Edition 4 | Apr 2022

LEAN POST

News & updates about Lean, a methodology employees use to improve Brink's processes & performance.

Netherlands in the LEAN journey

Within Brink's Netherlands we started the Lean Transformation in the beginning of 2021. As with everything, the beginning was difficult and the group of people that initially embraced Lean as a Tool and integrated it into the culture step by step was relatively small.

The fact that COVID-19 had a huge impact on society and us as a company also brought some challenges to the rollout. Lean thinking is something you have to experience, live with and help implement, and in the COVID period there were limitations to this.

In NL a lot of work was already being done on improvements but in different ways that did not always bring us the right solutions. Lean gives us better tools to do that and to find the root cause and improve it with assurance. In the Netherlands we are enthusiastic and try to change the whole culture in the coming years.

We are in the second year of the Lean Transformation. Top three priorities are:

1. Bringing even more colleagues into lean thinking. Taking up every challenge with the lean tools from JDI to A3s.
2. Apply visual management throughout the organization so that the status of our processes is clear to everyone (Status at a Glance)
3. Start with Model branch. From here, apply VSM Current state and process redesign along with the employees doing the actual work.

- Ab van Eck/Ops Director

NL OPS Infographics

811
Associates

5
Facilities

289
Vehicles

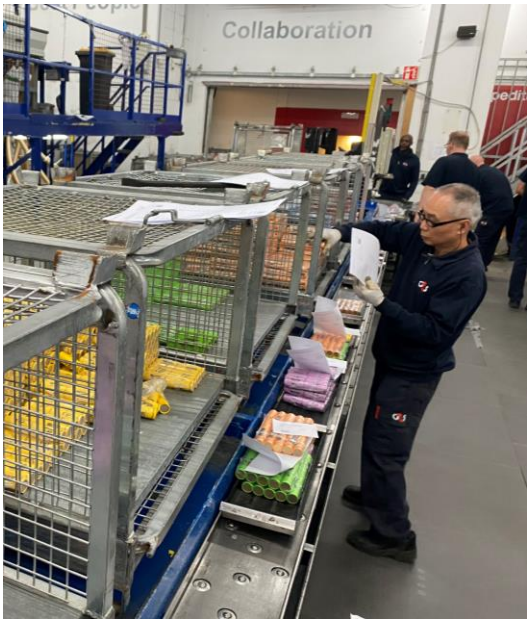
What people “say” about LEAN in Netherlands

Before Lean was introduced as a basic tool and the Lean early adaptors were trained, a lot of symptom control (fire-fighting) was done. This took many forms. Small adjustments in processes or an extra control at the end of a process to ensure that the quality of the service for the customer was good. Now I understand that by A3 problem solving, route cause analysis is done on the real problem. Quality is organized in the process instead of a control at the end with risks of rework. This is also better for employees. Nothing is more frustrating than finding out at the end of a process that the quality is not what you need.
Lean is a fantastic method to apply continuous Improvement. I am therefore convinced that once the people set aside their hesitations, it will gradually become part of our culture

-Rens Antoni/Process Manager

In the beginning, the thinking within the organization was that Lean was a cost saving program. Now that more colleagues have been trained, this has changed to create capacity for doing the right things.
Lean to me stands for: (not originally thought of by me but fully embraced)
Leadership: organizing, facilitating, coaching for human capital development
Excellence: the pursuit of excellence, daily management where deviations are immediately noted. Team members are encouraged to experiment in order to make improvements.
Analysis: Decision-making based on facts
No: Having the courage to say NO to many possible opportunities but organize a laser like focus on a few things that will produce truly groundbreaking results. Thus preventing people from being overloaded and not succeeding in effective execution.

-Ad Willmes/Operations Support Manager



As a leader I recognize the potential of lean, not only because it will give Brink's a competitive advantage and support customer satisfaction, but also because all our employees can be a part of this.

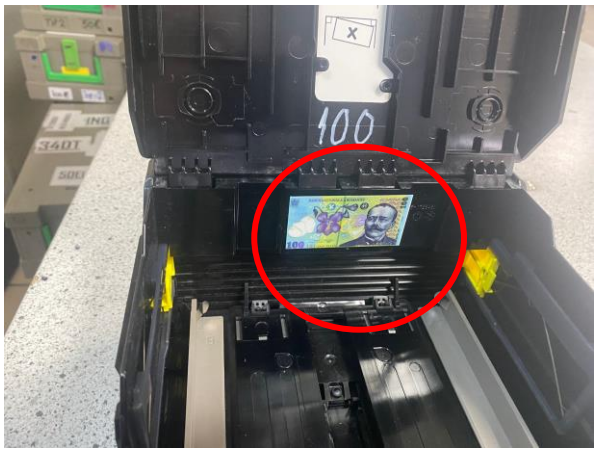
- Ab van Eck/Ops Director

One Point Lesson – Mistake Proofing

Mistake proofing, or its Japanese equivalent poka-yoke (pronounced PO-ka yo-KAY), is the use of any automatic device or method that either makes it impossible for an error to occur or makes the error immediately obvious once it has occurred. It is a common process analysis tool.

MISTAKE PROOFING PROCEDURE

1. Obtain or create a flowchart of the process. Review each step, thinking about where and when human errors are likely to occur.
2. For each potential error, work back through the process to find its source.
3. For each error, think of potential ways to make it impossible for the error to occur. Consider:
   a. Elimination: eliminating the step that causes the error.
   b. Replacement: replacing the step with an error-proof one.
   c. Facilitation: making the correct action far easier than the error.
4. If you cannot make it impossible for the error to occur, think of ways to detect the error and minimize its effects. Consider inspection methods, setting functions, and regulatory functions expanded on below.
5. Choose the best mistake-proofing method or device for each error. Test it, then implement it. Three kinds of inspection methods provide rapid feedback:
   a. Successive inspection is done at the next step of the process by the next worker.
   b. Self-inspection means workers check their own work immediately after doing it.
   c. Source inspection checks, before the process step takes place, that conditions are correct. Often it's automatic and keeps the process from proceeding until conditions are right.



Brink's application of mistake proofing.

Thousands of ATM cassettes filled with cash every day by our cashiers. To prevent an error and put the wrong denomination of notes in the cassette, our team in Romania placed stickers inside and outside the cassette to create visual aids.

To learn more about Lean or to suggest a story for this newsletter, contact

Michalis Papakis
VP Operational Excellence
Brink's Europe
Michalis.Papakis@brinksinc.com