

PRODUCT

Innovation is key to our success. We are focused on developing products that achieve excellence in customer satisfaction, meet environmental and social responsibilities, and improve manufacturing efficiency.

INTRODUCTION

Medium-term targets	How we measure	FY24 performance	Progress made against target
Attain 4–7% R&D expenditure year on year	R&D expenditure as a percentage of revenue Stayed on track throughout the year.	4%	●
Increase revenue from new products	Number of new product launches Limited new product launches this year which includes the EPIC ballistic helmet range, nape guard and face shield. Launching MITR and RifleTech in January 2025, which will progress this target.	3	●

YEAR AHEAD FOCUS AREAS

- Rolling out NPI more broadly in 2025
- Holding QFD training across engineering, design and product management

LINK TO UN SDGs



5 PRODUCT DEVELOPMENT

We develop mission-critical personal protection which protects and ensures the safety of the end user in extreme and harsh environments. We protect those who protect us, including special forces, soldiers, first responders and civilians, with our innovative solutions.

Innovation is a key element of our STAR strategy and we drive it through our Revolutionise strategic priority. By being innovative we ensure the long-term future of the Group by developing new and enhanced products to deliver growth and continue to meet the stringent requirements that our customers expect from us.

We use the new product introduction process (NPI) as a framework to help us streamline the different stages of product development; we are currently revamping our existing process.



CASE STUDY

ESTABLISHING A ROBUST NPI PROCESS

Within our engineering excellence workstream we have created a new Group project to revamp the following processes as part of new product introduction (NPI): 1) Front End of Innovation (FEI) in the early screening and refining of new product concepts; 2) Quality Functional Deployment (QFD) to ensure we're focused on customer needs; and 3) Design for Manufacture (DFM) to ensure that new products are ready to be scaled and produced efficiently.

In total our NPI framework is made up of seven stages; Envision, Explore, Frame, Develop, Scale, Launch, and Continuous Product Improvement.

The first three stages are included in the FEI process, demonstrated to build an effective innovation funnel. In total our NPI framework is made up of seven stages: Envision, Explore, Frame, Develop, Scale, Launch and Continuous Product Improvement. Together, these stages will deliver products that align with our strategic priorities, serve attractive markets and provide strong competitive advantages. On leaving the Frame stage to enter stage 4, Develop, each programme will be well validated and have a clear justification and scope, enabling the Develop stage to deliver it to the market rapidly. This stage will also incorporate QFD and DFM principles that will streamline the efforts into the next stages of Scale and Launch, ensuring a smooth transition into production. Lastly, a final stage of Continuous Product Improvement will focus on lean principles and utilise a Kaizen funnel to keep innovating, both in product features and manufacturing processes, to maintain leadership in the market.

Critically, the NPI process will be cross-functional from the earliest stages. This will ensure alignment of the full organisation to deliver products that achieve excellence in customer satisfaction, environmental and social responsibilities, and manufacturing efficiency.

The FEI stages are currently running in a pilot form and we will be rolling them out more broadly in 2025 which will be accompanied by employee training. We aim to assess the process so it can be refined and formalised into our ISO 9001 procedures.

6 QUALITY

Product safety and quality are at the core of all our business practices. We have put in place a variety of tools to prevent, detect and manage quality issues including internal quality audits, supplier audits, root cause analysis and our ISO 9001:2015 certified quality management system (QMS), which we are certified to at all five manufacturing sites. We also expect suppliers to meet minimum requirements in quality management.

Many of our products are approved to customer industry safety standards which involves rigorous testing such as NIOSH and CE. Our production employees receive mandatory product safety training, and all our products undergo internal safety and quality testing programmes. Where standards require, external safety audits are conducted on our products.

Customer feedback

We maintain close relationships with customers and receive feedback from them throughout the product development process. We use feedback to understand customers' future requirements and ensure these are factored into the design of the product. We use multiple channels to receive feedback from our customers including voice of customer, user testing and feedback forums.

100%
of our sites are ISO 9001:2015 certified

Launched e-commerce
Avon Protection launched a number of products and accessories to the US civilian market

CASE STUDY

TRANSFORMING USER FEEDBACK INTO INNOVATION

In its goal to create products from the outside in, Team Wendy has initiated official voice of customer (VOC) sessions for upcoming products, involving end users who utilise our products daily. Collaborating with over a dozen end users, Team Wendy facilitated the use of its products during field operations and training exercises to gather crucial insights for future product development.

Once the end user tested the product, they were asked to fill out a questionnaire that was shared with the broader engineering team. The valuable feedback obtained from these VOC sessions will play a pivotal role in guiding Team Wendy's engineering team to create products that precisely cater to the needs of the end users, thereby enhancing their safety and wellbeing.

