

CASE STUDY

From Acquisition to a Smooth Transition: Viant Completes AWS Migration in Under 48 Hours with Apps Associates



Viant is a global strategic manufacturing partner that helps medical device OEMs bring complex medical devices and components to market. The company serves the surgical, orthopedics, cardiac & vascular, drug delivery and diagnostics & monitoring markets. Formerly known as MedPlast, the company changed its name to Viant in July 2018 following its acquisition of Integer Holdings Corp.'s Advanced Surgical and Orthopedics (AS&O) business. Viant is based in Foxborough, Mass., with locations in the United States, Puerto Rico, Costa Rica, China, France, Germany, Mexico, and the United Kingdom.

Merging and Managing A New Technology Stack

The purchase of Integer Holdings Corp.'s AS&O unit single-handedly catapulted Viant to become one of the world's largest outsourced contract manufacturers of medical devices. The \$600 million deal nearly doubled the company's sales, past \$1 billion, and its employment base, to over 6,000 engineers, technicians and assembly workers at manufacturing facilities across Asia, Central America, Europe and the United States.

AT A GLANCE



\$600
million deal



6,000+
employees



1 new tech
environment

The purchase also presented Viant with some technology challenges. First, the company had to move the AS&O operation's back-end technology stack into its own environment. AS&O relied heavily on Oracle technologies

– using all modules, including manufacturing, finance, and supply chain – and Viant had no Oracle platforms in its own stack. The company had to either replace the applications or spin up a whole new environment to run the new business operations.

Simultaneously, it quickly became clear that Viant also needed to engage a managed services provider to assist with this new technology environment. Viant became aware of Apps Associates via a referral in their network.

“When we acquired the AS&O business, we wanted to have as smooth a transition as possible,” said Akshay Thotangare, director of information technology and business applications at Viant. “We didn't have an Oracle environment, so we needed someone with experience migrating Oracle applications to the cloud. We knew that Apps Associates had a proven track record and expertise with both Oracle and Amazon Web Services (AWS). We were confident Apps Associates could help us get where we needed to go.”

Migrating Outside the Box: An Unconventional Approach

Viant faced other challenges associated with the migration project. The data and applications the AS&O business would be using going forward would have to be carved out of a larger set of resources from the acquisition. Viant leaders also wanted to complete the data migration project in a single weekend, so the company wouldn't miss any orders during a business day.

Usually, migration projects are done using a conventional export/import approach. The managers of the implementation copy the data they need from the source database and then export it into the target database. But that requires a lengthy process of identifying files and painstakingly migrating them in batches.

With Apps Associates help, Viant created a non-standard solution in order to conduct the migration in less time. Due to the infrastructure status around the acquisition, the key data already existed on the AWS cloud platform. Apps Associates was able to clone the data and move it all at once to the new instance by leveraging Amazon Machine Instances and backup snapshots.

"Having AWS as a partner in this allowed us to take this project on and complete it successfully in a short amount of time," said Dan Streufert, vice president of information technology at Viant. "It allowed us to scale up the hardware and do all the processing required to purge all of the data during a single weekend."

Meeting the Weekend Deadline

Apps Associates performed a series of steps to ensure the migration went smoothly. Deploying a team of six, Apps Associates set up VPC peering functions; transferred backups and set up the infrastructure on Viant. Apps Associates also performed five rounds of migration to fine-tune all instances, supported development activities of code migrations post-purge, and set up monitoring resources.



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Apps Associates biggest challenge was to make sure the migration was completed by the end of the May 2019 weekend Viant designated. Apps Associates tuned the database parameters, operating system parameters and resources to reduce the purge window from 63 hours to 32.

"The fact that we were able to achieve this over one weekend was really important to us," Thotangare said. "There would have been significant impact to our business if we were not able to achieve this. We would have had to shut down the system, which would have resulted in missed shipments. Instead, by Monday the migration was seamless, and it was business as usual."

- Akshay Thotangare, Director of IT and Business Applications at Viant

Apps Associates Delivers Results with AWS

Viant leaders said the efficient migration has helped the company achieve a series of business benefits.

"The changed business process has improved, the performance of the system has been faster since day one, resource utilizations are better, and we're on our own," Thotangare said. "Now that we separated from the previous organization, we've spun it out into its own instance, and we have full control of applications and environment. We can make modifications as we see fit."

Thotangare said the migration enabled Viant to exit their transition agreement on time, saving the company significant costs. He also said DBAs were able to make adjustments to file system issues using the elastic file system and could do so without bringing the system down.

Viant leaders said the Apps Associates team's proactivity and flexibility helped them ensure that the migration project met their objectives.

"From my perspective Apps Associates was very flexible in addressing the changes as they came through the project," Streufert said. "Anything that was brought up was immediately resolved. They made sure things were done on time and on budget, delivering a non-standard solution with a very innovative approach. They played a big part in getting the project successfully done."

Thotangare said Apps Associates knowledge in the cloud space helped the team with a variety of details, including how to best optimize costs within AWS. He said Apps Associates advised on ways to scale instances up and down and to best leverage the AWS reserved instance program.

"Overall, we're very pleased with AWS's products and the deliverables we got from Apps Associates," he said. "They're a valued partner on our team."



For more information about cloud migration expertise and managed services from Apps Associates, please visit www.appsassociates.com or call us at +1-978-399-0230.