

# PRISMA

The WILD Group  
magazine



**STAYING AHEAD  
IN PURCHASING.**

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# THESE VOLATILE TIMES REQUIRE GREATER FLEXIBILITY.



**Dr. Christian Rabitsch**

Head of Supply Chain  
Management at WILD Group

Building up strength and stamina. Fine-tuning your own technique. Preparing mentally and finding the perfect equipment setup. What makes top athletes and companies deliver great performance is essentially similar. Both must stay on the ball to maintain their top positions, even under increasing stress and at an ever-faster pace. Flexibility on all levels is key.

In sports, it is ultimately an individual standing on the victory podium. The people behind the athlete usually remain out of sight. In successful companies, too, you rarely see how many different people have to put in an effort to carry a project through under the current circumstances. In recent months, the WILD Group has found itself in the position of having to deliver a multiple of the planned quantities to several of its medical technology customers in the shortest possible time.

How did we manage having HR management that can motivate staff to deliver true feats is a good start. Find out more about it on page 3. The recently launched "WILD Academy" upskilling campaign presented on pages 4 to 5 enables our purchasing managers to redesign systems from scratch and to break the mould of old practices. As a result, we can offer even greater flexibility to our customers at a lower risk.

Other topics presented in this issue include new technologies in quality management that allow for smart solutions, MDR-compliant own products by Photonic and an outlook on the EIT Health i-Days Austria staged again by WILD this autumn.

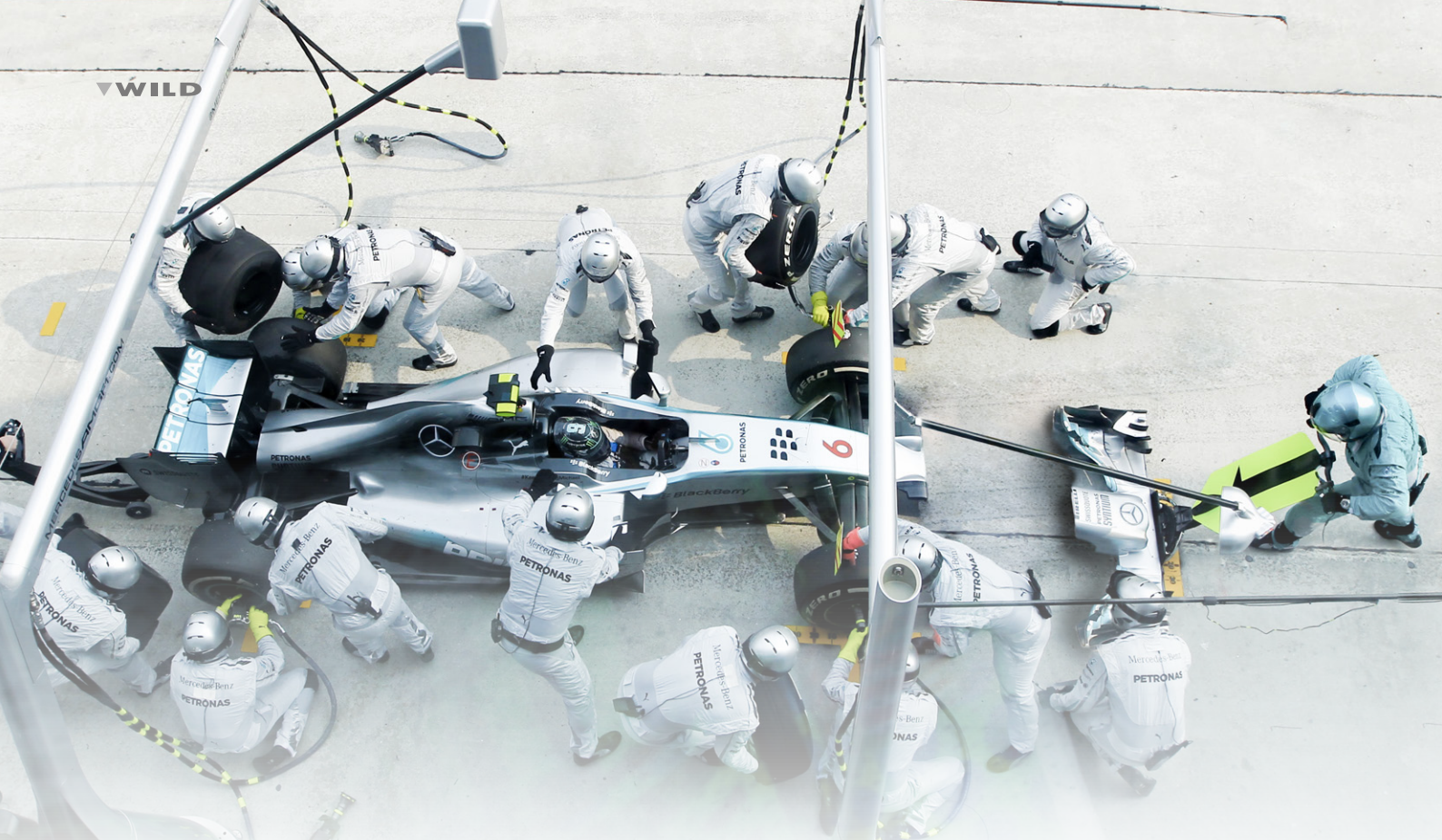
I hope you enjoy these interesting insights.

Yours Christian Rabitsch



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# AGILITY IS A LEARNING PROCESS.

**The WILD Group can cope with the huge adjustments the market currently demands because HR management laid the groundwork years ago.**

When a customer asks if it would be possible to deliver four times the usual quantities for a short time, this may well push a systems partner to the edge of its capacity limits. When several customers make such special requests almost simultaneously, a truly exceptional situation emerges: one that WILD as contract development and manufacturing organisation has managed very successfully in recent months. "Though this demands a great deal from all of us, the customers appreciate the effort," CTO Wolfgang Warum emphasises. He is aware that the group's extremely flexible staff members, each trained on several products, deserve the credit for the positive feedback. HR management plays a key role in this.

Motivating staff to perform such feats in unstable times does not happen overnight. "Our advantage is that we have already been extremely customer-focused for a very long time. The real challenge, however, lies in the adjustment of the internal structures and processes to speed", explains Andrea Gritsch, Head of Human Resources at the WILD Group. As a systems partner in medical technology, we have to comply with the relevant standards and processes, but also need as much wiggle room as possible to be able to adapt quickly. "Especially when it comes to technical matters, we can deliver quick

decisions. Digital solutions are a great support here and they are major drivers for agility", adds Gritsch. To remain successful in the long run, however, the social and communicative behaviour of the staff must be able to keep up with this pace. This

requires specific structures and values.

"When you demand agility, you need to grant the staff the necessary freedom of action and to establish flat hierarchies". In development, the company thus relies on self-organised, interdisciplinary working groups to obtain different perspectives and approaches for innovations. In

assembly and manufacturing, a job rotation system guarantees flexible and competence-based teams.

## KNOWLEDGE ON DEMAND

Moreover, a new HR software now helps WILD map the potential of each staff member in a competence matrix – on the basis of their self-assessment and the evaluation by their superior. This gives the company a transparent overview of skills and allows it to formulate individual development objectives together with each employee. "Each staff member helps shape their own professional roadmap, e.g. by choosing from the upskilling programmes which we have significantly expanded in our groupwide network," says Gritsch.

**When you demand agility, you need to grant the staff the necessary freedom of action and to establish flat hierarchies**

*Andrea Gritsch, WILD Head of Human Resources*



# INTELLIGENT PURCHASING.

**From purchase to material management: WILD is laying the groundwork for more flexible solutions and less risk for its customers.**

They operate in a highly dynamic technological environment. Their tasks are becoming more and more complex and their strategic influence is on the rise: Today, purchasing managers are facing completely different challenges than just a few years ago. What used to be a conventional "ordering department" is now comprised of experts who minimise risks and actively participate in decision-making on product

development and manufacturing. At the same time, they are responsible for ensuring the quality of the products and, last but not least, for flexibly resupplying customers at attractive prices. Therefore, staff in the purchasing department need to be true allrounders. This is why the WILD Group has launched an upskilling programme by establishing its own purchasing academy, which has gotten off to a great start.

## IN SEARCH OF NEW PURCHASING METHODS

In a total of 10 modules, participants will be taught both the basics and the practical application of concepts around procurement optimisation and Purchasing 4.1. The objective is to teach these modules preferably online, using a dedicated app. "After all, no fewer than 40 employees from all company sites will be taking part in the programme. We are putting the proper tool in their hands so they can find new, innovative solution approaches", emphasises Christian Rabitsch, Head of Supply Chain Management at WILD Group. True to Albert Einstein's quote "the theory determines what we can observe," the first stage of the curriculum will examine the psychological aspects of negotiating.

For these courses, WILD resorts both to external purchasing trainers and to Austrian training institutions such as the Joanneum University of Applied Sciences. The next two levels are "Advanced" and "Expert", which impart in-depth, comprehensive know-how in the topics covered. These include the importance of supplier and risk management in the supply chain, and the fundamentals of a progressive procurement management. "Our purchasing team must be capable of redesigning systems from scratch and breaking the mould of old practices. As a result, we can react more specifically to customer requests and create intelligent solutions that provide more flexibility at a smaller risk", says Rabitsch.

For instance, WILD has implemented a rolling commissioning system with individual release horizons at component level for one of its medical technology customers. By eliminating the general transition between subsequent commissioning, the customer benefits from a high supply security and a low loss rate in the supply chain. Depending on the customer's target priorities, the horizon can be adjusted differently to individual components with regard to material release and production go-ahead. For instance, if the focus in procurement is on the long-term supply security of critical components with long lead times, material release can be adjusted for 18 months, the production go-ahead for just three months. Alternatively, the customer can place the focus on risk reduction – e.g. when a technical modification is planned. This can be done, for instance, by granting a general material

release for 12 months, while limiting it to only three months for a specific component. As a result, the customer bears only a three-month risk with regard to this component and can then quickly introduce their modification.

## OPTIMISING PRODUCT COSTS

In the B2C environment, we have long been accustomed to uncomplicated purchases with extremely short delivery periods. This also has an impact on customer behaviour in the B2B business, where requirements are increasing to a similar extent. Accordingly, purchasing managers must, in addition to "classic" cost reduction and efficiency increase, also focus on increasingly complex general conditions, leading to a drastic shift in their scope of tasks. The same goes for the point in time at which they should be ideally involved in the product creation process. Contract manufacturing organisations like the WILD Group have

long recognised that products can only be developed quicker and more effectively if the procurement process is more deeply integrated. "Establishing a linkage between purchasing and development presents one of the greatest potentials of future value enhancement", Rabitsch believes.

### Establishing a linkage between purchasing and development presents one of the greatest potentials of future value enhancement

*Christian Rabitsch, WILD Head of Supply Chain Management*

Successfully implementing cost engineering in a customer project will yield numerous economic benefits. This is why WILD is getting purchasing managers on board already in the early phase of product development when specifications are drafted. It has been shown that this early involvement of the purchasing department helps reduce development and material costs and has a positive impact on the time to market. "We intend to make even greater use of this leverage in the future. Adapting procurement to development and design can only work if you bring all parties involved around the table and systematically make use of the purchasing department's knowledge of the procurement market and the suppliers' competencies", adds Rabitsch.

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# LIGHT AT THE END OF THE REGISTRATION TUNNEL.

**Photonic's small ATO surgery lights undergo a technical redesign due to the MDR. The result is an innovative feature for endoscopy and a great deal of registration expertise, which is now available to all customers.**

Performing concentrated visual examinations for hours on end is a mental and physical feat for physicians, and the thing they rely most on is an optimal illumination of the wound area. But it makes a great difference whether the area of intervention is right under the surgeon's eyes or whether they have to navigate on screen during minimally invasive operations. Too much light would cause disturbing reflections on the screen.

In conventional operating theatres, however, a high colour rendering index and excellent depth illumination are required. Very few manufacturers can meet both of these requirements with a single device. Photonic is now launching its ATO ML 1000B and ATO ML 600B small surgery light series, which offer both ideal colour rendering and an ENDO mode. "In this case, the light is reduced to a minimum to place the focus on the video signal of the endoscope camera, while keeping the surgical site visible for the assisting staff. In other words, the minimum adjustment in products by other manufacturers in this market segment delivers a 50% brightness, while ours already begins at 10%", explains Stefan Zotter, Development Manager at Photonic. "In addition, these series use a new generation of LEDs with better power efficiency. Even in high-power use scenarios, they guarantee a lifetime of 50,000 hours.

The new ATO surgery lights furnish proof of Photonic's technical know-how and competence in the registration of medical devices. "With our ATO surgery lights we are also the distributor, so we consider application-relevant aspects in addition to processes in contract development and manufacturing", stresses Zotter. For instance, Photonic conducted its own usability studies to make these products as user-friendly as possible. Furthermore, a great deal of knowledge was generated during the creation of the technical documentation in compliance with the medical device regulation (MDR, Regulation (EU) 2017/745). "Now all customers will benefit from this experience because, very early during development, we raise precisely those questions that will later have to be answered in front of a notified body", Zotter explains.

Moreover, Photonic offers a comprehensive service package for the registration of medical devices, ranging from the collection and assessment of the relevant standards and guidelines to the requirements of the market, usability, risk assessment and technical documentation.

## Your contact

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# A SMART QM SOLUTION.

The main prerequisite for quality processes across the Group's sites and close links to high-quality suppliers are adequate digital tools.

As a technology partner of renowned manufacturers, the WILD Group not only has particularly high expectations from its own staff, but also with regard to the quality of its suppliers. To continuously improve collaboration with these and hence the quality of products, smart solutions are required. Networking is the new order of the day. Therefore, in recent months the WILD Group has been employing cloud-based technology by Babtec and the results already speak for themselves. "So far we have integrated 20 suppliers and all sites of the WILD Group. The processing of complaints has picked up significant speed ever since", stresses Emmerich Kriegl, Head of Quality Management at WILD.

Now you can create a complaint or a nonconformity notice and share all the relevant data with the supplier at the push of a button. Regular status reports subsequently let you know whether a supplier has received the complaint and has already begun processing it. All parties involved work on the same document. There is a quick and transparent exchange of data without generating a confusing flood of emails. Moreover, comment and feedback functions and a complete history help improve communication and strengthen collaboration. This is further enhanced

by the fact that the software connects the right people with each other.

## TAKING SUPPLIERS ON THE PATH TO THE FUTURE

An additional advantage is that the cloud-based solution makes networking with the suppliers an easy task. They receive secure access to a part of WILD's quality processes, without having to install the CAQ software on their systems or meet any other requirements.

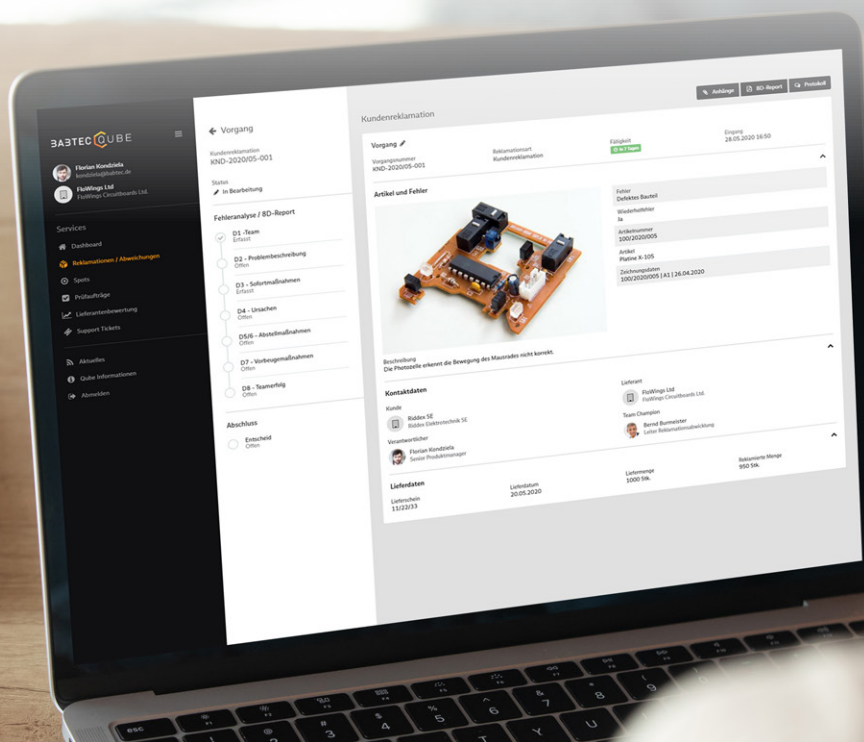
"Regardless of whether a problem is analysed directly in manufacturing or during a meeting, all those involved can edit the data from anywhere and in real time: be it on a computer, a tablet, or a smartphone", Kriegl explains. "It's one of our strengths. We've invested a lot in this and we are very clearly setting the course, which will ultimately benefit

the customer. At best, the latter will not be affected by any nonconformities, because we implemented a quick reaction chain so that we can still comply with promised delivery deadlines", Kriegl emphasises. In the

coming months, WILD is planning to bring more partners on board, and also exchange with them on other topics, such as queries on initial sample tests or quality-related features.

**Regardless of whether a problem is analysed directly in manufacturing or during a meeting, all those involved can edit the data from anywhere and in real time**

*Emmerich Kriegl, WILD Head of Quality Management*





# DRIVERS OF INNOVATION.

**As partner of the EIT Health network, WILD is joining forces to transform the European health sector toward value-based healthcare.**

Ensuring a constant stream of innovations and being close to the customer and the patient to improve treatments while reducing the costs for the health system: more "value" is seen as the key to more success in medicine. "Therefore, we already collaborate with medical technology companies today to anticipate what lies ahead of us in three years' time. This head start helps cut costs, since we can thus avoid abrupt transitions and a steep learning curve and can accelerate the development of future projects", says Business Developer Daniel Pressl. The recent commitment to set up an Austrian EIT Health Innovation Centre in Vienna is another milestone in the process. "WILD will play a pioneering role in the establishment of this centre. Our customers will also benefit from such a network of outstanding innovation and business partners from all over Europe, and they will gain access to top-notch research and new technologies", Pressl believes.

## INNOVATION DAYS

Which product can have a positive impact on the healthcare system and the lives of patients in the future? WILD is pursuing this question together with established enterprises and also with tomorrow's engineers and decision makers. In autumn, the systems partner will be staging the EIT Health i-Days in Austria already for the second time, to which students from around the world are invited. Together, they identify innovative and value-oriented medical solutions and devices and present these to a top-class jury.

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## THE WILD GROUP

The WILD Group is comprised of the WILD brands which are established in Völkermarkt, Wernberg and Trnava/Slovakia, as well as Vienna-based Photonic. The Group's 451 highly qualified staff members are always the first choice when precision and reliability are a must and when innovations are called for.