Team 1 Samco Executive Summary

Samco Machinery Ltd. provides customized roll forming machines and coil processing equipment, allowing customers to create specific profiles for various industrial uses. Samco strives to provide quality work to their customers, thus, improving their productivity is always their top priority. Over the past few years, there has been exponential growth and an increase in demand for Samco's products. Balancing the increased demand and the exponential growth experienced at Samco, has been a difficult struggle for the leadership team. Samco is implementing plans to bridge the gap between completing the outstanding projects and initiating new projects simultaneously.

Samco's leadership team expressed their desire to increase their team's productivity on all levels, from the shop floor up to the leadership team members. This could be achieved through the implementation of a well-rounded performance measurement system encompassing all the involved departments. This system had to be merit based, and in accordance with the new CQS (Cost, Schedule and Quality) system that was implemented earlier this year. As this is a fast-growing business, this plan had to be cost effective, easy to implement and relatively simple to adopt.

By conducting various visits to the Samco facility, the team was split into two sub groups each specializing in different departments to conduct a thorough analysis on the current state at Samco. The engineering subgroup studied the front end of the 13 project management milestones and the operations team studied the back end. By identifying the different day to

day challenges, and opportunities through interviews with each department's representatives, a clear image of the operational difficulties on each side was painted.

The collected data was further analyzed by comparing it with related literature reviews and research; the team developed a functional performance measurement system for both the operations and the engineering department. Included with the team's analysis was an implementation plan that was then presented to the members of Samco's leadership team. The plan was to provide a system that is sustainable and relatively easy to adopt without creating interdepartmental silos. Through identifying an engineer-to-order facility's top key performance indicators for both the engineering and operations department, leadership will be able to clearly identify any deficiencies on both the individual and departmental levels.

For the engineering department, KPI's based on Process, Quality and Technical aspects were identified along with methods of calculations and added value. For the operations side, a data collection initiative was proposed in order to bring Samco one step ahead when compared to all manufacturing environments. By implementing a smart machine interface that automatically collects data on fabrication machine utilization, through little to no human interaction, this will provide them with the edge they need to surpass all other engineer-to-order facilities. If implemented correctly and accurately, this can also provide a rich set of data on equipment idling which can be tapped into for a detailed analysis on a large variety of performance metrics. Ultimately, this performance tracking system could revolutionize how Samco executes its business, and will set them on track to support their increased demand and exponential growth in Canada and around the world.