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Driving Defence Innovation

27 January 2026

FORM1

Introduction





**NATIONAL SECURITY
STRATEGIC**
Investment Fund



Delivered by British Business Bank



Contents:

1. Enabling faster adoption
2. Building effective partnerships
3. Lessons from industry



1. Adoption

The Scaleup view

Who are you?

Who is your customer?

The corporate view

Strategic Alignment?

Bid winning?

What happens next?

The Dead General



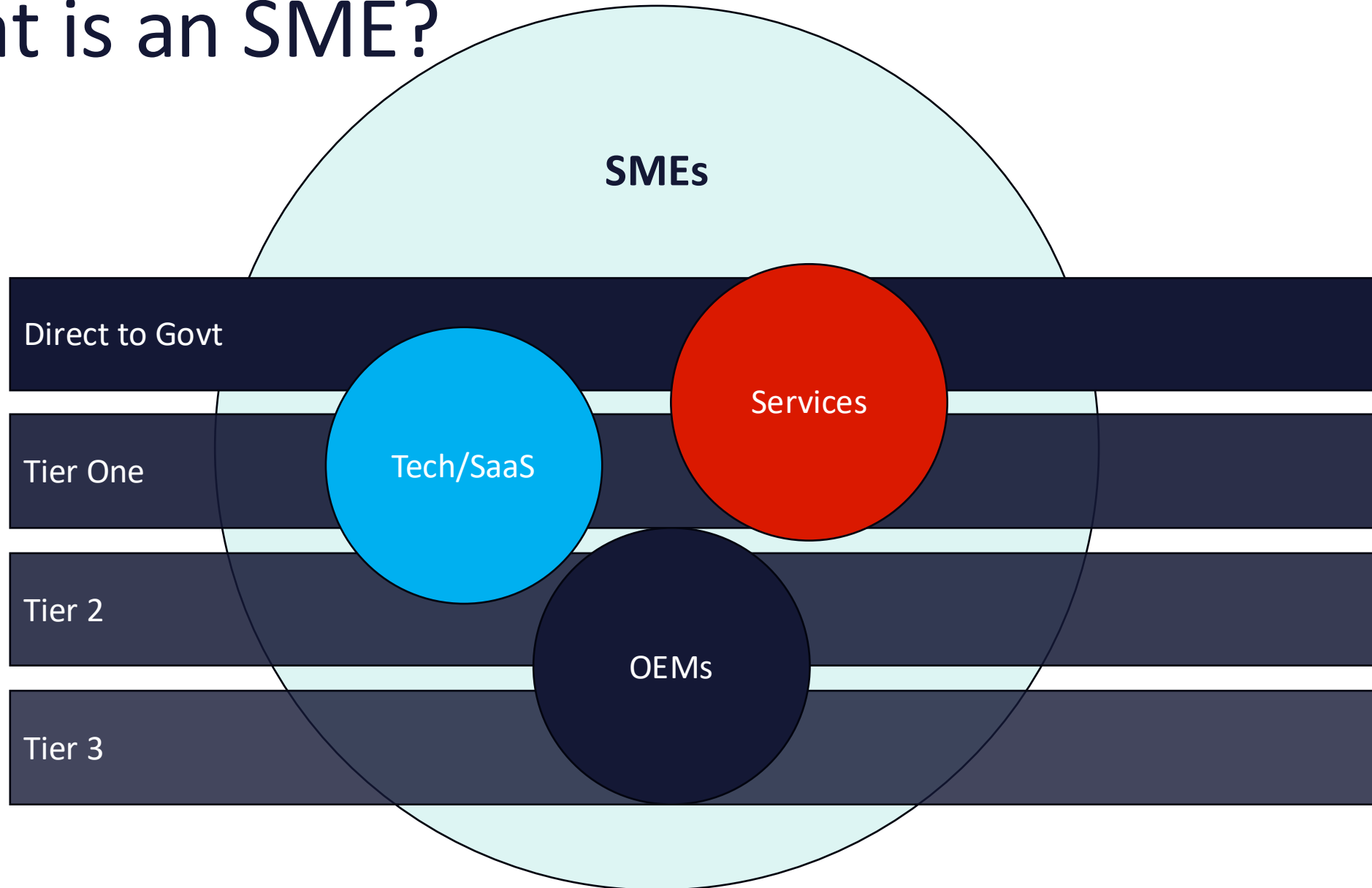
SUN TZU

THE
ART
OF
WAR

Target Selection



What is an SME?



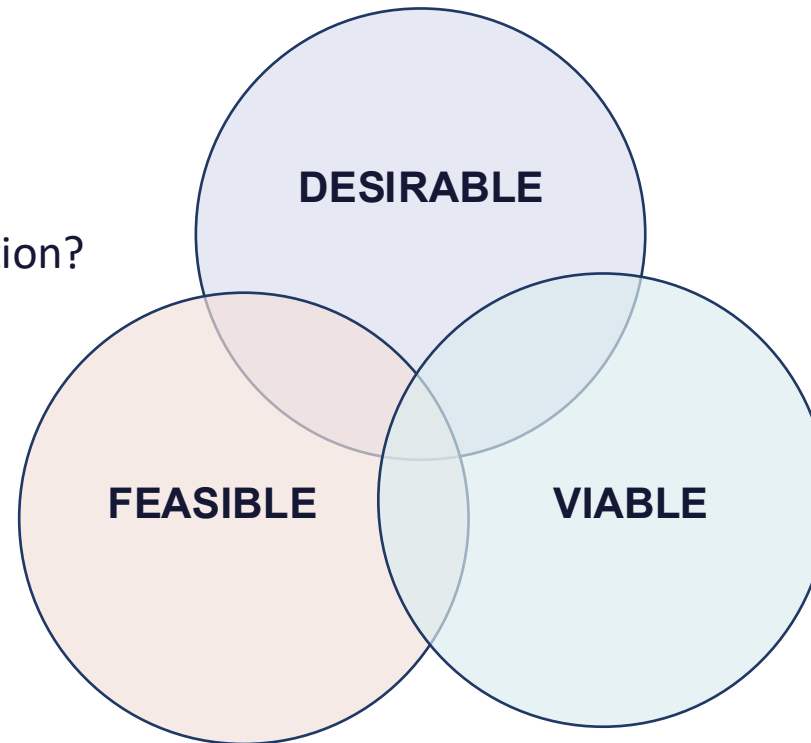
Converting Pilots and Trials into Deals



Converting Pilots and Trials into Deals

Pilot Design and Prep

- Who wants it?
- Who is responsible for integration?
- What are the jobs to be done?
- Who is doing them?
- Who is going to pay for it?



Key points:

1. **Named Individuals!!**
2. **Design for reality, not the lab**

Converting Pilots and Trials into Deals

The Delivery Assurance Document (DAD)



2. Partnerships



Commercialisation



Strategic Alignment







Tom Hooker
England XV v France XV
21st June 2025
1454

Tommy Seymour
England XV v France XV
21st June 2025
1454

Tommy Seymour
England XV v France XV
21st June 2025
1454

21st June 2025 XV

Chandler Cunningham-Scott
England XV v France XV
21st June 2025
1454

Form1's purpose

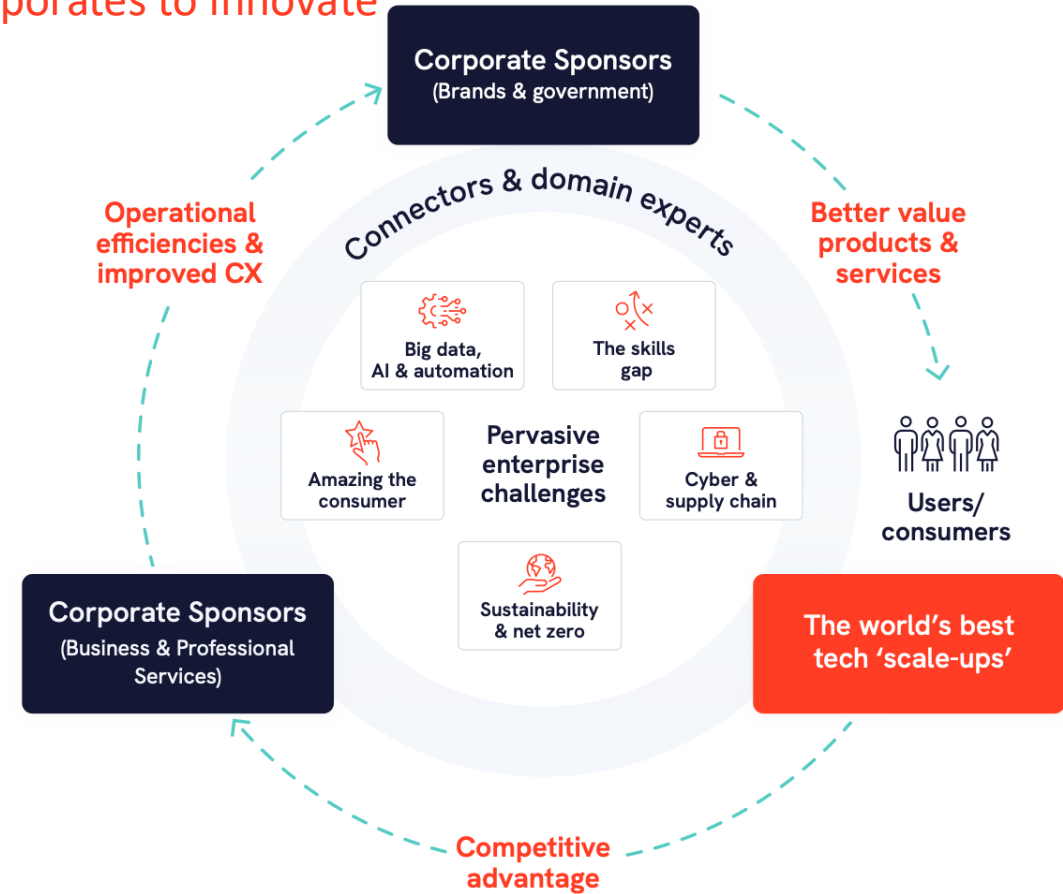
Support commercial growth of scale-ups, while enabling corporates to innovate

Form1 specialises in forging transformative partnerships between large corporations and innovative scale-ups.

These partnerships solve corporates biggest challenges whilst driving revenue for scale-ups.

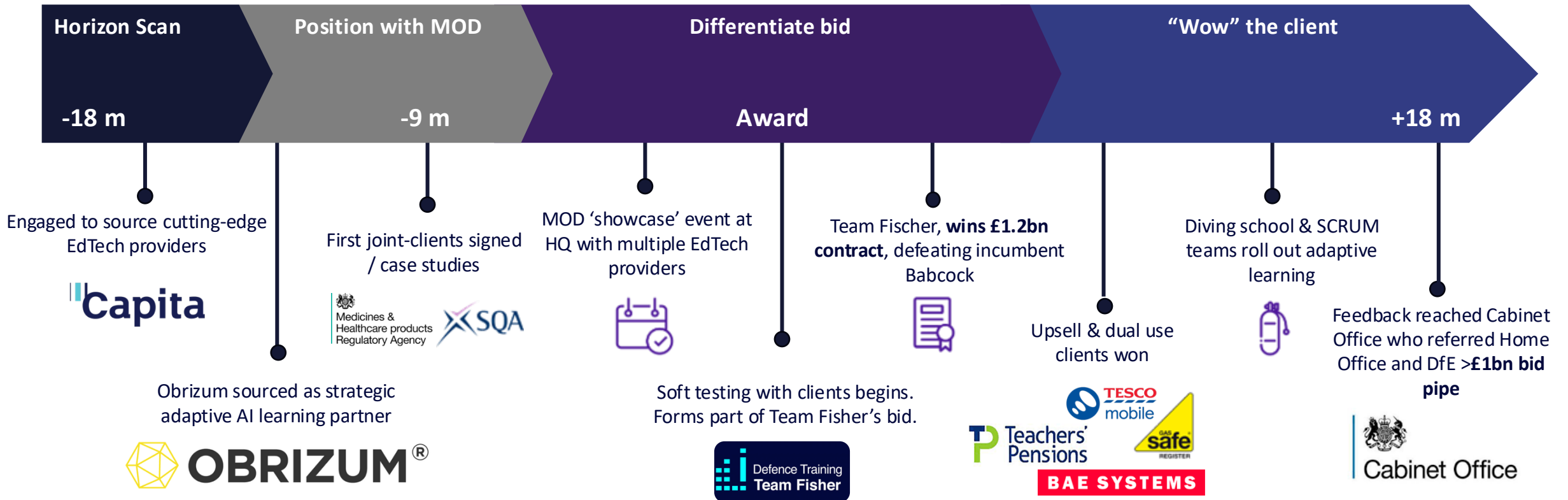
It is underpinned by a network of >135 experienced advisers (with over 2,500 years of experience between them), who provide expert advice and help to create opportunities.

Our business model is to charge sponsorship fees to corporates and scale-ups, plus success fees for revenue growth created.



Partner Case Study: Project Selborne

Partnering Capita with Obrizum to modernising Navy training



Obrizum sourced as strategic adaptive AI learning partner



3. Lessons

High Velocity Engineering

White Paper







Chrome

VELO

Dell

Infiniti
Cisco

RICHARD ADAMS

McLaren

ANDY DAVIES

Pirelli

Pirelli

VELO

McLaren

RAPTOR



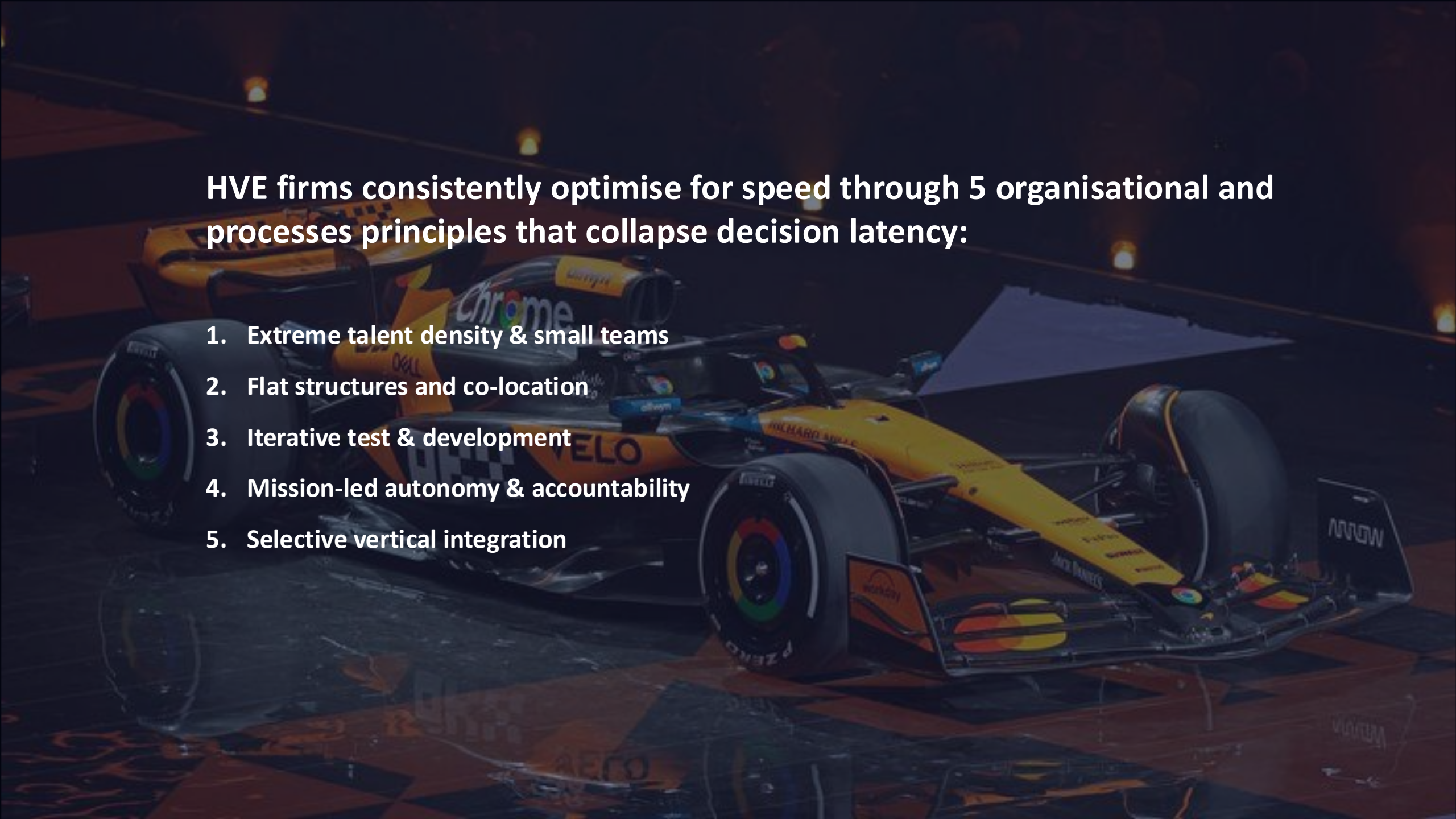
RAPTOR 1	THRUST
SEA LEVEL	185 tf
RVAC	200 tf



RAPTOR 2	THRUST
SEA LEVEL	230 tf
RVAC	258 tf



RAPTOR 3	THRUST
SEA LEVEL	280 tf
RVAC	306 tf

A Formula 1 race car, primarily yellow and black, is shown on a track at night. The car features various sponsor logos, including 'Chrome', 'VELO', 'RICHARD BRILL', 'PZSNC', and 'MOTOROLA'. The car is positioned on a wet surface, reflecting the lights. The background shows a dark track with some lights and a building structure.

HVE firms consistently optimise for speed through 5 organisational and processes principles that collapse decision latency:

- 1. Extreme talent density & small teams**
- 2. Flat structures and co-location**
- 3. Iterative test & development**
- 4. Mission-led autonomy & accountability**
- 5. Selective vertical integration**

Summary:

1. Enabling faster adoption
2. Building effective partnerships
3. Lessons from industry



Thank you

5. Questions?

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