

LEAN POST

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



Czech Republic in the Lean Journey



When Brink's acquired the Czech Republic Cash business in April 2020, we were not only bound by all the rigid rules of G4S but we were fighting with the serious economic crises as the revenue dropped significantly due to Covid.

Brink's introduced Lean nearly faster than the new logo. Michalis was the first visitor and he immediately targeted the operations and challenged us why we do things, why we follow certain processes.

At that point I realized we have a great chance in front of us to materialize ideas we have had with Jiri Frinta, my Operational and Sales Director in our minds. Continuous improvement has been embedded in our culture already and we jumped on the opportunity.

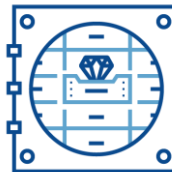
The hard financial data show the effect: our operating profit margin in 2020 was at 2.3 %, in 2021 at 8.3 % and this year we are targeting 11 %.

Those tremendous results we would never achieve if we were acting alone.

CZ OPS Infographics



640
Associates



7
Facilities



236
Vehicles

The whole team must follow. As a leader I use lean KPI in performance management and I develop and challenge all Czech management team and the regional one as well. It is key for me that not only operations follow the spirit. Lean achievements must be understood by all the support functions at all levels as well. Lean helps us also to develop talents within the company. Marketa Mikolasova and David Kosina, our Lean managers, are part of this year organizational change and they are going to be promoted to Senior managerial roles. Brink's flexibility, business focus and Lean freedom to think out of box together with my great team are here to thank for the success of the Czech business

-Lucie Kralova/Managing Director



Neustálé Zlepšování (Continuous Improvement)

Lean management at Brinks CZ started two years ago. We experienced this process for the first time in the conditions of cash operation and it was a completely new way of managing, leading people, identifying areas for innovations, but above all a new way of managerial thinking. After the initial mistrust, we quickly realized that the implementation of lean principles is not complicated, and moreover, it brings positive economic effects. The first area where we implemented the basics of lean was CPC. In particular, the implementation of visual management brought about a very fundamental increase in productivity by 10% in cash processing.



Another area where lean implementation helped us improve the results achieved was the central planning department. Here, along with visual management and KPIs, we also set up a system of daily, monthly, quarterly and annual performance evaluation of individual planners accompanied by financial benefits. We then continued to implement 5S at all workplaces. Process innovations using A3s have become standard practice at all operations.

In October 2021, the Czech Republic hosted a lean training event conducted by Michalis Papakis. Lean specialists from twelve Brink's countries met in Prague to improve in TWI and job instructions. Afternoons and evenings were then devoted to process mapping and evaluation directly in operations. Several improvements were suggested as a result some of which have already been implemented based on the action plan prepared. More complex changes, specifically those in layouts, are still in progress.

To support the development of lean, we organized external training for the senior and middle



management, which deepened the understanding and improved knowledge in the field of lean management at all management levels. The area of lean is always part of regular meetings with operations managers; individual lean projects and their impact on the company's management are evaluated. Currently, our main goal is to move and extend the lean philosophy into direct operations performance. For this, we use regular management meetings with the operative employees - Kaizen day. We have set up a system to reward improvement suggestions and strive to make lean an integral part of the daily work of all Brinks employees.

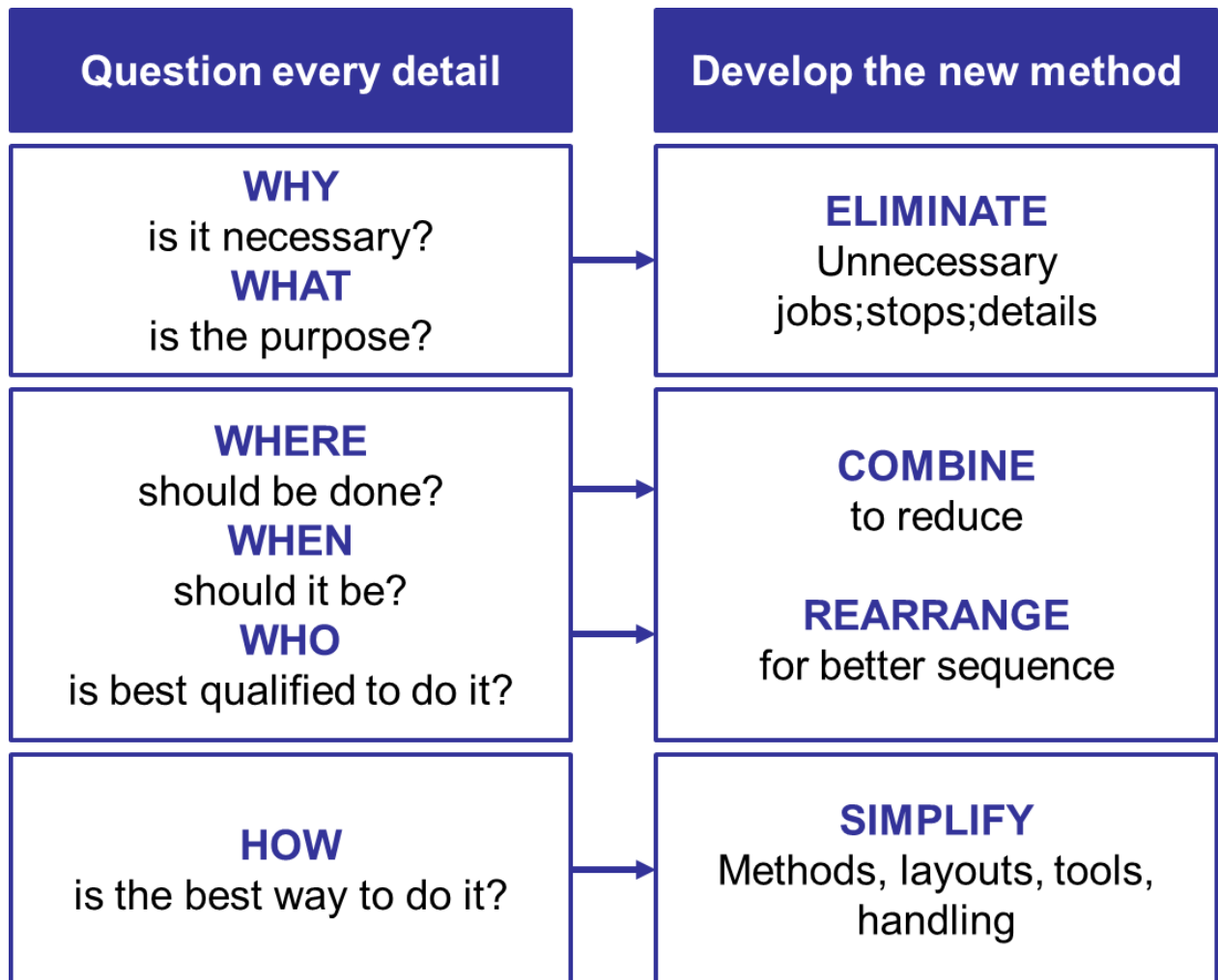
-Jiří Frinta/OPS & Sales Director



One Point Lesson – 5W1H

The 5W1H is a questioning approach and a problem-solving method that aims to view ideas from various perspectives with the goal to gain an in-depth understanding of a specific situation. It is commonly utilized as a continuous process-improvement method and accomplished by answering all the basic elements within a problem which are what, who, where, when, why, and how.

The 5W1H is a set of questions used by Rudyard Kipling to extensively answer existing questions and trigger ideas that could contribute to the resolution of a problem. The concept was eventually incorporated into business practices to eliminate mistakes, increase efficiency, and streamline processes.



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



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