

# THE INNOVATION JOURNEY

DIH Annual Conference  
4 November 2019



Radio waves at work

# EM SOLUTIONS - THE COMPANY



We deliver complex satellite radio and microwave engineering projects for next generation systems to both military and commercial customers.



EM Solutions' business success has been built on moving up the value chain through innovation.



# THE INNOVATION JOURNEY IS LONG

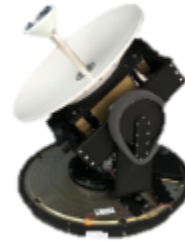


CTD Projects



Pre 2014    2015    2016    2017    2018

LAND

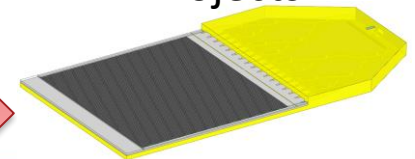


2015    2016    2017    2018    2019+

MARITIME



DIH Projects



# YOUR CUSTOMER ISN'T KING

- They are a bloody hero!
- ..and you need to find more than one!





# PROGRESS TO PROCUREMENT



# INFERENCES

- **The innovation journey is long**
  - Have a strategy and stick to it
  - Conserve cash for the long haul through the valleys of death
  - Be patient
- **Your customer isn't king, they're a bloody hero**
  - The hardest thing in business is getting a customer to sign a PO
  - Heros deserve loyalty
  - Look for more than one, don't be a single product company
- **Progress to procurement**
  - Don't build it expecting they will come ( or be able to find money to buy it)
  - Identify the programs early

