

## UTILIZING KANBAN SYSTEM TO IMPROVE PROCESSES AND MATERIAL FLOW

**ABOUT FAIVELEY TRANSPORT.** Faiveley Transport, founded in 1919 in Saint-Ouen, France, is a manufacturer of high-tech components for rail vehicles. The company has global product lines in four key areas: braking and safety equipment, passenger access systems, passenger comfort systems, and rail customer services. In 2008, Faiveley Transport acquired Ellcon National in Greenville, South Carolina, and used their historical expertise in freight rail products to form a successful joint venture with Amsted Rail, the world's leading supplier of freight car underframe components. This joint venture, Amsted Rail Faiveley, supplies railcar manufacturers, globally-recognized railroads, and railway maintenance experts with a South-Carolina-based comprehensive value chain for highly-engineered railcar components: design, manufacturing, distribution, and service. Faiveley Transport's Greenville location currently has 250 employees.

**THE CHALLENGE.** Amsted Rail Faiveley was looking for a way to improve processes and material flow while also building teamwork within the 90-year-old organization. Because the efficient flow of product and material ultimately equates to dollars, they wanted a way to deep dive into the current system and identify potential improvements. Amsted Rail Faiveley looked to SCMEP, a NIST MEP affiliate, to facilitate a solution.

**MEP CENTER'S ROLE.** After analyzing the company's needs, SCMEP led a five-day workshop on internal Kanban. The workshop included classroom training on the fundamentals of Kanban as well as "go and do" implementation training on internally-machined products. During day one, classroom training gave participants the background and understanding of Kanban tools. The group was then led through an exercise to highlight and understand current Kanban activity at Faiveley. The goal was to identify what was working within the current system and what was not. This built the foundation for the next step in the project, designing what the internal Kanban system should be. The team then focused on identifying required actions to achieve the Future State. The final day of training included preparing a presentation for Faiveley Senior Leadership which displayed learnings, accomplishments, future tasks, and expected outcomes.

"Our company has utilized SCMEP for many training courses. Every instructor has always been courteous, professional, and very informative. Team members commented on how much they enjoyed the course and how it created a team building atmosphere. It seems SCMEP instructors adapt very well to the different groups of employees we have here at Faiveley."

-Roc Martin, Manufacturing Manager

## RESULTS



On-Time Delivery exceeds customer requirement of **95%**



Increased team building within different disciplines



Developed improved processes and material flow - workforce now versatile and cross-trained



Exceeded annual sales by **30%**



All employees were retained

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