The Value of Enterprise

Measurement at the firm — why the intangibles gap persists, and what it would take to close it

Ivan Gowan
Founder & CEO, Opagio Ltd

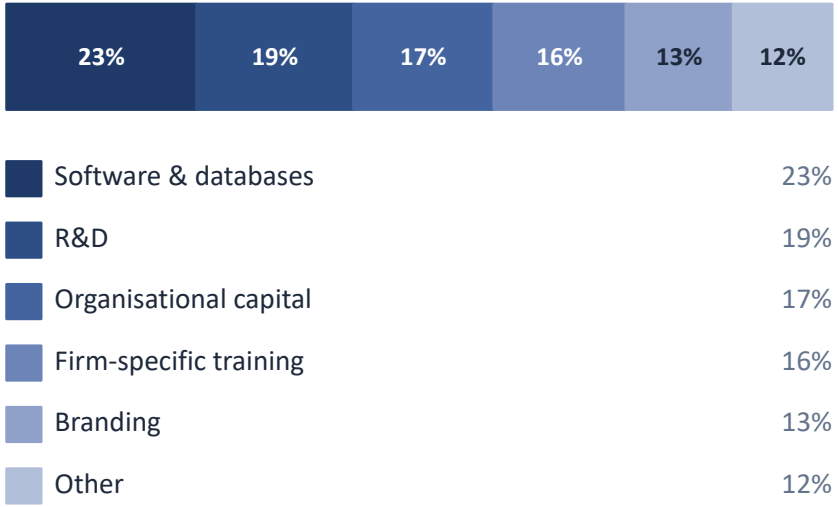
Better Statistics CIC / Office for National Statistics
Lloyd George Room, National Liberal Club · 1 May 2026

The aggregate picture is settled

Intangible investment has exceeded tangible investment since 1998 — and the gap is widening

£bn, UK business investment (2023)

Composition of UK intangible investment (2023, % of total)



£9,900 per worker *intangible investment in 2023 (market-sector record). £28,400 in financial services. £23,200 in information & communication.*

Sources: Corrado, Hulten & Sichel (2006); Goodridge, Haskel & Wallis (2016); Heys & Fotopoulou (2022); ONS Intangible Assets & Infrastructure team (2025).

The firm-level picture is not

Well measured at aggregate. Invisible at the firm, where the decisions are actually made.

29%

of UK SMEs don't track productivity at all — and there is no standard way of measuring it

AICPA & CIMA (2024)

20%

UK productivity shortfall versus pre-2008 trend

Haldane (2018); replicated by NIESR (2024)

38th

UK ranking for knowledge diffusion — against top-5 for innovation

Haldane (2018)

UK productivity has grown 0.6% per year since 2009 against a 2.2% long-run trend — **closing the gap was sized at ~£270bn of UK GDP.**

Sources: AICPA & CIMA, UK SME Survey 2024; Haldane, Hub-No-Spokes (2018), shortfall replicated by Hantzsche & Samiri (2024) NIESR; ONS Productivity Bulletin (2025); IOD (2018).

The Opagio 12

CHS rendered operational at the firm — a granular layer that rolls up to CHS categories.

CHS category (2006)	Opagio 12™ drivers
Computerised information	4. Technology & Innovation · 5. Data & Intelligence
Innovative property	4. Technology & Innovation · 9. Content & IP · 10. Regulatory & Compliance Capital
Economic competencies	1. Brand & Reputation · 2. Customer Capital · 6. Human Capital · 7. Organisational Capital · 12. Culture & Ways of Working
Post-2006 (outside CHS scope)	3. Network Effects & Platforms · 8. Ecosystem & Partnerships · 11. Switching Costs & Lock-In

8,695 asset types mapped, each carrying CHS and Six Capitals tags.

Organisational capital (£42bn, ONS 2025) — now the largest uncapitalised intangible — maps to Opagio 12 Drivers 7 and 12.

Valuation methods (Relief from Royalty, MPEEM, Replacement Cost, With & Without) aligned with IVSC IVS 210 and IPEV 2025 Valuation Guidelines (effective 1 April 2026); IVSC membership application submitted. Also maps to Six Capitals (IFRS Foundation / IIRC) and IFRS 3 / IAS 38.

AI widens the gap before it closes it

New intangibles; existing intangibles reconfigured; the measurement apparatus trailing both.

AI creates new intangibles

- Trained models
- Embeddings & vector stores
- Curated / proprietary datasets
- Orchestration playbooks & agent workflows
- Compute & vendor commitments
- Human-in-the-loop evaluation capital

AI reconfigures existing intangibles

Organisational capital — workforce composition, process design

Human capital — skills mix shifting toward AI-adjacent roles

Culture & ways of working — asynchronous, agent-mediated

Switching costs & lock-in — model and vendor dependencies

Only ~10% of firms derive significant value from their AI investments. *MIT Sloan / BCG (2020).*

The CHS-shaped hole is widening before it closes. AI is both the problem and, eventually, the instrument.

The question

What would it take for firm-level intangibles data to feed national statistics?

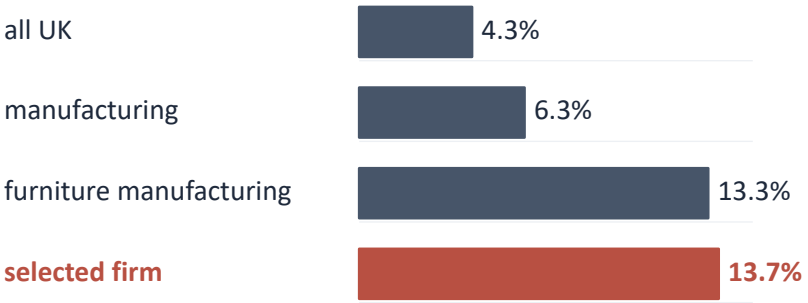
Analysis of a single firm

Bernard H Casey & David Stroll — Opagio Ltd.

Performance of the selected firm

Basic data via the firm's management accounts

Annual labour productivity growth rates 2022–2024 *(nominal, output per job)*



Source: own calculations from company management accounts; ONS labour productivity statistics (Jul–Sep 2025).

Selected firm growth over years 2022–24 *(real prices, period change)*

Metric	Change
GVA (output)	**42%**
number of workers	**0%**
labour costs	**9%**
capital costs	**60%**
GVA / worker	**42%**
GVA / labour costs	**30%**

Source: own calculations from company management accounts; ONS division-level deflators for output, wage costs and capital stocks (VICs).

Ivan Gowan · Opagio Ltd

TFP of the selected firm

*TFP defined as **a measure of an economy's ability to generate income from inputs—to do more with less** or simply **innovation***

Decomposing the Solow residual

Contribution of factors to output growth 2022–24

	model variants	
	simple	**augmented lab**
contrib of labour	0%	25%
contrib of capital	42%	42%
contrib of TFP	**58%**	**33%**

Augmented labour = better allocation and training, so an "unmeasured" intangible.

Contributing to TFP growth

Growth of productivity 2022–24

	model variants	
	simple	**augmented lab**
labour prody	58%	33%
capital prody	42%	42%
TFP prody	**24%**	**14%**

Contribution of augmented labour to TFP growth = **14 / 24 = 58%**

Source: own calculations from company management accounts and ONS data, applying a Solow growth-accounting decomposition.