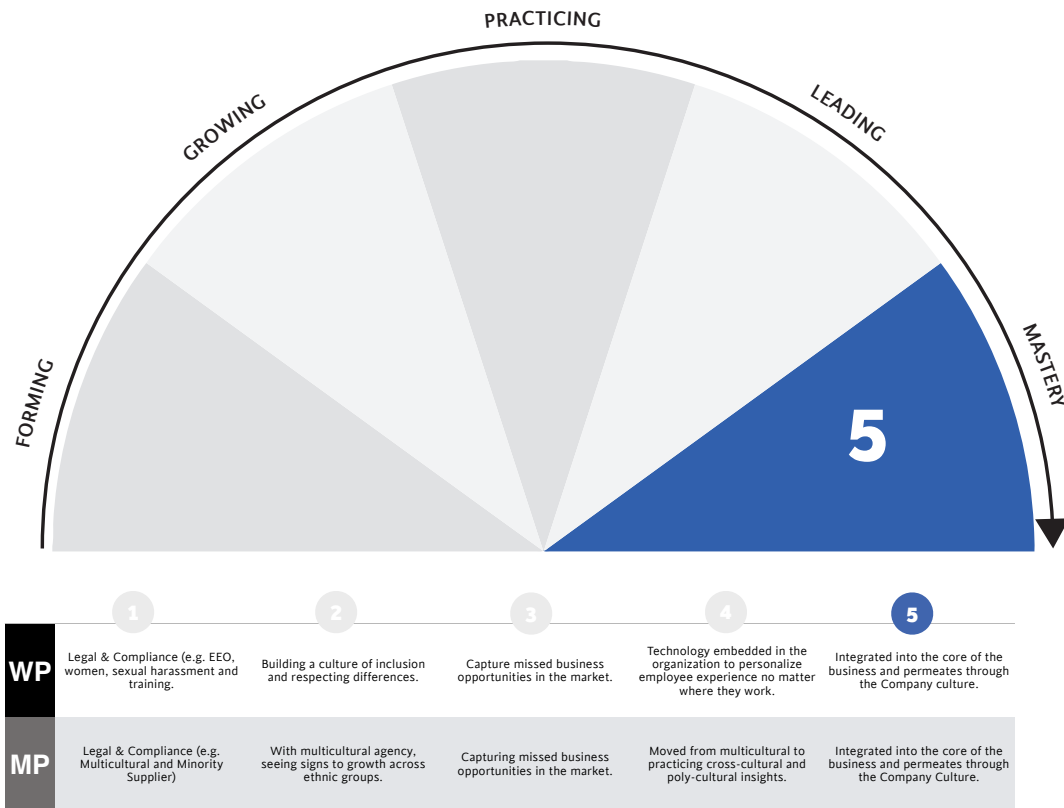
Organizations may still rely on vendors and partners to strategically pursue higher growth segments (e.g. localized events by target audience). The partners they choose are usually asked to play to a specific target (e.g. Millennials, US Hispanic, African American, Asian). In the case of cultural maturity, this can compromise all other efforts.

Organizations looking to ensure their workplace becomes new marketplace ready should ask themselves the following questions:

- Have I invested in employee training so that my employees are comfortable adopting new practices and new technologies?
- Is my organization fully encouraging collaboration so that we might truly benefit from shared insights and communication?
- Does my organization benefit from true total addressable marketplace insights?
- Is it our ambition to make adopting these practices and systems everyone's responsibility realized?
- Are we engaging with vendors who are capable of helping us realize our ambition?

This is not an exhaustive list of questions, but the more no's your organization truly arrives at, the more self-aware you are and thus you may find your workplace is better equipped for the new marketplace.

PHASE V: THE MASTERY STAGE



Within the change management industry and using a maturity model to understand the level of expertise, users reach a stage of Mastery. The ambition for most organization is achieving a level of Mastery. Organizations that have reached the fifth and final stage of cultural maturity are best in class and category. They have mastered every challenge surrounding the Structure, Strategy, Segments, Systems, and Solutions that impact both the workplace and marketplace. Thus, we refer to this phase as the “Mastery Phase.”

In addition to having crafted and executed sound plans for all of the above 5 S’s across the entire organization, organizations at the mastery phase have fine-tuned best practices, have systems to fully immerse new hires and new vendors, and are often publishing their findings to showcase their learnings to industry peers.

If this doesn’t sound like your organization, you’re not alone. Out of a possible score of 5 out of 5 (5 being the organization described above and 1 being little to no progress) the average Fortune 1,000 company falls somewhere between 2 and 3 on our maturation scale.

Instead of being a Phase V organization, it’s more likely that departments within your organization are nearing or have achieved mastery. If you’re seeking to bring one or more departments to this level of cultural maturity, keep reading, the information below outlines more specific benchmarks to strive for.

Symptoms – The organization is acting on mature strategies and sound processes including...

- Processes for segmentation are fully mature and include adequate sampling of all audiences including the appropriate representation of women and minority populations.
- Practice adoption is 100% complete throughout the organization, best practices become

commonplace procedures even when project sponsors are not in the room.

- Departments are able to fully benefit from cross-functional learning and development and internal communications.
- Employees have mastered new technologies, enabling them to capture a full and realistic portrait of the total addressable audience.
- Best practices are being shared at industry events, conferences and thought leadership publications.

EXAMPLE –

While no brand that we evaluated scored 5 across all the 5 S's, one organization stood out among the rest within our State of the Total Market Industry Report. Toyota was best in class to date.

Toyota has mastered many of the 5 S's but the reason we noted them as best in class is that Toyota took the extra step of challenging its agency partners to go on the cultural maturation journey with them. This was five years ago. Today Toyota's agency partners may not see eye to eye on everything but they do agree that they are on the road to better connecting with their total addressable audience.

Toyota took the long road to cultural maturation using some their best change management practices adopted from internal resources. For more on this story and to view the valuations of other Fortune 1000 brands read the full report at The State of the Total Market Industry Vertical.

Valuation of Segments.

When a brand is in the mastery stage, it has done just that, mastered the art of segmentation.

This involves a detailed exploration of the appropriate sample size of minority populations relevant to that specific brand and/or product.

Additionally, their process allows for layering of multiple insights (e.g. Millennial + Hispanic).

The organization has enabled its employees to #closethegap, by facilitating best practices across the organization. Often these practices are shared outside of the organization through formal talks, classes, and/or published thought leadership.

Structure.

There is full buy-in on the value of pursuing the new marketplace opportunity across the organization. This extends from the executive suite down. Sometimes a Multicultural "Center of Excellence (COE)" exist but similar to digital transformation, the organization sees this as a priority for growth and it becomes everyone's business of growth through high growth segments.

Strategies have been implemented to ensure the adoption of best practices at every relevant employee level. This extends to the retention of existing employees and employee engagement programs. A focus is placed on retention and rewards so that best practices are kept within the organization and easily impressed upon new hires.

New hires are immersed early on and often throughout the entire employee lifecycle.

Strategy.

By Phase V, the strategy has "buy-in" across all relevant departments and those departments are fully comfortable with implementing all strategies. Systems to pass along new findings and better practices are adopted across the organization making the sharing of new necessary strategies easy to adopt. Technology and the feedback loop about consumer and customer data for the total addressable audience is shared to develop effective commercial programs. Collaboration is commonplace and the refining of practices is celebrated.

Proprietary systems may be integrated across the organization and/or are in development.

Systems.

The organization now shares a combined vision and/or experience necessary and is comfortable with investing in MarTech, Ad Tech and partnering to always be in front of the consumer. Legacy systems have been evaluated and decommissioned where necessary.

Education programs have been formalized. The trained become the trainers.

Solutions.

Organizations now have set standards as a part of any RFP process when it comes to hiring new vendors. Existing vendors have been evaluated based on these standards. Legacy vendors have been trained and have adopted these standards or have been removed.

Organizations looking to ensure their workplace becomes new marketplace ready should ask themselves the following questions:

- Have I invested in employee training so that my employees are comfortable training others on new practices and new technologies?
- Is my organization fully encouraging collaboration so that we might truly benefit from shared insights and communication?
- Does my organization benefit from true total addressable marketplace insights
- Have we realized our ambition to make adopting these practices and systems everyone's responsibility?
- Do our partners meet new marketplace standards?

This is not an exhaustive list of questions, but the more yes's your organization truly arrives at, the closer to new marketplace mastery it may be.

A version of this white paper was originally published in 2017 and updated in June 2019. It is a roundup of five-part series on closing the gap between the workplace and the marketplace.

You can learn more about these findings in our Reframe State of the Total Market Industry Report, and start assessing your business today.

The extensive report provides the cultural maturity scores for many of today's Fortune 1K companies and is now free to download.

If you would like to learn more, feel free to reach out to our customer success team@getreframe.io.

ABOUT THE AUTHOR

“We are in the midst of one of the largest shifts in humans and purchasing behavior in our world. It’s time to adapt.” - Jeffrey L. Bowman

Jeffrey L. Bowman’s ambition is to help businesses understand their Future of Work and Marketplace readiness and provide them with software and services to close the gap. He tackles this issue through Reframe, an early stage software and services company he co-founded that helps teams and businesses accelerate change and growth for the workplace and marketplace. Since Reframe’s inception, Bowman has worked with Fortune 1000 brands within the technology, financial services, consumer packaged goods, travel, retail, leisure and beverage industries.

Why is Bowman working to solve this marketplace and workplace problem? Based on Reframe’s research findings and insight of more than 50 Fortune, 1,000 companies, **most organizations are two to three generations culturally removed from the marketplace** ©. The research findings also gave Bowman insight on not only how organizations attract, engage and retain talent, but how brands acquire, engage and retain customers. Given the macro demographic and economic shifts, he helps companies discover and tap into an \$8 trillion global opportunity.

Prior to co-founding Reframe, Bowman was a senior partner and managing director at Ogilvy & Mather in New York City. During his time at Ogilvy, he re-introduced the Total Market topic, pioneered a new marketplace change model that bridged the general market and multicultural marketing communications approach and led an innovative industry insights model called cross-cultural marketing. He also co-founded OgilvyCulture, the first global cross-cultural practice and generated \$7 million in business within 3 years among global brands like Unilever, IKEA, Gap, MetLife, British Airways, Lenovo, BP and others. The approach Bowman pioneered was adopted by the +\$500 billion global marketing and communications industry.

Bowman is a Wiley published author of **“Reframe The Marketplace: The Total Market Approach to the New Majority”** and a white paper, **“Leadership, Marketing and the New Majority”**. Other published works include: The Cross-Cultural Report, The Brand Cross-Cultural Index, The State of the Total Market Industry Vertical, How to Assess Your Organization’s Cultural Maturity, Reframe Workplace Change Guide and Reframe Marketplace Change Guide.

When he is not “hacking workplace and marketplace change” for F1K companies, he enjoys being at home in New York with his two daughters.

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