

Blenheim Chalcot



Introducing
**Blenheim
Chalcot**

We build
innovative
technology
businesses

www.blenheimchalcot.com



**Blenheim
Chalcot**

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What we do

About Blenheim Chalcot

We are a leading global venture builder: we launch, evolve and scale businesses.



About Blenheim Chalcot

In a nutshell



Find out more

1.1

We build product-led technology businesses that transform industries.

At Blenheim Chalcot we combine our ideas, infrastructure and most importantly, people to create an innovation ecosystem that turns disruptive ideas into innovative businesses. We originate the ideas for the businesses ourselves, grow them from the ground up and take them through to scaling and ultimately exit.

We typically build enterprise Software as a Service (SaaS) products, powered by Generative AI and target industries which are exposed to market, regulatory or technology discontinuities. We have built businesses across the following sectors:

- Financial Services
- Education
- Media and Marketing
- Public Services and Health
- Sports

Our track record has seen us build more than 60 businesses over the last 25+ years. The portfolio has annual revenues of £500m, employs more than 3,000 people, has raised £600m of equity, and secured exits totalling over £1bn.

Blenheim Chalcot has three global locations. Portfolio companies are headquartered from Scale Space, London, our 200,000 ft² collaboration space which was built as a joint venture with Imperial College London. Our Mumbai offices provide unparalleled scaling capability and technical expertise, and our U.S. operation powers the go-to-market activities of the portfolio across North America.

We don't chase unicorns. We build gazelles.

We are excited about the opportunities that Gen AI technologies present, and believe that our innovation ecosystem and market presence leave us uniquely positioned to take advantage of them.

About Blenheim Chalcot

Our ventures



View our timeline

1.2

Our Portfolio

We have launched over 60 businesses since 1998. The Blenheim Chalcot portfolio currently comprises more than 25 ventures operating across a variety of sectors.

Our History

Whilst the most recent generation of our businesses are predominantly B2B enterprise SaaS businesses, over the the years, we have adopted and employed a variety of different business models ranging from consulting, services and solutions, to marketplaces, with B2C, B2B and B2B2C propositions.

From 1998 to the early 2000s, Blenheim Chalcot were pioneers in the ecommerce industry, with businesses such as netdecisions, Sky Travel, thefirstresort.com and madaboutwine.com helping to transform consumer internet experiences. Through the 2000s, B2B services and product businesses, such as TDX Group and Corporate Pay yielded successful exits, along with software products such as Fluency, Eviivo and SteelTrace. BC also launched various credit and lending businesses (including Clearscore, Oakbrook, Liberis, SalaryFinance and the credit funds Grove and BCI Capital) and built deep expertise in sports through its trailblazing investment in the Indian Premier League (the Rajasthan Royals). Our journey has informed our increasing focus on B2B enterprise software products and platforms today.

Today

We see B2B enterprise software as being mission critical to just about every organisation in the world, having critical value-creating characteristics for our ventures, and giving our clients tangible productivity improvements. Enterprise software also provides a focal point around which we can organise ourselves and our capabilities to be able build businesses in a world class way. And in a world of GenAI, we can accelerate how we build enterprise software, as well as embed GenAI in enterprises and workflows through our software much more effectively and quickly.



Venture Spotlight



HIVE PERFORM DELIVERS PREDICTABLE PERFORMANCE FOR REVENUE GROWTH

Hive Perform's mission is to create a comprehensive performance enablement solution that integrates on-demand training, real-world scenario simulations, and instant access to critical insights using generative AI.

Our solution provides full visibility into individual and team performance, ensuring sales reps are consistently prepared to succeed while allowing businesses to track measurable outcomes in real-time.

25,000+
strategic programmes delivered

160 hours
saved for sales leaders

88%
of skills applied in real-world practice

5 months
faster from development to delivery

Download our latest Sales Insights Report

Our Ventures.

[ven(t)fə] noun | businesses which have found product-market-fit and are now focused on scaling.

Education

Hive Learning

Hive meets the rapidly changing demands of the digital workplace with a robust modular suite of GenAI-powered products. It empowers organisations to accelerate skill development, with Hive Learning, and enhance sales performance with Hive Perform.

www.hivelearning.com

Avado

Avado is where HR professionals develop and grow. It is an award-winning digital training provider that is trusted by the world's leading brands.

www.avadolearning.com

Accelerate People

Accelerate People is an Ofqual-accredited, AI-powered, end-point assessment organisation for apprenticeships, delivering more than 30 standards.

www.accelerate-people.co.uk

BRITISH COUNCIL

EnglishScore

EnglishScore provides a globally recognised English language test and certificate delivered on a mobile phone. It is a joint venture between Blenheim Chalcot and the British Council, one of the world's most respected names in English language teaching and assessment.

www.englishscore.com



Venture Spotlight

FOSPHA



150+ customers | \$1bn spend under management | 5 continents

Fospha helps eCommerce brands hit their goals.

Its mission is to give marketing teams the confidence to invest their budgets in channels where they can achieve profitable growth. 60% of eCommerce sales are attributed to the wrong marketing activity. Not fixing this costs brands up to half of their potential growth. Fospha's product fixes this for over 150 clients, delivering 10x better measurement within 2 weeks of onboarding, requiring only 10 minutes to set-up.

Industry leading partnerships with **TikTok, Snapchat and Meta** means clients achieve on average **78% in spend growth** and **-10% in customer acquisition costs**.



**Download Fospha's
State of eCommerce
Report**



www.fospha.com

Media & Marketing

CONTENTIVE

Contentive is a B2B lead generator which delivers hyper-targeted marketing solutions using AI to connect brands with their ideal audiences.

www.contentive.com



Coraaj is elevating VIP travel experiences by offering low effort, end-to-end bespoke travel management for corporate clients, HNW individuals and sports teams.

www.coraaj.com

Instrumental

Instrumental uses AI and machine learning to discover high potential talent, offering compelling partnerships that can grow streams, fan bases, monthly revenues and long term music careers.

www.weareinstrumental.com

Public Services & Health

Agilisys

Delivering cutting-edge GenAI solutions to improve citizen outcomes, Agilisys has over 25 years of experience in transforming outcomes across the public sector through extensive knowledge of advanced analytics, automation, digital, and cloud IT services.

www.agilisys.co.uk

Asset Management

BCI
Capital

BCI Capital is a private credit investment manager. It provides structured lending to category-defining alternative finance businesses.

www.bci-capital.com



Venture Spotlight

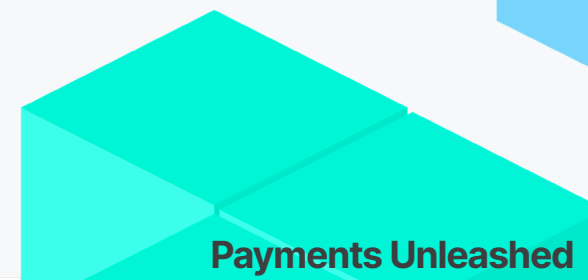
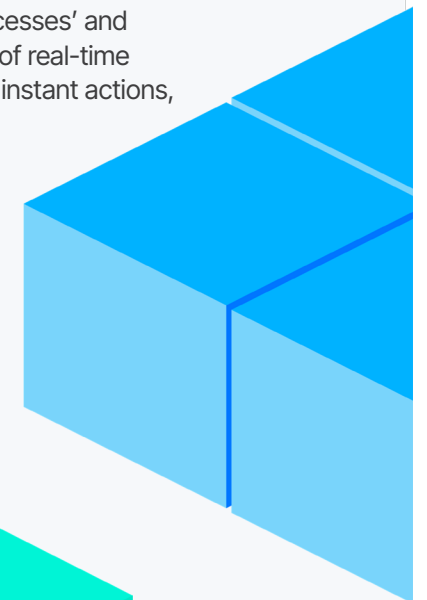
**Modulr**

Modulr's vision is a world where all companies are powered by embedded payments.

Embedded payments is a new category which sees payments becoming an integral part of a business's technology stack. By providing regulated and software-driven payment services, it helps businesses to tackle the challenges presented by traditional payment methods.

Gone are 'business hours only', 'batch processes' and 'manual reconciliation'. This opens a world of real-time account provision, real time payments and instant actions, all delivered through API integrations.

With Modulr's payments and accounts embedded into operating platforms, it enables new revenue streams, far higher efficiency, and smoother end-customer experiences for ambitious businesses everywhere.



www.modulrfinance.com



Liberis are on a mission to unleash the power of small businesses all over the world - delivering the financial products they need to grow through a network of global partners.

www.liberis.co.uk



Oakbrook is simplifying and personalising borrowing. Providing customers with fairer access to credit based on their individual circumstances by leveraging cutting-edge technology, data, and analytics.

www.oakbrookfinance.com

Salary Finance

Salary Finance supports a community of 4 million employees across 575 clients (inc 20% of the FTSE 100) in the UK and U.S., providing a suite of financial employee benefits to help employees improve their financial health and happiness.

www.salaryfinance.com



Koodoo is reshaping the future of mortgage services. Its market-leading platform acts as a critical bridge connecting aspiring homeowners with their perfect mortgage; and its directly authorised brokerage uses the AI-powered software products that it has built.

www.koodoo.io



Sports



Venture Spotlight



The Rajasthan Royals is one of the 8 founding franchises of the Indian Premier League. The team won the Champions title in the inaugural season in 2008 under the captaincy of the late Shane Warne, and are known as the 'moneyball' team, with a reputation for applying data analytics to unearth high potential talent.

The IPL has a total global audience of over 850 million people, and the Royals are the number 1 sports team globally for social media engagement, with over 2.7 billion views on social media in 2024.

The wider Royals Sports Group portfolio comprises three global cricket franchises, including the Paarl Royals in the SA20, and the Barbados Royals in the Caribbean Premier League.



हैला बोल!
HALLA BOL!
HALLA BOL!

www.rajasthanroyals.com



Follow us

Our Emerging Venture Opportunities.

*[ɪˈmɜːdʒɪŋ ˈvɛn(t)ʃə ˌɒp.əˈtʃuːnə.ti] **noun** | businesses with seed funding which are focussed on customer and product discovery.*



Kloo is an innovative AI accounts payable automation platform which offers comprehensive procurement to payment functionality. End to end reporting and analysis provide complete and real-time visibility and control over a company's operational spend.

www.getkloo.com



Heme Health is a patient-centric platform that allows users to store, analyse, search and securely share their health information. Leveraging AI tools to interpret their health reports, Heme Health is putting the patient in control of their health data, and allowing life sciences companies to develop better treatments.

www.hemehealth.io



DebtServe uses GenAI and data science modelling to extract information from, visualise, and optimise Debt Management Plans to deliver positive outcomes for consumers and drive operational benefits for lenders.



QuickAction uses GenAI to unlock productivity gains across the public sector. With its secure and encrypted platform, AI-powered QuickActions are transforming repeatable tasks in local and central government, from social care to HR.

www.quickaction.ai



CallAI is a cutting-edge meeting intelligence tool that empowers organisations to capture, share, and operationalise knowledge using GenAI.



Delfy is a native GenAI tool which identifies relevant information flows for niche audiences, revolutionising the time and effort required to create relevant, high-quality content that users need.

www.delfy.ai

How we do it

Our innovation ecosystem

Building businesses requires three things: ideas, infrastructure and people. We do this at scale via our innovation ecosystem.





How we do it

25

Our innovation ecosystem:

Ideas

2.1

How we take ideas from conception to growth

We identify new disruptive market themes or opportunities, and have 25+ years experience in how to prove these commercially – from prototyping through to market testing and ultimately to scaling businesses internationally.

1. Emerging Venture Opportunity

Discovery

- Problem identified through thorough customer discovery
- Initial proposition defined and mapped against the BC investment criteria
- Ongoing product discovery and prototyping to develop a product that meets customer need
- Develop business model hypothesis

2. Seed

Prove the Proposition

- Test and refine product through ongoing discovery
- Secure initial clients internally, then externally to the portfolio
- Pivot as necessary as market niche is identified
- Understand and reach positive unit economics
- Broaden out senior team and key people

3. Venture

Create Scale Levers

- Prove unit economics
- Optimise distribution channels – direct, B2B, partnerships - and establish distribution roadmap
- Product refinement to allow scalability – typically v2.0
- Review and refine investment thesis

4. Growth

Market Expansion

- Core business is profitable with attractive unit economics
- New product additions leveraging current distribution
- New commercial partnerships
- Bolt-on acquisitions
- International expansion
- Key investment partners alongside BC

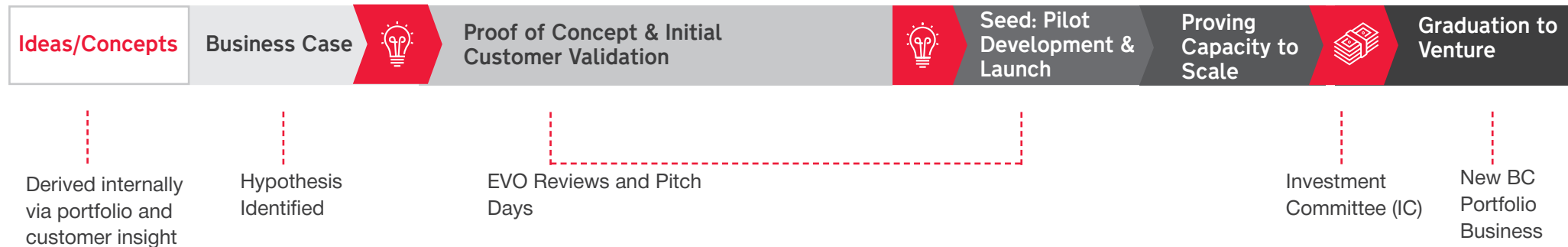
Emerging Venture Opportunities

Evaluating and evolving ideas is at the core of Blenheim Chalcot's mission.

Through our Emerging Venture Opportunity (EVO) process, we systematically turn great ideas into great businesses. Central to our approach is the Product Operating Model, emphasising customer centricity and business viability. We are particularly excited about the opportunities GenAI presents for transforming existing industries and driving innovative product development.

We are committed to innovation, ensuring our emerging ventures leverage the latest insights from the Blenheim Chalcot Centre for GenAI Innovation and our Research & Development activities in Mumbai. Our experience and industry knowledge, combined with an environment where great entrepreneurs aspire to become great leaders, gives us a competitive edge.

EVO development activity, from initial business case proposal through to graduation into the BC portfolio, follows a formal but dynamic process with dedicated support and expertise from the Blenheim Chalcot team.



Our innovation ecosystem:

Infrastructure

2.2



Our global locations.

We have built BC Innovation Campuses in London, Mumbai and the U.S.

A core part of our strategy is to co-locate our businesses to foster collaboration and the development of ideas between ventures and their teams.

We believe that 'water cooler moments' happen, ideas are shared and innovation is most effectively nurtured when we are under the same roof.

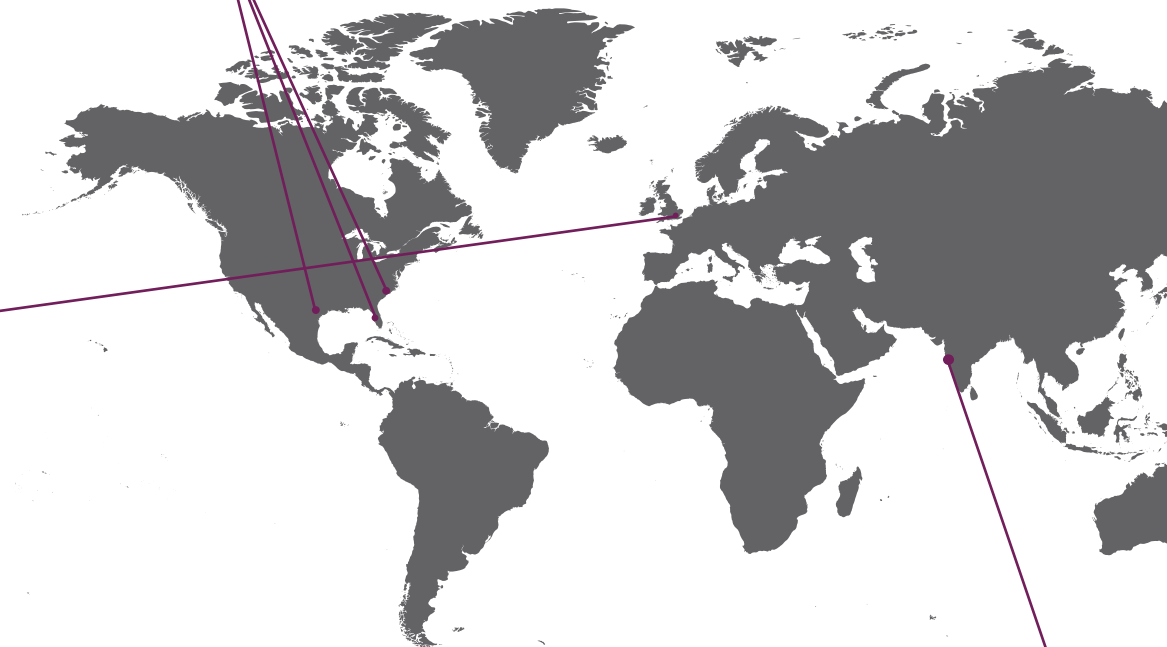
As a result, many of our businesses serve each other's needs and develop products in partnership.

UK

London | Scale Space offers 200,000 ft² of collaborative workspace where our innovation ecosystem comes to life. Built in partnership with Imperial College London, Scale Space is based inside the research and innovation district of the Imperial White City Campus. Our members and neighbours alike are at the forefront of research and thinking on new technologies, such as AI, deep tech and machine learning.

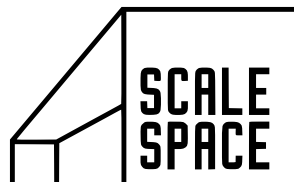
U.S.

Our bases in **Tampa** (Florida), **Austin** (Texas) and **New York City** (New York) are the hubs that facilitate the go-to-market activities and strategic partnerships of the portfolio across North America.



INDIA

Our campuses in India are located in **Mumbai** and **Navi Mumbai**. Over 800 people work across a range of functions to support the portfolio companies, including finops, customer service, engineering and product. Our R&D department, 'The Labs', is at the heart of our GenAI-first approach to building products. The Product Academy, located in Navi Mumbai, is where we develop the skillsets and capabilities needed to build great products.



Our Product Operating Model

The key to success is building great products that customers love which also work as businesses.

The best product companies in the world operate in a way that creates and sustains innovation, removing silos between customers, product managers and engineers so they can build products that disrupt markets. We build businesses in line with this ethos, following the Product Operating Model:

- We develop a product vision and strategy to define which problems to solve;
- We empower our product teams to focus on structured customer discovery that informs their roadmap;
- We build in small, valuable increments resulting in continuous delivery that accelerates time to market.

Our ventures are focused on customer outcomes that work for the business rather than feature outputs. We have developed several mechanisms across the portfolio to support our product teams to build great products that customers love.



Cross-functional teams are directed by product 'triads' of product managers, tech leads and product designers.



We grow our internal capabilities via the BC Product Academy, located in Navi Mumbai. The curriculum focuses on the core 'product' disciplines and equips our people with the technical skills, knowledge and behaviours to execute our Product Operating Model.



Our Blue Team is responsible for sharing best practice across product teams and delivering coaching and individual support.



As individuals are trained and developed, their progress is assessed against our Career Development Framework. This process certifies individual competence and assures the quality of our product teams.



We use CallAI, our proprietary meeting intelligence platform, to capture and interrogate our problem and customer discovery process. This yields valuable data and actionable insights from large quantities of customer conversations.

Centre for GenAI Innovation

Case Study



Agilisys Transform, the product lab of Agilisys, is transforming citizen outcomes and public sector productivity through the power of Generative AI. They have developed numerous products alongside key partners including:

- » 'EHCP Plus' produces a first draft of Education Health Care Plans for the case worker to review, saving precious time
- » 'Nava Chatbot' offers council-specific guidance to citizens to enable intelligent triaging
- » 'CURA Chatbot' is helping social care professionals complete case assessments to reduce waiting times
- » 'Freedom Of Information Response Tool' assists the triaging and preparation of responses



Find out
more here

The Blenheim Chalcot Centre for GenAI Innovation is an enabling institution for our portfolio companies.

The Centre for GenAI drives effective adoption of GenAI technology by driving an internal R&D agenda and delivering capability building across the portfolio. It also connects Blenheim Chalcot and its portfolio companies to external stakeholders. This includes delivering a range of events to support partners, customers, and collaborators in their awareness, understanding, and use of GenAI to address business pains and opportunities.

It supports ventures to both deliver unique customer value through the application of GenAI, and transform the quality and efficiency of their internal operations.

Through our R&D team in Mumbai, we design and implement GenAI solutions to unlock the transformative potential of Large Language Models. The R&D team ensure all of our ventures remain at the cutting edge of this rapidly advancing technology.

Our GenSafe initiative ensures that we hold ourselves to the highest of standards of ethics, safety and robustness in development and deployment of GenAI. This includes ensuring GenAI outputs are accurate and valid, and that the security and privacy of information is never compromised.



Find out
more here

Business Building Functions.

Delivered from our three global locations, our business building functions give our ventures access to departmental expertise and take care of business administration. The functions free up leadership teams to focus on their market, their customers and their products.

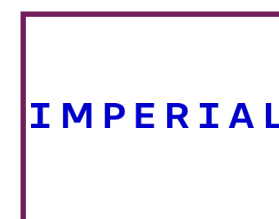


By working across multiple portfolio businesses, functions fuel knowledge sharing and collaboration across the ecosystem.

Our partners.

Blenheim Chalcot funds ventures with its own capital until growth stage. We then work selectively with external, strategic investment partners to scale sustainable, profitable businesses.

Some of our partners include:



Our innovation ecosystem:

People

2.3



How we empower people

We are a great place for great people to become great entrepreneurs.

It takes certain types of people to build ventures. Our people ecosystem enables us to accelerate talent development and build high performing teams. It makes Blenheim Chalcot a unique environment which propels early career talent into future leadership roles.

We grow people.

Blenheim Chalcot's capability building institution, RedTeam, is responsible for delivering best in class training to the entire portfolio. Coupled with the Product Academy curriculum, our certifications span all elements of business building.

We are a network.

Across our three global locations, our people have the opportunity to work in different contexts and cultures. Our structured Tour of Duty programme ensures a constant rotation of colleagues between London, India and the U.S. Our mentorship programmes and events series connect people across our ecosystem to build relationships and share knowledge.

We support people.

Our Career Development Framework details the competencies required to build successful businesses. It guides our people by giving them tangible development criteria and helps signpost them to the most impactful RedTeam training and best progression opportunities across the portfolio.

We create opportunities.

Our resource allocation function drives role transitions and talent mobility at BC. We are dynamic with our people, enabling careers to grow through movement between roles and exposure to a variety of contexts. This gives the best opportunities to both our businesses and our people.

RedTeam

Our learning and development institution.

Throughout our history we have had a strong commitment to systematically capturing insights from our business building experience, and delivering training programmes which supercharge the development of high-potential talent. RedTeam has scaled this model, delivering best in class learning and development to the entire BC portfolio.

We believe that learning is a social endeavour. We learn better with our colleagues who may be facing similar challenges, because everyone has both something to teach, and something to learn.



Find out
more here

The curriculum.

The RedTeam curriculum has a strong emphasis on:

- » strategic and operational excellence;
- » achieving product market fit;
- » communication and leadership;
- » scaling up; and
- » functionally-specific, technical training with an emphasis on harnessing cutting-edge technologies.

RedTeam training programmes are closely aligned with business needs and our Career Development Framework. Training includes intense bootcamps, one-off masterclasses and extensive programmes for specific segments of the ecosystem.

Career Training Programmes.

Adventurers

A 15-month certification for recent graduates focused on foundational business building skills. The programme culminates in individual showcases of project work.

Pioneers

A 15-month certification for individuals with 2-5 years of experience, offering intensive training in operational excellence and management development.

BC Build

A competitive 6-month programme for high potentials. Cross-functional teams work through a structured curriculum and mentorship programme to develop and pitch a new venture idea to the founding partners.

PIMs

A continuous leadership development programme for our Portfolio Impact Manager cohort and those starting new ventures.

CEO Boost

Boost brings together CEOs and venture M.D.s from across the portfolio to engage with the latest insights on priority topics and share their own thinking and experiences.

People development in action.



Vale Dalpozzo - BC UK

"I joined BC through the Pioneer programme, a decision that marked a true turning point in my career. My journey started with leading Growth and Marketing at Avado, then progressed to supporting innovation projects at Fospha and Kloo, to now leading the Product and Delivery team at Contentive.

Regular trips to Mumbai are invaluable, working closely with SMEs and streamlining rapid prototyping. As a whole, BC's commitment to GenAI innovation and its entrepreneurial culture has provided me with the perfect environment to relentlessly pursue the most innovative solutions to solve industry challenges."



Sonia Omar - BC U.S.

"In my 6+ years at BC, I've grown through roles in project management, product management, and marketing. Each step of the way has been a learning experience where I've grown as a professional and a leader.

Now, as the Product Owner of Skill Coins, I'm focused on creating solutions that transform how we think about employee engagement and training. The training and mentorship I've received through RedTeam has been game-changing, shaping my approach to product development and thinking. Navigating the EVO process with Skill Coins has been an exciting and rewarding challenge."



George Eiloart - BC UK

"After dropping out of college at 17 in 2014, I joined BC as a Marketing Apprentice at Avado. During my time there I experienced the ecosystem first hand, participating in the high-potentials 'BC Build' RedTeam programme where I gained a fantastic cross-BC network and first-hand venture building skills.

After spending 5 years at Avado, building their Data Academy and incubating a University venture idea, I moved to EnglishScore where I launched their online tutoring business and built the EMEA sales division. More recently I co-founded an EVO which merged into Koodoo, where I am now the Director of Sales & Marketing"



Karan Choksi - BC India

"I've had the privilege of leading Data Science initiatives at BC for five years. My journey here has been nothing short of dynamic and that, for me, is one of the most rewarding aspects of working at BC. The learning never stops, and neither does the excitement!

I started with Researcher, where I led data initiatives that shaped the company's broader AI strategies. Currently, my focus has shifted to a completely different domain: powering the analytics functions for the Rajasthan Royals in the fast-paced world of sports analytics. The stark contrast between these two industries is precisely what I love about BC."

Career programmes at Blenheim Chalcot.

Our programmes attract high potential talent who show exceptional aptitude for learning and adaptability.

Graduate

Our exclusive early careers programme is designed to kickstart careers working across a range of fields including product, strategy, marketing, and sales, alongside senior colleagues and the latest technology. Our Graduates embark on a unique learning programme, BC Adventurers, to develop their entrepreneurial toolkit.

Pioneer

A programme designed for experienced young professionals to create the future leaders of our ventures. Accompanied by an 18-month RedTeam programme, Pioneers have access to learning materials, training and experts to help them catalyse their own career journey.

Portfolio Impact Manager

A platform for experienced professionals to take their career to the next level and play a vital role either leading the incubation and growth of a new venture or engaging with a portfolio business to provide critical strategic and operating capabilities.



Find out
more about
careers at BC

Hear from some of our team...

Aryia joined the **Graduate** programme after completing a Management and Economics degree from the University of Manchester. Aryia is currently a Product Manager at CallAI. "I have a range of responsibilities including building pitch decks, managing sprint deployments, onboarding customers, managing data, and announcing feature releases".



Sophie joined as a **Pioneer** after working at Virgin Media O2. Eager to dive into a dynamic start-up environment, Sophie started as a Customer Success and Onboarding Lead at Kloo and is now project managing the "Newsletter in a Box" initiative at Contentive, driving B2B customer engagement. "Being at the forefront of innovation is my passion. The Pioneer Programme has given me the opportunity to lead exciting projects and develop expertise across a variety of areas."

Rory joined the **Portfolio Impact Manager** programme after seven years working in strategy consulting and consumer goods. Rory is Head of Special Projects at Fospha, leading product innovation and US go-to-market. He is also leading a new EVO called Spark. "My role really requires me to challenge the status quo and help Fospha innovate. I've really been empowered to lead teams, build new products, and make things happen."



Who we are

Our team

Our people are, first and foremost, entrepreneurs. We remain deeply involved in every venture at every stage and share our experience, personal support and global networks.



Our team

Our Founders

3.1





Charles Mindenhall

Blenheim Chalcot traces its roots back to netdecisions which Charles co-founded with Manoj back in 1998.

Charles is Chair of Onside Youth Zones, a charity providing 15 state-of-the-art youth centres in deprived areas of the country.

Charles is also the co-founder and Chair of Babyzone, a free network of one-stop shops providing services to support the development of children between birth and five years of age.

Charles has an MA in Philosophy and Psychology from Christ Church, Oxford University, and was formerly at Monitor Company.



Manoj Badale

Manoj Badale OBE was born in Dhule, Maharashtra, India, but grew up in the UK. After meeting Charles at Monitor Company, they founded netdecisions.

Manoj was the founding Trustee and Chairman of the British Asian Trust, founded by King Charles III.

In June 2018, Manoj was awarded an OBE for services to the economy and charity.

Manoj has an MA in Economics from Emmanuel College, Cambridge University, and was formerly at Monitor Company.

Our team

Some key people



Connect with
the Leadership
Team

3.2

Some key people.



Melanie Szalkiewicz

Managing Director of Investments

Melanie supports the portfolio businesses with their equity and debt fundraisings and M&A activity, monitoring performance across the portfolio.



Jasper Joyce

Chief Operating Officer

Jasper leads operations at BC. This includes leading the Red Team (BC's dedicated training organisation), the BC Centre for Generative AI Innovation, and People Operations.



Mairi-Claire Tay

Managing Director of Talent

Mairi is responsible for the recruitment of the BC team across our global locations and the management of relationships with key university partners and recruitment vendors.



Patrick Abbotts

Global Chief Financial Officer

Patrick is responsible for leading, overseeing and advising on the financial management of BC's central operations and several ventures and entities across the portfolio.



Lee Arthur

General Manager, U.S.

Lee manages our activity in North America and is responsible for supporting research, market entry, partnerships and the scaling of portfolio businesses in the U.S.



Jyoti Cushion

Chief Legal and Compliance Officer

Jyoti provides advice and guidance to BC and the portfolio companies, communicating the risks and legal issues involved in any decision to management.



Robert Shilston

Global Chief Technology Officer

Robert provides a mixture of strategic and hands-on advice and guidance to the portfolio in all aspects of technology, product development, infrastructure and risk management.



Rohit Sareen

Chief Product Officer, BC India

Rohit leads our Product team that specialises in integrating cutting-edge technology, data analytics, and strategic marketing to create scalable and transformative solutions.



Brijesh Pillai

Chief Technology Officer, BC India

Brijesh leads the BC India engineering capability, the powerhouse behind the BC portfolio. The team specialises in solving complex challenges with innovative, tech-powered solutions.



Riddhi Moghe

Chief Financial Officer, BC India

Riddhi leads the financial management and strategic direction of BC India's operations whilst also managing the fin- ops teams that support several portfolio companies.



Bernadette Rogner

Venture Managing Director

Bernadette works across a number of portfolio companies supporting key commercial initiatives, whilst also contributing to the development of cross-portfolio innovation ecosystem infrastructure.



Ashwini Jagdale

Head, Learning & Development, BC India

Ashwini is responsible for BC India remaining at the forefront of skill development and talent capabilities via our RedTeam training programmes.



Josie Filmer

Venture Managing Director

Josie provides hands on leadership support to teams building businesses, whilst also contributing to the development of cross-portfolio innovation ecosystem infrastructure.



Xenia Levina

Head of Emerging Venture Opportunities

Xenia leads the strategic initiatives focused on the inception and development of new venture opportunities across the portfolio.



David Abensour

Chief AI Architect

Leading AI initiatives, David specialises in leveraging advanced technologies to solve complex challenges and optimise business operations.



Sam Clark

Chief of Staff

Sam oversees the delivery of key initiatives across BC and has responsibility for embedding our disciplined approach to entrepreneurship across the portfolio.

Why we do it

Our mission

Building an ecosystem
to sustain and scale
innovative businesses
enables us all to
contribute to economic
productivity and societal
progress.



Our mission

A note from our
Founders

4.1



A note from our Founders.

Why we do it.

You will have your own very good reasons for wanting to get involved in entrepreneurial ventures. The appeal of trying to solve a real problem, using your imagination, taking leaps of faith, handling uncertainty, being creative, working with different teams, seeing what works, feeling a sense of accomplishment at the end of a long week or month or year, learning and implementing new skills, being challenged daily and weekly and monthly to make something better, being paid to do it and make some money – all of these are great and very valid reasons to do what we do.

But if you take a moment to reflect on the importance of innovation in economies around the world – there is also a very good reason to believe that the skills and capabilities you will develop in building innovative businesses and organisations are perhaps the single most important determining factor we could contribute to societal progress. Melodramatic you might think. Let's try and explain briefly why we think this is true.

Over time, the progress of societies around the world has been achieved through increasing levels of productivity. That productivity – our ability to create and develop new ways of doing things (the wheel, the plough, the PC, the smartphone), or our ability to learn new skills – directly drives economic growth. Productivity enhancing tools and skills don't come through doing the same things as we did last year – they come from inventing and applying new ideas (innovation!) this year and making things better in the years ahead.

This effect has been seen particularly clearly in the last 200 years – as the industrial revolution transformed economies and people's lives all over the world – and latterly with the information revolution driven by computing progress in the last 50 years. Growing economies provide the wealth that gets reinvested in further innovations, as well as the taxes that fund the education and healthcare needs of populations, which then catalyses more growth. The institutions that surround and enable growth economies such as our legal, political, democratic, media (i.e. free speech and debate!) bodies are critical components and enablers of productivity. These institutions also need to evolve and change as our economies and the needs of the population change as well. Too often, they remain moribund and unchanging, and protected by vested interests – so they also need to be forced to innovate too.

That is why innovation and entrepreneurial ecosystems are so important. They literally challenge the status quo – and drive and underpin the success of our economies, and result in societal improvement to the benefit of all citizens. And at Blenheim Chalcot we believe fervently in building such an ecosystem – giving our people the skills and capabilities to build the best possible new products that will deliver productivity enhancing innovations into our economy. We also believe that the generative AI revolution, still in its infancy, will become the most transformative shift in our lives and businesses and that it will create a leap forward as significant as the industrial revolution 200 years ago. It will drive the next phase of productivity growth.

Charles and Manoj

Our mission

Societal Impact



Find out
more here

4.2



We leverage our networks and ecosystem to plug what we believe are critical gaps for communities in need of help.



OnSide
Here for young people

Potential is everywhere. But while some young people get every opportunity to explore theirs, others don't. We're OnSide, a national charity determined to make sure that all young people have the opportunity to shine. The chance to discover their passion and their purpose. We fund, build, launch and support a network of state-of-the-art, multimillion-pound Youth Zones in the UK's most disadvantaged areas. These are incredible spaces filled with energy, inspiration and highly skilled youth workers who truly believe in young people.

www.onsideyouthzones.org


**British Asian
Trust**

The British Asian Trust was founded in 2007 by His Majesty King Charles III and a group of British Asian business leaders, including Manoj Badale, to unlock the potential of disadvantaged people in South Asia. The Trust is the main international organisation linking the South Asian Diaspora to programmes supporting and empowering the poorest communities in South Asia.

www.britishasiantrust.org



 **babyzone**

Babyzone provides holistic support to disadvantaged families in England with children under the age of 5. We run a network of local 'one-stop shops', which bring together a range of free services to support local families including health services, parenting support, early learning, and parental employment support. In doing so, we create a community of thousands of local families who can learn from each other and connect them with the statutory and charitable support available.

www.babyzone.org.uk

Blenheim Chalcot is proud to support local school communities in West London. We regularly run internship programmes and workshops for the pupils of the John Chilton School, a mixed community special school for children with moderate to severe learning difficulties.

We support our local school, Phoenix Academy in White City with our career initiatives. From careers fairs, work insight day challenges and work experience placements for Sixth Form, we give students an insight into working in entrepreneurial environments.







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