

LEAN POST

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



▶ Next Level Route Management

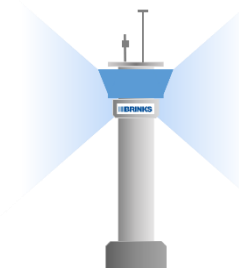
Operational Excellence requires robust, reliable control, management and administrative systems, fully coordinated efforts, and ownership at all levels in the organization. This must be reinforced with complete and accurate practices and procedures, continuing learning and a total commitment to continuous, sustainable improvement.

How are available time and resources used most effectively? What is the sight line between a given task/activity and value to the business/mission? If it isn't there, can't be defined, has low value-add or low probability of success the task/activity should be reconsidered modified to create acceptable value, or perhaps eliminated altogether. And that leads to another question: can business results be controlled in real time?

To answer all these questions we are introducing in our Operations this year, the concept of the **Control Tower**:

- **Centralized hub** containing all the technology, organizational tools, and processes needed to capture data from all stages of the Cash Logistics.
- **Uses real-time data** to identify weaknesses and strengths during the execution.
- **Combining** helpdesk, driver support, planning, engineering into one room handling and being responsible for a certain region.

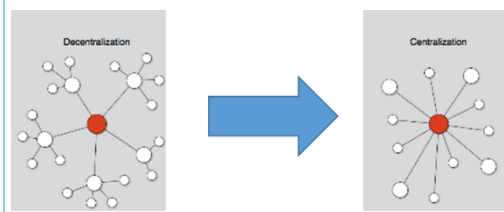
Control Tower



Using the Control Tower to optimize our Logistics makes our company **more agile** as it can respond rapidly to market changes and customer expectations.

The more efficient and cost effective our processes, the greater our chance of satisfied customers and repeat business.

The new Centralized model is building more effective teams to design and manage our routes.





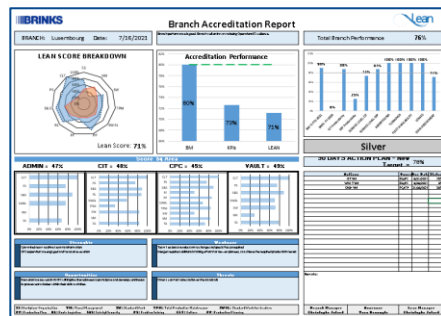
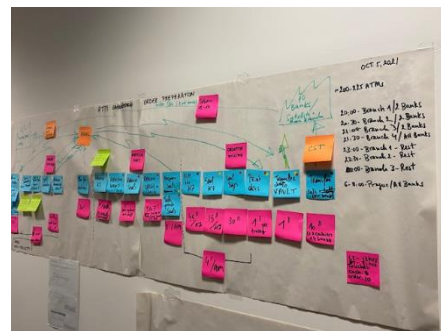
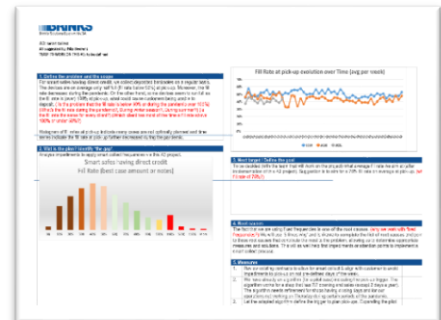
Europe 2021 Wrap up

Lean in Numbers

2021 was a very challenging year that affected many aspects of our business. Working from home, quarantines, sickness rates, and social distancing made the interaction between people difficult. As we rolled out our Lean program, in the beginning of 2021, we had available the eLearning modules for the Bronze certification. This contributed significantly to deliver the training in the first year.

Collectively as a team in Europe we were able to achieve the stretch Lean targets we have set for 2021.

- **A3 is the problem solving tool** we want everyone to use to improve the business but beyond the tool is the way of thinking. **373 A3s** completed and delivered results.
- **KAIZEN means “change for good”**. It is a structured activity to improve a process/solve a problem. **74 KAIZEN** event contacted, with people actively participated.
- **Just Do It (JDI)**, are small improvements to daily problems. **118 JDIs** contacted by our front line managers.
- **Model Branch**, is an Operation that the overall assessment hits a score above 80%. The teams worked throughout the year and achieve that score in **12 Model Branches**.
- **Job Instructions**, describe a standard way to train our Operators. **85 Job Instructions** prepared in 2021 to support the TWI program.
- **Value Stream Map**, is a tool to improve the flow in a process. **33 VSMs** designed during Kaizen events.
- **417 people** at all levels trained in Lean topics, and **267 people** received the **Bronze Certification**.
- **60 People** awarded with Ruby and Emerald awards. From this pull we will select the Diamond winners for 2021.



“Well Done Team Europe”



Two Bin System

Two-bin systems are an effective Kanban method for handling deposit bags. The great thing about a two-bin system is that you do not need to create Kanban cards. In a cash center, each bin has the same work content of one hour. An operator simply works out of one bin at a time; when that bin becomes empty, the entire bin is placed in a replenish drop or area. Two full bins represent the maximum quantity desired in the work area; the second bin is the minimum, so when the bin is empty, the worker has reached the minimum. It is now time to order. The operator then continues to work out of the second bin as the first one is replenished. It is also good to install some form of a communication light that can be turned on to signal to a material handler that there is an empty bin to be picked up.

Two-bin system is set.

- Empty bin is removed and placed in replenishment drop.
- Worker proceeds to work out of remaining bin.
- Full bin returns and is placed under the first for first in, first out (FIFO).
- Two-bin system continues to run.
- Operator never left the work area.
- There are no bag shortages.
- Inventory is controlled through the pull system.
- Create better flow of work
- Plan the production according to standards and expected volumes
- Control the production hourly

Supermarket Area



Two Bin System



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



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