

# A PEOPLE OPERATIONS GUIDE IN THE AGE OF ACCELERATIONS

HOW ORGANIZATIONS BUILD BETTER AND INCLUSIVE EMPLOYEE  
RELATIONSHIPS THAT REFLECT THE FUTURE OF WORK

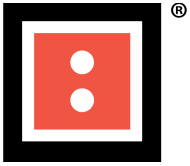


APRIL 2020



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## [INTRODUCTION]



[www.getreframe.io](http://www.getreframe.io)

People leaders around the world are looking for guidance while planning for what comes after COVID – 19. Thomas Friedman, New York Times Op – Ed columnist and author of *Thank You for Being Late: An Optimist Guide to Thriving in the Age of Accelerations* coined the phrase **The Age of Accelerations**. In the book, he talks about how we are living in an era of dynamic change. The convergence of change and technology is and will have an unprecedented impact on society across multiple industries globally.

### ENTER COVID – 19.

The Reframe People Operations Guide In The Age of Accelerations helps people leaders and people operations leaders think about their playbook for human capital management when public health is the driver of change. In the Age of Accelerations, COVID – 19 forced organizations to make decisions between the old way of work and the new way of work literally overnight.

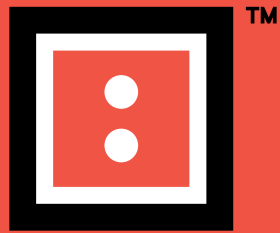
### What's different?

The Reframe People Operations Guide For The Age of Accelerations is a living and breathing playbook with input from a curated group of thought leaders across multiple industry verticals. Our ambition is to share learnings by industry verticals in real – time via **The Colon Blog and Reframe LIVE!**

Read the report. Look for additional resources in the coming weeks at [www.getreframe.io](http://www.getreframe.io)

Stay safe and #stayhome!

Jeffrey L. Bowman  
2X Wiley Published Author  
Co-founder | CEO  
Reframe



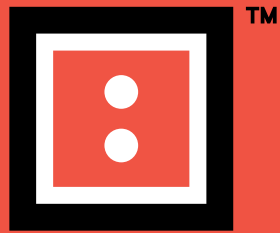
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# **AMBITION AND APPROACH**

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## [AMBITION]

Our ambition with the *Reframe People Operations Guide In The Age of Accelerations* is to provide business foresight in real – time for people leaders looking to build better and inclusive employee relationships that are sustainable and scalable.

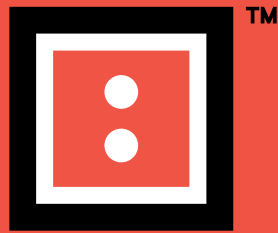
We will use the initial guide as the starting point for helping people leaders and people operation leaders. Beginning the week of April 6, 2020, Reframe will host and curate weekly thought leaders at **The Colon Blog** and **Reframe LIVE!** They will share business insights, best practices and case studies about how they are closing both workplace and marketplace gaps while building better and inclusive employee relationships.

## [APPROACH]

*The Reframe People Operations Guide In The Age of Accelerations* is sourced and researched based on industry observations, third party desk research and one – on – one interviews. It will provide insights and tools for how organizations build better and inclusive employee relationships that reflect the Future of Work. Reframe Learning Experiences (Ex) and Events will be distributed on **The Colon Blog** and **Reframe LIVE!**

Below is a schedule of industry verticals we will cover and timing for the Reframe Learning Ex and Events:

INDUSTRY CATEGORIES TO BE COVERED	TIMING
Reframe People Ops Guide and Report Out	w/o 4- 6
Media and Technology	w/o 4-13
Consumer Packaged Goods	w/o 4 - 20
Quick Service Restaurants	w/o 4 - 27
Travel & Leisure	w/o 5 - 4
Retail	w/o 5 - 18
Reframe LIVE! Reframe Change Summit (May 2020)	
REFRAME LIVE! Reframe Change Accelerator (June 2020)	



# **PEOPLE OPERATIONS(OPS) GUIDE**

## SECTION 1: REFRAME PEOPLE OPS GUIDE – [STRUCTURE]

### PLAYBOOK:

Optimize the organizational structure to reflect the desired employee experience.

Organizations large and small over the past 30 days rushed to implement a work from home or remote contingency plan. Few could image, nor plan for, a 100% work from home/remote workforce. Many jumped to a “Zoom – like” platform for day-to-day employee engagement. By using a “stop – gap” solution, many people leaders are asking, “What happens now and post COVID – 19?”

THE OPPORTUNITY	KEY CONSIDERATIONS
<ul style="list-style-type: none"><li>▪ For people operations and people leaders, this is the most difficult moment in work history where public health is the priority while the crisis force business changes.</li><li>▪ With a nearly 100% work from home and remote policy, this is an opportunity to revisit the employee experience.</li><li>▪ Moving away from face-to-face to digital workplace and demands integrated technology requirements for employees to work remotely post COVID – 19.</li></ul>	<ol style="list-style-type: none"><li>1. Before any moves are made to optimize the organization and align with the new employee experience, do you currently have the employee journey mapped?</li><li>2. Check with industry associations and benchmark industry peers to learn how many plan or have moved into design and delivery of a modern employee experience plan.</li><li>3. Once you complete the external landscape analysis, conduct an internal assessment that evaluates the employee journey and the intersection with workplace functional roles.</li></ol>

## SECTION 2: REFRAME PEOPLE OPS GUIDE – [SEGMENTS]

### PLAYBOOK:

Accelerate digitalizing the workplace based on continuous employee insights.

Before COVID – 19, less than 5% of F1K companies were digital from onboarding to exit. This is an important statistic because the implication is that many organizations lack the ability to frequently glean their insights from employee segments. At a minimum, organizations should glean insights from their annual employee culture surveys to understand employee sentiment.

THE OPPORTUNITY	KEY CONSIDERATIONS
<ul style="list-style-type: none"><li>▪ For People Ops and People Leaders, a remote workplace accelerates digitalization and more addressable employee data.</li><li>▪ Responsible data collection helps personalize the employee experience which provides a higher return on human capital.</li><li>▪ This a moment to modernize the practice of diversity, equity and inclusion (DEI).</li></ul>	<ol style="list-style-type: none"><li>1. People leaders and people operations leaders, partner with the HR data and analytics lead to understand how data is currently being collected.</li><li>2. With your data and analytics lead, develop an employee segmentation and contact strategy that aligns with the employee journey.</li><li>3. Within the Age of Accelerations, it is critical for organizations to first start with a workplace strategy based on employee insights and build an employee experience that reflects the New Majority (i.e. women and minorities).</li></ol>

## SECTION 3: REFRAME PEOPLE OPS GUIDE – [STRATEGY]

### PLAYBOOK:

Design a cultural strategy that reflect the attitudes and behaviors of the New Majority.

Reframe, partnered with a F500 brand, conducted research seeking to understand why organizations were slow to change and adapt to the New Majority (i.e. when women and minorities become the majority). The business insight? *The workplace is two to three generations culturally removed from the marketplace*®. Culturally, most organizations are a mono – cultural workplace and the marketplace is cross – cultural.

THE OPPORTUNITY	KEY CONSIDERATIONS
<ul style="list-style-type: none"><li>▪ With employees forced to work from home and remote, this becomes a very difficult ask because most organizations thrive culturally when working in a location where employees come into a physical location.</li><li>▪ Use this opportunity to ask your employees about what type of workplace they really want given the crisis. Strategically, this also means reimagining the way you source employee feedback and sentiment.</li><li>▪ Closing the gap culturally means being meaningful and intentional about change based on attitudes and behaviors of employees and not the desired culture of the CEO.</li></ul>	<ol style="list-style-type: none"><li>1. Revisiting and making an organizational cultural shift will not be easy. It will take a lot of work and at all tiers of the organization.</li><li>2. This can not be done in a vacuum and requires the development of an employee segmentation along with an assessment of employee attitudes and behaviors at each stage of the employee journey.</li><li>3. What can accelerate a cultural strategy is the fact that employees are not in an “office” and get the opportunity to make a cultural shift they desire while working from home.</li></ol>

## SECTION 4: REFRAME PEOPLE OPS GUIDE – [SYSTEMS]

### PLAYBOOK :

Build an integrated and bundled HR Technology stack.

Because of COVID – 19, organizations swiftly made the transition to a work from home and remote technology platform. Early indications show Zoom will be the winner post COVID – 19. Depending on the size of the organization (i.e. small, mid and large enterprise), HR technology stacks vary and are often not integrated, nor aligned with the employee journey. HR technology is a maturing category where large enterprise organizations build custom, integrated technology solutions that goes across functional areas. How quickly will this approach cascade down to organizations with 10,000 employees or less?

THE OPPORTUNITY	KEY CONSIDERATIONS
<ul style="list-style-type: none"><li>▪ The pros and cons of going to an “out of the box” integrated technology stack vary based on the organization size, ambition and Employee Ex strategy. There is no one size fits all.</li><li>▪ We advocate for an “out of the box” integrated technology solution (i.e. Reframe People Ops Platform) that gives you the ability to manage and design a technology stack based on the employee journey and desired experiences.</li></ul>	<ol style="list-style-type: none"><li>1. Depending on the size and complexity of the organization, form a project team that reflects the employee journey to audit, manage and recommend an integrated HR technology stack that aligns with the desired employee experience.</li><li>2. Establish technology requirements that align the employee experience strategy.</li><li>3. Once aligned, implement compliance and penalties for acts taken by functional leads for acquiring non-compliant technology solutions.</li></ol>



## SECTION 5: REFRAME PEOPLE OPS GUIDE – [SOLUTIONS]

### PLAYBOOK:

Build a diverse and agile partner network to move at the speed of culture.

Solutions for the Age of Accelerations is code word for “partners.” Because of technology and how we are connected globally, gone is the list of “diverse suppliers” and in is the diverse partner network. The idea of a “Vendor” conveys a transactional relationship, where partners are strategically vested in your business.

Partners bring more than a relationship based on the product or service delivery. Partners have intellectual property and social capital. For organizations, this mean building and sustaining relevance at the pace of the marketplace.

THE OPPORTUNITY	KEY CONSIDERATIONS
<ul style="list-style-type: none"><li>While many companies were jumping to Zoom for meetings, Derrick “D-Nice” Jones, an American Disc Jockey (DJ) began a movement on Instagram Live! with hosting <a href="#">#ClubQuarantine</a> during the COVID – 19 pandemic.</li><li>Public health is a human right, there is also a need and consideration for mental health and wellness due to Americans being forced to stay home because of social distancing.</li><li>With little to no end in sight for social distancing globally, this is an opportunity for organizations to reevaluate their approach to solution building with partners and not “vendors.”</li></ul>	<ol style="list-style-type: none"><li>For people operations and people leaders, get a clear sense of the business needs from your functional leaders (i.e. Marketing, Research, Product).</li><li>Leverage the business partner network (BPN) to share what is happening culturally (outside of the company) and design an internal feedback loop for the BPN.</li><li>Look to develop partner networks and designate resources based on impact and performance versus race/identity only.</li></ol>

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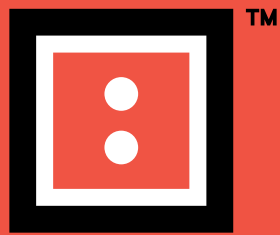
## SECTION 6: WHAT'S NEXT

Our ambition is to help people operations and people leaders build better and inclusive employee relationships that are scalable and sustainable. The guide is a living document over the next several months curated thought leaders across multiple industries on **The Colon Blog** and **Reframe LIVE!** Through our Reframe Learning Ex and Events we will aggregate findings and publish.

With curated conversations included, a final report will be published and presented at the Reframe **LIVE!** Change Summit in May

Please see the industry topics and industry categories to be covered below with timing. Topics and timing are subject to change, pending confirmed guests.

INDUSTRY CATEGORIES TO BE COVERED	TIMING
Reframe People Ops Guide and Report Out	w/o 4- 6
Media and Entertainment	w/o 4-13
Consumer Packaged Goods	w/o 4 - 20
Quick Service Restaurants	w/o 4 - 27
Travel & Leisure	w/o 5 - 4
Retail	w/o 5 - 18
Reframe LIVE! Reframe Change Summit (May 2020)	
REFRAME LIVE! Reframe Change Accelerator (June 2020)	



# RESOURCES

# WORKPLACE CASE STUDY

## MODERNIZING THE WORKPLACE FOR THE NEW MARKETPLACE

### THE SITUATION

A major beverage brand selected Reframe to help them modernize their workplace for the new marketplace. The brand procured Reframe for an assessment, thought leadership, strategy and ideas on how to accelerate growth in the new marketplace.

### THE OPPORTUNITY

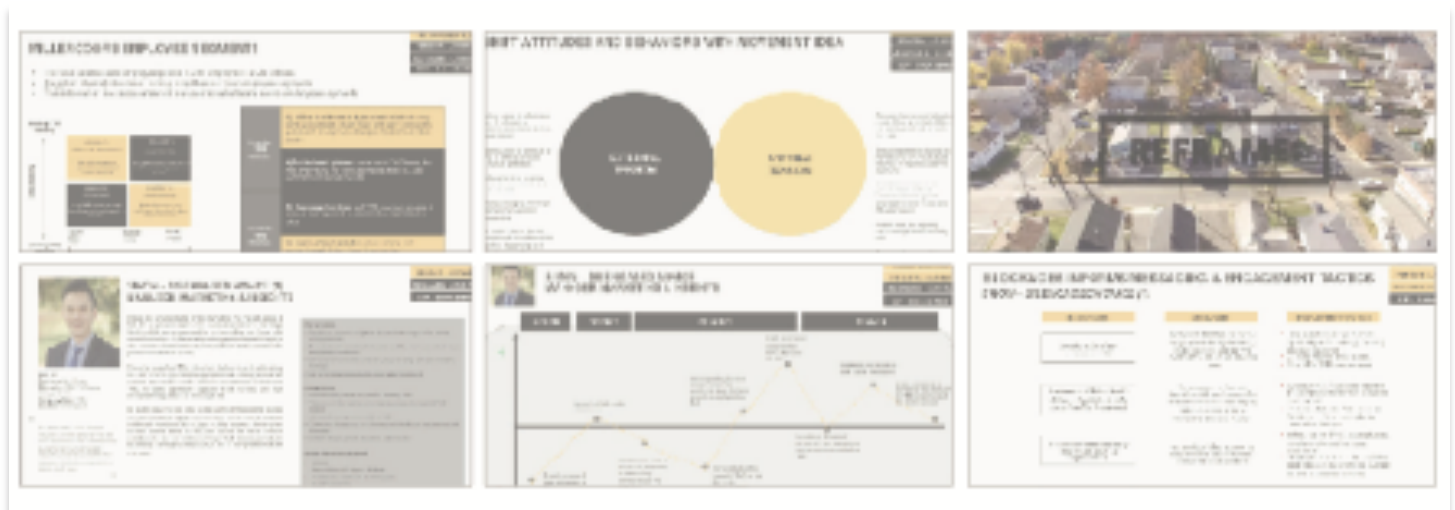
- Help the major beverage brand modernize the workplace for the future of the marketplace.
- Provide strategy and plan for shifting workplace attitudes and behaviors.
- Provide recommendations for how to close cultural maturity gaps and improve the employee lifecycle.

### THE APPROACH

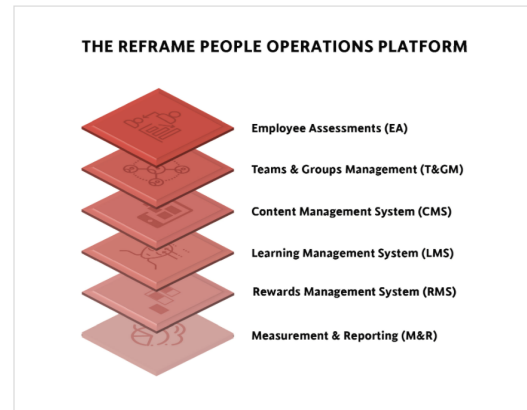
- Conducted 33 internal stakeholder interviews for an internal assessment.
- Conducted 20 external interviews to understand what level of maturation for their organization, best practices and bench mark for internal use.
- Established their ambition and gained internal alignment for size of the opportunity and resources required.
- Based on the findings internally and externally, develop a report – out and cultural maturity scoring.
- Developed employee segments to understand who they are, employee journeys to understand drop-off and treatment to improve employee lifecycle from recruiting to talent acquisition, employee engagement, retention and advocacy.

### THE RESULTS

- Developed an employee engagement and employee relationship management (ERM) system for the full new marketplace employee lifecycle.
- An approach and delivery model for modernizing their workplace for the marketplace.
- An approach for a learning management system (LMS) and cultural engagement platform for 2018.



## A People Operations Platform That Helps Build Better and Inclusive Employee Relationships

[Request 14-Day Free Trial](#)[Request Demo](#)[Already using Reframe? Login](#)[Support](#)

## ACCELERATE CHANGE AND GROWTH.

Integrated and bundled people tools that personalize the employee experience with collaboration, learning, up-skilling and employee relationship management (ERM) features all – in – one place.

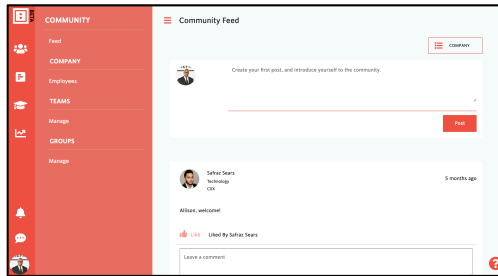
### FEATURES AND BENEFITS

- Collaborate with other teams and groups within your company community feed while increasing productivity, engagement and learning.
- Design private or open surveys for your employees at any stage of their workplace journey and improve their employee experience.
- Get culturally relevant user generated content or through a partner portal with learning modules that increase workplace or marketplace growth.
- Secure, full addressable employee data with on-going measurement and reporting at the individual, team, group and company level.
- Safe, cloud-based, closed and network for your company.

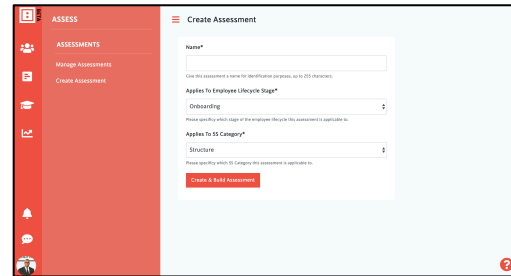
# BUNDLED PEOPLE TOOLS WITH SERVICES

## One Powerful Application With Services to Accelerate Change and Growth

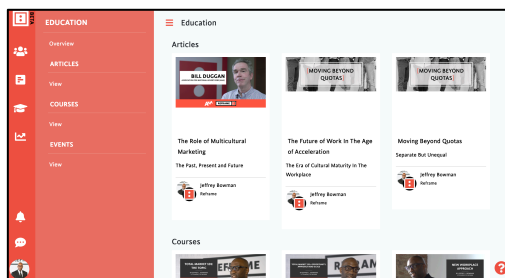
### WORKPLACE COLLABORATION



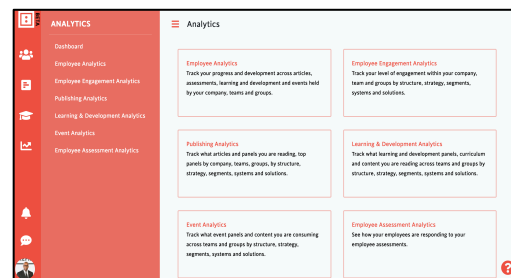
### EMPLOYEE PULSE AND HEALTH SURVEYS



### UPSKILLING AND LEARNING CONTENT



### REAL TIME ADDRESSABLE EMPLOYEE DATA



## REDUCE OPERATING COSTS AND ON-BOARDING WHILE BUILDING AN INCLUSIVE WORKPLACE



**COLLABORATE**  
Form teams and groups  
Build community  
Increase productivity



**ASSESS**  
Design employee surveys  
Targeted questions  
Real – time feedback



**CREATE**  
User content  
Engagement  
Relevant stories



**LEARN**  
An LMS integrated within platform  
Company or partner content  
Personalized Modules



**REWARD**  
Encourage change  
Partner Ecosystem  
Cultural Experiences



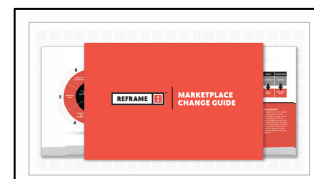
**MEASURE**  
Real – time reporting  
Transparent  
Custom dashboards

### WORKPLACE CHANGE SERVICES



With software, workplace services and "how to" guide to increase employee retention.

### MARKETPLACE CHANGE SERVICES



With software, marketplace services and "how to" guide to accelerate marketplace growth.



## REFRAME **LIVE!** LEARNING EXPERIENCES (EX) AND EVENTS

Learning content and experiences play a significant role in engaging and up – skilling employee while they work from home or remote. It is the center of our universe and is an entry point for employees to close their gaps between the workplace and marketplace. We provide learning experiences and event services for both workplace and marketplace executive education.

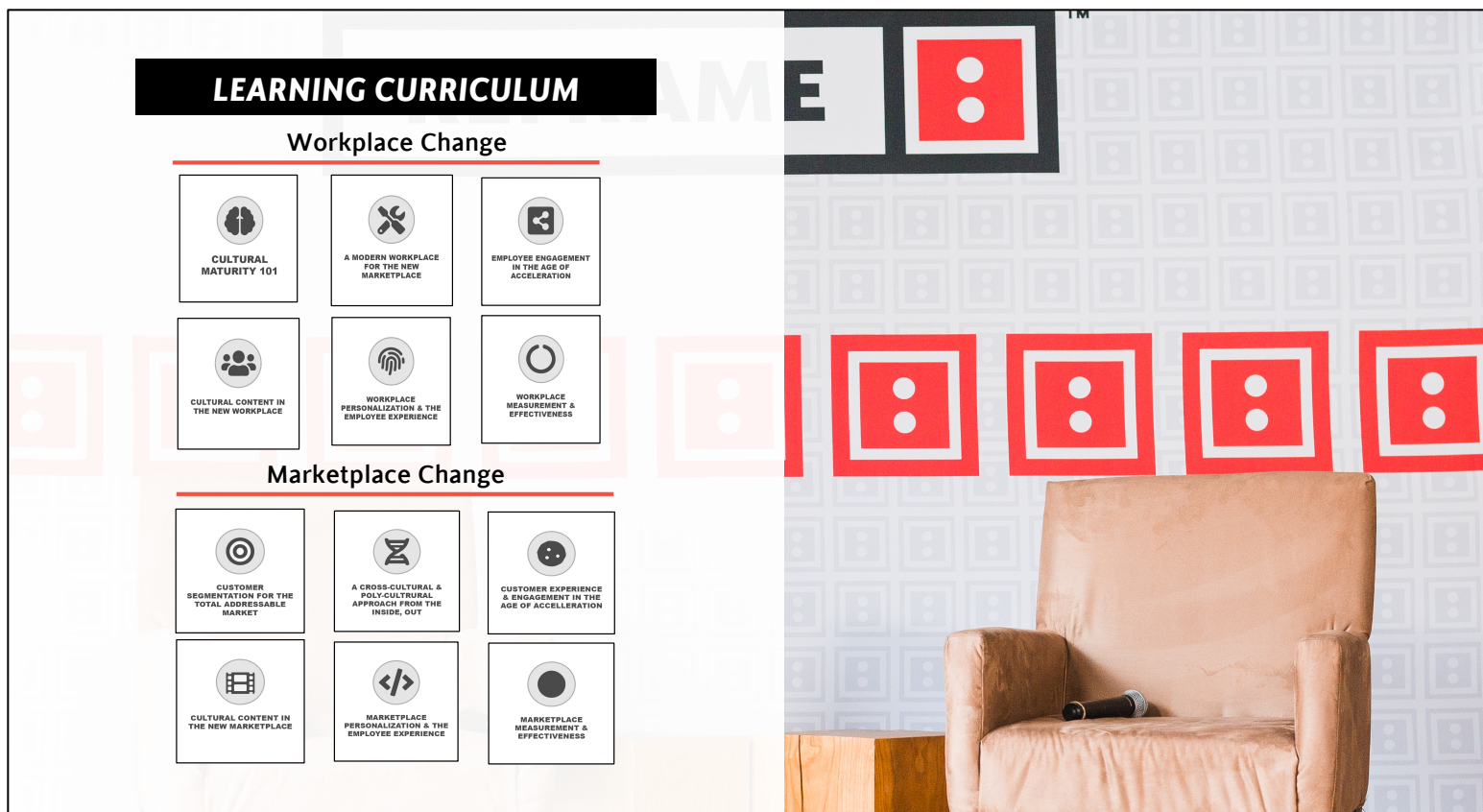
The Reframe difference is we develop innovative content that advances “our ambition” of helping teams and businesses close the cultural gap between the workplace and marketplace. Throughout your change journey the workplace require both on-line and off-line learning experiences. We help you achieve your ambition by first understanding your workplace and/or marketplace needs for change and business acceleration. At Reframe we build the experience that fits your organizational needs and personalize the experience from the inside, out or the outside, in.

For teams and businesses, we help companies increase employee retention, engagement and productivity while reducing operating costs by personalizing the employee experience. Our Reframe **LIVE!** Learning Ex and Event service is one of many ways we help companies become new workplace and marketplace ready.

## FEATURES AND BENEFITS

- On-site or away from your corporate campus, we provide premium learning experiences via speaker, panel, 1-on-1 advisory services.
- Quality learning content delivery that reflects the Future of Work and Marketplace.
- It is not an event, it is Reframe **LIVE!** and we work with you to plan throughout the employee journey; pre-event, event and post event stages.
- Integrated Workplace Change and Marketplace Change curriculum presented via a workshop format, panel or host on the Reframe Employee Experience Platform.
- Weekly or monthly status briefings that help you accelerate your change ambition and objectives for your workplace.
- Measurable and effective outcomes.





## REFRAME LIVE! LEARNING CURRICULUM

Since 2015 we've been testing and validating our learning content and Reframe **LIVE!** Experiences and Events with actual customers. Based on the work we've done with F15 – F1K companies, we've developed six (6) Future of Work and six (6) Future of Marketplace learning tracks we know will unlock and accelerate change from the inside, out and outside, in.

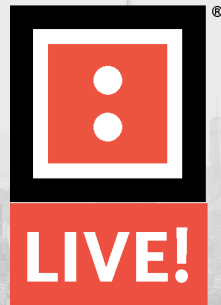
Based on the business insight, *the workplace is two to three generations culturally removed from the marketplace*®, we've worked with companies across multiple industries to develop learning paths that help teams and businesses close this gap! By closing the gap leads to increasing employee retention, engagement and productivity while reducing operating cost by personalizing the workplace. At Reframe we build custom learning experiences that is tailored to your organizational needs and personalize your workplace.

## FEATURES AND BENEFITS

- Integrated Workplace Change and Marketplace Change curriculum presented via a workshop format, panel or on the Reframe Employee Operations (Ops) Platform.
- Certify and provide on-going learning content that reflects the Future of Work and Marketplace.
- On-site or away from your corporate campus, we provide a premium learning experience via speakers, panels, 1-on-1 advisory and or a Reframe Change Summit Pop-up event.
- It is not executive education, it is Reframe **LIVE!** a learning experience where we work with you to plan throughout the employee journey; pre-event, event and post event stages.
- Learning content facilitated on-campus or through our Reframe **LIVE!** Change Summit.
- Measurable and effective outcomes.



# REFRAME CHANGE SUMMIT



# FUTURE OF WORK AND MARKETPLACE

MAY 20 2020

## REFRAME LIVE! CHANGE SUMMIT

Reframe, a people operations platform that helps build better and inclusive employee relationship is hosting and leading a conversation about change in the workplace that reflects the Future of Work on May 20, 2020.

The Reframe Change Summit (RCS) will bring thought leaders and advocates to solve for a long-standing human capital problem across the tech ecosystem, public, private and impact industry sectors.

### THE GOAL

The goal of the summit is to educate executives who drive change and want to learn about a modern approach to workplace and marketplace practices. Innovative thought leaders and practitioners will present ideas that accelerate change for a modern workplace and marketplace. Topics discussed will include:

- Shifting and scaling structures, segments, strategy, systems and solutions for the workplace and new marketplace
- Modernizing the practice of talent, diversity, and inclusion
- Shifting company culture from a dominant (mono-cultural) to cross-cultural and poly-cultural
- Changing workplace and marketplace practices targeted toward women and people of color

### WHY ATTEND?

This is not a conference, it is Reframe **LIVE!**. Think “DAVOS” but for culture and the future of work and marketplace. By attending the virtual change summit, you will get:

1. Access to change agents, innovative thought leaders and practitioners.
2. Engage in topics for driving modernization of the workplace and marketplace.
3. Get leading workplace and marketplace learning and development.

### WHO SHOULD ATTEND?

For workplace leaders, practitioners and innovators, you will be introduced to a modern operating approach for workplace change throughout the employee experience.

For marketplace leaders, practitioners and innovators, you will be introduced to a modern operating approach for marketplace growth throughout the customer experience.



# REFRAME CHANGE ACCELERATOR



# FUTURE OF WORK AND MARKETPLACE

JUNE

10

2020

## REFRAME LIVE! CHANGE ACCELERATOR

Reframe, a people operations platform that helps build better and inclusive employee relationship is hosting the industry's first New Majority workplace and marketplace change accelerator beginning June 10, 2020.

The Reframe **LIVE!** Change Accelerator (RCA), where workplace and marketplace change agents meet for a facilitated a 6 – week accelerator for business leaders who want to accelerate closing the gap between the workplace and marketplace. The ambition is to solve a long-standing human capital problem across the tech ecosystem, public, private and impact industry sectors.

### THE OPPORTUNITY

Provide education for executives who drive change and want to learn about a modern approach to workplace and marketplace change approach. Program design will achieve the following:

- Learn how to build better and inclusive employee relationships that reflect the Future of Work.
- Reduce traditional “advisory and consulting” cycle time while accelerating scalable and sustainable change within 2 Months versus 12 months via consulting services.
- “YCombinator - like” model design based on three years of Reframe R&D with F400 brands.
- Validated change approach, curriculum, mentors, office hours and employee experience platform delivers scale, personalization and accountability.

### WHY ATTEND?

This is not a traditional on-line learning or executive education experience, it is Reframe **LIVE!**. By attending the inaugural Reframe **LIVE!** Change Accelerator, experience the following:

- **Playbooks** for how to accelerate workplace and marketplace change using a modern approach.
- **Re-position** teams and businesses as innovator with active vs. reactive leadership.
- **Build a** more inclusive, transparent, productive, and engaged workplace while reducing operating costs.

### WHO SHOULD ATTEND?

For the people leaders and people operations leaders who desire a modern operating approach for workplace and marketplace change.



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## [IAUTHOR]



***"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 company he co-founded that helps build better and inclusive employee relationships. Since Reframe's inception, Bowman has worked with Fortune 1,000 (1K) brands within the technology, financial services, consumer packaged goods, travel, retail, leisure and beverage industries.

Why is Bowman working to solve this \$8T problem? Based on Reframe's research findings and insight of more than 50 Fortune 1K 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 a 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 2X 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*. Bowman's work has been featured in *The New York Times*, *The Economist*, *Fast Company*, *NBC (Today Show)* and he speaks frequently at industry and trade events across the United States, Europe and South America.

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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## SOURCES AND CONTRIBUTORS

### SOURCES

[Reframe The Marketplace: The Total Marketplace Approach to the New Majority](#)

[Reframe E- Report: The State of the Total Market Industry Vertical](#)

[Thank You For Being Late: An Optimist Guide To Thriving In The Age Of Accelerations | Thomas Freidman](#)

[The next outbreak? We are not ready | Bill Gates | Ted](#)

[From an L.A. living room, an unlikely coronavirus hero emerges: 'Club Quarantine's' DJ D-Nice | LA Times](#)

### CONTRIBUTORS

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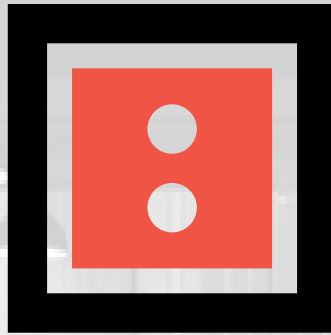
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