



UNIVERSITY OF
TORONTO

*APS 1013 – Applying Innovation in Engineering and Business
Operations*

**Applying Innovation to the Optimization of
a Product Development Process**

Final Project Executive Summary

- Prepared by -

Team 1

Executive Summary

SAMCO Machinery is a plant that located in North York, Ontario, Canada. Samco Machinery provides customized roll forming machines and coil processing equipment, allowing customers to create specific profiles for various industrial uses. They have had tremendous growth in the past decade along with the growth in the economy. After 5 decades, it continues to push its boundaries in the evolving manufacturing industry. Samco has been expanding and the leadership team expressed their desire to narrow down the factors impeding their growth.

The purpose of our project was to distinguish the existing bottlenecks in the project management (PM) process which were causing an increase in the overall cost of the projects. The bottlenecks aggregated massive backlogs which were instigating lead times of close to 6 months. In this report we provide a background of SAMCO Machinery to present a better understanding of the current standpoint. Initially, we conducted several interviews with the key stakeholders to not only understand the business better but also to identify and narrow down the anchors hindering the success of the company. After understanding the processes and milestones, we narrowed down our objectives. Our team performed a root cause analysis to better define the existing major problems. With the information gathered, we narrowed our research to 5 critical root causes which were between M1 to M3 and M7 to M10 milestones (Figure 14, Appendix B). The team performed further research on the individual root causes and its implications for the success of the company. Finally, we propose our recommendations to the company addressing the way forward in a much more efficient manner. We propose to add mitigation plans with better departmental communication, along with adding a Service Team into the process. We further propose to train and develop employees. We close our report with our personal impressions and lessons learned during this project.