

BLUELINE

VENTURES

Culture Manifesto

Awesome stuff with awesome people

Awesome Stuff With Awesome People

At Blueline Ventures, we buy great companies and help them grow, creating value for our portfolio company employees, our investors, and ourselves. To accomplish this, we've built a culture focused on great people developing SMART and, more importantly, HEALTHY organizations by clarifying five key questions:

- Why Do We Exist?
- How Do We Behave?
- How Will We Succeed?
- What Must We Do Right Now?
- Who Must Do What?

As our business evolves, our culture (and this document) will evolve too. What won't change is our commitment to excellence and ensuring Blueline Ventures remains a place where people can do awesome stuff with awesome people. If this excites you, you'll probably love it here. However, Blueline isn't for everyone, so please read on.

What is the Difference Between a SMART and HEALTHY Organization?

SMART organizations excel at business fundamentals: strategy, marketing, finance, and technology. These are essential and foundational, and they attract 95% of today's business literature, podcasts, and media. However, we believe there's more.

HEALTHY organizations have minimal politics, high morale, high productivity, low turnover, and clear answers to the five core questions mentioned above. Healthy organizations outperform SMART ones because they share best practices, learn from mistakes, and proactively solve problems. Blueline's

foundation is built on a healthy culture combined with great strategy, and our job is to keep both aligned.

Healthy organizations make work more productive, successful, and fun. This impacts employees' performance at work and quality of life at home, leading to happier individuals. Over 90,000 hours or roughly 30% of our lives is spent at work—what if we made that 30% awesome? Imagine the positive ripple effects throughout our employees' lives.

Organizational health is the difference between our endeavors being great and being truly awesome. We strive to create an environment where everyone feels grateful to work here.

“The single greatest advantage any company can achieve is organizational health. Yet it is ignored by most leaders even though it is simple, free, and available to anyone who wants it.”

—Patrick Lencioni

Why Do We Exist?

We want to do awesome stuff with awesome people and positively disrupt the status quo for everyone within our sphere of influence. At Blueline, we think long-term, prioritizing the best interests of our employees and investors. We challenge existing standards of what it means to be part of a company—whether at Blueline or one of our portfolio companies. Here, everyone “Acts Like a Leader” and “Returns The Grocery Cart.”

We consider the “wake” we leave behind with employees, investors, and partners.

“The wake is the results we leave behind. And the wake doesn’t lie and doesn’t care about excuses. It is what it is.”

—Dr. Henry Cloud

Dr. Cloud describes two sides of a wake: tasks and relationships, highlighting what we accomplish and how we engage with people.

Blueline Ventures is our opportunity to leave a positive wake.

How Do We Behave?

This is who we are:

- We act with integrity and candor, demanding excellence.
- We embrace abundance with humility.
- We strive to be the best in everything we do.
- We remain lifelong learners and eternally curious.
- We base decisions on data rather than emotion.
- We learn from our mistakes and avoid repeating them.
- We cultivate happiness, enthusiasm, and grit.

We are a team, not a family. Families offer unconditional love, whereas teams prioritize performance and place the right person in every position—even when it’s tough. To achieve awesome things, we need individuals who challenge the status quo and innovate.

We hire and build our team using data-driven methods, eliminating biases and ensuring merit-based decisions.

We encourage robust disagreement and discussion, but once decisions are made, we commit fully as a unified team.

Behaviors are easy to write down but challenging to live consistently. We hold ourselves accountable to these standards to ensure we continue to do awesome things. The guiding question is always: “How does this create awesome?”

How Will We Succeed?

We achieve success through four primary areas:

1. Best-in-Class Deal Sourcing and Acquisition:

- We build strong relationships across industries to attract high-quality opportunities.
- Our technology stack optimizes deal flow management.
- Our underwriting is precise, conservative, and transparent.

2. Best-in-Class Investor Relations and Fundraising:

- Sophisticated reporting and transparency in all investor communications.
- Thought leadership and insightful investor engagement.

3. Exceptional Talent Alignment:

- Clear role definitions ensuring the right people in the right seats.
- Strong commitment to team development and performance.

4. Superior Portfolio Company Performance:

- Excellence in sales, marketing, operations, and finance.
- KPI-driven management systems providing clarity and proactive decision-making.

What Must We Do Right Now?

We utilize EOS (Entrepreneurial Operating System) to clarify key priorities using the Vision/Traction Organizer (VTO). Local leadership teams define 90-day goals (rocks) aligned with the broader vision, ensuring clarity and focus on immediate actions.

Who Must Do What?

Every individual clearly understands their quarterly goals and expectations. Meetings conclude with a review of action items and ownership, fostering clarity and accountability throughout the organization.

We aim for all stakeholders to feel part of something meaningful. We continuously seek to improve our culture, recognizing that every new employee, investor, and partner helps shape how we work—finding new ways to accomplish more together.

This is how we do awesome things with awesome people.

Our Core Values:

- **Act Like Leaders:** Few rules govern day-to-day activities, but absolute clarity exists around overall goals. We encourage respectful conflict and clear the air through open, direct communication.
- **Quality Matters:** We don't cut corners. Excellence is the standard in everything we do, from strategy to execution.
- **GSD:** We take ownership, move fast, and execute with focus and accountability.
- **No Assholes Rule:** There's no place here for people who don't treat colleagues with decency and respect.
- **Put Away the Shopping Cart:** a simple but powerful mindset. We do the right thing, even when no one is watching, because integrity is built in the small moments.

“If you want to build a ship, don't drum up people to gather wood and assign tasks. Instead, teach them to yearn for the endless immensity of the sea.”

—Antoine de Saint-Exupéry

