

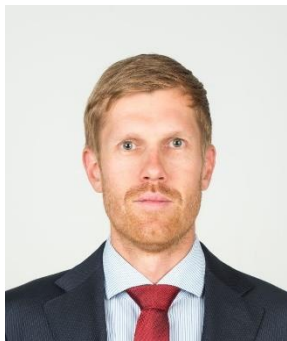
# LEAN POST



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



## Lean Leadership



As a general manager for the Baltics (Estonia, Latvia, Lithuania) I need to organize work in three countries, nine money processing centers and even more hubs. Lean, through standardization is important, so that everyone in every organization speaks and understands the same

language, has similar goals that are comparable cross countries. I am very pleased that Lean is part of my managers' every day job and they are really looking for efficiencies (both money and people as well as kilometers driven) across the board.

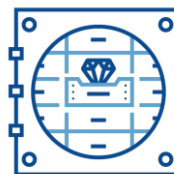
Our next challenge is to take Lean to the front line employees and explain that by doing things more efficiently, does not put their job position in danger but vice versa, helps them to do the same amount of work faster and in a more convenient way. 2022-2023 we will be training also them to perform even better.

**-Joonas Saluveer/Baltics General Manager**

## Baltics – The North Frontier



**406**  
Associates



**9**  
Facilities



**125**  
Vehicles



## Leading a Lean Transformation



For us LEAN as a tool wasn't something brand new, but what was new, was the culture. Culture, where the management acknowledges the importance of continuous improvements in order to reach our goals and strategies. Culture, where everybody, including management, are involved and engaged.

On corporate level we now have training platforms, coaches and mentors, who provide support and guidance. One of the core values in Brink's is the continuous improvement, something that drives us towards operational excellence and lean is the tool we can use for it. As everything is constantly changing, we have to understand that what brought us here, or what was working yesterday might not serve us next year, or even next month.

Just recently I was listening to the podcast where the question "How do I get my people to do this?" was raised and this question was answered wisely through another question "How do you want to manage and lead your people?"

For the same reason we made the decision on the local level that we start the trainings from management level because only then we can support our people throughout this journey. I am so proud of our Baltic team, who has already put in an effort and have done improvements that are visible in all branches and hubs.

- Kristi Vetemaa/ Baltics CPC Director & Lean Manager



## Leading a Turnaround through Lean Thinking



In Estonia and in Latvia we started the route optimization from last November and continued after Christmas. We mapped the current system, current routes, customer profitability and we tried to describe what could be our dream plan how to service the customers more efficiently. We made the plans and presented it to our sales and customer service to engage them in the project. We explained to the customer why is it needed, how they can benefit from it and started the negotiations to find the best solutions for us and also for the customers.

Negotiations mostly involved the servicing days or times. Most of the plans were done by April and tasks completed by June. Through the restructuring we were able to save costs in Estonia approximately 20k € per month: 20k less travelled kilometers, 1350h less worked, 7 cars less. Latvia was able to have savings approximately 10k € per month. We used A3 method to solve the problems and describe the possible solutions. What is important to mention – we didn't lose any of the customers due to those changes!

-Argo Rääp/Baltics CIT Director



## Transforming Riga's Cash Processing Center



I had an opportunity to join Brink's as a new CPC manager in Latvia and start implementing lean principles earlier this year. Within 2 months we can already see results and impact. It is a simple yet strong start to a true lean journey.

What have we done:

- rearrange coin wrapping area to straighten process
- mark all area with floor marking tape (coin counting and storing area, dispatch area,
- new rack for materials in pre-vault area (every Stock Keeping Unit in own place, every SKU sufficient amount for >1 week of work, labelled places on rack);
- brush up local material stock (every SKU in own place, labelled places on rack, mark areas with marking tape);
- renew production board for notes tellers;
- KANBAN board & cards implementation for material order preparation and dispatch for regions from local stock.



How 5S/LEAN impacts our work:

- simplify management by visualization, manager could see results or current situation without any question (where we are, what has been done, what still needs to be done);
- simplify job issuing to personnel (employee see what to do on the Kanban desk, not verbally);
- simplify to check stock and inventory;
- decline transportation and movement (trolleys);
- decline number of trolleys/handling equipment in use, free space for work;
- speed up operations;
- decline employees mistakes volume.

- **Dmitrijs Kalejevs/CPC Manager Riga**



## One Point Lesson – Suggestion System

Suggestion systems are a form of employee-to-management communication that benefit employees as well as employers. They provide a two-way channel of communication between employees and management, with management accepting or rejecting employee suggestions and in some cases commenting on them. Suggestion systems give employees a voice and a role in determining company policies and operating procedures.

Employee suggestions can help increase efficiency, eliminate waste, improve safety, and improve the quality of a company's products and services. The company benefits not only in terms of cost savings realized as a result of employee suggestions, but also in terms of better employee morale. In many cases suggestion systems can help develop teamwork among employees. While the goal of a suggestion system is for cost savings to exceed expenses associated with the program, there are also intangible benefits to be realized from suggestion systems.

### 5 Tips to create an effective suggestion system

**1. Make it Public**

**2. Keep it Local**

**3. Make it Simple**

**4. Focus on singles not home runs**

**5. Measure the process not the results**

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



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