



## CASE STUDY

# Smooth Transfer of Single-Use Monitoring Device Saves Costs; Boosts Package Quality



## CUSTOMER SITUATION

A leading surgical company had made the business decision to close its US manufacturing facility and transfer production to a low-cost geography. The product was a labor-intensive line of single-use devices for monitoring patient vital signs, for a total of 92 SKUs. The customer also targeted quality improvements and cost savings in packaging processes and materials.

### ▶ The customer chose Viant because it offered:

- A manufacturing facility in a low-cost geography
- Experience with large-scale manufacturing transfers
- A strong continuous-improvement culture ▶

There were several challenges involved in this project:

- Because the customer's manufacturing facility was closing, there would be no experts to consult if questions arose after the manufacturing transfer
- The employees would be laid off when the customer's US facility closed, so the interaction required sensitivity and diplomacy
- There was a month gap between the facility's closing and Viant being ready to go



## VIANT SOLUTION

Viant planned and implemented a strategy to effectively "pull" the transfer from the customer. To expedite the process, they formed two teams that worked in parallel.

A dedicated, cross-functional project team managed the manufacturing transfer, including equipment installation, set-up, and qualification; packaging process; process documentation; materials procurement; and operator training. This team spent more than 4 weeks at the customer's US manufacturing site, learning the equipment and process to build the devices.

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The second team focused on the process of renovating the manufacturing facility. Viant designed and built a 7000 square-foot manufacturing area with a customized cleanroom to meet the customer's specific needs.

◀ **Viant was also able to leverage its packaging expertise to convert from a fill and seal process to a form-fill-seal packaging process, which improved workflow from the cleanroom.** ▶



## OUTCOME

Viant was able to smoothly manage the manufacturing transfer from the US to Costa Rica, while maintaining sensitivity in interactions with the customer's manufacturing employees.

◀ **Transferring manufacturing to a low-cost geography allowed the customer to reduce costs by 18%. Converting to a form-fill-seal packaging process saved additional costs and made for a more efficient workflow, as well as a more robust packaging solution.** ▶

