



Mission-led Business Review Secretariat
Social Investment and Finance
Office of Civil Society and Innovation
Cabinet Office
LONDON

8th July 2016

Dear Alex

Mission-led Business Review

Further to our earlier correspondence and your email of 5th July 2016 I would like to thank you for inviting me to reply by letter. Also, can I start by saying that the Maturity Institute (MI) wholeheartedly supports your initiative and would ask you to view what follows as a highly constructive and positive response.

If I were to go back to the roots of MI I would refer you to Toyota, a company that has pursued a strategy of melding its clear, societal purpose with an unbeatable competitive advantage by making its entire human capital philosophy integral to the way it thinks and operates. This was the original standard and benchmark by which MI compares all other organizations; profit or not-for-profit. Our focus is not on 'type' of organizational entity, per se, but the value created for the benefit of society as a whole (for a great exemplar in the not-for-profit sector I suggest you might look at [Buurtzorg](#)). It is worth adding that MI's philosophy grew out of existing practices rather than a purely theoretical model.

MI is here to help and we fully appreciate the size of the challenge that your Office has set for itself. We know how difficult it is to change a paradigm yet we have gained huge experience in breaking down barriers to change since our inception in 2012. Most notably, MI's [Ten Pillars](#) and strategic framework was the basis for the development of the [OMINDEX](#) which has the capability for providing a Global Index of all organizations, using MI's universal standard, showing their relative positions in terms of the value they create for society. This index is now the subject of joint research with [Harvard Law School](#) and the [University of Bordeaux](#)

I truly hope that you receive a strong response to your questionnaire and MI is ready and waiting to offer its advice, guidance and services should you require them.

Yours sincerely

A handwritten signature in black ink that reads "Paul Kearns". The signature is written in a cursive, flowing style.

Paul Kearns
Chair
MI