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Series

Employment Benefits as a Value Driver

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THE SUCCESSION JOURNEY SERIES

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This is a business conversation.

Compensation and benefits are a lever that directly shapes who stays, who leaves, how fully people invest in what you are building, and what your business is worth when the time comes to transition it.

- We will work through a framework that gives you a complete picture of what you offer your people — and where your biggest opportunities are
- We will go inside each element with the depth this audience needs — market positioning, retention tools, succession incentives
- We will connect every decision back to business value, transferability, and what happens when you are ready to step away
- You will leave with a specific action plan for your most critical person

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Seminar Series

Harnessing Your Structural Capital as a Value Driver

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The Hidden Engine

Intangible Assets - Structural & Organizational Capital

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May 19, 2026

Meet Bernd Haase

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Business Owners Strategic Solutions
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- Married for 35 years with 2 adult daughters
- B.Sc. Mechanical Engineering & MBA – Germany
- 25 years corporate managerial and executive roles in Sales, Marketing and Customer Support
  - Global assignments on 3 continents and since 2001 in VA
  - Internal Leadership Coach and Team facilitator for >10 years
  - Strategic planning & execution for over 15 years
- Executive Coaching, Peer Board Facilitator & Strategic Consulting for 10 years
  - Working with local SMB owners/executives to improve their businesses in ways that changes their lives
  - Solutions Consultant that identifies and leverages the natural talents, style & motivators for a more successful life, personally and professionally

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Why Internal Intangibles Decide Enterprise Value

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- 90% of S&P 500 market value attributed to intangible assets
- 3-5x revenue multiple premium commanded at exit by businesses with strong internal systems
- 70% of business value destroyed in acquisitions traced to poor organizational capital integration

Your competitor can copy your product; they cannot copy how your organization thinks and operates.

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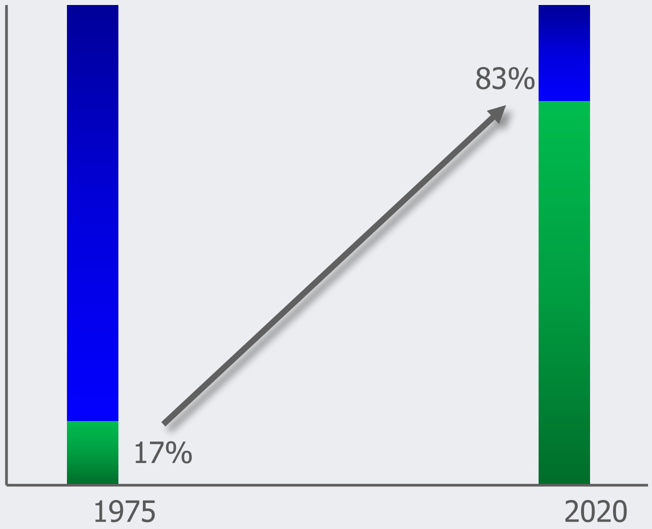
What Your Financials Don't Show

External Intangibles

- Authority
- Visibility
- Trust
- Relationships

Internal Intangibles

- Structure
- Organization
- Human Capital



In 45 years, the driver of business value has completely inverted. Most executive teams still manage by the old model.

The Owner Dependency Trap

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When institutional knowledge lives only in people's heads, the business has no structural capital, it has a cost center dressed up as an asset

- Operations slow when key people are unavailable
- New hires take 12 months; onboarding relies on shadowing
- Valuation is discounted because the company can't run without leadership

If your business can't run without you, you're not an owner you have a job.

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Two Pillars of Internal Intangible Capital

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Structural Capital

Codified knowledge, processes, systems, and IP that exist independently of any individual.

- SOPs
- Proprietary workflows
- Technology infrastructure
- Patents/trademarks
- Data assets

Organizational Capital

Values, culture, decision-making structures, and operating norms.

- Leadership Culture
- Decision Rights
- Organizational Design
- Communication Structures
- Strategic Planning Rhythms
- Change Adaptability

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Structural Capital – What It Looks Like in Practice

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Type	Weak State (Liability)	Strong State (Asset)	Business Impact
Processes	Tribal Knowledge	Documented SOP	Scalability
Technology	Spreadsheets, Email	Integrated CRM/ERP	Decision Speed
Intellectual Property	Unprotected Methods	Registered IP	Competitive Moat
Knowledge Management	In few heads	Captured & Searchable	Resilience to Turnover
Data Assets	Collected & Unused	Clean analytics	Predictive advantage

Organizational Capital – The OS of Your Business

Culture

Deliberately built vs. evolved by default

Decision Architecture

Who decides what, at what level (undefined rights create bottlenecks)

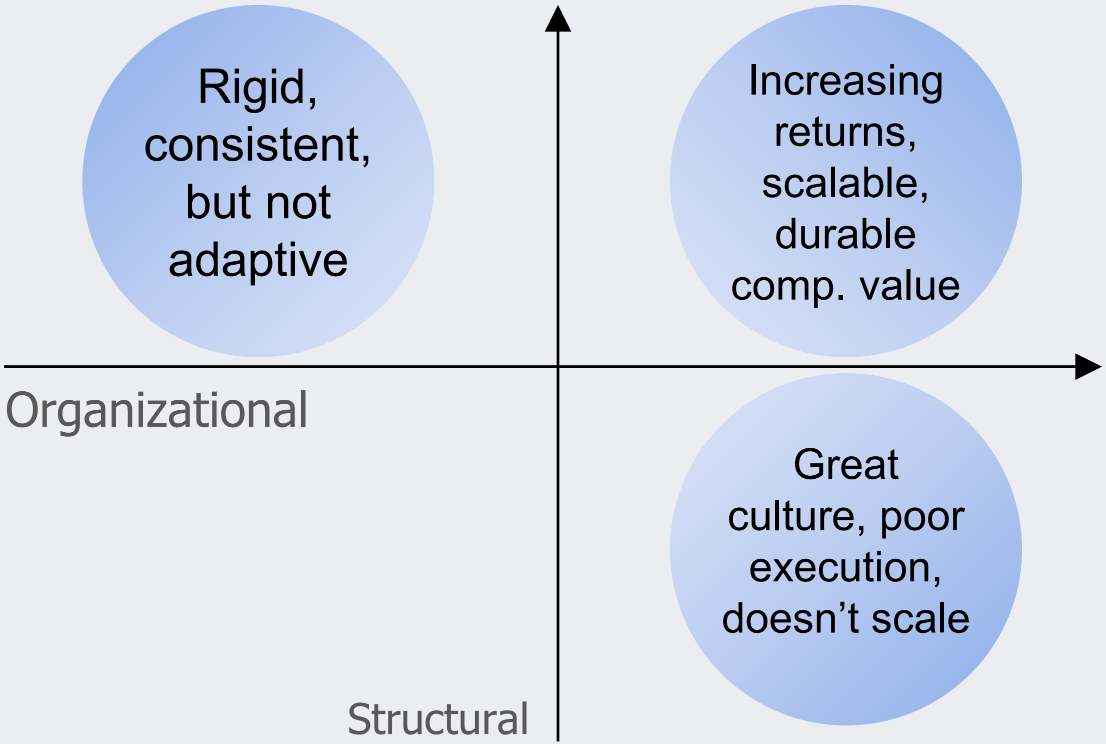
Organizational Design

Misalignment between structure and strategy is a hidden cost

Strategic Rhythm

Cadence of planning, review and course correction

How Structural & Organizational Capital Multiply Each Other



Structure without culture is a manual no one follows.

Culture without structure is energy with no direction.

Strong Internal Capital across Business Types

Business Type	Structural Example	Organizational Example	Resulting Advantage
Professional Services	Proprietary methodology	Partner decision framework	Scalable delivery
Manufacturing (SME)	ISO-documented SOPs	Cross-functional problem-solving culture	Consistent output
Retail/Franchise	Operations manual, training library	Brand values in hiring	Replicable unit economics
Tech/SaaS	Codebase IP, runbooks	Blameless postmortems, OKR cadence	Engineering velocity

How Solid is Your Hidden Engine?

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Self-assessment Questionnaire

Q1-5 Structural Capital

The codified knowledge, processes, systems, and intellectual property that exist independently of any individual person

Q6-10 Organizational Capital

The values, culture, decision-making structures, and operating norms that shape how the business behaves as a system

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How Solid is Your Hidden Engine?

Score	Stage	Assessment
10 – 25	Foundation	Significant exposure; building internal capital should be a strategic priority before any growth, transition, or exit event
26 – 39	Building	Mixed strength; identify the 2–3 highest-leverage improvements and sequence deliberately
40 – 50	Compounding	Strong internal capital; focus shifts to protecting, measuring, and building human capital

Five Ways Weak Internal Capital Destroys Value

The Scaling Ceiling

Operating model can't support more volume;
delivery capacity limits growth, not market demand

The Knowledge Drain

Key person leaves,
critical knowledge walks out;
recovery takes 6–18 months

Execution Gap

No reliable mechanism to translate vision into consistent action

The Transition Failure

Leadership transitions become existential events rather than routine handoffs

The Valuation Discount

30-60% discount on potential enterprise value;
acquirers price in the risk

From Tribal Knowledge to Institutional Asset

Inventory

- Map knowledge that exists only in people's heads
- Identify top 10 processes where a departure causes immediate disruption

Capture

- Document priority processes as SOPs
- Start imperfect, refine over time

Systematize

- Embed documented knowledge into technology infrastructure (CRM, ERP, knowledge base, etc.)

Protect

- Formalize IP through NDAs, IP assignment agreements, trademarks, and patents

Improve

- Assign ownership
- Build quarterly review cycles

Designing the Operating System of your Business

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Define Decision Rights

RACI or decision rights matrix; every decision has a designated owner

Codify Culture Deliberately

Embedded in hiring criteria, performance standards, recognition, and meeting norms

Align Structure to Strategy

Review organization design every 18–24 months; optimize for current strategic priorities

Install Strategic Rhythm

Annual planning, quarterly reviews, monthly leadership cadence, weekly check-ins

Build Feedback Loops

Postmortems, win/loss reviews, employee listening channels, non-financial KPIs

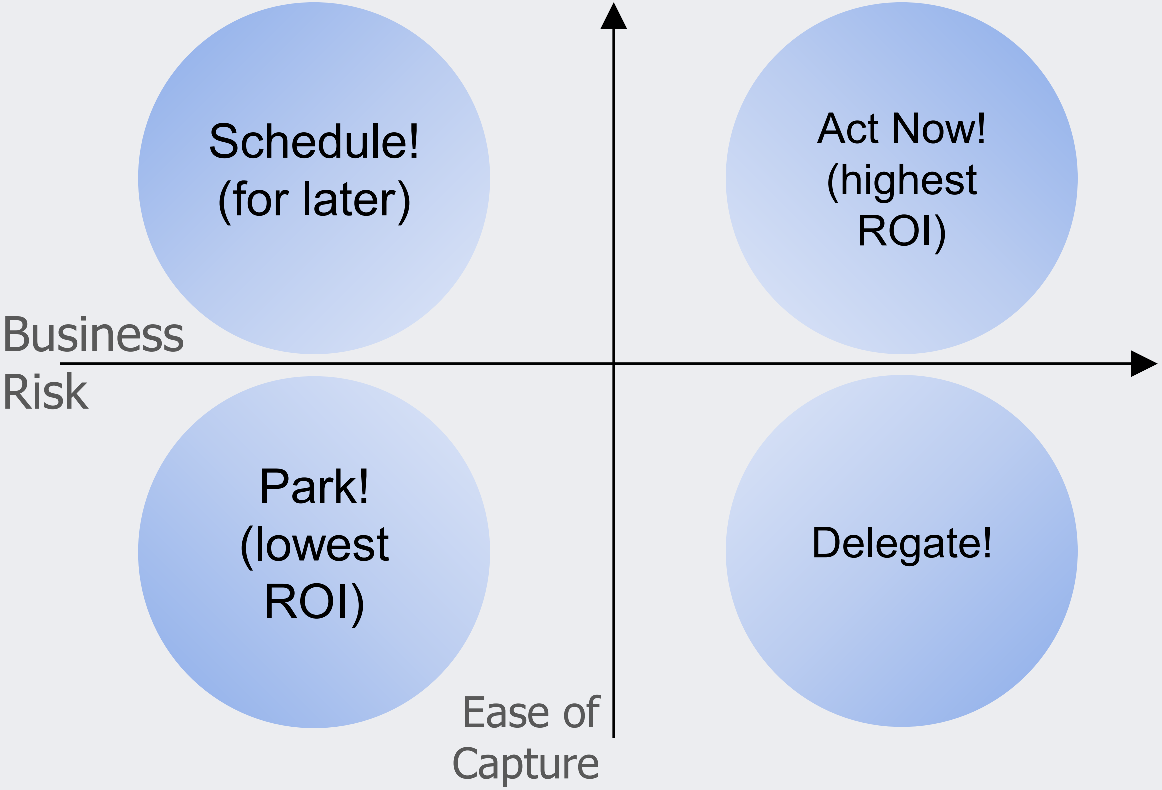
Measure What Matters

Balanced scorecard including decision speed, onboarding effectiveness, cultural alignment

Indicators of S&O Capital Strength

Type	Indicator	Strong Score
Structural	Process Documentation Coverage	>80% of revenue (critical processes have current SOPs)
Structural	Onboarding time-to-productivity	New hire effective in <60 days for defined roles
Structural	Key-person dependency index	No single person holds >20% of critical knowledge
Organizational	Decision velocity	Defined timelines met >90% of the time
Organizational	Strategic plan execution rate	>75% of quarterly OKRs completed as planned
Organizational	Change adoption rate	New initiatives achieve adoption within 90 days
Both	Owner/founder independence score	Business operates uninterrupted >30 days without owner input

Prioritization Matrix



Typical "Act Now!" Candidates

- Core Process Documentation
- Decision Rights Clarity
- Strategic Planning Cadence

Exit & Succession Multiplier

- Up to 4× EBITDA multiple premium for businesses with owner-independent systems
- 18 months - Average lead time to build internal capital to exit-readiness from a low baseline
- 60% of M&A value destruction attributed to organizational and cultural integration failure post-close

Acquirers don't just buy revenue. They buy the certainty that the revenue will continue without the person selling it.

Common Objections

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We're too small. It's too early.

The cost of building scales with complexity.
It is dramatically cheaper at $2M than $20M.

Documentation kills our agility.

Organizations with clear systems adapt faster.
They know what they are changing.

We're not selling, exit value doesn't matter.

Exit readiness and operational excellence is the same thing.

Our culture can't be codified.

Every high performing culture that has scaled was deliberately articulated and operationalized.

Take-aways

- Intangible assets now dominate enterprise value - 90% of S&P 500 value
- Structural capital is the knowledge that stays when people leave
- Organizational capital is the operating system of your business
- Both pillars multiply each other - and everything outward-facing
- What you can't measure, you can't protect - define indicators and run the diagnostic

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Call to Action

1. Score your gaps

   Review diagnostics and identify yo

2. Map one pr

   is

3.

   internal capital strategy session in your calendar

   within 30 days and make it quarterly

Strong structural and organizational capital is what converts HUMAN CAPITAL from individual talent into compounding organizational value.

Will be covered in June!

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BUSINESS ENHANCEMENT SEMINAR SERIES, AND TOPICS OF INTEREST

Seminar Topics and Recommendations:

In addition to the succession planning series, there will be other seminars throughout the year on various topics of interest such as business assessments and enhancements, employee benefits, financial planning, tax planning, and business coaching.

If there are particularly topics of interest you would like to share, please email your suggestions and recommendations to info@theoneboss.com.

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